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UBCHEA ARCHIVES
COLLEGE FILES
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Shantung / Chefoo
Corres
Liu Shu-ming 1935-1936

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SHANTUNG

Chefoo University

August 19, 1935

President Liu Shu-ching
Chefoo University
Tsinan, Shantung, China

My dear President Liu:

We enclose herewith four copies of the docket of the Annual Meeting of our Chefoo Board of Governors, which will be held in New York on September 26th.

I am sure that from the previous communications we have already sent, you and the other three members of the Board of Governors residing in China are already familiar with the general plans for our Annual Meeting. I hope also that, since it is unlikely that any of you will be able to attend the meeting in person, you have already written designating your proxies for this meeting.

We would be grateful if you would forward copies of this docket to Dr. Chang, Dr. Ch'ang, and Dr. Tzu, since you will know where to reach them most promptly.

If you have not already written designating proxies, we would be grateful if you would cable these nominations to us, so that you may be represented as adequately as possible.

In the hope that the work at Chefoo is opening up in an auspicious way, I am,

Very cordially yours,

H.S.A.
Encs.

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August 21, 1935

INDEXED

President Liu Shu-Ming
Chee-lee University
Tainan, Shantung, China

My dear President Liu:

We enclose herewith a copy of the Report of the Treasurer of the North American Section of our Chee-lee Board of Governors. Under separate cover we are sending twenty copies of this report for such use of it as you may care to make.

I believe there are no items in the report calling for any special comment. Our finances are still far from being back to normal conditions, but at least show some improvement over last year.

Very cordially yours,

BAG:MP
Encl.

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CHEELLOO UNIVERSITY

Tsinan, China

Office of the
President

August 26th, 1935

To the Members of the
Board of Governors

Ladies and Gentlemen:

You will have heard already from Mr. Davies of my appointment as President of Cheeloo University. I came to Tsinan from Peiping on July 22nd and assumed my official duties on August 1st.

You yourselves know some of the problems which have arisen or become intensified in Cheeloo during the past few years. As a newcomer I have of course to study these problems and discover for myself how best to meet and deal with them. The summer vacation being not yet ended I have not as yet had an opportunity of meeting all the members of the various faculties, and it is only when the new school year actually begins that I can, to any real extent, begin to face up to the administrative duties which I have undertaken.

I am informed that the annual meeting of the Board of Governors will take place in New York on September 25th and 26th. I understand that in virtue of my office I am a member of the Board of Governors. It is of course impossible for me to be present in person, but it is fortunate that Mr. T.H. Sun, a graduate of this institution, a member of our Board of Directors, and a resident on the University campus, is going to the United States for post-graduate study, and as he will arrive just in time to attend your meetings, and as he has a very thorough understanding of affairs in Cheeloo, I have authorized him to act as my proxy. Mr. Sun will, I hope, be able to attend throughout the sessions, and he will be able to answer any questions which you may care to ask him. I am preparing a brief memorandum containing some suggestions as to my attitude, so far as I have been able to formulate one, toward one or two of the outstanding questions of policy which you will be discussing in your meeting. This memorandum may form a basis for further discussion with Mr. Sun.

I hope that when the minutes of your meeting are sent to us you will give me the advantage of any suggestions you may be able to offer as to the best way of carrying out the policy which it is desired to see pursued in this institution. I myself will also devote time and attention to the study of this policy in all its aspects and hope that in the course of a few months we may be able to formulate more definite plans than we have hitherto been able to submit to you.

Trusting that your deliberations may be crowned with success and result in much benefit to Cheeloo,

I am,

Sincerely yours,

STL/GMH

/s/ SHUMING T. LIU

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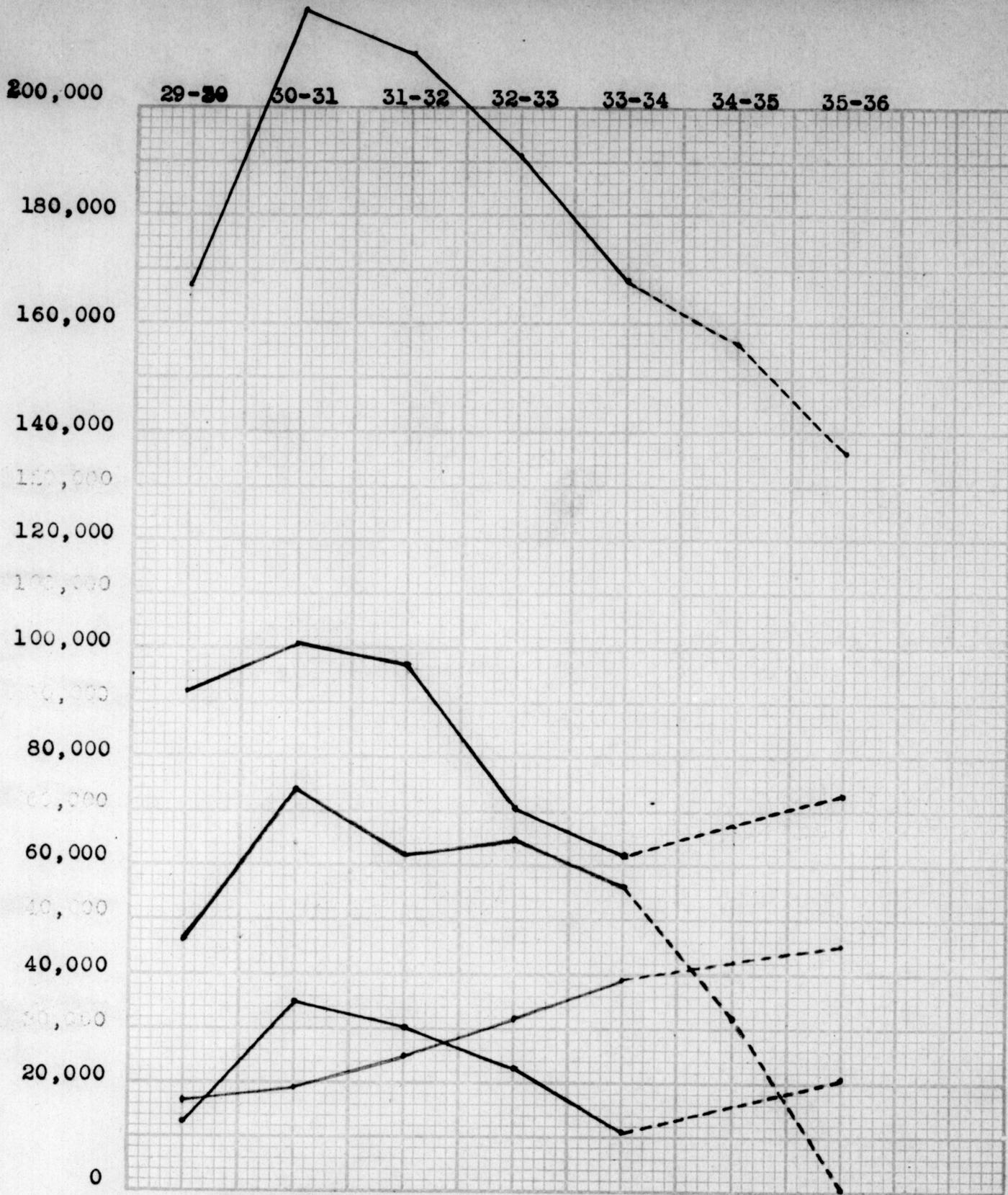
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INCOME OF THE UNIVERSITY (not including Theology)



Sent up
Pres. Linn's
letter
8/26/35

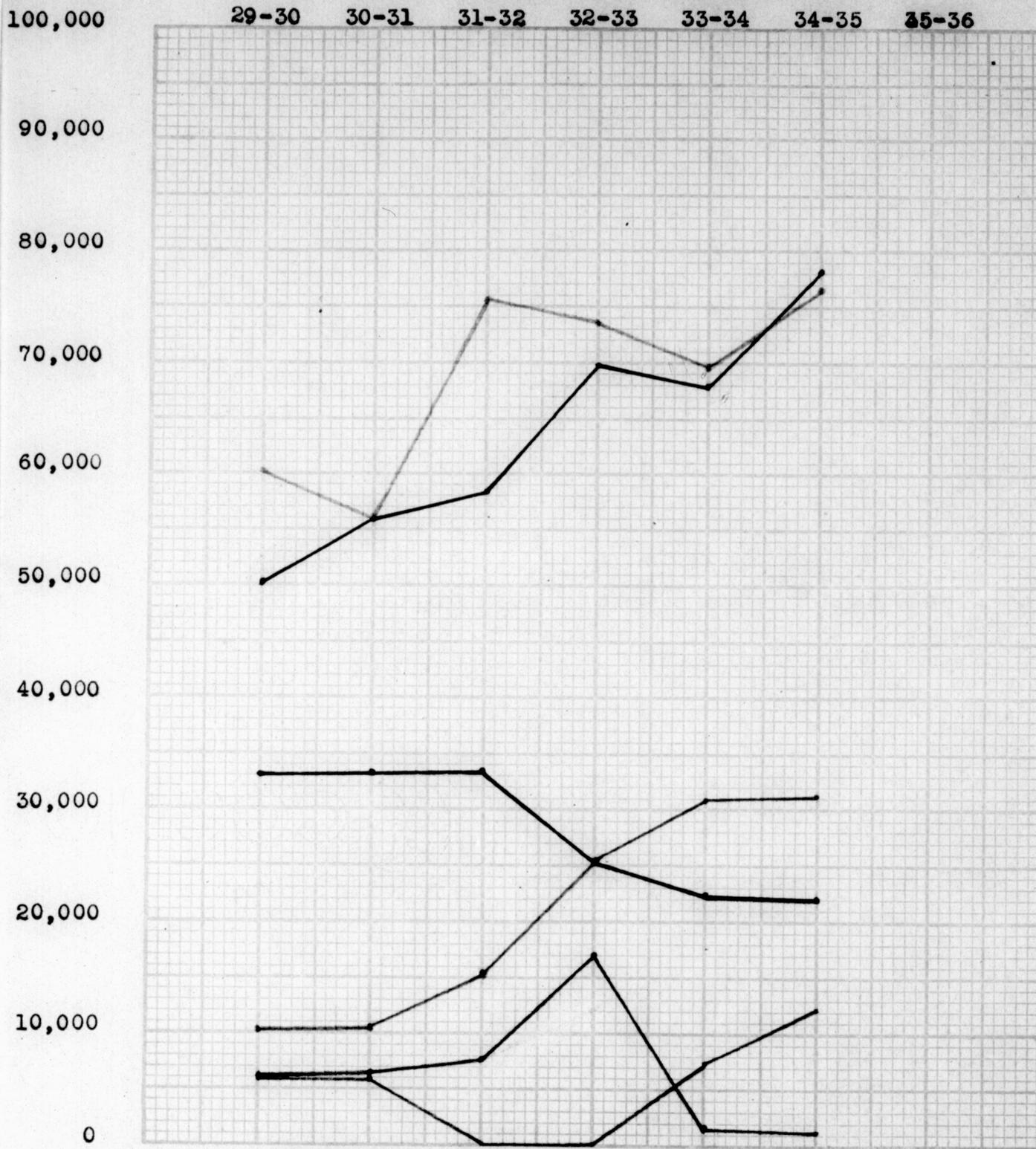
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Missions _____
 Endowment Income _____
 Rockefeller Foundation _____
 Tuition Fees _____
 TOTALS _____

0175

THE SCHOOLS OF ARTS AND SCIENCE

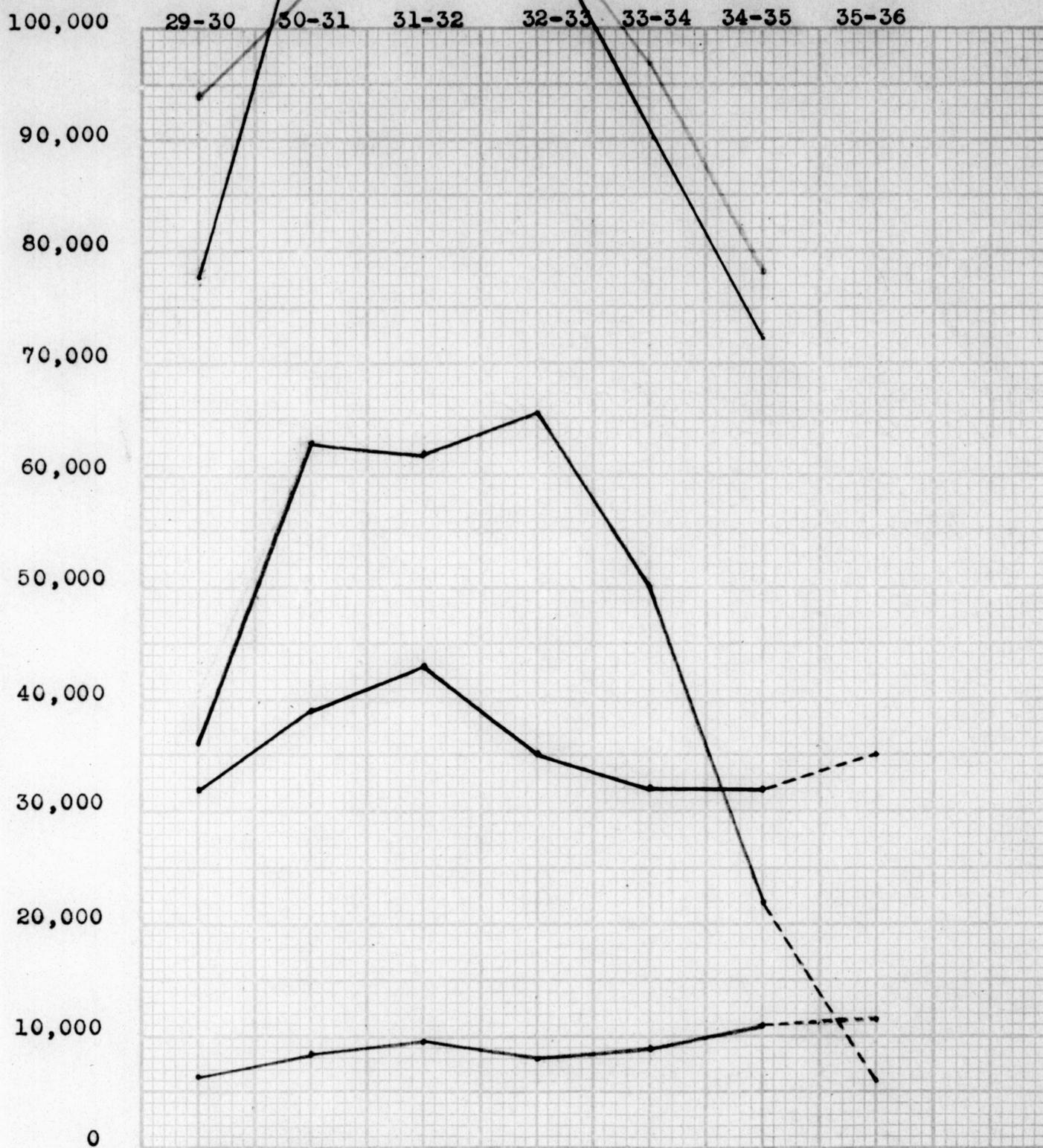
Income & Expenditure 1929-34



Missions _____
 Rockefeller Foundation _____
 Endowment Income _____
 Tuition Fees _____
 Total Income _____
 Expenditure _____

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THE SCHOOL OF MEDICINE
Income and Expenditure 1929-1934



Missions _____
 Rockefeller F. _____
 Tuition Fees _____
 Total Income _____
 Expenditure _____

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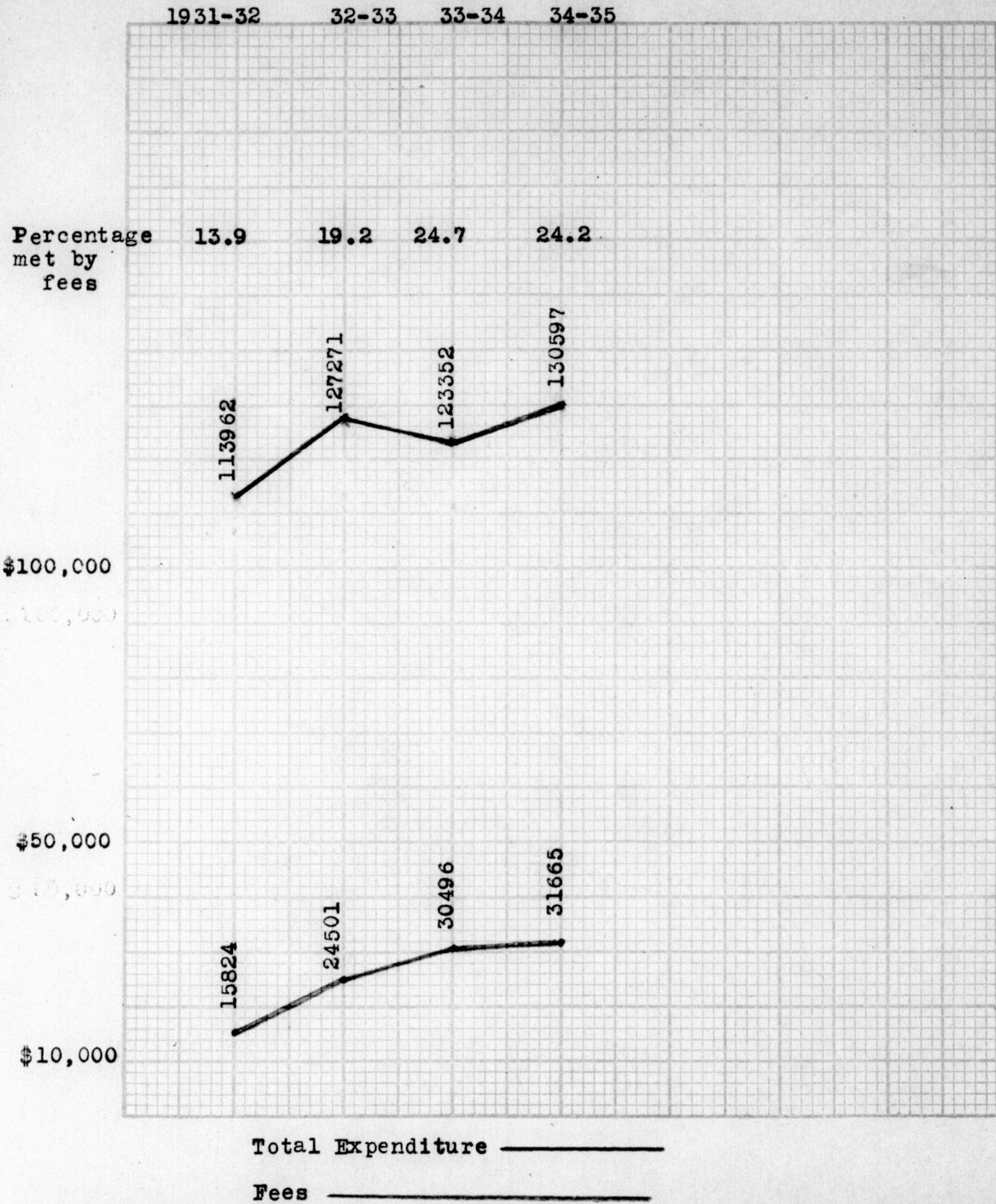
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TOTAL EXPENSE INCLUDING MISSION SALARIES

SHOWING PERCENTAGE MET BY FEES

SCHOOLS OF ARTS AND SCIENCE

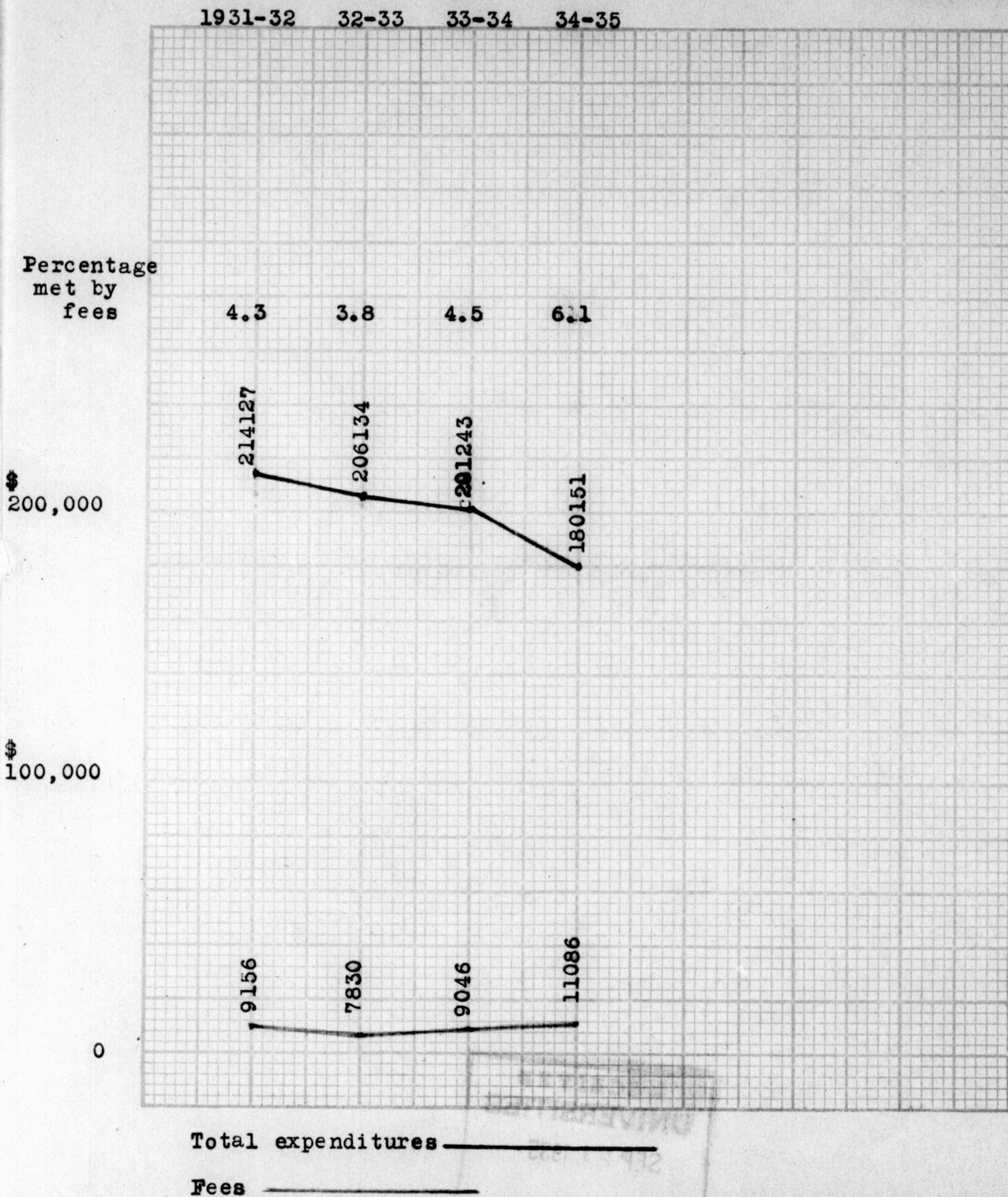
Cost per student
about \$385



TOTAL EXPENSE INCLUDING MISSIONS SALARIES
SHOWING PROPORTION MET BY FEES

SCHOOL OF MEDICINE

Cost per student
about \$2,200



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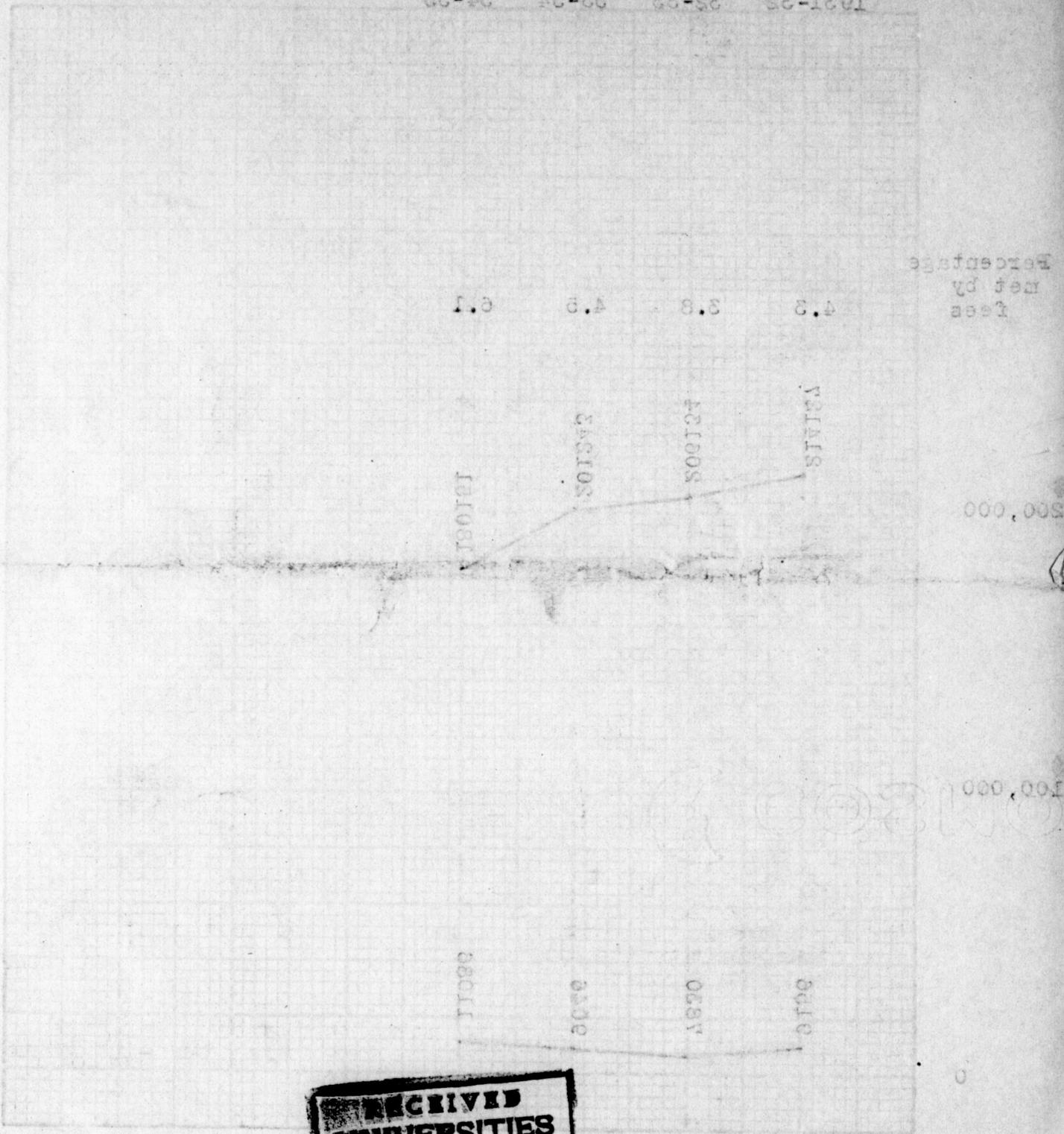
Cost per student
about \$2,500

SCHOOL OF MEDICINE

SHOWING PROPORTION MET BY FEES

TOTAL EXPENSE INCLUDING MISSIONS SALARIES

1931-32 32-33 33-34 34-35



RECEIVED
UNIVERSITIES
 SEP 21 1935
 JOINT OFFICE

Total expenditures
 Fees

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Memorandum Regarding Policy
of Cheeloo University

1. This institution should be maintained as a University - i.e. all three schools should be carried on.

Among other reasons the following may be mentioned:-

- a. The closing of any one of these schools would mean a big loss in the life of the hundreds of graduates of these schools.
- b. For the sake even of the medical graduates it is necessary to maintain the full University - a professional school, no matter how high its grade, has not in China the same standing as a University. Also the Medical School needs the other two schools in order to help the cultural background of its graduates.
- c. If the University is not maintained its past graduates will find it exceedingly difficult to make a living. Competition for posts is so keen in China that graduates of a University which has only a historical and no actual standing would have no chance.
- d. The actual cost to the cooperating organizations of the Arts and Science Schools is comparatively low. As worked out by the Treasurer recently, the cost per student, exclusive of fees, in these two schools is only \$290 per annum as against \$2,122 per student in the Medical School.

2. Programme for training rural leaders.

- a. It is necessary to conserve what already exists and to build on that as staff and funds become available.
- b. Some extension work is already being done, particularly in the department of home-making, to meet the problems of the rural districts. This should be carried on and increased.
- c. Research work. One important project (in fertilizer disposal) is already being carried on by the Biology Department. Another has been suggested to the Chemistry Department (disposal of waste from home dyeing industries). Encouragement should be given to these and other departments to work on such problems and extend help to the country people.
- d. Special courses are already planned in connection with Public Health under Dr. Yao, and there is no question about the possibility of placing graduates from such courses, both men and women - nurses for rural health work and rural social service work, and doctors.
- e. Within the present framework of the three colleges there should gradually be added specialized rural courses which can provide training for rural leadership.

The new administration asks to be given an opportunity to work out detailed plans. The aim in view is to train first-class rural leaders of University grade, such as would be welcomed by such experimental centres as Tinghsien and Tsou-ping. In addition there would seem to be possibilities in the training, through short courses, of various types of technicians, such as the workers

1935

Memorandum Regarding
Policy of Cheeloo

-2-

needed to introduce and carry out the fertilizer disposal plans now being worked out by the Biology Department; laboratory technicians for rural health stations; workers in seed selection, and so forth. Cooperation might also be sought with the local Mass Education Institute as well as with Tingsien and Tsouping.

With the addition of such courses as are suggested there is no doubt that Cheeloo graduates will furnish material which is needed by such experimental centres as Tingsien and others which are being started in various parts of the country.

One of the main difficulties is to get students to realize that there is opportunity for service and for gaining a livelihood in this work. As it is proved that there are openings for men and women so trained the numbers who will seek such training will increase.

SHUMING T. LIU

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SHANTUNG

October 14, 1935

President Lin Shu-ming
Cheeloo University
Tsinan, Shantung, China

My dear Mr. Liu

I enclose herewith a copy of the minutes of the Annual Meeting of our Cheeloo Governors held on September 26th. Under separate cover we are sending you with this same mail thirty-five copies for field distribution. In this letter I will comment on the various matters dealt with by the meeting.

General Observations. I believe we all felt that this meeting of the Cheeloo Board of Governors was one of the most constructive gatherings we have held in a number of years. We were fortunate in having four representatives from Great Britain, as well as most of the members of the North American Section. Also, we were particularly favored by having with us two Chinese leaders and five members of the Board of Governors who had been in China during the past year. The presence of Dr. Shields and Dr. Stanley was also extremely helpful.

The general atmosphere of the meeting was one of keen interest in the work the university is doing and an earnest desire to find solutions of the grave problems which have been causing such great difficulty to all friends of Cheeloo during recent years.

Problems of General Policy. In its eagerness to get immediately into the discussion of the major problems of general policy at Cheeloo, the Board pushed aside a number of routine items which would normally have been cleared at the beginning of the meeting. In advance of the meeting we had circulated to all members of the Board a large amount of material descriptive of the situation and problems confronting the University, so each one present came with a good understanding of the background for the Board's discussion. We were all very much delighted that your letter of August 26th, together with your memorandum regarding the policy of Cheeloo University, reached us in time for use at the meeting. This material, together with the very fine interpretation of the situation at the University given to us by Mr. T. H. Sun, had a profound influence upon the Board.

We can say quite frankly that during recent months there had been a growing conviction among the members of the Board of Governors that unless Cheeloo speedily obtained new vision and new leadership it would be

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necessary to initiate some very radical movements in the direction of reorganization and reduction in scope of program, in the hope that at least some departments of the institution's work might be salvaged. But during the last few weeks before the Annual Meeting the information coming to us from China concerning your acceptance of the presidency and the vigorous way in which you were providing new leadership and new inspiration, did much to create a new spirit of hope and optimism among the members of the Board. The first-hand information brought to us by Mr. Sun and Dr. Cheng was also very helpful. All the Governors have a very deep conviction that your coming to Cheeloo at this time of great crisis is indeed providential, and they earnestly trust that under your leadership Cheeloo may be permitted to go forward into a new and more productive sphere of service than it has ever known.

The first significant vote taken by the Annual Meeting was the action (G-203) in which the Governors heartily concur with the action of the Directors in electing you president of the university. This action is much more than a formal and routine matter, for it expresses both the deep sense of gratitude that you have assumed the leadership at Cheeloo in this time of crisis and also the sincere hope and trust that we may now all work together for much better things than have yet been accomplished at Cheeloo.

The next action (G-204) dealing with the general policy and program of the university, was formulated only after several hours of thorough discussion and very earnest thinking. I hope that all of our friends in China will study this action with the greatest care, and will recognize that it represents the profound convictions of all the group here in the West working in the interests of the university.

The Governors are fully convinced that the only way in which Cheeloo can possibly continue is through the immediate adoption of a carefully defined program which will not be a matter of discussion and theorizing but of actual practice. They believe that the time has past when Cheeloo should attempt to carry on colleges of Arts and Science of the usual type. The only way in which work in these two schools should be continued in future is along very definitely defined lines of service to the rural areas of China. They recognize that this will involve very substantial reorganization of both the personnel and the program of these two colleges. They also recognize that study and experimentation will be required to determine the exact lines along which this work should be conducted in future. Obviously, we must look to the field to work out the details of organization and to develop the program which is to be conducted. A few months ago our Governors would undoubtedly have expressed the opinion that they could not see any way in which leadership could be found for developing and carrying on such a program, and that therefore they would have been inclined to give up the attempt entirely and to concentrate all their resources on Medicine and Theology. But now the Governors have regained the hope that under your leadership Cheeloo can go forward to success in this vitally important field of service to the people of China. They are willing to continue their contributions to Arts and Science only on the distinct understanding that as rapidly as possible these schools are definitely reorganized to the point where they are carrying on efficiently such a program of service for the rural areas of China. While they realize that such a reorganization must be gradual and that time must be allowed for this new leadership to become effective, yet they will in future give more

more and more weight to the question of what means are being obtained whenever they undertake to make their contributions toward the program of the university. And what is even more important, their ability to maintain and to increase the funds available for the work of Cheeloo obtained from sources here in North America will depend very largely upon the degree to which the University succeeds in making such a rural program effective.

In connection with this whole question of rural program at Cheeloo, the Board considered very seriously the possibility of finding and sending out to China a qualified leader in the field of rural reconstruction who might serve as a counselor for the university authorities as they go forward with their development of the rural program. On page nine of the minutes (action G-212) this proposal is dealt with rather briefly. The matter was left to be followed up by the North American Section. We have expressed to Dr. Butterfield the very earnest hope that he may be able to go out to China within a few months to serve in such an advisory capacity provided, of course, the field authorities of the university sincerely and earnestly desire his presence and counsel. Dr. Butterfield is now giving the matter careful study, but has not as yet indicated whether it will be possible for him even to consider seriously such an invitation if it were extended to him. If Dr. Butterfield finds that it would be quite impossible for him to get away from the work to which he is now committed it would be useless to press the matter further. If, however, he finds that he might possibly be able to make the necessary adjustments at this end, I will write you more fully about the matter, and will leave it in the hands of the group on the field to decide whether or not you desire to extend an invitation to Dr. Butterfield. We must keep in mind that even if the field desires Dr. Butterfield and he is able to go, we would still face the very serious problem of how and where we could secure the support which would be required.

Report of Treasurers. I need not do more than comment briefly on the material on page five of the minutes dealing with the report of the Treasurers. You will note that action G-206 suggests one possible solution of the problem dealing with the serious deficits now confronting the university. I am corresponding with the Women's Missionary Society of the United Church of Canada in regard to item 206 and will write you more fully when I have heard from them.

Responsibility for Budget. For a number of years there has been a growing amount of discussion within our Cheeloo Board of Governors as to where the responsibility for formulating and administering the university budget should rest. In the old days, the responsibility for the budget rested upon the Board of Governors. But with the gradual growth of responsibility in China, and with the registration of the university under the direct control of a Chinese Board of Directors recognized by the government as the body actually responsible for the institution, this whole situation has been changed. The Governors have long recognized that as an actual fact, the formulation and administration of the budget has rested almost wholly in the hands of the authorities in China, and that there has been little the Governors could do save to accept the budget as the field presents it to us, and to trust the field authorities to see that income and expenditures are kept in a proper state of balance. It is now the judgment of the Board of Governors that the time has arrived when we should recognize in a formal way the fact that responsibility for formulating and administering the budget rests upon the Board of Directors in China, and that

and that the Governors' relationship to the budget is simply that of making clearly defined contributions to it. To this end it is proposed under action G-207 that the By-laws of the Board of Governors be amended in the manner indicated. We would be grateful if the Board of Directors would study these proposals carefully and would send us their comments thereon. If these proposals are satisfactory to the field they will be submitted to the two sections of the Board of Governors for ratification in accordance with the usual procedure for amending the By-laws.

Regulations for Field Treasurer's Office.

During the last year the Governors have, as you know, been greatly disturbed by various reports of expenditures which the Field Treasurer has been instructed to make beyond budget appropriations and beyond available funds. An examination of the minutes of the Board of Directors shows that this situation is apparently not due to any lack of clear formulation of the regulations for the Field Treasurer's office, but rather to the fact that these regulations have not been adhered to as strictly as they should have been. The Governors have, therefore, by minute G-208 recorded their earnest hopes that the field authorities of the university will at all times scrupulously observe both the spirit and the letter of these regulations. Since the Board of Directors of the university are immediately responsible for the administration of the university on the field, the Governors of course look to the Board of Directors to see that these regulations are constantly adhered to.

Budget for 1935-36 In action G-209 the contributions to be made through the Board of Governors for the year 1935-36 are set forth. We have been instructed to check with each of the cooperating mission boards the amount of their contributions, and to inform the Field Treasurer of any changes which should be made. I will be writing at greater length to Dr. Lair as soon as we have had time to hear from the various North American Boards. I am requesting Dr. Weir to write directly concerning any changes which should be made in the figures for the British Section.

Request to Harvard-Yenching Institute Up to the present time we have considered that all income received from the Harvard-Yenching Institute on account of the funds they are holding in trust for Cheeloo University should be applied entirely to carrying on work in the fields of the Chinese cultural studies. Our Cheeloo Governors feel that in the past this restriction has not always worked to the best interests of the University, and at times the funds available for these special departments have been, by comparison, much larger than the resources available for the other departments in the University. While it might not be fair to say that these departments of Chinese cultural studies have been over-developed, perhaps it is correct to state that they have at times been preponderantly larger than they might have been if all of our university income had been available for allocation without restriction. The Governors feel that it is especially important for the successful development of the rural program in the colleges of Arts and Science that every department in these two colleges be carried on in the most complete harmony with this rural program. No matter how intrinsically valuable the work of a department may be, if the department is not making a definite contribution to the success of the rural program it is not succeeding in its work.

The Governors feel, therefore, that it is very desirable to secure the permission of the Harvard-Yenching Institute to transfer that the income we are receiving from this trust fund should be reserved for the departments of Chinese cultural studies only to the extent that these departments need support in order to perform their function within the rural program and that the remainder of this income should then be available for allocation elsewhere. As yet we have no assurance that the Institute will approve this request, although we will lay the matter before them at the earliest feasible date.

During the coming weeks we will be writing you in regard to various of the items dealt with by the Governors.

With all good wishes for the success of Chee-lee this year,

I am

Very cordially yours,

BAG:MP
Encl.

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SHANTUNG

INDEXED

1/17/35

ack - 1/20/35

President Shu-ming T. Liu
Chee-Loo University
Tsinan, Shantung, China

My dear President Liu

Letter
1/14/35 - fr. Butterfield

I attach hereto a copy of a letter we have just received from Dr. Kenyon L. Butterfield. You will note that Dr. Butterfield has given very serious consideration to the possibility of coming out to Chee-Loo as an advisor in connection with the rural program if the field authorities of the University are sincerely desirous of having him come and if the necessary support can be provided.

Before our Chee-Loo Governors can take any final action in the matter they must have a very definite expression of the wishes of the field. The Governors desire to cooperate with the field authorities of the University in whatever way those of you who are in charge may desire. I know that our Chee-Loo Governors will agree heartily with Dr. Butterfield on his view that the only basis on which we could consider sending him to China is in response to "a clear and strong call from Chee-Loo itself." If those in charge on the field have no particular enthusiasm for Dr. Butterfield's coming, or feel that the funds required for his support might better be used in other ways, we earnestly request you to state such views frankly, in fairness both to Dr. Butterfield as well as to the institution. He is a busy man with important responsibilities here in America, and it would be most unfortunate to call him away from his tasks here for anything less than a very vital and constructive undertaking which he would have at least a fair opportunity of carrying through to success.

We will not make any definite moves here until we have had definite word from the field. If you find it possible and desirable to extend a call to Dr. Butterfield by cable, that would, of course, make it possible for us to initiate action here about four weeks earlier than if such an invitation came by letter. But in any event, the field should write quite fully by letter, since no cablegram could set forth all the details which both Dr. Butterfield and the Chee-Loo Governors would need to have if they are to proceed intelligently.

Very sincerely yours,

P.S. No doubt you have in your files a copy of the memorandum prepared by Dr. Butterfield four years ago referred to in his enclosed letter. I am, however, enclosing another copy of this memorandum herewith to guard against the possibility that there may be some difficulty in securing the copy already sent to Tsinan.

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SECRET

October 17, 1935

OK-14/36

President Shu-ming T. Liu
Chee-Loo University
Tainan, Szechuan, China

My dear President Liu

Letter 10/14/35

I attach hereto a copy of a letter we have just received from Dr. Kayon L. Butterfield. You will note that Dr. Butterfield has given very serious consideration to the possibility of coming out to Chee-Loo as an advisor in connection with the rural program if the field authorities of the University are sincerely desirous of having him come and if the necessary support can be provided.

Before our Chee-Loo Governors can take any final action in the matter they must have a very definite expression of the wishes of the field. The Governors desire to cooperate with the field authorities of the University in whatever way those of you who are in charge may desire. I know that our Chee-Loo Governors will agree heartily with Dr. Butterfield on his view that the only basis on which we could consider sending him to China is in response to "a clear and strong call from Chee-Loo itself." If those in charge on the field have no particular enthusiasm for Dr. Butterfield's coming, or feel that the funds required for his support might better be used in other ways, we earnestly request you to state such views frankly, in fairness both to Dr. Butterfield as well as to the institution. He is a busy man with important responsibilities here in America, and it would be most unfortunate to call him away from his tasks here for anything less than a very vital and constructive undertaking which he would have at least a fair opportunity of carrying through to success.

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Very sincerely yours,

BAG:MF
Copy for Dr. Carson

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SECRET

October 17, 1935

OK-14/36

President Shu-ming T. Liu
Cheeloo University
Tainan, Szechuan, China

My dear President Liu

Letter 10/14/35

I attach hereto a copy of a letter we have just received from Dr. Kanyon L. Butterfield. You will note that Dr. Butterfield has given very serious consideration to the possibility of coming out to Cheeloo as an advisor in connection with the rural program if the field authorities of the University are sincerely desirous of having him come and if the necessary support can be provided.

Before our Cheeloo Governors can take any final action in the matter they must have a very definite expression of the wishes of the field. The Governors desire to cooperate with the field authorities of the University in whatever way those of you who are in charge may desire. I know that our Cheeloo Governors will agree heartily with Dr. Butterfield on his view that the only basis on which we could consider sending him to China is in response to "a clear and strong call from Cheeloo itself." If those in charge on the field have no particular enthusiasm for Dr. Butterfield's coming, or feel that the funds required for his support might better be used in other ways, we earnestly request you to state such views frankly, in fairness both to Dr. Butterfield as well as to the institution. He is a busy man with important responsibilities here in America, and it would be most unfortunate to call him away from his tasks here for anything less than a very vital and constructive undertaking which he would have at least a fair opportunity of carrying through to success.

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Very sincerely yours,

BAG:MF

Copy for Dr. Garson

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CANADA

Mrs. J.D. MacRae, 86a Bain Ave., Toronto.

Mr. & Mrs. ^{Harold W.} Harkness, Wolfville; Nova Scotia Canada

Miss Grace Cheer, U. Cape -

Mrs. Menzies, U. Cape -

Miss Brodie, 11 Elmwood Ave., Willowdale, Ontario.

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SHANTUNG

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

校長辦公室
OFFICE OF THE PRESIDENT

30th October, 1935

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

Joe ✓
Sent to
NAS
Wester
D. Spurr
Dr. Affenhofer
list sent
by Miss
Stinson
attached
11/35

To Cheeloo Well-wishers in the West:

Dear Friends,

This is the first of what we hope will be a regular news-letter to those of you in the West who are or have at some time been associated with Cheeloo. Perhaps your interest is not so active as it used to be, due mainly to the fact that we at this end have not kept you supplied with information. That state of affairs we hope to remedy and we trust that the result may be a more active cooperation on your part in the solving of our problems and a forward movement of this institution, which is bound up not only with Chinese life and the Chinese church but with missionary effort in the West.

Some of you receive the Monthly Bulletins and will know already that I took over the Presidency of Cheeloo at the beginning of last August. Cheeloo is my Alma Mater and I have come to see what I can do to help her out of her immediate and pressing difficulties. Mr. Davies, who for the past five years has been giving his time and thought and effort to the administration, has now gone to well-earned retirement in Tsingtao. We seek your prayers as we face the future in a spirit of optimism.

The year has begun with the largest registration of students yet recorded. This has meant for the Colleges of Arts and Science an increase in fees over the amount budgeted. This extra sum is particularly welcome as the anticipated receipts for those schools were so far short of necessary expenditure that the only possible way to carry on was for the teachers to receive their salaries on a percentage basis. The extra receipts in fees have made it possible to pay a little higher percentage than was anticipated and so far all the staff have carried on their work on these terms without any complaints.

An interesting feature of the enrolment in the Science College as compared with a few years ago is the proportion of students majoring in Science without a view to continuing in medical studies. Out of 197 students in the Science College only 58 are registered as pre-medical. The Arts College has very nearly the same enrolment as the Science College, namely 191. There are 99 in the Medical College, and a group of Pharmacy School. Adding 17 in the Radio course gives a total of College students of 528. In addition to these there are 64 students in the School of Nursing and 6 laboratory technicians, which gives a total student body of 598, of whom 173 are women. All the dormitories are full up, including

the new women's dormitory — Miner Hall.

The wing of the new hospital and the new out-patient department are now in working order. It is too early yet to predict what effect this will have on the total income and expenditure, but for the first four months of this year the hospital has been entirely self-supporting. The formal opening of the new building will take place probably during the latter part of November. Dr. J. Heng Liu is hoping to be present on that occasion, and we have to arrange a date on which he can be absent from Nanking. The Shantung Provincial Government is showing its interest and cooperation by setting men to work on the road leading to the hospital — the Tung Shuang Lung Chieh — so as to have it in good condition by the date of the opening. They are also laying a much-needed drain.

The Shantung branch of the China International Famine Relief Committee has asked the Cheeloo Medical School and Hospital to cooperate with the government in the medical care of the 16,000 flood refugees in 24 camps in the Tsinan district. The medical staff has been divided into ten teams to undertake the necessary preventive work, and the Bureau of Reconstruction is providing a bus and a car, with chauffeurs, to transport the doctors to the camps and sick people to the hospital. The preventive work is in full swing. For the curative work we await authorisation from the Municipal government, but it is expected to treat slight cases of illness in the camps, and serious cases will be brought to the Cheeloo Hospital. The Central Famine Relief Committee in Peking has appropriated \$25,000 to cover the expenses of this work, which will only be of a temporary nature as it is hoped that by next March these refugees will be able to return to their own districts.

On assuming my duties as President of this University I at once sought to establish friendly relations with the local government officials. Governor Han was very glad to know that the University had found a president. He led me to believe that in the future he would try to provide some financial assistance for Cheeloo, but just now the flood and famine situation is taxing all his resources. All the various Commissioners are quite friendly toward Cheeloo, and I have a number of personal friends in the Party (Kuo Min Tang) here, some of whom were my students formerly in Peiping. Mr. Fang Chiao-hui, who is a sincere personal follower of Dr. Sun Yat Sen, occupies the position of censor, acting as a kind of court of appeal for people who have grievances against public officials, so that he is the most important man in the Party in Shantung. Mr. Fang is a friend of long standing, and he assured me of his help in any matters which may arise between Cheeloo and the Government.

I am convinced that not only in the West but in China also Cheeloo has suffered during all her history and particularly during the past few years from a lack of publicity. This is a matter which receives great attention in both government and private educational institutions in China. In

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Cheeloo each member of staff seems to be fully occupied in bringing his own particular department up to the highest standard of efficiency and has no time to give to general propaganda work. I think it is time to initiate a policy of advertisement, letting the public know what Cheeloo has done, what she stands for, and what she hopes to do. The alumni throughout the country entirely agree with this policy. Any of Cheeloo's activities which have news value will be published in the papers. In addition to this I hope to be able to follow the advice of various prominent people whom I have talked with during the past few months. They gave it as their opinion that the function of a University president is not to stay in his office all the time looking after details of routine administration and teaching; these matters should be attended to by the Deans and faculty members. The President should spend a good deal of his time going out and winning friends for the university, making speeches when opportunity offers, and visiting the alumni in various centres. In pursuance of this plan I paid a visit to Peiping on September 16th and spoke at three of the Middle Schools, telling them about Cheeloo. I also met a group of about 32 of the alumni who were anxious to hear news of their alma mater. On October 3rd I went down to Nanking. There I had an interview with the Minister of Education and reported to him the situation in Cheeloo. He welcomed me very cordially, and in the course of conversation stated that he considered Cheeloo and Nankai the two best institutions in North China from the point of view of efficient and economical administration.

While in Nanking I visited about forty of the officials and was well received by all of them. On the 6th I went on to Shanghai where I met Dr. H. H. Kung, the Chairman of the Board of Directors. He is most as much interested in this university as he ever was and is going to try and raise a fund for travelling expenses so that the President may be able to travel around freely for this publicity work. In Shanghai also I had an opportunity to speak to the China Council of the Presbyterian Church in U.S.A. and also to the National Christian Council as both these groups were in session at the time of my visit. On October 9th I went to Wusih to attend the Rural Work Conference and met and had personal talks with a number of prominent leaders in that field, such as Jimmy Yen, Liang Shu-ming and Y.P. Mei. On the 11th I went on to Kaifeng where I spoke at the laying of the corner-stone of the new Y.M.C.A. building. I was also given an opportunity to speak to about 500 Middle School students on the Italo-Abyssinian question. On the 13th I was invited to speak to 700 students at the Sun Yat Sen Memorial Service of Honan Government University.

At all the above places I met groups of alumni, who gave me a hearty welcome. The 27 in Nanking were all medicals, and all the people I met spoke very appreciatively of their work. In Shanghai the group numbered 21, two of them lawyers, several engaged in the Mint, some in private business and some in government offices. About half of the group were doctors. The 18 whom I met in Kaifeng were mostly engaged in teaching or in the Yellow River Conservancy work, but one was a doctor.

I plan in the near future to pay similar visits to Tsingtao, Weihsien, Chefoo and Tientsin, with the double purpose of meeting with the Chefoo alumni in those centres and making friends for the University among the prominent people. Our next letter will tell of results.

I have not said anything about the School of Theology or the Institute. As you know, they no longer belong to the same administrative unit as the University so far as China is concerned. We know that you still look on them, however, as part and parcel of Shantung Christian University. So far as social and religious fellowship are concerned they are still one with us and we with them. The staff and students form part of our community and our relations are very cordial. The Dean of the Theological School is, as many of you know, on furlough in America, and Mr. S. C. Lo is carrying on the administration. They have a group of 19 students. Several of the staff were active in the two Retreats held by the University early in the term and added much to the inspiration of those occasions.

Though few of you are known to me personally or I to you, I write on behalf of the whole university, and I take this opportunity of sending greetings to you one and all in the West, from those who are still here who were once your fellow-workers and who still think very often of you and of the early days of this institution. We send you our good wishes for the work in which you are now engaged and ask for your continued remembrance and cooperation.

Yours sincerely,

Shuming T. Liu

Shuming T. Liu,
President

STL/GMH

SHANTUNG

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

校長辦公室
OFFICE OF THE PRESIDENT

9th November, 1935

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

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

INDEXED

ack 12/13/35

Dear Mr. Garside,

Your letter of October 14th covering the minutes reached me a day or two ago. I was very glad to hear of the interest in the work of the university which you report, and also to hear that you found such help in the presence of Mr. Sun, Dr. Cheng and the two members of the University and Theological staff who were with you during the meetings of the Board.

I thank you for your kind remarks concerning myself, and hope that the confidence of the Board of Governors in my leadership at Cheeloo may be justified.

With regard to the actions taken by the Board concerning the Rural Programme and the possibility of securing the services of Dr. Butterfield, we considered this action of such importance that a special meeting of the University Executive Council was called yesterday afternoon to discuss the question before I leave for my visit to Eastern Shantung and Tientsin. The following is a copy of the minute which was passed by the Council:

"Moved, that the Executive Council, having heard the suggestion that the Board of Governors may be able to secure the services of Dr. Butterfield, to spend some time in China serving as counsellor to the Cheeloo administration, records its unanimous and enthusiastic approval of this suggestion. In case the Board of Governors finds it possible to arrange for Dr. Butterfield to come to Cheeloo the Council assures him of a hearty welcome."

This matter will of course also be presented to the Board of Directors but as there will not be a meeting of the Board till the close of this term we thought it would be better to send to you immediately an expression of the attitude of the internal administration of the University to this proposal. The Executive Council is composed of the Deans of the Schools, the Dean of Women, the Treasurer, Registrar, Superintendent of the Hospital, and an elected representative of each of the three schools, Medicine, Arts and Science.

The other matters dealt with in the minutes and in your letter can most of them wait for action by the Board.

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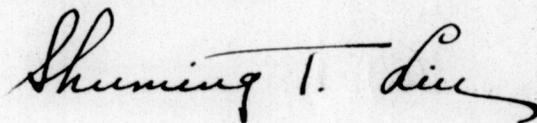
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except that I would venture to remark that the action of the Board of Governors regarding the Harvard-Yenching funds has caused us some perturbation here. Mr. Menzies is, I believe, writing to you with regard to this matter. I will only say here that much as we desire to secure extra funds for the strengthening of the rural side of the Schools of Arts and Science we cannot but fear that with the decrease in the funds at the disposal of the Trustees of the Harvard Yenching Institute for the Chinese cultural work it would seem dangerous to approach them with a suggestion of this kind lest they should be tempted to take away these funds from Cheeloo altogether in order to strengthen this cultural work in other institutions. We hope of course that no such tragic outcome may result, but I felt that you would not misunderstand my attitude if I ventured to tell you that this is the point of view of several of the administrative people here.

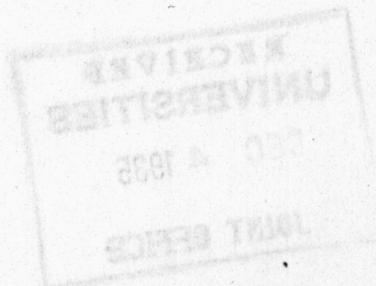
With best wishes.

Yours sincerely,

Shuming T. Liu



STL/GMH



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 is the point of view of several of the administrative people
 here.

With best wishes.

Yours sincerely,

Shuming T. Liu



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Pro. Shantung T. Spier

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

156 FIFTH AVENUE
 NEW YORK

OFFICE OF SECRETARY

December 12, 1935

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

Dear Mr. Garside:

I quote below the comment in Dr. Ralph C. Wells's letter to Dr. Fenn of October 23, 1935, of which I spoke to you this morning:

"We note your comment on Dr. Scott attending the Board of Governors meeting of Cheeloo University. We were very much interested in meeting President Liu and having him speak briefly to the Council when he was here in Shanghai a few days ago. We were all very much impressed with President Liu's common sense and tactful handling of the very difficult situation into which he has come. We believe that he is taking hold in a very constructive way and that he is having the cooperation of the many interests in the University. It certainly gives a very different impression of the institution from what Dr. Scott and I received during our visit to Tsinan last spring. We were interested in having President Liu report that in his interview with the Minister of Education in Nanking he was assured that from the government standpoint Cheeloo and Nankai were the two universities in the North that were most satisfactory in their work to the Ministry of Education. The estimate was based on their efficiency and their economy. Other institutions in the North may be doing good work but they are so expensive that they are beyond the reach of ordinary people while others are cheap and inefficient. I think President Liu will have the cooperation and backing of the government educational authorities as well as the confidence of the Christian groups. I wanted to pass on this impression of his visit. He will have a very difficult proposition but we hope and expect him to make good."

Sincerely yours,

Frances Graham

China Office

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SHANTUNG

December 12, 1935

President Shu-ming T. Liu
Cheeloo University
Tsinan, Shantung, China

My dear Dr. Liu

You may have received word before this letter reaches you of the sudden death about a fortnight ago of Dr. Kanyon L. Butterfield. This is most unfortunate for our plans for the rural program at Cheeloo for Dr. Butterfield had expressed the warmest interest in this work, and was very sympathetically inclined toward the suggestion that he might go out to China within the very near future to spend two or three years in helping to get the program into thoroughly effective operation.

I have talked briefly with Mr. T. H. Sun about this matter, and have asked his suggestions as to the possibility of our seeking some other leader who might go out to Cheeloo as was proposed for Dr. Butterfield. I will correspond further with Mr. Sun in regard to the matter.

We have received your letter of November 9th, telling of the very cordial response the field has given to the suggestion of the Governors that Dr. Butterfield might be available for this work. We regret all the more that you will be disappointed as well as deeply grieved by the news of the death of this good friend of Cheeloo. While no one else could render quite the service Dr. Butterfield could have given, we will try to find whether some other qualified leader in this field may not be available. If we have any success at all, we will cable to you and will ask your judgment as to the acceptability of any other qualified leader whom we may find to be available.

Very cordially yours,

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SHANTUNG

INDEXED

December 12, 1935

President Shu-ying T. Liu
Cheeloo University
Tsinan, Shantung, China

My dear President Liu:

In your letter of November 9th you comment on the action taken by the Board of Governors on November 26th regarding the use of Harvard-Yenching Institute funds at Cheeloo, and state that this action has caused some perturbation on the field. I note that some of our friends at Cheeloo fear that the suggestion made by the Cheeloo Governors might prove dangerous by encouraging the Institute Trustees to consider allocating some or all of the Cheeloo share of the Restricted Fund to some other institution.

When your letter arrived, I was just on the point of writing to report the action and discussion of the meeting of the Harvard-Yenching Institute on November 18th which I had the privilege of attending. I believe now that it would be well for me to write at somewhat greater length than I had intended in an effort to set forth the whole situation as regards our understanding of the policy and program of the Institute, with special reference to the work at Cheeloo. I am afraid that there has been a lack of complete understanding between the Institute here in America and the six institutions in China for which it is providing support. This is perhaps an inevitable consequence of such wide separation.

The Nature and Powers of the Harvard-Yenching Institute. When the Trustees of the Hall Estate turned over a substantial amount of money to the Harvard-Yenching Institute in 1928, it did so in a way that gave the Institute very broad discretionary powers as to the use of these funds. The major portion of the money turned over was for the general program of the Institute, and was given with very few restrictions beyond those embodied by the will of Dr. Charles M. Hall. The sum of \$1,900,000 was placed in the hands of the Institute as a Restricted Fund designated for six colleges in China and one in India. Cheeloo's share of this latter fund was \$200,000.

Nowhere in the document transferring these funds to the Institute is there any stipulation that the general funds of the Institute or the Restricted Funds held in trust for the various colleges must be used either in whole or in part for carrying on work in the field of Chinese Cultural Studies. I believe that Mr. Davis and Mr. Johnson, the two executors of Dr. Hall's estate, expressed their personal views that the development of the field of Chinese Cultural Studies was one of the most important things to which the Institute should give its major attention. But I understand it was never required that the Institute give all of its support exclusively to such a program, or even that its support of Chinese Cultural Studies must necessarily be made a permanent policy. As regards the use of income on the Restricted Funds held in

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trust for the various colleges, the deed of trust was to be used whatever to Chinese Cultural Studies and the purposes for which such purposes might be used by each of the institutions was left entirely in the hands of the Trustees of the Institute.

The Institute's early actions on Matters of Policy. For the first few months after the Institute received its funds from the Hall estate at the close of 1926, the Trustees were naturally very cautious in making any commitments on matters of policy, and on several occasions warned the six colleges receiving income from the Restricted Fund not to embark upon too ambitious programs of expansion.

In March 1929 the Institute informed the authorities of the six beneficiary institutions of its desire that for the time being each institution use its share of the income from the Restricted Fund primarily in the field of Chinese Cultural Studies and invited the institutions to send the Institute information as to their plans and programs. The responses received from various institutions caused the Institute to feel that at least some of the institutions might be planning to spread this income over too wide a field. As a result, the Executive Committee of the Institute on June 12th 1929 took the following actions:-

"That in replying to the letters from the institutions which are beneficiaries of the fund of \$1,900,000 the Secretary be instructed to state that it was the intention of the Trustees that funds from the Institute should in general be used to strengthen departments of Chinese language, literature and history. It is assumed that each institution benefitted is in fact spending some money for this work. It was not the intention of the Institute to displace these expenditures and make amounts so displaced available for other departments. The Institute further assumes that over a period of years the departments thus enlarged will grow and be strengthened with the other departments of the institutions. The Trustees of the Institute do not wish this year to impose any definitive limitations other than those expressed in the original communication, but they feel that they should call attention to the dangers involved in starting on a policy inconsistent with that defined above."

This action was communicated to the Boards of Trustees of each of the six colleges. As the Trustees held meetings during the summer of 1929 this communication was given consideration. Most of our Boards of Trustees merely took action acknowledging receipt of this communication and transferring it to the field authorities advising them to see that the policy advocated by the Institute was faithfully adhered to.

However, the degree to which it was possible to carry out the Institute's wishes that all income from this Restricted Fund should be used "to strengthen departments of Chinese language, literature, and history," varied widely in different institutions. For instance, it was soon agreed by the Institute that the program of Fukien Christian University was such that a part of the income from its share of the Restricted Fund would suffice for the development of its work in the Chinese Cultural Studies and that the remainder could be used for other general purposes. In Lingnan University

the relationship between the Trustees of the Institute and the Chinese Board of Directors was such that the American Trustees who received this income did not have any direct responsibility for the departments of Chinese Cultural Studies and were therefore given permission to use this income in other ways with the general understanding that the work in the Chinese departments of the University would be maintained at an adequate level from Chinese sources of support. West China was permitted to use this income both for its regular work in the field of Chinese Cultural Studies and also for the building up of some special work under the leadership of Dr. David C. Graham. Yenching took the position that it had already developed its departments of Chinese to a satisfactory level with previous support from the Hall Estate and that, therefore, it could rightly apply its share of the income from this Restricted Fund to the work already being carried on in these departments. Only at Nanking and Cheelon were the instructions given by the Executive Committee of the Institute on June 12th, 1929, carried out to their fullest extent by the development of a substantial amount of new work in the field of Chinese Cultural Studies. And during the last six years these are the only institutions which have consistently applied all the income they have received from the Restricted Fund to a program of Chinese Cultural Studies developed in accordance with this action.

Modifications in the Policy of the Institute. Soon after the Institute announced the policy formulated by the Executive Committee in June 1929, various of those responsible for our Christian Colleges in China began to point out that if this policy were rigidly adhered to it might mean that we would see, in some of the institutions at least, an unfortunate overdevelopment of the departments of Chinese Cultural Studies, and a lack of coordination between these departments and the rest of the program of the various institutions. It was also suggested that such a policy as this would hamper, rather than promote, the whole process of correlation among the Christian higher educational institutions in China for which the Council of Higher Education in China and the Associated Boards and the British United Committee here in the West were working. The Trustees of the Institute themselves soon recognized the impossibility of carrying out this policy to the letter in all the institutions, and therefore gave their tacit or explicit consent to the modifications in several of the universities to which we have referred above. Early in 1929 the Institute appointed a sub-committee of two to meet with the representatives of the Boards of Trustees of our six colleges to discuss the general questions of policy. But for various reasons it was not possible for the representatives of the Institute and of the Boards of Trustees to get together for a satisfactory meeting.

After awhile the Institute abandoned the plan of *working out* policies here in the West and created two advisory committees in China, one on the under-graduate level representing all six institutions and a graduate committee related more directly to Yenching alone. It was the hope of the Institute that these committees, particularly the under-graduate committee would be able to formulate and put into operation an effective program of work covering the whole range of the six institutions, and tying in closely with the graduate work in Chinese Cultural Studies being done at Yenching and perhaps more directly with the program being carried on in this field by Harvard University. With the creation of these committees, both the Trustees of the Institute and our office here in New York began to look toward the field to take the initiative in matters of policy and procedure.

But when a year or two more had gone by without any very definite having been recommended from China, the Institute began to give serious consideration to the necessity of revising the statement of the policy adopted in June 1929. The difficulties I have mentioned above -- that of over-emphasis on departments of Chinese Studies, and of creating added difficulties in the field of cooperation among the institutions -- became more obvious. At the meeting of the Trustees of the Harvard-Yenching Institute on April 24, 1933 these problems were discussed at some length. In these minutes we find a very significant paragraph with regard to the developments at Cheeloo. It was stated:-

"That the most unsatisfactory situation was probably at Shantung Christian University, where the favorable rate of exchange has resulted in a surplus which they are using on a program of expansion that is leading to question with the institution as to whether the policy is wise. It was thought that the income from the Restricted Fund might be a disturbing factor in some cases by enabling the institutions to be comparatively independent of attempts from outside to correlate their activities into what would be a comprehensive and well-balanced scheme. Dr. North suggested that it could readily be seen what disturbances would be created if the funds of the Hall Estate that are given to these institutions should be restricted by the Trustees to a program for Chinese studies that was beyond the scope of the functions allotted to an institution in the all-China program; that this is particularly true in the case of Shantung, where the object is that it should develop so that it will especially serve a rural constituency by designing its program of education primarily for the vast subject of agriculture from the social aspect of the community; that it could readily be seen that an over-surplus of courses in Chinese studies would be out of place in such a program or might restrict the university from developing its program on the rural side."

Following this discussion the Trustees of the Institute voted to request the Educational Committee to "investigate the problems of the general finances of the institutions in China, with the end in view of backing the correlation program." The Educational Committee spent a month in studying these matters, and on May 18th, 1933 submitted the following recommendations to the Trustees of the Institute:-

"That the Institute take the lead in making a careful study of how its program of work in the field of Chinese cultural studies can be coordinated with the Correlated Program as a whole.

"In the postgraduate field Yenching stands alone. In the undergraduate field, each of the six universities has its own particular work to do, and should adjust its departments of Chinese studies to fit into the part it has to play in the Correlated Program. Each has its special needs, recurrent or non-recurrent.

"There should be cooperation between the Council of Higher Education and the Institute's two Advisory Committees in China in the working out of this program. The special contribution each university is able to make should be recognized and encouraged.

"That the income for each university from the Harvard-Yenching Institute Restricted Fund be considered available for use as follows-

"First, for the support of the institution's program of work in the departments of Chinese language, literature, and history in so far as this is possible without undue emphasis on such departments either in the number of courses offered or in the remuneration of teachers.

"Second, for any definitely non-current items in connection with these Chinese departments which are in harmony with the approved program of the institution.

"Third, after the program of each institution in the field of Chinese language, literature, and history has been adequately covered, to permit the use of any remaining income to meet other needs of the institution in ways which will most effectively advance its participation in the Correlated Program."

The Educational Committee also voted that for the purpose of carrying out these recommendations "The Advisory Committee for Undergraduate Studies be requested to study the program in each of the six institutions which receive income from the Restricted Fund and to report to the Educational Committee how each is best fitted to contribute to the development of Chinese Cultural Studies; that the Advisory Committee also suggest the ways in which each institution can plan its work so as to advance effectively the Correlated Program".

For the last two years the Trustees of the Institute and the Boards of Trustees of the six colleges receiving support from the Restricted Fund, have been waiting anxiously for some word from the Advisory Committee in China with reference to these important matters. No word has as yet been received, however, and meantime the situations in several of our universities and colleges have grown even more serious than they were two years ago, due to continued decreases in income, and to further delays in going forward along the lines recommended in the Correlated Program. Our Cheeloo Board of Governors is only one of the groups which has been looking to the Trustees of the Institute for definite authorization to proceed along the lines recommended by the Educational Committee two years ago.

It was with all these facts as a background that the Cheeloo Board of Governors on September 26th made its request to the Trustees of the Institute for permission to use "any portion of the income from the Restricted Fund held in trust for Shantung Christian University which is not needed from year to year for the essential work in the field of Chinese Cultural Studies to be applied toward the support of other portions of the rural program which has been assigned to Shantung under the Correlated Program for Christian Higher Education in China." In taking this action our Cheeloo Governors were in fullest accord with both the letter and the spirit of the action of the Educational Committee two years ago. Furthermore, we had consulted in advance of the meeting of the Cheeloo Governors with several of the Trustees of the Harvard-Yenching Institute, and found all of them quite sympathetic to this

proposal. We were quite sure, therefore, that in making this request to the Institute we were not in any way endangering Cheeloo's share of the income of the Restricted Fund held by the Institute.

Action Taken by the Trustees of the Institute on November 18th.

At the meeting of the Institute Trustees on November 18th about two hours were devoted to a very thorough discussion of the relation of the Institute to the whole program of Christian higher education in China. We found all the Trustees very well informed of just what is going on in China, as well as eager to cooperate in every way with the whole program of each of the six institutions to which they are related. There was no tendency at any time to stress the work of Chinese Cultural Studies to a degree that would disturb the balance of the complete program of any institution. Rather, the whole emphasis was placed upon the urgency of a much greater concentration of resources in each institution, and the termination of duplication wherever possible. Disappointment was expressed that no recommendations have yet been received from China concerning the policies proposed by the Educational Commission. The Trustees of the Institute reported to their Executive Committee the question of formulating ways and means for carrying into effect the Educational Committee's recommendation and suggested that the Executive Committee of our Associated Boards appoint a small sub-committee to meet with representatives of their Educational Committee to discuss these matters. Since the meeting on November 18th, Dean Donham has written to me twice asking for all the material we can supply, so it is obvious that they are giving this matter very earnest study. At the meeting of our Associated Boards Executive Committee next week, action will no doubt be taken appointing a sub-committee to confer with the representatives of the Institute on these matters.

I suggested to the Trustees of the Institute that inasmuch as this whole problem was under consideration they might wish to postpone any definite reply to the request from the Cheeloo Board of Governors until they had reached final decisions on the larger questions of general policy. The Trustees expressed their judgment that the situation at Cheeloo is such that they believe the policy recommended by their Educational Committee two years ago should be put into effect as promptly as possible. To that end they took the following actions-

"VOTED that a reply be sent to Shantung Christian University, stating that the Trustees approve the statement of the Educational Committee of May 18, 1933, as a guide for the preparation of their budget for the year 1936-37."

Effect on Plans and Policy of Cheeloo. We earnestly hope that the field authorities at Cheeloo will give very serious study to the effect which this revised declaration of policy should have on our program at Cheeloo. We face the necessity of studying our plans and expending the income received from the Harvard-Yenching Institute on an entirely different basis. Heretofore, I am afraid we have taken as our general theory of policy the necessity of using this entire income for developing as impressive a program in the field of Chinese Cultural Studies as we could, with little or no attention to the way in which this work might relate itself to the general program of the University. Now we are placed in the much healthier position of placing primary emphasis on the essential program of Cheeloo University and seeing how this income from the Harvard-Yenching Institute can best be utilized both to carry on the necessary work in the field of Chinese Cultural Studies and at the same time to advance the whole work of the university in line with the Correlated Program.

The part Cheeloo is asked to take in the whole program of Christian higher education in China is clearly defined. It consists of two things, and two things alone (excluding, of course, the work of the Cheeloo School of Theology): - First, the carrying on of an efficient program in the field of Medicine. Second, the development and carrying on of a program of service to the towns, villages, and rural areas of China.

Every course Cheeloo offers must justify itself by showing that it makes a definite contribution to one or the other of these two major objectives. There is no justification whatever of carrying on any course, or any piece of research - whether in the Sinological Research Institute or elsewhere - except as this work contributes to the task Cheeloo is asked to undertake.

It seems to me that with these basic considerations in mind, our procedure in considering the use of the 1936-37 appropriation from the Harvard-Yenching Institute should be about as follows:-

First, consider what "program of work in the departments of Chinese language, literature, and history" are essential to the work Cheeloo is asked to undertake within the schools of Arts and Science, and also within the School of Medicine. This program should be adequately supported, in so far as funds are available, but this should be done "without undue emphasis on such departments, either in the number of courses offered or in the remuneration of teachers."

Second, consider any special, "non-recurrent items in connection with these Chinese departments which are in harmony with the approved program of the institution". This would include such items as purchases of library books, and the like. Here again it would not be necessary to consider only purchases of books for the Augustine Library but also books in these fields of Chinese Studies which might be of value in the medical library.

Third, after the essential needs in the fields of Chinese language, literature and history have been adequately provided for, consider "the use of any remaining income to meet other needs of the institution, in ways which will most effectively advance its participation in the Correlated Program." For the Schools of Arts and Science this would include almost any department intimately related to the development of the rural program, although it would be the part of wisdom to choose work as closely related as possible to the field of Chinese Studies. In the School of Medicine it might be worthwhile to consider the possibility of relating some of this income to the extremely important work being done by the Medical Translation Bureau. I do not know whether the Translation Bureau needs any additional support, but certainly the work it is doing is a most practical application of the attempt to produce an adequate modern literature in the Chinese language. While at first glance it may seem that there is a wide difference between preparing a dissertation on oracle bones and preparing a medical treatise in Chinese on the diseases of the bones, yet perhaps the latter is of as much significance to the present and future of China as the former.

We appreciate the fact that the income from the Harvard-Yenching Institute is less than it was when the Institute originally established its policy in 1929, and that therefore we may not have much left over for the

present after we have set the amount of the Restricted Fund for Chinese Cultural Studies. But even more important than the amount for other uses is the establishment of the fund itself. It is that within these Chinese departments be as essential a part of the rural program as any extension courses in rural education or research in rural public health problems.

As yet, the Institute has not defined the amount it will be able to guarantee to each of the Colleges as income on the Restricted Fund during 1936-37. Since, however, the amount the Institute is receiving on its investments of these funds, is now increasing, it seems logical to hope that for 1936-37 we will receive at least as much as for 1935-36. This, as you know, amounts to US\$8,421.06.

I have not as yet received the communication from Mr. Menzies which you stated he was planning to send in regard to these matters. I am, however, preparing an extra copy of this letter which I will forward to him, commenting further on any special points his letter may raise.

Very sincerely yours,

BAG:MP

Copy for Mr. Menzies

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

校長辦公室
OFFICE OF THE PRESIDENT

20th December, 1935

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

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

SHANTUNG

F

Dear Mr. Garside,

Thank you very much for your letter of October 17th enclosing a copy of Dr. Butterfield's letter and of his memorandum regarding Cheeloo's programme. I would have answered your letter earlier but the last few days have been filled with interviews with students and my mind has been much occupied with efforts to keep matters going on quietly here and not allow disturbances such as they are having in Peiping to break up our work.

You will have received long ago the minute passed by the University Executive Council, and will see from that how warmly the suggestion regarding Dr. Butterfield was welcomed by the University administration. Of course the official action will have to be taken by the Board of Directors. As you know, that Board has recently been reorganized, and in its new form has not yet had a meeting. We are planning to have the first meeting of the new Board on January 30th and one of the chief items of business will be this matter of extending an invitation to Dr. Butterfield to come out and help us to implement this rural work. I have read with great care and interest the memorandum of which you enclosed a copy, and have had it translated into Chinese. I feel that its viewpoint is quite different from some of the interpretations of the Rural Programme which have been current in China and some of which have caused so much trouble and misunderstanding among staff and students. Dr. Butterfield's sane and practical exposition should go far to clear away some of these misapprehensions and if I can disseminate his views I may be able to prepare the way for his coming.

You will be interested to hear that the Presbyterian Mission Executive has extended an invitation to Dr. James Yen of Tinghsien to be their Chinese representative on our Board of Directors. We have not yet had his reply but I sincerely hope that he will consent to serve, and he can be of great help to us in this emphasis on training for rural leadership.

With best wishes for the New Year

I am,

Yours sincerely, *Shuming T. Lee*

STL/GMH

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PRESIDENT'S QUARTERLY LETTER

*ask
red counter
list*

No. 2. Sent out on January 14th, 1936.

U.S.A. & Canada 80 copies with following list:-

U.S.A.

- ✓ 1. Baker, Dr.D.C., Junior College, Fresno, Calif.
- ✓ 2. Braafladt, Mrs.L.H., 720 East Grove Ave., North Sacramento, Cal.
- ✓ 3. Cassat, Mr.P.C., ~~Vassar College, Poughkeepsie, New York~~ *Confort, S.C*
- ✓ 4. Chang, Mr.K., Graduate School, Iowa State College, Ames, Iowa
- ✓ 5. Cochran, Dr.S., ~~The Presb.Hospital, 168th & Broadway, New York~~ *620 West 116.*
- ✓ 6. Dinkelacker, 4127, O Street, Philadelphia. *Pa.*
- ✓ 7. Djang, Mr.Wm.B., Goodspeed Hall, University of Chicago, Chicago *Ill.*
- ✓ 8. Evans, Miss F., 397, N.Montecito Ave., Sierra Madre, Cal.
- ✓ 9. Evans, Dr.P.S., Jr., Homewood Apts., N.Charles St., Baltimore, Md.
- ✓ 10. Heimburger, Dr.L.F., ~~945, Laurel Ave., St.Louis, Mo.~~ *St. Louis, Mo.*
- ✓ 11. Hogan, Dr.R.M., Y.M.C.A., ~~347, Madison Ave., New York City~~ *P.O. Box 4 Morris, Tenn.*
- ✓ 12. Hughson, Mrs.F.C., Maybank, Loudonville, New York
- ✓ 13. Jacot, Mrs.A.P., Appalachian Forest Exp.Station, Box 252, Asheville *N.C.*
- ✓ 14. Lazear, Mr.E.T., Cheyenne, Wyoming
- x15. Luce, Dr.H.W. *(travelling abroad)*
- ✓ 16. Neal, Mrs.J.B., ~~The Warwick, Seventeenth & Locust Sts., Phila.~~ *140 South Linden St. Washington Pa.*
- ✓ 17. Parker, Dr.A.G., Hanover College, Indiana
- ✓ 18. Roys, Mrs.C.K., ~~Wells College, Aurora-on-Cayuga, New York.~~ *470 W. 74 St.*
- ✓ 19. Russell, Miss M.K., 1030, Edwardsburg Ave., Elkhart, Indiana
- ✓ 20. Schultz, Dr.W., 529 East Fourth St., Tucson, Arizona
- ✓ 21. Seymour, Mrs. *4525 15th Ave. N.W. Seattle, Wash. Shields*
- ✓ 22. Shields, Dr.R.T., ~~Suite 38, 119, Peterborough St., Boston, Mass.)~~ *150*
- ✓ 23. Smith, Dr.H.F., Fisk University, Nashville, Tenn.
- ✓ 24. Stanley, Dr.C.A., ~~e/c A.B.C.F.M., 14 Beacon St., Boston, Mass.~~ *523*
- ✓ 25. Stanley, Mr.Rupert, ~~405, Hawthorne Ave., Yonkers, New York.~~ *Second St Marietta Ohio*
- ✓ 26. Sun, Mr.T.H., Cornell University, Ithaca, New York
- ✓ 27. Thompson, Mr.K.K., 140, N.El Molina Ave., Pasadena, Cal.
- ✓ 28. Wolfe, Mrs., 514, E.Chestnut, Santa Anna, Cal.
- ✓ 29. Woods, Mr.J.M., Phoenixville, Pa. *143 Main St.*

CANADA

- 1. Brodie, Miss ~~Forat~~ M., 11, Elmwood Ave., Willowdale, Ontario
- 2. Cheer, Miss Grace, 107, Bentinck St., Sydney, N.S.
- 3. Harkness, Mr. and Mrs., University of Acadia, Wolfville, N.S.
- 4. MacRae, Mrs.J.D., 85a, Bain Ave., Toronto
- 5. Menzies, Mrs. Annie B., 162, Cottingham St., Toronto

Harold W.



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RESIDENTIAL QUARTERS LISTING

No. 2. Sent out on January 14th, 1933.

U.S.A. & Canada 50 copies with following list:-

U.S.A.

- 1. Baker, Dr. D.C., Junior College, Fresno, Calif.
- 2. Hunsicker, Mrs. L.H., 780 East Grove Ave., Los Angeles, Calif.
- 3. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 4. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 5. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 6. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 7. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 8. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 9. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 10. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 11. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 12. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 13. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 14. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 15. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 16. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 17. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 18. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 19. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 20. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 21. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 22. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 23. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 24. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 25. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 26. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 27. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 28. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 29. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York

Canada

- 1. Brodie, Miss Mary, 1111 Wood Ave., Toronto, Ontario
- 2. Green, Miss Grace, 1111 Wood Ave., Toronto, Ontario
- 3. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 4. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York
- 5. Gannett, Mr. P.C., Vassar College, Poughkeepsie, New York

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SHANTUNG

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

11th January, 1936

校長辦公室
OFFICE OF THE PRESIDENT

ack - 1/11/36

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

80 copies
received
1-Boy
1-CAS
1-ERM
1-CMS

To Cheeloo Well-wishers in the West:

1-RTS
1-CAS

Dear Friends,

Some of you have probably been a little worried about our work here as you have seen reports in the newspapers about the trouble in North China over this autonomy movement. Those of you who receive the Monthly Bulletin will see in brief how this has affected the end of term here, but I think I might go into the matter in a little more detail in this letter.

Sent to list attached 2/9/36

As long ago as last August all well-informed Chinese knew that some sort of autonomy for North China was going to be set up. Last June two Chinese newspaper reporters were killed in the Japanese concession in Tientsin, and the Japanese held that these men were killed by spies of the Central government, and that it was an anti-Japanese act in contravention of the Tangku agreement. They therefore insisted that Sung Chin-yuan of Chahar and Governor Yu of Tientsin should be discharged. These two men then agreed together to fight Japan, but later, when Sung saw other office-seekers making friends with the Japanese he changed his attitude. Japan felt that Sung with his army would be useful to them so they began to negotiate with him and came to a secret understanding that Sung should combine with the governors of the provinces of Hopei, Shantung, Shansi and Suiyuan to set up an autonomous government for North China. However, General Chiang Kai-shek heard of these negotiations and in October he visited Shansi and invited Governor Yen Hsi-shan to go to Nanking. Yen accepted and Shansi was out of the movement. Yen induced Feng Yu-hsiang also to go to Nanking, and as Feng has a good deal of influence with Governor Han, Shantung also withdrew. This means that in the meantime, while Japan is busy consolidating her position in the north, she will not interfere in the administration here, but once everything is running smoothly in the other provinces which she has got under her control Shantung's turn will certainly come. In Peiping they are beginning to revise the textbooks of the primary schools, then will come the turn of the middle schools, and after that the universities. The new regime in Peiping already has its own commission on foreign affairs and on finance, later a separate educational commission will be set up. Nominally the officials in these bureaus are appointed by Nanking, but the Central Government has no real control over them.

Sent to NAS Gov. 3/2/36 also. See files Affordances

Naturally this situation has greatly stirred both students and professors and disturbances in universities and middle schools have been general, not only in the provinces affected by the autonomy movement but in all the big centres of education. The Peiping students wanted to follow the old method and go to Nanking in a body to appeal to the government to fight Japan

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even though it means defeat. General Chiang did not want this but has called a conference to meet in Nanking on January 15th. Each special area or municipality, and each province, may send five middle schools principals, and each university has to send its president. Colleges may send one delegate each, but a university may not send more than three delegates no matter how many colleges it has. Cheeloo is sending her president and one student from each college - Arts (a girl), Science and Medicine. According to the government order these representatives must be of good character and good academic standing. The university did not want to assume too much responsibility for the appointment of these representatives so arranged for the students to vote by ballot, each school separately. We had this election on January 3rd and it passed off quietly. The five names in each school which had the highest number of votes were brought before the Student Life Committee (composed of members of staff representing each school) and this committee elected one representative from each group of five names chosen by the students. According to the regulations all the travel expenses to and from Nanking must be provided by the University, though board and lodging while in Nanking will be furnished by the government both for the heads of the schools and for the student representatives. However during my interviews with the officials here I pointed out that we had no fund from which to meet this sort of expense, and I am glad to say that the Bureau of Education is going to meet our travel expenses. All the delegates have to be in Nanking by January 15th. General Chiang will have an interview with the student representatives and state the policy of the government in regard to Japan. After that the Minister of Education will give an address to the students, and will probably keep the heads of schools for a conference on general educational policy and in regard to the opening of the schools next term. According to the usual regulations all schools should open February 1st, but this year it seems advisable to leave the date open, and this matter may be settled at the conference in Nanking.

As you will have read in the Bulletin, we managed to carry on quietly till the close of class-work and even started the end-of-term examinations, but with the advent of a group of students from Peiping and Tientsin our students were stirred up, and though the majority wished to continue with their examinations eventually the radical group managed to get a vote in favour of a strike.

All through these disturbed days we have maintained the closest cooperation with the local government and they have shown us every consideration. General Han tried to take steps to prevent the students from the north coming to Cheeloo and upsetting our students, but unfortunately the mischief was done before his messenger reached them. A military guard who have strict instructions to do no harm to any student have helped to prevent any violence and we anticipate that in a few hours the majority of the students will be off the premises, just at the time when we had planned to start the winter vacation.

The relief work among the flood refugees is being carried on regularly and it is being arranged that a sufficient number of the medical students remain here during the vacation to help in this work. Funds are being received locally which are helping

to make possible additions to diet and other alleviations of the very miserable lot of the refugees in some of the camps. I believe this relief work is partly responsible for the very friendly attitude of the officials towards us at this time. Several people have remarked that the relations between the University and the local government have never been so cordial as they are at present. Governor Han has told me several times that he is anxious to help us financially in the future, but just now with the stress of the flood situation he is unable to do anything for us in that way.

The official opening of the new hospital has not yet taken place. The delay is due to several causes. First the new road being made by the municipality was not finished at the time anticipated, then political conferences in Nanking were so numerous that Dr. J. Heng Liu, whom we had counted on for the opening ceremony, was unable to leave. The pamphlets in Chinese and English which are being prepared are also not quite ready for publication. We have therefore postponed the opening ceremony until the spring when the weather will be less inclement.

The sudden death of Dr. Luella Miner at the beginning of December came as a shock to all her friends and especially to her co-workers in the Theological school. She is much missed but the manner of her passing is the one which she herself would have chosen, for she was busy at the work she loved right up to the last. She has a host of spiritual daughters all over China who "will rise up to call her blessed".

Though I have been here in Tsinan less than six months I have now become very well acquainted with all the members of the staff and have found all of them willing to cooperate. I am delighted with the spirit among the staff members and find my relations with them very happy ones.

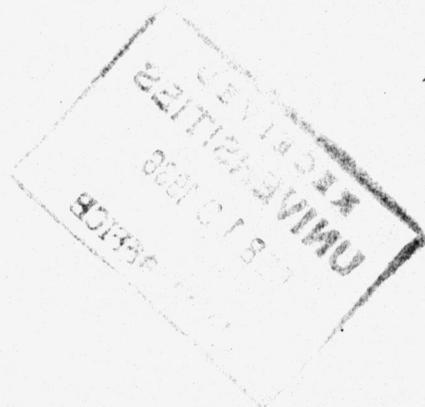
Wishing you all a happy and prosperous year during 1936

I am,

Yours very sincerely,

Shuming T. Liu

STL/GMH



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Wishing you all a happy and prosperous year during 1936

I am,

Yours very sincerely,

Shirley T. ...



STL/GMH

only copy -

FIRST MEETING OF THE
REORGANIZED BOARD OF DIRECTORS

Tsinan, Jan. 30, 1936

		<u>Alternates</u>	
MEMBERSHIP:	APMN & APMS	*Dr. P. R. Abbott Dr. James Yen	Dr. R. A. Torrey *Mr. H. D. Ts'ui
	ENM. IMS & LMS	*Dr. H. R. Williamson Dr. H. T. Chiang	Rev. H. Payne
	UCC	*Rev. G. K. King	Miss Shipley
	WAMS	*Miss H. H. Tseng	Miss Studley
	SPG	*Bishop Scott	
	Alumni	*Mr. Kuo Chin-nan Mr. Chang Ta-chen *Mr. Wu K'e-ming	
	C. C. C.	*Dr. H. H. Ts'ui	
	Co-opted	Dr. H. H. Kung *Mr. Z. V. Lee *Dr. Y. Y. Tsu Dr. Y. T. Tsur	
	President	*Mr. S. T. Liu	

Those members whose names are marked + were present, and also Miss Shipley as an associate member without vote. The Treasurer, Dr. Ingle and Dr. Carson were invited to be present during the presentation of the budget.

D.1145. MINUTES PASSED BY CIRCULATION

Voted:- That the Tsinan elected members of the Board form a nominating committee to nominate four coopted members.

Voted:- That the following be coopted for a term of three years on the Board of Directors:-

Dr. H. H. Kung
Dr. Y. Y. Tsu
Mr. Z. V. Lee
Dr. Y. T. Tsur

D.1146. CHAIRMAN & MINUTE SECRETARY

The meeting was called to order by the Secretary, President Liu, and after prayer by Bishop Scott, nominations for a chairman and minute secretary were called for

Chairman: Dr. Y. Y. Tsu
Minute Secretary: Miss Hickson

D1147. AMENDMENTS TO BYLAWS OF THE BD. OF GOVERNORS

Voted:- To approve the amendments to the Bylaws of the Board of Governors relative to the Functions of the Board, as proposed in Minute G-207 of September 26, 1935.

D1148. ADVISOR FOR THE RURAL PROGRAMME

The Board heard with regret of the death of Dr. Butterfield, whom they would have been glad to welcome to Cheeloo as advisor for the Rural Programme, in accordance with the minute of the Executive Council already passed. After discussion it was

Voted:- That we request the American section to nominate a successor to Dr. Butterfield whom they can send to study the Cheeloo situation and the rural situation in China, with a view to arriving at definite proposals as to what the Rural Programme should consist of and what action may be taken in that direction; that in considering the question of personnel we would suggest to the Board the name of Dr. Hume.

D1149. BYLAWS OF THE BOARD OF DIRECTORS

The bylaws as revised by the Ministry of Education were submitted. The only important change was noted to be the omission of clauses 1 and 3 of Section 5.

Voted:- That clauses 1 and 3 of Section 5 be included in the separate regulations governing the method of representation under Section 4.

D1150. BREAKAGE DEPOSIT

Voted:- That in line with the practice in other universities in China, beginning with the autumn of 1936 the general breakage deposits for all students be a single deposit of \$10, to be paid upon entering, with no refund to be made until graduation, it being understood that charges for actual breakages in any year be paid at the beginning of the following school year.

D1151. STUDENT HEALTH

Voted:- That the recommendations of the Executive Council regarding Student Health Service be accepted as follows:-

1. That definite medical service be planned for non-medical University students, which will be free from specific fees, and that the cost be met by a "Medical and Health Fee" to be paid by each student at the beginning of each term.

2. That the service offered without additional charge be as follows:-

Entrance physical examination, including fluoroscopic examination of the chest.

Daily clinic on the campus at times convenient for students. Simple dressings will be done here and certain drugs given free of charge.

Free O.P.D. "special registration" for those recommended by the College Physician.

Free outcalls to see students sick in their rooms.

For students more seriously ill, free hospitalization for one week (operations, X-rays and expensive drugs will be charged however) in ward beds.

Free vaccinations.

3. That the following be accepted as a tentative budget for this work during 1936-37:-

School Physician @ \$60 per month	\$720	
Office equipment and upkeep	150	
Drugs and surgical supplies	200	
Vaccinations	30	
O.P.D. special registration	40	
Entrance examinations and fluoroscope	60	
Hospitalization - 40 students @ \$10	400	\$1600

4. That this budget be met by a charge to students of a Medical and Health fee of two dollars a term.

5. That the School of Theology be invited to join in this plan.

6. That this budget be carried by the General University.

D.1152. BUDGET FOR 1936-37

A tentative budget was presented and discussed but official action was deferred until the June meeting, when the various schools are requested to present balanced budgets. In the meantime the following actions were taken:-

a. Medical School Budget

Voted:- That we request Dr. Shields to do what he can while in the U.S.A. to raise funds for current expenses in the Medical School.

b. Hospital Budget

Voted:- That the Board request permission to use the income on that portion of the Hospital Building Fund temporarily held in reserve for endowment purposes, to meet the deficit on the Hospital Budget.

c. Rural Institute

Voted:- That we request the Public Health Department of the Medical School to take over responsibility for the Lungshan health work.

D.1153. FINANCIAL CAMPAIGN

Voted:- That a small committee of this Board be set up to assist the President in raising funds; that the amount aimed at be \$10,000 a year for three years from the Cheeloo alumni, and \$10,000 a year for three years from other Chinese sources; that publicity material be prepared, making use of that already

available in the appeal to the British Boxer Indemnity Committee.

The following committee was appointed: The Chairman of the Board, the President, Mr. H.D.Ts'ui, Mr.Z.V.Lee and Dr.Williamson.

Voted:- That the Chairman of the Board in conjunction with the Secretary write a letter to the Board of Governors informing them that the internal situation of the University is more hopeful than it has been for a long time, and asking for their sympathetic support as we seek to secure financial aid for Cheeloo.

D.1154. FURLOUGH OF MISS RUSSELL

Voted:- That we approve of Miss Russell taking her furlough in the fall of 1935, and invite her back to resume her position in the Rural Institute.

D.1155. OFFICERS AND COMMITTEES

The report of the Nominating Committee was accepted as follows:-

Chairman: Dr.H.H.Kung
Vice-chairmen: Dr.Y.Y.Tsu
Mr.Z.V.Lee

Chinese Members of
the Bd. of Governors: Dr.C.Y.Ch'eng
Dr.Y.Y.Tsu
Dr.Y.T.Tsur

Finance & Property
Committee: Bishop Scott
Dr. Williamson
Dr. Abbott

D.1156. CONSULTATIVE COMMITTEE

Voted:- That a Consultative Committee of the Board be set up, composed of those members of the Board of Directors residing in Tsinan and the vicinity.

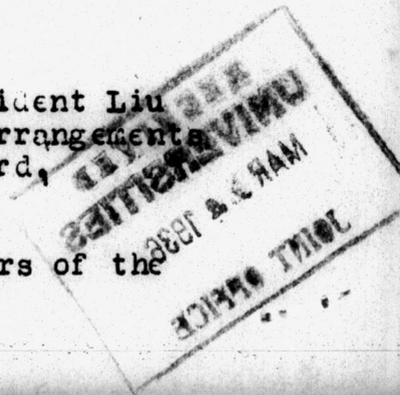
D.1157. WELCOME TO THE PRESIDENT

Voted:- That the Board of Directors at its first meeting since the appointment of Mr. Liu Shu-ming as President of the University, desires to extend a hearty welcome to Mr. Liu, and to express its grateful appreciation of the way in which he has already taken up his work, and of the help he has given to the Board at its present meeting.

D.1158. INAUGURATION CEREMONY

Voted:- That an Inauguration Ceremony for President Liu be held at the time of the next Commencement, the arrangements to be made by the Consultative Committee of the Board.

After prayers of thanksgiving by two members of the Board the meeting ADJOURNED.



available in the appeal to the British Boxer Indemnity Committee.

The following committee was appointed: The Chairman of the Board, the President, Mr. H.D. Ts'ui, Mr. S.V. Lee and Dr. Williamson.

Voted: - That the Chairman of the Board in conjunction with the Secretary write a letter to the Board of Governors informing them that the internal situation of the University is more hopeful than it has been for a long time, and asking for their sympathetic support as we seek to secure financial aid for Chefoo.

D.1154. FURLOUGH OF MISS RUSSELL

Voted: - That we approve of Miss Russell taking her furlough in the fall of 1935, and invite her back to resume her position in the Rural Institute.

D.1155. OFFICERS AND COMMITTEES

The report of the Nominating Committee was accepted as follows:-

Chairman: Dr. H.H. Kung
Vice-chairman: Dr. Y.Y. Tau
Mr. S.V. Lee

Chinese Members of the Bd. of Governors: Dr. C.Y. Ch'eng
Dr. Y.Y. Tau
Dr. Y.T. Tau

Finance & Property Committee: Bishop Scott
Dr. Williamson
Dr. Abbott

D.1156. CONSULTATIVE COMMITTEE

Voted: - That a Consultative Committee of the Board be set up, composed of those members of the Board of Directors residing in Taiwan and the vicinity.

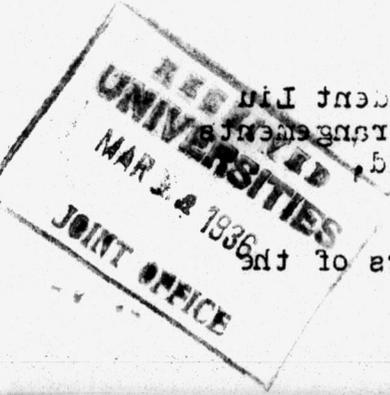
D.1157. WELCOME TO THE PRESIDENT

Voted: - That the Board of Directors at its first meeting since the appointment of Mr. Liu Shu-ming as President of the University, desires to extend a hearty welcome to Mr. Liu, and to express its grateful appreciation of the way in which he has already taken up his work, and of the help he has given to the Board at its present meeting.

D.1158. INAUGURATION CEREMONY

Voted: - That an Inauguration Ceremony for President Liu be held at the time of the next Commencement, the arrangements to be made by the Consultative Committee of the Board.

After prayers of thanksgiving by two members of the Board the meeting ADJOURNED.



EXTRACT FROM LETTER FROM DR. INGLE TO DR. SHIELDS
Feb. 1, 1936.

Sent by
Pres. Ingle's
ette
1/21/36
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"The Board endorsed a recommendation of the Executive accompanying the budget, that we should appeal home for interest on such portion of the building fund as had been set aside for endowment, to meet the Hospital deficit. The setting aside of a sum of about G.\$40,000 was undoubtedly suggested in 1932, at the time when the building of the whole hospital was approved. There is some doubt as to whether such a sum is actually held in reserve, but minutes and correspondence make it clear that the thought was to set aside some such fund to meet the increased running expenses of the new hospital, so I think we are perfectly in order in asking for this sum. The President has written home on behalf of the Board of Directors, and has asked me to write to you, so that you can help us in getting this sum."

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MAR 4 1936
JOINT OFFICE

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EXTRACT FROM LETTER FROM DR. INGIE TO DR. SHIELDS
Feb. 1, 1936.

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RECEIVED
UNIVERSITIES
MAR 4 1936
JOINT OFFICE

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SHANTUNG

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

校長辦公室
OFFICE OF THE PRESIDENT

3rd February, 1936

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

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

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

ack 3/16/36

Dear Dr. Weir and Dr. Garside,

Enclosed you will find a copy of the minutes of the first meeting of the Reorganized Board of Directors which took place on January 30th. Other copies for distribution to the Governors are being sent you under separate cover. The meeting was a very happy one in spite of the serious financial condition revealed during the discussion of the budget. Eleven of the fifteen members were present. You will note that the name of Dr. James Yen is given as representing the Presbyterian Mission. The invitation has been sent to Dr. Yen but he is away from home and no reply has been received from him, but we sincerely hope that he will accept the invitation and that at future meetings of the Board of Directors he may be present and give us his valuable aid in formulating and carrying out the programme of training for rural leadership.

D1148. Advisor for the Rural Programme. I have of course received Dr. Garside's letter telling of the sudden death of Dr. Butterfield, and as that letter also suggested that the North American Section was considering other possibilities for this position, the Board of Directors felt that it might not be out of place to suggest names for consideration. The opinion was expressed that if the Board of Governors was still willing to send us someone in this capacity the choice of a man already in China with knowledge of conditions in the country would be preferable to that of someone, however highly qualified in other respects, who had no first-hand knowledge of rural problems in China.

D1149. Bylaws of the Board of Directors. These Bylaws as passed by the Directors in April 1935 were submitted to the Ministry of Education and approved with the exception of a few minor omissions and revisions. Under section 4, after the first paragraph, the Ministry revision states: "The representation shall be in accordance with separate regulations", this phrase replacing the detailed regulations found in our Section 4 from paragraph 2. When these regulations are printed we will transfer to these detailed regulations clauses 1 and 3 of Section 5 (dealing with Christian profession of the directors etc.) These were left out by the Ministry as expressing the individual requirements of Cheeloo and not the general requirements which the Ministry demands of all university Boards.

0224

D1152. Budget for 1936-37. It was impossible at this date to present more than a tentative budget, but the Board discussed the matter very thoroughly. It was pointed out that it would not be known till April at the earliest whether or not the grants from the China Foundation and the Rockefeller Foundation would be renewed, and there were other factors which made definite action at this time inadvisable. Dr. Ingle is writing a letter to Dr. Shields with regard to the request for permission to use the interest on Hospital Building Funds, and I will enclose a copy of that part of his letter for your information, so I need not comment further on that point. It was decided to defer official action on the Budget as a whole until the June meeting, when several of the points in question will have been cleared up.

D1153. Financial Campaign. The Treasurer's statement and the difficulty of presenting balanced budgets in several departments made it abundantly evident that if the University is to carry on next year it is necessary that funds be obtained from some source or other. Committees have been appointed on previous occasions without any very definite results being secured, but it is felt that conditions in the University now are so different from those of a year ago that this Committee can set to work in a much more optimistic spirit, with expectation of full cooperation on the part of the alumni. You will realise, however, how difficult must be the task of raising funds locally in the presence of such a situation as we have in Shantung with these thousands of flood refugees taxing the resources of the local government to the utmost and making constant demands on the liberality of private donors as well. I have hopes however that in other parts of the country I may be able to appeal to sympathisers with Cheeloo. May we ask that you also will do what you can to increase the grants and contributions in America and Great Britain.

D1154. Furlough of Miss Russell. As Miss Russell has already been in America for some time it is only necessary for me to explain the reason of the delay in taking this action. Miss Russell's furlough was rather hurriedly arranged by her mission and at that time it was not possible to present the matter to the Board of Directors. A meeting of the Executive Council made a recommendation just before Miss Russell left Tsinan and I wrote to Miss Russell telling her that I would present this recommendation to the first meeting of the new Board.

D1155. Chinese Members of the Board of Governors. As a long time had elapsed since the election of these members the Board made fresh nominations and you will note that Dr. C.Y.Cheng, Dr. Y.Y.Tsu and Dr. Y.T.Tsur have been elected.

3.2.36

- 3 -

Dr. Weir
Dr. Garside

Everything has been perfectly quiet and orderly here since the students left on January 12th. We anticipate opening school in accordance with the instructions of the Bureau of Education on February 10th, and steps have been taken to ensure that no further trouble arises. I hope that we may have a peaceful and satisfactory term's work. One action has been taken which I believe will contribute toward that end, namely, a more definite division of the Schools of Arts and Science. The fact that these two schools were under one Dean made it difficult for the Science students to dissociate themselves from action taken by an unruly section in the Arts School. I am myself temporarily taking over the Deanship of the School of Science with one of the members of the Science faculty as assistant dean, until such time as a suitable Chinese dean can be found. The entire clearance of the dormitories at this time will also make it easy to make a clean-cut division in the sections allotted to Arts students and Science students, so that they can if they wish have separate self-government societies. This will not involve any extra expense. This matter was reported to the Board of Directors but as it is a matter of internal administration they did not need to take any action.

Yours very sincerely,

Shenning T. Lee

STL/GMH



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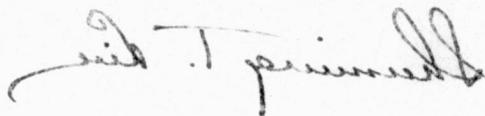
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Dr. Weir
Dr. Garalde

3.2.36

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Yours very sincerely,



BT/GMH



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ASSOCIATED
BOARDS

February 10, 1936

✓ Dr. Shuming T. Läu
Cheeloo University
Tainan, Shantung, China

ack. 3/24/36 by Läu

ack. 3/22/36 by Mr. Merges

Dear Dr. Läu-

I enclose herewith copies of the following materials:

Minutes of Joint Meeting Representing Harvard-
Yenching Institute and Associated Boards held
on Friday, February 7th, - see "minutes" folder - typed copy
Statement reviewing progress of the Harvard-
Yenching Institute in its relation to the
Correlated Program, presented at the February
7th meeting, - see "H.Y.I." folder

Since final action has not yet been taken by either the Trustees of the Institute or the members of the Associated Boards with regard to the recommendations made at the February 7th meeting, this material is still to be considered informal and unofficial. I am sending it along, however, because of its importance in connection with the 1936-37 budget of the University and also because of its even greater importance to the whole program of the University.

I hope that it will be possible for you not only to give very careful study to this material yourself, but also to show it to Dr. Lair, to the Deans of the various Colleges and to the others who are particularly influential in determining and carrying out general university policies. The channels of communication between the Harvard-Yenching Institute and the six universities receiving support from the Restricted Fund have not been operating as effectively as might be desired. As a result it has not always been possible for the institutions in China to keep in touch with the thoughts and plans of the Trustees of the Institute in Cambridge.

You will note that the Associated Boards is requested to collect as best we can for the year 1936-37, estimates as to the proposed expenditures of each of our colleges in the field of Chinese cultural studies, and also in briefer form their expenditures in the complete budget. We hope that the budgetary information you are now preparing, and which may be on its way to New York before you receive this letter, will give us most of the information required. We do urgently request, however, that as soon as possible after you receive this letter you send us such supplementary information as may be needed, and as you are able to supply, in line with the resolutions

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adopted by the February 7th meeting. This will just about have time to reach you before the Annual Meetings of the Associated Boards and of the individual College Boards which will be held here in New York during the week beginning April 20th. During the next few weeks action will undoubtedly be taken on these proposals both by the Harvard-Yenching Institute and by the Associated Boards. We will then be in a position to write you again in regard to these matters.

Very sincerely yours,

RAG:MP
Encls.

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SHANTUNG

February 26, 1936

Dr. Shu-ming I. Liu
Cheeloo University
Tsinan, Shantung, China

My dear Dr. Liu:

We have read with keen interest your second quarterly letter, sent out on January 14th. We have also sent copies of this letter to those on the list you attached. A few of the addresses you gave have now been changed, so we are sending for your information a corrected list. Our office will, of course, be happy to forward copies of future letters you send us.

We hope that the spring semester at Cheeloo has now gotten off to a good start and that nothing will transpire during the next four months to cause any serious interruptions of the work. News dispatches of recent weeks have seemed to indicate that the situation in North China and Shantung has been somewhat quieter, although we have had the uneasy feeling that new difficulties might develop at any moment. This morning's paper contains fragmentary reports of what may be a serious military coup in Japan, but it is still too early to form any judgment as to just what has happened or what the outcome may be.

With all good wishes, I am

Very cordially yours,

BAG:MP

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SHANTUNG

March 16, 1936

ack 4/7/36

President Shu-ming T. Liu
Cheeloo University
Tainan, Shantung, China

My dear Mr. Liu:

Let me acknowledge receipt of your letter of February 3rd, together with the copy of the minutes of the meeting of the Directors held on January 30th. We are glad to note that the Directors' meeting was so well attended. We will bring these minutes to the attention of the North American Section of the Cheeloo Governors at its meeting on April 24th, and may possibly have them give preliminary consideration by the meeting of the Executive Committee before that date. In this letter I will do no more than to comment briefly on some of the matters dealt with by the Directors, most of which have been referred to in your covering letter.

Advisor for Rural Program. As yet we have not been able to find anyone here in North America to whom it has seemed worthwhile to propose as a successor to Dr. Butterfield to assist Cheeloo in making the rural program a reality. I am sure that the Governors would be glad to approve the Directors' suggestion of the name of Dr. Hume. Their only question would be that of whether, with his heavy responsibilities in the field of medicine, he would be able to give any substantial amount of time or thought to the development of the rural program at Cheeloo. I am a bit concerned over the phraseology in certain parts of action D-1148, which might imply that the Directors are looking to the Governors to take the initiative in outlining "definite proposals" as to what the rural program should consist of, and what action may be taken in that direction. As we have pointed out so often before, the Governors could not possibly do this. If the group in China is unable or unwilling to press forward with making the proposed rural program a reality, then the best thing to do would be to drop the proposal entirely, and to confine the program at Cheeloo to Medicine, Theology, and such preprofessional courses as may be necessary. When the Governors took action last September suggesting the name of Dr. Butterfield as one who might assist the field in making the rural program a reality, it did so with the understanding that the Cheeloo leaders in China had already unofficially suggested Dr. Butterfield's name and that the Governors were therefore trying to assist the field in a movement that had already begun there.

No doubt it is quite unnecessary to insert this word of comment. But we must at all costs avoid a repetition of the difficulty which faced us

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some years ago when we had the most unhealthy situation in which the Governors seemed to be pressing the field to embark on a program which the field was unwilling to take. The initiative in these matters must always lie with the field.

Budget for 1936-37. We will be glad to bring to the attention of the Chesloe Women's Unit and the North American Section the request in minute D-1152 (b) that the income on \$340,000 of the unexpended hospital building funds be used temporarily to assist in meeting the current requirements of the hospital budget. We regret that it was not possible for the January meeting of the Directors to adopt in tentative form at least the budget estimates for 1936-37. Now that action has been postponed until the June meeting of the Directors, it will be quite impossible for the Governors to deal intelligently with the budget for the year beginning July 1st, 1936 until some weeks or months after the fiscal year has actually begun. By that time it will be extremely difficult for the Governors to deal with the matter in as helpful and as effective a way as would be possible if the budget were available for study and action at the meetings of the two sections during the next two or three months.

Financial Campaign in China. We are glad to note that the University is making such definite plans for seeking additional income in China, and sincerely hope that your efforts will meet with highly satisfactory results.

Very cordially yours,

BAG:MP

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LIST OF QUEBEC FRIENDS
RECEIVING
PRESIDENT'S QUARTERLY LETTERS

U.S.A.

BAKER, Dr. D. C., Junior College, Fresno, California
BRAAFLADT, Mrs. L. H. 720 East Grove Ave., North Sacramento, Calif.
CASSAT, Mr. P. C., Beaufort, S.C.
CHANG, Mr. K., Graduate School, Iowa State College, Ames, Iowa
COCHRAN, Dr. Samuel, 620 West 116th Street, New York City
DINKELACKER, 4127 O Street, Philadelphia, Pa.
DJANG, Mr. Wm. B., Goodspeed Hall, University of Chicago, Chicago, Illinois
EVANS, Miss F., 397 N. Montecito Ave., Sierra Madre, California
EVANS, Dr. P. S., Jr., Homewood Apts., N. Charles St., Baltimore, Maryland
HEIMBURGER, Dr. L. F., 5807 Plymouth Avenue, St. Louis, Missouri
HOGAN, Dr. R. M., Post Office Box 486, Morris, Tenn.
HUGHSON, Mrs. F. C., Maybank, Loudonville, New York
JACOT, Mrs. A. P., Appalachian Forest Exp. Station, Box 252, Asheville, N.C.
LAZEAR, Mr. E. T., Cheyenne, Wyoming
LUCE, Dr. Henry W., (Travelling abroad)
NEAL, Mrs. J. B. 140 South Lincoln St., Washington D. C. Pa.
PARKER, Dr. A. G., Hanover College, Indiana
ROYS, Mrs. C. K., 470 West 24th St., New York City
RUSSELL, Miss M. K., 1030 Edwardsburg Ave., Elkhart, Indiana
SCHULTZ, Dr. W., 529 East Fourth St., Tucson, Arizona
SEYMOUR, Mrs. W. F., 4525 Kingswell Avenue, Los Angeles, Calif.
SHIELDS, Mrs. Randolph T., 119 Peterborough St., Boston, Mass.
SHIELDS, Dr. Randolph T., 150 Fifth Avenue, New York City
SMITH, Dr. H. F., Fisk University, Nashville, Tenn.
STANLEY, Dr. Charles A., 523 Second St., Marietta, Ohio
STANLEY, Mr. Rupert, Metropolitan Sanitarium, Mt. McGregor, New York
SUN, Mr. T. H., Cornell University, Ithaca, New York
THOMPSON, Mr. K. K., 140 N. El Molina Ave., Pasadena, Calif.
WOLFE, Mrs. S. B., 514 East Chestnut St. Santa Ana, Calif.
WOODS, Mr. J. M. 143 Main St., Phoenixville, Pa.

CANADA

BRODIE, Miss Coral M., 11 Elmwood Ave., Willowdale, Ontario
CHEER, Miss Grace, 107 Bentinck St. Sydney, N. S.
HARKNESS, Mr. and Mrs. Harold W., University of Acadia, Wolfville, N.S.
MACRAE, Mrs. J. D., 86 a, Bain Ave., Toronto
MENZIES, Mrs. Annie B., 162 Cottingham St., Toronto

SHANTUNG

Tsinan, March 23, 1936

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

INDEXED

Dear Dr. Garside:

After a conference with Dr. Lair and myself, President Liu has requested me to reply to your letter of February 10 in regard to the proposed use to be made of the portion of the Harvard Yenching Institute funds which is allocated to Cheeloo in 1936-37. He has asked me to make it clear that in the advisory committee for undergraduates studies of the Harvard-Yenching Institute in China the work of the various institutions has been discussed and a correlated program in Chinese cultural studies has been agreed upon. It is understood, among other things, that the field of Cheeloo's research is to be in the Shantung-Honan area which is the home of China's indigenous culture. My own study of Oracle Bones may seem very specialized until one realizes that this material, dating from 1400 B.C. to 1100 B.C. is the source material of all Chinese studies in sociology, language, religion, and in general that complex we call culture. These are fundamental for all our social and religious problems. Confucius, Mencius, Mo Tzu, Chuang Tzu, and a host of others lived and taught in this same rural environment. Chinese classical studies differ from western classical studies in that the Chinese life and culture still lives, especially among the rural population.

There is another matter that should be made quite clear, and that is that, in all the research work done in the six institutions in the undergraduate field, the work is being done by men who are at the same time teaching. There is therefore no overlapping with graduate work done in Yenching where our students go to undertake postgraduate work. Oracle Bone studies is now a recognized course in all government universities and is merely a technical name for early Chinese language and culture as found in the inscriptions on the oracle bones. You will pardon this personal explanation which is given to correct an apparent misconception mentioned in your previous letter to President Liu.

The relation of the Sinological Institute to the Arts Faculty in Cheeloo is very intimate. All teaching members of the Institute are loaned to the Arts for teaching and are on the same footing as other members of the staff. There is no advantage in being a member of the Institute in so far as pay or work is concerned. Indeed one of the reasons for the Institute's maintaining a separate organization has been the difficulty experienced in getting research work reports from those teaching in Arts in as much as other teachers, not paid from Institute funds, were not called on for this extra work.

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This has been especially true the last few years when a greater load of teaching had to be undertaken by members paid from Institute funds. Under the present organization it is understood that staff members paid from this fund are responsible for undertaking research work.

Again the criticism that the Chinese department is overdeveloped is very wrong. It must be remembered that all Chinese required by both Arts and Science, including Pre-medicine, is taught by our research staff. This covers a large number of subjects, language, literature, classics, philosophy, ethics, history, essay writing, poetry. Our fear has been that we were devoting too little time to research. In all correspondence from the Harvard Yenching Institute the emphasis has continually been placed on raising the standards in Chinese subjects. This emphasis was very necessary, and is still important. At the present time it is impossible to plan a well integrated program of research work at Cheeloo because it is necessary to carry on so much of this general teaching which is necessary to maintain standards required by government registration. For example, Dr. Tsu, professor of philosophy, has to teach, not only Chinese philosophy ancient and modern, but western philosophy, ethics, educational theory, and other related subjects needed in education and general required courses. Professor Hao has all the fundamental work on phonetics, philology, grammar, syntax, composition, essays, and literature, leaving very little time for research. It is only after these general courses, which are essential, have been provided for, that we can plan our research, with the result that research work, instead of being overemphasized, is hampered.

In the proposed budget for 1936-37 which accompanies this letter the teaching item includes only those who are carrying a full teaching load in Arts. Salaries of assistants in research work are entered under research. Those who are paid from the Arts budget include Prof. Luan Tiao Fu, \$2220, Chinese philosophers, Prof. Chou Kan T'ing, Chinese, \$1800, Prof. of Modern Chinese \$3000, Mr. Chang Li Chih, Chinese History \$1650. In addition there are the salaries of Dr. J. J. Heeren and myself paid by our missions so it will be apparent that the institution is now bearing even more than its share of the support of the departments of Chinese and History. Formerly certain salaries in sociology were paid but that is not possible on the present restricted budget. I am now teaching a course in anthropology and archeology for the sociology department but the salary of Mr. Fan Ti Jui is a charge on the general Arts budget as is also the salary of the head of the department (now vacant since the resignation a month ago of Prof. Hu)

With this new request from the Harvard Yenching Institute for comparative statements of sums spent in the various departments by the University itself and by the Institute we are in a much better position to reply than we would have been if this comparison had been asked last year or for the year 1933-34.

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From the small departmental budgets the departments can themselves do very little in the way of publications of lecture notes or the purchase of books and magazines. It has been the endeavor of the Institute to assist as much as possible in these matters. This has been especially true in the matter of the publication of the Cheeloo Journal (half yearly in Chinese) which is exchanged for over two hundred Chinese magazines of all sorts used in the Library by all departments. Other publications have been limited largely to materials used in the University. When I came to Cheeloo four years ago I was promised that the Institute would publish my work on the Oracle Bones but this has not yet been possible because of the large proportion of Institute funds used in maintaining the staff. This project alone, of which Dr. Elisseiff and others know, and the publication of which is awaited by scholars in China and abroad, would cost over \$5000 L.C..

In Dr. Elissieff's letter, Dec. 6, 1935, in reply to last year's report he states, "All purchases of books were included in your report on the Library, and I, therefore, cannot clearly see what books on Sinology were bought." "I will send you shortly a list of western books on Sinology and will ask you to check on it the books that you have in your library." The Harvard ^{Yenching} Institute are increasingly bringing similar pressure to bear to see that funds are used as their policy requires. I merely wish to point out, that the demands of the Institute, and the understanding of our advisory committee on undergraduate study in the six institutions, is that, as soon as possible and without dislocating the work of the Universities, each of us using Institute funds shall carry out the instructions of the Executive Committee of the Institute as directed in their minutes which you have quoted, June 12, 1929 especially, "that the funds of the Institute should in general be used to strengthen the departments of Chinese language, literature, and history . It is assumed that each institution benefitted is, in fact, spending some money for this work. It is not the intention of the Institute to displace these expenditures, and make amounts so displaced available for other departments."

The facts of the case are that we in Cheeloo have been and are trying to live up to this instruction and have been restricting the scope of our expenditures from HYI funds realizing that we were not strictly meeting the just demands of the Institute. Your letter to the President, suggesting that we were overdoing the research came therefore as a distinct surprise, and the suggestion that money could be used outside the field of Chinese language literature and history which includes Chinese books, library assistants, publications and research, is impractical. There is not enough money were the budget twice its present prospective size to do more than cover these fields adequately and leave any portion of the work done in these departments to be met by the general Arts budget, as is required by the Institute. All subsequent actions of the Institute merely emphasize this original instruction. The action of May 8, 1933, which

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is again recommended to us, simply guards against undue emphasis and unequal remuneration of teachers, and states, that "only after the field of Chinese language, literature and history has been adequately covered," to permit the use of any remaining income to meet the needs of the institution in ways which will most effectively advance its participation in the correlated program."

The work which is now carried on with Institute funds is in no way detrimental to the carrying out of our share of the correlated program. Without a knowledge of Chinese subjects Chinese may be trained to work in port cities, but if they are to work in the interior a fundamental knowledge of Chinese language, literature, history, and culture, is essential. Besides this, in all our work we are barely meeting the minimum government requirements in these subjects for an institution registered as a University.

I have written at considerable length and stated some factors in the situation which could not well be included in the formal reports to the Harvard Yenching Institute. I think it is evident that we here in Cheeloo have endeavored to carry out as nearly as possible the wishes of the Institute in the use of their funds. We are sincerely convinced that their emphasis on Chinese culture has made a tremendous contribution to the standing of all our Christian institutions in the eyes of the Chinese public. We are no longer considered as foreign institutions interested only in foreign science and culture. We missionaries are especially interested in making Christianity an integral part of the essential Chinese culture. This task is vital to the Christianizing of the interior of China. It is essential that all our students, and especially our 62% of Christian students, should not be considered foreignized on graduation from Cheeloo. They must be fitted to take their place in the indigenous social structure, and to that end a thorough knowledge of Chinese language, literature, and history, made possible by the Harvard Yenching Institute, is a great contribution, and we sincerely thank them for the funds which make it possible. I trust that nothing will be done which will ultimately weaken the Institute's interest in the undergraduate work of our six Christian Institutions for which it has already done so much.

Very sincerely yours,

James M. Menzies

James M. Menzies

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is again recommended to us, simply guards against undue emphasis and unequal remuneration of teachers, and states that "only after the field of Chinese language, literature and history has been adequately covered," to permit the use of any remaining income to meet the needs of the institution in ways which will most effectively advance its participation in the correlated program."

The work which is now carried on with Institute funds is in no way detrimental to the carrying out of our share in the correlated program. Without a knowledge of Chinese subjects Chinese may be trained to work in both cities, but if they are to work in the interior a fundamental knowledge of Chinese language, literature, history, and culture, is essential. Besides this, in all our work we are barely meeting the minimum government requirements in these subjects for an institution registered as a University.

I have written at considerable length and stated some factors in the situation which could not well be included in the formal reports to the Harvard-Yenching Institute. I think it is evident that we here in Chefoo have endeavored to carry out as nearly as possible the wishes of the Institute in the use of their funds. We are sincerely convinced that their emphasis on Chinese culture has made a tremendous contribution to the standing of all our Christian institutions in the eyes of the Chinese public. We are no longer considered as foreign institutions interested only in foreign science and culture. We missionaries are especially interested in making Christianity an integral part of the essential Chinese culture. This task is vital to the Christianizing of the interior of China. It is essential that all our students, and especially our 60% of Christian students, should not be considered foreignized on graduation from Chefoo. They must be fitted to take their place in the indigenous social structure, and to that end a thorough knowledge of Chinese language, literature, and history, made possible by the Harvard-Yenching Institute, is a great contribution, and we sincerely thank them for the funds which make it possible. I trust that nothing will be done which will ultimately weaken the Institute's interest in the undergraduate work of our six Christian institutions for which it has already done so much.

Very sincerely yours,
James W. H. ...

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Just in for
Mingze letter
3/23/36

CHEELOO UNIVERSITY
SINOLOGICAL RESEARCH INSTITUTE

Proposed Budget - 1936-37

Assuming an income of approximately LC \$25,000.

Teaching Staff	10 000
Books	4 000
Library (Administration)	1 200
Research	3 600
Publications	3 000
Museum (Purchases)	1 000
Museum (Admin. Curator)	1 000
Technical Equipment	1 000
Miscellaneous	<u>200</u>
	25 000

Details of First item above

Hao Ping Heng (Head of Chinese Dep't)	2 880
Tsu Ping Ru (Chinese Philosophy)	3 000
Ch'i Shu P'ing (Chinese Research)	3 000
Chang Wei Hwa (Assistant in History)	<u>1 120</u>
	10 000

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3/28/36
 Hsin-yuan letter
 sent on 3/28

CHEILOO UNIVERSITY

SINOLOGICAL RESEARCH INSTITUTE

Proposed Budget - 1936-37

Assuming an income of approximately LC \$25,000.

10 000	Teaching Staff
4 000	Books
1 200	Library (Administration)
3 600	Research
3 000	Publications
1 000	Museum (Purchases)
1 000	Museum (Admin. Custody)
1 000	Technical Equipment
<u>200</u>	Miscellaneous
25 000	

Details of First Item above

2 880	Hao Ping Heng (Head of Chinese Dep't)
3 000	Tan Ping Ru (Chinese Philosophy)
3 000	Ch'i Shu P'ing (Chinese Research)
<u>1 120</u>	Chang Wei Hwa (Assistant in History)
10 000	

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Sent by Mr.
Menzies letter
3/23/36

CHEELOO UNIVERSITY
SINOLOGICAL RESEARCH INSTITUTE

Desired Budget 1936-37

Assuming an income of approximately LC \$40,000

Teaching Staff	15 000
Library Books	5 000
Library Administration	1 200
Research	4 000
Publications	10 000
Museum Purchases	2 000
Museum Administration	1 000
Technical Equipment	1 000
Miscellaneous	<u>800</u>
	40 000

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JOHN L. GARDNER
JOHN L. GARDNER

0241

Hand of Mr.
 Manager letter
 3/13/36

CHEE LOO UNIVERSITY
 SINOLOGICAL RESEARCH INSTITUTE
 Desired Budget 1936-37

Assuming an income of approximately LC \$40,000

15 000	Teaching Staff
5 000	Library Books
1 200	Library Administration
4 000	Research
10 000	Publications
2 000	Museum Purchases
1 000	Museum Administration
1 000	Technical Equipment
<u>800</u>	Miscellaneous
40 000	

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2574137

SHANTUNG
CHEELOO UNIVERSITY
TSINAN, CHINA

OFFICE OF THE PRESIDENT

March 24, 1936.

My dear Dr. Garside:

INDEXED

My English secretary, Miss
Hickson, has been sick, so you have to
read my handwriting.

I agree entirely with what
Mr. Menzies has written in his long letter
to you. At the same time, we only wish
that his letter could reach you on time.
Best regards.

Sincerely yours,
Shuming I. Lee

0243

SHANTUNG
CHEE LOO UNIVERSITY
TIANAN, CHINA

March 24, 1936

OFFICE OF THE PRESIDENT

[Faint, mostly illegible handwritten text, likely a letter or memorandum.]

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SHANTUNG

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

校長辦公室
OFFICE OF THE PRESIDENT

27th April, 1936

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

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

Dear Mr. Garside,

Thank you for your letter received a short time ago. Dr. Hume paid us a visit here last week. I gave him a hint about the suggestion that he act as adviser for the Rural programme here and he had the same idea that you suggest, namely that his heavy responsibilities in the field of medicine would not allow him to give much time or thought to this work.

I am sorry that the absence of the budget for 1936/37 has caused you so much trouble. I am asking Dr. Lair to send you as soon as possible the budgets as far as it is possible to make them out. The news we have recently received regarding the grants from the China Foundation and the Rockefeller Foundation make it more possible to make out a budget for the School of Medicine than it was in February.

We are just preparing a quarterly letter which will give general news, so I will only mention here that I have been visiting again some of the alumni centres in a further effort to raise funds for our financial campaign, and have been successful to the extent of about \$9,000 promised.

With best wishes

Yours sincerely,

STL/GMH

Shuming T. Liu

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山東濟南私立魯魯大學
CHEELOO UNIVERSITY
TSINAN, CHINA

電報掛號 (號數)
CABLE ADDRESS: CHEELOO

ST. LOUIS, MO., U.S.A.
MAY 25, 1936

校長辦公室
DE THE PRESIDENT

Dear Mr. Casside,
I am sorry that the absence of the amount for 1935, 36
will not allow me to give such (amount) thought to this work.
I am sorry that the heavy responsibility in the field of medicine
has not been given and he had the same look that you suggest
that about the suggestion that he be advised for the
page. It has been paid as a visit last week. I have him a
- Thank you for your letter received a short time ago.

I am sorry that the absence of the amount for 1935, 36
will not allow me to give such (amount) thought to this work.
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that about the suggestion that he be advised for the
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山東濟南私立齊魯大學
CHEELOO UNIVERSITY
TSINAN, CHINA
28th April, 1936

校長辦公室
OFFICE OF THE PRESIDENT

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

To Cheeloo Well-wishers in the West:

Dear Friends,

Our quarterly letter has been a little delayed, not because of lack of news but at first because Miss Hickson was away from the office for a time and when she came back I was away on a trip up north.

Since we wrote in January events in the educational world in Peiping have moved on to what we feared must be the outcome of the political situation. Tsinghua is moving to Hunan to occupy the old Yale-in-China premises in Changsha. Nankai is starting a branch university somewhere in Szechuan and will move there altogether when the emergency arises. Two of the colleges of the National Peiping University - the Colleges of Industry and Agriculture - are moving next semester to Sian, Shensi. The whole of the North Eastern University, which used to be in Mukden and moved to Peiping on the Japanese interference in Manchuria, is preparing to move to Sian, part of it has already gone there and the rest will be moved next year. That leaves only about half of the institutions of higher education in Peiping. The political council which administers this new North China government already has three sub-committees, one for foreign affairs, one for finance and one for reconstruction, and two more are in process of formation, one for communications, and one for educational affairs. Since the capital of the country was moved to Nanking, Peiping has been of importance chiefly as an educational centre. The students and university authorities all fear the formation of this educational sub-committee, because they know that the Japanese are behind it and that the curricula of all the colleges will have to be in accordance with Japanese ideas. If that is so then the actual setting up of this sub-committee will mean the breaking up of the Universities at least.

You have no doubt all read something of the advance of the Communist army into North China. The Japanese government has been pressing to be allowed to cooperate with the Chinese government in sending troops against the Communists, but so far the Chinese authorities have found sufficient reasons to refuse the proffered help. If, however, the Communist army should touch the borderland of either Hopeh or Shantung it is certain that the Japanese government would despatch troops in spite of the objections of the Chinese authorities. It would appear that so far the Communist army has not made very much progress in Shansi.

0247

1936

- 2 -

As regards internal conditions in the University, everything is going smoothly. The separation of the schools of Arts and Science which went into effect at the beginning of this semester has been helpful. One reason for this division was that trouble has usually started in the Arts College but the students of the Science College were bound to be involved in it as there was no administrative division between the two Colleges. Now under two deans the administration is entirely separate, and the dormitories have also been divided, the western side housing all the Arts students and the eastern side the Science students. Temporarily in the absence of a suitable appointee as Dean of Science I am myself occupying that position.

What promises to be a very valuable innovation in our corporate Christian life was started last month in the inauguration of the staff Christian Fellowship, which plans to have a monthly meeting on the night of the weekly prayer-meeting. The first meeting was very well attended by both Chinese and western staff members, and after an enjoyable social period about 60 people joined in the consideration of "Leading students to Christ". The evening closed with a brief devotional period. The second meeting held early in this month was also very helpful, though very inclement weather reduced the attendance a little.

One of the suggestions made at the first Christian Fellowship meeting was that a series of evangelistic meetings be held. This was immediately followed up by the Religious Life Committee but the difficulty in finding a suitable evangelist who was free to conduct such meetings made it necessary to postpone them until the past week. Half the meetings were held in the hall in the Chemistry building and the other half in the Medical Assembly Hall. The attendance of students was quite good in spite of the fact that many of them are very busy preparing for examinations. Dr. C. E. Scott of the Presbyterian Mission in the East Suburb gave the series of addresses. A special prayer-meeting was held each morning at 6.30 on the top of the church tower, and it is proposed to carry this on during the remainder of the term.

Growing out of our experience at Retreats and the discussions in the Religious Life Committee we feel more than ever the need for an earnest Chinese student pastor to give his whole time to work among the students. We even have a suitable man in mind but at present see no prospect of funds to care for an additional salary. If any of you have friends who could supply the necessary financial support for such a man this would be a real help to the religious life of the University.

At the beginning of last week three inspectors came from Nanking from the Ministry of Education and spent a whole day investigating the work in our various departments. They were well pleased with what they saw and expressed the opinion

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1936

- 3 -

that Cheeloo is one of the best schools now left in North China. They also assured me that the grant of \$10,500 for Public Health in the School of Medicine, of ~~\$30,000~~ for the Science College and of \$4000 for a Chair of Chinese in the Arts College would be forthcoming for this year, and at least the same amount for next year, possibly an even larger sum.

We are glad to report that the grants to the Medical School from the China Foundation and the Rockefeller Foundation have been definitely renewed for next year so that the Budget of that School is in a little more satisfactory condition than we had feared.

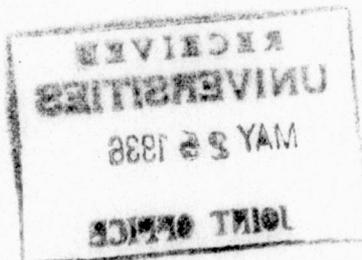
I have spent some time this term revisiting some of the alumni centres whose acquaintance I made last term, namely Tsingtao, Shanghai, Nanking, Tientsin and Peiping. On my first visit I told them that the University needed their help most urgently at this period in her history. This time I definitely asked for money and received promises amounting to about \$9,000. The alumni in each place were very willing to give though most of them are far from wealthy.

Spring is with us at last though the past winter has been an exceptionally severe one. Some of the shrubs and trees have died owing to the prolonged cold but on the whole the campus has stood it very well and is beginning to look beautiful again. The refugee camps have now all been closed and the flood refugees have returned to their homes. The March number of the Monthly Bulletin contained a long account of the work done among these camps by our Medical staff and students. It has been good experience for the students and the whole enterprise has helped us to make friends among the officials and people of Tsinan in a wonderful way.

With best wishes to you all

Yours very sincerely,

Shuming T. Lee



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With best wishes to you all

Yours very sincerely,

Ernest T. Bir

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MAY 25 1936
JOINT OFFICE

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SHANTUNG

May 3, 1936

Dr. Shuming T. Liu,
Cheeloo University,
Tsinan, Shantung, China

INDEXED

Dear President Liu,

Enclosed is a copy of the minutes of the April 24th meeting of the North American Section of our Cheeloo Governors. Under separate cover we are mailing supplies for distribution to the Boards of Directors of the University and of the School of Theology.

General Appraisal of Meeting. The atmosphere of the meeting was much more cheerful and optimistic than most Cheeloo meetings in recent years have been. The fine leadership you have brought to the University during the past year has had much to do in bringing about this change in attitude. From the home-base angle, the situation has improved somewhat during the past year, with the pause in the long-continued decline in income and an apparent tendency toward a slight increase in receipts. The presence in America of Dr. Shields and Dr. Stanley has done much to revive interest in Cheeloo, even though their efforts have not as yet been productive of substantial new funds.

Promotional Results and Plans. Practically all of Dr. Shields' work this year has necessarily been that of making contacts, stimulating interest, and laying foundations for more concrete work of actually getting new money later. One of his most important tasks has been that of trying to renew the interest of the Rockefeller Foundation to the point where we can persuade them to make a conditional grant for the endowment of Medical Work at Cheeloo. All this has been slow, tedious, and often discouraging. But it has been an absolutely necessary preparation for any productive results later. We believe that as the result of this preparatory year, Cheeloo is now in a much better position to go forward under Dr. Shields' leadership next year. We believe, too, that the new promotional organization being developed within the Associated Boards, together with increased assistance from within the membership of the Board of Governors, will help toward more successful promotion on behalf of Cheeloo.

But practically all our hopes of success must continue to rely on Dr. Shields' presence here in America. Under his leadership we should, during the next year, be able to make very substantial progress toward additional support for Cheeloo medical work. But without him, much or all of what has been begun this year would be lost. The Section is urging, therefore, that his mission and the university authorities allow him to remain here for another year of promotional work.

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President Lile

May 1, 1936

Cable 4/19/36

We have already reported this by cable, and I have mentioned the matter informally in some of my letters to his colleagues in the School of Medicine. We know that the field will regret having Dr. Shields absent for another year, but we hope that you can make the necessary arrangements for him to continue in this work which seems to be of such vital importance to the future of the Medical School.

Advisor for Rural Program. This topic occupied more time, and called for more careful thinking, than any other item on the agenda. Ever since we received the minutes of the Directors' meeting of January 30th, the members of the Section have been discussing among themselves the question of what step should be taken to secure the right man to undertake the task which Dr. Butterfield could have done so well. Of course everyone has been very cordial in their agreement that Dr. Hume possesses many fine qualifications for such a task. But there has been a very strong conviction among all those best acquainted with his present work that the duties he is now undertaking will for a long time to come demand every minute of his time, and all of his thought and energies. They have been frankly afraid, therefore, that to elect him Advisor of the Rural Program at Chee-lee would be to ask him to undertake another full-time job when he has one already. If, after considering the matter, he should find it impossible to accept, a great deal of valuable time would have been lost in the process. If we could, by appealing to his deep interest in Chee-lee, persuade him to accept the position and if it should then prove impossible for him to give this work the constant attention necessary to success, the result would be unhappy for all of us.

The Section therefore turned its attention to another alternative which seemed to offer real grounds for hope - the possibility that we might secure Dr. M. H. Love of Cornell as Advisor for the Rural Program at Chee-lee. Dr. Love is already so well known in Tainan that we need not attempt to describe his abilities to you. The two periods of special service he has already rendered at Nanking, both to the University of Nanking and to the Chinese Government, have made him well acquainted with conditions in China and have also made him well known in Chinese educational and government circles. While much of his service has been related directly to technical aspects of agriculture, he has a wider interest in, and qualifications for leading, the type of rural program Chee-lee is being asked to undertake. We have many evidences of Dr. Love's familiarity with Chee-lee and of his interest in the rural program there.

From the standpoint of the possibility of securing Dr. Love for this work at Chee-lee, there are a number of angles to be explored. We understand that he is entitled to sabbatical leave at Cornell in another year, and that there is a possibility he might be able to leave somewhat earlier than that. Within three years he will be entitled to retirement at Cornell with reasonably adequate retirement provisions to take care of his future requirements. It would seem possible, therefore, that he might be willing to spend a year at Chee-lee in the next year or so, and then after returning to America for a year or two - during which he might be able to help with promotional activities here to some extent - he could return to Chee-lee on a more permanent basis.

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We have of course made no direct approach to Dr. Love in the matter and will not do so except upon the request of the field. Since, however, our only chance of securing him probably lies in our moving rather promptly (as he is already considering other very attractive offers) the Section thought it wise to raise the question with you by cable. This was done last week, and we are now awaiting your reply.

Budget for 1936-37. We all appreciate the special factors which have made it difficult for the field authorities to get the 1936-37 budget estimates to New York and London in time for meetings of the two Sections during April and May. A part of the difficulty has no doubt lain in the fact that our New York office has been slow in sending you preliminary estimates of what income would be available from American sources next year.

But the Section does sincerely hope that by beginning our thinking and planning now, we can in future have the budget estimates in hand early enough to permit the Governors to take a more constructive and more intelligent share in helping the field authorities find solutions of your difficult financial problems. Obviously no Board of Governors can do more than take pro forma and ineffective action on a budget which is already in operation before they even see it. It might take awhile to get the Governors actively sharing in these problems, but in time they might take the position many of our other Boards of Trustees assume - that of really helping the field find solutions of their budgetary problems. For instance, we are now planning our promotional objectives for 1936-37, and the Cheeloo Governors ought to be able to set up in an intelligent way a statement of just how much you need and for what purposes in order to go ahead with your program next year.

Within a few weeks I will send you the information I am now collecting as to the amount of the Mission Board contributions for next year. Much of this you will already have direct from the Missions on the field.

Our friends in the Medical School will be glad to note NAS-443 (3)

Matters Arising from Annual Meeting of Associated Boards. I will deal with these more at length when I send you a copy of the minutes of the Annual Meeting of the Associated Boards within a few days. It may be said in general that the united group has been working with increasing effectiveness this year, seeking to serve the interests of all the Colleges participating in it.

Other Matters. I believe the other matters in the minutes do not require any specific comment.

We hope that by the time this reaches Tainan, the University will be completing preparations for a most pleasant and peaceful Commencement season.

Cordially,

BAG/G
COPY TO
DT. WEIT

COPY OF LETTER
from
DR. EDWARD H. HUME.

Council on Medical Missions
41, Tsze Pang Rd., Shanghai

May 13, 1936.

Dear President Liu:

Mr. Cressy has told me of his visit with you and of the cordial support you received from the various college presidents you met in Shanghai. I am happy to be a member of the Cheeloo Board of Governors and to take with me to England and the United States the message of confidence in you which has been brought to me from all sides.

There are certain issues which must be dealt with in the near future, and I venture to ask your aid in stating the issues correctly and in expressing a reasonable attitude towards them.

(1) The attitude of the Board of Governors in London and New York.

It seems to me that New York and London have not fully understood the changing situation here. There is a new president at Cheeloo who ought to be given time to work out a unified program. The colleges of Arts and Science are really doing a valuable piece of rural reconstruction work, as illustrated in the research of Mr. Winfield and in other ways. Dr. Butterfield is not living, but others may be found to come and take his place in an advisory way. The colleges should be given a free hand, under your guidance, to develop the program that is needed today. This may be quite different from the program of some years ago.

(2) The Medical School

Changes have occurred there already, and more radical changes ought to take place. I am still somewhat concerned about the atmosphere of foreignness which seems to exist, in very much the way that it exists in Chengtu. A school cannot become rooted in the soil, if so large a proportion of its teachers remain foreigners. Moreover, it seems to me that the Medical School has not developed that complete participation in rural reconstruction that we have been asking the colleges of Arts and Science to develop. In other words, I begin to feel that the Medical School today is not as active in its concern for out-reaching and in its attempt to serve the province as it ought to be. The situation has changed so that there is distinct evidence of activity in these directions of rural reconstruction in the colleges of Arts and Science which is more pronounced than is true in the Medical School. These observations may be inadequate and may be in error, but I mention to you what I have seen and felt.

(3) The Provincial Authorities

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If only Cheeloo University can be unified in spirit and express its direction in a unified way, I feel sure the provincial authorities will give Cheeloo a chance to render very great service.

Mr. Cressy has recently sent you a copy of his letter to Mr. Garside. If you are willing to let me see this letter, or copies of portions of it, before I sail for London on May 20, I shall be grateful. I want to place myself on record as cooperating with you to the fullest possible extent in achieving the unified program you desire and in urging all the colleges within the University to continue their loyal support to you. Let me urge you to instill into them that determination to serve the Province, which Mr. Liang Chungohua spoke about to me with such earnestness. I believe the future of Cheeloo is full of opportunity, if only we can proceed to work out a unified program adapted to the needs of Shantung Province.

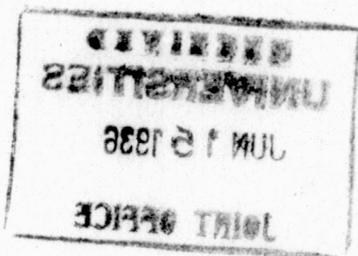
Please reply to me at the earliest possible moment, so that I may hear from you before leaving Shanghai.

With confidence and regard,

Sincerely yours,

(Signed) Edward H. Hume.

Mr. Shuming T. Liu, President
Cheeloo University,
Tsinan, Shantung.



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If only Cheelo University can be unified in spirit and express its direction in a unified way, I feel sure the provincial authorities will give Cheelo a chance to render very great service.

Mr. Greasy has recently sent you a copy of his letter to Mr. Garaid. If you are willing to let me see this letter, or copies of portions of it, before I sail for London on May 20, I shall be grateful. I want to place myself on record as cooperating with you to the fullest possible extent in achieving the unified program you desire and in urging all the colleges within the University to continue their loyal support to you. Let me urge you to instill into them that determination to serve the Province, which Mr. Liang Chungshun spoke about to me with such earnestness. I believe the future of Cheelo is full of opportunity, if only we can proceed to work out a unified program adapted to the needs of Shantung Province.

Please reply to me at the earliest possible moment, so that I may hear from you before leaving Shanghai.

With confidence and regard,

Sincerely yours,

(Signed) Edward H. Hume.

Mr. Shuming T. Liu, President
Cheelo University,
Tainan, Shantung.

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SHANTUNG

山東濟南私立齊魯大學

CHEELOO UNIVERSITY

TSINAN, CHINA

校長辦公室

OFFICE OF THE PRESIDENT

15th May, 1936

電報掛號(齊魯)

CABLE ADDRESS: CHEELOO

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

Arch 6/17/36

INDEXED

Dear Dr. Garside,

Your cable about Dr. Love arrived just as I was leaving for Shanghai for the meeting of the Executive Committee of the Council of Higher Education. I took the opportunity while there of consulting several who knew Dr. Love as to the contribution he might make in Cheeloo. They all spoke very highly of him, of his attitude and of his spirit of cooperation, but they expressed the opinion that his interests were limited to a comparatively narrow field in agriculture, that of plant breeding, and doubted whether he would be able to supply the general guidance in rural reconstruction which is what we need here in Cheeloo. In fact, Dr. Sie, Dean of ~~the~~ Agricultural School in Nanking said that he hoped we would get Love as he would be of great assistance to them. I have no acquaintance with Dr. Love myself but when I returned to Tsinan I called the Executive Council together and reported to them the results of my enquiries in Shanghai after I had read your cable. After a good deal of discussion we decided to send the cable, which you no doubt received on May 11th. The wording was that decided on by the Executive Council, and was an attempt to express both our eagerness to welcome Dr. Love if those who know him in the States believe him to be the man who can help us, and yet to indicate the doubts engendered by the results of my enquiries of those who have worked with him out here.

At this meeting of the Executive Committee of the Council of Higher Education of which I have written above, the matter of the Correlated Programme in its relation to Cheeloo was taken up. You have probably by this time received the minutes of the meeting from Mr. Cressy. The discussion seemed to indicate that the feeling of the members of that committee is changing somewhat. They agree that it is very important that Cheeloo shall turn out men and women of college calibre. It was the unanimous opinion of the committee also that no drastic steps in the way of reorganization ought to be taken at this time, especially in the direction of plans which might seem to lead towards lowering the scholastic standard of the institution, or anything which might make an occasion for misunderstanding or difficulties with the provincial authorities at this juncture when the political situation is so extremely precarious.

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The request for Mrs. Yui to go to America was also considered by the University Executive Council, and we decided that we must accede to this request from the Women's Committee. We have already written to Shanghai for a booking on the "Empress of Russia" which sails June 14th and reaches Vancouver June 29th. If Mrs. Yui goes on this boat she ought to be in New York by July 6th or 7th and this will give time for her to talk matters over before attending the Cornell Summer School beginning July 20th. Both from your second cable, received yesterday, and from correspondence which some of the lady doctors have had with members of the Women's Committee, we understand that the Committee will be responsible for Mrs. Yui's travel expenses both to and from the States, and while there. We are not quite clear, however, as to the responsibility for her salary while she is away from Cheeloo. Several years ago when we were receiving a larger income from the women's portion of the Hall Estate funds we were able to pay the salary of the Dean of Women and also set aside something towards a building fund, which has now been used for the construction of Miner Hall. In recent years the income has been so restricted that it has been insufficient to pay even the Dean's salary. This means that if Mrs. Yui's salary while she is away is to be paid out of our current funds we shall have no means of paying a substitute to look after the women students during her absence. The present field salary of the Dean of Women is \$200 Mex. a month, in addition to living quarters in Leonard Hall.

We are enclosing with this letter the clergy certificates which your recent cable asked for.

We did not in our cable refer to the request that Dr. Shields remain in America for promotional work for another year because before this request came the Executive Committee of the medical faculty had passed a resolution asking for Dr. Shields to return as soon as possible. We all feel that he should return at the end of this summer if it is at all possible for him to do so. The medical people feel that it would probably be of more advantage to the promotion work for Dr. Shields to return to the field and spend some time here in the atmosphere which we believe to be far more optimistic than when he left, and then if necessary return to America for publicity work.

The summer meeting of the Board of Directors is to take place on June 20th. It is hoped that at least some of the Directors will remain over and take part in the Baccalaureate Service on the Sunday and the Graduation Exercises on Monday the 22nd. We also expect that the formal opening of the new hospital will take place on the 22nd.

The latest minutes of the British Section of the Board of Governors have made the prospects of drawing up a budget for next year even more discouraging than they were. The grant which we have been receiving from them toward general administration has been diminishing for the past few years and has now been cut off altogether. We still hope that this action may be reversed.

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5.5.36

- 3 -

Dr. Garside

We have just received a letter from Dr. Hume and I am enclosing a copy of it as I think his views on the situation here will be of interest to you.

Yours sincerely,

Shenning T. Lee

STL/GMH

P.S. 18th May. I have held up this letter for a day or two and we have now received word from Shanghai that passage can be secured for Mrs. Yui on the "Empress of Russia" sailing June 14th.

note given to Mrs. Macmillan STL.

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Dr. Garbice

We have just received a letter from Dr. Home and I am enclosing a copy of it as I think his views on the situation here will be of interest to you.

Yours sincerely,

Blumenthal

BT/GRH

P.S. 18th May. I have held up this letter for a day or two and we have now received word from Shanghai that passage can be secured for Mrs. Yui on the "Empress of Russia" sailing June 14th.

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SHANTUNG

May 18, 1936

INDEXED

President Shu-ming T. Liu
Cheeloo University
Tsinan, Shantung, China

My dear President Liu:

We have received the following cablegram from Tsinan under date of May 11th: "Cheeloo would gladly welcome any advisor Governors choose. Are not Love's interests too technical for Cheeloo's problems. Yui expects sail June."

Last week I made a trip to Ithaca and had a long conference with Dr. Love. Mr. T. H. Sun was present during most of the time. I was delighted to find Dr. Love deeply interested in the situation at Cheeloo and quite willing to give himself to wholehearted service there if the University wants him and if arrangements can be made to take care of his work at Cornell.

The question raised by your cable - whether Dr. Love's interests are too technical for Cheeloo's problems - is one which we discussed quite freely here at the time Dr. Love's name was first mentioned. While Dr. Love's special field is that of plant breeding, he is not by any means restricted to that technical subject. He is widely recognized here in America and I believe in China also, as an excellent administrator, and as a man with a wide grasp of the whole field of rural life and reconstruction. Mr. Sun and I have asked at least a score of those who know Dr. Love best, this specific question you raise, and in every case the answer has been that Dr. Love is thoroughly qualified, by training, by experience, and by interest, to undertake the work involved in being advisor for the rural program at Cheeloo. As I look back over all of the men who have been called to positions of administrative responsibility in our China Colleges, I find that without exception they are men who have specialized in some limited field. Dr. Baim's speciality was surgery but this did not prevent his being a very excellent leader in every department of Cheeloo University. President Leighton Stuart made a fine record as a professor of New Testament theology and as a Greek scholar before he was called to the presidency of Yenching University. One might extend such a list indefinitely. My conference with Dr. Love in Ithaca last week left no doubts in my mind as to his qualifications for helping with the establishing of the rural program at Cheeloo. The two major questions which must be cleared are these: First, whether Dr. Love can secure his release from Cornell so as to be available for this work at Cheeloo. Second, whether Cheeloo can provide him with the support and facilities necessary to success in the work we have asked him to undertake. The first question is one which Dr. Love must work out in consultation with his colleagues at Cornell. The second is one to which the Cheeloo Governors and the group on the field must give very serious study.

0261

May 14, 1936

I hope that within a week or two we can report more definitely on the progress of Dr. Love's discussions with his colleagues in Cornell. It seems very unlikely that he could get away in time to reach Cheeloo in time for the opening of the University in the autumn. It does seem likely, however, that he might get away from Cornell about the end of this year, so that he could reach Tsinan in time for the beginning of the spring semester in 1937. While normally his sabbatical leave would be for only one year, we urged that he try to make arrangements to remain in China for sixteen or seventeen months, so that he could carry on at Cheeloo through June 1938. By that time, sufficient progress should have been made, both in the program and in personnel, so that he could, if necessary, return to Cornell for a time, keeping in touch with the work at Cheeloo both by correspondence and by occasional brief visits to the field.

We did not attempt last week to go into financial questions in any great detail, because Dr. Love thought it advisable that he first explore more fully the possibilities of his getting away from Ithaca for a sufficient period of time to make his acceptance of the Cheeloo invitation a possibility. He is such an earnest Christian, and such a sincere friend of China, that financial matters are a very secondary consideration with him. It will, however, be necessary for him to make provision for carrying on certain fixed obligations which he has no right to neglect.

While I was in Ithaca I also had the privilege of spending a short time in Dr. Love's home and meeting Mrs. Love. She is a thoroughly worthy mate for her husband, is keenly interested in China and is devoting a large part of her time and energies to mothering all the large group of Chinese students studying at Ithaca. She and Dr. Love would be a splendid addition to the social and religious life of the campus.

We are delighted to learn that Mrs. Yui is planning to sail in June. A few days ago we sent a cable authorizing Dr. Lair to draw on us for \$500.00 to cover Mrs. Yui's travel to America. This is being provided by the Cheeloo Women's Committee. I am today writing Dr. Lair giving him further details in regard to the matter.

By the time this letter arrives, Cheeloo should be in the midst of the commencement season. We hope that commencement this year will be most pleasant and successful.

Very sincerely yours,

BAG:MP

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SHANTUNG

June 9, 1936

President Sun-Ming T. Liu
Cheeloo University
Shantung, Tsinan, China

INDEXED

Dear President Liu:

I enclose herewith a copy of the minutes of the meeting of our Cheeloo Committee on Promotion held on May 19th.

Promotional Objectives. You will note under action NASUP-495 the Committee's tabulation of the promotional objectives to be sought during the coming year, and also during the next five-year period. The Committee tried to set down in the tabulation a list of what, in its judgment, the University really needs during the next five years in order to carry on efficiently the work it is asked to take as a part of the whole program of Christian higher education in China. On the one hand, we have tried to avoid "padding" the list by inserting items that are not really essential. On the other hand, we realize that it is not at all likely that we can get during the year 1936-37 all of the amounts set forth in the first two sections of this list, and that it is by no means certain that we can secure the entire amount of these objectives during the next five years. All we can do at this time is to define what the University really needs, and then, in cooperation with the Associated Boards, to strain every resource to attain as many of these objectives as we possibly can.

We all regret that the time limitations under which we have been working do not permit our securing from the field your own views and estimates on just how much is needed and for what purposes. We would, however, urge that the Board of Directors and the administrative officers of the University go over this list carefully, and suggest any changes you feel should be made including the reduction and elimination of items as well as possible additions. Such a list of financial objectives should, of course, be revised from year to year and should be revised as the needs and objectives of the institution gradually change.

Plans for Dr. Shields and Mrs. YB. I need not add much to the discussion and actions appearing in the minutes under this head. So far as Dr. Shields is concerned we have all been anxious to follow whatever course would best serve the interests of the University. We do not wish to keep him here over-long, and on the other hand would regret to see him return to the field before he has been able to take advantage of the very excellent

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preliminary work he has done so far this year. We would like to leave Dr. Shields entirely free to form his own judgment as to the course for him to pursue. After giving a great deal of thought to the matter and discussing it from various angles with a number of his friends, Dr. Shields reached the decision that it would be wiser for him to remain in America during the fall, with a general expectation that he would leave for China about the end of December. Just today we have received from Dr. Shields' mission board the information that it has approved this continuation of furlough. The Promotional Department of the Associated Boards is actively engaged just now in making plans for the coming year, and is eager to do everything possible to assist Dr. Shields in his work during the autumn.

We are also looking forward eagerly to having Mrs. Yl with us this year.

Very sincerely yours,

BAG:MP
Encl.

Copy for Dr. Lair

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SHANTUNG

June 19, 1936

President Shao-ming T. Liu
Cheeloo University
Tainan, Shantung, China

My dear Dr. Liu

I have for acknowledgment your letters of April 27th and May 15th.

We are glad to note that you have been making such a satisfactory beginning in your efforts to raise funds among the alumni for the work of the University. We know what a tremendously difficult task this is, even in normal times, and we realize too that there are particularly great obstacles to be overcome in securing funds in China this year.

In the first paragraph of your letter of May 15th you summarize the discussion on the field with regard to Dr. Love. I have already commented on the question raised by the field as to whether Dr. Love's interest may be too narrowly specialized for the task he has been asked to do at Cheeloo. This point was considered quite thoroughly here in America before any suggestion regarding Dr. Love was sent to China, and everyone who is at all intimate with Dr. Love's work was quite convinced that he has even greater ability as a leader in the general field of rural planning and instruction than he has in his own specialized field of plant breeding. As yet, Dr. Love has not given any final reply to our invitation. He is deeply interested in the work in China, but quite rightly wants to feel reasonably sure that there is a real and important service he could render at Cheeloo before he could agree to give up all his other important obligations to undertake this specific task. I am trying to deal quite fairly with him in transmitting to him all the information coming to me from the field, unofficially as well as through formal channels of communication so that he may have as accurate a picture as possible of what the situation is, and what he would have an opportunity to do. We are delighted to

We are delighted to know that Mrs. Yui is now on the Pacific and will be reaching Vancouver on June 29th. I will communicate to our Cheeloo Women's Committee the question you raise as to the payment of her salary and the provision of a substitute while she is in America. We have applied for Mrs. Yui's clergy certificates and have directed the Clergy Bureaus to send them in care of her steamer.

We are interested in the comments and observations in Dr. Hume's letter of May 13th. I am not sure just when we will have an opportunity to see Dr. Hume again but will welcome an opportunity to discuss these matters with him in greater detail.

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I have already written at length with regard to the financial
plans. I believe that there have been no new developments in recent weeks.

Very cordially yours,

BAG:MP

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SHANTUNG

CHEELOO UNIVERSITY

TSINAN, SHANTUNG

CHINA

23rd June, 1936

齊魯大學

山東濟南

OFFICE OF THE PRESIDENT

Dear Friends and Well-wishers,

The school year is just completed and as I am leaving tonight for a trip to the north on University business I want to write a letter to you before I go to complete the record which I hope my former letters have given you of the work of the year, and the progress that has been made in various ways.

It was exactly eleven months yesterday since I arrived in Tsinan to take up the duties of the Presidency and the very successful functions which took place were good evidence of the growth in cooperation during the year both outside with the government and inside the University between the different departments.

It was a matter of great gratification to all of us that Governor Han Fu-chu came personally to the official opening of the new hospital. He had promised to do so if he were in town, so at 5.30 yesterday morning I rang up and asked to speak to him personally (he rises always at 4 a.m.) and he then gave me his word that he would come. The actual ceremony with the speeches was held on the ground floor of the out-patient department where a number of benches had been arranged. Though Governor Han said he had no speech prepared his address made a very good impression. He said afterwards that though relations between the university and the government had been quite cordial during the year of my presidency he had felt until yesterday that there was still a little ill-feeling rankling on account of happenings a short while before I came, but after this visit he was convinced that this was not so but that perfect goodwill existed on both sides. Governor has certainly treated me with the utmost confidence, inviting me every week to go to his office and talk over with him the political situation, and even asking my advice in certain matters.

I have been able to establish helpful contact with the officials in another way also, which, though it takes up a good deal of my time, will I hope prove well worth while. The Mayor of Tsinan, a Mr. Liu who is Commissioner of Roads for the Province, and a Mr. Tung who is head of military training, requested me at the beginning of May to give them some courses on current events. At first I refused and tried to recommend someone else, but they would not accept a substitute, so finally I agreed, thinking that this might also be of service eventually to the University. Both they and I are very busy people, but I have been giving these three gentlemen

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an hour, from 8 to 9 in the evening, five days a week.

We are very grateful to all the people who have helped us during this year, both by gifts and by economy of administration, and by accepting cuts in salaries, so that by the cooperative efforts of all the deficit on current accounts which had amounted to such a frightening sum at the end of last year has now been reduced by more than half. There is still over \$11,000 left, besides some deficits on building funds, but we are all determined not to add one cent to this during the coming year and to strive by every means to reduce it still further so that this heavy burden may be removed. This matter of finance is a constant anxiety and I have passed several sleepless nights during this year (for the first time in my life) thinking and planning how to carry on the varied activities of this place with maximum efficiency and minimum expense. A gift such as we received from the Women's Board of the United Church of Canada fills us with encouragement and hope, and news such as we had from the British Section of the Board of Governors a little while ago, that their grant of \$160 would have to be withheld, gives us much anxious thought. It is on these grants to general administration that we have to rely for a good many heavy items of expenditure which must be met and which cannot be made a charge on the budgets of the individual schools. Such matters as repairs of public buildings, upkeep of roads and so forth have to be paid for out of some general fund. It is twenty years now since the majority of our large buildings were erected and some of them are needing extensive repairs which our current budget is quite insufficient to provide for. Soon after I arrived here eleven months ago the heavy summer rains began. I was living then in McCormick Hall, the administration building, and I was horrified to find that the roof of this building was leaking in an alarming manner. One of the Chinese members of the Board of Governors made a generous contribution of \$1000, half of which we are using to repair this roof, and the other half to repair the campus roads, which had become really dangerous as well as most uncomfortable for walking. But these are only temporary alleviations of the situation and we need to build up in some way a substantial fund which will allow for one or two buildings to have major repairs carried out each year and so fulfil our obligations to the donors, who, alas, in donating the buildings did not donate a sum for their upkeep.

A few weeks before the end of the term we got a Committee together to try and arrange for a film of Cheeloo. Mrs. Paynem of the English Baptist Mission, wrote a scenario, and we hoped to get the story filmed in time for Mrs. Yui, the Dean of Women, to use on her tour in America. However everyone was so busy at that time that it was found impossible to get the scenes worked up and the pictures taken, so we have had to defer it to a more convenient season. Mrs. Yui left us last Saturday, and we hope that she will be able to do some

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good publicity work for Cheeloo even without the film. She has gone on the invitation and at the expense of the Women's Committee of the Board of Governors in America. Unfortunately we have to provide someone to act as her substitute here to look after the women students, as this is really a full-time job for an experienced woman. As we are still responsible for Mrs. Yui's salary we do not know where we are to find the money for this substitute, but will have to make some temporary arrangement so that the discipline in the women's dormitories may not suffer.

A number of members of our community have left us within the last few days and are returning to England or America for longer or shorter periods. I hope that you will welcome them as you have opportunity and listen with sympathy when they present the needs of Cheeloo. We shall miss them very much and the only thing which reconciles us to their absence is the hope that they may present our situation so vividly to our friends in the west that they may gain additional support for us both in finance and sympathetic cooperation. Mr. Menzies has gone to Canada by way of Europe, and I am taking over from him temporarily the headship of the Harvard-Yenching Institute for Research in connection with the Arts College. Dr. Ingle and Dr. Smyly are going on short leave to England and Ireland respectively. Dr. Mosse has also had to leave us suddenly on receipt of a cable from his family. Our sympathy goes with him in this time of anxiety. Mrs. Williamson and her daughter Constance are going to London where Connie hopes to take up a course of nursing. She will be greatly missed from the Private Patient Clinic in the hospital. So far as is possible her place is being taken by one of the graduates from the Arts College, a Miss Li who majored in Sociology and is very interested in the social service side of the hospital work. Our friends the Cadys of the Theological School have also gone by way of Europe to the United States.

Before our new school year begins we hope to welcome back a few of those who left for furlough before I came, Dr. and Mrs. Stanley, Dr. Gell, Miss Nunn, Miss Brodie, Mr. and Mrs. Scott, and perhaps Dr. and Mrs. Shields. Dr. Lois Witham is also taking up her work in the Medical School then, and we hope that Mr. Stanley Prescott will at least be in China, even though we must wait some time for him to do language study in Peiping before we actually have him here at Cheeloo. Of the Chinese staff we hope to welcome back Dr. Wei Pei-hsiu, and also Mr. W. B. Djang of the Theological School.

At the close of the year degrees have been granted to 60 students of the three schools, 22 in Arts, 21 in Science and 17 in Medicine. In addition, ten nurses have received their diplomas, and 5 students have finished the Radio course. We had a good Baccalaureate service in the Kumler Chapel on Sunday morning and the graduation ceremony in the Institute Hall yesterday went with a swing.

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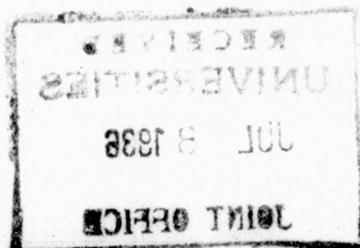
The Board of Directors had its summer meeting on Saturday the 20th, and though several of the members were not able to be present, and there was a large proportion of alternates who were not thoroughly conversant with the University affairs, all showed the keenest interest in our problems and showed their appreciation of the new spirit which is manifest in all departments.

One of the actions approved by the Board was the formation of a University Extension Department, which will coordinate all the work being done by the various Schools and departments for rural and extension service. This will include the Public Health Department of the Medical School, the Radio Broadcasting Service of the Science College, the Agriculture Experiment Stations and the Rural Institute inside the University, besides the work being done in this field by the Theological School, the Whitewright Institute, the "Christian Farmer" and the Shantung Provincial Christian Rural Service Union. We hope that this step will help us to move forward more rapidly and efficiently in this matter of rural service.

With best wishes to you one and all

Yours sincerely,

Shuning T. Lee



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JUN 23 1936

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With best wishes to you one and all

Yours sincerely,

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

校長辦公室
OFFICE OF THE PRESIDENT

SHANTUNG
23rd June, 1936

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

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

INDEXED

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

Dear Dr. Weir and Dr. Garside,

In sending you the minutes of the Board of Directors meeting which took place on the 20th I do not think there is much need of comment on particular items.

It was unfortunate that there was such a large proportion of the members who were acting as alternates and were not therefore very familiar with the affairs of the University, but we greatly appreciated their keen interest in the work of the institution, and their sympathy with our problems. I myself am deeply grateful also for their expressions of appreciation for what I have been enabled to do during this first year of my office. Those of the members who were present at the meeting of the Board held a year ago expressed their consciousness of the difference in atmosphere of the two meetings and the spirit of optimism which prevails now as compared with the gloomy outlook in June 1935.

We are sending you under separate cover typewritten copies of the reports of the administrative officers. We had some thought of printing extracts from these, but in the end felt that perhaps the quarterly letters which we have been sending would take the place of this to a certain extent. The cost of a printed report would be considerable and it would not perhaps make the same appeal as the more personal letter. You will no doubt be able to use some of the material in the reports for publicity work in America and England.

The Treasurer's full report is not yet made out as that must wait for the end of the financial year, but the preliminary statement which he made to the Board shows the expectation that the deficit on current funds will be reduced by about one-half from what it was a year ago.

It was with some difficulty that some of the budgets were made out as there is uncertainty about some of the receipts. The loss of the £160 which we have been receiving from the British Section of the Board of Governors not only made it extremely hard to prepare the General Administration budget, but it was necessary to deduct the grant which has

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Dr. Weir
Dr. Garside

been made from this for several years towards the Library budget, which accounts for the deficit which appears there. As you will notice, the Board disclaimed responsibility for this deficit and only approved expenditure up to the amount of definitely anticipated receipts. The same is true of the budget of the School of Medicine, which was presented to the Board with a deficit of over \$9,000. The Executive Council passed this in the expectation that certainly as much as this might be raised by Dr. Shields during his campaign in the States. However the Board has asked that expenditures be cut to the amount of the actual anticipated receipts unless these extra funds should come in during the year.

D.1174. This University Extension Department was approved by the Board in principle in Minute D.1074 two years ago. It is felt that the time has now come to co-ordinate the rural and extension work which is being done and cooperate with all the departments inside and outside the University which wish to work toward this end.

D.1175. Besides the students of the Schools of Arts, Science and Medicine who were approved for degrees, there have also graduated at this time five students from the radio course, three pharmacy students and ten nurses, making a total of 78.

D.1176. The members of the Board included several alumni who remembered Dr. MacRae and Mr. Cassat. These memorial minutes were passed standing and represent deep feeling on the part of those who knew these men and what they did for the University.

I have no doubt that you are already aware that Dr. Y. Y. Tsu is on his way to the States for the summer. We have not so far had information with regard to the date of the meeting of the Board of Governors. Dr. Tsu will be calling at the New York office or will at any rate let you know his address. I sincerely hope that he will be able to attend the meeting of the Board not only in his own right but as proxy for Dr. C. Y. Cheng and Dr. Y. T. Tsur, the other Chinese members.

Yours sincerely,

Shuming T. Liu

STL/GMH



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Dr. Weir
Dr. Garalde

23.6.36

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Yours sincerely,

Blumington T. Kim



HMG\ITS

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SHANTUNG

INDEXED

June 24, 1936

President Shu-ming T. Liu
Cheeloo University
Tsinan, Shantung, China

My dear President Liu:

We have already sent a copy of the minutes of the fourth Annual Meeting of our Associated Boards to the administrative officers at Cheeloo. I believe, however, that we did not call specific attention to action AB-503a -

"VOTED, in conformity with the recommendation of the March 18th meeting of the Executive Committee, to approve the following proposal of the joint meeting of representatives of the Associated Boards and the Harvard-Yenching Institute on February 7th, 1936 -

"(1) That beginning with the fiscal year 1937-38, each of the six universities in China receiving a grant from the Restricted Fund of the Harvard-Yenching Institute prepare each year budget estimates showing in detail the expenditure it desires to make from the grant of the Harvard-Yenching Institute, together with similar expenditure to be made from other funds, and also a summary of the whole budget of the institution, this information to be forwarded both to the Associated Boards for Christian Colleges in China and to the Harvard-Yenching Institute;

"(2) That the Harvard-Yenching Institute be requested to give consideration to any comments or recommendations that may be submitted by the Associated Boards before acting upon requests of the individual institutions."

In this same connection, the Associated Boards strongly recommended (AB-486) that steps be taken to secure from the field authorities of the various institutions budget estimates for the new year in time to get these in the hands of the Committee on Finance not later than March 15th. We all appreciate the fact that this will involve speeding up the entire process of preparing our Cheeloo budget estimates each year. No doubt the first step in this process should be set in motion by our offices in New York and in London in collecting and transmitting to the field just as complete information as we can concerning the funds that will be available from Western sources. Mr. Evans and I will try to see to it that our New York office undertakes this task during the autumn, and that as complete information as possible is on its way to Tsinan before Christmas. We would welcome your suggestions as to any other steps we can take here to facilitate the preparation of the Cheeloo budget.

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June 21, 1954

While we can appreciate all of the practical difficulties involved in your getting even tentative budget estimates into our hands here by March 15th of each year, we believe that in the final analysis this should prove of tremendous benefit to the support of the University. Not only the Harvard-Yenching Institute, but also our Cheeloo Governors and the Associated Boards would then be able to study well in advance of the actual beginning of the fiscal year the program and the needs of the University. If at any point the University is facing the necessity of drastic cuts in its program in order to balance its budget, it might be possible that somewhere here in the West we could secure additional support which would reduce or eliminate the necessity for such cuts. If you are uncertain as to whether certain items of income are to be received, we might be able to help clear up this uncertainty.

I have for many years been writing very frankly to the administrative authorities at Cheeloo urging that you proceed in such a way in preparing your budget each year as to take your Board of Governors into your confidence, and impress them with a real sense of responsibility. Of course, the final responsibility for preparing, approving, and administering, the budget lies with the Board of Directors, and the Governors' responsibility is merely that of making as large a contribution as they can. This does not, however, prevent our putting pressure upon the Governors both individually and as a Board, to take a real responsibility for lending their maximum assistance to the solution of the financial problems of Cheeloo. In some of our other China Colleges the field authorities keep the boards of trustees here at home fully informed of just how their finances stand, and look to the trustees to render valuable aid in solving the problems with which they are confronted. It frequently happens that six or eight months before the new fiscal year is to begin, these trustees are hard at work studying the situation the field will confront for the new year, and seeking new sources of support which they can make available when that new year begins.

Our Cheeloo Governors have for many years done little more than take a purely negative attitude of warning the field to keep its budget within the funds available and have not had the sense of responsibility that they should have possessed. The only way to overcome this situation is by patient cultivation of the Governors and steady pressure upon them to feel the weight of the burden which you on the field are carrying. The best initial step we can take in this direction is for you on the field to get as complete budget estimates as you can into the hands of the Governors in New York and in London by the 15th of March. Naturally these budget estimates can not be in final form. Some items of income may have to be shown at first as only probabilities, or even possibilities. On the expenditure side, you may have to show places where cuts must be made if further reductions are necessary; or, from a positive standpoint, you may wish to indicate new work which should be undertaken if funds are available.

We will welcome your comments and suggestions as to ways and means by which our office here in New York can best cooperate with you in these matters.

Very cordially yours,

COPY

Cheeloo University

June 25, 1936

Mr. H. P. Lair
Cheeloo University
Tsinan, Shantung, China

My dear Dr. Lair:

Action NAS-445 taken April 24, 1936 requested "the Secretary to secure from the North American Mission Boards cooperating in the University information as to the contributions they plan to make to Cheeloo University during 1936-37 and to transmit this information to the field authorities of the University."

This morning's mail brings the last reply to the letters we sent out immediately subsequent to that meeting. All of the Boards have been in the midst of annual meetings and some have been unable to make any quotations until after their own financial budgets were established for the immediate future.

The Women's Missionary Society of the United Church of Canada reports that their appropriation will remain as in the past, which is \$2,000, less 12% cut, or a net of \$1,750. per annum. This amount is to be paid through the field treasurer of their Honan Mission, Mr. Hugh Mackenzie. This is a definite appropriation as the amounts have been established through 1937.

Board of Foreign Missions, Presbyterian Church in the U.S.A. You have received general letter No. 58, which sets forth the appropriation for the Presbyterian Mission. This shows that the endowment interest has been cut to 5% and that the total of securities held in the endowment fund is \$1,522.76. In addition to the foregoing, there is an appropriation of \$18,000 which is paid on the field.

The Women's Foreign Missionary Society of the Methodist Episcopal Church. The treasurer is unwilling to make any statement regarding the possibilities for the coming year. This Board has suffered severely from losses in income, and it would appear as though they do not desire to make any definite commitments at the present time. The treasurer states "We are in process of an important revision of our budget which may possibly affect the appropriations to Cheeloo University as well as all other items of appropriations on the field. Since this is the case, I find it difficult to give you definite figures on this item. It is quite possible that there will be no change, but I am not in a position to say that there will not. Since this is the case I suggest that you use the figures for last year with a question mark. In other words, using them as the nearest estimate possible at the present time."

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Dr. H. P. Lair

The United Church of Canada. Dr. Armstrong reports that Gold \$2,000 is the 1936 appropriation for Ouellet University, which is in addition to the incomes paid to Dr. Struther in Medicine, Mr. Mackie in Arts and Science, and Dr. Ross in Theology.

The Augustine Church. We have also received a note regarding the contributions from the Augustine Church, Winnipeg, Manitoba. Dr. Armstrong states "that their contribution is no longer separate from their general givings but has for the last few years been absorbed into their total contribution to Missions. For some time after they provided the funds for the building of Augustine Library the congregation contributed specially for the maintenance, but that proved to be difficult for them to handle when the years of depression began."

Undoubtedly the budget for the coming fiscal year is on the way, but we will have these appropriations in mind upon receipt of same and make such adjustments as seem necessary before making a report to the Executive Committee.

Very truly yours,

PS In addition to the report we made the other day on the University income, we should have stated that the \$300.00 received from the American Board for the School of Theology would be handled the same as in the past.

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0278

SHANTUNG

Chester University

INDEXED

July 1, 1956

President Sun-ming T. Lin
Chester University
Tsinan, Shantung, China

My dear President Lin:

We did not include in the last mail a copy of the letter which we sent to the treasurer, Mr. H. P. Lair, regarding contributions from the supporting organizations of the North American Section. Same is enclosed herewith, together with an addenda regarding the amount for the School of Theology.

Very cordially yours,

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SHANTUNG

August 17, 1936

President Shuming T. Liu,
Chee-loe University,
Tsinan, Shantung, China.

Dear President Liu,

We enclose herewith a preliminary notice of the ensemble meeting of the Board of Governors of Shantung Christian University, to be held during the third week of October. Final details of arrangements for the meeting will be worked out during the next few weeks. But we are hurrying off this preliminary notice to you and to the other Chinese members of the Board of Governors, so that you will have time both to appoint proxies and to send us any special reports, comments, and suggestions you may wish to make.

The full agenda of the meeting has not yet been worked out. But undoubtedly the major items of business will be the following:-

1. Review of the work of the University during the past year, including a study both of its program and its support.
2. Consideration of questions as to future policy and program, as may be suggested by the field authorities or as may be initiated by the supporting Mission Boards and the Board of Governors.
3. The amount and the designation of funds which the Board of Governors expect to provide during the coming year, toward the support of the work of the University.
4. Consideration of plans for securing increased support from Western sources for the work of the University.

We would be grateful if you would see that we are supplied with full information from China on all these matters, particularly the first two.

BAG/3

Cordially,

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SHANTUNG

Cheeloo.

September 5, 1936

President Lin Shu-ming,
Cheeloo University,
Tainan, Shantung, China.

Dear President Lin,

I enclose herewith the following material:-

Minutes of meeting of Executive Committee of the North American Section held September 3, 1936.

Budget analyses attached to these minutes.

Report of Treasurer of North American Section as of June 30, 1936.

Tentative draft of agenda for Annual Meeting of Governors on October 23, 1936.

Under separate cover we are mailing the usual supply of these minutes and of the Treasurer's Report for distribution to the Board of Directors and others on the field.

I comment briefly on the minutes:-

Survey of the Work of the University. In addition to reviewing the formal reports and statements from the field, the Committee was privileged to have Mrs. Yui make a very effective statement as to the work of the past year. All of us are thoroughly delighted with Mrs. Yui, and feel that she should make many friends for Cheeloo this year. Not only is she filled with confidence in, and the warmest enthusiasm for, the work of Cheeloo University, but she has the rare ability of inspiring these same attitudes among her hearers. All Cheeloo friends here in North America are greatly pleased and encouraged by the fine progress made by the University during the past year under your leadership. For the first time in almost a decade there seems a growing hope that, after all, Cheeloo does have a real service to render, is inclined to render it.

Report of Treasurer, North American Section. For the rising trend in income from endowment and special gifts, as revealed in this report, we are all very grateful. We were able during 1935-36 not only to make full payments on our appropriations but also to cover the special costs involved in initiating promotional work for Cheeloo and to clear off nearly all the deficits accrued during the years of the depression. This puts us in a position where we can increase our appropriations to the field during 1936-37 and can consider building up a reserve fund to avoid such wide fluctuations in our future appropriations.

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Example Meeting of Governors. You will note that it has been necessary to shift the date to October 23rd. But we will, of course, use the precedents which we doubt you and the other three Chinese members of the Board of Governors will already have mailed us before this letter reaches you. Our apologies to Dr. Tsur for not noticing that he had been elected to succeed Dr. Chang Fu-ling when our earlier notices were sent out. I have already given you a general outline of the agenda for the meeting, but the enclosed draft will give you the details in fuller detail. If you have any further comments or recommendations to add after this material reaches you, I hope there will still be time for you to get it into our hands before the Governors meet.

Budget for 1936-37. The minutes and the attached material seem so detailed as to require little further explanation. Except for the possibility that the personnel or cash grants of some Mission Boards may fall below the figures estimated by the field, we should be able to exceed the amounts anticipated by the field at several points, and to equal them elsewhere. The increased appropriation of endowment funds will help meet both general administrative expenses and will also aid in solving some of the problems you have mentioned in connection with the work in the women's departments. While the budget includes only the amount actually received and pledged for medical work this year, Dr. Shields hopes he will secure enough additional gifts during the next few months to cover the remainder of the deficit and to make provision also for the future. I am writing to Dr. Lair in somewhat greater detail regarding the general university budget, and to Dr. Stanley regarding the School of Theology budget.

One specific point which the Committee noted in studying the budget is that apparently the field has not included within it either the Day or Prayer offerings or the income from the Robinson Fund. Not even Mrs. Yai knew just exactly what these funds are used for from year to year. The Committee asked us to emphasize the importance of including both these items in the budget and keeping us always informed of the use to which these funds are put. Each year we have to prepare material to be used by the Women's Missionary Societies in connection with their Day or Prayer offerings, telling in an attractive and appealing way as we can the work these funds are doing from year to year in each of the beneficiary institutions. Most of the other women's colleges receiving a share of this offering send us interesting information - but we are always embarrassed when we try to make a report on what Cheolbe does with its share.

It is not too early to urge that for 1937-38 the field get these budget estimates in our hands at least four months earlier than they arrived this year. The Finance Committee of the Associated Boards has strongly recommended that all budget estimates from the various colleges be in its hands by March 15th of each year. The North American Section of the Chinese Governors has cordially approved this recommendation, and has added on its own initiative that it needs these budget estimates by that date in order that the Section may properly discharge its own responsibilities in connection with the budget. This would mean that budget estimates should be mailed by the field not later than February 15th. Our New York office will try to help this process along by sending you the best estimates we can.

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President Lila

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September 5, 1955

just before the end of November, and then following that up just before the end of December with revised estimates of what can be counted on from North America for the next fiscal year. Of course we realize that a budget prepared on the field in January and early February may not at all points be in final form. You may have to show certain courses of income as still doubtful and indicate what cuts would have to be made if they do not materialize. But these technical difficulties are more than over-balanced by the tremendous gain Chesloe could derive from keeping the groups here in the West clearly and constantly aware of its plans and its needs, and applying persistent pressure on them until they make a maximum effort to help in meeting these needs.

Possible Withdrawal of the United Church of Canada. This notice that the Canadian Board is contemplating withdrawal from the Schools of Arts, Science, and Medicine comes like a bomb-shell, just at a time when we had all begun to hope that we could see daylight ahead for Chesloe. Just what lies back of the notice I do not yet know. We recognize the validity of the financial reasons given, but so far as I know they do not differ greatly from those facing each of our other cooperating Mission Boards. How far the Canadian Board has been influenced by the feeling of pessimism concerning Chesloe which has been so prevalent during recent years, and how far personal factors have entered in, are questions which we do not yet know the answer. But, whatever the casus fortuitus, it would obviously be a catastrophe of the first magnitude for this Mission Board which has been the keystone in the arch of Chesloe's international cooperation to be thus withdrawn. Whether the withdrawal is substantially a fait accompli or is still subject to discussion and possible reconsideration will become more apparent during the next few weeks.

Cooption of Additional Members. There is an urgent need for "new blood" in the North American Section. We need more men and women who are more interested in getting things done than in thinking up logical reasons for doing nothing. We need not only members who are able to maintain the interest and support of the Mission Boards but also others who can help us to enlist interest and support from other quarters as well. It is always difficult, and sometimes impossible, to find this type of members we need. But we hope to make a determined effort in that direction during the coming year.

We trust that during the coming week Chesloe will be getting off to a good start on another successful year of work. While we still have plenty of difficulties about us, the situation certainly looks vastly more encouraging than it has at any time in a decade. We have every confidence that under your continued leadership Chesloe will make some fine progress this year, and we are hoping that the Governors may take a more active and constructive share in the work than they have been inclined to do in the past.

BAG/G

Copies to

Dr. Weir
Dr. Armstrong
Dr. Lair

Very sincerely yours,

0283

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

校長辦公室
OFFICE OF THE PRESIDENT

23rd September, 1936

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

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

F
SHANTUNG

Dear Mr. Garside,

Your preliminary notice of the Ensemble Meeting of the Board of Governors has just reached me today. It would seem that there is hardly time even for my announcement of proxy to reach you before the Board meets, but I am enclosing the formal sheet constituting Mr. Menzies my proxy and hope that in any case he will be at the meeting. We are sending out today to the other three members of the Board asking them to send to you at once if they wish to appoint proxies, but I fear it will be too late. Incidentally, if you will refer to the Minutes of the Board of Directors - D 1155 of January 30th and D1166 of June 20th you will notice that Dr. Chang Po-ling is no longer a member of the Board of Governors, but that Dr. Y. T. Tsur was elected in his place.

not enclosed

There is obviously not time to get together any fresh material in response to your request for information relating to your agenda, but the letters and bulletins which you have been receiving during the year will no doubt furnish you with what is necessary, and the annual reports of the administrative officers should have been in your hands during the summer. These with the Treasurer's Report, which was also sent about the end of June, will contain full information about the year's work and the state of our finances.

Mr. Menzies' home address is 162, Cottingham Street, Toronto, or a letter addressed to the U.C.C.M. offices would no doubt reach him. I hope that he and other members of the staff who are still in America may be able to be present at the meeting, but Mr. Menzies' presence would be especially valuable as he was here during the greater part of the past year so that his knowledge of our affairs is much more up-to-date than that of Dr. Shields or others who have been away for some time. Mrs. Yui will also no doubt be at the meeting.

Yours sincerely,

Sheming T. Liu

STL/GMH

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

校長辦公室
OFFICE OF THE PRESIDENT

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

9th October, 1936

Dear Friends and Well-wishers,

You in the west may be thinking of us as living in an atmosphere of uncertainty and in constant fear of the outbreak of war, but as a matter of fact here in Shantung we are living just as peacefully as usual. Rumours come to us through the papers from Shanghai and Canton that at any moment Japan may declare war, but I feel that this is not really going to happen, for though the highest authorities in Nanking will put up a strong resistance to the demands of the Japanese government, they are not yet prepared to fight, and if the time comes when they are no longer able to resist the demands they will try and agree on some compromise to avoid actual fighting at this time. The students are going on quietly with their work and it would seem that they have heard so much at different times about Japanese demands or the demands of other governments that they are becoming less sensitive than they were at one time. In other words, they are prepared to go on with their own work as required by the University and are not so anxious to meddle in politics as they used to be.

Student registration has broken all records this year. We have a total enrolment of 633, of whom 229 are girls. The new students in the schools of Arts and science number about 180, who were selected from over 1200 applicants who wanted to take the entrance examinations in the various centres this year. Unfortunately we could not take all of them. The enrolment last year of 570 was also a record one, and this continuous growth in numbers shows that Cheeloo is growing in popularity. It will be noted that the increase in numbers is particularly great as regards women students. I believe that if we had additional accommodation for women in five years from now we might easily have equal numbers of men and women. The majority of Chinese families like to send their daughters here to Cheeloo because they say that the environment is a good one for girls.

It is a matter of great encouragement and thankfulness to us, and will be to our friends in the West, to report that while last year at this time we were labouring under a deficit on current accounts of a little over \$22,600, we now have only a little over \$5,000 deficit on these accounts. We sincerely hope that by the end of this school year that also will be wiped out.

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OCT 9 1936

One department in which economy of administration has been effected is concerned with athletics. Formerly the athletic fee of \$2 per student per semester was handed over to the Athletic Association, run mainly by students, and though a portion was spent in balls and other equipment, a large part of the money was frittered away in entertainments. This money is now entirely in the hands of the general administration, and is sufficient to pay the salaries of the physical director and boxing instructor, and to purchase necessary equipment, making this department entirely self-supporting.

During the summer certain very necessary repairs and painting were carried out on the buildings, besides the work on the roads about which I wrote in my last letter. We are now planning to repair the roof of McCormick Hall, to get the tiles reset and so forth. We want to carry on continuously this work of repair and upkeep of the buildings, for much of the outside painting has got into very bad condition, and must be done regularly if the buildings are to be preserved. It will be remembered that in my previous letter I spoke of the generous gift of one of the members of the Board of Directors which was ear-marked for some of this repair work.

This may be a suitable opportunity to point out a fact which is made evident in the Treasurer's report, namely, that more than half of our receipts last year came from Chinese sources. These include students' fees of various kinds, grants from the Ministry of Education and other organizations in China, and voluntary contributions. I am glad to say that a few of the big alumni centres, such as Tsingtao, Peiping, Tientsin and Shanghai, contributed \$3,500, while other interested friends brought these gifts up to almost \$5,000.

During the summer we had an anxious time for a few weeks when we heard that our good friends of the United Church of Canada were contemplating withdrawal from cooperation in Cheeloo, with the exception of the school of Theology. It was with intense relief and satisfaction that we learned that this misfortune had been averted. We appreciate this all the more because we know how serious is the financial situation in Canada, and it will mean real sacrifice and hard work on the part of our supporters there to enable them to fulfil their obligations in Cheeloo in addition to all their other commitments in China. We hope that this example may inspire other missions whose students are benefitting by the services of representatives of the cooperating boards here in Cheeloo to do their part in bearing the financial burden. I hope that it may be possible for me some time next year to visit America and Britain and see our friends there in person, and answer any questions that may be raised by our supporters.

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OCT 9 1936

As most of you know, since the registration of the University with the government the Theological School has been officially and administratively separated from the University. Even so their first and second year students have been taking a few courses in the School of Arts, but have been charged fees for the courses chosen. We are now encouraging the theology students to take courses in the School of Arts, and hope that instead of charging fees we may be able to select certain courses in the school of Theology which students in the Arts School will be encouraged to take and for which they will receive credit. This arrangement can probably be made with the approval of the government.

The religious side of our life is receiving increasing emphasis. The school year began with good attendance at morning chapel and at the Sunday services. We hope that additional impetus will be given to the spiritual side of our work as a result of the Retreat held recently at Ling Yen Ssu, a Buddhist monastery in the hills between Tsinan and Taian. Though we had last year the willing cooperation of members of the Theological staff in our Retreats, they did not as a school join with us but had their own Retreat at another time. This year, however, the Retreat was a combined one and both staff and students of the Theological School attended in a body. The total number present at Ling Yen reached 110, and we wondered for a time whether it was going to be possible to accommodate so many, for those who had gone earlier to investigate the possibilities of this place had reported that only about 80 could be provided with sleeping quarters. However, through the energy and patience of those who made the preparations and the goodwill of all concerned everybody was satisfactorily provided for. The three days of fellowship, inspirational addresses, frank discussion of difficulties, and enjoyment of the natural beauties of the surroundings, gave us fresh hope and courage for the work ahead. It is planned to hold a similar Retreat early in the spring term, and we hope that in this way all Christian members of the staff and a large number of the Christian students may share in at least one such period of helpful Christian fellowship during the course of the school year.

I have been personally greatly cheered and encouraged by the kind and appreciative letters which I have received from members of the Board of Governors, both in Britain and America, and from other friends of Cheeloo to whom this quarterly letter has been sent. Please accept my grateful thanks for these expressions of your sympathy and confidence. I am sure that you will do all in your power, both as individuals and as representatives of the cooperating boards, to uphold and strengthen us by your gifts, your advocacy and your prayers.

Yours very sincerely,

Shuning T. Liu

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SHANTUNG

October 13, 1936

President Shu-ming T. Liu
Cheeloo University
Tainan, Shantung, China

Dear President Liu:

We enclose herewith a copy of the minutes of the meeting of our Cheeloo Executive Committee held on September 29th.

Decision of Canadian Board. Of course, we are all very happy at the outcome of this threat of withdrawal by the Canadian Board. We hope that it may serve to stimulate some of the other Mission Boards which have grown a bit careless, and that it may help us to increase Cheeloo support in some other directions. I trust that all of you on the field will have had a great sense of relief at this good news from Toronto. The Canadian members of the Cheeloo staff now on furlough in Canada, together with some of the Canadian missionaries in Honan, rendered Cheeloo an invaluable service in their vigorous presentation of the University's case.

Strengthening of Cheeloo constituency in America. This is one of the problems to which the Governors have been giving very serious study for the last year or two. The presence in America of Dr. Shields and Mrs. Yui should help us to build up a more active and influential list of friends. We will keep you informed of developments along the lines indicated in the discussion and actions under this topic.

Arrangements for Annual Meeting. We are looking forward to a good ensemble meeting here in New York ten days hence. Mr. Castleton is coming over from London and I am sure his presence will be of great value. We hope that Dr. McClure, Mr. Menzies, and probably some of the other Canadian members of staff, as well as Dr. Shields and Mrs. Yui, can be present with us.

Very cordially yours,

BAG:MP
Encl.

Copy to Dr. Lair

0289

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

October 26, 1936

SHANTUNG

President Shuming T. Liu
Chaloo University,
Tsinan, Shantung, China.

Dear President Liu:

At the Annual Meeting of the Board of Governors of Shantung Christian University on October 25rd (at which in the absence of the Chairman I had the honor of presiding) there were many references to the highly constructive service which you have been rendering and I avail myself of the opportunity to express to you the deep gratitude of the members of the Board and of the many other friends of the University. During the period that you have been serving as President the University has experienced a very impressive and hopeful change for the better, with a new spirit animating the governing Board, the administrative and teaching staffs, the student body and the alumni. We all naturally rejoice that your leadership under the guidance of God has been able to effect this very formative and inspiring result.

This same sentiment will be expressed to you, I am sure, by Dr. Garside, the Executive Secretary of the Board of Governors. I simply venture to write in a somewhat personal way to convey to you, on behalf of the members of the Board, what I know is the feeling of each one. The Board is resolved to stand behind you and the University on the field in every way that is consistently possible. We believe that the institution has a great future in its ever-expanding service for the Kingdom of God in China.

Praying for the highest success of your many undertakings, I beg leave to remain

Very sincerely yours,

(G. T. S.)

George T. Scott

GTS:M

Copy to Dr. Garside

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

October 28, 1935

SHANTUNG

President Shunming T. Liu
Cheloo University,
Tainan, Shantung, China.

Dear President Liu: PRESBYTERIAN UNIVERSITY

At the Annual Meeting of the Board of Governors of Shantung Christian University on October 23rd (at which in the absence of the Chairman I had the honor of presiding) there were many references to the highly effective service which you have been rendering and I avail myself of the opportunity to express to you the deep gratitude of the members of the Board and of the many other friends of the University. During the period that you have been serving as President the University has experienced a very impressive and hopeful change for the better, with a new spirit animating the governing Board, the administrative and teaching staffs, the student body and the alumnus. We all naturally rejoice that your leadership under the guidance of God has been able to effect this very formative and inspiring result.

This same sentiment will be expressed to you, I am sure, by Dr. Garbide, the Executive Secretary of the Board of Governors. I simply venture to write in a somewhat personal way to convey to you, on behalf of the members of the Board, what I know is the feeling of each one. The Board is resolved to stand behind you and the University on the field in every way that is constantly possible. We believe that the institution has a great future in its ever-expanding service for the Kingdom of God in China.

Praying for the highest success of your many undertakings, I beg leave to remain

Very sincerely yours,

(Signature)

George T. Scott

GTS:M

Copy to Dr. Garbide

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SHANTUNG

November 4, 1936

President Shantung T. Liu,
Cheelee University,
Tsinan, Shantung, China.

Dear President Liu,

We enclose a copy of the minutes of the executive meeting of the Board of Governors. Under separate cover 25 copies are being mailed to your office for distribution on the field.

General Conditions of Meeting. In general the atmosphere of the meeting was one of optimism and encouragement. Mr. Castleton's presence was of great value in bringing us the views of the British Section on all the matters under discussion. The presence of Mr. Munnice brought us the important contribution of his recent contact with the field and his clear and convincing presentation of the constructive progress being made by the University. The representation from the North American societies, both from the United States and from Canada, was in general quite good, though the Methodist ladies were prevented from attending by their annual meeting in Muncie, Indiana.

Review of the Work of the Year. For the first time in several years, the reports of the work of the University and of the Board of Governors were very cheering. We all appreciated that the encouraging reports from the University itself were made possible only by your own effective leadership and your spirit of unselfish devotion to the University. Mr. Munnice's report was of great interest, and gave the Board a clearer understanding than they have yet had of just what is being done on the field and where the institution's major needs are.

Amendments to By-Laws. The proposed amendments to the by-laws both of the Governors and of the Directors, were approved. You will note the comment as to the use of the word "evangelical" at one point in the English text. This is merely a minor point of translation.

Registration of Land. So far as we know, this has not yet become an active question in Shantung. But since it has been very much in the foreground in other centers, and seems likely to create some definite problems in other areas within the fairly near future, it seemed the point of wisdom to give the matter careful study before the pressure of circumstances demands immediate action. I am sure that both Sections of the Board of Governors would welcome the views of the

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President Liu

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field on this important matter.

Budget for 1937-38. Action having been taken by the two Sections independently, no further action by the executive Board was called for. We must soon begin to think in terms of the 1937-38 budget. I will be writing you again on this matter of the budget for next year.

Maintenance and Increase of Mission Board Support. You will note the efforts of the Governors to begin the development of support from some of the missionary bodies which have not heretofore taken an active part in the work at Chee-lee. We hope that the long-continued decline in the support of missionary bodies has now been checked, and that during the next few years it may be possible to stimulate the Boards which Chee-lee is serving but which have heretofore made no contribution to join the group of participating societies. In such a movement as this, much of the initiative will of course have to come from the missions in Shanghai and North China generally. So we trust that the university authorities and members of the Board of Directors will work to that end in any way that you can. Action 3-228 goes no further than to suggest a general principle. We must look to the field to formulate and to apply a definite application of this principle.

General Policy and Program. Dr. Huan reported on certain aspects of the medical work at Chee-lee, and led the Board in its discussion of the general medical program of the University. Everyone was in full agreement with his general position that the School of Medicine and the Hospital should maintain high standards and should give greatly increased emphasis to the development of Chinese staff, leadership, and direction. It was recognized, however, that the attainment of these objectives will require substantial increases in support, and that this must be one of the immediate and urgent tasks of the Board of Governors and of the Board of Directors.

At a number of points during the meeting there were references to the necessity of rural emphasis on every phase of the University's program. But this has been so thoroughly discussed in the past that there seemed no necessity for any further action at this time. All recognized that substantial progress is being made and that further progress must be in the nature of constant evolution rather than sudden revolution.

The Governors' Confidence in Your Leadership. It would have given you great encouragement to hear the numerous expressions given during the meeting of the Governors' admiration for the splendid work you have done during the year, and of their complete confidence in your leadership for the future. They all realize that you are carrying too heavy a load, and that the support which you are receiving from the Mission Boards and the Board of Governors is not anywhere nearly adequate. We hope that you will rely always on the good-will and friendship of the Governors, and that you will keep them constantly informed of just what is needed in both personnel and funds in order to keep the work at Chee-lee going forward.

Sincerely yours,

EAG/S
Copy for Dr. Weir.

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COPY TO DR. GARSIDE

SHANTUNG

December 1, 1936

President Shuming T. Liu,
Cheeloo University,
Tsinan, China.

Dear President Liu:

A very readable and encouraging circular letter of October 9th to your "friends and well-wishers," reached me yesterday afternoon. I had the pleasure of reading it last night with the fullest interest and appreciation, and summarized its contents in a verbal report today at the meeting of the Executive Council of our Presbyterian Board.

Every friend of Cheeloo is naturally highly gratified to know that the Institution is going forward along such formative lines with the increasing goodwill and support of the Chinese public in general, and its own constituency in particular.

We understand that the grants made by Government are not in any way restrictive upon the University, which impresses me as not only highly satisfactory to the Institution but also as the wisest course in the long run for the Government itself, for I have seen the largest usefulness of a great many institutions seriously impaired and eventually largely lost by the inhibiting control of a government following up its grants-in-aid. For the sake of the largest service of Cheeloo to China, I hope that Cheeloo will always be worthy of cooperation from any good source and will be free to develop her policy and program in what her founders and friends consider the wisest ways.

This letter will be reaching you about Christmas time and carries to you and to your colleagues my earnest wish that this annual Christian festival may really bring you the blessing that its Founder desires it to convey.

With warmest personal regards, I remain,

Sincerely yours,

G. P. Scott

Chairman of the North American Section.

GTS:MR

Cc - Dr. B. A. Garside

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Associated Boards for Christian Colleges in China

One Hundred-fifty Fifth Avenue

New York, N. Y.

December 28, 1936

To the
Administrative Officers of
Cheeloo University
Fukien Christian University
Lingnan University

SHANTUNG

University of Nanking
Yenching University
West China Union University

*P. res.
Luis F. ...*

Dear Friends:

You are, of course, familiar with the plans of Professor Klisseeff as he begins his visit to China. I quote below a summary of his itinerary as we have just received it from the Secretary of the Harvard-Yenching Institute--

"He will arrive in Shanghai about the middle of January, where he will stay at the Astor House. He expected to take the first available steamer to Foochow and to remain there about three weeks; then to proceed to Canton either directly or via Hongkong (depending upon what he found out in Shanghai was the best accommodation), arriving there about the tenth of February and remaining about two weeks. He planned to go by train from Canton to Hankow; by steamer up the Yangtze to Ichang, and then by plane to Chengtu, where he is to stay during the months of March and April. Then he expected to take a plane to Nanking so as to be there about the first of May and to remain there ten days. From Nanking he will go by train to Tainan and remain there about two weeks, and then proceed to Peiping, where he intended to stay during June and July, and then return to the United States via Manchuria and Korea to Japan, and then Vancouver to Boston."

We know that each of the six universities which Dr. Klisseeff is to visit will do everything possible to make his stay on the campus as pleasant and as profitable as you can. Mrs. Klisseeff is accompanying him, and I presume that she also will go with him to practically all the places on his itinerary, although I am not quite sure on this point.

Among the more important matters of general policy which will be discussed on each of the campuses, I hope that you will not overlook the somewhat minor but very essential matter of reaching a better understanding as to the preparation and forwarding of annual reports to the Institute. For several years there have been misunderstandings and delays which have caused dissatisfaction at Cambridge with the reports of some of the universities. We hope that the proper individuals in each institution will see to it that they have a clear understanding with Dr. Klisseeff as to the form these reports should have and the dates at which they are to be transmitted, so there will be no further trouble at this point.

Dr. Klisseeff's trip to China this year offers a splendid opportunity for a better mutual understanding, and for a more effective program in all the phases of our work in which the Harvard-Yenching Institute is sharing. We will await with interest your reports concerning Dr. Klisseeff's visit to each institution.

Very sincerely yours,

M. G. ...

BAG:MP

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SHANTUNG

December 23, 1936

President Shu-ming T. Liu
Chealoo University
Tsinan, Shantung, China

Dear Dr. Liu:

I enclose herewith the confirmation copy of a Christmas cablegram we sent yesterday. We hope that it will bring you not only a bit of Christmas cheer, but also reassurances of the interest, goodwill, and confidence of the Board of Governors.

As you know, our Chealoo Board of Governors has quite wisely taken the position that deficits in the field accounts of the University are the responsibility of the Board of Directors and the administrative officers of the University, and that it would be highly undesirable for the Board of Governors to assume responsibility for such deficits. However, the Governors have recognized that when you assumed the presidency of the University eighteen months ago, you were seriously handicapped by large deficits brought forward from the previous administration. They have sincerely admired the splendid record you made during 1935-36 in reducing these deficits from more than LC\$36,000 to a little less than LC\$10,000. The Governors have therefore been anxious to show their goodwill and cooperation by helping with the clearance of the remainder of these deficits if an opportunity offered.

Just this week such an opportunity presented itself when the North American Section received from the Aluminum Company of America back dividends on our preferred stock amounting to US\$4,875. The Section at once voted that we would put \$2,425 of this into an income stabilization fund to protect against future fluctuations in income, and to transmit the remaining \$2,450 to the field as a special appropriation to be applied against the clearance of these old deficits in your current and capital accounts. At the present rate of exchange, this US\$2,450 should produce nearly LC\$8,300. While this will still leave between one thousand and two thousand dollars local currency of the old deficits, we trust that it will be possible for you this year to clear off this small residue without serious tax upon your current operations.

May I add that the Governors also join heartily in sending to you and to your colleagues the warmest of good wishes for the continued success of your work during the coming year. At the present time, the whole situation in China seems overshadowed with grave uncertainties, but we trust these will be

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~~happily cleared away, and that the march may continue to go forward with~~

Dr. Lila

December 23, 1936

happily cleared away, and that the nation may continue to go forward with the fine progress it has been making during recent years.

Very sincerely yours,

BAG:MP

~~happily cleared away, and that the work may continue to go forward~~

December 23, 1936

Dr. Lila

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