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SECRETARIES

The Board of Foreign Missions
of the
Presbyterian Church in the U.S.A.
156 Fifth Avenue
New York

OFFICE OF SECRETARY

No. J. 77

January 23, 1919.

To the University Council of the Shantung Christian University.

Dear Friends:

As Secretary of the initial organization of the North American Joint Board of Shantung Christian University it falls to my lot to conduct the correspondence of the Joint Board with the University Council. In order to indicate the transfer of correspondence from the Presbyterian Board to the new Joint Board the letter "J" for Joint will be added in numbering the letters, making this letter therefore No. J. 77. Letter No. 76 was my letter of December 23, 1918, to President Bruce and Secretary and Treasurer Cassat. This letter was mistakenly given the Mission No. 502 and should now be corrected to No. 76.

I. MINUTES OF INITIAL MEETING OF NORTH AMERICAN JOINT BOARD. You will be gratified to know that the long contemplated and hoped for organization of a Joint Board in America to represent Shantung University has been consummated. A copy of the Minutes of the organization meeting is enclosed herewith and will be largely self-explanatory. However, I will refer briefly to a few matters on which I was instructed to write or on which you might wish a further word.

A. Officers and Committees. We are thoroughly sensible that these present officers of the Joint Board are not ideal for the larger purposes of promotion which the University has in mind. However, to effect an early organization the representatives of the cooperating Boards are willing to undertake responsibilities for which other office bearers have not as yet been found. Please send me nominations of suitable and available men for Secretary and/or Treasurer, for the gentlemen whom we have had in mind are not available. A copy of tentative Constitution has been submitted to Dr. Schultz and his suggestions in reply have been received; the amended draft will shortly be submitted for approval to the other members of the Joint Board, after which copies of the final draft will be forwarded to the field.

B. Field Board of Managers. The Board is pleased to know of the fine progress which has been registered on the field toward the efficient centralizing of cooperation in the University and voted cordial general approval to the plan outlined in the University Council Minutes of May 4 and 6, 1918. The Board I believe is inclined to

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delegate to the representatives on the field rather wide responsibilities in arranging field matters. However, there are several matters on which I was instructed to write briefly.

1. With regard to the amendments recommended by the Northern Presbyterian Shantung Mission (as reported in Council Minutes of September 1918), the Board wishes to withhold action until comment on the recommended amendments is received from the University Council, to which body we understand the recommendations were made by the Mission. The sense of the Board in these matters I believe would be; (a) That the question of the name of the field body could largely be left to decision on the field; (b) That it would seem quite proper for the President of the University to sit on the Council "without vote"; (c) That some provision for the Christian character and purpose of coopted members should be made, which provision should be at least as careful as that recommended by the E.B.M. Conference with the "understanding" noted in the December 13, 1918, Minutes of the British Joint Board; (d) That the selection of Theological School teachers be safeguarded in some way as to fairly represent the known desires and needs of the cooperating Missions and Churches. These four points, you understand, are not actions of the Board but merely my interpretation of what I believe to be its general opinion.

2. Limitations and Functions. (a) The Board is of the opinion that it would be wise to have on the University Council more than one representative (at least two representatives) of the English Baptist Mission and of the Northern Presbyterian Mission. If there is strong reason on the field to the contrary, the Board will be glad to receive it. (b) To prevent any possible misunderstanding at a future date it might be well at the end of paragraph C, page 5, to add the words "of elected members".

The entire question of the organization of the University Council with its limitations and functions will be considered by the Board after it receives the Council's action on the various amendments recommended by the Missions and that may be recommended by members of the Council. Cablegram as quoted in the minutes was sent on January 16th, addressed "Neal Tsinanfu".

C. Cooptation of Members. President John H. T. Main is now in Europe with the Commission for Relief in the Near East. From Paris he will go to Constantinople and will probably not return to this country for several months.

D. Dr. Atwater. I have written to Dr. Neal and Dr. Balme that Dr. Atwater is available for the service suggested at Shantung Medical School (the department of Preventive Medicine) and have inquired if support for him is available on the field. As there is nothing in the cablegram to indicate that the support is to be provided on the field and as the cooperating Boards have their quotas full, we are

Jan. 23, 1919.

unable to appoint and assign Dr. Atwater at this time. (Messages from the field like this one asking for Dr. Atwater should clearly indicate the source of support). If you have his financial support on the field, it would be well to cable. Dr. Atwater's fiancée is a daughter of the Rev. Thornton E. Penafield whom many of you probably know.

E. University Budget. The Board would like to have printed in future financial statements of the University a full exhibit of all estimated expenditures, including all items connected with the support of foreign missionaries. However, if you should believe it inadvisable to print the itemized or totaled missionaries' salaries, and so forth, in the published minutes, will you please have these clearly shown on separate sheets which can be placed in the hands of each member of the Board.

F. Next Meeting. The next meeting of the Board will be called for Friday, April 11, 1919, in New York City, at which time we hope to have present two or more representatives of the British Missionary Societies that cooperate in Shantung University. These gentlemen are planning to be in New York at that time in connection with meetings of various Boards of Trustees.

II. POSSIBLE COOPERATION BY OTHER AMERICAN BOARDS When it was definitely decided last fall to go forward with the organization of the North American Joint Board, other Boards than the three now in the union were again approached in the hope that they might see their way clear to cooperate at least upon the minimum basis. You will regret along with us that no favorable reply has been received. The following extract from the letter, dated November 29, 1918, of Dr. William E. Strong of the American Board of Commissioners for Foreign Missions, is typical of the cordial attitude but financial straitness of all the Boards that are compelled to decline cooperation:

"It was with sincere and deep regret that this Board came to the conclusion it could not at the present time fairly undertake the proposed participation. The American Board believes in Shantung University and sincerely desires its welfare. It would be glad to be associated with it; if funds were available to meet the consequent obligations, it would promptly and heartily seek to be in the union. As it is, the financial condition of this Board is such that it feels itself for the present estopped from entering upon any further obligations not already assumed; its present obligations to Chinese universities, both at Peking and Foochow, involve financial requirements that it is not able yet to meet. It does not seem to be fair to enter into further alliances that would inevitably add to the burden that is already staggering."

III. CORRESPONDENCE WITH THE FIELD. The Secretary of the Joint Board now becomes the official correspondent of the Board with the University Council, inasmuch as the Joint Board becomes the administrative unit in North America and the University Council the administrative unit on the field. This arrangement is of course no bar to personal and unofficial

Jan. 23, 1919.

correspondence which shall continue to be full and free. Copies of this present letter with its enclosures are being sent to all those to whom Dr. Brown as Secretary of the Presbyterian Board was accustomed to send University Council letters, some sixty all told. In the future we plan to send such general letters only to the University Council and many of our letters of a less general nature we will send to only two or three officers of the council, the Secretary of the Council deciding what matters if any he wishes to pass on to the Council at large.

IV. FINANCES. The transmission of funds for the University will for the present continue as heretofore, that is, directly from the various cooperating Boards to the field; presumably through their respective Mission Treasurers. Later it may be desirable to have the American Treasurer receive the remittances from the various home Boards and send them to the University Treasurer. This procedure obtains with the Nanking University Trustees and I believe has recently been adopted by the Peking University Trustees; Both of these bodies are, however, incorporated property-holding organizations.

V. LITERATURE AND SO FORTH FROM THE FIELD. Bulletins, catalogues, Minutes, etc. of the University should be sent in quantity to each of the Cooperating Boards. We have today received Mr. Cassat's request for a list of names to be circularized. We will have this list prepared and sent forward as soon as possible.

In dictating this letter I have come to realize more fully than ever before the complexities involved in the organization of Shantung University and its Joint Boards in Great Britain and North America. I am familiar with the complicated mechanisms of many Union Institutions abroad and their Union Boards in America but Shantung University with its tri-continental relations is unique. I know that the University Council and the University Staff will be patient and generous toward us in the home lands, especially in view of the fact that it ~~is~~ is largely because of urgent persistence on the part of you gentlemen of the field that this American Board has been organized. Placing Board Secretaries and Christian laymen upon a Joint Board does not transform them into Magi. I sometimes feel that Missionary Colleges mistakenly believe that a miraculous element inheres in a Union Board of Trustees. You may, however, be thoroughly assured that your many friends in America will continue to do the best we can to promote the interests of Shantung. Shantung is much in our hearts and minds which interest we hope to transfer in larger and increasing measure to the minds and hearts of others.

With earnest prayer for the full success of your individual and united efforts and for the growing share of Shantung University in advancing the Kingdom of Christ, I am

Sincerely yours,

George T. Scott,

Secretary and Treasurer of the
North American Joint Board.

FEB 25 1919
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SECRETARIES

The Board of Foreign Missions
of the
Presbyterian Church in the U.S.A.
156 Fifth Avenue
New York

OFFICE OF SECRETARY

AJB:N

No. 506.

January 23rd, 1919.

Re. Shantung Christian University.

To the Shantung Mission.

Dear Friends:-

You will be glad to learn that at last we have been able to complete the organization of a Cooperating Board of Trustees in North America for the Shantung Christian University, although the number of Cooperating Boards is not as large as we had hoped that it would be. These Boards are as follows:

Our Board - Cooperating in all departments with the University.
The Canadian Presbyterian Board - in the medical and theological departments.

The Southern Presbyterian Board in the medical department - and
The Norwegian Lutheran Board in the medical department.

The elected representatives of these Boards met in our office January 8th, and organized by electing me President, Dr. Mackay of the Canadian Presbyterian Board, and Dr. Chester of the Southern Presbyterian Board, as Vice-Presidents; and Mr. Scott of our Office, as Secretary and Treasurer. Mr. Scott will write a fuller letter of explanation to the University Council, and communicate to that body the further actions that were taken. We earnestly hope that before long some other Boards will join us.

At the recent meetings of our Board, the following special appropriations were made for the University:-

"An appropriation of \$500. Gold was made to the Arts College, Shantung Christian University, for buildings, this sum being the balance of a subscription to the Shantung University for this purpose, from Mr. Charles Schuneman, St. Paul, Minnesota."

"An appropriation of \$1,000. Gold was made for the property of the Arts College of the Shantung Christian University, China, this sum being the payment by Mr. Horace N. Hill of Minneapolis, Minnesota, of his subscription for this purpose."

Sincerely yours,

Arthur J. Brown

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The Board of Foreign Missions
of the
Presbyterian Church in the U.S.A.
156 Fifth Avenue
New York

OFFICE OF SECRETARY

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With earnest prayer for the full success of your individual and united efforts and for the growing share of Shantung University in advancing the Kingdom of Christ, I am

Sincerely yours,

George T. Scott,

Secretary and Treasurer of the
North American Joint Board,

FEB 7 1919

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SECRETARIES

The Board of Foreign Missions
of the
Presbyterian Church in the U.S.A.
156 Fifth Avenue
New York

OFFICE OF SECRETARY

January 23, 1919.

No. 78.

To the University Council of The Shantung Christian University.

Dear Friends:

We have received the letter, dated December 17th, 1918, of Mr. Cassat, Secretary of the Council, quoting four actions of the University Council.

TEACHER OF ENGLISH. This request from the field for a man to teach English with special reference to the School of Theology will be added to the list of men desired by the University. When the University expects a certain Board, as for instance the Presbyterian Board, to support a particular teacher on the staff could not the need be placed in the ~~provisional~~ list of reinforcements issued by the China Council.

preferential

MR. RULAND has accepted the pastorate of a Church in this country but it is, however, possible that the opening at the University might appeal to him. What source of support does the council have in mind for Mr. Ruland and for the teacher of English?

DR. ROYS' FURLOUGH. The Presbyterian Board's action of November 4, 1919, already reported to you covers this matter. The furlough of Dr. and Mrs. Roys as at present arranged extends I believe to August 14, 1919.

TRANSFER OF DR. COCHRAN is covered in the following action taken by the Presbyterian Board January 6, 1919.

"It was voted that Samuel Cochran, M.D., and Mrs. Cochran, of the Kiang-an Mission, be transferred to the Shantung Mission for assignment to the Union Medical College of the Shantung Christian University, this transfer to take effect at such time as the China Council may determine after due consultation with the Kiang-an Mission (China Council p.31).

The following actions by the Presbyterian Board will be self-explanatory:

January 6, 1919. "The Board approved to the return to this country, on account of health emergency, of Mrs. William P. Chalfant, of the Shantung Mission, and the necessary appropriation was made for her travelling expenses."

January 6, 1919. "An appropriation of \$1,000. gold was made for the property of the Arts College, of the Shantung Christian University, China, this sum being the payment by Mr. Horace N. Hill of Minneapolis, Minnesota, of his subscription for this purpose."

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1919

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January 6, 1919. "The Board acquiesced in the action of the China Council, transferring Miss Myrtle J. Hinkhouse, of the Shantung Mission, to the North China Mission for work in the North China Union Medical College for Women and the Louw Hospital for Women in Peking."

January 6, 1919. "It was voted that record be made that the China Council on p. 43 of the printed Minutes of its annual meeting has indicated its hearty accord with the Board's sense of the desirability of maintaining on the part of those assigned to work in union institutions the closest possible relations to and share in the all round work of the Mission' and that in accordance with this principle 'the Council does not deem it advisable to organize a separate station at Tsinan-fu to be constituted of those engaged in educational work', although 'interposing no objection' to the University members being constituted a section of the Tsinan-fu station with separate representation at the Mission meeting and direction of their immediate evangelistic interests."

January 6, 1919. "The Board approved the request of the Shantung Mission and the China Council to make a two to one rate for all gold sums granted by the Board as its proportionate share of the grants made by the China Medical Board for the current expenses of hospitals in China, as the China Medical Board has agreed to do this for the share which it provides. It is understood that this provision does not apply to appropriations for property, unless the Board shall so direct in specific actions on particular cases."

January 20, 1919. "An appropriation of \$500 gold was made to the Arts College, Shantung Christian University, for buildings, this sum being the balance of a subscription to the Shantung University for this purpose from Mr. Charles Schuneman, of St. Paul, Minn."

Appointment and assignment of (Rev.) Donald A. Irwin. On January 6th Presbyterian Board appointed and assigned to China the Rev. Donald A. Irwin, concerning whose desire to enter educational work in Shantung or North China I wrote to President Bruce and Mr. Cassat on December 23rd, 1918. Mr. Irwin as the son of Rev. and Mrs. J. P. ~~Donaldson~~ ^{Irwin} of the Presbyterian Shantung Mission is probably known to many of you. He hopes to spend a year in post-graduate study in this country after he is graduated from Western Theological Seminary this coming spring. He would like advice regarding the type of post-graduate work it might be well for him to take. He has in mind the possibility of qualifying as teacher in pedagogy in Shantung University.

With kind regard, I am

Very sincerely yours,

George T. Scott,

Secretary of the North American
Joint Board.

GTS/R

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Res. D. Scott

FILING DEPT.

TELEPHONE CHELSEA 8950-3

FEB 5 1919

SECRETARIES

The Board of Foreign Missions
of the
Presbyterian Church in the U.S.A.
156 Fifth Avenue
New York

OFFICE OF SECRETARY

January 24, 1919.

RE 1. MINUTES, 2. PROPOSED CONSTITUTION,
3. "ADDITIONAL SUP", 4. NEXT MEETING.

To the Members of the North American Joint Board
of The Shantung Christian University.

Gentlemen:

1. Enclosed is a copy of the Final Draft of the Minutes of the meeting of organization of the North American Joint Board of The Shantung Christian University, tentative draft having been submitted to the members for correction and suggestion.

2. Enclosed you will also find the Proposed Constitution which your Committee, Dr. Schultz and myself, submit to you by instruction for your consideration and report. You will notice that the month for holding the annual meeting is left blank for later decision. The proposed draft of Constitution reports agreement by both Dr. Schultz and myself. In addition Dr. Schultz makes several suggestions which I venture to feel should not be incorporated in the Constitution. I however, pass them on to you for your opinion. They are as follows:

"Art. I, line 4. That between 'China' and 'under' the following clause be inserted, 'with Mandarin as the medium of instruction' so as to read, 'to promote higher education in China, with Mandarin as the medium of instruction, under evangelical Christian influences.'"

"Art VIII. Insert a section to be numbered 1 as follows, 'Departmental Committees one for each of the major departments of the University, which are at present Arts, Theology, and Medicine. Each Committee to consist of at least one representative of each Board cooperating in the department concerned, and of coopted members. Its duties shall be to consider the estimates, appeals for new men, and other matters affecting the department concerned.'"

"Under Executive Committee after 'Committee' and before 'of', line 1, insert the clause, 'upon which each departmental committee shall be represented', and, lines 1 and 2, omit the words 'carry out the decisions of this Board and', so as to read 'Executive Committee, upon which each departmental committee shall be represented, of at least four members, which shall perform the functions of the Board ad interim'."

"Renumber the sections of Art. VIII."

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1919

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I am writing to the University Council regarding the organization of the North American Joint Board and am sending copies of the Minutes of the organization meeting. I am also writing and sending minutes to the British Joint Board.

3. ADDITIONAL SUM FOR CURRENT BUDGET. You will notice that the Constitution after providing for minimum cooperation reads, Art. 4. Section 3 - "Each Cooperating Board upon entering the Joint Board shall indicate the Additional Sum it can guarantee to provide annually on the current budget." This is taken from the proposals of the Basis of Union Art. 4. Will your Board please indicate to the Joint Board through me as Secretary and Treasurer what your thought is as to the additional sum for current budget that your Board will be free to grant during the fiscal year beginning April 1, 1919.

4. NEXT MEETING OF THE BOARD. As instructed by the Board your Chairman and Secretary have set Friday A.M. April 11, 1919, in our Presbyterian Board Rooms, New York City, as the date and place for the next meeting of the North American Joint Board of the Shantung Christian University. Three members of the British Joint Board will be in New York City then and have asked us if possible to meet with them that week. (Inasmuch as the Annual Meeting of the Chosen Cooperating Board is appointed by the Constitution for the month of April it would I believe be well for the Chosen Board also to meet Friday April 11th; Mr. John Underwood, Chairman, invites the Board to meet at luncheon with him that day at 12:30 P.M. at the Railroad Club, New York City.)

With kind regard, I am

Very sincerely yours,

George L. Scott
R.
Secretary and Treasurer.

GTS/R

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FEB 5 1919

SECRETARIES

MINUTES OF MEETING

Cf

THE NORTH AMERICAN JOINT BOARD OF THE SHANTUNG CHRISTIAN UNIVERSITYTuesday, January 14, 1919, 156 Fifth Avenue, New York City

Pursuant to the actions of various North American Missionary Boards interested in Shantung Christian University, the representatives elected by these Boards met at 9:30 a.m. Tuesday, January 14, 1919, in the Presbyterian Foreign Board Rooms at 156 Fifth Avenue, New York City. The following elected representatives were

PRESENT: Rev. Arthur J. Brown, D.D., William M. Schultz, M.D. and Rev. George T. Scott, (Northern Presbyterian Board); Rev. R. P. Mackay, D.D. and Principal Alfred Gandier, D.D. LL.D., (Canadian Presbyterian Board); and Rev. S. H. Chester, D.D. (Southern Presbyterian Board).

CHAIRMAN: Upon motion Dr. Mackay was elected Chairman.

OPENING PRAYER was led by Mr. Scott.

ACTIONS BY VARIOUS MISSION BOARDS. Dr. Brown outlined briefly the history leading up to the formation of an American Joint Board and reported the latest actions of the various Boards who have been asked to join in this Union movement.

Three Boards have approved of the Basis of Union and have elected REPRESENTATIVES on the Joint Board as follows:

1. The Board of Foreign Missions of the Presbyterian Church in the U.S.A. (cooperating in all departments), the Rev. Arthur J. Brown, D.D., David Bovaird, M.D., William M. Schultz, M.D., and Rev. George T. Scott.
2. The Board of Foreign Missions of the Presbyterian Church in Canada (cooperating in two departments), the Rev. R. P. Mackay, D.D., and Principal Alfred Gandier, D.D., LL.D.
3. The Executive Committee of Foreign Missions of the Presbyterian Church in the United States, (cooperating in one department), Rev. S. H. Chester, D.D.

The Board of Foreign Missions of the Norwegian Lutheran Church of America, cooperates in the Medical Department but has not as yet accepted membership in the Joint Board.

ORGANIZATIONS. After discussion of the duties of the Joint Board and its officers and a consideration of the men available for immediate election, the following officers and committees were chosen to serve for one year. Chairman, Dr. Brown, Vice-Chairmen, Dr. Mackay and Dr. Chester. Secretary and Treasurer, Mr. Scott. Finance Committee, Dr. Gandier and Mr. Scott. Committee on Constitution and By-laws, Dr. Schultz and Mr. Scott instructed to prepare tentative drafts of Constitution and By-laws to be submitted for amendment and suggestion to each member of the Joint Board.

FIELD BOARD OF MANAGERS. The printed Minutes of the University Council of May 1918 were laid before the Board and careful consideration was given to the Limitations and Functions of the Field Board as stated on Pages 4, 5, and 6.

General Approval of the Organization of the Field Board was VOTED. On certain particular questions the Secretary was instructed to correspond with the field, especially in regard to the amendments recommended by the Presbyterian Shantung Mission and in regard to the question of a larger representation on the Field Board from the Northern Presbyterian and English Baptist Missions. In reply to the cabled inquiry from Dr. Neal the following cablegram was authorized: "General approval Field Board. Writing. Brown, Mackay, Chester."

VOTED to approve in general of the Limitations and Functions as outlined, subject to concurrent action by the British Board and to correspondence with the Field Board. Action on Amendments recommended by the Northern Presbyterian Shantung Mission was deferred pending the receipt of covering report from the Field Board of Managers.

COOPTATION OF MEMBERS. Prof. Paul Monroe of Columbia University and Pres. John H. T. Main of Grinnell College were upon vote, invited to join the Board by cooptation. Dr. Schultz and Mr. Scott were appointed a Committee to present to the next meeting nominations for further cooptation.

DR. ATWATER, HARVARD. A cablegram received January 13th, signed Balme Neal, was reported as follows: "Try secure Atwater Harvard Medical School for Department Preventive Medicine here qualifications excellent." VOTED to approach Dr. Atwater about the possibility of his joining the Shantung Medical faculty and if his attitude is favorable, to gather his testimonials, in the meantime making inquiry of the field regarding the source of his support.

BASIS OF REPRESENTATION. VOTED to amend the basis of representation on the American Joint Board and to substitute therefor the reported basis of the British Joint Board, namely: that a Society cooperating in all departments of the University shall appoint four representatives; in more than one department though not in all, three representatives; in only one department, two representatives. (The Presbyterian Board had elected its four representatives on this revised basis and the other Boards will be glad to enlarge their quotas.)

UNIVERSITY BUDGET. Careful consideration (through a sub-committee) was given to the financial statements of the University as exhibited on pages 9 to 12 of the printed Council Minutes of September 1918. VOTED that hereafter University Budgets should exhibit all gold and silver items, including missionary salaries, etc. VOTED to accept the estimates for the fiscal year of 1919-20 as stated on page 10 if the American Presbyterian and English Baptist Boards approve of them. The list of New Property Needs on page 9 and the urgent needs for general expenses on page 12 were studied and the hope was expressed that, in spite of the great pressure for funds at home and the deficits with which the Boards seemed to be faced, something might be done toward supplying the additional \$2000 Mexican requested for general University expenses.

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Report was made of informal requests which had come from the field for a VISIT TO THE UNIVERSITY by a member of the American Joint Board. No member present seemed able to arrange for such a visit in the near future.

SPECIAL PROMOTION OF INTEREST of the University was referred to Dr. Schultz and it was cordially hoped that he might be able to cooperate in securing the reinforcements of men and money needed by the University.

NEXT MEETING. VOTED to hold the next meeting in New York City at such time in the spring as the Chairman and Secretary may determine.

After CLOSING PRAYER by the Chairman the Board

ADJOURNED.

George T. Scott,

Secretary.

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SECRETARIES

PROPOSED CONSTITUTION
of
THE NORTH AMERICAN JOINT BOARD OF THE SHANTUNG CHRISTIAN UNIVERSITY
January 1919.

Art. I.
Object

The Board is organized by various cooperating Mission Boards in North America to administer, jointly with the corresponding Board in Great Britain, the affairs of The Shantung Christian University, thereby to provide and to promote higher education in China under evangelical Christian influences for the advancement of the Kingdom of God.

Art. II.
Name

The Board shall be known as The North American Joint Board of The Shantung Christian University.

Art. III.
Membership

1. The Board shall be composed of Members chosen by Election and by Cooptation as follows:

A. A Mission Board cooperating (1) in all departments of the University shall elect four representatives, (2) in more than one department though not in all shall elect three representatives, (3) in only one department shall elect two representatives.

B. The Board may accept members to a number not exceeding one-half the number of elected members.

2. The full Term of Membership shall be four years. The members shall be divided into two classes, the term of one class to expire biennially in the odd numbered years. Members may succeed themselves.

Art. IV.
Basis of
Cooperation

1. A Mission Board may secure representation on this Joint Board by an affirmative vote of this Board and by fulfilling the conditions of cooperation.

2. Minimum Cooperation in each department of the University shall be, (A) The entire support, including rent, of a missionary teacher approved by the University, together with \$500 gold annually towards other current expenses; or, (B) An Annual grant of \$2500 gold, plus rent of residence.

3. Each cooperating Board upon entering the Joint Board shall indicate the Additional Sum it can guarantee to provide annually on the current budget.

4. Any cooperating Board is Free to Withdraw from this Board upon suitable notice and financial adjustment.

Art. V.
Meetings
& Quorum

The Annual Meeting of the Board shall be held in the month of _____, the exact date being fixed by the Executive Committee. Other meetings may be called as proper occasion may arise. Members

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Proposed Constitution of

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Shantung Joint Board.

of the Board should send to the Secretary, at least two weeks before a meeting, notice of matters that they wish to have considered at that meeting.

One-third of the members of the Board shall constitute a Quorum provided at least one-half of the cooperating Boards are represented.

Art. VI.
Functions

The Board shall have, in cooperation with the British Joint Board, full responsibility for the administration of the University with such limitations as may be involved in the ownership of University property as hereinafter noted. The Board shall perform all duties, which are usually performed by similar bodies and which it does not delegate to the field representatives.

(Here could be noted in particular the Functions stated in Section 6, page 2 of University Council Minutes No. 5 of May 1918.)

Art. VII.
Officers &
Their Duties

1. The Officers of this Board shall be Chairman, two Vice-chairmen, a Secretary, and a Treasurer. (One person may hold two offices.)

2. These officers shall be elected at the annual meeting to serve for one year.

3. The Chairman and Vice-chairmen shall perform all the ~~customary~~ duties of their respective offices.

4. The Secretary shall make and keep a file of the Minutes of the Board Meetings and shall supply each member of the Board with a copy. He shall conduct the correspondence with the field representatives and, unless there is action to the contrary, shall be the sole official medium of communication between the field representatives and this Board. He shall conduct all other official correspondence of this Board. He shall keep a file of all correspondence for the information and other uses of this Board or any of its members. He shall send to each member of the Board before each stated meeting the agenda for that meeting.

5. The Treasurer shall receive and, as directed by this Board, disburse or otherwise handle funds contributed to it for promoting the work of Shantung University and shall perform such other functions as are customary for this officer or shall be requested by the Board.

Art. VIII.
Committees

This Board shall appoint such Committees as it may determine, including the following Standing Committees:

1. Executive Committee of at least four members which shall carry out the decisions of this Board and perform the functions of the Board ad interim in all matters consistent with the Board's known policy. In the taking of its actions at least two of the cooperation Boards shall concur, by correspondence if necessary.

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2. Finance Committee of at least three members. It shall have supervision of the Treasurer and the Treasury Department, including oversight of the receipts and disbursements, and of matters relating to estates, property, and legal questions; its actions and recommendations shall be presented to the Board in writing. In the intervals between Board meetings it shall report its findings and decisions to the Executive Committee; such ad interim actions as these two Committees shall take jointly or in agreement shall have the force of final and official actions of the Board; otherwise the findings of the Finance Committee, upon matters not committed to it with full power, must be acted upon by the Board itself.

Art. IX.
Finances &
Property

1. The Fiscal Year of the Board shall be from April 1st to March 31st.

2. The Board may receive funds for the purposes of the University for direct transmission, investment, or other use. Remittances may come from individuals, from bodies other than the cooperating Boards or from any cooperating Board that desires to transmit its funds in this way.

3. Funds sent directly to the field shall, unless otherwise stipulated by the sender, be credited to the financial share of the Mission Board concerned.

4. Any cooperating Mission Board may receive and administer funds or property in trust on behalf of the University.

5. Funds may be secured on the field and used by the proper field representatives which have not been remitted by either a Mission Board or this Board. Such funds are not considered part of the financial cooperation of any Mission Board or Mission unless the donor so requests.

6. The Titles to the land of the University shall be held by the Boards providing it. Buildings erected by one Board on land belonging to another Board may be held in trust by the latter for the former Board.

Art. X.
Amendments

This Constitution may be amended by a three-fourths vote of the members present at any stated or called meeting of the Board, if full notice of the proposed amendment was sent to the members thirty days in advance of the date of meeting.

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Dr. B.

S. H. Day

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SECRETARIES

February 27th, 1919.

Rev. Arthur J. Brown, D.D.,
Building.

Dear Dr. Brown:—

We received on January 28th, \$250.00, from Mrs. Nettie F. McCormick, for account of the Shantung Christian University, for the board of students in the Theological College. If you find it in order will you kindly have this amount appropriated at the next meeting of the Board.

Mrs. McCormick's secretary writes— "This contribution is made on the special request of W.M. Hayes, D.D., LL.D., of October 8th, received through your office."

Very sincerely,

DWIGHT H. DAY Treasurer

By

W. H. Day

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March 5, 1919.

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SECRETARIES

To the University Council of the Shantung University.

Dr. Percy Bruce, Pres.,
Shantung Christian University.

✓ Mr. Paul Cassat, Sec. & Treas.,
Shantung Christian University.

Dear Friends:

1. Dr. Atwater. Yesterday afternoon we received from you cablegram reading "Atwater's support assured. Neal". Our Candidate Department at once passed this good word on to Dr. Atwater whose Candidate papers are being collected. His fiancée's papers will be collected by the Women's Board. We trust that nothing will prevent Dr. Atwater's going to Tainan-fu for the special service in view. Some time must elapse before the papers of Dr. Atwater and Miss Penfield are all collected and acted upon and therefore notice of his definite assignment will probably not go to you for some weeks. The Board had received Dr. Balm's letter of January 11th to Dr. Brown with Dr. Neal's postscript but was unable to take favorable action. Your cablegram therefore clears the matter up.

2. Aid for Theological Students. An appropriation of \$250 gold was made by the Board at its meeting on March 3, 1919, to assist with the cost of board for students in the Theological Department of Shantung Christian University, this \$250 being a special gift for this purpose from Madam Cyrus H. McCormick of Chicago.

3. Financial Adjustment with Hwai Yuen. The question has been raised in New York City as to whether the Shantung University should make any financial adjustment with Hwai Yuen Station in the matter of the exchange of the service of Dr. Cochran and Dr. Stearns in the year of 1917-18. The thought expressed is that the Hwai Yuen Station exclusive of any charge for rent made an outlay of Dr. Cochran and his family for the year 1917-1918 of more than \$2600 gold and that if the University was receiving for Dr. Stearns' support funds in excess of what his support actually cost the University that then the University might wish to assist Hwai Yuen Station with its heavy expenditure for Dr. Cochran. I know that the University will gladly make on the field any adjustment that may be right in the premises. Will you kindly inform me of the circumstances and of any action that may be taken.

4. Mr. Buland. Mr. Buland seems to be drawn to the suggestion which you made of his directing religious work among the students at the University, which work, however, we believe should be of a very personal nature and largely I take it along lines proposed by himself as he does not wish to be tied up to teaching classes and doing various odd bits of work that might be assigned to him. I told him frankly that he ought to be ready to follow the direction of the faculty and the University Council and that I thought that a Religious Work Director should certainly teach some classes in Bible, Ethics, Social Service, and so forth. We do not find that the University has listed a Religious Work Director among its preferred requisitions for reinforcements. You may wish to take this matter up with the Executive Committee of the Mission and with the China Council, from which two bodies the Board will expect favorable action before it could proceed. If the way should not open for Mr. Buland to go to the University, we hope that he may return for evangelistic work in some center where for Mrs. Buland's sake there is good medical and hospital service.

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Dr. Bruce & Mr. Cassat

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March 5, 1919.

5. British Deputation. We are looking forward with pleasure to the visit in New York during the early part of April of Mr. Hocking, Dr. Cochran and Dr. Moorhead of London. The Annual Meeting of the North American Joint Board is called for Friday morning April 11th. The British Joint Board has appointed Dr. Moorhead to represent it at Shantung University next September and hopes that the North American Joint Board may add a member to the Deputation. Decision on this point will probably be made at the April meeting.

I regret to report that the present financial condition of the Presbyterian Board seems to point toward an enormous deficit at the end of the fiscal year of March 31, 1919. Please put China exchange back at the old rate!

With kind regard, I am

Very sincerely yours,

J. T. Scott

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SECRETARIES

The Board of Foreign Missions
of the
Presbyterian Church in the U.S.A.
156 Fifth Avenue
New York

OFFICE OF SECRETARY

No. J-80 (No. J-79 was my letter of
March 5, 1919, to Pres.
Bruce and Sec. Cassat.)

March 20, 1919.

RE APPROPRIATIONS FOR 1919-20 TO THE UNIVERSITY
COUNCIL OF THE SHANTUNG CHRISTIAN UNIVERSITY.

To the University Council of the Shantung University.

Dear Friends:

Enclosed is a copy of the Presbyterian Board's printed letter covering its appropriations for the fiscal year of 1919-20 for the Shantung Christian University.

In the printed estimates of the University (page 10 of University Bulletin No. 7, September 1918) the amount requested from the American Presbyterian Board is entered as Mexican 15,728.79. Although there is no reference to the \$1580 gold which the University has arranged with the Board to appropriate recurrently as a strictly gold item, we assume that this amount of \$1580 gold is included in the larger sum which is shown in Mexican. The Board is therefore making the appropriation for the new fiscal year for Classes 4 to 10 exactly the same as that of a year ago; namely, Mexican 15,493 and gold \$1580.

The Board regrets that the extremely unfavorable financial outlook for the fiscal year prevents any increase of appropriation to the work of the University. We are, however, hopeful for the success of the New Era Movement in which we are all earnestly cooperating and for the resultant possibility of enlarged grants to care for the necessary expansion of work abroad.

The Board is making a small appropriation for minor incidental expenses connected with the North American Joint Board. As this sum is to cover only small items that may arise in the United States, I am not reporting it to the field.

With kind regard, I am

Very sincerely yours,

George T. Scott,

Secretary of the North American Joint Board

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SECRETARY**APPROPRIATION LETTER 1919-20****PLEASE READ WITH CARE**CABLE ADDRESS:
"INCULCATE," NEW YORK**THE BOARD OF FOREIGN MISSIONS****OF THE****PRESBYTERIAN CHURCH IN THE U. S. A.****156 FIFTH AVENUE****NEW YORK****TO THE MISSIONS.****March 15th, 1919.****DEAR FRIENDS:**

At its last meeting the Board passed upon the estimates and appropriations for 1919-20. The outlook for the closing of the fiscal year 1918-19 on March 31st was very discouraging, but in spite of the prospect of a deficit of approximately \$800,000, the Board took the following action:

The Executive Council laid before the Board the financial requirements of the Missions for the fiscal year 1919-20 as set forth in the estimates which had been carefully prepared by the Missions, showing the following requests from the Missions and necessary items of home expenditure for the year 1919-20 as compared with the year 1918-19.

	1918-19	1919-20
Classes I and II—Missionaries now in service, furloughs, children's allowances, etc.....	\$1,122,357	\$1,148,998
Extra cost salaries China, Persia, Chile, India and Chosen, on account of high cost of silver.....	186,487	266,366
Classes IV to X—(Exclusive of Class VIII) required by the Missions for their actual work and present opportunities as per Column C in the estimates, the increase being due chiefly to exchange.....	862,641	906,730
Classes IV to X—(Exclusive of Class VIII) required by the Missions in addition, if any adequate advance is to be made, as per Column D in the Estimates.....	230,230	282,329
Class VIII—New Property asked (in part only and exclusive of endowments).....	2,474,512	2,199,254
Class III—New Missionaries.....	80,000	100,000
Emergency Health Fund.....	10,000	10,000
Special Fund for increasing efficiency of missionaries on furlough.....	2,000	2,000
War Relief Fund.....	50,000	30,000
Administration and charges ordered by the General Assembly and Mission expenditure in the United States.....	180,000	192,000
	\$5,198,227	\$5,137,677

In facing these requests for the year 1919-20, the Board had to take under consideration also the deficit of March 31st, 1918, of \$91,163.66, together with the estimated deficit of March 31st, 1919, of \$386,296, to be increased or diminished as the receipts for the month of March, 1919, fall below or advance beyond the receipts of March, 1918. In addition, the Board, as indicated in the report of the Treasurer, must assume responsibility for \$104,000 excess cost of the China appropriations for the year 1918-19 in consequence of the unfavorable movement of exchange entailing obligations beyond those calculated on this account in the budget of the year, and also for \$298,037, the excess expenditures of the Syria Mission on account of war conditions for the last three fiscal years which have only now been reported to the Board.

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In spite of these facts, and relying upon the response of the church to the appeal of the foreign mission cause and the special presentation of the New Era Movement, and with the conviction that the Board dared not assume the responsibility of reducing the appropriations to the Missions, it was voted to make the following appropriations for the fiscal year beginning April 1st, 1919:

Classes I and II—Including salary increases.....	\$1,148,998.85
Classes I and II—Excess exchange on regular salaries in China, Persia, etc.....	266,366.00
Classes IV to X—(Exclusive of Class VIII).....	906,730.00
Class III—New Missionaries.....	50,000.00
Emergency Health Return Fund.....	10,000.00
Special Fund for Study during furlough.....	2,000.00
Special Relief and Emergency Fund.....	23,905.15
Administration charges ordered by the General Assembly and Mission expenditure in the United States.....	192,000.00
Total.....	\$2,600,000.00

With the deficits and special obligations reported from China and Syria which must be met, the total needs of the Board for the year will be, accordingly, \$3,479,496.66 without, however, any new property or an adequate number of new missionaries or the necessary increase in the appropriations for Classes IV to X. In case of the success of the New Era Movement, however, the Board would be in a position to make supplementary appropriations to meet these urgent needs.

The Executive Council was authorized to make any adjustments that might be necessary in the arrangement of the appropriations within the total limit authorized of \$2,600,000.

These appropriations, as you see, make it possible for the Board to provide the total amount needed in Classes I and II, including the increase of salaries required in some fields and the enormously increased costs of furlough travel. They provide also the full amount required by the Missions to supply the same native currency appropriations as last year. This involves a heavier gold charge even than a year ago. At the same time the Board recognizes that the increased costs in many of the mission fields make it impossible to continue the old work on the old appropriations and that there will have to be curtailment unless there can be increased grants. In the face of the facts stated in the Board's action, however, the Board is sure that the Missions will agree with it that it would not be right to incur greater obligations than those which the Board has dared to assume. If, however, the New Era Movement meets with full success, for which we are earnestly working and praying, it will be possible for the Board both to meet all present obligations and substantially to increase the grants to all the Missions. The Missions should not project their work on this expectation, however, but must bring their obligations for the new year within the appropriations that have been authorized.

The Total Share of the Annual Appropriations assigned to the **Shantung Christian Univ.**...
Mission is, for Classes I and II (Gold) **\$17,354.93**.....
and for Classes IV to X, exclusive of Class VIII. **Net, 13,493. and Gold \$1,580.30**.....

These amounts represent the full sum required by the Mission for Classes I and II and provide for the native currency classes the same amount as at the beginning of the year, 1918-19.....

Of, note last page.

It should be noted that this grant includes all the special object pledges that have been made for the work of your Mission, and a further sum for which no pledges have yet been made, but which the Board guarantees in the expectation that the necessary money will be forthcoming. Any additional special object gifts that may come in will be applied toward this now unassigned sum, unless accompanied by conditions which forbid such application, in which case the Board will give them separate consideration.

TABLE 2
The income of special endowment funds given for any of the Missions or any departments of their work has been included in the case of each mission in the total appropriations herewith reported, with the exception of the Shantung Christian University and the Ewing and the Forman Christian Colleges.

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The Board earnestly appeals to all the missionaries to direct their efforts toward providing the large amount which has been appropriated, which is \$150,000 in excess of the appropriations for 1918-1919, and nearly \$500,000 in excess of the estimated receipts for 1918-1919. In view of the whole situation and of the need of especially careful and conservative administration this year, the Board must urge that the Missions provide for all their necessities for the year within the amount approved, and that they shall not send to the Board any requests for special appropriations. And it feels that it is justified, also, in asking that all special appeals to the churches and individuals should be for objects within the appropriations, and that the Missions should aid with all their power in raising the budget adopted by the Board. This request has been made repeatedly in the appropriation letters and is now made more earnestly than ever. Missionaries are not asked to refrain from trying to interest their home friends in the support of the work. Quite the contrary. We must all do everything in our power to enlist the interest of the Church, but all are entreated to direct this interest for the provision of the appropriations. Especially would the Board lay emphasis upon this request, now reiterated, that all special appeals to the churches and individuals should be for objects within the appropriations, unless specially approved both by the Missions and the Board, and that the Missions should aid with all their power in raising the budget adopted by the Board. Recognizing that the failure to heed this request has been on the part of individuals rather than Missions, and that the great body of missionaries are absolutely loyal, the Board would say that it has been embarrassed to the point of being crippled by the failure of individual missionaries to recognize that every time they make an appeal for objects outside of the budget, which seem important to them but which either have not been authorized by the Mission and Board or are taken out of their order as arranged by the Mission, they are in danger of cutting away the foundations from the regular support of the work. Such special appeals are a source of irritation in the home churches and of actual loss to the regular work. In several instances we have found considerable amounts of money, that we were confidently expecting for the General Fund, sent in marked for specific objects which we could not approve, and we have copies of letters from missionaries to the home Church definitely asking that money should be sent directly to them and not to the Board, or if sent to the Board, should be marked as intended for them as an extra. The Board hesitates to take any action which would seem drastic, but will be compelled to do so if this earnest request is not heeded. In order to procure a budget of the size of ours, we dare not keep silent on this matter. We trust that the individual members of the Missions in reading this will realize that we are speaking as strongly as we are because we feel that in the long run the stability of the Missions and the securing of their adequate support will be advanced by the mutual loyalty of the missionaries and the Board. You may be assured that all requests coming from the Missions and endorsed by the Missions will be given a full and sympathetic hearing by the Board.

Special notice will be sent regarding any new missionaries and necessary appropriations on their account.

The Board assures the Missions of its deep sympathy with them in the heavy problems of the work, and bespeaks from the Missions their co-operation in the effort to lead the home churches to clear away the deficits, to meet the largely increased appropriations which are now made, and to continue a strong and steady advance.

Sincerely yours,

ROBERT E. SPEER,
ARTHUR J. BROWN,
A. WOODRUFF HALSEY,
STANLEY WHITE,
DWIGHT H. DAY.

NOTE: THE AMOUNT OF THE APPROPRIATION BY THE BOARD IS GIVEN ON PAGE TWO: THIS TABLE GIVES THE TOTALS, CLASS BY CLASS, OF COLUMN C OF THE ESTIMATES AS RECEIVED FROM THE MISSION

For Station	THE SHANTUNG CHRISTIAN UNIVERSITY (Presbyterian Share)		
Class I	\$14,264.10		
" II	3,070.83		
" IV	\$17,334.93	Total Classes I and II.	
" V			
" VII			
" VII	School of Arts and Science		
" VII	School of Theology		
" IX	School of Medicine	15,728.79 Mexican	
For Station	General for University		
Class I	Note: Re Shantung University.		
" II	The Board appropriation is Mex. 13,493. and Gold		
" IV	\$1,580.30.	This includes the interest on the Univer-	
" V	sity Endowment Fund of \$1,466.07, the Van Cleave Mem-		
" VI	orial Fund of \$50.00, the Clee Kelsey Hughes Scholar-		
" VII	ship Fund of \$14.00 and the "In Memory of Three Chris-		
" IX	tian Mothers" Fund of \$50.23. But it does not include		
For Station	the grant of the China Medical Board, which will be		
Class I	separately appropriated when received.		
" II			
" IV			
" V			
" VI			
" VII			
" IX			

The Board of Foreign Missions
of the
Presbyterian Church in the U.S.A.
156 Fifth Avenue
New York

OFFICE OF SECRETARY

April 22, 1919.

No. J-51

To the University Council of the Shantung Christian University.

Gentlemen:

Enclosed please find a copy of the Minutes of the Annual Meeting of The North American Joint Board of The Shantung Christian University held on April 11, 1919, in the offices of the Presbyterian Board, New York City. I will comment briefly on a number of items which seem to call for an additional word.

Welcome to Guests. We were very fortunate in having present three distinguished members of the British Joint Board. In fact our Annual Meeting was timed to insure their attendance. We also invited the Secretaries of several unassociated Boards that we hope will eventually cooperate in the work of the University. Dr. Chamberlain and Mr. Donohugh represented respectively the Reformed and Methodist Boards. The American and Baptist Boards were unable to be ^{re}presented.

Par. No. 1. A copy of the Constitution as amended and adopted at the Annual Meeting is enclosed herewith. We should be happy to receive any suggested amendments from the University Council.

Par. No. 2. As soon as the Limitations and Functions of the University Council are clearly defined and accepted they will be incorporated in the place indicated in the Constitution. The Joint Board has received from the field nothing on these questions later than that shown in the Printed Minutes of your meeting in September 1918.

Par. No. 3. Dr. Finney and Dr. Finley are both extremely busy men who are reluctant to take on additional responsibilities. We hope, however, that they will accept membership on the Joint Board. No word has yet been received from Pres. Main who was elected at the January meeting. He is now in the Caucasus directing Relief Work there. Yesterday the Relief Committee received from him a long cablegram depicting the distress and horrors of starvation and massacre in Armenia and the Caucasus.

Par. No. 5. We are informed that Dr. Atwater plans to spend the college year of 1919-1920 at Johns Hopkins University. At present I believe he is recruiting for the Student Volunteer Movement. "His support being provided on the field" was our inference after receiving the March 3rd cablegram from Dr. Neal, reading, "Atwater's support assured". Since the Annual Meeting Dr. Neal's letter covering his cablegram has been received. Dr. Atwater cannot for the present be supported within the Presbyterian Board's quota of three on the Medical Staff, inasmuch as that quota is at least filled by Dr. Samuel Cochran. The Church which has been supporting Dr. Cochran

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April 22, 1919.

does not plan to continue his support after the time of his leaving Hwai Yuen. Dr. Atwater's fiancée, Miss Penfield, was appointed by the Presbyterian Board at its meeting yesterday April 21st. We believe that proper provision for the support of Dr. Atwater at Tsinan-fu can be made when the time comes for him to go to the field.

Par. No. 6. The Presbyterian Board carefully considered this request prior to the Annual Meeting of the Joint Board but in view of the heavy deficit of \$620,000 was unable to make an additional grant. I have written to Dr. Mackay and Dr. Chester in the hope that their Boards may be able to make an appropriation toward this need.

Par. 7. The British Deputation will consist of Dr. Moorshead and a second medical man whose name I do not recall but who, I understand, is a prominent practitioner in England. We are searching for an American physician to join the deputation but as yet we have not found a suitable man who can consider making the trip. Dr. Moorshead and I plan to spend a week at the University during the latter half of September. Mr. Roger Greene, I believe, plans to visit the University at the same time that we are there. Mr. and Mrs. William P. Schell and I are planning to visit the Far East together this coming summer and fall, sailing about July 1st. We all hope to see different phases of the work in several centers in Shantung. Mr. and Mrs. Schell, however, will not be able to remain as long as I at the University as they plan to visit inland points in the Kiaog-an Mission during the additional time that I spend at Shantung and Nanking Universities.

Par. No. 8. The Board considered the possibility of appointing Committees to cooperate especially with each of the various Departments of the University but the way seemed to be clear at this time to organize only a Medical Committee, for which there would seem to be especial urgency.

Par. No. 10. The Board was greatly gratified to hear of the number of new members of the Medical Staff which the British Societies hope to send out in the not distant future. Do not take this list as authoritative or final. I jotted down the names and departments very quickly during the meeting and I did not have them confirmed.

Par. No. 11. We will again invite other Boards to elect representatives to the Joint Board and enter into cooperation with the University. Inasmuch as the Mission Boards in America act in a question like this largely if not solely upon requests from their interested Missions, it would be well to see that adequate presentation of the situation is made by the various unassociated Missions to their respective Home Boards.

Par. No. 13. Will the proper authorities of the University please be preparing the budgets proposed by the Joint Board; namely, careful capital and current estimates for proposed program covering five or ten years. The Joint Board is especially desirous of having the amount and proportion of local support on the field enlarged and in this position the Board reflects the growing opinion and desire of the constituency in this country. American supporters in increasing numbers are inquiring into the amount and percentage of financial assistance which is secured locally on the field. Canton Christian College for instance has a very strong approach in its favorable showing in this regard. These matters were referred to the deputation for personal conference with you

April 22, 1919.

on the field. In the meantime it would be well to have the capital and current needs for a number of years in advance carefully outlined for the Inter-church World Movement which plans to mail its questionnaire to the field before long. We will also see that from material which we have at hand the needs of the University are presented to the Movement.

Par. No. 14. Subsequent to the Annual Meeting the three British representatives met with Mr. Roger Greene on at least two different occasions and frankly conferred with him regarding the Shantung Medical situation.

Par. No. 15-A. The newly elected Chairman of the Board, Prof. Paul Monroe, is well known to many of you as an eminent professor of Columbia University, being Director of the School of Education at Teachers College. The University can consider itself very fortunate in thus having Prof. Monroe so intimately identified with its work.

At the meeting of the Northern Presbyterian Board on April 21st the following action was taken:

"An appropriation of \$3,000. gold was made for the current expense account of the Union Medical College of the Shantung Christian University in China; this sum being a payment by the China Medical Board of the Rockefeller Foundation toward its pledge for this purpose."

.....

We understand that there is an urgent need for "a teacher of English in the University with special reference to the Theological School". Are we to understand that the Council wishes the Presbyterian Board to fill its vacancy in its quota in the Theological School with this teacher of English. It has been suggested from the field that "If you can send us a short-term man, it would meet our need". The Board is accustomed to appoint and send a short-term man only when all expenses connected with his travel and service are met by the Institution to which he goes. Does the University wish a short-term man on these conditions.

The New York Women's Board of Foreign Missions is expecting to receive a considerable sum of money from the estate of Mrs. Russell Sage. The ladies intimated that they would welcome suggestions regarding the expenditure of the money; I presented a list of urgent property needs of higher educational institutions, including an item of \$25,000. to complete the main building at Shantung University. As you know we have on at least two occasions approached Madam McCormick regarding this, receiving distinctly unfavorable responses. We trust that the women of the New York Board may be more favorably inclined.

Dr. George Vincent, President of the Rockefeller Foundation is planning to visit China this coming summer and I understand is hoping to be in Tsinan-fu sometime in August. You will wish to be prepared to welcome him. You will find him to be very sympathetic and progressive in humanitarian and Christian policies and programs but with small zeal for selfish or sectarian Christianity.

The second week in April was filled with meetings of Boards of Trustees of Union Missionary Institutions; for instance the Shantung Joint Board, the

Shantung University Council

April 22, 1919.

Chosen Cooperating Board (two union institutions), Peking University Board, Ginling College Committee, Committee on Medical Education of Women in China, Peking Medical Board, and Canton Christian College. The number of union Boards of Trustees is multiplying fast and a dinner conference was held April 10, 1919, to discuss the possibility of closer harmony and cooperation between the Union Boards representing Higher Educational Institutions in China. This Joint Conference adopted the following resolution:

"That a Joint Committee be and hereby is appointed to consider what coordination or cooperative effort may be practicable, this Joint Committee to consist of the President or Chairman of the Executive Committee of each of the several Boards of Trustees, and a Secretary of each of the cooperating Boards of Foreign Missions, including the Women's Boards which shall present its recommendations to each of the Boards of Trustees for such action as it may deem expedient, collate said actions and communicate them to all the Boards of Trustees concerned and arrange for each further conference of the Boards as may then be found expedient.

"That an invitation to join in this consideration be sent to the Boards of Trustees of union institutions in other fields.

"Meantime this Committee should represent the interests of higher Christian education on the foreign field in conferring with the Inter-church World Movement."

With kind regard and looking forward to the pleasure of meeting many of you personally in September (and probably also again in December) in Shantung, I am, with earnest prayer for the continued success of all of your work,

Very sincerely yours,

George T. Scott,

Secretary of the North American Joint Board.

GTE/R

02 12

September 23, 1919.

No. J-83.

To the Field Board of Managers of The Shantung Christian University.

Dear Friends:

There are two actions of the Presbyterian Board to report to you:

"Record was made that the University Council of The Shantung Christian University, China, has been reorganized under the name of The Field Board of Managers; approval was given to the proposal of the Field Board to amend Paragraph C, page 5, of the proposals of the Constitution for the Field Board of Managers so as to give authority "to coopt such additional Chinese and foreign members of distinctly Christian character and confession, as the Field Board of Managers may deem expedient, to a total not exceeding one-half the number of its elected members"; and approval also was given to the recommendation of the Field Board of Managers that "the period of service for the representatives of the Missions on the Field Board shall be five years, such temporary vacancies as may be caused by furloughs or other absences from the field not exceeding eighteen months be filled by cooption".

"An appropriation of \$5,000. gold was made for the current expense account of the Union Medical College of the Shantung Christian University, China, this sum being a payment by the China Medical Board of the Rockefeller Foundation toward its pledge for this purpose."

No comment on these two actions are needed. I think they are self-explanatory.

Enclosed you will find a copy of the letter addressed to Mr. A. G. Parker, Jr., concerning whom you wrote to Dr. Brown in your letter dated June 30, 1919. The application papers of Mr. Parker are being considered by the Board and a decision will be made very shortly. I think I have made it plain in my answer to Mr. Parker the nature of his request. The answer which I have written was made after consultation with Dr. Brown. I feel sure that this will be quite satisfactory to Mr. Parker. He is clearly a man of splendid equipment and so far as one can judge well fitted for the post to which you are calling him.

I am writing this letter in the absence of Mr. Scott now in China, and Dr. Brown who sailed for Europe. I am an India missionary home on furlough and am helping the Board for a few months. My Station has been Lahore. I have been on the staff for twenty years or more of the Forman Christian College, Lahore. I am deeply interested in knowing something about the development of the Shantung University. We too in Lahore are considering the opening of a Department in Sociology. It is interesting that you have anticipated us to some extent in this matter.

Yours very sincerely,

HDG/R

(Signed) H.D.G.

H. D. GRISWOLD

02 13

RECEIVED
OCT 31 1919

Dr. Brown

Copies

SHANTUNG

Nanking, China, Sept. 26, 1919.

To the North American Joint Board of
The Shantung Christian University.

Dear Friends:

RE SHANTUNG CHRISTIAN UNIVERSITY

You wish a report from me on my two recent visits to Shantung Christian University, covering in all a period of seventeen days. The cause for this extended period was the length of time that was needed by the Field Board of Managers to bring about a radical readjustment in the management concerning which I shall speak in the latter part of this letter.

The Shantung University is the most varied and complex union institution of which I know, the five North American missions and four British missions cooperating (on our North American Joint Board, however, only three North American Boards are represented). This complicated organism is not easy to operate, but if it can function successfully I believe that we will discover no possible combination of Christians which will fail to work. The two leading Boards and Missions in the union are, as you know, the American Presbyterian, North, and the English Baptist, and the hearty and harmonious cooperation of these two is indispensable for the welfare of the University.

Plant. The land, buildings and equipment of the University are to be highly commended from many points of view. The Medical College property just inside of the south-suburb wall is somewhat crowded, but very well ordered and splendidly efficient. The new wings added to the Medical College building by the China Medical Board grant have added greatly to its usefulness. The fine, large hospital erected only three or four years ago is already outgrown; there are nice dormitories for approximately 130 men and many comfortable residences. The Medical College is looking forward to expansion through another hospital, the homes for foreign and native nurses, enlarged dispensary, and a few more residences. Anything that we can do to strengthen this one missionary Mandarin-speaking medical centre will be well worth while. The Medical College is an outstanding institution of primary importance, backed by the sympathy of all the missions in China and by the direct support of eight or nine of them.

The new campus outside of the suburb wall is a beautiful piece of ground, I believe about seventy acres. On it are two fine large, three-storied buildings, which house all of the college classes but which will eventually be the chemistry and the physics buildings respectively. Seven very nice residences of brick or of stone form a line across a large part of the southern side of the campus, and at the eastern side are comfortable, nice-appearing dormitories for 250 students. Beyond these lies the Model Village for housing the Chinese members of the staff, about twelve to fifteen houses now being occupied. Near the entrance of the campus is the S. P. G. hostel with a small chapel. The campus is very roomy for future growth and a carefully-thought-out architectural plan has been accepted by the Field Board. Two or three football fields, several basket ball courts, and a running track are used by the students.

Inside the wall and east of the Medical College is Tsinan Medical Institute, which is the extension department of the University. It is a wonderfully developed popular museum, reaching hundreds of people every day with its

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Sept. 26, 1919.

evangelistic services, lectures, and exhibits on popular science, hygiene, sanitation, commerce, industry, etc. It offers a fine field for social service on the part of university students, which field, however, has not been cultivated largely heretofore.

Departments and courses. The medical and nurses' training departments are meeting with full approval. The Arts and science courses are considerably understaffed and there is some dissatisfaction on the part of the students. However, there are forty more students in this department than there were a year ago today. The pre-medical department is under the School of Arts and Science and now enrolls about seventy students. There is some friction between the management of the Arts and Science Department and the Pre-medical Department because the latter looks rather to the Medical School for its direction than to the Arts and Science Department, of which it is a section; a careful and clearly understood adjustment will allay any difficulty here.

Staff. The staff is composed of fine, competent, conscientious missionaries from various parts of America and Britain. They are now absolutely united and looking forward with great hope to the future of their institution. Being united and harmonious I believe they should have a larger share in the management of the University, as they are giving their lives to the institution and are well acquainted with its problems and needs. Because of former difficulties in the internal management, various committees of control within the faculty were set up and wide discontent and suspicion were caused. Now, however, after suggestion of a large section of the staff, a new method of internal control has been instituted under a University Senate, "composed of the President, Deans, Director of Extension Department, Treasurer without vote, and one foreign member and one English-speaking Chinese member of each faculty elected by the faculty." This Senate is thus largely representative of the faculties, and the idea seems to be very generally acceptable to all those in the institution, to the entire staff.

The student body. In the Medical Department are, approximately, 120 students; in the Arts and Science Department about 190; and the Theological Department about thirty. The Extension Department can hardly be said to have "students" though it reaches tens of thousands of individuals every year. The students impress one as a strong lot of earnest men who have come from rather humble Christian homes. They are practically all Christians sent up from Mission schools, and I believe no one has been graduated who was not a Christian. They seem on the whole to be very happy with their work and very appreciative of what has been done for them.

Management. The old University Council a year ago became the Field Board of Managers, and last spring was entirely reorganized. It is now extremely harmonious and composed of the very best whom the cooperating Missions can find. The new chairman is Dr. Walter Lowrie the chairman of the China Council of the Northern Presbyterian Missions. The difficulties in the old Field Board of Managers carried down through the officers of the University, with very serious disagreements between the president and two of the deans, with members of the faculty taking sides, chiefly against the president. This brought about such serious lack of harmony in the University that progress was impossible and many members of the staff were planning to withdraw from the institution if some livable and sufficient readjustment could not be made.

Recent readjustment. The history of the difficulties just mentioned is one that runs back through many years and with which I have little acquaintance. It was exceedingly unfortunate for Mr. Bruce to accept the office of President several years ago, knowing that he did not have the support of the Presbyterian Mission and, in fact, was openly opposed by a large majority of the mission, which mission constitutes at least one-half the constituency of the University. No one should be an officer or leader in the University who is not cordially supported by both of the two principal cooperating bodies. President Bruce's policies and methods have in recent years forced the withdrawal from the Board of Managers or the staff of the University of a number of leading Presbyterians, such as Mr. Ralph Wells, Dr. Oscar Hills, Vice-President Henry Luce, Treasurer Lazear, and perhaps some others. The matter was brought to a head this summer through the report of Dr. Hills, the Presbyterian representative on the Board of Managers and chairman of that body, which report urged the early retirement of the president, stating: "Any president who fails to command the respect and loyal support of such a large proportion of his faculties, both Chinese and foreign, and who has made so many errors in judgment in the management of the student body cannot be replaced too speedily if the institution is to be saved from disintegration." Dr. Hills resigned from the Board of Managers and asked that the Presbyterian Mission elect no successor until there were assurances that the President would resign. A large majority of the Presbyterian professors in the institution, including all three deans of the University, signed a written request for the resignation of the president. Upon these representations the Presbyterian Shantung Mission, a group of 135 missionaries acting through a delegated body of about thirty-five missionaries, respectfully requested the Field Board of Managers to provide for the withdrawal of the President from the institution not later than January 1920. All of this, of course, is very drastic action but the need, it seemed, fully justified it. As a physician on the Board of Managers said: "We thought that medical treatment would cure the disease but we now know that nothing short of surgery will do it." The Field Board of Managers, seeing that the situation called for the retirement of the president, asked his resignation, and along with that of the president it also asked for the resignations of the dean of the Arts Department and the acting dean of the Theological Department, as it was the general opinion of people informed on the situation that all these three gentlemen shared in the blame for the impossible situation in which the University found itself. It was commonly felt that the chief blame adhered in the president, but it was also thought best that in the interests of the best harmony and progress all three of these competent missionaries could serve the Kingdom of God more effectively in other fields. You need not be told that the ten days spent in this process were exceedingly distressing as all three of these men are outstanding leaders in Northern China and are beloved by many people of many missions, and they have given years of devoted service to the institution. For the most part they have taken this quick blow in fine spirit and are loyally doing all that they can to heal the wound in the University organism as quickly and thoroughly as possible.

The new officers are as follows: - Acting President, Dr. James Neal, former dean of the Medical faculty, a man who is absolutely loved and trusted by every faction and will be a fine harmonizer in administration; Acting Dean of the Medical Department, Dr. Harold Balme, a very efficient man and highly respected by all; Acting Dean of the Arts and Science Department, Dr. Randolph Shields, formerly dean of the Medical School at the University of Nanking, now on the medical staff at Shantung. His tenure of office will doubtless be quite temporary for a permanent dean should be found as quickly as possible for this

department and is being earnestly sought. The one that the Board of Managers has in mind is the Rev. William Gleysteen, of Peking, and recently executive secretary of Peking University. The Acting Dean of the Theological Department is the Rev. Duncan McBae, a theological professor of fine parts who has recently come from the Canadian Presbyterian Mission in Honan. This new group of leaders is thoroughly acceptable to the entire faculty, who cordially pledged their heartiest support of this new regime. Every one is convinced that the entire readjustment is in the interests of the highest welfare of the institution, and every professor is gladly cooperating with the new leaders. The only difficulty is among the students. When Dr. Hayes withdrew as acting dean of the Theological School, the eighteen Presbyterian students moved from their dormitories and refused to return, in spite of repeated solicitation by leaders of all parties, especially by our Presbyterian missionaries. They will probably have to be taken care of and taught some place else for the present semester, or perhaps for the entire academic year. The Presbyterian students in the Arts College wished also to leave when their Presbyterian dean, Mr. Davies, withdrew, but Mr. Davies, Dr. Lowrie and all the rest of us, including the entire executive committee of the Presbyterian Shantung Mission pled with them in one way or another for two or three days, and the latest report, which I received last night, is to the effect that they will remain in the institution. They have nowhere else to go and are getting a fine education there and will be very foolish to leave, but of course they feel very badly about the withdrawal of their dean, to whom they are greatly attached, and feel that they should save their dean's "face", just as the Presbyterian theological students saved the "face" of their own dean. Aside from these disaffected students the entire spirit and purpose of the Board of Managers and of the faculty and of the University is united, strong, and quite harmonious. A fine future lies ahead of the institution, and it would not be unfortunate if just at this stage any students that are disgruntled should withdraw. The institution has been growing fast and the staff is being overworked in taking care of a surplus of students.

Theological Department. The theological students that withdrew had many reasons for complaint. They were brigaded with the younger arts students in dormitories, dining-rooms, literary societies, etc., and greatly resented this. They are largely simple men from country districts, and the smart college boys ridiculed them very much as they do theologues in the States. It is unfortunate that the separate theological building and dormitory has not been erected. Various changes in the staff have also weakened the curriculum. The entire question of the Theological Department as an integral part of the union university is a serious one. I have pled for a theological department organized on the same lines as at Nanking Seminary, with a separate Board of Directors and faculty but with some sort of affiliation for mutual benefit with the University, and with one Board of Trustees in the home land for both the University and Seminary. The Board of Managers, however, feel that a theological department is really the crown of a Christian missionary institution and believe it can be successfully operated as an integral part of the same. This, however, I am greatly inclined to doubt but am perfectly willing to do everything possible to support cordially the majority view.

Needs. The immediate need of the institution is deep prayer for it just at this period of stress. The disturbances caused by the storm will probably not subside for a year or two, but the new day should be one of sun-

Sept. 26, 1919.

shine and smooth sailing. The theological staff specially needs strengthening as the strongest and perhaps most highly respected leader of theological education in that part of China has been removed with the withdrawal of Dr. Hayes. The Northern Presbyterian Mission should place upon the faculty one or two strong men of broad union spirit. The arts and science teaching force needs strengthening in many departments. With the exception of work in English all of the instruction is in Mandarin and some of the younger foreign teachers have very incomplete command of the Chinese language. The Arts and Science Department is the centre of the University, into which twelve to twenty mission middle schools are sending their best product, and from which go forth students into the schools of medicine, theology, etc. We must therefore strengthen this great central body with a sufficient number of competent teachers of the real missionary purpose.

Finances. The University is quite restricted in finances, especially for general University expenses. You will recall that our Joint Board in April suggested that the British Joint Board find \$1,000 for this item, and that we in America would endeavor to find another \$1,000. The British Board, I am told, is providing their \$1,000 and we in America should provide ours. I am convinced that the students should bear a larger share of the cost of running expenses. A ~~great majority~~ of the arts students come from cooperating missions and pay no tuition. The cooperating missions should be allowed a certain number of free scholarships for a certain number of deserving boys, or a certain percentage of the amount of money furnished by each mission could be used for a scholarship grant; but the great body of the students should be charged tuition, with a chance for some of the more deserving boys to work off part of all of the expenses. Another source of income would be a modest charge of, say, \$10.00 a year for room rent. Each boy has a nice single room with southern exposure, electric light, without heat, and I believe a small charge for the rent of the room would be considered justifiable.

Land. The Arts campus still has a few patches of land that intrude into it at the edges that should be purchased, and I understand the general undesignated funds for land and plant have been exhausted. I believe that the land should continue to be held by the boards in whom the title is at present invested, and that these two boards, American Presbyterian and English Baptist, should give a deed of trust to any other board erecting a building upon the land. Such a form for a deed of trust could be secured from an attorney and could be used at Shantung University and in other similar situations.

Buildings. The money has been contributed for chapel, main building and theological building, but the money is quite insufficient, in view of the unfavorable rate of exchange and of the increased cost of building. The G.\$20,000 for the chapel should be increased to G.\$35,000 to G.\$40,000; the \$25,000 for the main building should be increased to G.\$60,000 or B. \$70,000; and the £5,000 sterling for theological building should also be increased. Madam Cyrus McCormick gave the money for the main building and Mrs. McKelvey, of Pittsburgh, gave the money for the chapel. Perhaps these two ladies would combine their gifts to erect one of the buildings and

North American Joint Board for
Shantung Christian University

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Sept. 26, 1919.

a donor could be found for the other building. Perhaps the New York Presbyterian Women's Board would give the chapel from its Sage legacy. It has given the chapel at the University of Nanking where the difficulties were exactly the same as they are now at Shantung.

In spite of, or rather because of the upset conditions in the University just at present, there is a very hopeful outlook for the future. With a great Christian constituency of 20,000 to 25,000, with a large number of strong mission middle schools in the midst of a population of two great provinces with at least fifty million people, Shantung University can have nothing but a fair future if we in the homelands furnish substantial support for the fine body of united missionaries who are giving their lives to it here on the field. We must do everything we can to support them loyally and to send out only such teachers as are permeated with the spirit of Christ and are competent in their special department of work.

With kindest regards to each one of you, I am,

Very sincerely yours,

(Signed) George T. Scott,

Secretary and Treasurer of
The American Joint Board.

02 19

Sept. 28, 1919.

-2-

North American Joint Board for
Shantung Christian University

A donor could be found for the other building. Perhaps the New York Presby-
terian Women's Board would give the chapel from its bags legacy. It has
given the chapel at the University of Kentucky where the conditions were
exactly the same as they are now at Shantung.

In spite of, or rather because of the worst conditions in the
University last year, there is a very hopeful outlook for the future.
With a great Christian endowment of \$2,000 to \$5,000, with a large number
of young Christian leaders in the midst of a population of two great
millions of people, Shantung Christian University has a
wonderful future. It is the only Christian university in
the whole of China. For the time being it is a very small school, but it
has a great future. We must do everything we can to support it and
help it to grow. We must do everything we can to support it and
help it to grow. We must do everything we can to support it and
help it to grow.

With kindest regards to each and all, I am,

Very sincerely yours,

(Signed) George T. Bell

Secretary and Treasurer of
The American Board

RECEIVED
JUL 29 1920
SECRET

0220

The Board of Foreign Missions
of the
Presbyterian Church in the U.S.A.
156 Fifth Avenue
New York

OFFICE OF SECRETARY

AJB:M

No. J. 84.

December 22, 1919

Appropriation current expenses Union Medical College,
at Tsinan-fu.
Gift for new property Arts College at Tsinan-fu.
Re: Transfer of Dr. and Mrs. Samuel Cochran.

To the Field Board of Managers
of the Shantung Christian University.

Dear Friends:

On returning from a trip to Europe which was explained in a letter before my departure in September I find the correspondence regarding the recent readjustments in the University including letters from our Associate Secretary, the Rev. George T. Scott. We have not yet received the Minutes of the Annual Meeting of our Presbyterian Shantung Mission or of the China Council which, as you know, reviews the minutes of the annual meetings in China and makes recommendations to the Board regarding the important matters concerned. Moreover, Mr. Scott is expected to arrive in New York within a few weeks, and partly because he will bring detailed accounts of his conferences with you and the conclusions that he has formed and partly because he is in charge of our Board's correspondence with the Higher Educational Institutions with which we cooperate, it impresses me as wise to defer any actions of our Board which may be required not only until the Minutes of the Mission and the China Council arrive but until Mr. Scott's arrival. I simply send this tentative letter, therefore, to assure you that these important matters are not being overlooked and explain why you do not receive immediate official answer.

I avail myself of this opportunity to report the following appropriations at the meeting of the Board the 15th inst.:

"An appropriation of \$5,000. gold was made for the current expenses of the Union Medical College, of the Shantung Christian University, at Tsinan-fu, China; this sum being a special gift for this purpose by the China Medical Board of the Rockefeller Foundation."

"An appropriation of \$250. gold was made for the new property of the Arts College of the Shantung Christian University at Tsinan-fu, China; this sum being the final payment of the pledge made by Mrs. C. H. Bigelow of St. Paul, Minnesota, for this purpose three years ago."

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DEC 22
1919

To the Field Board of Managers, -No. J. 84. -2-

You will of course understand that these appropriations are simply the payment of pledges that have been already reported to you so that they are not to be understood as bringing more money than you knew of before.

You will recall that Board letter No. 504 of January 22, 1919, announced the transfer of Dr. and Mrs. Samuel Cochran:-

"Samuel Cochran, M.D. and Mrs. Cochran, of the Kiang-an Mission was transferred to the Shantung Mission for assignment to the Union Medical College of the Shantung Christian University, this transfer to take effect at such time as the China Council may determine after due consultation with the Kiang-an Mission."

Dr. Cochran is now on furlough in this country, and is expecting to return to China for his work in the University some time during the latter part of the year 1920. It is impossible to fix a definite date now, for he returned to America on health emergency certificate and the date of his return must be governed of course by the Board's medical examiners. Moreover, some post graduate professional work is involved. He will of course keep in touch by correspondence with Dr. Balme and Dr. Neal, so that they will be advised of his plans. Meantime, I simply report that the condition under which he was transferred having been met the transfer is now complete, and that he is making an exceedingly satisfactory return to health, which rejoices us all.

Sincerely yours,

Arthur J. Brown

0222

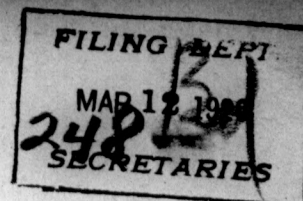
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FEB 21 1920

Dr. Brown

D.H. Day

Subt says may clear for *



February 17th, 1920.

Rev. Arthur J. Brown, D.D.,
Building.

Dear Dr. Brown:-

We credited on January 31st the sum of \$1000.00 to the Shantung Christian University which had been sent us by Mr. H.M. Hill of Janney, Sample, Hill & Co., Minneapolis, Minn. His letter requested that it be applied in the interest of the college in Canton, China. We wrote Mr. Hill explaining that we had no college under our own Board in Canton, and asked if he might possibly have meant the Shantung Christian University as he had made us a similar gift for the Shantung College about a year ago. We had no reply from him and, therefore, assumed that we could apply his gift to the Shantung Christian University. If it is in order will you kindly have appropriation made at the next meeting of the Board. *

Investigate
O.K.

For Property

Sincerely,

DWIGHT H. DAY Treasurer

By M.M.T.

T
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0223

Extra

March 9, 1920.

J-85

Dr. James B. Neal, President,
Mr. Paul G. Cassat, Treasurer,
Shantung Christian University,
Tsinan, Shantung, China.

Dear Dr. Neal and Mr. Cassat:

Thank you both for your recent letters on various subjects on which detailed replies will be written at another time. I wish now simply to report briefly recent actions of the Presbyterian Board affecting Shantung University. The Board on January 5, 1920, took the following action:

"An appropriation of \$5,000. gold was made toward the current expenses of the Union Medical College of the Shantung Christian University; this sum being a payment by the China Medical Board of the Rockefeller Foundation toward its pledge for this purpose."

On February 16, 1920, the following action:

"An appropriation of \$5,000. gold was made for the current expenses of the Shantung Christian University; this sum being a payment from the China Medical Board toward its pledge for this purpose."

On March 1, 1920, the following action:

"An appropriation of \$1,000 gold was made to the current expense account of the Shantung Christian University, China; this sum being a special gift for this purpose from Mr. H. M. Hill, of Minneapolis, Minn."
(Our records here are not clear whether Mr. Hill's money is a payment on a property pledge or a current expense contribution. I notice that the minute reads "Current Expense Account", but I believe the University should be free to use this sum as it might desire.)

The Rev. Albert G. Parker was assigned by the Board at its latest meeting March 1st to the staff of Shantung Christian University. We have written to Mr. Parker congratulating him on the splendid opportunity for service which is thus presented to him and have given him permission to raise from individuals in such a way as not to affect the regular receipts of the Board, \$1,000 to help with the Department of Sociology at the University. I wrote Mr. Parker that he would presumably spend the first year in language study in Peking and that he would begin work in the University probably with the rank of Associate Professor. As you know, I feel that our Mission Universities should not ask for "professors" but for "teachers", giving them such rank on the staff as their ability and experience justify.

I have just arranged with Dr. Paul Monroe for the Annual Meeting of the North American Joint Board on Thursday April 15th. Dr. Monroshood and his party have not yet reached New York; he was expecting to sail on the "Euna Maru" and my secretary learns from the steamship office that the

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Dr. Neal and Mr. Cassat

-2-

March 9, 1920.

Swus has been held up at Victoria by quarantine.

Mr. Ralph Wells is disinclined to move from Wei-Hsien to Peking and I trust that some other arrangements can be made for Mr. Gleyson's work.

With kindest regards to all the good friends at Teinan, I am

Very sincerely yours,

Secretary H.A.J.B.

GTE/R

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Extra

March 18, 1920.

J-86
Dr. James B. Neal, President,
Rev. J. W. Hunter, Acting Treasurer,
Shantung Christian University,
Tsinan, Shantung, China.

Dear Dr. Neal and Mr. Hunter:

This is to confirm the following cablegram in plain English which was sent to you yesterday, -

"Neal Tsinan.
Presbyterian Increase Five Thousand divided Arts General.
Scott".

In your letter to me of January 15th you asked that a cablegram be sent to you before the end of the present fiscal year in order that you might know how much of an increased current budget you might count upon for the ensuing fiscal year. The North American Joint Board does not meet until the middle of April and so no final word from the Joint Board can be sent until after that meeting, but the Northern Presbyterian Board has entered in its appropriations an increase for native work classes of \$2800 Mexican for the general expenditures of the University and another \$2800 Mexican for the current expenses of the School of Arts and Science, making a total increase from the Northern Presbyterian Board of \$5600 Mexican for the two items. You will recognize that this is a very generous increase. I have written to the Canadian Presbyterian and the Southern Presbyterian Boards in the hope that they may see their way clear to make a substantial advance in their current appropriations, if possible underwriting the balance that would be needed to take the American share of 50% of the "unprovided balance" in the budget of General University and the Arts and Science School. The University, of course, will plan and make its expenditures solely on the basis of amounts that are definitely underwritten and appropriated.

Dr. Moerschhaus was in New York for three days recently. We had several conferences with him regarding Shantung and he is hopeful of securing also from Britain increased appropriations for the current expenses of the University.

During the present calendar year of 1920 three appropriations of \$5000 gold each have been made for the Medical College of Shantung University of funds from the Rockefeller Foundation; these appropriations being dated respectively, January 5th, February 16th, and March 15th, the latest appropriation of March 15th having been made by the following action of the Board:

"An appropriation of \$5000. gold was made toward the current expenses of the Union Medical School of the Shantung Christian University; this sum being a payment on its pledge for this purpose by the China Medical Board of the Rockefeller Foundation."

0226

March 18, 1920.

With continued unfavorable exchange in many countries and increasingly unfavorable exchange in some countries like India and with the advance in missionaries' salaries called for from all the Boards, I fear that that there cannot be as generous an increase in Board appropriations for other departments of the work during this coming year as had been hoped for. Do every6 thing you can to increase support from local societies on the field. As you know, Shantung makes a poor showing in this regard.

I have written to the Methodist, Baptist and Congregational Boards regarding their cooperation in the University especially in the Medical School. Mr. Armstrong of the Canadian Presbyterian Board writes me that funds for the building of the library and a residence for Mr. MacBae are practically secured through one of the large Churches of his denomination.

In our appropriations for the University Dr. Brown's secretary informs me that there is no separate record of \$451 Student Aid for the Theological School or \$304 for Literary Assistant. If any adjustments are to be made in transferring these from the University to the Mission, such adjustment presumably would have to be made on the field.

Sincerely yours,

OTB/R

0227

Extra

June 5, 1920.

J-89.

RE MINUTES OF NORTH AMERICAN JOINT BOARD MEETING
MAY 27, 1920.

Field Board of Managers of
the Shantung Christian University,
Tsinan-fu, Shantung, China.

Dear Friends:

Under separate cover to Dr. Neal we are sending you copies of the Minutes of the meeting of the North American Joint Board of the Shantung Christian University of May 27th, 1920, New York City, at which we had the privilege of the presence of Dr. Harold Balme. The Minutes are largely self-explanatory, though I will venture to refer briefly to a few items.

Unfinished Business, No. 4. I sent you copy of the full letter of the Canadian Presbyterian Board on the matter of its cooperation. The Canadian Board underwrites a quota of three in the University and guarantees the rate of two to one on current expenditures.

No. 7. The Board felt that a better defined educational policy is needed for the University, makes the three recommendations here set down, and asks the Field Board to consider and report back on the Field Board's opinion of a general educational policy. The fourth recommendation, the wording of which prevented unanimous agreement, was to the general effect that the Junior College should not be too predominantly pre-professional, that its courses should be more or less general in nature rather than too highly specialized. I believe there was common concurrence on this general idea but it is difficult to word a brief recommendation so as to place the emphasis agreeably to each individual on the Board.

No. 8. There are various difficulties in the way of securing a Charter. We understand that a British charter is impossible; a Canadian charter is likewise impossible; that any charter in the United States would probably call for a majority control in the United States, although it is possible that under the District of Columbia where it is rather easy to incorporate an institution for the granting of degrees, it may be possible for trustees to reside outside of the United States. St. Johns and Borne are incorporated under the District of Columbia and Hangchow will also probably take out a similar charter. Dr. Balme will confer with Dr. Downing and Dr. Finley of the New York State Regents within a few days.

New Business, No. 1. As you know, Professor Harkness is a Canadian and I believe desired to serve under the Canadian Presbyterian Board, but as it had no opening for him they allowed the Northern Board to appoint him. Now that the way is open for Professor Harkness to serve under the Canadian Board, that Board has asked for his transfer back to them, which I understand would be quite agreeable to Professor and Mrs. Harkness. The Northern Board will doubtless make this transfer at its meeting June 7th.

0228

June 5, 1920.

No. 2. The Canadian Board's support of Professor Harkness makes the way clear for the Northern Board to take Mr. Jacot as one of its quota of teachers. Dr. Balme has interviewed both Mr. and Mrs. Jacot and is satisfied with their qualifications. They will reach the Peking Language School as early as possible though there is great congestion of travel this summer and fall on the Pacific.

No. 3. We trust that the Field Board will succeed shortly in finding a suitable Dean for the School of Arts and Science.

School of Medicine, No. 3. The question of medical education of women in China is still further confused by the action of the China Medical Board to give up its plan for a medical school in Shanghai. Two all-day conferences on this general question have been held this week in New York. A canvass of available American resources for the staffing and support of the Medical education of women in China will be made. The information secured will be forwarded to medical missionary representatives in China for advice.

General Matters, No. 1. In view of the limited amount of funds which will be available for building in the near future, it was thought best not to employ Murphy and Dana or any expensive commercial firm as general University architects, but to have the University on the field proceed carefully and as inexpensively as possible, having only absolutely necessary work done, checking it up carefully with the bills rendered, and paying the bills out of available appropriations for buildings.

School of Theology. Copies of the full letter of the Presbyterian Board, dated May 18th, will go to the Presbyterian missionaries on the field. Under separate cover I am sending Dr. Neal several copies of this letter. The Board believes that the rights and responsibilities of the Missions cooperating in the Theological School with the related Chinese Churches should be much more largely recognized than they have in the past and that the control of the Theological School should be practically in the hands of their elected representatives of the Missions and the Churches. The Board believes that this can be brought about by the University and within the University, and earnestly prays in faith that various parties in interest on the field can work out a satisfactory solution. I trust that the denominational cleavages of the Occident will not be needlessly and irreparably perpetuated in the growing Church of China.

Promotion of Interest. The entire question of joint promotion and coordination of the interests and work of the missionary universities in China is receiving a good deal of discussion and I believe is proceeding, though very slowly and not without fears and hesitation. I am hopefully hoping that by the autumn of 1920 something concrete in the way of a joint office will transpire. Dr. Balme is a prime promoter and is rendering invaluable service for the University during his two months in America. He has had very little opportunity for financial solicitation because of the pressure of scores of other important matters to which he has tirelessly and with rare efficiency given his attention.

Will you please accept this letter and the accompanying minutes as a reply to the five or six fine communications on various subjects which we have received from Dr. Neal, all of which matters have been above referred to with the exception of the latest letter telling of the unfortunate but obviously necessary and proper closing of the University on April 26th because of the students' declination to give up their strike and return to classes.

Looking forward with interest to receiving the Minutes and report of your June Meeting, I am on behalf of the North American Joint Board,

GTE R

Copy to - Dr. Neal
- Mr. Hunter
- Dr. Moorhead

Very sincerely yours,

0229

Field Board of Managers Shantung University -3- June 5, 1920.

June 8, 1920.

P.S.

At its meeting yesterday June 7, 1920, the Northern Presbyterian Board took the following actions effecting the transfer of Prof. and Mrs. Harold W. Harkness and the extension of the furlough of Dr. Samuel Cochran, -

"With the understanding that Prof. and Mrs. Harkness approve and with the concurrence of the Shantung Mission the Board grants the request of the Canadian Presbyterian Board and transfers Prof. and Mrs. Harold W. Harkness to the Canadian Board and Mission in order that Prof. Harkness may become their representative in the School of Arts and Science of Shantung Christian University."

"The Board grants the request of the Field Board of Managers and of the North American Joint Board of the Shantung Christian University and for purposes of special study extends the furlough of Dr. and Mrs. Samuel Cochran of the Shantung Mission until the date of sailing in January."

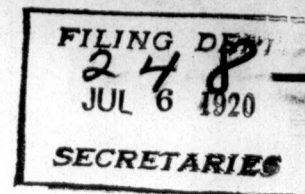
Sincerely yours,

CIS/R

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cross

D.H. Day



Seath
Dr. Brown asks that
you draw the minute. ✓

June 16th, 1920.

Rev. Arthur J. Brown, D.D.,
Building.

Dear Dr. Brown:-

We received on June 14th, from the China Medical Board, the sum of \$15,000.00, "reimbursement for two drafts drawn by your Treasurer at Shanghai against the China Medical Board, to cover the loss on Exchange of our grant for property for the Shantung Christian University." This is in reply to Mr. Carter's letter of June 5th.

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If it is in order will you kindly have appropriation made at the next meeting of the Board.

Sincerely,

DWIGHT H. DAY Treasurer

By *M.M.J.*

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B

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Copy for Mr. Scott.

October 14, 1920

Mission Letter
J - 91

President James B. Neal,
Secretary, Field Board of Managers,
Shantung Christian University,
Tsinan-fu, Shantung, China.

Dear Doctor Neal:

Enclosed is a copy of the Minutes of the Executive Committee of the North American Joint Board of October 6th, 1920; under separate cover about twenty similar copies are being sent to you for circulation among the members of the Field Board of Managers. Inasmuch as the Executive Committee functions Ad Interim on behalf of the Joint Board and as all three of the Associated Boards are represented, the actions of the Committee are practically final. The Minutes are so largely self-explanatory, that I will comment only briefly on a few of them, - - the numerals following the numbers of the Minutes:

1. Dr. Monroe is assured that the University can qualify for incorporation under the University of the State of New York, which, I presume, is the highest grade charter that can be had in America. The University could also incorporate under the laws of the District of Columbia as have St. John's University and Boone University and as Hangchow College is about to do. The incorporators and trustees under the District of Columbia may live any place in the world and any suitable degrees desired by the Institution may be granted; there are no restrictions regarding diplomas or signatures thereon; but the incorporators, of whom there should be at least five, shall hold title to the property. The charter from the District of Columbia is not held in nearly so high repute as one from New York State, and, I understand, is frequently abused by permitting very low-grade institutions to grant degrees. Will you please keep us informed of any new development in China effecting incorporation or the granting of degrees?

4.a The "five" Universities include in addition to the three named, - Fukien and West China.

4.b (2). If Dr. Balme can return to America in the late winter for two or three months of promotion work it would seem wise for Mr. Cassat to stay until Dr. Balme's arrival. Mr. Cassat would be willing to do this if the Universities authorities on the Field believe it would be the best use of his time. He has been working very industriously in the preparation of literature and a set of lantern slides, and when he returns from the West, where he has gone to be with Mrs. Cassat during her operation in Chicago Hospital, he will have only two months, November and December, for active

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promotion work, unless his furlough is extended. It will be a hard winter to secure special funds for any philanthropical purposes in America, so do not be too sanguine as to immediate financial return from Mr. Cassat's work. However, he will be doing a greatly needed seed-growing which will bear fruit later on. If the Field wishes Mr. Cassat's furlough extended for two or three months will you please cable me to that effect?

6.-181. For Dr. Adolph's furlough the Presbyterian Shantung Mission does not seem to have made any provision in their estimates or any request to the Board for a proportionate or intermediate furlough. Perhaps the Mission has taken recent favorable action.

6.-208. Enclosed please find the letter of appreciation which I am instructed to write to the Shantung Provincial Assembly. Will you kindly have this presented in the proper way, probably with an attached translation in Mandarin? Use the letter in any way that seems to you best to serve the interests of the Institution.

6.-220. Final action on the Constitution of the Field Board of Managers was deferred until a meeting of the Board should be called, by which time the various members would have longer opportunity for study of this important instrument. Each revision by the Field Board makes manifest improvements so it might be well for the two Joint Boards at home not to crystallize the Constitution too quickly by their full endorsement of it. Might I suggest that the sense of Article IV, Section 6, might be a little clearer if it were punctuated and capitalized as follows: "Decisions of the Council must have a three-fourths majority in order to be valid. In urgent cases they shall be final if unanimous; in all other cases", etc., etc.

Office of Registrar - Treasurer. Does your action "that the offices of Treasurer and Registrar should be separated" mean that two officers shall fill the two offices thus created? If so, what office will Mr. Cassat hold, and will a short-term assistant from America be advisable for him in his work? A well qualified young woman is ready to go as Assistant in his office if finances can be found for her travel and salary, and with this Assistant Mr. Cassat believes he could continue to handle the work of the joint offices

We shall be expecting word from you shortly regarding Dr. Dilley. The recent letter from Dr. Balme indicates that he has received advice from the Medical Faculty which does not seem favorable to Dr. Dilley's appointment. We will expect and act upon advice from the Field Board of Managers. I understand that the Medical Faculty, or some members of it, are now adverse to the welcome which I believe the Field Board and the representatives of the two joint boards extended last December to the Woman's Medical College of Peking. The North American Joint Board assumes that the Field Board of Managers, and not the Faculty of any Field school, is the ~~full~~ authority in these matters. Kindly keep us advised as to the actions and opinions of the Field Board, to which alone our Joint Board looks for official communications.

I want to congratulate you upon the successful progress of the Institution and upon the manifestly new spirit welding the University into Chinese life. The North American Joint Board is eager and desirous of having Chinese more largely associated in the management and operation of the Institution and believes that way should be found to give them the necessary equipment and experience for helpfulness, cooperation and leadership.

With kind regards to each member of the Field Board of Managers, I beg to remain on behalf of the North American Joint Board,

Very sincerely yours,

GTS:ME
Encl.

Secretary.

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Mission Letter
J - 92.

November 4, 1920.

President James B. Neal,
Secretary, Field Board of Managers,
Shantung Christian University,
Tsinan-fu, Shantung, China.

Dear Dr. Neal:-

There are two or three items which I wish to report to you as Secretary of the Field Board of Managers of Shantung Christian University:

1. Interest on New York Funds.

The Presbyterian Board at its meeting October 18th, 1920 took the following self-explanatory action:-

"It was voted that on Shantung Christian University funds in the hands of the Board's Treasurer in New York interest at the rate of 2% be granted upon such part of average annual balance as may be in excess of \$10,000.; this interest to date from the time when interest allowance to the University ceased."

This interest will amount to several thousands of dollars and I suppose should go toward covering overdraft on the funds being held to erect the Chapel and Administration Building. This overdraft I understand was made against future payments on the pledge of Mr. J. B. Finley of Pittsburgh. When the executors of Mr. Finley's estate pay the pledge then the interest money should doubtless be made available to meet the increased cost of these two buildings as it is on the funds of these two buildings that the interest is being paid.

2. Extension of Furlough of Mr. and Mrs. Paul C. Cassat:

Mrs. Cassat's illness and stay in the Presbyterian Hospital in Chicago, combined with the unavoidable delays in printing the promotion literature for the University, has made it seem eminently desirable that Mr. Cassat should remain in America for two or three months beyond the time at which his proportionate furlough would expire. We hope that Dr. Balme can arrive in America before Mr. Cassat leaves. The Presbyterian Board at its meeting on November 1st, 1920, feeling sure that the Field authorities would approve, took the following favorable action:-

"In accordance with the request of the North American Joint Board of the Shantung Christian University that Mr. Paul Cassat of the Shantung Mission prolong his stay in America in the interest of the University, the Board extended the furlough of Mr. and Mrs. Cassat, with allowances from January 15, 1921 until March 31, 1921."

0234

November 4th, 1920.

3. Possible Return to Field of Dr. William Schultz:

The improvement in the health of Dr. William Schultz seems to make it feasible for him to undertake some degree of active service, which service it is also thought would in turn react for the improvement of his health. The two Philadelphia physicians that know his case and Dr. David Bowdard all advise Dr. Schultz to return to China. We understand that if Dr. Schultz were to return he would need to be provided with full travelling expenses and a place to live, and he would expect a salary pro-rated to the relative amount of service which he renders. His wife has never been in China. She has been appointed by our Presbyterian Women's Board. They have a small child, who I believe is about a year old.

I have written to Dr. Schultz, bringing up the entire question of his return to China and asking what provision might be made for the expenses of his travel back to the States, in case he should be invalided home before the expiration of a full term of service.

If the report on Dr. Schultz's medical examination is favorable, would the University wish to have him on its staff as one of the Presbyterian quota? If not on the Presbyterian quota, would the University wish to support him out of its own funds? It might be well for you to send me a cablegram regarding the Field Board's desires in this matter.

Dr. Cochran is sailing on the "Russia" January 13th, and it is possible that there might also be space for Dr. Schultz on the same boat.

4a. Dr. Dilley:

We have heard nothing from you or from the China Council regarding Dr. Dilley's assignment in China. Dr. Dilley is anxiously awaiting the information. He greatly prefers to remain in the work of medical education in which he has been engaged in recent years and for which he is now taking special preparation.

The suggestion has come from the office of the British Joint Board that copies of correspondence from one of our three bodies to a second of them be sent to the third; I am, therefore, sending a copy of this to Dr. Moorshead as well as an extra copy for the files on the Field to Mr. J. W. Hunter, Acting Treasurer.

The Republican Party has gone into power by a tremendous majority. Some of us voted for Harding in order to have a better League than the present one, and some people voted for Harding in order to have no League at all. We will have to do our best to bring about harmonious relationships, which will place America under the responsibilities which I believe God wants her to assume for the entire human brotherhood.

With kind regards, I am

Sincerely yours,

SECY. NORTH AMERICAN JOINT BOARD.

GRS/11J

0235

Extra copy

Mission Letter
J-93.

November 19th, 1920.

President James B. Heal,
Secretary, Field Board of Managers,
Shantung Christian University,
Tsinan, China.

Dear Dr. Heal:-

I have your welcome, explicit letters of September 30th and October 14th. Your red ink typewriter ribbon presents a very clear paragraph heading.

1. Proposed Memorial for Dr. Roys:

I have not yet heard from Mrs. Roys as to her opinion regarding the proposal that the new nurses' home should be a memorial for Dr. Roys. I realize that it might be embarrassing to her to ask that money which she has raised for the home should be applied for a memorial to her husband. Now that Mrs. Roys is to become the General Secretary of the new National Presbyterian Woman's Board of Foreign Missions, I trust that our Presbyterian women may naturally take a larger interest in the work with which Mrs. Roys was associated in China.

I thought that possibly the Woman's Board might wish to present to Shantung University a memorial for Dr. Roys and might even consider erecting as such memorial a hospital for women and children, which they so urgently need. Of course the question might arise as to whether the Woman's Board would be interested in giving the memorial for any except a woman missionary. I will be glad to have your reaction on this entire question.

2. The Future Status of Dr. Stearns and the Dinkelackers:
(Now supported from China Medical Board Funds.)

This is a matter which the University authorities on the Field will largely decide. If any of them become members of the quota supported by the Northern Presbyterian Board, each one will count as one member of the quota.

An unmarried member of the staff does not count as one-half, but as one. If the University wishes to nominate married staff members for support by the Presbyterian Board on its quota, I believe that other things being equal the Presbyterian Board will gladly accept the University's recommendation.

The Misses Dinkelacker, and possibly Dr. Stearns, are not full members of the Presbyterian Mission and are short-term missionaries. If they stay on permanently and wish to become regular missionaries of the Presbyterian Board favorable action should be taken by the Shantung Presbyterian Mission and referred to the Presbyterian board. Would it not be wise for the University to

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Nov. 19-1920

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finance the support of the Misses Dinkelacker out of its own funds, or by the guarantee of a cooperating Mission Board of reimbursement up to 250 Mex. per month for filling a vacancy in the guaranteed quota of that Mission Board. This would prevent the unfortunate disturbance that always occurs when the support which is given to one person is transferred to another; that is, if the Misses Dinkelacker were regular members of the Mission with a base of support from some Woman's Society or Woman's Board in this country, and then you should wish to have the Presbyterian Board support a married Professor instead of one of these single ladies, you can see what embarrassing difficulty would result.

Through the guarantee of funds to fill a vacancy there would be Presbyterian money available to support one or both of the Misses Dinkelacker, if the Presbyterian quota is not otherwise filled. I am inclined to believe that the Presbyterian quota will be filled before long. Mr. Parker and Mr. Jacot have already reached the Field. Successors for Dr. Hays and Mr. Davis should be found before long, and it is quite possible that Dr. Atwater and Dr. Schultz may be at the University on Presbyterian support.

3. New Buildings:

We are glad to learn that plans for the Library are progressing satisfactorily. Mr. Cassat reached New York yesterday afternoon and has a supply of very good literature in hand, and we hope that we may be successful in securing funds to complete the Chapel and the Administration Building to enlarge the Chinese village. Financially a hard winter is ahead of America and millions of people are out of work, and benevolent funds will not be easy to secure.

Mr. Cassat's new illustrated Shantung booklet is the best that I have seen for any foreign missionary institution, and should be a very effective piece of ammunition in promotional work.

4. The Students Statistics are very interesting. I wrote to Dr. Barton and Dr. Strong of the American Board, telling them that among the eighteen denominational missions represented in the student body, the American Board stood proudly third with twentyfour.

5. Dr. Dilley:

Your letter and confirming correspondence from the China Council informs us that the way is not open for Dr. Dilley to join the staff of the University. We have so informed him. I understand that the China Council suggests that the question of his going to the Hospital in Chefoo might be considered.

6. Chinese Representatives on Field Board:

We are pleased to know that Dr. Fong Sec has accepted his election to the Field Board of Managers and we trust that Mr. Chang P o Ling will also join the Board. I have written to each of them on behalf of the North American Joint Board, sending you copies of my letters.

0237

November 19th, 1920.

7. Lutheran United Mission:

We regret that the University is to lose the efficient services of Dr. Braafladt, at least temporarily, and we trust that the health of his wife may be speedily and fully restored.

I wrote to the Board of Foreign Missions of the Norwegian Lutheran Church, telling them of our hope that they would join in the support of the School of Arts and Science for such time as they have no College of their own and are sending students to Tsinan, and that I understood that their Mission was asking their Board to make a grant in support of that Department. This morning I received the following letter in reply from the Mission Secretary, Rev. M. Saterlie: -

"Your kind letter of Nov. 11 has been received and contents carefully noted. Our Mission has not so far come to any definite decision concerning support to the School of Arts and Science for the Shantung Christian University.

Our Board will meet December 14, at which meeting it likely will take up for consideration the report from the Annual Conference of our missionaries in China, and what the decision concerning support for said school will be I can not at present say."

I have read with interest the copy of your letter of October 18th to the Field Board of Managers and have sent to our Publicity Department the very interesting items of students activities on behalf of famine relief and local community needs, and of the three members of the staff that have been released for famine relief work.

I keep wondering if the need for more Chinese teachers and for more Chinese support in an Institution like Shantung University could not be met by linking the two together by frankly telling the Chinese supporting constituency that the Institution needs and desires more Chinese in its leadership and in its staff and asking for Chinese support for these Chinese teachers, stating that Britain and America try to do their part in supporting the foreign missionaries and that we are very anxious to have Chinese in the Institution who naturally can be best supported by the Chinese.

We all rejoice with you in the successful progress of the University and pray that God will continue to guide you in the eminent service which you are rendering in His Kingdom.

With warmest Christmas greetings to all the good friends at Tsinan, and to yourself and Mrs. Neal, I am

Very sincerely yours,

GTS/J

0238

Field Board Letter

November 25th, 1920.

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President James B. Neal,
Secretary, Field Board of Managers,
Shantung Christian University,
Tsinan, China.

My dear Dr. Neal:-

1. Assistant to Dr. Cassatt: I believe that we have received no word from the Field as to whether the funds for the support of an assistant to Dr. Cassatt should be secured specially, or whether the Institution would be willing to have such an assistant a member of the quota of one of the cooperating Mission Boards. Please inform me regarding the Field's opinion on this matter.

2. Dean of the School of Arts and Sciences: One is inclined to concur in what has seemed heretofore to be the prevailing opinion that the Dean of the Arts and Science School should be one who was not on that staff during the recent troubles, and also one that is not too closely identified with medical education. I hope that the Field Board of Managers will be successful in nominating someone who will satisfy all of the many demands of this important position.

3. Memorial for Dr. Boys: A letter is received today from Mrs. Boys in reply to my suggestion that the money pledged for the Nurses' Home might constitute a memorial for Dr. Boys. She writes:-

"It is exceedingly kind in you to think of this, but the bulk of the eleven or twelve thousand dollars promised for the Nurses' Home is given in memory of a Pittsburgh lady, so it will be necessary to make the entire gift go under her name. This money is not available until March, 1921, but I will send it to Mr. Day, as you suggest, as soon as it is paid to me."

I presume that the friends in Briton would wish to supply the funds for the additions to the Medical plant, including the Women's Hospital, and yet it is possible that the Women's Hospital would make a suitable memorial for Dr. Boys, and that funds might be secured for it in America.

4. Promised Return of Dr. Schultz: Attached is copy of a letter received from Dr. Wm. M. Schultz, now in Tucson, Arizona. The source that supplies the funds for Dr. Schultz's support must evidently be prepared to pay full cost of travel and allowances, whatever the result of the experiment might be. Attached is also a copy of a letter from Dr. Schultz's physicians in Tucson, Arizona, Dr. Samuel H. Watson, to Dr. Samuel Cochran dated September 18th, 1920. Please inform me if the Field recommends to the Presbyterian Board that it send him out as one of its quota on the staff, or whether possibly the University wishes to support him out of its own funds. D
Dr. Schultz writes if the way opens

0239

Mission Letter
J-94
(continued)

-2-

November 26th, 1920.

he would plan to sail for the Field the middle of next summer.

5. Publications for University Library: I am writing to the Bureau of Education, the Surgeon General, and the Director of the Smithsonian Institute, Washington, D.C. making the request that their appropriate publications be forwarded to the University Library in Tsinan.

Very sincerely yours,

OTS/J

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Mr. Scott

December 23rd, 1920.

Field Board Letter
No. J-95.

President James B. Neal,
Secretary, Field Board of Managers,
Shantung Christian University,
Tsinan, China.

My dear Dr. Neal:-

1. Appropriation: The following appropriation was made by the Presbyterian Board at its meeting on December 20th, 1920:-

"An appropriation of \$10,000. Gold was made toward the loss in exchange on account of the Shantung Christian University; this sum being appropriation No. 2356 from the China Medical Board of the Rockefeller Foundation."

2. Interest on Undrawn Balance: You will be pleased to know what I may have written to you before that the Presbyterian Board recently voted to pay 2% interest on undrawn balances of Shantung University which are in the hands of the New York Treasurer. Although the rate of interest is not high the total amount of interest is appreciable and such action is quite uncommon for the Presbyterian Board to take. The Treasurer's Office of the Presbyterian Board carries the full administrative responsibility and expense of handling the fund.

3. Payment by Finley Estate of Pittsburgh: Two payments of \$6,000. each were due on the five-year pledge of Mr. Finley of Pittsburgh when the latter died. The Estate has been in the hands of the Court for some time and friends of the University have pressed the matter of securing the \$12,000. due on the pledge. A few weeks ago the Court handed down an order favorable to the University and the Board has appointed as its attorney a friend of Mr. Follansbee in Pittsburgh to receive this money and sign the necessary papers. As I understand the matter, this \$12,000. will reimburse the funds held for the Chapel and Administration Building, making the total \$45,000.; this amount to be somewhat further increased by the interest allowed by the Presbyterian Board. Mrs. McKelvy, the donor of the \$20,000. for the Chapel has written to me asking if interest had not accrued on the unexpended Chapel funds.

Cassat's Furlough: Your cablegram and covering letter stating the Board's approval of the furlough of Mr. and Mrs. Cassat has been received. They are planning to sail, I understand, about the first week in April and are hoping to take Miss Wilson with them as Assistant in the offices of the Treasurer and Registrar.

Publications and Books for Library: In response to letters to the office of the Surgeon General, the Smithsonian Institution and the Bureau of Education in Washington, I have received replies favorable in each instance except the last. I am enclosing a copy of the letter from the office of the Surgeon General of the War Department, giving a list of the

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Medical War Manuals and other publications which were being forwarded to the Library. A copy of this letter is also being enclosed to Dr. Moorshead. In following up this matter, reference should be made to S.G.O. 461-1. The Smithsonian Institution have sent me a copy of the letter which they wrote to the Librarian of the University, stating that they were sending through the Smithsonian International Exchange Service "a copy each of the latest issue in the several series of Smithsonian publications, and those of the U. S. National Museum," and also available lists are being forwarded and if you will make selection therefrom the works desired will be supplied as far as possible." I wrote letters of thanks to the office of the Surgeon General and Smithsonian Institution. The Field Board will also wish to do the same. The Bureau of Education of the Department of the Interior wrote as follows:-

"I regret that we are unable to send our publications to any country in which the mailing frank of the United States is not recognized. It is not practicable for us to send our documents to the Shantung Christian University, Tsinan, China. We can, however, send our publications to you in order that you may forward them if you wish. If you desire us to do so please so inform us."

You would know if the U. S. Mailing frank extends to Shanghai. I am writing the Bureau of Education, asking if they have lists of their publications and if so to forward such a list to you. Anything further that the Library may wish to do regarding publications of the U.S. Government, will you not please take up directly with the Departments in Washington?

An opportunity to purchase a Medical Library in Englewood, N. J. was presented to Dr. Samuel Cochran two or three weeks ago. The price, I believe, was approximately \$500., which Dr. Cochran thought was very reasonable. The Joint Board had no funds in hand to make such a purchase and the Promotion account of the University has shown nothing but a deficit up to the present so I do not feel in a position to authorize the expenditure of University funds for this Library. It is possible that Dr. Cochran may have made some arrangement for this purpose, hoping for reimbursement from the funds of the Medical School.

4. The Five Union Christian Universities of China: Two or three meetings have been held of representatives of the Boards of Trustees of the five Christian Union Universities of China, looking toward a closer coordination of the work of promotion and possibly of administration at the home-base and of the work of the Universities in China. Many questions arise and progress is very slow, but before long there may be something constructive to report.

Proposed Memorial for Dr. Roys: Mrs. Roys writes that the new Nurses Home could not be made a Memorial for Dr. Roys, inasmuch as the funds pledged for it are on conditions which would make this impossible. You have previously been informed that Mrs. Roys has been elected General Secretary of the National Woman's Board of the Northern Presbyterian Church. She is expecting to begin her duties at 155 Fifth Avenue, New York City, in January 1921. I forwarded to Mrs. Roys two copies of the Memorial Minute regarding Dr. Roys, adopted by the Medical Faculty.

5. Letter from American Board: In view of the large number of American Board students in the University, I wrote to Dr. Barton and Dr. Strong of the American Board a joint letter from which one might infer that the American Board would be entirely justified in co-operating in the University. Under date of November 8th I received the following letter from Dr. Strong:-

"Thank you for my copy of your letter of November 11th reporting the number of students representing the American Board Mission now at Shantung University. I am surprised indeed to learn that so many students from this Board's Schools have gratituted to Tsinan. It is a pleasant token of the fact that students

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from different mission areas and schools are coming to mingle happily in their more advanced training. To the union educational institutions much is due for having helped to broaden the view of the Chinese and to keep them from becoming provincial in their attachment to the one group of minds through which they have been brought to the light and received their more primary training.

I was very glad also to learn that the Canadian Presbyterians have come into cooperation in the support of the University. I wish it were so that this Board had funds enough and large enough administrative force to take hold of this enterprise also. But as it is, we are hard-pressed to keep our end of the union movements with which we are associated. To the general pressure of increasing needs and claims has come the disturbance of the war with its mounting costs and cares to load us down."

New Buildings: We are pleased to receive your report that ground has been broken for the Library and that you were hoping that the excavation for the Theological Building could be made before freezing weather. I have heard indirectly that additional funds for the Theological building have been secured. We were in hopes that before this additional funds for the Chapel might be available. My letter to Mrs. McKelvy was unavailing. Dr. Brown also wrote to her. Mr. Cassat was planning to see her personally on a visit to Pittsburgh, which he had arranged for a fortnight ago but which visit was necessarily postponed by Mr. Cassat's coming down with the measles which confined him to a Contagious Hospital in New York City. Mr. Cassat has had at least two interviews with Mr. Corton, Secretary to Madam Nettie F. McCormick. I greatly wish that we had sufficient funds to erect these buildings at this time when exchange is favorable to the gold dollar. Of course exchange may become still more favorable.

6. Redemption of China Medical Board House: You write regarding this under date of November 18th. We quite appreciate the predicament. The Presbyterian Board does not find itself in a position to loan the amount needed. It is not the best way out to urge payment by the Boards whose representatives are inhabiting the four houses. I have written to the Southern Presbyterian Board regarding the purchase of the house which Dr. Shield occupies. What Boards should buy the other three houses? *Or better still, Medical School buy & rent?*

7. Dr. Dillow: is, at the suggestion of the Presbyterian China Council, being assigned to medical work in Chefoo, for which they will probably sail some time during the winter.

What is being done to secure successors on the Field staff for Dr. Hayes and Mr. Davies; also, please keep me informed as to the desires of the Field Board regarding Dr. Schultz and the support of others which may be expected from the Presbyterian Board. This information should be in hand when the Presbyterian Board's appropriations are made about the first of March.

The North American Joint Board, under the Chairmanship of Prof. Paul Monroe, will also wish to hear reports of progress of bringing Chinese into close and important relationships with the Institution. Dr. Monroe conducted a discussion on educational Missions the other night and dwelt at length upon the importance of native cooperation.

With kindest regards to all, I am

Sincerely yours,

J. P. Scott