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OFFICE OF THE PRESIDENT

CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

山東濟南

January 11th, 1930.

SHANTUNG

Dr. H. Balme,
22 Furnival Street,
LONDON. E.C.4.

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

TRANSFER

INDEXED

Dear Garside,

There is nothing further to add in regard to the present situation. You can see that the future looks pretty dark now. Whether we win or lose, we shall have mortally offended the Tang Pu, and the head man in the Tang Pu here is our enemy, Mr. Ho, the Commissioner of Education. As long as he is in this position, I do not see that there is any chance for Christian education in Shantung. It is said that the trouble in Tsingchowfu, Choutsun and other places followed on a visit which he made to these places. The only bright spot about this situation is the attitude of all the members of the School of Medicine. The Tang Pu has, at last, struck a school where it could not stir up the students against the authorities of the institution. If they force us to close here, we will see to it that this matter is published in England and America, as well as in China, and it will not look well for the Nanking government for this to happen immediately after their abrogation of extrality.

We sent letters to four of the Tsinan papers, but only the Japanese paper consented to publish it. We sent a paid advertisement to the papers, advertising the closing of the hospital. Probably they have accepted this. Letters have also been sent to Chinese papers in Tientsin and Shanghai.

Please see that our friends in England and America see the enclosed letter.

Yours sincerely,

P. J. Shields
Vice President.

RTS:MMS.

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RECEIVED
UNIVERSITIES

FEB 4 - 1930

JOINT OFFICE

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齊魯大學

CHEELOO UNIVERSITY

TSINAN, SHANTUNG

CHINA

山東濟南

OFFICE OF THE PRESIDENT

January 10th, 1930.

To the Members of the Field Board of Managers.

Dear Members,

Just before the Christmas holidays, the workmen of the University sent us a formal letter containing five demands, as follows:-

1. That all workmen's wages should be raised \$3 per month.
2. That the beginning wage for any workman should be a minimum of \$12.
3. That the workmen should have a room set aside for their use in the University.
4. That they should have a secretary who should be paid \$50 a month by the University.
5. That no workman should be employed or dismissed without the consent of the Union.

They wanted an answer to these demands in three days. Pastor Yi and I told them that some, if not all, of these demands could not be met, and that we certainly could not call a committee meeting and give an answer within three days. The financial expenditure alone would have totalled about \$7000.00 annually.

Everything went along smoothly during the Christmas holidays, though we could see that the workmen were not satisfied. They did not refuse to come and get their Christmas presents, however. There were several conversations with their committee and the city labour union, and the Tang Pu, of course, butted in. The Tang Pu ordered a three day vacation on December 31st, January 1st and 2nd, which we had to give. Some of the workmen continued on duty during these days, and there were enough men in the hospital kitchen to cook the patients' food.

Early on the morning of the 3rd, two of the leaders broke into the electric light plant, beat the man on duty, and removed some plugs, which effectively cut off our electric supply. We have had no light since then, though the second day we were able to run the water pump. At the same time, 24 pickets were posted round the Medical School, and workmen occupied our laundry and the gatehouse, which contains the telephone and letter box of the Medical School. We immediately put out a notice that no patients would be received in the hospital, and began to get rid of such patients as we could. There were more than 80 patients in the hospital at the time. The Medical Faculty and students held separate meetings and unanimously decided that we would not give

Jan. 10th, 1930.

in to such high-handed methods. The faculty, students and nurses did all the necessary work in the hospital, except the laundry. At noon that day, Mr. Yi and I started from the Medical School to go to waitze wai and see what was happening there. We had just gotten out of the compound when a body of the pickets rushed after us and seized Mr. Yi. They tried to separate me from him, and insisted that this was not a foreign affair, and that it had nothing to do with me. I locked arms with Mr. Yi and walked along beside him, he being held by two or three of the pickets. They did not touch me, nor was anything said to me, but they began to yell as they went through the streets about Pastor Yi being "the running dog of foreign imperialism". We met several members of the faculty who stopped the procession and could easily have rescued Pastor Yi, but he asked two of us to go with him and not to take him away by force. They took us a few hundred yards, to the Labour Union headquarters, and there they got Mr. Yi separated from me and made him go into another room and shut the door. Dr. McAll and I saw that there was nothing else to do, so we left Mr. Yi and walked back. He stayed but was not treated impolitely at this place, though they afterwards escorted him to the Tang Pu, where they tried to make him sign a statement that he would accede to the five demands. This he refused to do, and, after some more palaver, they asked him to go back to us and try to get us to agree to these demands. He gave their message to us, but did not advise us to accede to the demands. He had promised to go back to the Tang Pu, but he went back with our answer, that no compromise was to be made. They let him go and he went back to his home. It has been since then. I have not heard from him since. I know just what pressure has been brought to bear on him. He has not formally resigned, but he has practically resigned.

That left Dr. Kiang and myself as the members of the Executive Committee of four appointed by the Board of Managers.

We heard that the Arts students were going to stir up trouble with the workmen against us. Posters were put up all over the campus that night (Saturday) and the church was badly defaced by slogans written with black paint on the stone walls. Yin Tsou Chang, the Arts student ring-leader in the earlier trouble, had the nerve to come to the Medical School and meet the delegates of the medical students, urging them to unite with the workmen. He was flatly turned down. He then tried to get a meeting of the Arts students, but was turned down by the majority there. Then he called for a meeting of all the University students, to be held at 12 o'clock on Sunday, in the Medical School Assembly Hall. The medical students decided to go in full force to this meeting, where it turned out they were in the majority, so Yin could do nothing more than open the meeting and close it. In the meantime, the Arts and Science faculties put it up to the foreigners to take the initiative, and Dr. Heeren and Mr. Phillips,

Jan. 10th, 1930.

as representatives of the schools of Arts and Science, got out a resolution asking that the Arts and Science schools be closed at once, antedating the winter vacation by two weeks. As soon as I received this notice, I put up notices, in the name of the Vice President, closing the Arts and Science schools on Monday, January 6th, and telling all students to leave, at the latest, by Tuesday night.

On Monday night there was another meeting of the Arts ring-leaders, and they got the workmen to seize the high pressure boiler and fire it up, to heat their dormitories.

On Monday afternoon and Tuesday morning, Dr. Heeren and Mr. Phillips, in accordance with a notice which they had posted, met with me in my office in the Medical School. They sat outside and interviewed any students who wished to remain during the vacation, leaving the final authority with me. We had arranged that the Middle School students also should go, and thus place for 30 students was available in the Middle School dormitories. Permission was finally given to about 30 students to remain in these dormitories. In the meantime, Dr. Heeren and Mr. Phillips had quietly gotten a black list of students from the foreign and Chinese members of the faculties, and, on Tuesday morning, I put out a notice, in the name of the Vice President, expelling ten of the ring-leaders, for insubordination, and also a notice announcing that all students who were not out of the dormitories by Wednesday afternoon would be automatically expelled.

Before putting up the notice, I wrote a letter to the Secretary of the Governor, a returned student whom I knew, and made an appointment with him in the early afternoon. Dr. Kiang and I went and laid our case before him. He promised to see the Governor at once, and, that night, I received a formal letter from the Provincial Government and from the Municipal Government, saying that they would take steps to stop the trouble, both with the students and with the workmen. We had already, at the beginning of the strike, sent formal letters to the Government and to the Chief of Police, asking for police to be sent to protect property. These police arrived on the night of Friday, January 3rd, and have been on the place continuously ever since. On Sunday, January 5th, the workmen managed to break a small feed pipe to one of the Medical School furnaces. We did not get the leak stopped until the next day. A few days later, they broke another pipe, but Mr. Wolfe was able to repair it very soon. No more sabotage has occurred, but, in spite of the Government letters, the workmen are still occupying our gate-house and laundry. After they had been there several days, Dr. Heimburger and I politely asked them to leave our premises. They said they were not going until this matter was settled, and their final word was that, unless force was used, they would not leave.

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One night we got a tip that the workmen were going to return to their jobs, and continue to make trouble, while nominally at work. Dr. Heimbürger that night put out a notice saying that the hospital was closed, which automatically cut off 94 workmen, and the next morning, when some of them came, they were told by the police at the door that they were not needed.

By Tuesday night, January 7th, practically all students had left the Arts and Science Schools, and when we inspected on Wednesday afternoon, we found only one student, who was promptly expelled. As far as I know, there was nothing else against this student, and I will investigate his case later.

Nothing serious has happened since then. The dormitories are all padlocked, and we requested the Theological School to move their students out of these dormitories, in order that we could do this more effectively. The School of Theology has decided to close early, and their students have also gone.

P. 4 = All of the patients were finally gotten out of the hospital by Tuesday, the last ones being taken into two hospitals in the city run by our graduates. The buildings on the campus, and the hospital, are closed and locked. The Medical School is carrying on as usual, with the students and faculty doing all necessary work, and the University office forces have been moved to the Medical School.

As far as I can see, the Medical School, faculty, office forces and students, are a unit in standing out against compromise. Of course, the work of the senior classes has been broken up because we have not yet attempted even to open the Out-patient Department. Many of the workmen have signified their willingness to return, if they could be protected, but this we cannot guarantee.

A representative of the Social Department of the Municipal Government has been to see us several times, and the authorities have been trying to bring pressure on Dr. Kiang, to make him use his influence to get us to have a meeting with the workmen and to discuss compromise. This put him in such an awkward position that I have advised him to take a short vacation, and I am assuming full responsibility for the situation. We have had no further meetings of faculty or Senate, but I feel that we are backed by all. I have, of course, kept the consuls informed of everything, but have asked them not to take any steps officially. Fortunately, both the British and American consuls had an opportunity, two days ago, at an official dinner, to talk with the Governor, and the other high authorities. In this conversation, the initiative was taken by the Governor and not by the consuls. Yesterday, the representative of the Social Department,

Jan. 10th, 1930.

who said he also represented the Municipal Government and the Provincial Government, spent more than two hours with me, but I told him what Dr. Heimbürger and I have told him many times before, that the situation had reached such a stage that it was a question of principle and authority, and that we would close the whole institution before we would give in to the demands of the workmen. The first day, when the students were cooking food for the patients, some of the workmen entered the kitchen and struck a student. As one of the students remarked to him afterwards, "You strike one of us and you strike the whole body". The Government representative yesterday wanted us to join in a conference, with Dr. Heimbürger and myself, representing the University, two of the workmen, and some representatives of the Government. I told him there was no use in doing this, that we would not get anywhere, and I have to-day written him a formal letter to this effect, saying that we thanked the Government for the police protection and hoped that they would continue it, and that this was all we asked from them, in addition to getting the workmen off our premises. I said also that we expected to have the right of any employer, to employ or discharge workmen as he pleased, without reference to, or pressure from any outside body.

We have decided that we will stick to our statement made to the workmen before the strike that, if there were a strike, we should take back only those whom we wished to employ, as individuals, and that we would not take back the whole body. Nothing has happened to-day, but there are very evident signs that the workmen are weakening. The pickets are not in evidence, with their sticks, though they and the ring-leaders are still occupying our premises. These pickets are all our own workmen. The situation is serious, but we feel that we must stick this out to the finish, even if we have to close the School of Medicine. Evidently very strict orders are given not to harm any foreigners personally, or to destroy any property. The workmen tried to stir up our domestic servants, but, so far as I know, they have absolutely failed in this, and we feel that the sentiment of the best people in the town, and of the shopkeepers in the neighbourhood is with us. The closing of the hospital is a blow, not only to the sick people, but to many small tradesmen.

I hope that you will approve of the action that we have taken. It is hard, in a time like this, to keep one's balance, and always do the wise thing, but my motto is not "peace at any price", but "first pure, then peaceable". We hope that the final results will be for the good of the cause that we represent. The closing of the Arts and Science Schools was, I am sure, a good thing. We had been seriously considering not opening these departments after the winter vacation. There were too many bad students and discipline was badly broken down. This question of what should be done about these schools will have to be further carefully considered. I presume we shall have to keep the hospital closed for some time, possibly until the freezing weather is

Field Board of Managers

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Jan. 10th, 1930.

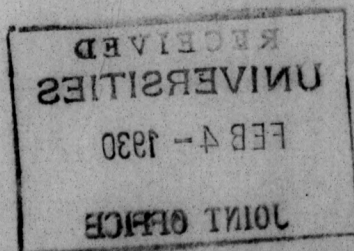
over, as we want to make some repairs, and, of course, we do not know whether we shall be able to get sufficient workmen and whether they will be able to carry on their work.

I am sending this letter to all members of the Field Board of Managers, and also copies to the London and New York offices of the Board of Governors.

Yours sincerely,

RTS:MMS.

R. J. Shields
Vice President.



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Jan. 10th, 1930.

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Field Board of Managers

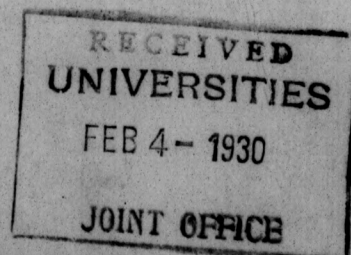
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Yours sincerely,

RTS:MMS.

R. J. Phillips
Vice President.



SHANTUNG

INDEXED

TRANSFER

Shantung Christian University

January 20, 1930

Dr. Randolph T. Shields,
Shantung Christian University,
Tsinan, China.

My dear Dr. Shields:

Thanks for your letter of December 17.

With this letter you enclosed a copy of a letter you wrote Mrs. Avann the same day concerning the young woman dentist. On December 20 Mrs. Avann wrote in response to a letter I sent her immediately after receiving your cablegram. She stated that the W.F.M.S. "will support Dr. Snyder in case she is accepted and sent". She went on to say that she planned to go ahead with the matter of securing an application from Dr. Snyder while she was awaiting your letter, and that she thought such an application would be acted on by the Branch Candidate Committee early in March. Since receiving your letter of December 17 I have again written Mrs. Avann but have not had time to get her reply.

Thanks for your comments concerning Dr. Cope. I will send him a letter stating that the prospects for appointment to the work at Chee-loo are not particularly encouraging.

Last week we received your cablegram reporting that the workmen were on strike and the Arts College closed but that the Medical School was finishing the term's work. I was glad to note your closing statement that the situation is improving. A few days before receiving this cable a dispatch appeared in the New York Times stating that Shantung Christian University was entirely closed, that light and water had been shut off, and that the campus was picketed by some hostile group. Naturally we have all been very much concerned and are anxiously awaiting more detailed information as to recent developments. Our Shantungese have always had the reputation of being very conservative and slow to adopt new ideas. I hope the present disturbances are no more than a temporary outcome of the anti-foreign and anti-Christian mania that appeared in South China four or five years ago and in the Yangtze Valley two years ago.

BAG-H

Very sincerely yours,

B. A. Garsides

OVER

SHANTUNG

INDEXED

TRANSFER

Shantung Christian University

January 21, 1930

Dr. A. T. Shields,
Shantung Christian University,
Tsinan, China.

My dear Dr. Shields:

Just now the air is full of rumors of disasters happening in and around Tsinan. We are uncertain how much to believe.

On January 6 Mr. Hawkins wrote a long letter to Dr. Scott of which he sent our office a copy. In this letter Mr. Hawkins expresses his grave uneasiness over the situation at the University. Apparently his affairs are based chiefly on the report made by Mrs. J. C. Carr on her return from China. Mrs. Carr has reported to Mr. Hawkins the rumor we have also obtained from various sources that "the local Chinese Educational Commissioner, backed up by the local government, is using every endeavor to cause a collapse with a view to taking possession of the buildings and organizing a government university institution there". Mr. Hawkins also says that Mrs. Carr thinks there is a very real danger of this happening. He informs us that as soon as he had talked with Mrs. Carr he had a number of conferences with Mr. Wilson, Dr. Bruce, Mr. Sloan, and Mr. Sparham. Presumably as a result of these conferences Mr. Hawkins makes the following suggestion:-

"I have been wondering whether in view of the contingency above referred to any steps could be taken to preserve the rights of Western societies' property there in case of a collapse. I believe Mr. Burt and Mr. Wells have been to Tsinan and it is possible they may be endeavoring to deal with this situation, but no news has reached this country that they are taking any steps. I am writing to suggest that you should ask Mr. Wells to confer with Mr. Burt, with a view to an approach being made to the British and American Consuls at Tsinan, explaining the whole matter and the grounds for our apprehension that the property may be seized, so that all possible steps may be taken to prevent this calamity. Mr. Wells might see the American Consul at Shanghai, in the first instance, and if Mr. Burt is not available I am sure our Mr. Cocker Brown of Shanghai will be willing, with Mr. Wells, to see the British Consul General there. It may be expedient to get into immediate touch with the British and American Ministers to seek their help. I know that Hanking professes its inability to control the Educational Commissioners in the various provinces."

1-21-30

seems a thousand pities to let matters drift until the confiscation of the proper becomes a 'fait accompli', and I think it will be much easier to keep the local Chinese out than to get them out once they are in."

In a conversation with Dr. Scott today he stated that he was looking to our office to initiate any action that should be taken on these proposals of Mr. Hawkins.

We are all extremely anxious to do everything possible to assist the University in getting safely through the serious crisis it now seems to be facing. I am reluctant to do anything radical, however, until I am sure we are moving in the right direction. It is easy to see how any ill-advised appeal to American and British authorities to protect the University property might precipitate the very crisis we are seeking to avoid, and might make it all the harder for you at the University to deal with the situation. I am confident that, if any appeal to the Consuls in Tsinan, or to American or British Ministers to China, are found necessary, you who are on the campus will know better than anyone else when and how such approaches should be made.

Unless the North American Section is decidedly of the opinion that some steps should be taken along the lines suggested by Mr. Hawkins, I certainly have no intention of taking such actions as he suggests until I have time to receive advices from the University. If you feel at any time we should take such actions as Mr. Hawkins proposes will you please cable us to that effect? It may be that the North American Section will instruct our office to cable some inquiry to you within the next few weeks before this letter can reach you.

Cordially

BAG-H

B. A. Casside

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Steel
CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

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OFFICE OF THE PRESIDENT

30 copies
January 23rd, 1930.

Dr. H. Balme,
22 Farnival Street,
LONDON. E.C.4.

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

SHANTUNG

TRANSFER

INDEXED

Dear Dr. Balme and Mr. Garside,

I am writing you a joint letter, of which I will send copies to several other friends. It is impossible to write a separate letter to each.

Since writing my letter of January 11th, there has been no material change in the situation. We have practically reached a stalemate, and the workmen are still occupying our laundry, which is located in the servants' quarters of Dr. Neal's old house. The Government authorities either cannot or will not remove them from our premises. The only thing we can get from the authorities is police protection for our buildings, and I must say that they are doing this, apparently, very efficiently. The strikers seem to be very careful not to do anything that would make them liable to arrest, but every time we meet the officials, and I had a talk, by special request, with the Secretary of the Governor yesterday, the only solution of the problem that they can offer is some sort of compromise. The Secretary suggested to me that the solution of the problem was to allow all of the workmen to return and then, as we had closed the School of Arts and the Hospital, after a week or so, tell those workmen whom we did not want that their services were no longer required, and discharge them. Of course we refused to do any such thing. Even as a low-down expedient, I do not think it would work. We should probably have a worse strike when we tried to discharge them. We posted a notice some time ago that all those who struck on January 3rd were fired, and now we are paying out wages for the first and second day of January to those who apply for them. I do not know just how many have come in to get this.

After a good deal of discussion, we finally had a Senate meeting the other day. We do not have Senate meetings often now: - It is easier to run things in an autocratic way, - but this Senate meeting was held and it was decided not to open

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Dr. H. Balme
Mr. B. A. Garside

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Jan. 23rd, 1930.

the School of Arts for the Spring Term, but to allow the School of Medicine to take over the administration of the Pre-medical classes, and the School of Theology to be responsible for the Pre-Theological students. This we hope to do, eliminating, of course, all undesirable students. Letters are now going out to every student, telling them that the School of Arts will not be opened, and certain letters to the students on the black list, telling them that they will not be desired when it does open. Only students who get letters from me allowing them to return will be admitted to the Pre-medical classes. We are hoping to transfer a number of students to Yenching and other mission schools, but are asking them only to take those students whom we recommend. The bad students gave us trouble enough in the fall, but I hope we are going to make it pretty hard for some of them now.

I had expected to go to Shanghai, to the meeting of the Council on Christian Higher Education, and the Association, and also to the National Medical Association, but I do not feel that I should leave here now. Dr. Miner, Mr. Lo and Dr. Paul Fugh will represent us at the meeting of the Council on Higher Education.

I forgot to say that a second Senate meeting discussed the question of Rural Education, and the unanimous opinion was that, now we had wiped the slate clean, we should really do something along the line of rural education, building up something new, with the assistance of the Theological and Medical Schools, and not simply adding an appendage on to the old classical, cultural School of Arts and Science. This will probably mean a very radical change in policy as to the School of Arts in particular. The School of Science will have to keep on very much as at present, for the Pre-medical students.

The weather is not so cold as it was a few weeks ago, which is fortunate. We have to keep a little fire going in the hospital furnace, because of the water tank which feeds the pipes in the Medical School. Ingle and the first year class are in charge of the Medical School furnace, but I must say they are not as good stokers as the coolies!-(We wear our overcoats continually around the building)- and the floors are not as clean as they used to be in Dr. Neal's time, but, on the whole, the students are keeping things in very good shape, and are showing a fine spirit. As far as I can see, they are all unanimous with us in holding out against unreasonable demands. Of course, how long this thing can continue, no-one knows. There are signs that the workmen's group is disintegrating, but the Tang Pu may keep a few of them on the job, which would be sufficient to prevent any of the old workmen returning to us, or any new ones coming. Wolfe, Phillips and Jacot are in charge of the electric light plant, and Hunter and Mitchell of the water tower.

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Dr. H. Balme
Mr. B. A. Garside

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Jan. 23rd, 1930.

There are persistent rumours, which seem to be founded on some facts, that Yen Hsi Shan is to be put in charge of North China, and if so, that our present Government personnel will be changed. If this change can be made without a period of disturbance, I hope it will take place, and that we shall lose our friend the Commissioner of Education.

I hope you will give some publicity to our affair. We are seeing that it is in the Chinese papers which will accept our letters, and in most of the English papers out here. I think the more publicity we get, the better. We want not only the local officials to know about this, but we want the Nanking Government to know it. We have indirectly gotten word to members of this government, and any right-thinking people are bound to see the ridiculous position in which the government is put by this strike of a few workmen.

We have heard that Hangchow College has been closed by a strike of students and that Boone College is having similar trouble. The German and Japanese business concerns here are having a much worse time than we are. The Japanese match factory had to pay a lot to their strikers to get them off the place, and they have shut down indefinitely. The same thing occurred in Tsingtao months ago, with the Japanese mills. There is certainly a spirit of communism sweeping over this country.

I shall try to give you a letter from time to time.

cpmt
In your last letter, enclosing the minutes of the North American section of the Board of Governors, there was a great deal about Promotional Campaign for 1930, and the part I was to play in it. As I see things right now, there is no use talking about promotional campaign, with the absolutely rotten situation we have in China, especially in Shantung province, at present, and in the state of mind that I am now, I would be aorthless. I could not ask anybody to give money to this institution, or anything else in China just now. It is hard enough just to keep going and to think straight about the problems that are continually coming up.

Yours sincerely,

RTS:MMS.

P. T. Shields

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FEB 24 1930
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CHEELoo UNIVERSITY
TSINAN, SHANTUNG
CHINA

山東濟南

OFFICE OF THE PRESIDENT

February 3rd, 1930.

Copy to Dr. Balme.

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

SHANTUNG

TRANSFER

INDEXED

Dear Garside,

First, in regard to your letter of December 19th. I have written to Mrs. Avann. We are not looking for a Nose and Throat specialist as we have Dr. Lang, one of our old graduates, who has been in Peking under Dunlap, nor are we looking for an orthopedic surgeon, as Dr. Stearns is our expert on that line.

I was glad to note in the last sentence in your letter that, under such conditions as we have been through, you have a tendency to forget your democratic raising and incline towards democracy. I have been in favour of a benign autocracy for many years, and, in the last few weeks, I have been able to put my theories into practice pretty well. There has been more autocratic work and strict discipline done around this place in the last month than at any time in the past, and the faculty seem to like it, and the students do not object, except those who get kicked out!

Our delegation is in Shanghai now at the meeting of the Council and the Association on Higher Education, also, incidentally, at the National Medical Association. Dr. Kiang, Mr. S. C. Lo, Mr. Paul Fugh and Dr. Miner are our representatives. Before they left, the Senate passed a resolution saying that we would not open the School of Arts and Science in the spring, and that we would definitely take steps to start some work on rural education. I think it is the almost unanimous opinion here that, having wiped the slate clean, and not having the classical School of Arts and Science, we have a chance to do something which would be of real benefit to this country. The trouble is, nobody seems to know just how to do this rural education. All that I have heard in regard to our part in it was merely hot air. We had Jimmy Yen here not long ago, who gave a fine talk on what they are actually doing. Dr. Paul Fugh was with him for four years. The general idea is that, backed by the School of Medicine and the School of Theology, we ought to be able to make a start and gradually have such an educational institution developed as would train teachers to go out into the country and help the farmers. Our delegates, when they return, will, no doubt, have many ideas that they have gotten in Shanghai.

Feb. 3rd, 1930.

A // I expect to call a meeting of the Administrative Council, or of the whole Field Board, early in March, before Dr. Ch'eng Ching Yi goes to England. They must take up this matter seriously. I think the local sentiment is in favour of never opening again a classical School of Arts and Science, but to let the Medical School run the Pre-medical and devote the rest of our energies to rural education. Just what will happen to the Harvard Yenching funds, or even to the Hall Estate money, I do not know. This whole matter is so mixed up with the budget that it is almost impossible for us now to do more than guess at what the budget may be for the School of Arts. I do not expect to be able to send the budget to you in time for the April meeting of the Board of Governors. If the Field Board takes some radical step in this regard, we will ask the co-operating missions to transfer, at least, some of their appropriations and their salaries to Medicine and Pre-medicine. Of course, I am writing this without authority, but I think I sense the situation pretty well, and I want you people at home to be prepared for some radical change. The University, except for the School of Medicine, is a bankrupt institution now. One of the things I shall insist on this year is that the General University and the School of Arts, so far as possible, pay back approximately \$40,000 that they owe the Medical School. This sum consists of various items, two large trust funds amounting to \$30,000, which the Medical School has to its credit on the books of the University, but for which the University has no money to pay in cash. I do not say who is responsible for this state of affairs, but I know that I have been kicking about it ever since I discovered it about two years ago.

I am in no mood for a correlated programme or promotional campaign just now. I think we are going to win in our fight against the Tang Pu, and shall be able to carry on the Pre-medical classes also this spring, since they have been thoroughly weeded out. We hope to get the O.P.D. opened this week. Some of our old workmen are coming back now, and I think the power of the strike is broken. Of course, the communistic elements in the Tang Pu may raise even a bigger racket and smash us up. We are giving our case all the publicity that we can. I hope that you will get the story into the New York papers. I have already written it to many of my friends throughout the United States. I will send you a copy of editorials in the P.&T. Times which are being published in pamphlet form. The Medical School is a pretty solid unit, and, if we are not actively obstructed by the Government, and get some more money, we have a splendid chance to continue to help this country, not only in pure medicine, but through pharmacy and dentistry.

I shall write you again when I hear from our delegates in Shanghai.

Yours sincerely,

R.T. Shields

RTS:MMS.

Feb. 2nd, 1930.

- 8 -

Mr. F. A. Gamble

I expect to call a meeting of the Administrative Council of the University of Chicago, early in March, before Dr. C. S. Chang comes to England. They must take up this matter seriously. I think the local sentiment is in favor of never opening again a classical school of Arts and Science, but to let the Medical School run the pre-medical and devote the rest of our energies to rural education. I think what will happen to the University's financial funds, or even to the State money, I do not know. The whole matter is so mixed up with the budget that it is almost impossible for us now to do more than guess at what a budget may be for the School of Arts. I do not expect to be able to send the budget to you in time for the next meeting of the Board of Governors. If the Field Board takes some radical step in this regard, we will ask the co-operating institutions to transfer, at least, some of their appropriations and their salaries to Medicine and Pre-Medicine. Of course, I am writing this with out authority, but I think I sense the situation pretty well, and I want you people at home to be prepared for some radical change. The University, except for the School of Medicine, is a bankrupt institution now. One of the things I shall insist on this year is that the General University and the School of Arts be far as possible, get back approximately \$40,000 that they owe the Medical School. This sum consists of various items, but the largest item is an amounting to \$20,000, which the Medical School has to its credit on the books of the University, but for which the University has no money to pay in cash. I don't say who is responsible for this state of affairs, but I know that I have been looking about it ever since I discovered it a few years ago.

I am in no mood for a complicated argument or emotional campaign just now. I think we are going to win in our fight against the Arts, and shall be able to carry on the pre-medical classes like this spring, since they have been thoroughly weeded out. So long as the O.E.D. is in the work, some of our old members are coming back now, and I think the power of the Arts is broken. Of course, the administrative elements in the University are even a bigger menace and stand up for us. We are giving our case all the publicity that we can. I hope that you will let the story go to the New York papers. I have already written to many of my friends throughout the United States. I will send you a copy of editorial in the N.Y. Times which are being published in paginated form. The Medical School is a pretty solid unit, and, if we are not actively obstructed by the Government, and get some more money, we have a splendid chance to continue to help this country, not only in pure medicine, but in the right kind of education.

I shall write you later our delegates in Shanghai.

Yours sincerely,

W. H. Williams

RECEIVED
UNIVERSITIES

FEB 25 1930

JOINT OFFICE

RTS:MRB

0009

齊魯大學

CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

山東濟南

OFFICE OF THE PRESIDENT

February 7th, 1930.

Dr. H. Balme,
22 Farnival Street,
LONDON. E.C.4.

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

SHANTUNG

TRANSFER

INDEXED

Dear Balme and Garside,

Since writing my last letter, we have been able to settle the strike. There was evidently a change in the attitude of the Government, who stiffened up considerably. We think this was probably due to our publicity, and the fact that Nanking put some pressure upon them. Dr. Ch'eng Chi Pao, who is now the adviser or secretary to the Municipal Government, helped us a great deal, and the Social Service Department of the Municipal Government finally acquiesced.

Yesterday, we put out a notice of forty odd names of workmen whom we would take back at once, and whether we give them a rise or not will depend on the individuals. On account of the closing of the School of Arts and Science and the temporary closing of the hospital, most of the workmen were laid off. We gave each of these men two days' pay and \$3 for travel, and promised that we would give preference to their applications when the hospital reopened. The workmen have all left the laundry, therefore we have gained the two points for which we were sticking out, the right to control our own property, and the right of employers to hire and dismiss their own workmen. We have fought the Tang Pu and I consider that we have won, though, of course, we are not bragging about it! I think the workmen's union is broken up in this institution, and I doubt if we shall have any more trouble with the workmen whom we retain. There are a few special cases to be considered in regard to a possible vacation allowance. It looked yesterday, after we had signed the agreement with the ringleaders, as if they were going to resist us again. We telephoned to C.P. Ch'eng, and in a few hours we had a detachment of soldiers on the place, as well as the police. A representative of the Social Service Department came out and was with us while we were giving out the money. It was rather interesting to see twenty soldiers with fixed bayonets standing round the Medical School hall while this was being done. The police also

Dr. H. Balme
Mr. B.A. Garside

- 2 -

Feb. 9th, 1930.

ordered a detachment of mounted police who were patrolling outside the weitzge. All this showed that the government was behind us and there was no danger of any trouble at this time. To-day, everything seems to be quiet, and we hope that our troubles are over.

I asked you to give all publicity to this story. If the first part has gotten into the papers, I think it is only fair to the Chinese Government that the latter part should appear also. As I announced this morning at chapel, the reason we were able to win out was because the faculty, the office forces and, specially, the students of the School of Medicine were as a unit. If the students had wavered, we could not have carried this out.

I have wired to Shanghai to Wells and others, suggesting that I call a meeting of the Administrative Council, or the whole Field Board, early in March. There are some big questions to be discussed. Our delegates to the Educational Conference have not yet all returned. The question of the future of the Arts and Science Schools and, in fact, of the University, must be considered. There are many here, and our friends from other places as well, who think that we should not attempt to reopen the classical School of Arts and Science, but that we should confine ourselves to Medicine and Pre-medicine and add Rural Education, whatever that means, but if rural education means that we must spend as much money as the School of Arts and Science required, then I do not see how we can manage it.

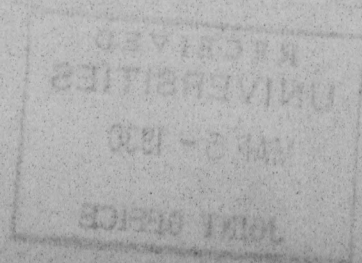
Omit
Bill Adolph is here, getting his things to go back to Yenching, and I hope to take the day off to-morrow and get a rest with him out in the hills. This has been a pretty trying month. We foreigners have had a difficult time, but we were in no personal danger, but our Chinese assistants like Mr. Yen, Mr. Fei and Hsin, and the others in the office, have been threatened and, naturally, have felt uneasy, but they have stuck to their jobs remarkably well.

I shall keep you posted as to what is happening.

Yours sincerely,

RTS:MMS.

P. T. Shield



Feb. 24, 1930

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Dr. H. Saline
Dr. R. A. Gurnea

ordered a statement of nursing police who were patrolling
outside the police. All this showed that the government
was doing its best and there was no danger of any trouble at this
time. To-day, everything seems to be quiet, and we hope
that our troubles are over.

I asked you to give me a list of the names of the
the first group who came into the country. I think it is only
fair to the Chinese government that the list should
appear also. I announced this morning at 10:00, the
reason we were able to win our case against the
office of the Chinese government, the students of the school of
Medicine were a unit. If a student is wanted, we
could not have carried this out.

I have tried to explain to the Chinese government
that I call a meeting of the Chinese government on the
whole thing. I have said in my letter that the Chinese
to be discussed. The Chinese government has the right to
have not yet all returned. The Chinese government has
also and the Chinese government has the right to
be considered. I have said in my letter that the Chinese
places as well as the Chinese government has the right to
the Chinese government has the right to
nothing. I have said in my letter that the Chinese
Education, whatever that means, but it is not a matter of
that we have agreed on this, and we have agreed on this
balance, perhaps, then I do not see how we can manage it.

It is a fact in fact, nothing is being done to go back to
Yenching, and I hope to take the day off to-morrow and go
rest with my wife in the hills. This has been a pretty trying
month. The foreigners have had a difficult time, but we were
in no danger, but our Chinese government has been threatened
in fact and we have the others in the office, have been threatened
and, naturally, have felt uneasy, but they have stood to their
jobs bravely.

I still keep you posted as to what is happening.

Yours sincerely,

Dr. H. Saline

RECEIVED
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MAR 5 - 1930
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OVER

SHANTUNG

TRANSFER

Shantung Christian University

February 10, 1930

Dr. R. T. Shields,
Shantung Christian University,
Tsinan, China

My dear Dr. Shields:

I enclose herewith a copy of the minutes of a meeting of the North American Section held on the afternoon of February 5.

Election of coopted members. You will note the election of three new coopted members. Each of the three should be able to render substantial service to the Board of Governors. No doubt you know, by reputation at least, all three of the new members. Because of their Methodist affiliation we hope they will be able to strengthen the interest of our Methodist friends in the work at Cheeloo. Dr. Brown and I felt quite encouraged by Dr. George A. Vincent's sympathetic interest in the invitation to accept membership on the Cheeloo Board. A few days ago Dr. Brown mentioned the matter again to Dr. Vincent in an incidental way and Dr. Vincent replied that he was still considering the matter and did not wish to be hurried. Evidently he is giving serious thought to the proposition or he would have turned it down before this. I believe his greatest hesitancy is that he does not wish to appear to favor any one of the various China colleges that have been receiving support from the Rockefeller Foundation. We have tried to reassure him on this point by calling his attention to the fact that most of the people here in New York most genuinely interested in Christian higher educational work in China have accepted membership on some one or another of our college boards.

Present situation at the University. Most of the time of the meeting was spent in a very thorough and very sympathetic discussion of the problems and difficulties at the University during recent months. In advance of the meeting I had sent to all members of the Section Dr. Li Tien-lu's long letter of December 3 and also two letters from Mr. Hawkins, one of which was addressed to Dr. Scott and the other to Rev. T. Cocker Brown. Fortunately your letter of January 10 addressed to the Field Board of Managers reached us just the day before the meeting so I was able to have it mimeographed and to distribute copies to all those present at the meeting. I have sent copies of the letter, along with the minutes, to all the members of the Section who were not able to attend the February 5th meeting. The Section agreed very heartily that you who are in charge of things on the field have done everything that could possibly be accomplished, and that the Boards here in the West most look to you to take the initiative and to inform us if there is anything you want us to do to assist. Nat-

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2-10-50

usually our Governors and the cooperating Mission Boards have been quite uneasy as to the safety of life and property at the University. There have been repeated rumors that the provincial educational authorities have been attempting to force the University to close in order to give a pretext for seizing the institution and turning it over for governmental educational work. This is naturally alarming to a great many people on both sides of the Atlantic and the question has been seriously considered as to whether any diplomatic action should be taken to prevent such an occurrence. I believe, however, that the consensus of opinion here in America, and probably also in Great Britain, is that any formal action by representatives of Western governments would produce far more harm than good.

We are all keenly disappointed with the developments at the University resulting in Dr. Li's withdrawal, for we can see no possible way in which the University will in the near future obtain another Chinese president anywhere near his equal. The question has frequently been asked as to whether Dr. Li cannot be recalled to the University. This, of course, must be left entirely in the hands of the field.

All the members of the Section rejoice heartily to learn from your letter of January 10 that a firmer stand has at last been taken by the University administrative authorities. Everyone has, of course, quite appreciated the need for handling the situation with true Oriental tact and diplomacy, and with a minimum of Western brusqueness. I suspect, however, that many of our Governors have felt that too much temporizing and compromising would in the end produce even in China thoroughly unsatisfactory results. At different times I have heard practically every member who was present at the meeting on February 5 express his or her gratification over the fact that you have been present on the campus and able to handle the situation so effectively.

In accordance with the instructions of the Section, I sent you Saturday a cablegram summarizing the action NAS-205. Confirmation copy is attached hereto. We will await with keen interest information as to the extent to which the University is able to reopen its work after the China New Year's vacation. No doubt the Medical School will be able to carry on and I presume there will be no serious difficulty in carrying on the School of Theology. The Section expressed its sincerest hope that the School of Arts and Science could also be reopened. So far as we are able to judge practically all the trouble in the Arts College has been engineered by a small minority of radical students. I hope that the expulsion of the ten ring-leaders cleared out the nucleus of this group, and that the rest of the Arts College student body will be willing to resume their work in a peaceable manner at the termination of the mid-year vacation. It is unfortunate that so many of the veterans of the Arts College staff are on furlough this year for they will certainly be needed to keep the Arts College going during the spring semester.

We all realize what a tremendous burden and strain these months have placed on your shoulders. We recognize too that the burden is apt to continue during the rest of the year even though the crisis is successfully passed. I certainly hope the University finds some way of going forward with its registration for it seems that lack of registration is one of the most fundamental difficulties in the whole situation. Harold Smith has been in the office during the last couple of days and mentioned that at one time Dr. Li stated that if the provincial Commissioner of Education refused to take

0814

2-10-30

any steps toward registering the University, Dr. Li planned to appeal direct to the Nationalist Government at Nanking. I do not know whether any of you at the University considered such a step either possible or desirable. Certainly if such a step were taken, it would make everyone in the office of the provincial Department of Education the undying enemy of the University. Apparently, however, they are already as antagonistic as they can become. I hope that Commissioner Ho's term of office will prove very short. The Nanking Government should wake up to the fact that the disturbances throughout Shantung are giving it a very poor reputation throughout the world just at a time when the abrogation of extraterritoriality makes it most desirable that the Nanking Government keep the good will of the West.

Annual meeting of the Cheeloo Governors. It seems rather certain

that the annual meeting of the Governors will this year be held in London during the latter part of June or the first part of July. This will mean, of course, that some decision concerning the 1930-31 budget must be reached independently by the two Sections several months in advance of the annual meeting. No doubt the estimates for the new budget will be reaching Dr. Weir and us during the next month or so.

Correlated program. We were very much pleased to receive from Cressy a few days ago a cablegram stating that the Council of Higher Education has unanimously adopted a correlated program for all China, including a solution of the problems of East China. We are awaiting with keen interest full details of the program at last adopted. Cressy states that he is leaving Shanghai the end of February via Siberia and will arrive in New York early in April. He should be available, therefore, for all the meetings of the various college boards which will be held during the spring and early summer. I hope that the disturbances at Cheeloo did not prevent you from having an adequate representation at the Council meeting in Shanghai. We are anxious to learn what the final decision has been as to the place and needs of Cheeloo under the correlated program. As soon as these needs are known we will undoubtedly have to begin considering the part Cheeloo must take in the joint final appeal here in America. I know that the North American Section will at once express a hope that we can have you spend some months here in America helping with such an appeal. If the situation on the campus can be stabilized so you feel it possible to be absent for some time, I suspect you would find even the strenuous promotional work in America a real vacation in comparison with what you have undergone during recent months. We will write more along this line as soon as full details of the correlated program are in hand.

Margaret and I very much enjoyed having Mr. and Mrs. Smith, Grace and Gordon in our home for dinner the other night. Carson also happened to be in the city and we persuaded him to come out too so we had quite a China party. Mr. and Mrs. Smith are both looking quite well and Grace and Gordon have grown amazingly. Smith is spending the next four weeks in special course for missionaries being offered by Cornell University. He then hopes to complete the work for his Ph.D. at Columbia before he returns to China.

0815

Dr. Shields-4

2-10-30

in the summer.

With warmest regards, I am

Very cordially yours,

B. A. Garfield

BAG-H

Enc.2

P.S. Since the above was dictated we have received your cablegram of February 10 reading as follows:-

"STRIKE, SATISFACTORY SETTLEMENT REACHED. MEETING OF BOARD OF DIRECTORS MARCH 4 OF THIS YEAR."

This is indeed good news.

I hope that the material we are now sending you may arrive in time for the meeting on March 4, but I am afraid this is doubtful.

08 16

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

Ack 3/3/30

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

February 19th, 1930.

SHANTUNG

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

TRANSFER

INDEXED

Dear Garside,

1/8/30
In regard to your letter re the pharmacist, I do not think that we need take this matter up as long as we have Pailing. We want another pharmacist, but I think we should get a Chinese. Pailing's family is talking about going home this spring, but he will stay on. Of course, it is always uncertain what he is going to do, but I do not think we should consider any other foreign pharmacist at present.

1/20/30
with
you
room
I was glad to get your letter about Dr. Snyder, and I hope you will push the matter of getting her appointed, as long as the Woman's Board will support her. I have tentatively engaged a graduate of the Chengtu School of Dentistry, as I think we need two dentists ultimately. If he comes next summer, Dr. Snyder would probably not come out until the fall and would need a year at language, so that we should have the Chinese dentist for one year before she even begins her work. My idea, as you know, is that we should have two or three dentists, at least, and two qualified pharmacists, at least, and then we can start a regular Department of Dentistry and a School of Pharmacy.

Yours sincerely,

R. J. Shields

RTS:MMS.

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CHANGING CHINESE UNIVERSITY
TIENTSIN UNIVERSITY
CHINA

SCHOOL OF MEDICINE
TIENTSIN UNIVERSITY

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齊魯大學

CHEELOO UNIVERSITY

TSINAN, SHANTUNG

CHINA

山東濟南

OFFICE OF THE PRESIDENT

February 24, 1930.

Mr. B.A.Garside,
China Union Universities,
150 Fifth Ave., - New York.

SHANTUNG

TRANSFER

My dear Garside,-

INDEXED

I am writing you on behalf of the treasurer in regard to the Harvard-Yenching and the Hall Estate Funds.

For the Spring of 1929 we received G.\$1111.00 from the Hall Estate, and G.\$3000.00 from Harvard-Yenching Institute. For the year 1929-30 we have so far received from the Hall Estate G.\$1589.00.

Nothing has been received from the Hall Estate Women's Appropriation, either in the spring of 1929 or during the current year.

Please see what you can do about this.

Another matter, about which I wrote Mrs. Shaw more than once. In April 1928- I think that was the date- while I was in America, the Women's Committee in New York voted to allow us to expend up to G.\$3000. from interest on the Hospital Building Fund in New York, for necessary repairs to the Hospital and Medical School. This money has never been sent out. The reason we have not called for it is the fact that last year the women voted to allow us to use up to M.\$10,000. from the Hospital Funds held in Shanghai, for the same purposes. This money has been almost all spent. I wish you would see that the \$3000. is sent out; I think it is better to get this in gold at the present rate of exchange than to use up our silver. Exchange, as you know, is higher than it has ever been.

The Political-Military news is rather bad. So far war has not been declared, but the Chinese seem to expect it. Yen, with Feng and probably Chang Hsueh Liang, will attack Chiang Kai Shek, if Chiang does not attack them first. Our Governor here is supposed to be sitting on the fence, though he is nominally loyal to Nanking. Trains have been delayed recently. I hear rumors also that all trains have been stopped on the T.-P.

We are planning to have a meeting of the Field Board on March 5th. I have sent out a formal notice and also personal letters, urging the members to attend, as there are a good many questions to consider, of vital interest to the University. Will let you know after the meeting what happens. If the railroads are blocked it will interfere seriously with having a good attendance. After the return of our Committee from Shanghai, to the Meeting of the Council of Higher Education, we have had Committee meetings, and now have a sub-Committee working on a plan for re-organization of the Arts School. We are also doing something on our Budget, although it is impossible to make out Budgets accurately until we know what is going to be done with the General University.

Yours sincerely,

R.T. Shields
Vice-President.

RTS-MEW

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山東省立

CHEEBOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

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0820

OVER
SHANTUNG

TRANSFER

INDEXED

Shantung Christian University

February 27, 1930

Dr. R. T. Shields,
Shantung Christian University,
Tainan, China.

My dear Dr. Shields:

We acknowledge receipt of your letters of January 23 and February 3. We have had your letter of January 23 mimeographed and are distributing copies to all members of the North American Section.

We have been sorry to learn that the strike difficulties were so prolonged. We hope, however, that the news contained in your cablegram of February 10 telling of the satisfactory settlement of the strike means that there was marked improvement in conditions soon after you wrote on February 3.

I should certainly hope that the work of the School of Medicine, the School of Theology, and the Pre-medical and Pre-Theological courses were all resumed after the midyear vacation as you were planning. We are all mighty sorry that the prospects for carrying on the work of the Arts College during the spring term were so discouraging.

At the last meeting of the North American Section much discussion centered around the difficulties in the Arts College. Several of those present expressed their serious regrets over the fact that so many leaders in the Arts College are absent from the field this year. Some have expressed fear that the absence of leaders in the Arts College and the fact that most of the administrative officers now on the ground are connected with the School of Medicine and the School of Theology might mean that the difficulties of the Arts College would not be given as full and as sympathetic attention as they deserve. I tried to reassure the Section on this point and told them I was confident that, regardless of the college with which the administrators on the field were connected, everyone would be able to see the entire needs of the University fairly and impartially. I am afraid, however, that some of the statements in your letter of February 3 would cause still greater uneasiness in the minds of members of our North American Section. I am sure that everyone here in America is heartily in favor of making whatever adjustments are necessary in the Arts College in order to permit it to do effectively the work in rural education, rural sociology, and all the allied points of contact with the rural population, which has been so long proposed for Chaochow. If these changes necessitate radical alterations in the structure or personnel of the Arts College we should not hesitate to make these alterations. On the other hand, there may be a danger of too enthusiastic activities in the

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direction of pulling the Arts College to pieces.

We must not lose sight of the fact that the Arts College has for more than sixty years been one of the most important centers of Christian higher education in North China, and during that time has rendered a magnificent piece of service in the training of teachers and other Christian workers. The largest number of Mission Boards cooperating in any school at Chealoo are the ones cooperating in the Arts College. It is doubtful whether, in some cases, support heretofore directed to the Arts College could be saved if unnecessarily radical changes in that college are made. Some of the endowment funds held for a number of years are designated for work in the Arts College. While the new endowment received from the Harvard-Yenching Institute last year was not specifically designated for the Arts College, some serious questions might arise if that college were abandoned or its program radically changed. The income from the Harvard-Yenching Institute would be vitally affected if radical changes in the Arts College were undertaken.

It would be a tragedy of the first magnitude if the difficulties the Arts College has encountered during the last few years, and particularly during the last year, were made an excuse for abandoning the permanent service the college should continue to render to China. These difficulties, serious though they have been, are no more serious and no more permanent than have affected other Christian colleges in various parts of China. In practically every case the difficulties have been overcome with a few years of patience and loyalty.

I am passing on these points, however, partly because the members of the North American Section asked me informally at the last meeting to drop a hint of their keen anxiety over the way in which the problems of the Arts College are to be handled during these times. I am also passing them along because I know that you on the field are anxious to keep in touch with the thinking of the home Boards. I am sure that everyone will support whatever changes are necessary to solve the present difficulties in the Arts College, and to realign the college for effective work along rural lines; but there is likely to be very vigorous opposition to any measures which appear to those in the West as being unnecessarily destructive of the work that has been built up over more than six decades.

From what I know of the University's finances I am tempted to challenge your categorical statement that "the University, except for the School of Medicine, is a bankrupt institution now". This is a pretty sweeping statement to make, and one that would cause a great deal of serious misunderstanding and loss of confidence in the University if it were broadcast. All our China colleges get into financial difficulties at times and no doubt Chealoo is having more than its share just at present, but it is hardly time to raise a cry of bankruptcy.

I hope I do not sound too grouchy about some of the statements you make in your letter of February 5. Possibly they are explainable by the fact that the benignant autocracy which has lain dormant in your system for so many years has, through force of necessity, become active during recent weeks.

I have not yet heard from Mrs. Avram concerning the young women

Dr. Haiside

1942

surgeon dentist but will probably have some word from him in the near future. I am passing on to Mr. Hadley your statement that the University is not now in need of a nose and throat specialist of the type he mentioned.

We have not yet had any details of the nature of the program adopted by the Council of Higher Education in Shanghai during the last week in January. Greasy cabled us that a satisfactory program had been unanimously adopted but we are reserving judgment until we have had an opportunity to examine the program in detail.

I certainly hope that this letter will find you under something less of a strain than you have been forced to bear for the last three or four months. You have had one of the hardest pieces of work anyone could possibly be asked to do. We have all rejoiced that you have been on the job at the University for we know that you have the lion's share in carrying through a situation that has looked mighty dark.

With all good wishes, I am

Very cordially yours,

B. G. Haiside

BAG-H

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齊魯大學

Stewart
CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

山東濟南

OFFICE OF THE PRESIDENT

March 14th, 1930.

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

SHANTUNG

TRANSFER

INDEXED

Dr. H.H. Weir,
22 Farnival Street,
LONDON. E.C.4.

Dear Mr. Garside and Dr. Weir,

I enclose herewith a copy of the minutes of the meeting of the Field Board of Managers held last week. They spent three days at the meeting and no resolutions of importance were passed until the third day. I doubt if any meeting of the Field Board has ever had as difficult a situation to face as this meeting had. They worked hard and they did the best they could under the circumstances, but, now that they have gone, I find there are several matters that have not been settled. I shall take up the minutes seriatim, making comments on such items as seem important to me.

No. 893. REGISTRATION OF THE UNIVERSITY OR ITS SCHOOLS.

You will, no doubt, have been greatly surprised at my sending you two cablegrams which, to my mind, mean practically the same thing. The Board discussed this matter of registration for some time. From the former action of the government and from all of the information that we can receive, personally, I think there is no hope whatever of the School of Arts or the School of Science being registered, but, in spite of that, the Board passed part 1 of this resolution. Then the question arose as to whether the committee should go ahead and prepare for registration of the School of Medicine. There was a difference of opinion here, some thinking that, as the Joint Boards had allowed us to proceed with registration of the University, this would also include the separate registration of a school. Others held that this was a different matter and would have to have separate action by the Joint Boards. The latter idea prevailed and hence the wording of No. 2. I sent the first cablegram because it seemed to me that the Board really approved of the registration of the School of Medicine, if it were necessary. Certain members of the Board

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Mr. B. A. Garside
Dr. H. H. Weir

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March 14th, 1930

agree in this interpretation, but, as there was some criticism of this, I decided to send the second cablegram with the word "investigate" rather than "approved". The committee, as you see, includes the name of Dr. Herman Liu, the President of Shanghai College. I hope that this committee will get busy at once and be able to take steps for the registration of the School of Medicine as soon as everybody is satisfied that we have the authority to do it. My reason for cabling was that I feared this letter would not get to you before the meeting of the American section and, possibly, before that of the British section. I hope some action will be taken by the Joint Boards giving us authority to go ahead and register the School of Medicine. A difficult corollary to this is the Department of Pre-Medicine, whether or not it should be registered with the School of Medicine. This is a big question which involves the School of Science and property and equipment. If the strict rule of the Government is carried out, then students from a non-registered Pre-Medical School could not enter a registered Medical School. You will no doubt, hear more of this later, after the committee has done some investigating.

No. 894. DEAN OF SCHOOLS OF ARTS AND SCIENCE.

Mr. Lin Ch'i Ch'ing is known to some of you as Mr. Lin Tsu I, the brother of Mr. Yee Hsing Lin. He was formerly a teacher of Geology here and has been in government educational work. At present he is in one of the government departments in Nanking. He is a Christian of the second generation and an American returned student.

No. 895. RURAL PROGRAMME.

This strikes at the heart of the situation. I am sending for your information recommendations of the Senate which you will see the Board approved in general, but left the Senate, with the hoped for Dean, to work out the final programme. I think I am correct in stating that the majority of the Board feel that we could not go ahead with this reorganisation programme unless a Dean could be found who would throw himself whole-heartedly into it and, whether he himself were an expert or not, he would see that experts were gotten.

I think it is only fair that you should know that there is a very strong opposition on the part of the alumni of the Arts and Science Schools to this rural programme. I do not feel at all competent to tell you just what we mean by the rural programme. I have heard it discussed more or less for years, and now we are face to face with the proposition of putting the programme into action next fall. No doubt this whole question will have to be taken up at the regular meeting of the Field Board in June and, by that time, we may know

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Mr. B. A. Garside
Dr. H. H. Weir

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March 14th, 1930.

whether we are to have a dean or not.

No. 896. RESIGNATION OF DR. SHIELDS FROM THE VICE-PRESIDENCY

This does not mean that I have had a physical or mental breakdown, but it does mean that all of my friends agree with me that I should resign. I cannot continue to work efficiently for the School of Medicine and have most of my time taken up with matters concerning the general University or the School of Arts. I think it is necessary to have some foreigner as Vice President, or in some official capacity, to carry on the foreign correspondence, but this person should be a man intimately connected with the School of Arts or of Science. This will be specially true if, as most of us think, the Medical School will be registered as a separate institution.

No. 897. COMMITTEE FOR NOMINATION OF THE PRESIDENT

You will note that my name was added as the convener of this committee, with the idea, I suppose, of getting the committee to meet. I distinctly stated that I should go very slowly about any action as I do not think we are in a situation now to ask anybody to be President.

No. 898. THE BUDGET.

I am sure that you will be disappointed, as I am, that we cannot send you the budgets of the various schools. I shall give below the figures as handed in by the Senate for the various schools. The Board discussed these budgets but there were larger or smaller items connected with each one which could not be settled until we knew more of the general University needs and of the Arts and Science needs. Briefly, if Minute No. 900 goes into effect, can the Extension Department receive money from the Hall Estate? The Library budget balances all right but there may be many thousands of dollars added to this from the Harvard Yenching fund for the purchase of books, and, until we actually get these funds, we are not sure how far we can go. The School of Medicine budget would have been passed without question except that we do not know exactly how much the tax on this school for the general University will be. The same may be said of the School of Arts and Science budget, with the addition that we do not know just what the School of Arts is to do in the fall. No. 898 refers specifically to the budget of the General University which was handed in without these two sums of \$6000 and \$2000 for the simple reason that those who made the budget did not think that a President's salary would be needed or that these military and party instructors would be needed because the University would not be registered.

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Mr. B.A. Garside
Dr. H.H. Weir

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March 14th, 1930.

No. 899. REORGANISATION OF BOARD OF DIRECTORS.

This was done in order to give a two-thirds majority of Chinese, which is necessary for registration.

No. 900. THE INSTITUTE

Mr. Williamson talked to several of us about this and we decided that inasmuch as a large function of the Institute is Christian propaganda, and therefore it could not be registered, it would be advisable to separate it legally. For all practical purposes we will go on working in full co-operation as before. You will note there is no No. 902.

No. 902.

You will note that there is no No. 902. There has been a misunderstanding about this motion and I will send it to you in its corrected form later.

No. 905. LETTER FROM MR. F. C. CHENG.

Mr. Cheng is a prominent alumnus, a member of the Y.M.C.A., and his letter, we feel sure, voices the feelings of the majority, if not of all of the Arts and Science alumni. It was really a protest against the ruralisation of the University.

No. 906 bears on this.

I hope that the above resume will explain the minutes to you. I wish you would all realise that the University, as such, is in the most difficult situation in its history. I think all would agree with me in this statement. To be Acting President just at present is a rather difficult position. I am trying to be fair to all sides, especially in any official correspondence that I have. In a private capacity I might express opinions which would certainly not be approved by many of the members of different faculties. I think what I have given is a fair statement of the actions of the Field Board. It would be impossible for one person to write a statement of the situation here that would be agreed upon by all, but we all realise that there are very grave difficulties. Of course, we have in the background always our relation to the government, whether we should register one or more schools or departments. So far as the Arts and Science Schools is concerned, the attitude of the alumni must be taken into account. The reason for the pushing of the rural programme at this time is because of the meeting of the Association of Christian Higher Education held in Shanghai last month, to which we sent three delegates, Dr.

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Mr. B.A. Garside
Dr. H.H. Weir

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March 14th, 1930.

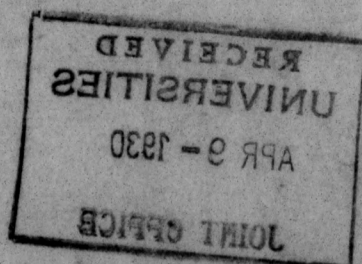
Miner, Mr. Lo and Dr. Fugh. This committee has given a report, of which I enclose a copy. Please do not consider that this is an official report of the Council on Higher Education. It is merely the report of the three delegates sent by Cheeloo. The official minutes of the Council on Higher Education have not yet been received. In general we may say that this Council recommends to the Correlated Programme Committee that funds shall be given to Cheeloo, provided it carries out its rural programme, so, if the University wishes to get this money, it will have to carry out a rural programme. If it carries out a rural programme, it may alienate all the alumni of the School of Arts and Science. The future of this plan, I think, largely depends on whether we can get a strong man who will help to crystallise some of the various ideas and ideals which people have in regard to this. Of course, we have a committee which is working on it. The future of the School of Theology or of the School of Medicine is not involved in this, except in so far as the Department of Pre-medicine in the School of Science is concerned, but the future of the School of Arts and Science is very much involved. There are many different opinions as to what is the wise thing to be done.

Yours sincerely,

R. J. Shields

RTS:MMS.

Vice President.



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March 14th, 1930.

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Mr. B.A. Garbide
Dr. H.H. Weir

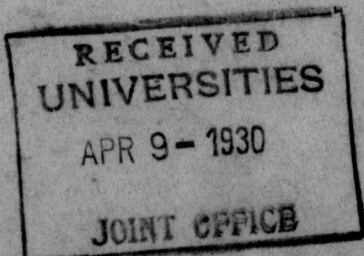
to be done. There are many different opinions as to what is the wise thing to do. The future of the School of Arts and Science is very much involved. Pre-medicine in the School of Science is concerned, but the future of the School of Theology or of the School of Medicine is not involved in this, except in so far as the Department of Of course, we have a committee which is working on it. The various ideas and ideals which people have in regard to this. We can get a strong man who will help to crystallize some of the future of this plan. I think, largely depends on whether it may alienate all the alumni of the School of Arts and Science. carry out a rural programme. If it carries out a rural programme, so, if the University wishes to get this money, it will have to be given to Cheelo, provided it carries out its rural programme. recommends to the Correlated Programme Committee that funds shall yet been received. In general we may say that this Council The official minutes of the Council on Higher Education have not is merely the report of the three delegates sent by Cheelo. It is an official report of the Council on Higher Education. Please do not consider that this of which I enclose a copy. Miner, Mr. Lo and Dr. Hugh. This committee has given a report.

Yours sincerely,

R. J. ...

Vice President.

RTS:MMs.



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齊魯大學

CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

Ack
山東濟南

OFFICE OF THE PRESIDENT

March 15th, 1930.

SHANTUNG

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

TRANSFER

Dear Garside,

I have just received your letter of February 10th and also the minutes of the North American section, of February 5th. Nothing in these minutes requires any comment.

I had a telegram from Dr. Arnup a few days ago, saying that he will not be able to come here. He was in Peking, and the railroad between here and Tientsin is cut.

I am glad to note that you have co-opted some more members on the Board. I do not know the names of the three who have been added. I hope very much that Dr. George Vincent will consent to serve.

This is not the Vice-President writing to the Secretary: it is myself writing to you! You can imagine the situation. Some of the Arts faculty are in such a nervous condition that they cannot think straight, and there is a lot of jealousy and suspicion. If I were a dictator in charge of this institution, I should demand the resignation of every member of the Arts faculty, and announce that the School would be closed indefinitely until we were able to get some man who would tackle the problem of reorganisation. I might be inclined to close the School of Arts and Science as such, lengthen the Pre-medical course to three years, and use all available forces to strengthening the Pre-medical Department. This School of Medicine has made good in the past and I believe it can continue to contribute to this country. The government will look favourably upon us, if for no other reason than the fact that it is impossible for them in the near future to compete with us, but our progress depends on more than this. We feel that we have a band of over 200 alumni behind us. Our source of supply for students will probably for many years to come depend on our own pre-medical department. This department has deteriorated badly. Put it in charge of the Medical School and give us the three mission salaries and the funds now given to the School of Science (and some say also the School of Arts), and we can develop into a strong medical centre. I realise that there are advantages in a medical school being connected with a University, but we are a University in name only now, and if the Medical School is registered,

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Mr.B.A.Garside

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Mar.15th, 1930.

we shall not even have the right to use that name.

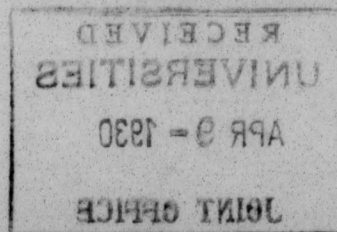
I intend as soon as possible to get Mr.Wells, Bishop Scott and Mr.Burt or Mr.Drake to come here, if possible, together, and discuss the situation. No doubt you would not agree to some of the things I might do if I were dictator, but you can "fang hsin" because I am not. You may think I should continue as Vice President, but I have no idea of doing so. We shall have to have a Chinese as, at least, the nominal head of the School of Medicine if we register, but I am convinced that no Chinese that we can get can properly run this school with its foreign connections. You can use this information as you wish. It is not intended for publication and you will not see it in the Bulletin.

You will notice that I have not mentioned a new hospital. I do not think that anybody is prepared now to go ahead with plans for the building of this until we know better where we are. I shall

I shall probably send you a cable soon asking that you try to get some Harvard Yenching and Hall Estate funds sent out at once, and have a guarantee that the total funds from this source will be available during the current year. Both of the History assistants are now at Yenching, doing research work, and Dr.Heeren expects to go to Peking very soon to do the same, on Harvard Yenching funds. He also will take steps to buy a large number of Chinese books. This is in full accord with what Dr.Woods has said to us. The conditions under which Harvard Yenching funds are to be used are not very clear. I am in correspondence with Lucius Porter and have also written to Dr.Woods, asking that they make these conditions clear before the beginning of the next year, and suggesting that a Harvard Yenching Committee for Cheeloo be appointed.

I am beginning to-day to take charge of the 2nd year Pre-medical work in Biology, as Jacot does not feel that he is prepared to teach the subjects that we want taught this spring. I also have some teaching work to do in the School of Medicine. Therefore I get rather fed up when I have to spend hours listening to harangues from members of the faculty of Arts, or advocates of the rural programme. Dr.Neal had a stroke of apoplexy, Balme went home, MacRae is in an asylum, Li was run out, and I think I am going to become a cynic. In other words, I am fed up. I shall keep you posted.

RTS:MMS.



Yours sincerely,

R. J. Shields

0031

Mr. B.A. Garalde

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Mar. 15th, 1930.

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Yours sincerely,

R. T. Smith



RTS:MMS.

OVER

SHANTUNG

INDEXED

TRANSFER

Shantung Christian University

March 19, 1930

#1

Dr. R. T. Shields,
Cheeloo University,
Tainan, China.

My dear Dr. Shields:

We received this morning your cablegram reading as follows:

"CAN WE DEPEND ON GOLD \$10,000 HARVARD YENCHING FUNDS FOR
THE CURRENT YEAR? REPLY BY TELEGRAM."

We at once sent you by cable the reply of which I enclose a
confirmation copy herewith.

We went to the expense of sending a very detailed cable to in-
sure that you will have the fullest possible information immediately avail-
able. I believe our cable does not require any prolonged explanations.

Our office plans to transfer to the field before the end of this
fiscal year the funds received from the Harvard-Yenching Institute in ac-
cordance with action G-135 of the Board of Governors at the annual meeting
on April 8, 1929. The first three quarterly remittances from the Harvard-
Yenching Institute have already reached our office and the last quarterly
remittance will be coming in in about two months time. I believe we can
be confident that this fourth remittance will be paid over promptly. Our
office has no other intention than to send these funds on to the field as
authorized by the Governors last year; and so far as I know, the Governors
have no thought of modifying action G-135 as a result of present disturbed
conditions in the Colleges of Arts and Science.

While there will thus be no obstacle to our transmitting this
G\$10,000 to the field during the current year, we must not lose sight of
the fact that we will be called upon after the close of the fiscal year to
render an accounting to the Harvard-Yenching Institute Trustees showing
how this \$10,000 has been used by the University for carrying on and de-
veloping its work in the Chinese cultural subjects and other objectives
thereto. If the University is unable, because of the temporary difficul-
ties of the Arts College, to expend the full \$10,000 for the work original-
ly set forth in the 1929-30 budget, the balance should not be expended for
unrelated purposes without obtaining the approval of the Governors, and
possibly also the Trustees of the Harvard-Yenching Institute.

I have had several conversations with Dr. Eric North during the
last few days as to the attitude of the Institute on the question of

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income from the Harvard-Yenching trust funds by the various institutions benefitted therefrom. Both Dr. North and Dr. Leighton Stuart have told me that the Institute Trustees are adopting a more liberal attitude than that expressed in the letter we received from them on July 2, 1929. I understand that the Institute Trustees are now gradually getting back to the position originally proposed:- that the Institute do not specifically demand that every dollar of the income from their trust funds be used in developing and strengthening work in Chinese cultural studies so long as these departments are carried forward in a thoroughly satisfactory manner. I asked Dr. North for his frank opinion as to what the attitude of the Institute would probably be in case we find that Cheeloo is not able to use the full \$10,000 this year for the work outlined in the budget, due to the special situation created by the closing up of the work in the Arts College. Dr. North is inclined to think that the Institute Trustees will be quite lenient if we can report to them that the closing of the Arts College is purely an emergency measure and that the Arts College is resuming its work on a thoroughly satisfactory basis from the standpoint of Chinese studies during the autumn semester of 1930-31. Should the Arts College be not reopened at that time, or should it be so radically changed that satisfactory work in Chinese cultural studies could not be carried on the Institute might very properly make radical changes in the allocation of income to Cheeloo, and might conceivably ask for a return of any balance unexpended during 1929-30.

Very cordially yours,

B. G. Yarside

BAG-H

Enc. 1

OVER

TRANSFER

SHANTUNG

INDEXED

Shantung Christian University

March 19, 1930

Dr. R. T. Shields,
Cheeloo University,
Tsinan, China.

#2

My dear Dr. Shields:

I enclose herewith a confirmation copy of a cablegram we sent you yesterday immediately after the meeting of the Executive Committee of the North American Section. I am enclosing also a copy of the minutes of the Executive Committee meeting. We do not usually send the field a sufficient quantity of Executive Committee minutes to supply members of the Board of Managers, but because the matters discussed yesterday are of particular importance to the field, we are mailing under separate cover thirty additional copies of these minutes for you to distribute to the Board of Managers and others as you may desire.

Arrangements with Mr. Carson. I know that you on the field will be gratified to know that Mr. Carson's plans now seem to be developing in such a way that he will be able to return to the field this summer. I understand the Presbyterian Board has already sent you a cable to that effect.

Recent developments at the University. Practically the whole time of the meeting was devoted to a very earnest discussion of the recent news we have received from the University campus. I believe that all members of the Committee came to the meeting with a very good understanding of the situation so far as they were able to obtain such an understanding from the letters and cables which they had received copies. All of those present took an active part in the discussion. Dr. Lair and Mr. Smith were present but did not participate in the discussion further than to answer questions asked them by members of the Committee. I believe that their presence did not materially influence any of the actions taken.

The discussion centered around two specific problems, registration and the reorganization of the Colleges of Arts and Sciences. I will discuss these separately.

A. Registration. The Committee discussed at some length your cablegrams of March 8 and March 11 stating that it might be necessary to proceed with the registration of the School of Medicine separately, and informing us that the Board of Managers approves this procedure but is now making further investigations. While the Committee most earnestly hopes that registration of the University can be effected at the earliest possible date so as to provide a solution for some of the difficult problems with

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which you are now struggling, the general consensus of opinion seemed to be that registration of the School of Medicine alone would create more numerous and more serious problems than it would solve. It appeared to the Committee that separate registration of the Medical School would be a further serious blow to the Colleges of Arts and Science. It would be extremely difficult for these schools to obtain students or to keep their student body contented if these schools were carrying on on an unregistered basis with one section of the institution working on the same campus carrying on on a registered basis. It is easy to see how such a division might make for serious disunity running through both the student body and the faculty.

Several members of the Committee expressed the opinion that for the School of Medicine to register separately, leaving the Colleges of Arts and Science unregistered, would seem to be playing into the hands of the hostile educational authorities of Shantung Province since it would give them still further grounds for attack on the College of Arts and Science, would make it even more difficult for these colleges to register in future, and would probably make it impossible for them to carry on at all. Looking at the situation from the opposite angle, the Committee felt that for the University continues its united front in asking for registration it seems most unlikely that the Chinese Government authorities can long continue their refusal to permit registration. Knowing the conditions under which some of our other institutions in China have registered we firmly believe that there is no legitimate reason why the Chinese Government should not accept the registration of Cheelee.

These were the factors brought out in the discussion by the Committee preceding their action WASEC-210. In accordance with this action I sent you our cablegram yesterday afternoon. The Committee desired to make it clear that they do not wish definitely to oppose separate registration of the School of Medicine if this is found necessary as a last expedient, or if the judgment of the field is that such separate registration would not seriously embarrass the work of the other colleges. The Committee does feel, however, that before any definite steps are taken by the field in the direction of separate registration by the Medical School the Board of Managers should report to the Governors the result of investigations they are now making and the Governors should have an opportunity to take action on the recommendations of the Board of Managers growing out of these investigations.

B. Reorganization of the Colleges of Arts and Science. The Committee was unanimous in deploring the necessity for closing up the work of the Colleges of Arts and Science during the spring term. They all recognized the seriousness of the problems confronting these colleges, but regret was expressed that some course could not be found for keeping the work going ahead during the spring term even though it had to be on a restricted basis. The fear was expressed that the very fact of these colleges having closed for a term would create an unfortunate condition that it would take several years to overcome.

The Committee also discussed at some length the question of what changes should be made in the curriculum of the Colleges of Arts and Science to enable these colleges to best fit in with the new responsibilities proposed under the correlated program. The Committee recognized that initiative in such matters as these should come from the field rather than

Dr. Shields-5

from the home base. We have as yet received only informal reports as to the actions taken by the Council of Higher Education at the meeting in January, but we are hoping that more official statements will soon be coming both from the Council itself and from the University.

Because of the great uncertainty expressed in your letters of January 23, February 3 and February 7 as to what the Colleges of Arts and Science are expected to do under the new correlated program the Committee felt that it would be desirable to have a statement prepared summarizing the convictions of the Board of Governors as to the work which these colleges should do in future if they are to carry their load under the correlated program and are to discharge their responsibilities to the Mission Boards that look to them for the training of Christian leaders. Dr. Brown, Mrs. Haven and myself were appointed a special sub-committee to draft such a statement.

I am enclosing herewith a tentative draft of a statement along these lines which I drew up a few days ago. I have not as yet consulted with Dr. Brown and Mrs. Haven so do not know how far this statement represents their viewpoint or the viewpoint of other members of the Governors. I noted, however, at the meeting yesterday that all those who discussed their viewpoint as to the future work of the Colleges of Arts and Science followed very much the same lines as does my statement. While this statement, therefore, represents only my own personal conclusions as to the work it is proposed that Cheeloo should undertake, I have tried to base it on the program outlined for Cheeloo on page 22 of the "Correlated Program for Christian Higher Education in China" as adopted by the Council of Higher Education in 1928; together with the conversations and correspondence I have had with Dr. Wallace, Mr. Cresny and others relative to the place of Cheeloo in the correlated program. I also showed Dr. Lair, Mr. Smith and Mr. Carson copies of this statement and they have all indicated that, except for suggestions as to minor changes in detail, they agree with the general program outlined in the statement.

This statement does not attempt to set forth any new ideas whatever, but simply to summarize what has already been agreed upon both on the field and here at home. Both Dr. Lair and Mr. Smith told me that you already have in the University files in Tainan various statements as to the ruralized program of Cheeloo which are quite similar to this one.

I wish we had time to obtain from the field in advance of the meeting of the Section on April 25 your comments, criticisms and emendations of this tentative statement. The only way you could get us your comments in time to bring them before the meeting of the Section on April 25 would be for you to cable on any matters which you considered of primary importance. I would suggest that if you find the field is widely at variance with any of the major assumptions of this statement you send a cable to that effect before the meeting of the Section on April 25. You will, of course, have plenty of time to write us more fully before the annual meeting at the end of June.

We sincerely hope that nothing in the actions taken by the Executive Committee yesterday may appear to you to indicate any withdrawal from the position taken by the North American Section on February 5 when they

See "Ruralized Program for Cheeloo"

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Dr. Shields-4

by action NAS-205 voted to assure the administrative officers of the University of the hearty support and cooperation of the Section. I know that all the members of the Board of Governors have the warmest appreciation for the tremendous difficulties under which all of you have been laboring during recent months and have every confidence in the judgment of those of you who are carrying on the burden. The sole desire of those on the governing boards here in the West is to cooperate with the field in every way possible in an effort to keep the work of Chualco going steadily forward as the years go by.

Very cordially yours,

B. A. Casside

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Enc. 3

CC: Later mail
Dr. Weir

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SHANTUNG

TRANSFER

INDEXED

Shantung Christian University

March 24, 1930

Dr. R. T. Shields,
Shantung Christian University,
Tsinan, China.

My dear Dr. Shields:

Recently we received a letter from Mr. J. H. Reisner relative to his plans for return to China in which he mentioned that he has written to ask your judgment as to the relative merits of the climate in Shantung and in Nanking for one who is just getting over a period of very severe sinus trouble. I am not sure how fully Mr. Reisner told you of the various plans he has been considering in connection with his return to China, so I am hastening to send you this letter on that subject.

For more than a year it has been frequently suggested that when Mr. Reisner returned to China we should invite him to spend a year, or at least one semester, on the Cheeloo campus helping with the development of the ruralized program. There is no man in China who is so familiar with this field of work, or who commands so great confidence among the Boards here in America interested in this field of Christian higher education. We realize the urgency of Nanking's desire that Reisner return there at the earliest possible moment. I believe, however, that Reisner could render a great service to the whole field of rural education in China by spending a time on the Cheeloo campus, and possibly in some other centers in northern China, helping with the building up of a correlated program of rural education and allied fields of rural work that would unify the efforts of Nanking, Cheeloo, and possibly other institutions in this direction. I am sure that Reisner is keenly interested in such an undertaking and I hope that our friends at Nanking would be willing to release him for such an undertaking, realizing that in the end the University of Nanking would profit greatly thereby.

Dr. Dodd and one or two of the other medical men I have consulted here in New York seem to feel that the Shantung climate would be somewhat easier for Mr. Reisner than the Nanking climate. Dr. Dodd is hoping that Reisner will be able to go back to China this summer and thinks that he could probably get on fairly well at Nanking; but I believe that he considers that if Reisner spent the first few months, or possibly the first year, in a little more favorable climate such as Shantung would offer it would be to his advantage.

However this particular medical question may be settled, it seems highly desirable that if Shantung is interested in securing Mr. Reisner's help for a part or all of the academic year 1930-31, we should

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formal action on the matter without delay. It would be much more effective, I believe, if the initiative were taken by the field rather than by the home base. I believe the most logical and most satisfactory procedure would be for the field authorities of the University to make a request either through the Cheeloo Board of Governors or to the Presbyterian Board direct, asking that Mr. Reiser be allowed to spend the year 1930-31 at Cheeloo helping with the building up of the correlated program. If such a request is made you should consult with the field authorities of the University of Nanking and, of course, we should consult at this end with the Board of Founders of the University of Nanking. It is of great importance that the two Universities cooperate in a friendly and wholehearted fashion, particularly at this stage of the preliminary development of Cheeloo's ruralized program.

As I have already written you, the North American Section of the Cheeloo Governors will be meeting on the twenty-fifth of April. Would it be possible for you to cable request on this matter to be presented at that meeting? It is probable that the Nanking Founders will meet soon after the Cheeloo Board so action taken on April 25 could probably be brought to the Nanking Board with very little delay.

While I have reason to believe that Reiser would be sympathetic to such an invitation as this, actually he does not wish to express himself in advance on such a proposition and desires to keep his own personal attitude quite confidential. You can at once see how easily he might be placed in a false light in the eyes of his colleagues at Nanking.

Within the last few days I have received several letters from Carson all indicating that he is going ahead with plans for going to Cheeloo this summer and is making a serious study of the problems connected with the ruralized program at Cheeloo. If we can get Reiser to help initiate the program and have Carson available to carry on with Smith, Stanley, Lo, and the others who are now taking a keen interest in the ruralized program at Cheeloo, I feel we shall have the personnel necessary to make a satisfactory beginning of this important undertaking.

BAG-H

Very cordially yours,

B. A. Carside

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齊魯大學

CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

山東濟南

TRANSFER

OFFICE OF THE PRESIDENT

March 31st, 1930.

Mr. B. A. Garside, Sec. - Treas.
China Union Universities,
150 Fifth Avenue,
New York.

INDEXED

Dear Garside, -

Yours of February (28th) just received. Thank you for the compliments, and also the "knocks". I shall write you a private letter before long.

This letter is to accompany one copy of the Budget which was ^{passed} ~~suggested~~ to the Senate and the Field Board (Board of Directors), but which did not pass the latter, therefore I cannot send it formally to the Board of Governors.

Please note under General University, that there was nothing put down for President or for Military and Party Instructors. These items were referred back and have not been acted on to date. It is impossible to find the money that is necessary.

The Budget of Arts and Science Colleges, as I remember, was passed tentatively, the question being raised as to what is going to be done in the fall. You will note that \$1000. from the Hall Estate and \$16,000. from the H.Y.I. is included in this Budget. This is the last time we shall be able to include the C.M.B. grant.

The School of Theology, as it showed a debit, and no way of making up the debit, was referred back.

The School of Medicine shows a deficit of \$4,617. There was no question about this, as we have sufficient suspense to cover it if necessary. We deliberately put it in the hospital in this form in order to help us to raise subscriptions.

The Extension Department was under discussion, because, if it is to be separated from the University, as we expect, it will probably not be able to receive \$1000. from the Hall Estate, nor would it have to pay the tax of \$400. to the General University.

I am very sorry that I have to report the Budget in this manner, and not as passed by the Board of Directors.

I am sending under separate cover a copy of the Minutes of the Board of Directors' Meeting, for each member of the Board of Governors. The difficulty about No. 902 was that the way it was worded in the first instance, the Arts School thought it meant money was to be taken away from them for the School of Theology, hence the wording as at present adopted.

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B.A.Garside.

(2)

March 31st, 1930.

I have spent some time this morning in discussing business with Mr. Lin Chi Ch'ing, and registration with Mr. Lin and Dr. Kiang who are on the Committee to take it up, and I am trying now to get an appointment with the Commissioner of Education to ask him some questions in regard to registration. Both Kiang and Lin insisted that I was the man to do this. I have had professional contacts with the Commissioner's family, which put me in rather a favorable position to approach him.

Yours sincerely,

R. J. Shields
Vice-President.

RTS/MEW - not min m-S.

*Note my resignation - maybe we can
get a real A. & S. administrator to do
the job right!*

0842

March 31st, 1930.

(S)

H.A. Garfield.

I have spent some time this morning in discussing business with Mr. Lin Ching-ling, and registration with Mr. Lin and Dr. King who are on the Commission to take it up, and I am trying now to get an appointment with the Commissioner of Education to ask him some questions in regard to registration. Both King and Lin insisted that I see the man to do this. I have had several contacts with the Commissioner's family, which put me in rather a favorable position to approach him.

Yours sincerely,

H.A. Garfield
H.A. Garfield

Enclosure

*Not my resignation - maybe we can
get a real A.P. administrator to do
it just right!*

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UNIVERSITIES
APR 23 1930
JOINT OFFICE

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OVER

SHANTUNG

TRANSFER

INDEXED

Shantung Christian University

March 31, 1930

Dr. R. T. Shields,
Shantung Christian University,
Tsinan, China.

My dear Dr. Shields:

Let me acknowledge receipt of your letters of February 19 and February 24. I have also received within the last week a copy of the "Report of Chealoo University Delegation to the Meeting of the Council of Higher Education at Shanghai".

As soon as I received your letter of February 19 I wrote to Mrs. Avann to inquire what progress has been made in securing Dr. Snyder for the University. I have this morning received a letter from Mrs. Avann in which she states: "I am sorry to report to you that Dr. Snyder is not coming up for consideration by our Board. She thinks she is not sufficiently interested to go and I believe also that she is not as fully qualified as I was led to believe in the first place". I am afraid this means the end of another hope. Possibly, however, the W.F.M.S. may have become sufficiently interested over the proposed appointment of Dr. Snyder that we can persuade them to find and to appoint someone else in this same department of work.

Thanks for your comments concerning the possibility of the appointment of a pharmacist about whom I wrote in my letter of January 8.

Just before I received your letter of February 24 I wrote to Lair to get his opinion as to the best method of transmitting funds to Tsinan. He states that he believes the most satisfactory method would be for us to send drafts in gold to the Field Treasurer of the University. I am at this time sending to J.W. a draft for G\$9,000. I am enclosing herewith a copy of the letter I am writing accompanying the draft. The letter and its attached analysis of our Chealoo accounts here in New York will show just how our accounts stand at the present time and what the prospects are for the remainder of this fiscal year.

J. W. Hunter of 3/31/30

I have not as yet had an opportunity to take up with Mrs. Shaw the question of the hospital building fund which you referred to in the second paragraph of your letter of February 24. I will try to consult with her on this matter during the next few days and hope to get further word from you in the next China mail after this.

I have read with great interest the report of the Chealoo delegation to the meeting of the Council of Higher Education. It is gratifying

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Dr. Shields-2

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to note that Chealoo's share in the correlated program and the financial askings under that program are on the whole satisfactory. Mr. Cressy arrives in New York on Thursday of this week. As soon as he arrives I hope we shall have the opportunity of discussing more at length the outcome of the Council meeting in January. Thus far we have not received any very comprehensive statement of what was accomplished.

We also note with interest the report by the Chealoo delegates to Shanghai as to their informal conference with the Minister of Education regarding the registration of Chealoo. Obviously the Minister of Education was greatly influenced by the criticism of the Shantung Commissioner of Education of the quality of work done by the School of Arts and Science.

Very cordially yours,

B. A. Carside

BAG-H

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OVER

SHANTUNG

INDEXED

TRANSFER

Shantung Christian University

April 7, 1930

Dr. R. T. Shields,
Shantung Christian University,
Tsinan, China.

My dear Dr. Shields:

I have been very deeply interested in the minutes of the series of Senate meetings held between February 28 and March 4, copies of which arrived in this morning's mail from China. We have also received copy of Cheeloo Bulletin of March 8 and hope that within another week or ten days we will have a copy of the minutes of the Board of Managers meeting which was going on during the first week of March.

Budget for 1930-31. On the whole I have been very much encouraged as a result of my hasty glancing over the budget figures for 1930-31 reported in the February 28 Senate minutes. I hope that the Governors will be able to supply a little more than the amount called for though a much more detailed study than I have made will be necessary to determine whether this can be done. Apparently you have still followed a two to one exchange basis in preparing this budget. With the exchange rate at almost three to one at the present time, and with the average rate of exchange over the past two years well above 2.25 to 1, I believe the Board of Governors will be willing to guarantee a somewhat larger appropriation in Mexican dollars than you have called for in the budget. These are only personal and informal notes which must be checked up later.

Continued closure of Middle School next fall. I have noted with a great deal of disappointment the action of the Senate that "owing to lack of funds the University Middle School be not reopened in the fall of 1930". The whole trend of the actions taken by the Senate relative to ruralization of the work of the Colleges of Arts and Science is that of making the training of teachers one of the primary functions. As a matter of fact, it is proposed that the name of the School of Arts shall be changed into "School of Education and Arts". One might as well try to train doctors without any hospital facilities as to train teachers without practice and observation school facilities immediately at hand. While the University Middle School has had a very difficult time during the first few years of its existence, due primarily to lack of financial support, I had hoped that it had already passed through the most difficult stages and would be able to get along somewhat better in future. Failure to reopen the Middle School next fall, it seems to me, is a very serious backward step. No further comments have yet come to hand as to the reasons for this action on the part of the Senate,

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or as to the amount of additional income which would be necessary to keep the Middle School going in the fall. I will go over the budget for last year and will make inquiries of Lair and Smith in an effort to see how much money would probably be required to permit the Middle School to reopen. Possibly the Board of Governors may be able to dig up somewhere a sufficient amount of additional income to allow the Middle School to reopen.

Here again I am simply passing on my own personal and unofficial opinions. If the Governors are able and willing to take any action in the matter a cable will probably be sent.

The ruralized program. The Organization Committee on the ruralized program seems to have done a very fine piece of work. The recommendations they presented to the March 3 meeting of the Senate certainly show a great deal of very careful thought so far as I have been able to judge from one reading of this material. The lines along which this Committee has drawn up the ruralized program are very similar to the tentative statement we drew up here in New York a fortnight ago.

Your proposed resignation as Vice President. The information in Senate minute 1442 telling of your intended resignation from the office of Vice President of the University caused me real dismay. I can appreciate to a degree the tremendous burden under which you have been struggling during the last six months, and none of us could criticize you in any way if you insist on stepping aside from the difficult and thankless task you have as Vice President. We would, however, be tremendously disappointed if you found it impossible to carry on. Everyone here in America is convinced that during these last six months you have done a finer piece of work than anyone the University could possibly have secured, either Westerner or Chinese. It has been a job where it would have been impossible to secure unanimous approval of any suggestion that might have been made, or unanimous support of any program that might have been outlined. It has been a time when all those who are most sincerely interested in the University have felt it quite in order to express their frank judgments, and at times to indicate their differences of viewpoint from that of the majority. But during this past six months, no matter how we have disagreed as to certain minor details, we have all agreed that you have been doing a mighty fine job in carrying on the difficult task of steering the good ship through some stormy seas. I have been hoping that the worst of the storm is now past and that you will have somewhat smoother sailing henceforth.

Not only are we anxious to have you continue in the Vice-presidency for what you can do at the University yourself, but we have been counting on you to take the lead in the promotional work for Cheeloo which must be undertaken here in America as soon as the proper opportunity presents itself. Your position as an administrative officer of the University is of considerable value in connection with any promotional undertaking of this kind.

I sincerely hope that the people at the University and the members of the Board of Managers have persuaded you to abandon your intention to resign from the Vice-presidency. I know the Governors would add their plea if the persuasive powers of those on the field are insufficient.

Nominations for the presidency. I am very much interested in

the nominations made in Senate minute 1444 and will await with keen interest further developments. One of the nominations made might fit in very well with the suggestions I sent you about ten days ago concerning Mr. Reiser though his activity has in the past been more in the field of agriculture and forestry rather than general university administration. What has become of the insistence on a Chinese President? Is it proposed that in addition to a president (Hsiao Wu Chang) there will also be a chancellor (Hsiao Chang)?

No doubt the minutes of the Board of Managers meeting with the official draft of the 1950-51 budget will be reaching us and the London office in time for consideration at the meeting of the British Section April 24 and the meeting of the North American Section on April 25.

Mr. Cressy's arrival. Mr. Cressy arrived in New York on Saturday morning. I have had a few brief conversations with him and have also gone over in a very hasty way the page proofs of the booklet summarizing the correlated program as adopted by the Council of Higher Education in January. I hope that bound copies of this booklet will reach us in time for the Trustee meetings during the latter part of this month. Mr. Cressy brought only three copies of the page proofs. We are now having a part of this material mimeographed for distribution to the various Board of Trustees. I am anxious to get Mr. Cressy's viewpoint as to the various problems affecting Cheeloo, in particular the problem of registration. I hope that we shall also have some further word from the field before the Section meetings at the end of this month relative to the question whether you are convinced the Medical School should proceed with separate registration, or whether the University should seek for registration as a whole.

BAG-H

Very cordially yours,

B. A. Casside

齊魯大學

CHEELoo UNIVERSITY
TSINAN, SHANTUNG
CHINA

山東濟南

OFFICE OF THE PRESIDENT

SHANTUNG

April 28th, 1930.

#1

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

INDEXED

TRANSFER

Dear Mr. Garside,

I will write you first regarding Mr. H.F. Smith's case.

In January 1929, the Arts Faculty passed a resolution asking for the return of Mr. Lair and Mr. Smith, but that they should not be considered members of the Arts Faculty. This was in order to put them on the General University, as Treasurer and Registrar, so that they would not be considered members of the Arts Faculty quota. As there was objection made to this, the Faculty rescinded their action and changed it to a straight vote that Mr. Smith and Mr. Lair be asked to return after their furlough. In February 1929, the Senate, in accordance with this action, passed a resolution asking that Mr. Smith return as Registrar.

In the next twelve months there was a decided change in the whole situation here. In the early part of this year it had not seemed possible that the School of Arts could open in the fall, and we did not know how to write to people at home about returning. Then came the flurry over the Rural Programme, over which we wasted a lot of time. Then, the meeting of the Field Board and the election of Mr. Linn to be Dean of the School of Arts and Science. Whether one or two schools was meant is not very clear. After Mr. Linn accepted, hope was revived in regard to the opening of the School of Arts and Science in the fall. As I knew that there was a good deal of talk, specially among the Chinese, in regard to having a Chinese Registrar instead of a foreigner, and also in regard to Mr. Smith's acceptability as a member of the School of Arts and Science, in the Department of Education, I brought the matter up to the next meeting of the Senate and, to prevent a lot of discussion there, a committee, consisting of three Chinese and two foreigners, was appointed to consider the question of Mr. Smith's return or not, and to bring in a recommendation to the Senate. This committee met twice and discussed the matter for hours. I think, if the committee had sat on the question a few months previously, there would have been no question but that a recommendation would have been made by them to the Senate that Mr. Smith be not asked to return. Because of the desirability of having a Chinese as Registrar, and because there was very strong evidence that Mr. Smith had not been acceptable as a teacher, inasmuch as the students had

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not been willing to take his classes, which were electives, but, inasmuch as the date was late and we had just heard that Mr. Smith expected to sail in August, it was impossible to get a concerted opinion from the committee. There was nothing for me to do but to call another meeting of the Senate and announce that the committee had no recommendation to make. Six Chinese members were absent from this meeting of the Senate, one being out of town and three being on the Medical Faculty. There were eight voting members at the meeting, besides the Chairman, Acting Treasurer and Acting Registrar, four Chinese and four foreigners. Mr. Linn, the new Dean, was present. A vote by ballot was taken and there were seven who voted for the following resolutions:-

RESOLVED- That since the records of the University are required to be kept in Chinese, it is the opinion of the Senate that a Chinese should be appointed to the position of Registrar.

RESOLVED- That, inasmuch as the suspension of the Middle School and the transfer of the work of the Registrar's office to a Chinese entirely eliminates the work for which Mr. Smith was invited to return to Cheeloo, the Senate considers it inadvisable for Mr. Smith to return to the University.

The reasons which I have heard given as to why Mr. Smith should not be asked to return are that he was difficult to work with, that he was very stubborn in sticking to his own opinion about any question, that he was not good at the Chinese language and, partly for this reason, not a good teacher, that he was not acceptable to students and that he was unpopular with the Chinese. I think, probably, for some of these reasons, he was made practically a full time Registrar and relieved of most of his teaching work several years ago. As a Registrar, the criticism against him was that he allowed too many bad students into the School of Arts last fall. Personally, I think that the system of admittance was at fault and that, certainly, other members of the Arts Faculty and other administrative officers were responsible for letting some students who were known to be bad return to the University. On the other hand, everyone recognises that Smith was a very hard and conscientious worker as Registrar, and that he did his work efficiently. The practically unanimous opinion, however, is that we do not need a full time foreigner to do this kind of work.

As the time was so short, it was my duty then not only to write to Mr. Smith, but to send a cablegram to you, which I did. On the night of the 26th I received the answer from you and Dr. Scott, saying that you had not yet communicated the news to Mr. Smith, that the "Board will consider only official action" and that "you should consult his mission". We are uncertain whether "the Board" means the Presbyterian or the Board of Governors. Presumably "official action" means an action that must be taken by the Field Board of Managers. Of course, this is technically

Apr. 28th, 1930.

correct as I do not presume that the Senate has the authority to discontinue the services of one of the members of the staff. We are planning to call a meeting of the Board early in June and, if necessary, this matter will be brought before the Board. The matter has been discussed with Mr. Wells and with Mr. Abbott and other members of the Presbyterian Mission, and they knew that the question was coming up and that it might be decided against Mr. Smith. You must remember that we are trying more and more to put the responsibility of running the University into the hands of the Chinese by giving them a majority of members on the Senate and on the Board of Managers.

We realise that this action was taken very late, and I am willing to accept part of the blame for this. I did not realise that the situation was so serious until recently. The consequences may be serious financially, not to mention the personal feelings of Mr. and Mrs. Smith; but, also in this, as in other cases that will probably come up, the consequences will be very serious in China if bodies composed of a majority of Chinese have their actions turned down by mission boards in New York. I am not speaking of the rights of the matter, but I am speaking from a slight knowledge of the present psychological condition in China. Of course, the Board of Managers might reverse the action of the Senate, in which case Mr. Smith would return to the University to work with a number of colleagues who were opposed to his return. I should not think that Smith, or anyone else, would wish to do this.

I have written to Smith and have tried to explain the situation to him, and told him that, though I considered it was not fair to take this action at so late a date, yet, as a personal friend, I should have written to him and told him of the situation, even if no action had been taken by the Senate. Dr. Heimbürger had already written to him and, at least, intimated something of the situation. In regard to your not communicating this matter to Smith, he will receive my letter in the course of time, and also the minutes of the Senate which have been sent round as usual. I have been in correspondence with Mr. Wells and Mr. Abbott, as Chairman of the China Council and Chairman of the Shantung Mission, and I hope that they will be able to find some suitable work for Mr. Smith, either within the mission or in general educational work. If no action is taken about him until after the meeting of the Field Board, which cannot take place until the early part of June, and if the Field Board oppose the action of the Senate, Mr. Smith will be in a still more uncomfortable position. I am trying to act impartially in this matter, but I do not see that I can do anything more in regard to it. I am writing this letter merely as an executive officer, carrying out the actions of the Senate and passing on to you criticisms which I have heard expressed by members of the staff, so that you may understand the situation more clearly.

Mr. B. A. Garside

- 4 -

Apr. 28th, 1930.

I shall call a meeting of the Senate soon to send a cablegram to Lair. I think there is no shadow of a doubt but that he will be unanimously asked to return as Treasurer. No-one has suggested any other procedure, as far as I know.

It has been several years since you were here and I do not think you can realise how the recent events have reacted on the morale of the School of Arts and Science. The only hope, it seems to me, is that Mr. Linn may be able to pull things together and get the School started in the fall. He has now gone to Peking, to secure Chinese teachers and buy books, on the Harvard Yenching funds, and also to try to get competent teachers for the heads of the Departments of Chemistry and Physics. I have just written another letter, at his request, to the acting head of the Department of Chemistry, saying that his services will not be needed next fall. I have also been requested to inform another member of the staff, in the Department of Education, that his services will not be needed. Early in the year, I had the pleasure of dismissing three other members of the Arts Faculty, so you can imagine I am having a pleasant time as Acting President of this institution. The other five men who are asked to resign are Chinese: Mr. Smith is the first foreigner. Some of us are wondering who will be the next.

Mr. Yee, the Chairman of the Board of Managers, is going to Nanking at once, to interview some prominent Chinese, with a view to getting them to accept positions on the Board of Managers. Incidentally, he will unofficially see what can be done in regard to registration.

My resignation from the Vice Presidency takes place at the next meeting of the Board, and as it is probably desirable to have a foreign Vice President, I am reminding the Board now that they must look for some suitable man.

One matter that many of the Board do not seem to recognise seriously is the financial situation of the University. It is all very well to pass resolutions about increasing the quality and quantity of the staff, but salaries are going up and our income is not, except from the Hall Estate and Harvard Yenching Institute. I feel this also in regard to the School of Medicine. We cannot hold our group of Chinese teachers indefinitely on the present salaries they are getting. I shall write you further about this in another letter.

Yours sincerely,

R. J. Shields

RTS:MMS.

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CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

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SCHOOL OF MEDICINE
OFFICE OF THE DEAN

Apr 5/24
April 28th, 1930.

#2

TRANSFER

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

INDEXED

Dear Garside,

Here goes another letter in answer to some of your recent ones.

In regard to yours of March 19th, Harvard Yenching Funds. We wanted to be sure of Harvard Yenching funds for this year because Dr. Heeren and Mr. Linn are now in Peking, with a view to buying a lot of Chinese books for the Library. This is in accordance with what Dr. Woods told us last fall. I am glad to see that the Institute trustees are adopting a more liberal attitude than that expressed in the letter received on July 2nd, 1929. I was on the eve of sending you a cable in regard to H.Y. funds for next year when I received yours of March 19th, but, with this in hand, Mr. Linn and I thought we could count on these funds, and he is proceeding to engage teachers for the Department of Chinese.

In regard to your other letter of March 19th, I am glad to know that Mr. Carson plans to return. A recent letter from him to Mr. Wells puts the matter even more strongly than you do. He also expresses himself rather strongly that there should be no radical ruralised programme started in the fall. This fits in with Mr. Linn's ideas, and I think now with those of almost everybody else. I think it would be a vital mistake to follow the plan as outlined by some of the radical exponents of ruralisation. I do not think that any of these people know what they are talking about, and the first thing we should face would be, probably, a very determined opposition of the government educational authorities. I think this fits in with what the Governors in New York also wish.

As to registration, we have taken no definite steps and are waiting to see if Mr. Linn and his brother, Mr. Yee, can do anything towards getting registration for the School of Arts and Science. Personally, I have no hope whatever that they can. If Mr. Ho, the present Commissioner of Education here continues in office, he will certainly not recommend the registration of the Arts and Science School and he is still willing, and, apparently, anxious, that we should register the School of Medicine.

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Apr. 28th, 1930.

Many members of the Medical Faculty have asked me to consider calling a meeting of the faculty and bring up this matter for discussion, with the idea of having a unanimous vote of this faculty sent to the Board of Managers and to the home authorities, asking that we be allowed to register first and separately, as there seems no hope of registration of the whole University. Out of consideration for the new Dean of the School of Arts and Science, I have not done this, but Mr. Linn himself recognises that if nothing can be done soon, or if there is absolutely no hope for the School of Arts and Science, the only thing for us to do is to register the School of Medicine. We realise that this may get us into trouble, because of the fact that part of the University would be registered and part not. The real difficulty would be the relation between the Pre-medical Department and the School of Science. I have had a hint from a member of the Rockefeller Foundation that, if we continue not to register because the School of Arts cannot register, we may alienate the interest of the Rockefeller Foundation. In spite of this, we are marking time. I think we may have some definite information on which we can act before the end of this session. Mr. Yee is going to take this matter up informally in Nanking with some of his friends, and possibly with the educational authorities.

In regard to finances, you took exception to my use of the word "bankrupt". I am not sure just what the definition of that word is in the dictionary, but it may have been too strong a word to use. However, if you will note the balance sheet of the Treasurer's Report for 1929-30, you will see that there were amounts, in round numbers, of \$17,000 C.M.B. Surplus, \$13,000 X-Ray Equipment, \$9,000 Medical Suspense (from which \$2000 Medical Deficit was afterwards deducted), \$900 Meigs Suspense, \$11,000 Women's Unit Building Funds, making a total of more than \$50,000, all of which is Medical School funds. When I asked the Treasurer at the meeting of the Board of Managers whether he could pay the Rockefeller Suspense and the X-Ray fund, which is a part of the Building Fund, he said that he could not without borrowing money. These two amounts are trust funds and should be in a bank and not on the Treasurer's books. I have been trying to get them off the books for two years and cannot do it. Just now, Hunter has promised me that he will deposit the \$13,000 odd X-Ray Building Fund very soon.

The Board of Managers referred back the proposed budget of the General University and asked us to add a sum sufficient to cover the President's salary on it. We do not see how this is possible. Salaries are going up everywhere and, except for the Hall Estate and Harvard Yenching Institute funds, our receipts are not increasing. The present exchange rate is hitting us hard as everything that is imported is going up rapidly in price, and practically all of our receipts are on a Mexican basis.

*The \$17,000 odd
minimum grants
+ C.M.B.
were paid
later*

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Apr. 28th, 1930.

When you were here, teachers were being paid rarely over \$100. I doubt if Mr. Linn can get acceptable teachers for Chemistry and Physics for \$250 now. The great difficulty with the General University budget is that we do not have enough funds allocated for this purpose, and you remember what a scrap we had over Balme's idea, which he put across, of taxing the schools, specially the Medical, for the support of the General University and Middle School. We need more teachers and better teachers if we are going to register the School of Arts and Science, and, with our present income, it will be perfectly impossible to get them. I am greatly concerned about the School of Medicine for the same reason. I think our oldest doctor, Kiang, is probably going to leave us, though he is getting a house and \$250. He has served us for eleven years. Dr. Pa, who has been here for nine years, has proposed that he be allowed to do part time private practice, in order to make the money that he thinks he should receive. We have decided to raise his salary to \$200 and house. I have reason to know that Dr. Hou, who is to be raised to \$170, plus house, next fiscal year, has been offered just twice this salary to go to Changsha. Our other young men are getting \$100, plus a house, whereas men in private practice or other medical teachers in China of the same grade are getting a great deal more. I have been surprised and delighted at the way in which these young medical men have stuck to us because they believe in the institution, but we cannot expect this to go on much longer, and, if we lose our young Chinese teachers, we cannot replace them with men of equal ability for less than double what we are now paying them. Of course, the P.U.M.C. pays at least three times as much as we do, but we are not comparing ourselves with them. The two government schools of which I know are paying from one third to twice as much as we are. I have seen the pay-sheet of the government school in Shanghai and their medical teachers are getting from \$300 - \$600, and one foreigner is getting \$700 a month. Of course, we know that government schools are not as reliable in their pay as mission schools, but the medical schools seem to be producing the salaries. Something must be done within the next year to remedy this. If we become a registered institution, I believe we can get the more loyal support of our alumni. Some of the young teachers now are planning to make a drive to raise money for a McClure Memorial Library. It remains to be seen what can be done, but they are rather enthusiastic about it. If there is any cause for which our alumni would work it would be something of this kind as a tribute to Dr. McClure. He has a remarkable hold on all of these men and women. I have written to Mr. Greene asking him if he thinks, in spite of the unsettled political condition of the country, whether it would be worth while to attempt, with the backing of the Rockefeller people and the alumni, to try to get some money.

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Mr. B.A. Garside

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Apr. 28th, 1930.

Another matter that is giving us a lot of concern is the situation in the Nursing School. This is not for publication, but, for some reason, Miss Wilson does not seem able to hold her faculty together. I think one reason is that some of her faculty are not the kind that would work together with anybody. I doubt very much if we shall ever get British and American nurses to make a good team. We should not have had the trouble with the Chinese nurses if the foreign nurses were united as the medical faculty is. You may hear more of this later.

Heimbürger, I think, is a great success as a hospital administrator, and Wolfe is great as a general manager of the workmen and mechanical equipment.

I am counting on getting the G.\$3000 which Mrs. Shaw promised in April 1929 and which you said in your last letter you would soon send.

Enough for the present. I hope to feel in a better humour when I get rid of this job of Acting President.

Yours sincerely,

P. J. Shields

RTS:MMS.

P.S. Since writing the above, I have seen a Chinese paper with some new regulations of the Shantung Tang Pu in regard to education. Though Cheeloo University is not mentioned, yet, as it is the prominent Christian institution in this province, Dr. Kiang thinks that it is specially aimed at us. The regulations are more drastic in regard to registration, religious instruction, etc. than the Nanking government ones are.

We have just heard that the English Baptist Mission have cut about \$2000 off the School of Arts and about \$600 off the School of Medicine appropriations for next year.

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Shantung Christian University

April 28, 1930

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Dr. Randolph T. Shields,
Cheeloo University,
Tsinan, China.

My dear Dr. Shields:

On April 24 we received your cablegram reading as follows:

"Inform Mr. H. F. Smith Senate voted your return University
inadvisable on account of Middle School closing. Regis-
trar to be Chinese. Letter posted today."

This cablegram was quite a bombshell for, while we have known all along that Smith, like all the rest of the Western personnel at Cheeloo, and for that matter all the other Universities in China, is not one hundred per cent popular with some folks at the University, we had no idea that the opposition to him was strong enough to result in such an unfavorable action by the Senate. It seems pretty clear that the references to a need for a Chinese registrar, and the closing of the Middle School, are purely for the purpose of "face saving", since Smith's work in the Registrar's office and as Principal of the Middle School are both extra jobs he has undertaken in addition to his central and primary task in the Department of Education. If we read the cablegram correctly it means that the Senate has voted adversely to Smith's return because his views are not always in accord with those who are now a majority in the Senate, and possibly also because it is hoped that his absence from the Presbyterian quota might make available an additional cash grant which would permit the employment of one or more Chinese members of staff.

Lair happened to come into the office about fifteen minutes after your cablegram concerning Smith had reached us, so I asked him what he thought the message means. His version is substantially what I have given above.

I did not pass on the message to Smith as requested, for though I know he has felt for a long time that he is not wholly persona grata with some of his colleagues on the staff, and has heard some indirect rumors of such an adverse action, he has not been greatly concerned, and is making plans for return to the University this fall. I suspect that such a direct slap in the face as this cablegram implies would probably mean that he would be permanently lost to the University, and probably to China. If there is really a serious and mature conviction on the part of the powers that be at Cheeloo that Smith should not return this fall, in fairness to him and to

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the University this decision should be communicated to him at once so that he can begin to make other plans, and the University can begin to seek someone to replace him. I hope, however, that our friends on the Senate will be very sure of their ground before they launch out on such a policy as this for, at best, the results are bound to be very serious.

I showed your cablegram to Dr. George T. Scott, since he, as China Secretary for the Presbyterian Board, as well as a member of the Cheeloo North American Section, is very directly interested in such a matter as this. In cooperation with Dr. Scott I drafted the cablegram I sent you on April 25, a copy of which is attached hereto.

At the present time the Presbyterian Board is feeling very restive over the fact that the number of missionaries on their quota at Cheeloo is year by year diminishing and a growing percentage of their quota is represented merely by cash payments used to employ Chinese members of the staff. The Presbyterian Board took their action agreeing to supply cash equivalent for temporary vacancies on their quota in the hope that this action would lead other cooperating Mission Boards to take a similar position. Practically none of the other Boards have followed the lead of the Presbyterians, and it is likely that they may in the near future limit or abandon altogether their agreement to supply cash equivalents for vacancies on their quota. Dr. Scott intimated that the reduction of two in the Presbyterian quota during the last two years was largely the result of so many vacancies in their missionary personnel at the University. I am convinced that if Smith is now dropped in the hope that the funds for his support can be used to obtain another Chinese member of the staff, the result will be that the Presbyterian Board will either reduce their quota at once, or at least will take the first convenient opportunity to do so. The net result would, therefore, be that the University would at best lose a Western member of the staff without any gain whatever, and might lose a great deal more than this.

You can easily imagine that the other furloughed members of the Cheeloo staff now in America have, within the last few months, been raising very serious questions as to whether they should return to the University.

Lair has maintained a very fine spirit as regards his return to China but is frankly doubtful whether the University needs him or wishes him to return. Harkness is trying to present his resignation to the United Church of Canada on the stated grounds that the U.C.C. is in such financial difficulties that it cannot finance his return to the field though, as a matter of fact, we are positive that his real reason is his doubt whether he is needed or wanted by the University. Mr. and Mrs. Carson are struggling to find the solution to a number of very serious family problems, and we can hardly continue to urge them to return to Cheeloo unless we are certain that they will find a real need and a real welcome awaiting them. I know that all three of these men and their wives would be greatly influenced by word that the field had cabled Smith they did not wish him to return.

Aside from all other considerations, I think the University would make a tremendous mistake if they allowed Smith to be lost to the work. During the year he has been in America he has been devoting practically all of his time and thought to preparation for his return to China, and in particular for preparation for the program of rural work at the University. We have counted on him as one of the most important men in the whole program of ruralized work in the Arts College. If the Arts College is to drop him then

unceremoniously from its staff, where on earth does it expect to find men who are able and willing to build up this program?

It is hardly necessary to mention that the Board of Managers in the spring of 1929 voted that Smith be invited back to the University at the expiration of his furlough, and that only the Board of Managers has the right to withdraw this invitation. From a practical standpoint, it doesn't matter much whether the Board of Managers takes action or not - if Smith knows the University doesn't want him he will resign quickly enough to avoid any embarrassment on that score. However, from the standpoint of the Governors and of the Presbyterian Board the matter is of considerable importance, for it seems that the Senate is now taking issue with the Managers.

Since I began this letter, Smith dropped into the office, and we spent some time going over Cheeloo matters. I gave no intimation of the cablegram with regard to him, for I want to give the Senate crowd an opportunity to think the matter over a bit. If they are sure they are right, well and good, a few days delay will do no particular harm.

During these recent months those of us here in New York who have very warm affection for Cheeloo, and have it constantly in our minds, have been tremendously distressed by the evidences that the institution which a few years ago ranked second to none in all China seems to be pulling itself to pieces from no other apparent cause than an absence of cohesive strength. We know that you have been doing all it is humanly possible to accomplish to hold the situation together, and we are all the more distressed that you have had such an overwhelming task and have had so little assistance from any quarter. Personally, I have had an utterly helpless feeling, something akin to that of one standing on the shore and watching a vessel drift aimlessly on the rocks.

I am, however, a confirmed optimist, and I am confident that in some way Cheeloo will pull past the present danger point. There is no doubt about the Medical School. It is doing such a fine piece of work in such a fine way, and with such loyal support by students, staff, and alumni that it will go right ahead. I believe there is no great cause for alarm over the School of Theology. But the Arts and Science Schools have stumbled at the very threshold of opportunity. They are being asked to undertake the most important, the most definite and clear-cut, task of any of our Christian colleges, and they are groping blindly and aimlessly, destroying what has been accomplished already simply from lack of vision and understanding. We have been counting on Lair, Smith, Harkness, and Carson to help you rescue the situation, and I earnestly hope that they will all be there in the fall to lend a hand. I do not read into your cablegram any indication that your own personal conviction is adverse to Smith's return, but rather that you are communicating to us a Senate action.

Will write again tomorrow on a number of matters, but must stop now if I am to get this in the China mail now closing.

Cordially,

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Shantung Christian University

April 29, 1930

AIR MAIL

Dr. R. T. Shields,
Cheeloo University,
Tainan, China.

My dear Dr. Shields:

Yesterday I sent you by regular mail a copy of the minutes of the meeting of the North American Section held on April 25. I am sending this letter by air mail so it should catch the boat for which regular mail closed yesterday. At this time we are also mailing to the field 35 copies of the minutes of the Section meeting. This supply of minutes should reach you about a week after this letter.

New coopted members. We were very much encouraged to have Mrs. Phillips and Dr. Tipple present at the meeting. Both of them seem to be genuinely interested in the University and I hope their presence on the Board will be of real value. Bishop Thirkield was not able to be present but came in the day after the meeting and talked with me at some length about the work the University is doing. I believe that he also is genuinely interested.

Inclusion of Woman's Missionary Society of the United Church of Canada. The necessary actions of approval by the cooperating Mission Boards here in North America and in Great Britain have now gone far enough to enable us to count the Woman's Missionary Society as one of our cooperating units. Mrs. Inksater was present at the meeting and seems to be greatly interested in the share her society is taking in the work at Cheeloo. We hope that the W.M.S. may find it possible to add to Mrs. Brodie's support the annual current contribution of Mex. \$2,000 necessary to bring the W.M.S. up to the one unit of cooperation. Mrs. Inksater stated that she would do what she could, but conscientiously warned us not to allow our hopes to rise too rapidly.

Minutes of meeting of the Board of Directors. The major part of the meeting was spent in a study of the meeting of the Board of Directors held on March 5-7, together with your covering letter of March 14, the British Section's minutes of April 11 and Dr. Weir's covering letter of April 14. We were all impressed by the fact that the Board of Directors at its meeting in March faced some extremely important and difficult problems. I discuss below the actions of the Section on the most important matters dealt with by the Directors.

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893 - Registration of the University or its schools. The Section spent more than one-third of the meeting discussing this vital problem. Mr. Cressy gave us some first hand information as to the conferences he has had with representatives of the University and with representatives of the Ministry of Education, and gave us also a very good description of the various political factors affecting the problem of registration at Chealoo.

The Section was, therefore, in possession of considerably more complete information than our Executive Committee had at its meeting of March 18. While the Section agreed with the Executive Committee that registration of the University as a whole is far preferable to separate registration of one or more colleges, everyone was convinced that the Boards here in the West cannot properly decide the procedure. It is a matter which must be left in the hands of the Board of Managers. The Section agreed, therefore, that it would only delay matters to continue the restriction suggested by the Executive Committee that the Board of Managers take no steps in the direction of separate registration of one or more schools until they had reported their recommendations to the Board of Governors. As a matter of fact, when the Executive Committee took action on March 18, it was with the expectation that the field would report the findings of the Board of Managers in advance of the meeting of the Section on April 25 so the Section would be in a position to decide the question on the basis of late information and recommendations from the field.

After careful consideration of all these factors the Section passed NAS-216. This action reiterates the preference of the Section for registration as a whole if this can be effected but gives the Board of Directors full authority to proceed in its discretion with the separate registration of the Medical School if such separate registration is found to be necessary, provided the religious conditions associated with registration are satisfactory and that this separate registration will not be prejudicial to the future registration of the other schools. From the wording of the action we understand that it is left to the judgment of the field board as to whether these two conditions can be met under separate registration.

Inasmuch as the British Section in action BS-254 followed the procedure of the Executive Committee of the North American Section in asking that the results of the Managers' investigations be reported to the Governors before the field proceeds to register the Medical School separately, it will be necessary for the British Section to concur in action NAS-216 before the Board of Managers will be free to proceed with separate registration of the Medical School. Immediately following the meeting of the North American Section I cabled the summary of NAS-216 to Dr. Weir and asked him whether the British Section will concur in this action. I also proposed that if the British Section does concur that we cable this information to the field at once so as to enable you to proceed as the Managers may find desirable.

894 - Dean of the Schools of Arts and Science. All members of the Section who know Mr. Lin Ch'i Ch'ing are familiar with his record and agree that he would be a very excellent Dean of the Schools of Arts and Science. They expressed a very sincere hope that he may find it possible to undertake this task. We all realize the difficulties he would have to face and recognize that he may not be willing to accept.

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895 - Rural Program. The Section agreed heartily to the general plan of the rural program as outlined by the Reorganization Committee of the Senate Committee on Rural Program. A number of those present stated that this program had impressed them as a very excellent and well thought out proposition. We recognize that as the program is put into effect various modifications will probably be found necessary.

In this same connection the Section endorsed the invitation to Dr. Butterfield to spend as much time as possible on the Chealoo campus while he is in China. I am enclosing with this letter copies of two recent letters I have received from Dr. Wernshuis, together with the schedule of Dr. Butterfield's visit to the Far East which Dr. Wernshuis sent. I am at this time communicating to Dr. Wernshuis action NAS-219, and am urging him to do all he can to arrange for Dr. Butterfield to spend a substantial amount of time on the Chealoo campus.

See "Wernshuis" 4/15/30
+ 4/23/30

896 - Your resignation from the vice-presidency. None of the problems now confronting the University so greatly disturbed the Section as did the news of your proffered resignation from the vice presidency. We have all realized during these last six months what an exceedingly difficult task you have been facing and how discouraging the work must have seemed. I know of no administrative leader in any of our China colleges who has had a more trying and more thankless task. With so many divergent elements and so many wide differences of viewpoint, it would have been absolutely impossible for anyone to secure united approval and support. We know too that you have been forced to give the major part of your time to general University administrative problems when you have felt that your work as Dean of Medicine and as a member of the teaching staff of the Medical School required your whole time and attention. No one could offer a single word of criticism at your announced intention of giving up the vice presidency.

On the other hand, the Section recognizes that you have been doing a mighty fine piece of work and that it would be another heavy loss to the University if you should give up the vice presidency at this time when a continued administration is even more necessary than before. It is apparent to everyone that one of the major causes of the difficulties Chealoo has encountered during the last five years has been the constantly shifting personnel responsible for the administration of the University. Until Dr. Balme had to return to England on health leave about six years ago, Chealoo was taking rapid and steady forward strides. Dr. Balme's absence for a year caused a temporary halt, and then he found it necessary to return to England permanently after a short stay at the University, the situation began to go from bad to worse. Dr. MacRae's administration seemed to be getting under way in a very satisfactory fashion when his breakdown put the University in a very serious position, through leaving it for a prolonged period without any accepted administrative head. While Dr. Li as Vice President, Acting President, and President did some very excellent work on the whole, he was handicapped most of the time by the fact that he was serving in some temporary or acting capacity, and he was hampered practically the whole time he was at the University by the fact that he did not have a well established group of deans and other administrative officers to help him to unify and develop the work of administration. If your name is now added to the list of those who carried on the administration of the University for a short time and then laid it down for other duties, it will add another very mournful chapter to a disheart-

ening story. We have all visualized you as carrying on the work of the vice presidency over an extended period, helping whatever Chinese administrative head the University may secure to build up and maintain a strong administrative policy, and at the same time being the spokesman of our missionary group in matters affecting the home boards, and in all the promotional interests of the University here in the West. For all these duties you are admirably qualified, and we are convinced that the service you could render the University in these administrative fields would constitute an invaluable contribution, even though it meant that you must necessarily restrict your work in the School of Medicine where we know your primary interests lie.

The Section hopes that you might be persuaded to withdraw your resignation altogether, but if you are not willing to go that far we at least hope that you will not press the matter of the acceptance of your resignation just at this time when the University is struggling along under more problems than it can manage. Possibly a little later, if a suitable Chinese president and a Chinese dean of Arts and Sciences can be secured, and if one of the other veterans on the Western staff at Chaeloo can be persuaded to accept the vice presidency, it would probably then be possible for you to devote your entire efforts once more to your work in the School of Medicine. Even then we would be reluctant to see you give up the general University administrative work you have been carrying on, but at least such a change might be made with a minimum of loss and confusion. But for you to give up the vice presidency now would simply mean confusion worse confounded.

898 - Budget for 1930-31. I regret very greatly that we had nothing definite to present to our North American Section relative to the budget for 1930-31. From the actions of the Managers and from the correspondence we have received I understand that the primary difficulty is that of confining your expenditures within the limits of the known income.

Speaking from a purely personal standpoint, I am sorry that the field has not called on the Governors for help in this struggle to map out its financial program for the coming year. During the three years I have been here in New York I have often had occasion to feel that our friends at Chaeloo have lost the knack, so well developed in the missionary force as a whole, of making its needs clear and sending the home constituency convincing statements of why it must have additional support. I am afraid that our home boards have become so accustomed to receiving urgent pleas for assistance, that they are at a loss in dealing with an institution that never makes any convincing pleas for help. Perhaps it is treason to say so, but I frankly feel that it would be for the best interests of Chaeloo if you on the field would urge the Board of Governors year by year to do more than simply provide the regular contribution toward a balanced budget, which you on the field have had all the labor of balancing. It is all well enough, and is in fact quite necessary, that the budget submitted to our college boards by the various field boards of managers and boards of directors shall be balanced. Every one of our five college boards of trustees has adopted the position of insisting that only a balanced budget shall be presented. This does not, however, prevent the field from sending along with their budget a supplementary list of other urgent financial needs they would like to have met if and when additional income can be secured. Nearly all the other China colleges have this year sent us, in addition to their balanced budgets, lists of supplementary, extra budget needs, ranging from a few thousand dollars up to almost a hundred thousand dollars of local currency.

Just a week ago in one of our other Universities the Board of Trustees, after studying the needs on the field for the new year, not only approved the balanced budget and made a special appropriation of additional income which had come to light during recent weeks, but even went so far as to agree that it would provide the field during the year with about \$25,000 local currency which is not yet actually in sight, but which the Board has been willing to undertake to find. I was interested in a comment made by President Pundleton of Wellesley College at a Budget Committee meeting she attended last week. She expressed the opinion that any institution that is willing to go on from year to year with the same balanced budget they have always been submitting, and without asking anything more, is in a very lifeless condition.

Frankly I believe that annual requests to the Board of Governors to lend a hand in helping the University find reasonable amounts of additional income in order to keep its work going forward would do more than anything else to stimulate interest, support and loyalty within the Board of Governors. Of course, such a policy would have to be developed gradually. It would be necessary to send at first small number of very concrete items with a sufficiently small total to avoid frightening the Board or making them think the field had suddenly become reckless in its financial policy.

We are anxiously awaiting the final figures on the budget for next year and when these figures reach us we will try to do everything possible to persuade the Board to make a maximum contribution next year in order to help the University past one of its most critical stages of development.

899 - Reorganization of the Board of Directors. For some months we have known that some reorganization of the Board of Directors would be necessary in order to meet the new regulations of the Chinese Ministry of Education which demand that at least two-thirds of the Board of Directors shall be Chinese. The North American Section heartily supports this process of reorganizing the Board of Directors to provide the requisite Chinese majority. The Section did, however, raise a serious question as to the desirability of such a large proportion of coopted members. According to the proposed reorganization suggested by the Board of Directors, both the number and the percentage of representation from the cooperating missions and churches are reduced, and the number and percentage of coopted members are substantially increased. The net result would be that within such a Board of Directors the representatives of the organizations which have founded and are supporting the University would be in the minority, and in process of time would probably exercise less and less influence in determining the policy of the institution. Under such conditions there is a possibility that as the years go by there might be a steady decrease in the closeness of association between the University and the cooperating missions and churches on the field on the one hand, and between the University and the home boards on the other. Mr. Cressy, who has been interested in the reorganization of the boards of directors of several of the other China colleges, pointed out this large proportion of coopted membership as a serious defect of the plan proposed by the field. Dr. Scott and Dr. Fairfield were appointed a sub-committee to draft action NAS-222, and after about an hour of careful study, presented to the Section the resolution which was adopted by the Section to form this action. You will note that the chief difference between the plan suggested by the Section and that proposed by

the field is the increase in representatives related to churches and missions and the decrease in the accepted membership. We realize that further study will be necessary to evolve all the details of the plan which will insure that the related churches and missions will always elect enough Chinese among their representatives to insure that the Board will have a two-thirds Chinese majority. We believe, however, that the Board of Directors will be able to work out such arrangements without any great difficulty.

Statement of "The Ruralized Program for Cheeloo". You will note that by action NAS-223 the Section approved the statement of "The Ruralized Program for Cheeloo" attached to the minutes as Appendix A. This statement is a revised form of the document I sent you in March. Craggy and Reisman both made a number of suggestions for changes and we revised the material to some extent in the light of recommendations of the Organization Committee of the Senate Committee on the Rural Program. As a matter of fact, had we known a little earlier that this statement would soon be coming to us from the field, the Section would probably not have taken the trouble to prepare such a statement of its own viewpoint as to the future policy of the University and would simply have approved the program as drawn up by the field. Perhaps, however, it has been worth while for the group here at home to formulate its own application of what this program involves, for I believe that our North American Section has gained a clearer understanding of what the University is being asked to undertake. I believe too that this statement of the ruralized program for Cheeloo is in close accord with the recommendations of the Senate Committee on the Rural Program.

Report of the Special Committee on Functions of the Woman's Committee. You will note action NAS-224 and the minutes of the Special Committee attached as Appendix B. As constituted by NAS-224, the Woman's Committee is now clearly recognized as responsible for the women's interests in all departments of the University rather than only in the School of Medicine. We hope that this clearer definition of the functions of the Committee, along with the enlargement of its membership, will result in greater interest and activity on the part of the Committee.

Correlated Program. We have already received word from one or two other field boards telling of their approval of the correlated program as drafted in Shanghai at the meeting in January. Since, however, the Board of Directors at their March meeting did not take formal action on the correlated program or Cheeloo's participation therein, we presume that the Directors did not have sufficiently completed a formulation of the actions of the Council to take definite action. Perhaps the Directors will send us some more definite word on this matter within the next month or so. We certainly hope that at the annual meeting in London on June 30 we will have definite word as to the attitude of the field with regard to the correlated program so that the Board of Governors will be able to take definite action at that time. You will note that the North American Section in action NAS-225 passed an action giving general approval in principle to the correlated program without formally committing the University.

The Annual Meeting in London. You will have just about enough time after this letter reaches you to send Dr. Weir for presentation to the annual meeting of the Governors in London on June 30 any suggestions you may have growing out of these minutes of the North American Section, or out of the minutes of the meetings of the British Section held on April 11 and April 24. I hope that at the meeting on London we will be able to clear

Dr. Shields-7

4-29-30

up most of the important matters which are still pending. I hope too that when the Governors meet in London the situation at the University will look materially brighter than it has during the past months.

With all good wishes, I am

Very cordially yours,

B. A. Garside

BAG-H

Enc.

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TRANSFER

Shantung Christian University

May 9, 1930

Dr. R. T. Shields,
Cheeloo University,
Tsinan, China.

#2

My dear Dr. Shields:

I have learned from several informal conversations I have had with Mr. Cartwright of the Methodist Board that the prospects for the Board sending Mr. Richard Hanson back to the Methodist work in Shantung Province next year are very good. For quite a while it was thought that the Board would not be able to send Hanson back to China and it was seriously proposed that he take up a short term position in South America. Within the last few weeks, however, the situation has changed materially and at the present time the Board is planning to send him back to Shantung either during the latter part of 1930, or else sometime in 1931. I understand that the Methodist Board here in New York plans to leave to its Shantung Mission the question of the exact appointment Mr. Hanson is to receive after he arrives on the field. I have reason to believe that the Methodist Board would be very happy to see him appointed to work at the University, but it does not wish to take the initiative in proposing such an arrangement. I am, therefore, passing on this information to you so that if the University desires to have Mr. Hanson on the Cheeloo staff you can take whatever steps are needed to persuade the Shantung Mission of the Methodist Board to approve his appointment to the University.

Since Mr. Hanson returned to America a couple of years ago he has been taking a seminary course at Union Theological Seminary. I understand that he will receive his B.D. this spring. He is now married, and from the one conversation I have had with his wife, she seems to be a very delightful young woman and likely to prove both an excellent helpmeet and a real missionary. She has had an unusually thorough educational preparation but at the moment I am not able to give very definite information as to any specialized lines of work she may have pursued.

Hanson is at the present time associate Pastor in one of the up-town Methodist churches here in New York. He continues to take a very active interest in work with boys and young men and, from what I have been able to learn, is quite successful in this type of work.

In view of the further training and experience Hanson has received during his stay in America I presume that his logical place if he returns to Cheeloo would be in the School of Theology, where he might combine formal instruction in some department with less formal religious work among the

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OVER
SHANTUNG

INDEXED

TRANSFER

Shantung Christian University

May 9, 1930

Dr. R. T. Shields,
Cheeloo University,
Tsinan, China.

#2

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students of the University.

I believe that Hanson would be a valuable asset to the University purely from the standpoint of the worth of himself and Mrs. Hanson. His coming would, moreover, have the important additional advantage of greatly strengthening the interest and active participation of the Methodist Board in work at Cheeloo. The interest of the Methodist Board has suffered a great deal since Baker left Tsinan; and so far as we can see, the only prospect for renewing this interest lies through securing new representatives of the Methodist Board on the Cheeloo staff who can work within their own mission and with their board here in New York in strengthening the active interest of our Methodist friends in the work at Cheeloo.

You will, of course, wish to use your own judgment as to how far it is wise to pass on in a direct way the information I am sending you in this. I presume that Mr. Cartwright would not care to have his name connected in any way with the suggestion that Mr. Hanson might be assigned to the University due to his position as impartial referee of all the Methodist work in China.

Very cordially yours,

B. A. Casside

BAG-H

OVER

SHANTUNG

INDEXED

TRANSFER

Shantung Christian University

May 12, 1930

Dr. R. T. Shields,
Cheeloo University,
Tsinan, China.

My dear Dr. Shields:

I enclose herewith a confirmation copy of a cablegram we sent you on Saturday. I delayed sending this cablegram for some days in order to receive Dr. Weir's reply to the message we sent to London immediately after our North American Section meeting, stating that the North American Section approved authorizing the Board of Managers to proceed at its discretion with separate registration of the School of Medicine, subject to concurrence by the British Section. Dr. Weir's reply states that the action of the British Section requested the Board of Managers to notify the Board of Governors before proceeding and that he feels he is not authorized to commit the Section to any different policy. As a result I made no mention of the action of the North American Section in the cablegram, but dealt with other matters on which we felt you should be informed without the delay of corresponding by letter.

The North American Section felt so greatly perturbed over your resignation from the vice presidency that they asked me to include in the first cable going to Tsinan a statement of the fact that they feel your resignation at this time would be a serious loss to the University, and that the Section earnestly desires that you do not press for action on the resignation even if you are unwilling to withdraw it altogether. I wrote you at some length on this matter in my letter of April 29. I could add a great many more comments if I thought they would strengthen our plea.

The Section also asked me to cable you at the first opportunity the conviction of the Section that it would be unwise to reorganize the Board of Managers with such a large proportion of coopted members. I know that the British Section took almost identically the same action so I felt justified in stating that the entire Board of Governors, rather than simply the North American Section, feels that the proportion of coopted members in the proposed reorganization of the Board of Managers is too large. We are sending this information by cablegram in the hope that it may be possible for you to defer the process of reorganization of the Board of Managers along the lines proposed by the field without the embarrassment of withdrawing invitations which might be extended to Chinese nominees for co-opted membership before the minutes of the two Sections reached the field by mail.

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5-12-30

The next matter referred to in my cablegram is that of the field's attitude on the suggestion that Mr. Reiser might be available for helping the University get its rural program established in the fall. You will remember that on March 24 I wrote you at length on this subject and suggested that it might be wise for you to cable us the judgment of the field at the earliest possible date. On Saturday I received a letter from Reiser to which he had attached a postscript with the following inquiry:- "Has anything been done about asking me to go to Tsinan to help out a bit?" We cannot keep the matter open indefinitely for Reiser must be making his own personal plans, the University of Nanking is no doubt planning for the work he will do on his return, and the Presbyterian Board must be asked to give their consent to any change in his arrangements on return to the field. Everyone here in America agrees heartily that for Reiser to spend a considerable amount of time at Cheeloo next year would be of the greatest possible value, not only at Cheeloo but to the whole program of rural education throughout China. I believe there is a genuine possibility of our securing him if we act promptly and effectively. But our hands are more or less tied until we can get some word from the field, for we cannot make any effective presentation of the proposal until we know that you on the field support it.

The last matter dealt with in my cablegram is that of the question of Mr. Smith's return to the University. When your cablegram addressed to him reached me on April 24, after consulting with Dr. Scott, I assumed responsibility for not communicating this information to Smith until further facts had been received from the field. However, in fairness to Mr. and Mrs. Smith, I cannot withhold this information indefinitely. They are going ahead actively in their plans for return to the field. What is more important, the opportunities for obtaining employment here in America are rapidly becoming fewer as the weeks go by. If Cheeloo sincerely does not desire Smith's return, I am told that a number of other places in China would be very happy to have him, but it would be too late for arrangements to be made in time for him to return to any other place in China this fall.

Shortly after Dr. Scott and I sent you our joint cablegram on the matter, Dr. Scott showed me a long letter from Lautenschlager discussing the situation at Cheeloo. Obviously Lautenschlager was in the depths of despondency, and for some months has been in very unsatisfactory health. A number of things in Lautenschlager's letter seem to have aroused the fear of our Presbyterian friends that our Chinese colleagues at Cheeloo are too much interested in the cash grants the Presbyterian Board has heretofore sent out for vacancies on its quota, and are perfectly willing to dispense with almost any of the Presbyterian missionaries in order to get this cash equivalent. Added to this fact is the growing dissatisfaction of the Presbyterian Board over the unwillingness of the other Mission Boards cooperating in Cheeloo to join the Presbyterian Board in its agreement to provide cash equivalents for quota vacancies. The question before the Presbyterian Board is a much broader one than Cheeloo alone for similar problems of quota vacancies in the other union institutions where the Presbyterian Board is cooperating are constantly arising. I have learned unofficially that the Executive Council of the Presbyterian Board at a meeting held last week recommended to the Board itself, which will meet at the end of this week, that the Board adopt a policy providing cash equivalents for a maximum of two vacancies in any institution where it is cooperating, and that these two vacancies receive cash equivalents only where qualified missionaries are not available. I believe it is highly probable that the Presbyterian Board will adopt this recommendation of its Executive Council.

Dr. Shields-5

5-12-30

Mr. Lautenschlager's letter also referred to certain criticisms of "one member of the Presbyterian quota at Cheeloo" without mentioning any names. Dr. Scott and I inferred that he had Mr. Smith in mind. If there is any serious dissatisfaction with Mr. Smith at Cheeloo it is certainly not to his advantage or that of the University that he return to the campus. He would not want to return and one of us would wish him to return. The one thing we wish to avoid is the possibility that the University may not only lose a valuable worker but may at the same time lose the support heretofore going to him and may further discourage other Western members of the University staff who are now on furlough or on the field. The other day when I asked Mr. Cressy if he had any first hand knowledge as to the circumstances at Cheeloo which caused the cable recommending that Smith do not return, he gave me such information as he had and then commented that "Cheeloo is perhaps best known throughout China for the good men it has lost". I hope that is not a fair comment on the University, but I feel that such a reputation would be strengthened if we allowed Smith to leave the University unless there were basic and fundamental reasons for his doing so.

I sincerely hope that within a few days we may have a cable from you giving further information with regard to both Reiser and Smith.

Very cordially yours,

B. A. Carside

BAG-H

Enc.

0872

CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

SHANTUNG
齊魯
科大學

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

May 15th, 1930.

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

INDEXED

TRANSFER

Dear Garside,

First, I am definitely counting on Gold \$3000 which the Women's Committee voted in April 1928 and which Mrs. Shaw promised would be sent out at once, in her letter of April 1929, and which you also promised in one of your recent letters would soon be sent out. We have some good use to make of this money.

I will now take up your cablegram received on May 11th, in which you mention several matters.

1. I appreciate the action of the Board in regard to my resignation, but I insist, and so do all of the Medical Faculty, that I shall resign this Vice Presidency, which has meant most of the time Acting President. The Board of Managers has accepted my resignation and it comes into effect at the next meeting of the Board, which is to be June 4th. I am attempting to carry a full teaching load and do the work of the Dean of the Medical School, as well as the President's job. During the troubles of the winter, of course, I could not and would not quit. I realise that I am not doing any of these jobs properly, and I am beginning to feel the strain. My wife and my friends are insisting that I must drop some of my work and, naturally, the Vice Presidency is the position that I will drop first. In order to carry this on, a man should have some adaptability for and enthusiasm for the job, and I have neither. I feel that this School of Medicine is an institution that has made good in the past, is making good now and gives promise of continuing to make good, and I am willing to stick to this.

2. As to the second matter of the cable, you will note that the Administrative Council, in November 1929, voted that the representation on the Board of Managers should be increased to give a two-thirds majority of Chinese. So far as I know, no criticism of this action was taken at home. The Board of Managers, in March, reaffirmed this action and put it into effect by co-opting a number of prominent Chinese.

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May 15th, 1930.

Most of these have already signified their willingness to accept positions on the Board. I take it that the Board of Governors do not mean that they object to the large number of Chinese, but that they object to the large number of co-opted members who are not therefore members of the co-operating missions. As it is necessary to have a meeting of the Board in time for the findings to go before the Board of Governors' meeting on June 30th, I have called a meeting of the Field Board for June 4th. I did not call these new co-opted members to this meeting as I was waiting to hear the actions of your meeting of April 25th. In the face of your cablegram, Of course, I cannot invite these members to come. This matter brings to the front a very important question. I think Dr. Y.Y. Tsu was absolutely correct when he insisted that, if he took the Presidency of this institution, the Board of Directors should have more authority. I do not think it is going to be practicable to run an institution with all the complicated machinery that we have if the final decision in all important matters must be made in New York and London. This would work very well as long as the large majority of us were members of missions, as we understand the necessity for red tape, but conditions have changed.

3) In regard to Reisner, I have not written to him because, personally, and after consultation with other doctors, and from personal testimony which I have had from one experienced nose and throat man, I do not think that a man with sinus trouble would get on as well in the dry, dusty climate of Shantung as he would in the climate of Nanking. I presented your letter to the Dean of the School of Arts and Science and other members of the faculty. They did not ask me to do anything, nor took any steps towards asking for Reisner. It is possible that the uncertainty of whether we are going to do any rural work or not next fall may have been their reason for non action. There is still an uncertainty in the minds of some as to whether the Arts School will open or not. More of this later.

4. At the last meeting of the Senate, I showed your first cable in regard to Smith. Nothing was done about it, and, as the faculty of the School of Arts and the Senate have done nothing, I am also doing nothing. I wrote Smith fully about the matter, and sent the letter to your care. I am presuming that you have informed him, otherwise my letter, and Heimburger's will be the first news he will have. I feel very badly about this whole matter.

0874

May 15th, 1930.

5. The most serious part of your cablegram is in the last information that the Presbyterian will "likely limit funds equivalent two Chinese vacancies". I take this to mean that, instead of giving us the four substitute salaries which are now being received, the Board will probably cut us to two. Mr. Linn is in Peking, trying to get some teachers, and spending Harvard Yenching money on Chinese books. He has written me three times, wanting to know if I would authorise him to secure a teacher of Sociology on the substitute salary which would be given for Mr. Smith. I have written him very positively that we have no such authorisation, and, in my letter to-day, I have told him that I do not expect there is going to be such a substitute salary. This was not a great surprise to me as I had an intimation some time ago that the Presbyterian Board deprecated the losing of so many foreigners and their substitution by Chinese. I can see, from the Board's standpoint, where this might interfere with the raising of funds at home, but it is another part of the question which I have raised above: if this institution is to be turned over very largely to local control, it will be very difficult to manage the situation if the power of appointing the personnel is in New York.

To-day's Tsinan paper states that the Municipal Tang Pu had a regular meeting and petitioned the Provincial Tang Pu to request the Educational authorities to prevent Cheeloo taking in any new students until the institution registered. This news does not seem to have been unexpected by some of the Chinese, but it does not help to dissipate the clouds of pessimism which have been hovering over the institution.

Mr. Yee has just returned from Nanking, where he went to interview H.H.K'ung, Chang Chih Chiang and others, with a view to their becoming co-opted members of the Board of Managers. He is very optimistic that they will do so. He also, of course, discussed informally the question of registration and is rather optimistic about this.

Not very long ago, Dr. Kiang saw, informally, the Commissioner of Education, and I later, formally, called upon him. He consistently sticks to the position which he has held throughout, that he would not recommend the School of Arts and Science for registration, but that he was willing and rather anxious to see the School of Medicine registered as a separate institution. The attitude of most, if not all of the medical faculty is that we are willing to wait, in order to see if we can help the School of Arts and Science to register as a University unit, but we are not willing to jeopardise the usefulness, and possibly

Mr. B.A. Garside

- 4 -

May 15th, 1930.

the existence of the School of Medicine merely to go down sentimentally with the School of Arts and Science. So far as I can size up the situation, as regards personnel, the School of Arts and Science now has Heeren, Hunter, Lautenschlager, Jacot and Phillips, foreign members; Mr. Wang Hsi En, who is really in no condition to work, Mr. Chou, Mr. Iuan, and the two Changs, (in History), and Mr. Tsui (Sociology) whom I have fired at the request of the new dean. There is no Chinese in Biology, and my assistant and I are carrying on the senior class in Biology now. In Physics, we have Mr. Wei, who is hoping to get a fellowship and leave us, and Wang Ping Hsiao, who is expecting to get a fellowship and go to Yenching for a year. In Chemistry we have discharged Dr. Yang. Linn has just written me that he has seen that Dzang will get another place, and Mr. Liu, a young man, is probably going to leave us, and one of Dr. Adolph's old students, now in Yenching, we are expecting in the fall. Jacot thinks that maybe a Mr. Ch'en, of Shanghai, is coming for next year for Biology, but I think it is uncertain. Mr. Linn cannot get teachers for Physics and Chemistry under \$300 a month, so they are uncertain. He has not yet been able to get a competent teacher of Chinese. This is a bit of inside information that you can understand as you know most of the people personally. I cabled a month ago to Toronto to find out if Harkness could be expected. Having heard nothing from him, I have cabled again, asking if he can be expected, or, if not, if his Board will give us his substitute salary. I suppose Carson will be coming out this summer.

As we have heard nothing from the Board of Governors about the separation of the School of Theology, we do not know exactly where we are at, but we are all going on the assumption that, after the 1st July, the School of Theology will not be a part of the University.

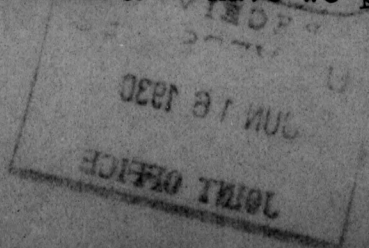
I will keep you informed, by cable if necessary, of any new developments.

Yours sincerely,

RTS:MMS.

R. T. Shields

P.S. Mr. Yee has just asked me to send you the following cable, which I have done:- "Meeting of Board of Directors 4th June. Increasing co-opted members is fully considered and is thought advisable. Have we permission to do so."



0876

May 14th, 1930

- 4 -

Mr. P. J. Goss

The existence of the School of Medicine merely to go down
centimentally with the School of Arts and Science. So far
as I can see up the situation as regards personnel, the
School of Arts and Science now has Messrs. Hunter, Lister,
Schlager, Jost and Phillips, foreign members; Mr. Wang Kai
Ma, who is really in no condition to work; Mr. Chow, Mr. Lee,
and the two Chinese (in History) and Mr. Tsai (Geology) whom
I have tried at the request of the new team. There is no
Chinese in Biology, and my assistant and I are carrying on
the senior class in Biology now. In Physics, we have Mr. Wei
who is hoping to get a fellowship and leave us, and Wang Ping
Hsiao, who is expecting to get a fellowship and go to Yenching
for a year. In Chemistry we have discharged Dr. Yang. I am
not sure whether the new team will be able to leave us
place, and Mr. Liu, a young man, is probably going to leave us
and one of Dr. Adolph's old students, now in Yenching, we are
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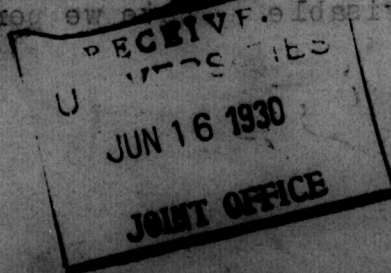
I will keep you informed, by cable if necessary, of any
new developments.

Yours sincerely,

W. T. H. Hsiao

W. T. H. Hsiao

P.S. Mr. Yee has just asked me to send you the following
cable, which I have done: "Meeting of Board of Directors
4th June. Incoming co-opted members is fully considered and
is thought advisable to we permission to be so."



CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

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SCHOOL OF MEDICINE
OFFICE OF THE DEAN

May 17th, 1930.

SHANTUNG

TRANSFER

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

Dear Mr. Garside,

I am going to worry you again to have some blocks made for us. I am enclosing herewith six prints of Dr. Struthers', and three of the ones of mine which were sent you in 1927 and which seem to have been lost, and should be glad if you would have blocks made of all of them. I think the larger size photos might be left that size, or a little smaller, if necessary, as it is nice to have a larger block for a frontispiece or a full page occasionally.

Dr. Struthers' photos are the following:

- 1 snow scene on campus (postcard size)
- 1 road on the way to Hsing Lung Shan (post-card size)
- 1 medical graduates
- 1 nursing graduates
- 1 group nurses on hospital steps
- 1 Pediatric Clinic Xmas Party.

My photos are the following:

Translation - Dr. Shields and Mr. Ch'en.

" Dr. McAll and writer

Medical School Library.

I should be glad to have these photos back when the blocks are made. I hope you will be able to get them done and sent out by the end of the summer, so that we can use them in the next Medical School Report. You will have seen the last ones that you kindly had made in our last year's report. Thank you very much for helping us in this way.

I am enclosing a copy of a letter that Dr. Ingle asked me to send you. It has been sent to all members of the Field Board, and we are also sending copies to the British and American sections of the Board of Governors. This will explain Dr. Shields' refusal to reconsider his resignation from the Vice Presidency. He has been through a very great strain during these last months, and is very tired, and is just counting the days till he can hand over this Presidential work which worries him far more than his ordinary work does.

The meeting of the Field Board has been called for June 4th, and we hope to be able to get the minutes to London in time for the June 30th meeting.

Yours sincerely,

Wanda Horton Smith

CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

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SCHOOL OF MEDICINE
OFFICE OF THE DEAN

SHANTUNG

May 17th, 1930.

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Yours sincerely,

Wanda Horton Smith

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CHEELOO UNIVERSITY
TAINAN, SHANTUNG
CHINA

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

I am writing to you regarding the matter of the
three of the cases which were
sent you in 1929 and which seem to have been lost.
I should be glad if you would have them sent to
me. I think the largest one of the three is the
one on a little girl. It is also
to have a larger block for identification as I will
be glad to have it.

The following are the names of the children:

1. Chia Hsiang
2. Chia Hsiang
3. Chia Hsiang

The children are the same as the
ones in the 1929 report.
I am glad to hear that you are
interested in the matter.

I am glad to hear that you are
interested in the matter.
I am glad to hear that you are
interested in the matter.

I am glad to hear that you are
interested in the matter.
I am glad to hear that you are
interested in the matter.

RECEIVED
UNIVERSITIES
JUN 16 1930
JOINT OFFICE

0879

COPY.

Cheeloo University,
TSINAN, Shantung,
China.

May 23rd, 1930.

Dr. H.H. Weir,
22, Furnival Street,
London, E.C. 4.

Dear Weir,

In answer to yours of April 30th, I am glad to note that the Board agreed to accept my resignation, and I appreciate what you say about my work here.

As to the budget, if we are going to register, we shall have to have salaries for Military and Party Instructors. The Field Board instructed us to put these items in and also the item for salary for a President. I think the only way in which we can put this latter on the budget is to enter it as an expenditure and, under the head of Receipts, put in the full amount to be received as a special gift from the Board of Governors. We have no money to pay a President from our present income. I do not know how we are going to get round the Military and Party Instructors' salaries without using mission funds. The American Section of the Board of Governors has not taken up this special point.

In regard to reorganisation of the Board of Directors, I note that the American Section agreed with you, and I think the point is well taken, if it is possible to get the extra Chinese in as mission representatives and not as co-opted members.

I am sorry that I cannot tell you anything more about the attitude of the alumni, but I think that the alumni of the School of Arts & Science will be unanimously for the registration of the whole University, and not in favour of the Rural Programme. This is the impression that I have gotten from various sources. The alumni of the School of Medicine would probably be just as strong about the separate registration of the School of Medicine, and, of course, they do not care what is done about the Rural Programme, as it does not affect the School of Medicine.

A committee of three was appointed by the Board to take up the question of registration. The personnel of that committee has made it difficult for them to get together, and, though various inquiries have been made, nothing has been done so far.

MAY 23
1930

- 2 -

I will now take up the minutes of the meeting of the North American Section, of April 25th, which have just arrived.

I am glad to see that the Women's Missionary Society of the United Church of Canada is coming into the union.

No. 216, in which the N.A.S. gives us permission to go ahead with registration of the School of Medicine, with certain conditions. Garside wrote that he had cabled you at once, asking whether you would concur in No. 216 and he said he would cable this information to the field at once if you did. No such cable has been received.

All these minutes about Rural Programme and Correlated Programme are interesting reading, but, in the present condition at Cheeloo, nothing can be done about it.

I am very sorry that the matter of the budgets has been, apparently, so neglected. We must have something passed by the Field Board in order to get it to you by June 30th.

As to the reorganisation of the Board of Directors, I note that the N.A.S. took practically the same action that your British Section did.

As to the Institute, we have not heard officially from the English Baptist Mission. The matter is really in their hands.

I am sure that you will find it difficult to understand the position in which we now are. I do not think that even Balme would sense it. Mr. Zinnis in Peking, and is expected back any day. He was trying to get some teachers, but had not been successful when he last wrote, even though he was prepared to offer \$300 per month for a head of the Chemistry or Physics Department. Up till now, we have had four substitute salaries from the American Presbyterian Mission (North). After the Senate requested Mr. Smith not to return, it was thought that another salary would be available. One of these salaries will be taken up by Mr. Carson, who is expected in the fall. Instead of receiving a substitute salary for Mr. Smith, we yesterday received a cable from the American Presbyterian Board saying that, after the end of the present fiscal year, they would grant only two substitute salaries, so our income is cut by just so much. We received a cable last week from the United Church of Canada Board, saying that Mr. Harkness had resigned, but that they would pay his substitute salary.

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Our hopes for registration, it seems to me, are very slim, and the last news, if authentic, makes me believe that the northern forces will not be able to beat the southerners. The present regime will therefore probably continue. I had a rather significant letter from Dr. Hawks Pott, the President of St. John's University, Shanghai, the other day, in answer to an inquiry of mine. He said that he and a committee from St. John's visited the educational authorities in Nanking, to discuss the question of registration. Dr. Hawks Pott stated that he left that conference convinced of the fact that the Nanking Government was going either to register or close all mission institutions. As you may know, St. John's has been opposed to registration all along, and up until recently, at least, Bishop Graves and Dr. Hawks Pott thought that they were going to win out. If this is true in regard to St. John's, it will be eminently true of Cheeloo. Whether we can preserve our independence and full religious freedom after registration is a question, but we are probably faced with two alternatives, and we may have to take the lesser of two evils, and register the School of Medicine. Personally I have no hope whatever that the University, as such, can be registered, and I think that the Board of Governors will have to trust us on the field to make the best conditions that we can in a bad situation. It would be a pity to close, and yet we may be faced with this, unless we give in to the demands of the Government, and register. I shall keep you posted.

.....

Yours sincerely,

(signed) R.T. SHIELDS.

RTS:MMS.

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OVER

SHANTUNG

TRANSFER

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Shantung

May 24, 1930.

Dr. Randolph T. Shields,
Cheeloo University,
Tsinan, Shantung, China.

My dear Dr. Shields,

Let me acknowledge receipt of your two letters of April 28th and also your cablegram of May 15th.

Your cablegram, which I understand was in response to the wire I sent you on May 10th, we have decoded as follows:-

"MEETING OF BOARD OF DIRECTORS JUNE 4, 1930. INCREASING COOPTED MEMBERS IS FULLY CONSIDERED AND IS THOUGHT ADVISABLE. HAVE WE PERMISSION TO DO SO?"

I at once transmitted this cable on to Dr. Weir and asked for his opinion on behalf of the British Section, and at the same time consulted with various members of the North American Section. After a couple of days Dr. Weir cabled back

"WOULD SUGGEST 'PERMISSION CANNOT BE GIVEN INCREASE COOPTED MEMBERS UNTIL SECTIONS OR ANNUAL MEETING RECEIVE SATISFACTORY INFORMATION FROM FIELD'".

Since this suggestion was in agreement with the views expressed by the members of the North American Section whom I had consulted I sent you the cablegram of which a confirmation copy is attached hereto. I believe the Governors appreciate the immediate and urgent difficulties you are facing in connection with the reorganization of the Board of Directors, but they are firmly convinced that it would be a thoroughly unsound policy for the University to place the field administration in the hands of a Board where a majority of the members do not represent the constituent organizations and might in time become hostile to these organizations and to all they represent, even though they might not be avowedly anti-Christian or anti-Western. We all realize that the Board of Directors has a more direct and more important share in guiding the affairs of the University than does the Board of Governors, and for that reason it is considered of the greatest importance to the whole future of Cheeloo that its membership be kept representative. So far as we in the West know, there should be no fundamental difficulty in having the cooperating missions and churches increase their proportion of Chinese appointees.

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Dr. Shields

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May 24, 1930.

At the end of my cablegram I again urged that, if you have not already done so, you at once send Dr. Weir full information and recommendations on such important questions as registration, reorganization of Board of Directors, policy as to Western staff, financial needs. The value of the London meeting will depend in large measure upon the extent to which we have full and up-to-date information on these matters.

Your two letters of April 28th make us sympathize still further with the difficulties of your position. You would feel quite at home if you were appointed superintendent of a madhouse! Since you are the agency of communication between the home base and these berserk gentlemen on the field we are forced to pass through you the vigorous objections and disapprovals aimed at others behind you. And we appreciate too the fact that you must be the mouthpiece of your delightful colleagues who are convinced that the Board of Governors and the Mission Boards are made up of a lot of thick-headed, self-centered, doddering imbeciles.

Very little more need be said about Smith. Having received no reply from the field in response to the urgent inquiries we made in our cablegrams of April 25th and May 10th, we were forced to the conviction that there had been no material changes from the situation reported in your letter of April 28th. I therefore at once passed on to Smith your letter addressed to him, and had several long talks with him, and with Lair and Dr. Scott.

Smith took the blow like a Christian gentleman. If I had had any doubt of the fact that the field is making a colossal blunder in the way they have handled the affair, it would have been removed by the attitude he has maintained. You will understand, though our Chinese friends will not, that the efforts Dr. Scott and I, and various others, have made during the last month to save Smith for the University, have been made because we have the interest of the University at heart and not because of any friendship we have for Smith. Most of our Chinese friends will never really believe that it is no material loss, but emphatically the reverse, when a Western member of staff does not return to a missionary post and a missionary salary in these days when neither post nor salary has any enviable features.

So far as Smith is concerned, his connection with Chealoo ended the moment he received information of the action of the Senate. The red tape of official action by the Directors, the Governors, and the Presbyterian Board, can be unwound at our leisure. While it is extremely late to make new adjustments, the Presbyterian Board has asked the Smiths to let their present sailing date stand while they explore several of the other places in China where they believe the Smiths can carry on a valuable piece of work. I am hoping they will stick, and not turn aside toward other offers here in America.

The action by the Presbyterian Board which I predicted in my letter of May 10th has now been formally passed, as of May 19th. The action is as follows:-

"In an effort to stabilize the force of workers in a

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May 24th, 1930

few higher educational institutions, the Presbyterian Board of Foreign Missions has accepted certain "quotas" on the staffs and will endeavor to provide properly qualified missionaries for such approved quotas. If and when in the Board's opinion qualified Board missionaries are not available for quota vacancies the Board will, after July 1, 1930, provide financial equivalents for a maximum of two such vacancies. This limitation of obligation of two vacancies ~~by~~ by explicit Board action be temporarily modified if required by the Board's quota agreement with other cooperating Boards in a particular institution."

We cannot quarrel with the fundamental soundness of this action. The Boards undertake to send out so many men and so much money to each of the colleges. If the colleges want the men, it is up to the Board to provide them. If the colleges do not want the men, the Board can hardly be held responsible. It is more true today than ever before in China that the need is for men even more than for money. In our universities that have a strong staff of Christian educational leaders money for the work of the institution can be obtained, but without this minimum essential no support can be obtained from the West.

In both your letters of April 28th you speak of the seriousness of the financial situation at the University, and state that the Board of Governors does not realize the situation. This is to a large extent true, and much of the fault lies here. But a large share of the blame lies with the field. Cheeloo has never learned how to present its financial needs in concrete form and in small enough blocks to gain support, neither has it ever trained its Board of Governors in the fine art of providing support. This year is a striking example. You folks have struggled all spring with the budget, but we do not have sufficiently accurate and concrete facts as to what additional funds you need to put up a convincing plea to any Board of individual who might be sympathetically inclined. General statements of financial difficulties produce only alarm and discouragement in the minds of Boards and individuals here at home, without gaining a dollar of support. If we only knew that a few thousand here, or a few thousand there, would solve your budget for this year, and that a certain sum ought to be sought now for a concrete need which will arise next year, then we would have something tangible on which to work. Recently I have sent to our Committee on Promotion a list of items, totalling G.\$10,000, which seem to me, on the basis of very inadequate information, to be the most urgently needed at Cheeloo. We are having a meeting next week to see if some means can be found to obtain the amount. If we are even partially successful it will be extremely gratifying, for I have had to use my own imagination in putting down any concrete statement of specific needs.

We all appreciate the fact you mention in one of your letters that the "consequences will be serious in China if bods composed of a majority of Chinese have their actions turned down by mission boards in New York". There is really very little danger of that. Our boards and individuals here in the West are altogether too willing to let our friends in China run their little shows as they please, even to the extent of paying the bills of keeping the shows running. It almost never hap-

Dr. Shields

May 24, 1950

pens that a college board or a mission board "turns down" anything our Chinese friends represent as in accord with their wishes. Rather, they adopt an attitude of sympathetic friendliness and say, in effect, "that is a splendid suggestion, and we hope you can carry it out successfully, but unfortunately our limited resources must be devoted to the specific types of work our contributions have commissioned us to support, so we cannot give you any financial assistance." And that is not hypocrisy either, for our boards are always besieged with more appeals for help than they can possibly meet, and they inevitably turn toward those appeals most in line with their own ideals and for which they can in turn most easily secure support.

The continuance of each of our China colleges depends upon the Chinese and the Western administrators and governing boards finding a common ground of service, carried out in ways that are mutually acceptable. We have not failed to reach such a common ground in any of our colleges yet, though sometimes in periods of reorganization it takes a great deal of tact and patience on both sides.

We will await with interest the outcome of the Board of Directors meeting on June 4th.

Cordially,

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258-5157

CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

SHANTUNG

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大
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SCHOOL OF MEDICINE
OFFICE OF THE DEAN

May 24th, 1930.

Mr. B.A. Garside,
c/o 22 Furnival Street,
LONDON. E.C.4.

TRANSEED
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Dear Garside,

I wrote you on May 15th. I received your cablegram on May 22nd, and also your letters of April 28th and 29th, with the minutes of the N.A.S.

As I wrote you on May 15th, in regard to my resignation, I will not repeat anything. I appreciate very much the action of the N.A.S. and also of the B.S. I hope that I shall not be considered a slacker for insisting on my resignation. The situation is such that I really do not feel that I can continue to carry on.

As to the co-opted members of the Board of Managers, I see that both the N.A.S. and B.S. have made a strong point. I hope that this matter can be adjusted, but we are in a very difficult situation. A number of these men have been asked to serve on the Board as co-opted members, and have signified their acceptance. Some of them could, no doubt, be gotten as mission representatives, but I doubt if all of them could. One man, I am sure, is a member of the Episcopal Church. He could hardly represent the Presbyterian.

To take up your letters. In regard to registration, I am very glad that Minute 216 was passed but, as I have heard nothing from the British section in regard to this, they are evidently holding to their original resolution, B.S. 254. Personally, I have no idea that the registration of the whole University can be accomplished. I had a significant letter from Dr. Hawks Pott, in answer to an inquiry of mine. You know that St. John's has stood out strongly against registration, and, in the last talk I had with Dr. Hawks Pott, he felt confident that he would win. In this letter he said that he and a committee had gone to Nanking to interview the educational authorities. He said that when he came away from that conference, he felt convinced that the Nanking government was going to do one of two things for all mission institutions, either register or close them. He said that he did not know what the action of his mission board would be in regard to this. Now, if this is true of St. John's, it is eminently true of Cheeloo. Dr. Hawks Pott asked if the School of Medicine would be registered separately. He was told that it could not. He then said that he understood that the School of Medicine at Cheeloo had been granted this privilege. The authorities told him that this was true because the School of Arts and Science

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Mr. B.A. Garside

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May 24th, 1930.

at Cheeloo was closed.

Some have had a hope that the Northerners might whip the Southerners and that we should have a new regime here and get rid of our present Commissioner of Education, but yesterday's paper said that General Yen was issuing military notes, endorsed by a printing press, to the tune of six million. You know what it means when these militarists begin to print paper money. Even if the Northerners should win, there is no guarantee that we shall lose Mr. Ho, and the present local educational regime.

I am not enthusiastic about registration of the whole University or of the Medical School separately, but I fear we are going to be driven to accept one of the two alternatives, either close up or register under the best conditions that we can make, and I hope that the home boards will give us on the field the authority to make the best we can of a bad bargain.

Mr. Linn has not yet returned from Peking, though he was expected several days ago. He was trying to get heads of the Departments of Physics and Chemistry for about \$300 per month, but, so far, has not landed anyone. A cable from Toronto said that Harkness had resigned, but they were paying his substitute salary, so that gives us money for a Physics teacher, for a year at least.

A cablegram from the Presbyterian Board, relayed through Mr. Patton, has been a blow to the School of Arts. Mr. Linn was counting on substitute salaries for Adolph, you and Smith (Parker's being taken up by Carson, and S.C. Lo being on a substitute salary in the School of Theology.). This cablegram says that there will be only two instead of four salaries after July 1st. If Lo is to receive one of these, then there will be only one substitute salary for the School of Arts. The only hope that Linn has for registration is that we may be able to strengthen the faculty of the Arts School. Now the Presbyterian Board is cutting it down. I do not know just what his reaction will be. I expect a visit this morning from his brother and may add a note to this letter afterwards.

The budgets will have to be presented to the Board meeting on June 4th and we will try to rush them to London the findings of that meeting. The Board of Directors instructed us to make out a budget for the General University, including the President's salary. The only way I see of doing this is to put it down as an expenditure and then, under receipts, put an equivalent amount to be received from the Board of Governors. It is time the American Board of Governors did something besides hold meetings. I am going to ask the Board of Managers to request for special

Mr. B. A. Garside

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May 24th, 1930.

funds to be raised for increasing Chinese salaries in the School of Medicine. Our men are paid less than the teachers in other reputable medical schools, and even less than many men of inferior ability are paid in the Arts and Science schools, and we cannot hold them indefinitely on this.

As to the ruralised programme and the correlated programme, I fear that the home boards are going to be very much disappointed. There is no enthusiasm here now for pushing this rural scheme. There are several reasons for this, one of which is the opposition of the alumni, and the other is the very decided opposition of the government, and the fact that no-one has any hope whatever of registration if we tack the name "Rural" on to the University in any way. It is hard for you to understand the atmosphere in which we are existing. I feel that the local educational authorities of Shantung are out to break up all mission educational work. Probably the only reason they are not after the Medical School is that they can see its practical usefulness to the country and because of its reputation throughout China, and not the least because they know that they cannot duplicate a school like this in Shantung. All other mission schools in Shantung are having trouble. The attitude of the Tang Pu seems to be largely to break up anything that is worth while. Dr. Han told me the other day that the Public Health officer of the Police Department has been after him and has threatened to close the small hospitals that are run by some of our graduates in town, the reason given being that they are not up to the highest theoretical standard of hospitals. Of course, they have nothing as good themselves to substitute. It is hard to keep one's mental balance when we are living under such conditions as we are now.

Yours sincerely,

P. J. Shields

RTS:MMS.

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SHANTUNG

TRANSFER

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Shantung Christian University

May 26, 1930

Dr. Randolph T. Shields,
Cheeloo University,
Tainan, China.

My Dear Dr. Shields:

I am enclosing a tentative schedule of Dr. Butterfield's proposed visit to the Far East during 1930-31. This schedule has been supplied by the office of Dr. Warnshuis. Dr. Warnshuis states that some changes in this schedule may later be made.

If Cheeloo has any suggestions as to possible re-arrangements of Dr. Butterfield's schedule we may still have time to have them considered before final plans are made. Please feel free, therefore, to send along any suggestions you would like to have us pass on to Dr. Warnshuis and Dr. Butterfield.

We all hope that Dr. Butterfield's visit will have an important effect in forwarding the rural program at Cheeloo.

Very cordially yours,

BAG-H

Enc.

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INTERNATIONAL MISSIONARY COUNCIL

419 Fourth Avenue,
New York City

April 16, 1930.

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

My dear Garside:

I think that in the meeting of the Trustees of Shantung Christian University some reference ought to be made to the visit of Dr. Butterfield for which we are now trying to make arrangements. Our plans are still tentative but we expect to succeed in arranging for Dr. Butterfield to go to the Far East here about the first of October and return about 12 months later. Most of his time will be spent in China and I think we ought to consider whether the best use of his time would not include a fairly long stay in Tsinan. I am ready to consider possibilities.

The finances for Dr. Butterfield's budget are provided by the co-operating missionary boards and by supplementary contributions from a few individuals. If the Shantung University Trustees could make a contribution to this budget, they would thereby make it certain that Dr. Butterfield would give a certain amount of time to the interest of the University.

Yours very sincerely,

/s/ A. L. Warnshuis

ALW/MHS

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Dr. Butterfield's Proposed Visit to the Far East, 1930-1931

Dr. Kenyon L. Butterfield is serving as a Counsellor on Rural Missions under the International Missionary Council. He is spending this year in India, and most encouraging reports of his helpfulness are being received from the missionaries in that country. A full written report from him of his observations of missionary work in India with recommendations may be expected in due time. He expects to return to America early in September and during a period of three or four weeks he will make some personal reports to missionary boards and to groups of their representatives while at the same time he will make his necessary preparations for a visit to the Far East.

The tentative program for this Far Eastern visit is outlined as follows:-

- About Nov. 1 Arrive in Japan. Brief conferences with the National Christian Council committees to review their studies in relation to missions in rural areas, and to make plans for his visit in 1931.
- Nov. 5-10 Brief visits in Korea, to note early results of Dr. Brunner's survey, and to help missions in advancing their plans for work among country people.
- Nov. 11,12 Moukden, for conference with missionaries in Manchuria.
- Nov. 13-23 Tientsin, Peiping, and Peking with conferences regarding adult education movements under direction of Dr. Hugh Hubbard and Mr. Yen.
- Nov. 25-Dec.25 Tsinan, Hanking, Shanghai. Preliminary studies and conferences with all groups regarding work for rural people.
- Jan. 1-31 Philippping Islands.
- Feb. 1-20 Canton and South China ports.
- Feb. 21-Apr.20 Central and North China.
- May, June and Japan.
- July

In general the purposes of his visit may be described as follows:- to study the need of the rural communities from the Christian point of view; to study and evaluate the most successful pieces of rural missionary work; and to help the Christian workers to evolve a comprehensive and constructive program for the rural areas.

Dr. Butterfield is well known as one of the foremost leaders in the field of rural life. For twenty-four years he was president of the Massachusetts and Michigan State Colleges of Agriculture. He was a member of President Roosevelt's Commission on Country Life. He is very deeply interested in foreign missions, and for many years he has been a Vice-President of the American Board of Commissioners for Foreign Missions. He was a member of the Educational Commission to China. He attended the Jerusalem Meeting. During 1925-29, he went on a special mission to South Africa. He is now a volunteer missionary, devoting in the first place, these two years to give expert assistance to the missions in India and the Far East.

The financial support for this special work is being provided by the missionary boards and a small number of interested individuals. The budget is on a missionary basis. The contributions that the mission boards make to this budget should be thought of as part of their field expenses in support of a special missionary. In recent years much has been said about sending out mature Christian leaders for special service. This is an example of what may be done along that line through the cooperation of all the missionary boards.

It is desirable that every board working in the Far East should have some direct relationship with this plan and one of the most effective ways of expressing such a relationship is by making a contribution to this budget. The contribution need not be large but whatever it is it will help to make the Board and the mission in the field realize that Dr. Butterfield is not simply an outside worker. Through such financial relationship he will at once become directly related to the work of each mission and this will make it the more certain that the mission and the individual missionaries will endeavor to get such good out of Dr. Butterfield's visit as is possible and they will carefully consider the recommendations that he may make at the end of his visit. These are the results that are earnestly desired and a contribution of a small sum of money will help to attain those results.

This visit to the Far East will come at a most opportune time. In Korea even a few days of conference will be stimulating and helpful in advancing the work resulting from Dr. Brunner's survey. In the new era upon which missions in China have entered, the right relation to the needs and circumstances of country people must be emphasized. Various studies and experiments by a number of people are in progress, and nobody could be chosen who would be better qualified than Dr. Butterfield to aid in developing these new programs and policies. In the Philippine Islands, education and health have been important elements in the programs of both the missions and the government, but Dr. Butterfield will do something more in helping to relate the evangelistic programs of the missions to the whole life of the people. In Japan, the "Kingdom of God Movement" and Dr. Kagawa's emphasis is largely centered upon an advance into the country districts, and here Dr. Butterfield also will come at a most important time.

Surely every mission board working in these Far Eastern countries will want to claim a real share in the whole program of Dr. Butterfield's visits.

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TRANSFER

Shantung Christian University

May 26, 1930

Dr. Randolph T. Shields,
Cheeloo University,
Tsinan, China.

My dear Dr. Shields:

At a meeting of the Woman's Committee of the North American Section of the Cheeloo Governors held on April 25 a new set of By-laws for the Woman's Committee was adopted. At that time I was asked to write you with regard to certain questions which came up in connection with the By-laws of the Committee. Miss Hodge was also requested to write to Miss Miner. Because of the pressure of other work I have neglected writing to you on this subject.

I am enclosing herewith a copy of the By-laws as adopted by the Woman's Committee. In the original draft of the By-laws as submitted to the Committee there was an article dealing with "Field Administration". This proposed article read as follows:-

- "1. Woman's Field Committee. There shall be a Woman's Field Committee in connection with the University, which shall advise on all matters affecting women students, and shall keep in intimate touch with girls' schools in the whole area served by the University.
- "2. Membership of the Woman's Field Committee. Each mission participating in women's work in the University shall elect at least one representative on the Woman's Field Committee which shall coopt further members, either men or women, the number of such coopted members not to exceed those elected by the missions. The Dean of Women and the President of the University shall be ex officio members of this Committee.
- "3. Representation on Field Board. The Woman's Field Committee shall elect from its membership not less than three representatives on the Board of Directors of the University."

The Woman's Committee deleted this proposed section of the By-laws for two reasons:- (1) They were not fully informed as to the arrangements now in effect on the field for the administration of the affairs of the Woman's Unit. (2) There was a question as to whether such a section as this rightly belongs in the By-laws of the Woman's Committee.

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5-28-30

You will note that the Woman's Committee's By-laws do not require approval by the Board of Governors. Since the matters dealt with in the proposed section on Field Administration are, in part at least, matters for which the Board of Governors or the Board of Directors have a share of responsibility, it might be more logical to have such provisions as these in the By-laws of the Board of Governors or the By-laws of the Board of Directors.

This letter is written to ascertain whether the statement of the field administration of the Women's Unit as given above is in accordance either with the present policy of the field, or would meet with approval by the Board of Directors and by the field representatives of the Women's Unit.

If the proposed procedure is satisfactory from the field's standpoint, do you consider that such provisions as these should be incorporated in the By-laws of the Board of Directors, or in the By-laws of the Board of Governors?

If the field has any modifications to suggest in the proposed plan of field administration we hope you will not hesitate to pass on such suggestions and criticisms.

Very cordially yours,

B. A. Carside

BAG-H

Enc.

CC: 2 to Miss Margaret Hodge

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Dr. Shields-2

5-28-30

You will note that the Woman's Committee's By-laws do not require approval by the Board of Governors. Since the matters dealt with in the proposed section on Field Administration are, in part at least, matters for which the Board of Governors or the Board of Directors have a share of responsibility, it might be more logical to have such provisions as these in the By-laws of the Board of Governors or the By-laws of the Board of Directors.

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If the field has any modifications to suggest in the proposed plan of field administration we hope you will not hesitate to pass on such suggestions and criticisms.

Very cordially yours,

B. A. Carside

BAG-H

Enc.

CC: 2 to Miss Margaret Hodge

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