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Shields, Randolph T.
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SHANTUNG

Cheeloo

January 2, 1934

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

INDEXED

My dear Dr. Shields:

I have just come back from a long informal talk with Dr. Gregg at the Rockefeller Foundation.

I found Dr. Gregg very cordial and very sympathetic toward the work and problems of Shantung Christian University. But as far as further assistance from the Rockefeller Foundation is concerned, he feels quite strongly that the case is pretty hopeless.

I began by commenting on our surprise that the Foundation took action on the question of our annual grant for 1934-35 before the Board of Governors had presented any formal request. He obviously had not realized that heretofore formal requests have always been presented by the Board of Founders, and did not clearly understand that both Dr. Cochran and I had in mind letting this whole matter of the 1934-35 appropriation remain untouched until we could present a request that would cover both the annual grant and the capital grant. He expressed regret that the matter had been dealt with by the Foundation before we had had an opportunity to state our case adequately but went on to say that he thought the action at the April meeting would have been exactly the same, no matter how eloquently we might have presented our case. I am not entirely convinced that such is the case, for I have always found that there is a fighting chance to attain one's objective even against heavy odds - but still there is no point in quarreling over the matter for undoubtedly Dr. Gregg himself is as good a friend as we now have in the Rockefeller Foundation and we will have to retain his cordial goodwill.

I told Dr. Gregg quite informally of the plans now shaping up for a united presentation to the Rockefeller Foundation of the various objectives within our China Colleges which we hoped the Foundation would support in a substantial way. He stated that he believed such a united presentation would be more effective than separate appeals by the individual institutions. He said that he considered the way was still open for us to include a request for a conditional capital grant for the work at Cheeloo as a part of such a unified program. But in response to my inquiry as to whether such a request would have any reasonable chance of approval he stated that he thought it probably would not.

Dr. Gregg stated once more that the Rockefeller Foundation has within the last few years shifted its interests in the field of medicine from the support of medical teaching to the support of medical research. For this reason he feels that there would have to be another shift in policy back toward

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Dr. Randolph T. Eshel

aves us seems to be simply this:

What effect should this have on our plans for

...on the question of whether the ...

Very cordially yours,

B. L. Garde

BAC:MP

[illegible]

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院學醫和協平北立私
PEIPING UNION MEDICAL COLLEGE
PEIPING, CHINA

SHANTUNG

January 12, 1934

ack. 7/15/34

Dr. B. A. Garside
China Union Universities
150 Fifth Avenue
New York City
U.S.A.

Dear Garside:

I asked Ingle to write you about my condition, so you know that though the cancer is probably cured, yet I had a pretty serious throat infection. I have been in the Hospital for four weeks and am just beginning to try to do a little work. I do not know when I shall be able to return to Cheeloo. My neck wound will not heal up for a long time I fear. I have written letters to Mr. Gunn and Dr. Gregg after I heard about the cut in the Rockefeller grant. Of course, I did not protest against this, but I told them I was surprised that the cut was so large. I also referred to the fact that you had written to Cheeloo asking us to make a statement to go as a request to the Rockefeller Foundation for a tentative grant for endowment.

I think that the cuts we are getting all around and the very drastic reduction of the Hall Estate and Harvard-Yenching funds are going to make us have a showdown. This is true not only with regard to Cheeloo, but other institutions out here. You will see what Leighton Stuart has written to his trustees and also what Yenching's attitude is towards the so-called Correlated Program. It seems to me that all of our mission institutions are going to be forced to cooperate in order to keep up their efficiency and this means that many hospitals must be turned over to other parties and that radical changes must be made in many of our colleges. It is difficult for me to talk much, so I am writing this as a joint letter to you and Dodd.

I want to take up the matter of our request to the American Presbyterian to give us Dr. T. C. Greene of Douw Hospital, Peiping. Dodd knows him, so it is unnecessary for me to give the reasons why Greene should be in a teaching institution where he can do better work than he can in an ordinary hospital. We have asked him to come to take charge of our X-ray and also our neurology work. He is keen to come and strangely enough the Presbyterians of Peking see the logic of the situation and are not going to oppose. I do not know whether the Medical Executive has written formally to the China Council, but I have told them to do so. Greene's case is a good example of what should be done throughout this country. Men should be put in positions where they can be of greatest usefulness, even at the expense of limiting the work of small hospitals. Dr. Waddell is resigning this spring as a member of our staff. Could he take her place on the quota? Heinberger has not made a positive statement that he was not going to return but he has sent Greene a list of all his household furniture which he has offered to sell to Greene. Therefore, I think the chances are that he will not return and Greene might take his place. You will hear more of this later, but I want you and Dodd to talk it over. I am not keeping in close touch with Cheeloo, as they are naturally trying to give me a complete rest.

The suggestion has been made by some that if I am to have a long convalescence it might be best for me to go on furlough this year and visit England on the way home.

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BEIJING UNION MEDICAL COLLEGE
BEIJING, CHINA

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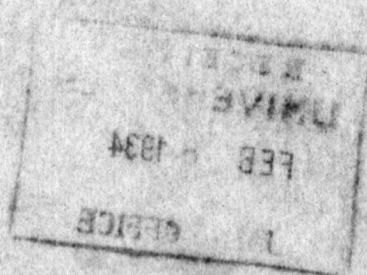
Dr. Garside--2

I am urging our alumni to get busy and raise some money, as I am unwilling to go to America for money until the alumni have done something to show their appreciation of our School. I hope to get home within two weeks. I take for granted that you got my cable and wrote to Ran and my aunt.

With kindest regards,

Sincerely yours,

R. J. Shields



0174

JAN 12 1934

Dr. Carstairs--S

I am writing you about the money I am raising to get my cable and write to you and my aunt. I hope to get home within two weeks. I take for granted that you will have done something to show their appreciation of our school. I am writing you about the money I am raising to get my cable and write to you and my aunt.

With kindest regards

Sincerely yours,

R. J. Richards



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SHANTUNG

February 15, 1934.

Dr. Randolph T. Shields,
Cheelee University
Tainan, Shantung,
China

Dear Dr. Shields:

Thanks for your letter of January 12th, written from the P. H. M. C. under the rather serious handicaps. I hope I will find you feeling quite fit again, and beginning your spring training to hang up a few more records on the 1500 meters and the 5000 meters.

The whole problem of financial support at Cheelee is thrown into a very chaotic position by the action of the Rockefeller Foundation, though we cannot say that it was unexpected, or that it came without ample warning. The reduction of income from the Harvard Yenching Institute is, I hope, only a temporary one. The earnings of the Aluminum Company of America are rising again, and with the return of normal business conditions we may hope not only for the restoration of the \$6.00 dividend, but also for the repayment of the deferred dividends of recent years. The same is true of the dividends on our American Smelting and Refining Corporation's preferred stock.

What is to be the future of the work at Cheelee is a very serious question indeed, but it is one that must be considered in a broad and dispassionate manner, and not in an attitude of prejudice and selfish interests.

I will be glad to talk over with Dr. Dodd the proposal that Dr. T. C. Greene be transferred to Cheelee. However, we will find ourselves squarely up against two difficulties:- in the first place the Presbyterian Board has just announced a reduction of two in their quota to Cheelee, bringing their entire quota down to thirteen. In the second place they are still requiring that at least four of this quota shall be ~~men~~ engaged in medical work, so Dr. Greene could not take the place of Dr. Waddell. I will write further after I have talked with Dr. Dodd. *Wishes letter sent to this matter*

If you should decide to come on furlough this summer, and to visit England on your way home, we certainly hope that you will plan to attend the annual meeting of the Cheelee Governors in Oxford on June 28th. We appreciate your conviction that our Cheelee Alumni should make more effective efforts to support the School of Medicine before we undertake any large scale promotional efforts here in the West. But what shall we do if we find that delay here means a steadily decreasing opportunity to keep the support we have, or to enlist new support?

Very cordially yours,

B. A. Garside

BAG/OP

0176

CHANTUNG

CHEELOO UNIVERSITY,
Tsinan, Shantung, China.
23rd February, 1934.

*Noted
1/2/34*

My dear Friends:

My last letter was written in July. The reason for not writing another before now was because of the uncertainty of my condition and future. Many of you will have heard something about my second cancer scare, so I am going to give you the facts. I found an enlarged gland under my arm in October and owing to my history it made us suspicious, so I went to Peiping for a course of deep X-ray treatment (we do not have that here) as it was thought best to do this before operating in case the growth should be malignant. I returned to Peiping in December with my wife, not knowing how serious the operation might be or how long I should be in hospital. The operation was on December 16 and no sign of cancer was found. At the same time the neck was opened again to look for any possible malignancy. The operation under the arm healed perfectly, but the neck wound was infected, no doubt from my throat, with hemolytic streptococcus. Those who do not know of this bug can ask your doctor about it. I was also a carrier of diphtheria germs, so was transferred to the Isolation Department for a few days. To make a very long story short, I had a septic wound and septic throat and developed oedema of the pharynx and larynx. I was in hospital nine weeks and have only just returned home, still under rather strict rules as to work and visitors. I think it will be months before the wound will heal, but I am rapidly gaining lost weight and strength in spite of it. The trouble is that the infected wound is in the spot which has had so much radium in the past. Radium will kill cancer cells, but it also damages other cells. However, we are thankful that there is no sign of cancer and that I recovered from the throat infection.

There is some talk of our going home this year instead of next, partly on account of my condition, and partly to do some work for the School of Medicine, but we will not try to decide this matter for a few weeks. It was fortunate that Evy is living in Peiping this winter, teaching in the American School. She enjoys being in such an interesting place as Peiping, where she can see so many worth-while people and things.

Our School has been hard hit financially, most of the missions have made cuts on appropriations, and exchange has dropped from about 5 to 1 U.S. dollar a year ago, to less than 3 now; and the Rockefeller Foundation, which has made grants to the School since it was begun in 1916, has announced a cut of 50% for next year, and no appropriations thereafter. There has been a change of personnel and policy, and I understand that the Foundation is going to withdraw support from medical education in the future and make its grant to other forms of endeavour. Under these conditions we cannot make any progress, and even have to reduce salaries, but it may be the means of stimulating our alumni really to do something for their Alma Mater.

I am glad to note from home papers and letters a more hopeful tone in regard to finances in U. S. A. Roosevelt seems to have the large majority of the people backing him, but it is interesting to see how some of my friends differ absolutely in regard to the wisdom of his policy. I must confess I do not understand what his, or anybody's, monetary policy is all about.

As to Far Eastern affairs, all seems fairly quiet just now. The Fukien Rebellion has been put down in China and we have only two or three little civil wars going on at present. There has been progress along some lines in China - there is a steady increase in the number of motor roads and bus services all over the country. Some railroads are being built, and the air services are

FEB 23 1934

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being extended everywhere. In view of the wars, famine and floods in various places, and the weakness of the Central Government, and poverty of the masses, it is really remarkable that any material progress has been made. Something has been done along educational and medical lines, though most of the plans are still only on paper. The great need of this country is for real men, and until the leaders can really trust each other and work together we cannot expect permanent improvement; and this condition is what we are trying to help produce. When the moral ideals and ethical principles of the people are based on the teachings of Christ, then we can expect this nation to attain to the prosperity and happiness which human beings ought to enjoy. I think the recognition of Russia by U.S.A. has probably indirectly had a temporary calming effect on Japan's megalomania. But the crowning of Pu Yi as Emperor of Manchukuo in March is probably another step towards separating Manchuria from China. When this is done and is recognized de facto, if not de jure, as you lawyers put it, by the world, then the annexation of Manchuria should be as easy as that of Korea was in 1910. Of course there is Russia and her railroad interests in Siberia and Manchuria to reckon on.

If it should be decided to send us home this spring I will write again.

Yours sincerely,

R. T. Shields.

Received at Nashville, Tennessee, March 19, 1934.
Address: Dr. R. T. Shields, Cheeloo University, Tsinan, Shantung, China.
Postage: Letters five cents, postcards three cents.

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SHANTUNG

CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

齊魯
山東
大學
濟南
學院

TELEGRAPHIC ADDRESS:
"CHEELOO, TSINAN"

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

24th February, 1934.

ack 3/19/34

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

Dear Garside,

We returned home one week ago after spending nine weeks in the P.U.M.C. During the first 6 weeks there was practically no change in my condition, but since then I have steadily improved in my general condition and will soon get back my lost weight. The wound is also looking better, but it is going to be months probably before it is thoroughly healed. This has something to do with travel home, as I do not want to go with a streptococcus wound in the side of my neck which has to be dressed at least once a day. There is talk from this side now of my going home this year, instead of next, in order to recuperate. Our Mission has voted that, if the doctors think it is best, I can go this spring. How does this fit in with your plans? I have just read over your last several letters and am trying to get in touch with the situation again. In one of these you speak of the possibility of my going to the States and mention that it would be taken up at the meeting of the NAS, I do not know the date. After this wound heals I think I shall be able to do full work. I am trying to keep in touch with many of my friends in the States, but from the letters I get I do not see how there is any chance of raising any money.

Referring to Pierce and Hedrick Memorandum, Appendix A, re Promotion, I must say I do not understand how you raise money through professional people, but I suppose you know best. But on looking over this Memo. it does not seem to me that listing people as "prospects" and following them up by professionals is a very good idea. I had a letter not long ago from a friend who had been approached by the Yenching professional man you had a few years ago. She is a great admirer of Leighton Stuart but what she said about the other fellow was a plenty, and I think it queered the game. I certainly do not want any professional promoters going after any of my personal friends. I can talk to them and write to them as I please, but if some of them realise that they are listed as "prospects" to be worked for Cheeloo there will be nothing doing. So far as my friends are concerned, I absolutely refuse to agree to No. 3 of future activities, that representatives are going to make personal calls upon Cheeloo prospects.

0179

OFFICE OF THE DEAN
SCHOOL OF MEDICINE

CHENLOO UNIVERSITY
TAIPEI, TAIWAN
CHINA

WANTY, COLLEGE

NEW YORK, MAY 15, 1950

I returned home one week ago after spending nine weeks in the U.S.A. During the first 6 weeks there was practically no change in my condition, and since then I have steadily improved in my general condition and will soon get back my lost weight. The wound is also looking better, but it is going to be some time probably before it is thoroughly healed. This has something to do with travel home as I do not want to go with a necessarily wound in the side of my neck which has to be dressed at least once a day. There is talk from this side now of my coming home this year, instead of next, in order to recuperate. Our Minister has asked that if the doctor who is best, I can so indicate what the house will fit in with your plans? I have just talked over with the last several letters and am trying to get in touch with the attention again. In one of these you speak of the possibility of my going to the States and mention that I would be named as at the meeting of the W.E.B. I do not know the date. If this sound feasible I think I shall be able to do this work. I am trying to keep in touch with most of my friends in the States, but from the letters I get I do not see how there is any chance of retaining any money.

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MAR 19 1934

JOINT OFFICE

Mr. B. A. Garside, New York.

24/9/34.

I wrote a personal letter to Gunn and Gregg when I heard of what the Rockefeller people had done. I must say I was surprised at such a big cut, and I doubt if we are going to get anything from them for endowment. However this may be the means of making our Chinese friends wake up to the fact that America is not going to support our institutions indefinitely. I have been urging the alumni to do something, and my first job when I get back to the office will be to push this matter. I think we can get something, not from the alumni, but through them, and I am ready to make an ultimatum that I will not try to raise money at home for an institution that has turned out 300 graduates in 17 years unless the graduates are doing something for their Alma Mater.

There is some talk of it being wiser for us, if we go this spring, to go via England, so as to get in better touch with the situation there. I think this is a good plan, but it must be distinctly understood by the field and the home authorities that when I do any promotional work it is going to be for medical education in China, and for Cheeloo especially, and not for anything else. I shall make this point perfectly clear before I undertake any propaganda.

There is no letter from you in the last American mail. If you take any very decided action in regard to me, I wish you would cable. If we go to England we should go by May at least, provided the wound is healed.

Yours sincerely,

R. T. Shields

RTS:EMP.



Mr. B. A. Garfield, New York.

24/9/34.

I wrote a personal letter to Gunn and Gregg when I heard of what the Rockefeller people had done. I must say I was surprised at such a big cut, and I doubt if it is going to get anything from them for endowment. However this may be the means of making our Chinese friends wake up to the fact that America is not going to support our institutions indefinitely. I have been urging the alumni to do something, and my first job when I get back to the office will be to push this matter. I think we can get something, not from the alumni, but through them, and I am ready to make an ultimatum that I will not try to raise money at home for an institution that has turned out 500 graduates in 17 years unless the graduates are doing something for their Alma Mater.

There is some talk of its being a disaster for us, if we go this evening, to go via England, so as to get in better touch with the situation there. I think this is a good plan, but it must be distinctly understood by the field and the home authorities that when I do any promotional work it is going to be for medical education in China, and for Chinese especially, and not for anything else. I shall make this point perfectly clear before I undertake any propaganda.

There is no letter from you in the last American mail. It is very curious. If we go to England we should go by way at least, provided the wound is healed.

Yours sincerely,

R. T. Williams

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MAR 19 1934

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SHANTUNG

March 19, 1934.

nk-4/25/34

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

Dear Dr. Shields:

Let me acknowledge the receipt of your letter of February 24th. We are very glad indeed to know that you are back in Tsinan, and that you are gradually recovering your usual health and pep.

We certainly hope that you will decide to come to America this spring. We hope too that if you make the trip, you will plan to be in Oxford on June 28th at the Annual Meeting of the Cheelee Governors. This meeting will certainly be confronted by a great many very serious problems, and will need all the wisdom it can get. First hand contact with those of you who have been carrying the burden on the field will be of very great value.

We note your comment with regard to our Cheelee promotional plans. I believe that you can fang hain as to any professional promoters antagonizing your friends on our Cheelee lists by making personal appeals for support. The only thing we are trying to do in our Yenching promotional activities during the first half of 1934, is simply to get out a little information regarding the University to the eleven hundred people who are on our lists, to keep them reminded of the existence of the University. At the same time we are checking up, through letters returned to us, to see how many of our friends have died or moved. These steps that we are taking now seem to be a necessary preparation for any effective promotional work which you or any other representative of the University may be able to do later on.

As I have often said before, we are all in complete agreement as to the desirability of getting our Cheelee alumni and other Chinese friends to undertake their share of the support of the School of Medicine. I hope that your "Ultimatum" to them will be productive of results. We will be having a meeting of our Cheelee Executive Committee in the near future, and at that time we will ask whether they wish to take any further action urging you to come home this year. I am not sure, however, that there is much more to be said from this end. The governors would be very glad indeed to have you in America next year. But questions of your health and of the ability of the field to spare you next year are also primary considerations. The economic situation is such that there is not much hope of raising any substantial amount of money during 1934-35. We do not know what the situation will be a year hence - it might be better and it might be worse.

With warmest regards, I am

Very cordially yours,

B. A. Gaiside

BAG/OP

Sent by -
Dr. R. T. Shields

(3 copies for our
office)

COUNCIL ON MEDICAL MISSIONS
CHINESE MEDICAL ASSOCIATION
41 TZE PANG ROAD, SHANGHAI
OCCASIONAL LEAFLET
No 5. APRIL 1934

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COUNCIL ON MEDICAL MISSIONS
Report of Conference Proceedings, Nanking
(5th and 6th April 1934)

In the very regrettable absence of the President of the Association, Dr. W. S. New, owing to illness, the Chair at the general session was taken by Dr. P. C. Kiang.

A letter of greeting to the Medical Mission Section was read as follows:—

To the Members of the Medical Mission Section

C. M. A. Conference
Nanking

Dear Fellow Members:—

It is with deep regret that I am unable to be in session with you at this Conference. However, you can be assured that in spirit I am with you in all your meetings and deliberations about your policies for the future.

Sent by -
Dr. R. T. Shields

(3 copies for our
office)

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CHINESE MEDICAL ASSOCIATION
41 TZE PANG ROAD, SHANGHAI
OCCASIONAL LEAFLET

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C. M. A. Conference
Nanking
Dear Fellow Members:—

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There may be changes and adjustments in your future medical program, but I trust that you will face them in the light of the whole medical situation and its betterment in China. The differences can easily be met by you who have served our country with a singleness of purpose.

Your splendid work in the past will always remain as a torchlight blazing the trail for our present and future work.

May more of our medical men follow the spirit of our Master-Physician.

Yours sincerely,

W. S. NEW

The presentation of the Report to the Conference as a whole took place at the morning session on Friday, April 6th. The time at the general session was however very limited by the pressure of other business and little more was done than the formal presentation and acceptance of the Council's Report.

It had been found possible, however, to arrange for a Section of Medical Missions to be held on the afternoon of Thursday, April 5th, and as only one other Section was in session that afternoon, the meeting was exceptionally well attended, fully one hundred being present.

The following is a brief account of the proceedings.

SECTION OF MEDICAL MISSIONS

5th April 1934 2-4:30 p.m.

The Chair was taken by Dr. H. H. Morris. Meeting opened with prayer by Dr. R. A. Peterson.

Council Report

The Chairman called attention to the report of the Council and asked the Secretary to deal with some of the matters raised therein. These were:

1. The question of whether there was a possibility of expanding the section to embrace all Christian doctors. Discussion on this subject gave rise to no very definite proposal.

2. Further developments in the work of the Council. In this connection it was suggested that information about methods of Medical Mission work in other countries might be published in the *Occasional Leaflet* as also papers on Medical Evangelism.

3. The small number who contributed the annual subscription of \$1.00 to cover cost of literature, etc. and the need for increasing this number. It was pointed out that out of 342 on our mailing list only 145 had sent in their contribution and of these a considerable proportion had paid last year but not this. The amount asked was only \$1.00 per year, \$5.00 for 5 years, or \$10.00 as a life subscription.

4. Attention was called to the desirability of sending plans of hospitals and dispensaries to the Secretaries for storage in the office where they could be referred to by those planning new hospital buildings. It was pointed out that although requests had been made for such plans they had met with no response.

Institute of Hospital Technology

The Chairman then called on Dr. Keith Gillison to present the report of the Institute of Hospital Technology.

In presenting this Dr. Gillison called special attention to the work of Dr. George Hadden in the conception, organization and commencement of the I. H. T. in the face of many difficulties. The Chairman further emphasized the important contribution to the work of the Mission Hospitals which Dr. Hadden had made.

In the course of his remarks on the report, Dr. Gillison called attention to the specially urgent present requirements of the Institute for a hostel for students, a house for the Director and further equipment for the laboratory.

Considerable discussion ensued especially on the methods of raising funds and the question of students' fees.

Finally the following resolutions were moved by Dr. James L. Maxwell and seconded by Dr. R. A. Peterson:—

Resolved

That this gathering of Medical Missionaries in China, meeting in conference at Nanking, 5th April 1934, has received with great appreciation the report of the Institute of Hospital Technology and congratulates the Staff of the Institute on the work already accomplished despite many serious obstacles.

That this meeting approves of the programme for the future work of the Institute as outlined in the report and especially as detailed in the courses for Pharmacists and Laboratory Technicians.

That the members feel that these courses should meet the needs of the Mission Hospitals both as to shorter and longer courses and are glad to note that both of these are to be maintained in the future.

That this meeting approves the proposal to issue certificates to students subsequent to a period of approved service with the hospitals from which they have come.

That this meeting expresses its gratitude to the Mission Boards which have so generously helped in the establishment of the Institute of Hospital Technology, respectfully urges the continuation of their support to this essential work, and trusts that other Boards will take an early opportunity of sharing in this work for the Mission Hospitals in China as soon as financial considerations make this possible.

That a copy of these resolutions be sent to the Secretaries of all Mission Boards having medical work in China.

These resolutions were adopted by a unanimous and very hearty vote of all present.

For the representatives of the Council on the Board of Governors of the I. H. T. the following names were proposed and elected by the meeting:—

Dr. Mary James

Dr. R. McClure (alternate Dr. R. Bolton)

Dr. G. T. Tootell (alternate Dr. P. F. Greene)

The Future of Medical Missions in China

The discussion on this subject was opened by Dr. James L. Maxwell who stated that his own attention had been especially called to this subject by a recent visitor from England who was investigating Mission work in China. The statement made by this visitor was that whereas educational and ministerial missionaries had been considering the future of their work for years ahead, we medical missionaries had almost entirely neglected to do this and were content to continue with the success already attained without any serious thought of the changes that the future must bring. Dr. Maxwell believed that this statement was substantially correct and if so was an indictment that should be seriously considered.

In this connection he offered for the consideration of the meeting the following statement which he believed was correct as far as it went:

1. Most of our hospitals are doing splendid work and attracting patients in large numbers because of the success of their work. Any statement to the contrary whether in "Rethinking Missions" or elsewhere is pure balderdash and the steady returns with still an upward tendency that we are able to publish from year to year in the Prayer Cycle is ample proof of this.

2. These hospitals are finding it increasingly difficult to secure and maintain an adequate staff and to afford the increasingly expensive apparatus which they require.
3. A minority, but quite a substantial minority, of our hospitals are inadequately staffed, inadequately equipped and little more than half filled.
4. There are cities where there is a needless multiplication of hospitals all attempting the same type of work, general and special, when a division of function would enormously increase the efficiency of the work, one hospital being for general work, another say devoted to E.E.N.T. another to obstetrics and another to tuberculosis work. This would allow of more complete and up to date equipment for each hospital where one hospital had not to equip itself for every kind of diagnosis and treatment.
5. The large majority of our hospitals are failing to touch in any adequate manner the rural districts all around them (a) because much of the work done in the hospital ought to be done on the spot in rural clinics; and (b) because for this very reason the cost and loss of working time to the rural worker is more than he can afford.
6. There are a few places where types of work and methods of extensively reaching the rural population entirely different to those employed by the ordinary mission hospital are being developed. Do not these deserve our very careful investigation in thinking of the future of Medical Mission work in China?

Has not the time come when we ourselves, not some outside body ignorant of the marvellous history of medical missions in China and with only foreign standards to guide them, should, now this first century of work has been accomplished, seriously reconsider our position? I under-

stand that in the States at least there is a proposal to organise a united body to review and readjust the work out here. Ought we not to have a similar body on the field, one in which the Medical Missionaries of China can have complete confidence to advise with such a body at home?

A most interesting discussion followed in which a large number of the doctors present took part. The substantial truth of the statements given above was freely acknowledged and the necessity for rethinking medical missions in China was emphasized.

This discussion revolved round two main suggestions that we should ourselves alone or in association with commissioners from the home lands survey and review the position of the mission hospitals in China and suggest such changes in emphasis, distribution, specialised work and methods as would enable our hospitals to look forward to the future with confidence; and that careful study be given to recent surveys of hospital work including a paper by Dr. Snell as the Chairman of the Council on Hospitals which he was to present to the Conference on the following day.

As a careful survey made recently by Dr. Shields was not widely available it was suggested that it be reprinted in our *Occasional Leaflet*.

Eventually the following resolutions were unanimously approved:

That the Council on Medical Missions, or a Committee appointed by it, be requested to study the surveys and other materials now available or to be supplied, and formulate a statement for the information of interested groups as to facts in regard to the present work and problems of future development of the mission hospitals in China; and

That local groups be formed in cities or provinces to study the mission hospitals and work in their own areas and the suggestions available from surveys and reviews, and forward information and suggestions thus obtained to

the Council on Medical Missions and/or the Committee appointed by it; the opportunity of meetings in summer resorts being used for this purpose.

Note: Findings of local groups should reach the Council or Committee at latest in good time for the preparation of a comprehensive report for the Canton Conference.

Officers for the ensuing Biennium

At the election of Officers of the Association on April 7th, the following were approved for the Council on Medical Missions:—

Dr. J. L. H. Paterson (Chairman)

Dr. W. S. New

Dr. H. H. Morris (alternate Dr. C. M. Lee)

Dr. J. C. Lawney

Dr. S. D. Sturton

Dr. W. W. Cadbury

Dr. G. T. Tootell

Dr. P. S. Evans

Dr. and Mrs. James L. Maxwell (Secretaries)

This leaves one member still to be appointed by the Council.

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LOCAL SUPPORT FOR MISSION HOSPITALS

F. W. GODDARD, M. D.

No one will deny the importance of this subject, especially in such times as these when home support is failing and likely to fail still further. But I must protest at the outset that my only qualification for opening this discussion is my belief in the importance of securing such support, and my life long effort to do so. In other respects I am perhaps a shining example of how not to do it, and I can only hope that others who take part in this discussion may be able to provide the stimulus and the methods the rest of us are looking for.

There will doubtless be general agreement that the first thing for which we should strive is:

I. The Confidence of the Community, and there are several roads leading to this end of which we may consider a few.

1. Professional skill. For a few this is perhaps no question at all, for those who practise in the large centers of China must daily look to their laurels with their fellow practitioners if they would keep in the race at all. But probably the majority of us are still living in places where modern medicine has made but a slight impression on the community, where the stethoscope is still supposed to hear all kinds of things for which our textbooks fail to recognize its value, where the X-ray, if known at all, is thought to have no limit to its powers, where slipshod methods of diagnosis and treatment are subject to no check aside from our own conscience, where, in a word, it would be easy under the pressure of numbers and the ignorance of the majority of our patients to yield to the temptation to do less for them than our best. Why spend valuable time and strength in securing an accurate history and making a careful examination of our patients when statistics show that possibly a bare majority of these will ever visit the clinic again?

Some of us have known from experience those patients who have bought medicines only to taste them and throw them out, and who have apparently been more interested in securing a collection of medical opinions than in following any one of them. However, it still remains true that in the long run careful treatment wins out, and a really worthwhile reputation may be built up. It may not be necessary to have all the latest equipment known to hospital men, nor even some that may be found in a sporadic private institution here or there, provided the essentials of such equipment are available, and what is still more important, there is someone on the staff who knows how to use them.

2. Time. It would be difficult to overstate the importance of this factor in winning the confidence of the community. In some places in America the feeling seems to prevail that given energy and a reasonable amount of money it is possible to force oneself to any desired position. In China, at least, such is not the case. Diplomas have relatively little value,—institutions as such have but little prestige, but the personal reputation of the individual doctor is the thing that counts. Hence it is that whenever a change is made in the staff of one of our mission hospitals there is always a falling off in the attendance at his clinic. The newcomer may lean somewhat at the beginning on the reputation of his institution, but not for long,—in the end he must win his own spurs. I hope that someone will tell the experience of the Hwa Mei hospital in Ningpo,—where there has been the largest degree of financial support given by the community with which I am familiar. And I think it is only fair to add that the basis of this support was the utter confidence felt by a large number of people in Dr. J. S. Grant, who for many years though with but meager equipment and an inadequate staff did what he could for all who came and proved himself a friend and a rock of defence in time of need to all who came. Let us never forget that there must always be seed-time before there is harvest.

II. Co-operation.

After a certain degree of confidence has been established, and as a means of still further advancing that confidence we must strive for co-operation. It is easy for the community to look upon a mission hospital as a foreign institution,—interesting, to be sure, but self-sufficient, independent, and but slightly related to the life of the community as a whole. Some things about a hospital are obviously foreign, and must remain so till the community itself changes and adopts them *in toto*—cleanliness, baths, discipline in the sick room, regulated diets, etc., etc. These things undoubtedly constitute a handicap in securing the patronage and support of the well-to-do as well as many of those in humble circumstances, but they are essentials which we must maintain at any cost. We do well, however, to remember that they are the hallmark of a foreign institution, and therefore search the more diligently to discover other ways which will more than counterbalance them as we present ourselves to the people as candidates for their support. I can distinctly recall the feeling I used to have that our hospital was a good institution, better in fact than any other of the kind in our city, and that therefore we might reasonably expect the good men of our city to give us their hearty support. Not so,—the point had not yet been proved. So we tried to bring about a better understanding in three ways,—first we invited two or three influential men in the city to advise with us on the Board of Managers of the hospital, giving them the full rights of all other members, sharing with them all the secrets of our business, receiving the benefit of their advice in all our problems. Secondly, we prepared a report of the hospital in Chinese, for general circulation in the city,—and finally we planned a series of news notes regarding the hospital to appear from time to time in the local papers. I am sorry to say that the second and third items in this program have not been well carried out for reasons it is not necessary to give. But I still believe they would be a source of strength to us, and certainly having local members on our Board of Managers has been distinctly so.

But these, and similar, measures represent only one side of co-operation, namely co-operation by the local people with us. It is equally important that we should if possible co-operate with them. This is not always easy to do. Many years ago I thought I saw an opportunity to help in the city orphanage, and offered my services, which were courteously acknowledged, but not called for. A second offer met the same fate, but two years ago an offer made by our nurse to go once a week and bathe the babies, was accepted, and along with that one of our staff has gone and held an eye clinic, as this important department of work was not being cared for otherwise. It has cost us about two dollars a week for ricksha fares in addition to the time involved, but has been very well worth while. This disinterested service has won general approval, and now only a month or so ago a small grant has been given us to cover costs. I am told that they spend two thousand dollars annually for medical service, and am still hoping that some day we may be given the opportunity of showing what really could be done with such an amount. Similarly, we are now making weekly visits to the city jail, the school for blind and deaf, and the old men's home, and for several summers we have loaned members of our staff to direct the emergency cholera hospitals which were established during the presence of epidemics of that disease. Of course these things make demands upon our time and strength, but they give us opportunities of meeting folk on a friendly basis, and of proving that our object in being here is to give rather than to receive. Health lectures to the public and to schools are another method of making ourselves useful, and co-operation with the city authorities in the preparation and distribution of posters.

And so, having through a long process established confidence, and in various ways brought about a good degree of co-operation, we may hope that as the needs of our own work for the local welfare become obvious to the community the community will not fail to respond.

METHODS OF RAISING LOCAL INCOME FOR THE HOSPITALS

HAROLD THOMAS, M. D.

A Hospital which offers worthy charity service to the community is deserving of its financial support. However the citizens who are economically fitted to render this assistance may be unaware of the service available, and there is probably no better means of extending this information than that of presenting attractive facilities in the Hospital for the care of private patients.

A recognition of the importance of nursing care is spreading and during the past few years we have noted an increasing desire among those more-well-off in our midst for hospitalization during severe illness. Solicitation for those more materially blessed results not only in added income, but it brings the opportunity for cultivation of the interest of the community in the purpose and program of the institution. If each private patient has had a happy experience in the handling of his own malady and if he catches a little of the Spirit and Aim of the Hospital, I feel much progress has been made towards the solving of the matter of income.

An important step in such a promotion program is the setting aside of a member of the Staff, with the duty of making the acquaintance of each individual patient. It is essential that a promotion agent in the Hospital, shall have a wide knowledge of the local community, shall possess a personality radiating friendship and sympathy. It can never be successfully carried out if it is considered a "task"; it is an Art. If one has seen a rather forbidding, austere personality dissolve, and finally leave the Hospital joyous and happy in having yielded to the conviction that the Hospital is the greatest institution for the investment of funds, for the fullest reward now and in the land beyond, then one may be assured that an artist has been at work; but an artist must have materials to work with

and these we must offer in highly efficient medical practice rendered in a Christ-filled spirit.

If the pleasing personality, who is able to give 50% of his time to the cultivation of friendships for the institution is not available, much can be done by the doctors and nurses (a great asset if the community is their own home) in informing the convalescent private patient of the working of the institution, showing the relatives who will always be present something of the inner aspects of the plant. Thus, an interest may not only be awakened in the problems of the Hospital itself but also in those of public health in general.

In the past we have had many evidences of the effectiveness of these contacts in bringing patients and their financial interest to the hospital.

For hospitalization during illness is not only an added expense, but it brings the opportunity for cultivation of the interest of the community in the purpose and progress of the institution. If each private patient has had a happy experience in the handling of his own matter and if he catches a little of the spirit and aim of the Hospital, I feel much progress has been made towards the solving of the matter of income.

An important step in such a promotion program is the setting aside of a member of the staff with the duty of making the acquaintance of each individual patient. It is essential that a promotion agent in the Hospital shall have a wide knowledge of the local community, shall possess a personality radiating friendship and sympathy. It can never be successfully carried out if it is considered a task. It is an art. If one has seen a rather timid, austere personality dissolve, and finally leave the Hospital joyful and happy, answering yielded to the conviction that the Hospital is the greatest institution for the investment of funds for the future reward now and in the land beyond, then one may be assured that an artist has been at work; but an artist must have materials to work with.

letters can be accurate ideas of what medical missionaries think of their own work. The large majority of missionaries have been in China many years but a few were purposely chosen as being young.

R. T. SHIELDS

Co-operative Relations. The writer has been asked to write, within a limited time, a brief outline of Medical Missions as that work exists in China today. To present adequately the subject of medical missionary work in this country in its relation to other mission work, to the church, to the growing medical profession, and to all the various and changing phases of the life of the vast population of China, would require an amount of time and labour entirely beyond the scope of this chapter. Also no reference will be made to the history of the growth of medical missions though this is necessary to a proper understanding of certain situations now existing. The amalgamation in 1932 of the China Medical Association and the National Medical Association to form the Chinese Medical Association, should be noted, as it is an outstanding example of a real cooperation and union between a mission and a national body.

Statistics. For necessary statistics the writer has relied on the data collected by Dr. Lennox of the Fact Finding Commission, published in the C.M.A. Journal, May 1932, Vol. 46, and on the figures given in the Prayer Cycle published by the missionary division of the C.M.A. for 1932-1933. But in order to obtain opinions and not merely statistics, a list of suggestive questions has been sent to fifty doctors, several of them being Chinese colleagues, located in various parts of China. They were asked to give facts and opinions not only in regard to their own, but also other hospitals in their locality. Forty-four replies were received and as these come from representative men and women, from large and small hospitals, from Shansi to Kwangtung, from Kiangsu to Szechwan, the

*Reprinted from the China Christian Year Book 1932-33 by kind permission of the Editor.

letters can be considered as giving a fairly accurate idea of what medical missionaries think of their own work. The large majority of writers have been in China many years, but a few were purposely chosen as being "youngsters." Their opinions as regards the present value of medical missions were unanimous; on their future development, however, different opinions are held. One's viewpoint must necessarily be influenced to a certain extent by one's experience and environment. The situation must seem different to the doctor in a large well-equipped hospital in a port city from what it does to the one in a small hospital in a bandit infested region. There is a difference between being a doctor in one of several hospitals in a city, to being one in the only hospital in a province.

Manchukuo. Owing to difficulty in communications no attempt was made to get opinions from "Manchukuo". The latest figures give 18 hospitals, 27 foreign doctors, over 8000 in-patients and 200,000 out-patient treatments in the three provinces.

Number of Hospitals. Absolutely accurate figures are not available as some hospitals may not have reported and some are temporarily closed, but the number of mission hospitals (not including Manchukuo) is between 230 and 250. The number of so-called private hospitals, however, is literally legion. There are probably a score of more, or less well equipped non-mission hospitals, conspicuous among them being the P.U.M.C., Central Hospital Nanking, Central Hospital Peiping, National Medical College Hospital Shanghai, Hunan-Yale, and Hongkong University Hospital.

Of 190 Hospitals reporting in the Prayer List, there were:—

Number of Hospitals	Number of in-patients
66	Less than 500
67	From 500-1000
57	More than 1000

	Number of out-patient visits
33	Less than 5000
42	From 5000-10,000
113	From 10,000-100,000
2	More than 100,000

These facts, though interesting, are not of great significance unless the individual location, age of hospital, and other conditions are studied.

Foreign Doctors. The number of foreign doctors is about 275 and the number of foreign nurses slightly less. There are at least 400 qualified Chinese doctors now working in mission hospitals. The large majority of these are recent graduates, and naturally not members of any missionary society. The graduate Chinese nurses number about 700. Nearly all hospitals have training schools for nurses.

Work Statistics. The following statistics are taken from Dr. Lennox's report. "The proportion of Chinese to foreign doctors in all mission hospitals was in 1920, 55%, in 1925, 57% and in 1930, 67%." "On the average each of the doctors (including nationals) has twenty-four beds in his charge. Each day, not allowing for furlough vacation or other duties (and counting 15 days as the average stay of in-patients) he treats 10 hospital and 14 dispensary patients." "The number of in-patients in 1930 was 178,467 and dispensary visits 3,111,467." "In the U.S. in 1930, 64 per cent of the beds in general hospitals were constantly occupied. In 82 mission hospitals reporting (with 68,441 in-patients) the average bed occupancy was 51%." "Costs of mission hospitals are probably not more than ten per cent of hospital cost in America." "As we have seen, only 26 per cent of the current expenses come from abroad. However, 83 per cent of the funds for building and equipment and 100 per cent of the foreign salaries are from this source, so that really 55 per cent (instead of 26 per cent) of the total cost of medical work is covered by gifts from abroad." "In almost every respect present-day hospitals are better equipped to render effective medical

service. There is double the amount of screening against insects. Central heat is more general". "In practically all hospitals urine and faeces can be examined. A surprisingly large proportion, 62 per cent, have facilities for testing the blood for syphilis". "The urine examinations were 21.7 per cent of the total number of patients seen and faecal examinations 18.1 per cent. This is in striking contrast to hospitals in America where urine examination is almost routine, and faecal examination almost entirely neglected". "Eighty-eight per cent of 111 reporting hospitals stated that records are kept of in-patients".

Attitude on Evangelistic Work. "Most doctors believe that in their medical service they are fulfilling an essential portion of their mission. Of 126 doctors who answered the question, 'In your work as medical missionary, which do you regard as the most important, the proper medical care of the patient or efforts toward his evangelization? The largest proportion 69 per cent, replied that both were equally important and could not be separated. Twenty-eight per cent replied in favor of the medical care of the patient and only three per cent for evangelization".

Christian Staff. "In 120 hospitals, 84 per cent of 322 Chinese doctors and of 1792 nurses are Christian".

We can now try to draw some generalizations from answers received to our questionnaire. Lack of space prevents a fuller presentation of some of the interesting facts and thoughtful opinions given.

Physical Equipment. There is no question but that there has been a general improvement in buildings, screening, lighting, water, plumbing, etc. Some of these mechanical innovations involve an added responsibility for management which will be referred to again. Equipment for scientific work seems to be keeping pace with the other physical improvements. Operating rooms, X-ray outfits, modern laboratory facilities are being added, or made

more nearly complete. There is a tendency to add some books and magazines for the use of the staff, but with the exception of those of medical schools, there are probably no hospital libraries.

Professional Work. Almost all correspondents report that the work in hospitals with which they are familiar is done more efficiently than formerly. A reading of the reports of those hospitals which print them will serve to show that the quality of work done is apparently improved. Certainly there is a great improvement in the keeping of records. This improvement is due not only to better equipment, but mainly because of the increase in quantity and quality of the Chinese members of staff, doctors, nurses and technicians. This factor enables the routine work to be done more efficiently, more accurate diagnoses to be made, and allows for greater specialization for those especially adapted or trained for it. A business manager is a great asset in a few hospitals. There is a growing opinion that only women nurses should be employed with orderlies working under them. This feature was introduced in a few hospitals ten years ago and was at that time considered a rather radical departure from old customs.

Autopsies. But there is one point where custom and superstition holds up the progress of modern medicine. Practically no hospitals outside of those in the large treaty ports and those connected with medical schools report autopsies.

The opinion of correspondents is practically unanimous that except in the case of a few conspicuous non-missionary or Government institutions, the missionary hospital in general is doing much better work than other hospitals. But there are some mission hospitals, which owing to poor location, proximity to better hospitals, lack of adequate staff or equipment, are not doing efficient work, and are a credit neither to western medicine nor Christianity.

Evangelistic Work. The large majority of medical missionaries consider that the healing of the body is an

integral part of the Gospel of Christ. They do not hold the view that medicine is to be used only as a means to the end of getting people into some church. While all mission hospitals conduct some sort of evangelistic propaganda, either in the form of ward services or personal conversation, yet one is sure that most of them would repudiate any attempt to force the Gospel on the ears of unwilling patients.

Research. Though very little research work is being done directly, yet valuable contributions to the knowledge of the diseases of China have been and are now being, made by medical missionaries.

Preventive Medicine. Many hospitals are giving routine physical examinations to students of mission schools, and in some cases to those of government schools. Vaccinations are carried on sometimes on a large scale. Some hospitals have motor cars for conducting clinics in different out-stations. Posters and booklets are often used to disseminate ideas of prevention. In Szechwan, correspondents report that by the cooperation of hospitals, mission schools and churches, they have a "well balanced public health program for students". They are also carrying on itinerating extension work in the country, in which work they cooperate with the Government authorities. However, all recognize that in the past preventive medicine has been rather neglected by most mission hospitals. The reasons for this are readily seen; the lack of time to organize and to do such work after the more pressing work of the hospital is performed; the lack of personnel and of funds; and the ignorance, if not opposition, of the people. We must remember, however, that Preventive Medicine is a very recent development in western lands and was made possible only after there was an intelligent and cooperative general medical profession, a fairly well educated people, and a legal system to give authority to responsible officials. General public health and sanitation activities belong essentially to the Government, but mission hospitals can assist by example, and through education, in

their several localities; and in times of emergency created by flood, famine or war, by plague, typhus or cholera, medical missionaries and nurses have always done their bit.

Finances. There has been a gradual proportional increase of local funds compared with mission appropriations, which tendency has been greatly accelerated recently by the heavy cuts in mission grants. The majority of hospitals now seem to be almost on a self-supporting basis, except for the salaries of the doctors and nurses supported by missions. But in most cases the increase in local funds is obtained by the raising of hospital fees, and not from contributions. This fact necessarily tends to make a hospital care for the well-to-do, rather than for the poor, thus getting away from the ideal of Christian charity. This point was strongly criticised a few years ago in the Report of the medical secretary of one of the mission boards. In some selected localities it may be possible to make the fees collected from private patients make up the deficit incurred in running the general wards, but this practice evidently does not obtain in most hospitals, either due to the poverty of the constituency, or to the fact that the hospitals are not equipped and staffed to care properly for private patients. This condition should be remedied. The extent to which local contributions could be increased depends upon various factors, geographic, economic, political and personal. Many examples could be cited on both sides of the question. But the fact that contributions from local constituencies are not as great as one might expect remains as a point to be considered in discussing the future of the work.

Personnel. Most correspondents while noting and welcoming the relative increase of young Chinese colleagues, yet declare that foreign doctors are still needed. But as a rule only specially qualified doctors should be sent; those who are trained specialists, or who are capable of acting as advisors, and leaders. The western doctor who comes out as missionary should bring with him ideas

and ideals which will act as spiritual and professional stimuli to his colleagues. He comes as a gift from the Western Church to the Chinese. The hospitals were built by foreign funds, and even if in the future the support be largely or wholly Chinese, it is but appropriate that the West should be represented in the management. The western doctor is presumably a missionary; therefore his presence in the hospital makes for the continuity of the missionary character of the work. The young Chinese doctors, while most of them are Christians, and many are actuated by high ideals, are from the necessity of the case not missionaries. It is not to be expected or desired that the majority of Chinese graduates, even from mission schools, should spend their whole lives in mission hospitals. Practically all of them spend a few years in these hospitals, to the mutual benefit of both parties. They then leave for government work or private practice, and make way for younger graduates to receive the training they have had. Many remain permanently, and some are already in charge of mission hospitals.

Devolution. This topic is apparently not so much discussed as it was a few years ago. That mission hospitals will be turned over ultimately to the Chinese to assume full administrative, and financial responsibility, is taken for granted. But as to when and how, opinions differ. Some state indefinitely that the Chinese Church will take over the hospitals. Most would say that the church as such cannot take over even the smaller hospitals and keep them as they are i.e., at least partly charity institutions. There is a possible danger also in giving to a local church an institution, which by increasing fees, lowering standards, and selling drugs could easily become a source of income and be considered primarily as such.

Boards of Control. In some places local boards of control consisting of the gentry and church leaders, have been formed. Some of these are successful, some not. If such a body be responsible for the management of an institution, it must be *ipso facto* responsible for the paying

out of funds. Therefore, this body is equally responsible for the raising of funds. When the mission ceases to make a grant the difficulties of the local boards may begin. The solution of these difficulties seems to depend largely on local conditions.

Hospital Superintendents. Besides the question of money, is that of personnel. We have said that it is better to have western doctors still come to the hospitals. But should they continue to be the superintendents? Most medical missionaries would probably readily agree that it is advisable to appoint Chinese as superintendents as soon as practicable. The question of when depends on several factors such as the size of the hospital, the relative experience of the doctors on the staff, and most important, the right man. In many hospitals this plan has been adopted with apparently great success. But we must always bear in mind the social and family customs which obtain in China and which make the maintaining of authority and discipline at times so difficult. The foreign superintendent, simply because he is a foreigner, is removed from the influence of these customs, and is therefore relieved from many of the difficult responsibilities which his Chinese colleagues would have been forced to bear.

Future Policy. Looking backward over its history, and viewing the present facts of medical missions, one can say that the work has been eminently successful. It has paid from the evangelistic standpoint, it has paid in the healing brought to millions, it has paid in that it introduced western medicine to the Chinese, began the translation of medical literature, and the training of students in scientific medicine. At present, with few exceptions, mission hospitals and schools in general are considered the best in the country, and the majority of these institutions are making satisfactory progress, but not all. In view of the foregoing facts, and remembering that the missionary societies of Great Britain and U.S.A. are attempting, through various organizations, to bring about a closer cooperation and consolidation of their work, it is evident

that there must be a change of policy in regard to the medical work of these societies. In general the better and more useful hospitals, taking into consideration size, equipment, and geographical location, should be made more efficient, at least by increasing the staff, and where necessary by making financial grants. The latter may be needed if the hospitals are to care for the poor of the community, as well as the well-to-do. As to staff there should be a sufficient number of doctors, nurses, and technicians, foreign and Chinese, all actuated by Christian ideals, and professionally prepared to do efficient work along their special lines. It should also be borne in mind that the more modernized and mechanized a hospital becomes, the more necessary it becomes to have a business manager and engineer on the staff. Except in very large institutions one man can fill both positions. There are some doctors who have enough engineering and business ability to carry on this work; but where this is done, the doctor must perforce take time away from the professional duties for which he was especially trained. It is undoubtedly true that there has been a great waste of time, of effort, and of money, because most mission institutions have not had competent men to care for the physical plants. Such strategically located and well equipped hospitals should have a number of out-stations, either dispensaries, or small hospitals connected with them, such stations being in city or country, or in both; these out-stations should be manned by less highly specialized doctors, who would care for the ordinary cases sending the more important ones to the central hospital. This scheme, with modifications, has been tried and it should be practised more widely. One important modification is by friendly cooperation with the local practitioners, to win their confidence and get them to consider the large mission hospital as their friend, and their central hospital. There is certainly going to be an increasing opportunity for helpful cooperation along this line. It is up to those in charge to see that mission hospitals should be regarded as friends and not as rivals.

Concentration and Consolidation. Rather drastic action should be taken in regard to those hospitals in non-strategic locations which can show no good reason why they should be further supported by missionary societies. These hospitals should be closed; or turned over to responsible local boards, either as outright gifts, or as loans under certain conditions. They could in many cases be efficiently run by competent young graduates of medical schools as outstations. No new hospitals should be established so far as the eastern part of China is concerned. In certain areas, it would make for economy and efficiency, if two institutions were combined into one. With a very few exceptions there is no reason for trying to maintain two mission hospitals in the same locality. The difficult question is; how can this policy of cooperation, consolidation and elimination be carried out? Already the suggestion has been made to have all the medical work put into the hands of a Medical Bureau, set up by the mission boards. It is high time that some definite action be taken. Some such bureau would tend to relieve certain institutions of the present well meant, but inefficient and cumbersome methods of administration. Quality not quantity is our aim and quality must be preserved by the sacrifice of quantity. Medical missions occupy a position of influence today. But we must consider the future; only the best possible is worthy of the cause we represent. World financial conditions and local circumstances do not justify us in hoping for increased funds. In order to maintain progress, not for ourselves but to aid the future medical profession, there must be careful pruning, and consolidation. It would be possible to carry out this plan by having a fairly large council appointed, representing the home boards and the C.M.A., to make recommendations to the boards, provided such a council were given practically mandatory power by the boards concerned. Otherwise the results achieved might be as negative as those of other bodies which have come and gone in the past, and our opportunity for great helpfulness in the future would be largely lost.

NOTES

The Conference

The Nanking Conference despite certain unavoidable drawbacks proved to be one of the most successful conferences we have held. Over four hundred delegates attended the meetings and the proceedings were marked with considerable enthusiasm.

The afternoon Section on Medical Missions was the best that the writer has seen at many conferences, fully a hundred being present and the discussions of a most interesting nature. The session proved only too short and it was generally felt that more time must be allowed at future conferences for the consideration of medical mission problems.

The Next Conference.

It is practically certain that the next Conference will be held in Canton in November 1935. It behoves the Medical Missionary group to do its utmost to ensure that this shall be the best conference we have ever held. The occasion is a momentous one as the date is to be arranged if possible to coincide with the centenary of mission hospitals in this country. On 4th November 1835 Dr. Peter Parker opened the first hospital in Canton and so introduced scientific medicine to China. Enormous changes have taken place since then but the Canton Hospital continues its munificent work. By the time the Conference meets in Canton a new hospital will crown the efforts of the century and be a promise of many future years of service to the great City of the Rams.

The Future of Medical Missions.

It is idle indeed to dwell on the glories of the past unless they inspire us for the work ahead. Some have been questioning the future of medical missions in China but this is not the attitude of those most qualified to speak whether Chinese or foreign. Some of us had the privilege

of listening to a most stimulating address by Dr. F. C. Yen on the Sunday afternoon of the Conference, and the messages from our President were couched in a similar strain—a prophecy of still increasing usefulness on the part of our mission hospitals.

At the same time we have to acknowledge that there is a real danger of our resting on present and past successes rather than looking forward to the future. It has to be confessed that, despite some notable exceptions, we are failing to reach as we should the rural population which is truly the backbone of China. If the future is to hold more than an increasingly difficult struggle to maintain our present usefulness it must be by pushing our work into the more needy and neglected rural areas within reach of most of our hospitals.

The Steps Needed.

Let us confess at once that there is no general agreement and no clear vision of what can be done and how it can be done. But if the recognition of this can be impressed upon us we have taken the first step in the right direction.

Another step is indicated by the decision of the splendidly attended Section on Medical Missions at the recent Conference. This was to study, through surveys now available, the precise present position of our hospitals and the indications this gives for future advance. This study it has been wisely agreed should be carried out not merely by our small body at headquarters but mainly by groups of our members in different parts of the country.

A third step might be a consideration of special efforts made by a few of our hospitals to advance into new territory and along new lines. We shall make an attempt to secure articles descriptive of such special ventures for publication in future numbers of our *Occasional Leaflet* and careful study should be given to these in thinking over possible lines of advance.

Available Surveys.

As already mentioned, our first need is to realise the actual detailed facts about our hospitals. Where can these be obtained? Three recent articles are of special value. And whether we agree with conclusions formed from them or not, the facts are there and deserve most careful attentions. These are:

1. Dr. Lennox's report of the fact finding Commission; not for a moment to be confounded with the report of the Appraisal Commission in *Rethinking Missions*.
2. Dr. Shields of Tsinan has recently surveyed the same field in a short article in the *China Christian Year Book* for 1933. As copies of this article are not very widely available we are reprinting it in this *Occasional Leaflet* by kind permission of the Editor of the Year Book.
3. Dr. Snell of Soochow, as Chairman of the Association's Council on Hospitals, presented a comprehensive review of the present situation of the hospitals to the recent Conference. The review covers Private and Government as well as Mission Hospitals and will run to about a hundred printed pages. The Conference instructed that it should be printed as a Supplement to the Chinese Medical Journal and this will be done as soon as possible.

One of the very interesting features of Dr. Snell's report is that although not dealing with the subject at all, the cold facts that he brings out are more than a sufficient contradiction to some of the unwarranted statements in *Rethinking Missions*.

The Support of Mission Hospitals.

The continued economic depression makes it quite certain that for the present at least more support of

hospitals on the field and less from the home countries must be looked for. We had therefore planned to have a discussion on this subject at the Conference. With the uncertainty of escape from emergencies that is part of a doctor's life, our friend Dr. Goddard of Shaohsing was unable to be present to open the discussion and his paper also failed to reach us until just after the meeting. We are therefore publishing it in this issue with a few additional notes by Dr. Thomas. We earnestly invite further communications on this important subject.

Dr. J. R. Dickson

We greatly regret that in obituary notes in the last *Occasional Leaflet* the information which we had received about Dr. J. R. Dickson was incorrect. We referred to him as a comparatively newcomer.

Dr. Dickson came to China about 18 years ago in the service of the American Presbyterian Mission. Later he joined the China Inland Mission and became Medical Officer to the Chefoo Schools of that Mission. Thereafter he once more joined the American Presbyterian Mission and continued in their service until the time of his death.

Our Supporters

Attention is called to Note 3 on page 25. A number of additional subscribers were added during the Conference but the suggestions for increased material in the leaflet will fully absorb our funds unless we get more wide support. We are anxious to enlarge rather than diminish the circulation of the Leaflet, but this will have to depend on our receiving the minimum dues asked for.

There are still 50 members who subscribed for one year only in 1933 but who have not yet renewed their subscription and our total supporters cover only a third of our medical missionary members.

Itinerary Medicine Cases

Messrs. Burroughs Wellcome & Co., 5 Hongkong Road, Shanghai inform us that they have a number of First-Aid and Medicine Cases slightly soiled from storage very suitable for mission doctors on itinerary work. Messrs. Burroughs Wellcome & Co. write us that they are prepared to dispose of any of these cases to interested parties for a nominal sum and regard the matter as a donation to missionary work.

Should any of our members care to take this matter up they might communicate direct with the above mentioned firm.

We greatly regret that in ordinary notes in the last General Assembly the information which we had received about Dr. J. R. Dickson was incorrect. We referred to him as a comparatively newcomer.

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Our Supporters

Attention is called to Note 3 on page 25. A number of additional subscribers were added during the Conference but the suggestions for increased material in the leaflet will not be made unless we get more wide support. We are sure that the more we have to depend on our supporters the more we will be able to do for our medical missionary members.

There are still 30 members who subscribed for one year only in 1933 but who have not yet renewed their subscription. Our supporters cover only a third of our medical missionary members.

RECEIVED
UNIVERSITIES
JUL 30 1934
JOINT OFFICE

SHANTUNG

CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

齊山
魯東
學大濟
院學南

TELEGRAPHIC ADDRESS:
"CHEELOO, TSINAN"

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

April 25th, 1934.

ok - 8/24

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

INDEXED

Dear Garside,

I dictated a letter to you a few days ago, but, as it was mostly criticisms, I did not send it, and I will write another and will restrain myself this time.

You may imagine that the minutes of the meeting of the Board in February, regarding the refusal to allow us to go ahead with any part of the hospital, were an unexpected shock to us. I saw copies of your covering letters to Mr. Davies regarding this. You said nothing in your personal letter to me of March 19th about this matter, but you did not seem hopeful of raising any money during 1934-35, and you were rather non-committal about my returning home this year.

To take up this personal matter first, I am not going home this spring. I think I have written you this before. As long as I have a hole in my neck that is breeding a pure culture of hemolytic streptococcus, I do not want to leave the vicinity of the hospital and travel round or visit my friends. I do not think that there is any danger to myself in doing this, but one does not like to distribute hemolytic strep. There is considerable secretion from the wound, and I have to change the dressings twice a day. I am gradually getting stronger so that, as far as that is concerned, I could make the trip and travel round. I do not think this wound will heal up for many months to come.

Now as to the facts with which we are confronted. The Medical School and Hospital can carry on until the end of June 1935 without running into debt, unless something very unforeseen should happen. After June 1935, unless there is an increase in receipts over what we now look forward to, both Medical School and Hospital will have to cut drastically and curtail the efficiency of the institution, or run into debt, and we are not going to do the latter. When in Nanking, at the Medical Conference, I brought up the question of alumni support to the alumni who were there, 38 in all. One man came up from Shanghai specially to see me about this. The School is sending out a notice to all alumni, stating the financial situation, and the local alumni group is also sending out a statement, urging the alumni to contribute personally, or to be responsible for the collection of funds, to be used

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either for running expenses or endowment. Personally, I have emphasised endowment in all of my talks and I have told the alumni that I did not expect them to be able to raise much money themselves, but I did expect them to get busy with their rich patients or friends. We are also trying to cultivate local interest more and this must, almost entirely, be worked from the Hospital, and not the Medical School standpoint. The average person who is interested in this institution is interested in the hospital part of it. Such people know very little about the Medical School. One question that is being constantly asked by the alumni is "What about the new hospital?" They are interested in the progress of the institution. They know that we have sufficient money to build at least a part of the new hospital. They know that we do not have sufficient beds for teaching purposes to qualify as a really No.1 medical school. As far as the local people are concerned, they know that we do not have proper facilities for taking care of private patients in the hospital, and they know from experience that our O.P.D. is disgracefully overcrowded. Just yesterday, Mr.Z.V.Lee, a member of the Hospital Building Committee and the Board of Directors, said that he heard from his friends very often that they were unwilling to come to our O.P.D. because of the lack of accommodation for private patients. When we had only about 30,000 treatments a year, the O.P.D. was very respectable. Now that we are running between 70,000 and 80,000, you can imagine what the crowd is like. If we wish to get the interest of the local people and obtain any money from them, we must show them that we are trying to do the best that we can, and the best sign that we can give of this is to build at least a new O.P.D. Then we should have a real reason to appeal to them for more funds to carry it and the hospital on. I had no patience with the speeches made a year ago by the advocates of the 240 bed complete hospital, that we needed such an institution to give a challenge to our alumni and Chinese friends. I think a moderate increase in the capacity of the institution gives a sufficient challenge and shows people that we are not foolishly running headlong into debt.

There is another fact to which I am surprised that Sam Cochran and Ed.Hume did not call attention. The O.P.D. is an asset. I think, last year, we cleared about \$20,000 on it, or more. I think you will find that any O.P.D. in this country is, at least, self-supporting, and we could make more money on ours if we had proper facilities for treating private patients as they like to be treated. We could add to the private patient income and reduce the price to the poorer people, which is what we want to do.

As to increasing the bed capacity of the hospital, we need more charity beds for teaching purposes, but we cannot afford more charity beds unless there is an increased revenue to take

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care of them. We have never been able to find out whether we could make money on private patients as our accommodation has been too limited. One wing of the hospital, with a number of private and semi-private beds, arranged in a separate part of the building, will, I am sure, bring in an income well over expenses. Dr. Peterson, of Chengtu, told us the other day that they have 300 beds in their medical school hospitals. About 40% of these beds are private or semi-private, in other words, they are paying beds, and their hospitals help to support the medical school. With us, the situation has been different. Most hospitals in China are practically, or wholly, self-supporting, I think, and it is because the private patients in the hospital, in the O.P.D. and the outcalls make up the deficit which is always incurred through taking charity patients.

Now, just as we are trying to face our financial difficulties by appeals to our Chinese constituency, and by showing them that we are prepared to progress as far as we dare, along comes your Minute of February 28th, which shows that the Board in New York have got the wind up, on account of the Rockefeller cut, and it seems to us that they have taken a defeatist attitude. We had a called meeting of the Executive Committee last week and asked the Building Committee to take some steps towards having the action in New York reversed, so that we be allowed to proceed with the building of the O.P.D. and West wing of the new hospital, as in general outlined in Creighton's plan, or at least that we should be allowed to build a new O.P.D. The Building Committee which was appointed by the Board of Directors last year, at least the local members of it, met yesterday and practically decided to take steps along this line. The Building Committee will send a letter to the Administrative Council of the Board of Directors and they will write or cable to New York. Our hope is that, looking at this matter from a purely financial standpoint, the Board in New York will reconsider their action, and send out sufficient funds to build the O.P.D. and west wing, but, failing this, we confidently expect that the Board will, at least, say that we can proceed with the next unit, which will be the O.P.D., and that we can use funds in Shanghai for this purpose. If even this is not allowed, there will be some reaction, no doubt, out here, in a lack of interest on the part of faculty and alumni. I will not say what I feel personally in regard to this matter. I am still feeling rather sore over the faculty actions of last May which blocked progress so completely, and now that we have this family scrap, apparently, settled, the Board in New York does not seem prepared to back us. I imagine administrative work is not easy in any country. I am getting pretty well fed up with it out here, with authority scattered over the globe and the real authority resting in the hands of nine contributing missions. I hope that, before long, you will receive a communication from the Administrative Council.

I hope your wife is improving in health.

Yours sincerely,

RTS:MMS.

R. T. Shields

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SHANTUNG

CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

醫齊山
學魯東
大濟
院學南

TELEGRAPHIC ADDRESS:
"CHEELOO, TSINAN"

INDEXED

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

May 21st, 1934.

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

Dear Garside,

I will not repeat what I said to you in my letter of April 25th, but I am enclosing a statement drawn up by our Hospital Building Committee, following the action of the Medical Executive Committee enclosed. The Building Committee does not mention one point which I made in my letter to you, that is, if we do not go ahead and do something, we may lose the chance of getting enthusiastic support from our alumni and local friends.

You may have heard that it has been announced that the Ministry of Education has had \$720,000 allocated to it, to be given to private schools of medicine, industry and agriculture. Mr. Ho, our Commissioner of Education, advises us to apply for \$10,000 a month. This is entirely too much, but he recommended us to do it in Chinese fashion and ask for more than we expected to get. Other Chinese friends have also advised us to ask for a large sum. Mr. Ho has sent in our application, with an endorsement, and he told me he was also sending a letter to the Ministry of Education, saying that he wished to co-operate with us in doing school public health work for, at least, a part of Shantung province. We know that we have the backing of the leaders of the medical profession in our request, so we hope that something will come of it. We have also recently heard from Dr. Li T'ing An, the Health Commissioner of Greater Shanghai, who has promised to release Dr. Li Yu Jen, one of our graduates of 1928 who has been in public health work under him, for public health work in Shantung. The idea is that Dr. Li will work at Choup'ing, under Mr. Liang Shu Ming's direction, but in co-operation with Cheeloo, and we are hoping that his salary will be paid by the National Health Department.

All this is to show you that we are trying to do something out here, even if the Board does not let us build the hospital. We may branch out into rural and school public health, which, of course, are two of the most important phases of medical work to be done in this country. You must understand, however, that whatever is given by the government is supposed to be given for new work only and, therefore, we cannot expect to make up our deficit from this grant. Of course, if no other money is forthcoming, we cannot keep up the

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Mr.B.A.Garside

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May 21st, 1934.

institution very well purely on these new lines as we must have an efficient medical school to back the new work.

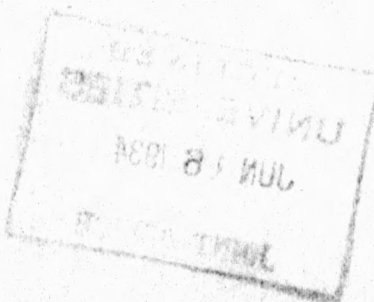
It has been suggested that I send a copy of this statement of the Building Committee to you, so that you will have all the facts before you. Then if the Board of Directors thinks best to send a cable to you, you will be able to understand it in the light of this statement, and my letters. I have sent this statement, with a long covering letter, to Weir, but I presume that you will not be at the Oxford meeting. I received a cable about two weeks ago from Weir, urging my attendance at the Oxford meeting. I presume that they did this because they thought I was going to be on my way to America. I have explained to you already why I am not going.

I think this conveys all the news up to date. I will keep you advised as to progress re government funds and co-operation with the government.

Yours sincerely,

R. T. Shields

RTS:MMS.



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May 21st, 1934

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Mr. B. A. Garfield

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Yours sincerely,

R. T. V. [Signature]



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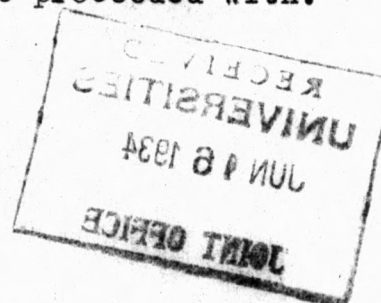
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Meeting of Medical Executive Committee
April 13th, 1934.

Present- Drs. Shields, Ch'en Yen Ping, Scott, Smyly, Price,
Lang, Ingle, Kiang, King, Mr. Davies, Mr. Lair (by
invitation).

New Hospital

E 599 This Executive Committee is of opinion that a new Out-
patient Department, as planned by the Building Committee,
would prove a financial asset; and further consider
that the private patient accommodation as planned in
the West Wing of the new hospital might make it self-
supporting. Both of these are urgent and pressing
needs, and we accordingly state our conviction that
the plans for building either the O.P.D. or the O.P.D.
and West Wing should be proceeded with.



0207

Meeting of Medical Executive Committee
April 13th, 1934.

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Lane, Ingle, Kiang, King, Mr. Davies, Mr. Lair (by
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R. T. Shields

June 30, 1934

**REPORT OF THE DEAN, SCHOOL OF MEDICINE
FOR THE YEAR ENDING JUNE 30th, 1934.**

To the Board of Directors:-

Ladies and Gentlemen,

STUDENT ENROLMENT. During the past session there were enrolled in the School of Medicine 90 regular and 2 special students, 19 of these being women. We expect to present for graduation this term 14 students, 3 of whom are women. With the graduation of this class, our total number of living graduates of the School of Medicine will be brought up to 299. Although the membership of classes necessarily varies in regard to ability and character from year to year, yet, on the whole, we feel that the teaching standards are improving, and that our graduates are going out better prepared to do their work than formerly.

During the past year, two students of the third year class have had to stop their work on account of pulmonary tuberculosis. Since the fall of 1932, we have required all students entering the Medical School to have an X-ray photograph of the chest taken, their admission to depend on this being satisfactory.

PHARMACY CLASS. A new class in Pharmacy was admitted last September for a 2-year course. This class consists of 14 men and 7 women.

MASSAGE CLASS. Five nurses took the 6-months course in massage and electro-therapeutics and received their certificates in March.

LABORATORY TECHNICIANS COURSE. Three technicians completed their 1-year course in March and two graduate technicians came for 6 months experience in the laboratories during the year. In March a new class of 4 regular students was taken on.

POST-GRADUATE COURSE. In October we gave a short post-graduate course of two weeks. 22 doctors in all attended, 16 of whom were Cheelee graduates. We hope to continue giving such a course each year, and, if we had a larger staff, we should like to carry it on over a longer period, as we believe that it is very helpful to doctors from the interior.

VISITING LECTURERS. In February, Dr. Dieusaide, head of the Department of Medicine at the P.U.M.C., paid us a visit for a few days and gave several interesting lectures to staff and students. In April, Dr. Maxwell, of the Department of Obstetrics and Gynecology of the P.U.M.C., paid his annual visit to us and gave four lectures on different aspects of Obstetrics which were, as usual, greatly appreciated. According to the usual arrangement, Dr. Gordon King expects to go to the P.U.M.C. in the autumn, to help Dr. Maxwell in his special course given at that time.

A few weeks ago, Dr. C. C. Ch'en, of Tingsien, stopped off here for a few hours and gave a most interesting talk on the Public Health work of Tingsien, illustrated by lantern slides.

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RELIGIOUS ACTIVITIES. During the year there have been, as usual, Bible classes and Bible study groups conducted by members of the staff or by the students themselves.

STAFF. Dr. and Mrs. Mosse and Miss Morton Smith returned from furlough in the spring. Dr. Gell is expected back from Hankow at the beginning of June and Dr. and Mrs. Stearns and family are due to return in August.

I am sorry to have to report the resignation of several members of the staff during the past year.

Dr. Pa Ta Chih was found, last summer, to be suffering from acute pulmonary tuberculosis and was, on this account, forced to resign from the position which he had filled so well for many years as Ophthalmologist.

Dr. Heimbürger resigned and left in March. He will be greatly missed, as a specialist in Leprosy and Dermatology, as a translator, and specially for his marked efficiency as Superintendent of the Hospital. *

We regret very much to lose Dr. Waddell who resigned in April from the Department of Physiology, and has since married Dr. Hsu Shih Chu, a graduate of this school, of the class of 1933, who is doing Public Health work in Peiping.

Dr. McClure for several years has wished to resign his position as professor and head of the department of Medicine, but he has repeatedly been urged to remain in his position on the Faculty. After his 78th birthday, last April, his colleagues at last regretfully agreed to recommend the acceptance of his resignation, and, at the same time, asked that he be made Professor Emeritus of the Department of Medicine.

As one who has worked in this school with Dr. McClure for 17 years, I am glad to testify to the respect, admiration and love which all members of the staff and student body feel towards Dr. McClure. We all hope that he will continue to live on the campus and remain a member of our Faculty.

I regret to have to report that Dr. Esther Peh has announced her intention of resigning this summer from her position as Associate in Obstetrics and Gynecology. She expects to take up an important position in the work of the Methodist Mission in Kiukiang.

The secretarial work of the Dean's office during Miss Morton Smith's furlough was acceptably carried on by Miss Poulsen, and we were sorry to see her leave at the end of April.

Drs. McCall and Morgan expect to leave on their regular furlough in June.

Dr. Hou Pao Chang, who had received a fellowship for special work in Pathology in England, left in December and expects to be away for a year.

Dr. Lin Lien Ch'ing has received an appointment as a volunteer worker in the Massachusetts General Hospital, Boston, where she will do special work in the study of Internal Medicine. Dr. Lin will leave this summer and will be absent for a year.

* Dr. Price has taken on the duties of Hospital Superintendent, in addition to his work in Surgery, for the coming year.

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JUN 30 1934

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I am very sorry to report that news was received during the year of the death of Dr. L. H. Braafladt, in Sacramento, Cal., from septicaemia. Dr. Braafladt was a member of the staff of the Medical School, as head of the Department of Pathology, for nine years, resigning in 1927, since when he lived in the U.S.A. The organization of our Department of Pathology is due to his ability and efficiency, and his work and influence will long be remembered in the Medical School.

Dr. Eileen Smyly was appointed to the staff, ^{in November} as Lecturer in Internal Medicine and is helping in the teaching of Physical Diagnosis.

We have recently received official word that Dr. T. C. Greene, of Dow Hospital, Peiping, has been appointed to the staff of the School of Medicine by the Presbyterian Board. Dr. Greene will give most of his time to the work of the X-ray Department and the teaching of Neurology.

PUBLIC HEALTH. There has been no regular Public Health nurse this year, but some voluntary work has been done in the near-by villages by three medical students. The medical work at Lungshan has been improved during the year. Dr. Evans has gone there regularly two days a week and held a clinic. Two nurse-midwives are employed there by the Rural Institute. This work will be mentioned more in detail in Dr. Carson's report.

It is hoped that, during the summer, co-operation with Mr. Liang Shu Ming's work at Chouping will be regularly established. It is expected that an old Cheeloo graduate will be in charge of the Chouping work and he will also be affiliated with the School of Medicine.

It is too early yet to speak of the plans which it is hoped will develop out of a possible grant from the Government. We hope that we may be able to have some co-operative public health work in rural districts and in certain schools.

Physical examinations of University students have been made by the staff of the School of Medicine, and anti-typhoid and other inoculations given. I should like to call the attention of the Board to the fact that this student health work cannot be properly done until we can obtain a health officer for the University. The number of staff members, with their families, as well as students and employees, is so large that the present method of caring for the health of the University community is not a satisfactory one.

COUNCIL ON PUBLICATION. The work of the Council on Publication has continued without interruption during the year. As usual, most of the burden of the work falls on the Editorial Secretary, Dr. McAll. During the coming year when he will be on furlough, the duties of the Editorial Secretary will be divided between Mr. Lee and Dr. Ingle.

During the past year the following books have been translated:-

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Pathological Histology Drs. Hou and Moase
 Useful Drugs (New Edition) Dr. Kiang
 Stitt, Blood Work (New Edition) Dr. Kiang
 English-Chinese Lexicon (New Edn.) Mr. Leo and Dr. McAll
 First Aid Manual (British Red Cross) Mr. Leo

The following books are at present in process of translation:-

Surgery (Rose & Carless) Dr. Ingle
 Practical Anatomy (Cunningham) ... Mr. Leo
 Obstetrics (Eden & Holland) Mr. Leo
 Easy Chinese Medical Reader Dr. McAll
 Medicine (Wheeler & Jack (1st half) Dr. McAll
 Materia Medica (Bruce & Dilling). Mr. Pailing and Mr. Liu Kue Hua
 Biochemistry (Cameron) Mr. Li Tsan Wen

A Handbook on Physiotherapy is also in process of preparation.

PHYSICAL PLANT. The additional 14-roomed dormitory for hospital residents and teachers, mentioned in the last report, was completed before the opening of the school session. A gate-house and reception room for the dormitories have been built and improvements in the students' bath-house completed.

NEW HOSPITAL AND OUT-PATIENT DEPARTMENT. This Board will have its attention called very specially to the need for a new Out-patient Department and the enlargement of hospital facilities by the report of the Building Committee, so I will not take up the matter here.

FINANCES. The Board will see, from a study of the Treasurer's report, that the School of Medicine will close the fiscal year without deficit, by drawing on the Rockefeller Suspense Funds for approximately \$10,000. By careful economy, both Hospital and Medical School have spent less than the amount budgeted. This was made necessary by the mission cuts and the loss in exchange. During the winter, the University received a notification that the Rockefeller Foundation annual grant would be reduced by half for the year 1934-35, and that, thereafter, there would be no grant from the Foundation. This means that, with exchange at \$3 to \$1, the School of Medicine will have a reduction in receipts of \$25,000 L.C. during 1934-35, and that, for 1935-36, there will be a further reduction of \$25,000 L.C. For the coming year, 1934-35, by means of rigid economy, and by using all the balance of the Rockefeller Suspense Funds, the Medical School expects to be able to carry on without a deficit, but unless we receive help from some sources during the next twelve months, we shall have to prepare to reduce our work drastically, probably by refusing to accept new students in the autumn of 1935, and by dropping a number of teachers. We are making efforts to get our alumni to assist in raising funds, and also, as mentioned before, we hope to obtain some assistance from the Government.

I would urge the Board to consider the serious financial situation in which we are now placed, and to take some steps to raise funds for the School of Medicine, as well as the rest of

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the University, both in China and abroad. Until we have an adequate endowment, so that we may have a guarantee of, at least, a certain part of our income each year, we are not going to be able to hold our own, much less make any progress.

Respectfully submitted,

(Signed) R.T. SHIELDS

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02 13

P.T. Shields

SHANTUNG

CHEE LOO UNIVERSITY,
Tsinan, Shantung, China,
July 10, 1934.

Notes
P.T.S.

My dear Friends:

My last letter was written in February, soon after returning from Peiping. At that time I thought that we should probably be sent home this year. But my general condition improved so much that I was soon able to carry on my work. And as the wound is healing so slowly, I did not want to travel with such a hole in my neck. So the trip to U.S.A. has been postponed till next year, when I hope the wound will be healed and I be better able to enjoy seeing old friends.

We are spending the month of July on Taishan, the sacred Mountain of this province, where we spent last July. As I wrote you from here then, I shall not repeat what I said about the place. We see so many people during the year, that we prefer a quiet place like this for our vacation. Evy is with us for most of the month. She is to have charge of the Kindergarten Department of the Shanghai American School next session. Ran has finished his second year at Harvard Medical School and is working this summer as he did last, as night switchboard boy and part time technician, in the office of a group of Boston doctors.

7 | There is not much to be said just now about the School of Medicine. We are trying to get financial help from our Alumni, and some money has already come in. Also there is a chance that we may get something from money assigned to the Ministry of Education to be used for private institutions. From two letters received this spring, I fear that all, or most of you, have received requests for subscriptions to our School. If so I want you to know that I did not authorize this and knew nothing about it. Most of those to whom this letter goes are as poor as we are, or poorer. If and when I may try to raise money in U. S. I expect to ask some of you to help me, but I have not done this yet.

As to the political situation, there have been no startling developments lately. The war between the Nanking Government and the Communists in Kiangsi and Fukien, is still on. But in addition to using force the Government is now trying to rehabilitate the devastated areas, and conciliate the people. This change of tactics should bring results. Those of you who keep up with foreign news, will have noticed, since the crowning of the Emperor of Manchukuo, three significant events; First the announcement by Japan of her "Monroe Doctrine" for Asia, telling other nations to keep off and leave her to manage China. This was a "feeler" of course, and when it produced protests and not approval, Tokyo said that it could be considered as not having been officially announced.

Second, the mysterious disappearance of a vice-Consul in Nanking. This was about to bring on a grave international crisis, pronouncements were made to China, gunboats were rushed to Nanking - and then the anti-climax which has made the World laugh - the man was discovered by Chinese police, sitting out on the side of a mountain, hungry but unharmed! Insane? Maybe, but the generally accepted opinion is that he got cold feet and did not carry out his orders to commit suicide and create an "incident". He has been taken back to Japan, so we shall never know his fate.

Third, the establishment on July 1 of thru RR traffic from Peiping to Mukden, interrupted since September, 1931. This is by consent of the Chinese Government, and the trains are under joint management. Also China is establishing customs houses on the border of Manchukuo. (Note: Manchukuo is not recognized by any nations except Japan and Salvador). Please one of you lawyers,

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JUL 10 1934

tell me how many de factos does it take to make a de jure recognition? On the very first train an infernal machine exploded in a 3rd class car killing 6 people, two of whom were College students, brother and sister going to a Christian Conference. We know their parents who are fine people, the father being from Harvard and the mother from Mt. Holyoke. This was south of the Great Wall. No explanation by the authorities as to who planted the thing.

I was able to go to the second meeting of the Chinese Medical Association in Nanking in April. This was formed from the old Medical Missionary Association and the National Medical Association. We are members on the same footing as the Chinese. I hope this Association is going to be a great influence for good in this country in the future.

Yours sincerely,

R. T. Shields.

Received at Nashville, Tennessee, August 6, 1934.

Address: Dr. R. T. Shields, Choeloo University, School of Medicine,
Tsinan, Shantung, China.

Postage: Letters five cents, postcards three cents.

02 15

1934 JUL 10
-2-
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and the mother from Mt. Olive, N.C. This was south of the Great Wall, no relation
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I was able to go to the second meeting of the National Association
Association in Washington D.C. This was toward the end of the year. I was
in contact with the National Medical Association. In the afternoon of the second
meeting at the hotel, I hope some information was obtained. I was
for some time in the hospital in the city.



02 16

over

SHANTUNG

Cheele University.

August 8, 1934

Dr. Randolph T. Shields
Cheele University
Tainan, Shantung, China

Dear Doctor Shields:

I have written you a number of times recently, but have not formally acknowledged receipt of your letters of April 25th and May 21st.

The first of these letters arrived shortly before I started to England, and was taken along to the Annual Meeting of the Governors. The second one arrived while I was away, and so I did not see it until I got back four weeks ago. Both of these letters deal chiefly with two problems - the new hospital, and financial difficulties.

We have sent you copies of the letters we have written on the subject of the new hospital, and there is not much more we can add. The Annual Meeting of the Board of Governors gave its hearty approval to going ahead with the construction of the new O. P. D. and the West Wing of the Hospital, and Dr. Weir sent off a cable to that effect immediately after the meeting. I am sorry that the field got the impression that the Governors were trying to hold you back on the new hospital. It has seemed to me that for several years the Governors have been the ones who have been urging the field to go forward, and that the administrative officers in Tainan have been the ones who have been holding back. The action of the North American Section last spring in withdrawing authorization for the field to proceed with the construction was taken solely with the view to giving an opportunity to find out more clearly just what the field desired, and where we are likely to come out financially. It was also felt that in view of the wide difference in judgment evidenced in our discussions of hospital plans, that it was highly desirable to have the Board of Governors deal with the matter at the Annual Meeting in Oxford, rather than for the two sections to try to proceed separately.

At least we have now gotten back to a healthy situation where the field is anxious to go ahead, and is chafing at the bit because the Governors seem to be moving too slowly. This is a natural and desirable order of things. There is probably nothing that can bring together the different viewpoints of any of our college groups on the field so quickly, as to have them unite against some decision of the home board here in the west.

0217

Dr. Randolph T. Shields

- 2 -

August 8, 1934

The problem of future financial support is still a very perplexing one. I believe that the solution must be a matter of successive steps. The first step is for the institution to reach a greater degree of unity as regards both its administration and its program. The second step is to present our case with new vigor and enthusiasm, both to the Rockefeller Foundation, and to other friends. It is hard to distinguish between cause and effect since they are very closely intermingled, but in a very real sense the decrease in income for the School of Medicine is the effect of lack of unity and enthusiasm, both in administration and in program. I am firmly convinced that we would have avoided, either in part or entirely, the loss of support from the Rockefeller Foundation if it had not been for the fact that the Foundation, both from the report of representatives who have recently visited the campus, and from other sources, having gained a most unfavorable impression of the University in general, and of the School of Medicine as well. This particular source of support is not necessarily permanently closed, and we are very anxious indeed that with the arrival of Mr. Gunn in China this fall, you will do everything possible to revive the matter.

As to other sources of support, the solution depends almost entirely upon the vigor and effectiveness of our presentation of our case. Here in North America the Associated Boards has given Cheeloo a particularly fine opportunity to obtain support during the coming year because it has allocated to us the lion's share of the approved financial objectives to be sought during the coming year. The School of Medicine at Cheeloo is listed for U.S. \$27,000, and the Hospital for U.S. \$7,500. But in order to take advantage of this endorsement by the Associated Boards, it will be absolutely necessary for our Cheeloo constituency to bestir itself. We cannot expect the representatives of the other colleges in China, with serious financial problems of their own, to devote themselves enthusiastically to securing support for Cheeloo, if we ourselves do not turn a hand. If we can succeed in securing the support needed for the current fiscal year, it will be a long step in the direction of getting more substantial support for our future needs, but if we fall down this year, it will be doubly difficult to accomplish much in the future.

We are all very much concerned to learn that you are finding it a slow and difficult task to get back your usual vigorous health after the difficulties of the past year or two. If you were able and available to help us here in America, during the next year, I am quite sure that we could make a very satisfactory beginning toward securing adequate support for our School of Medicine. Without your help, we will, of course, do the best we can anyway, but I am not particularly optimistic as to just what we can accomplish. If it should prove possible later in the fall for you to come to America, and if you build up your rugged physique again to the point where you can stand the strain of financial solicitation, we earnestly hope that you will decide to join with us.

Attached to your letter of May 21st is another inquiry as to whether we have been soliciting contributions from the list to whom you send copies of your letters from the field. Once again we plead not guilty to the charge. We do not have the list to whom your personal letters are sent, nor do we have any intention of trying to secure it. Your Aunt's name is one of those on our general Cheeloo mailing list, placed there, I believe, because she was listed as one of your relatives who would be interested in any material we are sending out from time to time.

0218

August 8, 1954.

As I believe I have already explained to you, we sent out last spring a series of three letters designed to remind our Cheelee constituency of our intention, and to prepare them in measure for more active cultivation later on. At the time these letters were sent out we were all hoping very much that by this autumn you would be here, and would be able to follow up this cultivation by personal contact. I am quite sure that the letter did not go to a single individual merely because that individual is on your personal mailing list, and it is probably that only a very few of those to whom you write were reached by virtue of the fact that their names have been added to our Cheelee list from other sources. I am enclosing herewith copies of the three mailings we sent out, so that you may have this material if you have not already seen it.

We are quite in agreement with your position that we should not have professional solicitors, or even letters of appeal, going to any of your personal friends, or others on our cheelee list in ways that will alienate the goodwill, and make future gifts less likely. On the other hand it is even more disastrous to go on from year to year with no attempt whatever to cultivate interest, or to maintain and develop support. It has been more than 15 years since any real active cultivation of our Cheelee constituency was carried on, and about 7 years since we have done anything at all to keep their interest alive. During this long period of inactivity many of our warmest friends have died, and many others have lost interest and transferred their philanthropic giving to other quarters. Many of those who might still be interested have changed their addresses and have been lost sight of. With each year that passes the situation grows more hopeless. If we continue our inactivity a few years longer, Cheelee will be left practically without any constituency here in North America, and the whole task of building any support will have to be undertaken de novo.

I hope that you have been having a restful summer, and that by the time this gets to Tsinan you will be back on the campus feeling fit for an active year of productive and undisturbed work.

Very cordially yours,

B. A. Hawide

BAG:HV
Encs.

CC to Dr. Samuel Cochran

02 19

*Return to
RAG.*

CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

齊山
魯東
學大濟
院學南

TELEGRAPHIC ADDRESS:
"CHEELOO, TSINAN"

SHANTUNG

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

September 20th, 1934.

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

INDEXED

ack - 11/3/34

Dear Garside,

I have received yours of August 8th and also the dope which you sent me in regard to propaganda.

To go back to my letter of May 21st, I am glad to say that we expect to receive \$21,000, for the School of Medicine, and \$9,000, for the School of Science, from the government allocation. This has been publicly announced, but we have not yet actually received the money, and I presume the delay is due to the fact that we have no President.

In spite of the fact that we have not actually put any money into Choup'ing, our co-operation with that work has actually begun in a way. Dr. Li Yu Jen has been appointed by the National Health Administration and his salary is to be paid by them. He is in charge of the Choup'ing public health work, and we are going to make him a lecturer in our school. We are letting a special student, who is in his senior year now, go to Choup'ing for at least part of the year. A former Cheeloo nurse has been appointed as public health nurse there. As soon as we can get the money and the personnel, we hope to appoint at least one doctor and one nurse to the place. This means that we shall be in co-operation with a semi-official organisation which is backed by the provincial and the central government. In addition to this, we are continuing our medical work at Lungshan. Dr. Evans goes there twice a week for a clinic, and there are two nurse-midwives living there. They are working in full co-operation with Carson and with the Famine Relief funds administered by Stanley. I hope that, ultimately, the work at Lungshan and Choup'ing, as they are only 100 li apart, will be connected. This means that we really are doing something in rural public health work.

You will be glad to know that we have finally gotten the license to build our O.P.D. and west wing, and there is a large body of men working on the job. Wolfe hopes that, in a year's time, we may be able to occupy the buildings. These two items give the hopeful side of the picture.

You may have received letters from Mr. Davies, telling of the general situation. The air is full of suspicions, jealousies and politics. I do not know what is going to be the ultimate outcome. I think that Mr. Linn's friends, within and without the

0220

University, are going to try to force the issue that there is no other possible man for the Presidency except Linn, and that, therefore, we must accept him. How much the local officials are mixed up in this I really do not know. I am very glad that Dr.Armstrong expects to come here for a visit on the 10th or 11th October, and he has been asked by Dr.Weir to investigate the situation carefully. I have been in close touch with Ed. Hume and I have arranged for him to meet Armstrong here at that time, so we hope to have two regular members of the N.A.S. here on the ground quite soon. It is a queer coincidence that they will be here, probably, at the time when the Administrative Council meets again to hear what Mr.Linn's final decision is, in regard to the Presidency. In the meantime, we are going ahead in the School of Medicine as if we were a separate institution. The Board of Directors has given us authority to use the name of the University in trying to raise funds in China, and we have a committee working on a plan for a financial campaign in this country. I consider that this is an essential step to take before I go to America. I appreciate everything that you say as to "the lack of unity and enthusiasm both in administration and in program" in Cheeloo. I am prepared to stand my own share of blame for this. May be, if Balme or Cochran had been here on the job, they could have managed the situation, but I cannot. The year that Mr.King Chu was here I was hopeful of the future of the institution. Since then, I have been absolutely pessimistic in regard to the general University and, as time goes on, I see no reason to change my attitude. I have disagreed radically with the policy of the administrative heads of the University, and with their financial management, so that, outside of any personal attitude towards them, I do not see how I can go on as a nominal member of an administrative body when I do not agree with a great many things that are done by that body. I think there is a great need for a medical school such as we are trying to keep up here. Not only do the mission hospitals need our men, but the recent rapid development of state medicine and government public health work in various parts of China is making a big demand for Cheeloo graduates. Two of the North-western provinces now have Cheeloo men at the head of their public health work, Dr.Han Li Min in Sian, and Dr.Wang yu Chang in Ch'ing Hai. They want more Cheeloo men to go with them. The authorities of the National Health Administration in Nanking have repeatedly stated that they prefer Cheeloo men for their work. I think that some remarks made to me by Mr.Gunn two years ago were very true. He said that we should do one thing and do it well. I think we can get the endorsement of all the leading medical men of China for our school. The organisation, comprising so many different missionary societies, as well as Chinese, is going to make the actual working of the school difficult at times, but we may be able to surmount this.

I expect to go to the meeting of the Far Eastern Association of Tropical Medicine in Nanking at the beginning of October, - not that I know anything about tropical medicine, but I want to

Sept.20th,1934.

meet the leading medical men of China who will probably be there. Drs.Kiang, Struthers, Smyly and Winfield expect to go to the meeting.

I suppose we can consider it settled that we are to go on our regular furlough next spring. My wound is gradually getting smaller, so that the matter of changing dressings will, in a few months, I hope, be easy to manage, even if I am traveling. I think that most of the members of the medical faculty consider that I should do some visiting in China in regard to our drive for funds before I go to America. My wife thinks that I should take a rest as soon as I get to America, and I may be professionally advised to do this before starting in on any active promotion work. I am not quite back to normal. You would have no difficulty in beating me at any distance in running now! I hope, when I do go home, to go via England, and renew acquaintance with some of my old friends there and see something of the medical work and the Cheeloo constituency. I am keeping up fairly well with my friends in the States. Of course, I do not know how much this is going to be of use to us later. Are you getting any results from the letters which you are sending out soliciting funds?

We are beginning to work on our list of graduates which has to be revised every so often. We have 299 now to keep up with. I think a statement of what they are doing is the best propaganda material that we have.

The Stearns are due to arrive in Shanghai early next month. We have taken no action in regard to asking him to come here on his terms, that is, that we give them a house. I doubt if we shall think it advisable, but we are going to take up the matter shortly. I have had a letter from Dodd in regard to this question, and also from Dr.Wells. We do not want to do anything that would stir up any more trouble on the campus.

I wish you would show this letter to Sam Cochran. I am writing him also, but will not repeat all that I have said to you. I have heard no news lately of your wife. I hope she is improving.

Yours sincerely,

R. J. Shields

RTS:MMS.

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Sept. 20th, 1934.

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Mr. B.A. Gerstide

meet the leading medical men of China who will probably be there. Dr. King, Struthers, Smyly and Winfield expect to go to the meeting.

I suppose we can consider it settled that we are to go on our regular trip through next spring. My wound is gradually getting smaller, so that the matter of changing dressings will in a few months, I hope, be easy to manage, even if I am traveling. I think that most of the members of the medical faculty consider that I should do some visiting in China in regard to our drive for funds before I go to America. My wife thinks that I should take a rest as soon as I get to America, and I may be professionally advised to do this before starting in on my active profession work. I am not quite back to normal. You would have no difficulty in beating me at any distance in running now! I hope, when I do go home, to go to England and renew acquaintance with some of my old friends there and see something of the medical work and the rheumatoid constituency. I am keeping up fairly well with my friends in the States. Of course, I do not know how much this is going to be of use to us later. Are you getting any results from the letters which you are sending out soliciting funds?

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The steamer is due to arrive in Shanghai early next month. We have taken no action in regard to asking him to come here on his terms, that is, that we give them a horse. I doubt if we shall think it advisable, but we are going to take up the matter shortly. I have had a letter from Mr. Wells in regard to this question, and also from Mr. Wells. We do not want to do anything that would stir up any more trouble on the campus.

I wish you would send this letter to Sam Johnson. I am writing him also, but will not repeat all that I have said to you. I have heard no news lately of your wife. I hope she is improving.

Yours sincerely,

R. J. Williams

RTS:WMS.



0220

A. Shields

SHANTUNG

Over

October 16, 1934

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

My dear Mr. Davies:

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

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

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

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

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

With best wishes, I am

Very cordially yours,

B. A. Garside

BAG:MP

Copy for:

Mr. Stanley
✓ Dr. Lair
✓ Dr. Shields

0225

COPY

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

156 Fifth Avenue
New York

Medical Department
E. M. Dodd, M.D.

November 1, 1934

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

My dear Mr. Garside:

Here's a copy of a letter which I have just received and which sounds very interesting, though I don't know whether this man can be utilized anywhere or not. Knowing the desire of Cheelee for a public health man, I thought I would at least let you have his name in case there might be any chance of working something in that direction.

I should say that I do not know anything more about him, as yet, than this letter contains; so that the appeal that he makes to me is entirely on this basis.

Very sincerely,

(Signed) E. M. DODD

END:MM

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SHANTUNG

November 13, 1934

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

My dear Dr. Shields:

Let me acknowledge receipt of the good letter you wrote us about six weeks ago. I passed this letter on to Dr. Cochran for his perusal so I cannot give the exact date. *Sept.*

It is gratifying to know that you are gradually getting back your strength, and that the wound in your neck is slowly healing. We are counting on having you to help us out here in America one of these days, whether it be this year or next.

We sympathize keenly with the serious problems confronting the University as a result of our prolonged inability to secure a Chinese president. This is a point where any activity on the part of the group here in the west would simply complicate the situation, so we will have to sit tight and let the field find its own answer.

I am dashing off today on a series of meetings in which our Associated Boards hopes to win a bunch of new friends and to revive the interest of some of our old ones. We do not have any hope of securing any substantial amount of new money immediately, though we do trust that our present activities will lay the foundation for effective promotional work later on.

Very cordially yours,

B. A. Garvie

BAG:MP

P.S.

I enclose herewith a copy of some correspondence which we have received from Dr. Dodd. We are forwarding this for your information.

0227

2128 Belton Street
Baltimore, Md.

October 29, 1934

Dr. E. M. Dodd
156 Fifth Avenue
New York, N. Y.

My dear Dr. Dodd:

I should like to enquire if there would be an opportunity for me to work in the medical mission field of the Presbyterian Board of Foreign Missions in India or China.

I am a member of the Society of Friends, of Haverford, Pa., am married and have two children, girls, 10 and 6.

My qualifications are as follows:

1. B.A., Haverford College, 1921.
2. M.D., Johns Hopkins Medical School, 1928.
3. General Rotating Internship, Chicago Memorial Hospital (Class A), Chicago, Ill., 1928-29.
4. Diplomat of the National Board of Medical Examiners, 1929.
5. Diploma in tropical medicine and hygiene, University of London and Conjoint Board, England, 1930. (With distinction).
6. Certificate in Investigation and Control of Malaria, Ross Field Experimental Station, Karnal, Punjab, India, 1932.

My experience has been as follows:

I was engaged in famine relief work with the American Friends Service Committee (Quakers) of Philadelphia, in Poland and Russia for two years, 1921-1922. I was Secretary for the same Committee in Chicago for raising funds for Russian and German Relief, in 1923-25.

In 1929 I was sent, at the request of Dr. Rabindranath Tagore, by the American Friends Service Committee to Dr. Tagore's School at Santiniketan, West Bengal, to undertake the medical phase of a general scheme of rural development in connection with the School. With the exception of a short period in 1930 and 1931 when I was at the School of Tropical Medicine in London, and was on a travelling fellowship of the Health Section of the League of Nations to study public health organization in Jugoslavia, I was at Santiniketan until March of this year, when my term of service and the finances allocated to it came to an end.

My work in the villages around Santiniketan consisted of developing village health cooperatives, a modified health insurance scheme, and of investigating the possibilities of controlling malaria, the major disease of the district.

I am now a student in the School of Hygiene and Public Health in Baltimore and expect to get the Certificate in Public Health in May, 1935.

I am very much interested in the development of health work in rural communities in India and from what I saw of the work in the Christian Medical Missions, I feel that there would be great possibilities for such work in connection with some of the Christian hospitals.

References are as follows:

Mr. Clarence E. Pickett, Executive Secretary, American Friends Service Committee,
20 South 12th Street, Philadelphia, Pa.

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OCT 29 1934

- 2 -

Dr. Henry S. Houghton, Dean of Medical Faculty, University of Chicago, (who came to Santiniketan with the Laymen's Foreign Missions Inquiry in 1931).

Dr. John B. Grant, Union Medical College, Peiping, China, (who became interested in the medical work at Santiniketan during his visit to India last year.)

Dr. Douglas Foreman, Allahabad, (with whom I have had many conversations on the subject of preventive medicine in rural India).

Sincerely yours,

(Signed) HARRY S. TIMMER

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COPY

November 1, 1934

Dr. Harry J. Timbres
2128 Bolton Street
Baltimore, Md.

My dear Dr. Timbres:

I was greatly interested in your recent letter. Your qualifications are certainly very worthwhile, from the standpoint of those of us who are looking for high-grade Christian medical service on the foreign field, and who are also looking for a special emphasis on public health and tropical medicine.

I heartily wish that I could encourage you, in connection with our work and its openings. As it stands now, we are in great need of some reinforcements for China. But it is a matter of finances, which hold us up. We will probably be able to send out only one or two new men this next year, and they will probably have to be generally trained medical and surgical men for hospital vacancies.

At least one of the medical schools in China -- Cheelee University in Shantung -- has been very anxious to get a public health man on their faculty. Here again, I am afraid that their finances would not permit the addition of a new man. But I am taking it right up with them to see whether anything may possibly be managed. We are one of the Boards which jointly participate in this institution. I am also writing out to one of the men in China.

Aside from this, I cannot think of any real possibility at the moment. But I will let you know if we have any encouraging lead.

I wonder if there is any chance of your being up here in New York sometime. I may possibly get down to Baltimore this fall, though I haven't any definite plan now. If I do, I will certainly want to look you up.

Very sincerely,

ED:AM

0230

SHANTUNG

CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

醫齊山
學魯東
大濟
院學南

TELEGRAPHIC ADDRESS:
"CHEELOO, TSINAN"

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

November 28th, 1934.

ack 1/11/35

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

Dear Garside,

It is a little unsatisfactory to write you a letter right in the midst of a situation such as the present one, but as it will probably be long drawn out, I am going to give you the present condition of affairs as I see it.

You know of the action of the Board in June, voting 9 to 3 against Linn's appointment as President. You also have heard something of the butting in of the local officials, of the intriguing of Yee, Davies and Linn and of the intimidation brought to bear on Chinese members of the Board which was called to meet in August. At that meeting there was a vote of 6 for and 5 against Linn, the five being foreigners, the six consisting of four Chinese and two foreigners. This was counted as an official vote and a committee composed of Z.V. Lee, the Salt Commissioner, Yee Hsing Lin and Davies was appointed to interview Dr. K'ung and Mr. Linn, asking the first to reconsider his resignation from the Board, and asking the latter to return as President of Cheeloo. A time limit was set for Mr. Linn's answer, I think the date being October 15th. The Committee did not interview Messrs. K'ung and Linn until after that date, and Mr. Z.V. Lee did not go with them. Mr. Yee and Mr. Davies went and reported verbally on their return that Mr. Linn would not return as President, but would return as Dean of Arts & Science, and, if necessary, I think, as Acting President, provided Dr. K'ung would remain on the Board. I am not entirely sure about the latter point, the Acting President, but I think I am giving you a correct statement on the rest of their report. The Administrative Council of the Board which met ten days ago took this report of their committee as meaning that Linn would not accept the Presidency, and proceeded to try and find someone else to act as President, and also someone to be a temporary Acting President until the real President should be appointed. It would take too long to tell you the whole story. The local officials have got themselves pretty deeply involved in this matter, and, of course, to them it is very vital. After going on for days, a Committee of the Administrative Council finally met with Mr. Ho, the Commissioner of Education, and a sort of compromise was arranged, whereby, as I understand it, both sides agreed that they would abide by the verdict of a full meeting of the Board. This meeting is called for December 5th,

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Nov.28th,1934.

and I think it is going to be a vital meeting for the very existence of this institution. The line-up just now is practically all of the Chinese members of the Arts & Science Faculty, with Davies, Menzies and J.C.Scott of the foreigners, on one side. Some of the foreigners are trying to remain neutral: some of them and a few Chinese are against Linn. I think it is rather fortunate that there are some foreigners openly on this side, because it absolutely prevents people saying that the issue is Chinese versus foreigners. The Arts & Science students, of course, are worked up by a minority. I have had representatives of the pre-medical classes come to me, saying that they had nothing to do with this agitation, and that, whatever they did was done under compulsion, and expressing themselves as sorry they were not under the School of Medicine. The situation reminds me very much of the situation of 1929-30. The Pre-medical students always hang with the Medicals. The Medical students have had nothing to do with any agitation and they are acting in a very dignified way. I have asked them to continue to do this. The Medical Faculty have taken no stand and made no announcements since the letter that I wrote to the Board in June, expressing the opinion that the Medical Faculty were not in favour of the appointment of Mr.Linn as President; but, if the situation becomes more acute, they may think it wise to get out a statement.

The Arts & Science students are acting as the mouthpiece of the Linn party. They have made demands in a public meeting and in the newspapers. The first of these demands is that I be expelled from the University, as being the main opponent of Mr.Linn and of the progress of the place. The second demand is that the four foreigners on the Administrative Council, Williamson, Bishop Scott, Abbott and Miss Studley, be expelled from the Board! There are also other items. There is a rumour that a letter is going round amongst the Arts & Science Faculty, which they are to sign individually and send to New York and also to my Board in Nashville, asking for my recall! Rumour also states that one foreigner has signed this, but I hardly believe it. I almost hope they will send this letter, as I should like to see you when you receive it, and also Darby Fulton in Nashville! This may be purely a rumour, however. But the facts are that the Arts & Science students are on strike and I have just heard that they are going to continue until December 5th. It is a fight to the finish now between the Medical group and Yee, Davies and Linn. Yee got mad and left the meeting of the Administrative Council on the second day, but whether he has officially resigned or not I do not know. They have come out flat-footed against me, and my fighting blood is up now! They are making a target of me because I have been too outspoken against them.

Last week I had two visits from Z.V.Lee, the Salt Commissioner, whom I have known for 25 years, and who is on the Board, and from Mr.Ho Ssu Yuan, the Commissioner of Education, whom I have probably known longer than any other member of

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the faculty. These visits were really to try to urge me to be reconciled to have Linn come back as President, but both men were very friendly in their attitude towards me. Mr.Ho's second visit was more in the way of a perfunctory call to inquire about the attitude of the medical students in the present situation, so that he could report to the Ministry of Education. I told him that the medical students were going quietly about their work. The rest of the time we talked about co-operation between the Medical School and the government and the money that we are getting from the government, for public health work. He may be trying to double-cross me, but if so, he is a splendid actor.

I have not mentioned the financial situation. Lair asked to meet with the Administrative Council during their last meeting to present a financial statement to them, and he showed them that, if the receipts and expenditures go on as at present, the University will be over \$40,000 in the hole by the end of June. The Medical School and Hospital are solvent for this year, and, if we get the rest of the government money (we have already obtained the first month's instalment) I think we can see our way clear to carry on another year. The General University and the Arts & Science financial situation is desperate, apart from the political situation entirely. I do not see how the University as a whole can carry on, even for the rest of this year, much less next year, without making very drastic reductions.

The question of the future policy of the University is being pushed so far into the background that it seems rather a small question to us at present. Is Cheeloo to go in for rural work or not? I doubt if the matter will even come up at the meeting of the Board. The Medical School is already embarked in rural work and we have hopes of getting Dr.Yao Hsin Yuan as head of the Public Health Department, if not as a permanent head, as a temporary loan from the National Health Administration, to help us to set up our public health department and get ready for the future.

Many people are thinking, and they are not all medicals, that, after the lid blows off, we may have to do what some of us have thought ought to have been done years ago, and make Cheeloo into a Medical-Premedical School, with rural public health and certain other rural work as its objective. In other words, cut out the School of Arts & Science as at present constituted.

I expect that, before you get this letter, you may get a cable of some sort from the Board. We do not know just what the international legal status of this institution is under registration, at least, I have not seen anybody on the Board, or off it, who really knows. I think we are not only up against a vital situation for Cheeloo, but we are going to be a test case for registration of Christian institutions in China.

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Nov. 28, 1934.

Whether I personally resign or not is a small matter, but I know positively that, if I am forced out, there will be so many resignations from the faculty of the School of Medicine that the School will practically cease to exist, and will have to be restaffed with new people. That is what hurts me. If we were a separate institution now, our relationships, as a Medical School, with the local and central government and with the medical people of China, foreigners and Chinese, are such that I am sure we could raise money out here and have a chance to raise money in America to keep going. I think we have a very loyal alumni constituency, and we keep in touch with them. I am just getting out a revised list of our graduates. I think this will show that, including the women of the old Peking Women's Medical College, we have 359 living graduates, at least one third of whom are working in mission hospitals, and a large proportion, which is increasing every year, in government public health work, either in municipalities or in the country. We have the finest opportunity for real, helpful, co-operative medical service in China that the Medical School has ever had, and, if this institution is smashed up by a few people, there are, at least, going to be unpleasant remarks made about those people by the medical profession of this country and others who are interested in the welfare of China.

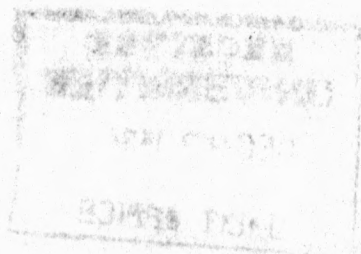
I think this is enough for the present. I will write you, probably, again in a few days, if anything important turns up.

Yours sincerely,

R. T. Shields

RTS:MMS.

Nov. 29 11 A.M. Mr. L. told the A. & S. students to go back to class yesterday, so they did so. R. T. S.



0234

Nov. 28, 1934

Mr. A. C. G. G. G.

Whether I personally read or not is a small matter, but I know positively that if I am forced out, there will be no more relations from the faculty of the School of Medicine that the school will practically cease to exist. And will have to be started with new people. That is what I want to see. If we were a separate institution now, our relationship with the medical school with the local and central government and with the medical people of China, foreigners and Chinese, and such that I am sure we could raise money out here and have a chance to raise money in America to keep going. I think we have a very loyal spirit of consistency, and we keep in touch with them. I am just setting out a revised list of our trustees. This will show that, including the women of the old school, women's medical college, we have 350 living trustees, at least one third of whom are working in various hospitals and a large proportion, which is increasing every year, in government medical health work, either in hospitals or in the country. We have the finest opportunity for real, helpful, co-ordinated service in China that the medical school has ever had, and it is inevitable that it is a matter of a few years, there are at least 100,000 to be graduated from the school about those who are to be graduates of this country and of the world. I am sure that this is a great opportunity for the world.

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R. T. G. G. G.

Dear Mr. G. G. G., I am sure that this is a great opportunity for the world. I am sure that this is a great opportunity for the world.

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UNIVERSITIES
DEC 22 1934
JOINT OFFICE

0235

SHANTUNG

CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

TELEGRAPHIC ADDRESS:
"CHEELOO, TSINAN"

INDEXED

Appendix D

醫齊山
魯東
學大濟
院學南

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

December 20th, 1934

ack 1/17/35

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

Dear Mr. Garside,

There is in the hands of the Women members of the Presbyterian and Methodist Missions here a sum of about L.C.\$16,000, left over from funds brought many years ago from Peking, for the purpose of housing women medical students and doctors. The Women's Committee now offers to contribute the total amount, in order to erect quarters for the resident staff of the new hospital. As you may recall, complete plans for our new hospital lay-out call for such a building, to lie northward from the east wing. The proposal is to erect this unit immediately - a building similar in type to the rest of the hospital, three stories high, having twenty-four single bed-rooms, but so planned that the building can be enlarged by extension northward, should the necessity for additional housing space arise. At present, this will be a separate building, but eventually it will be connected with the Hospital proper.

It is hoped, sooner or later, to house the entire resident staff in this unit, hence the necessity of allowing for possible further expansion at some future date. The cost of this building as planned will come within the amount mentioned above.

This proposal has received the endorsement of the Medical Faculty and the Administrative Council (A.C.0369, D1106)

We are enclosing rough drawings,* showing the location of the proposed building, in relation to the rest of the hospital, and the floor plans. Detailed blue prints will follow; but we hope it will not be necessary to wait for these before securing from the Executive Committee of the Board of Governors authorization to accept this generous offer and to proceed at once with the erection of this unit. We recommend a cabled response from you, in order that we may take advantage of the low building prices that obtain just before Chinese New Year.

Yours sincerely,

R. T. Shields
A. B. Price

RTS)
PBP):MMS.

* sent under separate cover

Received
1/17/35

0236

山青湖
東學學
南學學

SCHOOL OF MEDICINE
UNIVERSITY OF THE DISTRICT

QHEELOO UNIVERSITY
QHEELOO UNIVERSITY
QHEELOO UNIVERSITY

QHEELOO UNIVERSITY
QHEELOO UNIVERSITY

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JAN 15 1935
JOINT OFFICE

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EXPLANATIONS OF DRAWINGS SENT
FOR QUARTERS FOR WOMEN
RESIDENTS & INTERNES.

*Sent in letter
from Shield &
Price
11/17/35*

The blue print shows the present Medical School, Hospital, Power House & O.P.D., also the new hospital lot just north of the O.P.D. and church, and north-east of the present hospital. The outline in red shows the new O.P.D. of two storeys which now has the roof on it, and the west wing of the future hospital of which two storeys are built. In the east of the lot, the small building outlined in red is the dormitory for residents of which we are writing.

The enclosed sketch in black and white shows the plan for this building, giving 30 rooms, with baths and toilets.

Received 11/17/35
When the hospital is completed, this building can be connected with the main hospital, and the floors absolutely separated, if necessary, so that men and women internes and residents could be in the same building.

P. J. S.

0238

Handwritten notes in the top left corner, possibly a date or reference number.

DECLARATION OF INTEREST

In this report about the present status of the...
Tower House...
...and the work...

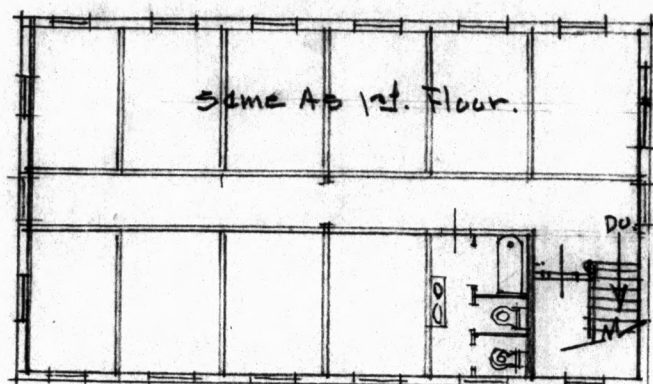
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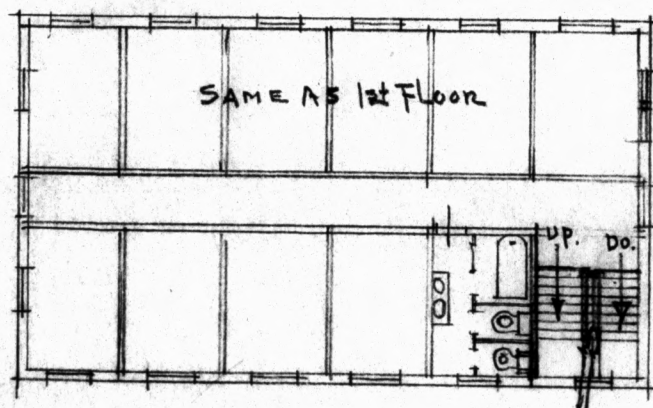
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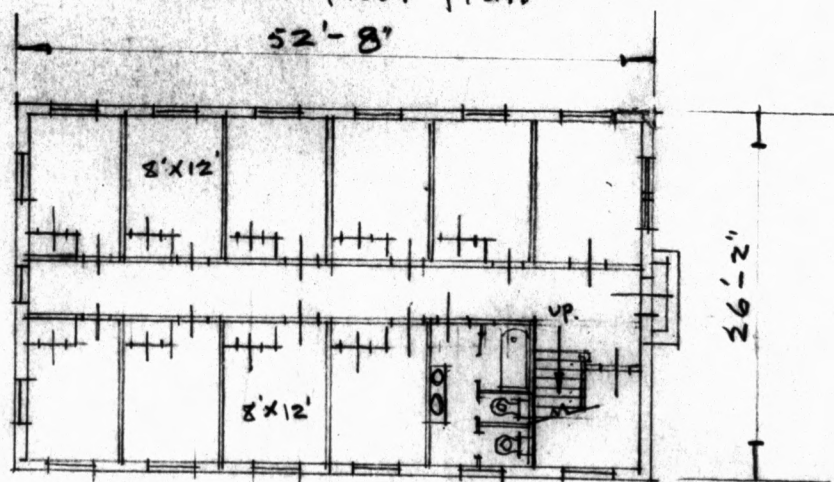


Third Floor plan.



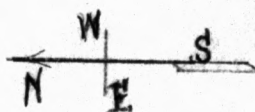
Second Floor Plan

52'-8"



First Floor plan

Scale: 1/16" = 1'-0"



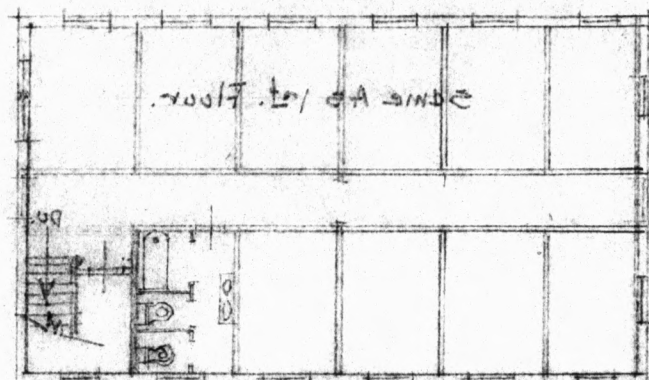
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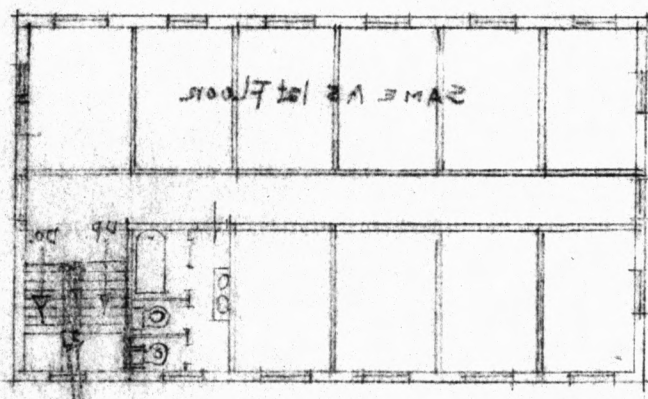
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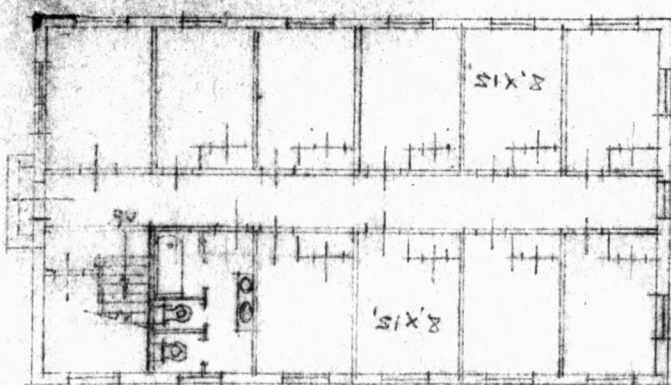


THIRD FLOOR PLAN



SECOND FLOOR PLAN

25'-8"



FIRST FLOOR PLAN

25'-8" x 11'-0"

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JAN 17 1935
JOINT OFFICE

0241

NEW HOSPITAL QUARTERS FOR WOMEN RESIDENTS, INTERNES
AND NURSES.

SITE - as shown on Medical School & Hospital Plot Plan.

FUNDS - Building restricted to funds in hand.

TYPE OF BUILDING - same as new O.P.D. building, to the north of
west wing of Hospital.

Dec.4, 1934.

(signed) J.B.Wolfe.

MINUTE PASSED BY ADMINISTRATIVE COUNCIL
OF BOARD OF DIRECTORS
(Nov.15-23, 1934.)

Voted:- That the Administrative Council approves the construction
of Dormitories for Women Internes on condition that this
new building be erected within the limits of the money
available for the purpose;
Further- that the question of site and type of construction
be referred back to the Medical Executive for reconsideration.

RECEIVED

0242

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TYPE OF BUILDING - same as new O.P.D. building, to the north of
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(signed) J.B. Wolfe.

Dec. 4, 1934.

MINUTE PASSED BY ADMINISTRATIVE COUNCIL
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(Nov. 13-23, 1934.)

Voted:- That the Administrative Council approves the construction
of Dormitories for Women Interns on condition that this
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Further- that the question of site and type of construction
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JAN 7 1935

JOINT OFFICE

0243

10/22/35 *Wrote to Mrs. Aram about this*

APPENDIX D

Cheeloo University
Tsinan, Shantung
CHINA

File with W. Conn. of the Cheeloo

School of Medicine
Office of the Dean

December 20, 1934

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

Dear Mr. Garside:

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This proposal has received the endorsement of the Medical Faculty and the Administrative Council (A/C.0369, D1106).

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Yours sincerely,

R. T. Shields
P. B. Price

RTS):PMS.
PBP)

MP

0244

R. T. Shuid

copy to Ganside
QUANTUNG

January 5th, 1935.

Dr. E. H. Hume,
National Medical College,
373 Avenue Haig,
SHANGHAI.

Dear Ed,

As you know, I have not been as well satisfied with what was done by the Board as you and some others were. I think that the Board did the best that could have been done under the circumstances in regard to the temporary and permanent President. This was only one of three big questions that it had before it. As to the question of policy, the Board appointed a Committee, but did nothing else. We could hardly have expected them to do anything more. As to the fundamental question of finance, the Board passed two pious resolutions and left conditions as they were. Here again, we could hardly have expected them to have accomplished the impossible task of raising funds for the institution.

Since I last wrote you, we have received word that Dr. K'ung is going to act as Chairman of the Board and that Mr. Lee is authorized to act as temporary President. So far, so good. Mr. Lee called a meeting of the whole teaching staff of the University yesterday, and there was a very good attendance. I think nearly all of the teachers were there. He made a short address, first in Chinese and then in English, emphasizing three points;

1. The necessity for organizing our alumni. (He stated that there was no organization of the University alumni, which is perfectly true. I should like here to add, however, that the Medical School alumni are well organized, and that we know the address of nearly every one of the 359 graduates.)
2. The need to get together and unite as one institution.
3. The danger that we were going to have a deficit of \$42,000 at the end of this fiscal year, and that we must, therefore, do something to raise funds. As there are 1000 alumni scattered throughout China, they were going to be asked to give \$50 apiece. I suppose he figures on \$50,000 from this source. The meeting was very pleasant, no controversial questions being raised,

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Dear Ed,

SHANGHAI.
273 Avenue Haig,
National Medical College,
Dr. H. H. Home,

January 25th, 1935.

copy to General
TUNG

6420

Jan.5, 1935.

quote part of it. He makes out a partial balance sheet. The salient points are:-

Building Account, on the debit side (I shall use only round numbers) there is \$16,000 against the School of Arts & Science. On the credit side, there is \$16,000, Women's Capital Account. This is money brought to Tsinan from Peking when the women moved here in 1923 and which has since been on fixed deposit until recently. We are planning to build the quarters for women residents and internes, for the new hospital, with this money. We discovered yesterday that this money has already been used to pay for the deficit of the Arts & Science School. On

On Current Account there is a deficit of \$5,000 against General University, \$1,000 Library, \$15,000 Arts & Science School. On the credit side, there is Rockefeller Suspense Account, which is money specially set aside years ago, to be used when needed by the School of Medicine, (\$11,000). There is also an amount of \$11,000 credited to the University Press. I discovered yesterday that the Rockefeller Foundation money has also been used to pay for the debts of the General University and Arts & Science Schools, and the Press money has gone the same way.

Lair states that the monthly salaries and wages amount to almost \$15,000. "In all the banks together", he says, "I have now less than half of this amount of money, with very few, if any receipts coming in this month, and three weeks current expenses to pay before the time for salaries." He also states that the Chemistry Department has received goods amounting to over \$3,000, and that he has no money with which to pay this bill.

Looking at the Treasurer's statement, published at the end of each month, we find that the General University started off on July 1st, 1934, with a deficit of \$5,000. Since then, they have spent more than \$10,000. Their expected income for the year is \$14,000. The prospective deficit, therefore, for the General University is more than \$11,000.

The School of Arts & Science started last July with a deficit of over \$15,000. To quote Lair's figures, he puts down a possible deficit, by the end of June 1935, of \$19,920. This means that they will add \$5,000 to the original \$15,000.

I will not quote the statement as to the School of Medicine and Hospital, as we are going to split even. The Hospital is doing wonderfully well this year. They have spent \$54,500 and taken in \$53,100, up to date. I have never known such a fine record as this.

Lair asks the administrative officers of the University what is to be done. One possibility is that the salaries and wages in all schools should be cut alike; in other words, that the Medical School, teachers and employees, shall suffer for the

0247

Jan.5, 1935.

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Jan. 5, 1935.

quote part of it. He makes out a partial balance sheet. The salient points are:-

Building Account, on the debit side (I shall use only round numbers) there is \$16,000 against the School of Arts & Science. On the credit side, there is \$16,000, Women's Capital Account. This is money brought to Taiwan from Peking when the women moved here in 1923 and which has since been on fixed deposit until recently. We are planning to build the quarters for women residents and inmates for the new hospital. We discovered yesterday that this money has already been used to pay for the deficit of the Arts & Science School.

On current account there is a deficit of \$5,000 against General University, \$1,000 Library, \$15,000 Arts & Science School. On the credit side, there is Rockefeller Japanese Account, which is money specially set aside years ago, to be used when needed by the School of Medicine, (\$11,000). There is also an amount of \$11,000 credited to the University Press. I discovered yesterday that the Rockefeller Foundation money has also been used to pay for the debts of the General University and Arts & Science Schools, and the Press money has gone the same way.

Lair states that the monthly salaries and wages amount to almost \$15,000. "In all the banks together," he says, "I have now less than half of this amount of money, with very few, if any receipts coming in this month, and three weeks current expenses to pay before the time for salaries." He also states that the Chemistry Department has received goods amounting to over \$3,000, and that he has no money with which to pay this bill.

Looking at the Treasurer's statement, published at the end of each month, we find that the General University started off on July 1st, 1934, with a deficit of \$2,000. Since then, they have spent more than \$10,000. Their expected income for the year is \$14,000. The prospective deficit, therefore, for the General University is more than \$11,000.

The School of Arts & Science started last July with a deficit of over \$15,000. To quote Lair's figures, he puts down a possible deficit, by the end of June 1935, of \$19,920. This means that they will add \$5,000 to the original \$15,000.

I will not quote the statement as to the School of Medicine and Hospital, as we are going to split even. The Hospital is doing wonderfully well this year. They have spent \$54,500 and taken in \$53,100, up to date. I have never known such a fine record as this.

Lair asks the administrative officers of the University what is to be done. One possibility is that the salaries and wages in all schools should be cut alike; in other words, that the Medical School, teachers and employees, shall suffer for the

RECEIVED
UNIVERSITIES

JAN 26 1935

OFFICE THE

9420

Jan. 5, 1935.

of mal-administration of the last two years outside the wall. I told him that I would demand that the Medical School, which is solvent, pay its salaries as usual, and I am sure that I shall have ~~an~~ absolute backing in this statement. Lair sees the justice of it, of course. He is in a hole and is trying to find a way out. Anyone who has studied the finances of this institution as I have for a number of years could foresee that this smash was coming. Some time ago, I went to Lair and told him that he must be careful not to use funds earmarked for one school for the other, and he agreed with me. The truth is that the Board of Directors is largely responsible for this state of affairs. Lair has presented his report each year and they have paid no more attention to it than they have paid to my report, as Dean of the Medical School. He insisted on being heard this fall, as you know. In the General University budget, there is an item of \$10,000 "Donations"; not a dollar of which has come in. No sane person would have expected to raise this amount, but the Board voted for it.

*from Faculty**no action being needed on this Report*

The Arts & Science Building deficits were reported to the Board in June 1933, and again in June 1934, and the Arts & Science current deficits have been reported each year. Last June, the Board did take some cognisance of the current deficit and passed a resolution, therefore the Arts & Science deficit for this year is only estimated at \$5,000. It has seemed rather ridiculous that the Board should ask for a President who, presumably, will need a salary; when the budget for the General University would be all used up at the end of six months, as anyone could see from looking at the Treasurer's report.

additional

The Arts & Science Schools have expended \$48,000 in six months. If one adds only the salaries of teachers (not Dean), \$18,000 more will have to be added to this, which makes a total of \$66,000, and their expected possible receipts are \$71,000. This leaves \$5,000 for all other expenses of the Arts & Science for the next six months, and they are using from \$3,000 to \$4,000 a month.

Because of conditions within the Univ.

Now, what is to be done? We, in the Medical School, have been waiting for a long time before starting our drive for endowment. We are now preparing our statement; we are getting the names of all the influential Chinese doctors as patrons; we are working up an interest amongst the medical alumni such as we have never had before; we have made personal contributions to the fund, and to-day, I expect to deposit \$4,000, as the beginning of the Medical School Endowment Fund. We realise that, though the Medical School is solvent for this current year, we must have extra funds for next year. We realise also that whatever endowment funds we raise this year will not help us during 1935-36. Therefore, I am prepared to ask, from some source or other, an emergency contribution of, approximately,

to-day

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Jan. 5, 1935.

- 3 -

Dr. H. H. Hume

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OFFICE

JAN 26 1935

SEITZ

RECEIVED

Jan. 5, 1935.

\$25,000 Mex., in order to tide over the year 1935-36. If, by the spring of 1936, our efforts in China and America have failed, then the Medical School will have to be closed. We are facing the facts and looking to the future. We are not going to run thousands of dollars into debt; we will close first. You know, as well as I do, that we have a splendid chance, both in China and in America, to raise money for this School of Medicine. Your recent trip and your contact with leading doctors in this country have shown you that this Medical School is reckoned as an important institution. Are we to be so tied up with a dying institution that we must die with it? If there is no chance of raising money to put the University as such on its feet, the only sensible thing is to close the institution as it now exists, and carry on the School of Medicine, with its pre-medical department as part of Medicine. (This can be done, I am sure, under government regulations.) Of course, the whole matter is complicated by the fact that we are registered and we do not know just how much autonomy a registered institution has.

Can it close?

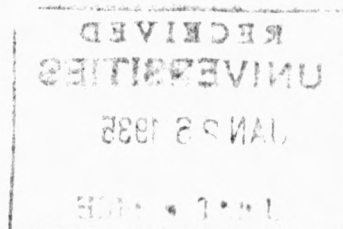
Lair has gone to the Board meeting of the Tungchow school, but, before he left, he told me that he knew there was going to be an explosion and he did not know whether to light the fuse this month or next. I told him to light it now. The University closes for the holidays on January 18th, and a number of students, at least, will go home. That will be a good time to pay off teachers and close the institution. If we wait until the students come back and have paid their fees, there will be a grand mess. It may be necessary only to close temporarily and reorganise later; but we cannot carry on an institution without money, and who is going to authorize the borrowing of money from the banks to carry on for the next six months? On the other hand, who has the authority to close the institution, temporarily or permanently? I presume only the Board. All this makes it more imperative that we should have Peter Kiang ready to step in as Dean of the Medical School.

Let me know what you think about the situation.

Yours sincerely,

P. J. Schilder

RTS:MMS.



0252

Jan. 3, 1935.

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Lair has gone to the Board meeting of the Tungchow school, but, before he left, he told me that he knew there was going to be an explosion and he did not know whether to light the fuse this month or next. I told him to light it now. The University closes for the holidays on January 15th, and a number of students, at least, will go home. That will be a good time to pay off teachers and close the institution. If we wait until the students come back and have paid their fees, there will be a grand mess. It may be necessary only to close temporarily and reopen later; but we cannot carry on an institution without money, and who is going to authorize the borrowing of money from the banks to carry on for the next six months? On the other hand, who has the authority to close the institution, temporarily or permanently? I presume only the Board. All this makes it more imperative that we should have Peter King ready to step in as Dean of the Medical School.

Let me know what you think about the situation.

Yours sincerely,

P. T. Hume

RTS:MMB

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UNIVERSITIES

JAN 26 1935

JUST OFFICE

0253

Jan. 5th 3 P.M.

Dear Casside,

Everybody off duty Sat. afternoon.
Since this morn. I saw Houghton last week - met
him at Tairan so on to get a long talk. Just rec'd
a letter saying he plans to come here in
two weeks to spend 2 or 3 days. He says "... The
more certain I feel that some important
step of conservation will have to be taken
in Tsinan". He expects to bring Fordish
here when he arrives. I expect a day's
visit on 7th with J.B. Grant of P. X.
- at his suggestion. We have plenty of
friends in China - in the med. Sch.
I am planning to go Pig hunting end
of Jan. in Shansi - I am getting
fed up with Chinese politics & mission
politics - want to get away. But I may
have to shoot something else than pigs -
and before long my temper will be ready
for me my gun on some people I know!

We are booked to sail Apr. 2 for Eng.
but I doubt now if we shall get
off then. If I only had the authority on
Inst. Pres. without registration, ^{as} in 1929-30.
some Faculty members & students would have
left here some time ago!

I am sending a copy of letter to Ed. H. to Weir.
Will keep you posted. Love as ever H.T.H.

0254

SHANTUNG
CHEELOO UNIVERSITY
Tsinan, Shantung
China

January 15, 1935.

My dear Friends:

I should have written this last fall, but I continued waiting until I could state something definite as to our work and our personal plans. It has finally been decided that we are to go home this spring, but I am not sure yet as to the date of our sailing. We shall probably leave in April, and go to England for several weeks, before going to America. However, we expect to reach America sometime in June.

As to the University, we have been having difficulties for some months, in regard to the election of a President, to succeed Mr. King Chu. The Medical Faculty did not approve of one of the candidates and he was not elected by the Board of Directors; but, as we are a registered institution and, therefore, to a certain extent under the government, some political pressure has been brought to bear on the situation. However, at the last meeting of the Board, they elected an Acting President, the Salt Commissioner of the Province, who is a member of the Board of Directors, and also nominated a first class man, now on the Yenching faculty, to be permanent President. The latter has, however, not yet given a definite answer.

Apart from this difficulty, the financial condition of all the schools of the University is very serious. The Medical School is suffering because the grant which the Rockefeller Foundation has given for so many years has been cut off, as from the end of the present fiscal year. The Rockefeller Foundation is not giving hereafter to medical education as such. We have been authorized by our Board of Directors to start a drive for an endowment fund in China, so I expect to give most of my time until we sail to this matter. The faculty, alumni and students of the School of Medicine are the promoters of the drive, and we are asking the most influential Chinese doctors to allow their names to be used as patrons. We have already received a nest-egg from the faculty and some of the alumni. We are aiming at a sum of Mex. \$500,000. This Medical School has so many friends that we hope they are going to help us to raise an endowment, and, if we can make a success of our drive in China, it should help in raising funds in the U. S. A. The Cheeloo Board in New York have, for a year or more, wanted me to go home for the purpose of raising money, but, for various reasons, this was not possible. The wound in my neck is now much easier to manage, so I do not mind travelling. I am planning to go to Peiping this week, and shall visit some of the alumni there and, later, in Tientsin. First, however, I hope to go to Shansi, for a pig-hunt with the old gang, leaving my store clothes behind in Peiping. Some of us look upon this as the greatest sport we can get. I hope to write or tell most of you about the trip later.

The Chinese Government has made a grant to the School of Medicine of \$21,000 Mex. for this year, for public health. One month's installment has arrived and we hope that the rest will materialize. "I feel that we have never had such an opportunity for service through our graduates as we now have. China has a population of, roughly, 400,000,000, and possibly 5,000 well-qualified doctors. The U. S., with a population of 125,000,000, has 160,000 doctors. There is no danger, for a generation or two, of having an over-production of doctors in this country, as you are now facing in the U. S. The more men and women we can graduate, the better; but, formerly, outside of mission hospitals, there were very few places where a doctor could carry on a private practice and keep up to ethical and professional standards. It was not possible to go into the country and practice

0256

JAN 15 1935

in the sense in which it is understood in the United States. Now, the central, provincial and municipal governments are opening hospitals and medical schools, and are specially stressing rural public health work. The latter field is the one in which we are particularly interested, and our graduates are already going more and more into this line of work. Of course, the mission hospitals are still considered the best hospitals, as a rule, in the country, and we wish our graduates to continue serving in these hospitals, as a great many of them are now doing.//

I am now getting out a statement showing the location of the 304 Cheeloo medical graduates and the 55 graduates of the former Peking Women's Medical College, which has been united with us since 1924. Of the total of 359 graduates of these two schools, at least one third are working in mission hospitals now and more than 50 are working in municipal or other government institutions.

There are two events in connection with our work which I have been hoping would occur: one, that we should obtain an adequate endowment for the School of Medicine, and the other, that we should elect a Chinese as Dean of the Medical School. I have just written to you the plans for the former, and I hope we shall have the latter before I go home. I shall probably continue as Associate Dean.

It is thirty years this month since we came to China, and this summer will round out ten years for me as Dean of this school, the first year of which I was Acting Dean. Evy will not be able to go home with us, as her school work will hold her in Shanghai. Her plans are uncertain. She does not want to go to the U. S. A. to join the unemployed and help spend some of the millions to be given away by the New Deal this year. By going this year, we hope to see Randolph graduate from Harvard Medical School in June, 1936.

You all, no doubt, have seen in the papers of the murder of the Stams, of the C. I. M. in Anhwei. We know the family well as the parents of Mhs. Stam live here, and we were at the Stams' wedding, in September, 1933. I have not yet seen the baby who was so remarkably preserved when her parents were murdered. She is now here with her grandparents.

I shall write to friends in England as soon as we get a definite sailing, and I will try to write a letter to you in America before we arrive there. I hope that we are going to have a chance to see practically all of the 200 people to whom I am sending this letter.

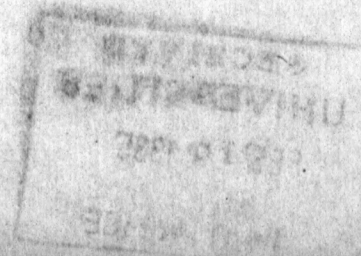
Yours sincerely,

R. T. Shields.

Received at Nashville, Tennessee, February 9, 1935.

Address: Dr. R. T. Shields, Cheeloo University, Tsinan, Shantung, China.

Postage: Letters five cents, postcards three cents.



0257

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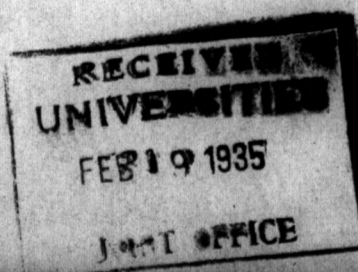
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Yours sincerely,

R. T. Shildes

Received at Nashville, Tennessee, February 9, 1935.
Address: Dr. R. T. Shildes, Chefoo University, Tainan, Spentung, China.
Postage: Letters five cents, postcards three cents.



8580

SHANTUNG

January 17, 1935

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

My dear Dr. Shields:

I have for acknowledgement your letters of November 28th and December 21st.

We are grateful to you for writing us so fully with regard to the troubled times through which Cheeloo has been passing. It seems almost useless for us here in New York to attempt any comments on these events, for before this letter can arrive the situation will necessarily have changed so greatly that anything we say will be sadly out of date.

One thing, however, we want to say with the greatest possible emphasis:- All of us here in New York are absolutely behind you personally, and feel that your presence on the campus has been a most helpful and steady influence in a most difficult situation. It is inevitable that any anchor that holds against a storm is going to feel the whole force of wind and tide. But we do most earnestly hope that you will continue to hold fast and let the elements rage as they will. However the problems in the Colleges of Arts and Science may be solved, the work of the School of Medicine must go on in the way that it has been going. And your leadership of the medical work is absolutely indispensable to its continuance along right lines. I feel so strongly on the subject that I have been tempted to send you a cablegram, but I have felt that such a move might create new misunderstandings and difficulties.

I agree thoroughly with your feeling that some of these problems that are now coming up again should have been solved four years ago when we had a similar situation. I have said as much in letters I wrote to others at the University three or four months ago before the recent disturbances began. Back in 1931 we should have performed any radical surgery necessary. What we did was to stimulate a superficial healing of a diseased condition without removing the deep seated cause of the trouble. It was inevitable that trouble would break out anew in a more aggravated form than ever. I do hope that this time we will be wiser in our treatment of the patient, even though our treatment may seem pretty severe.

Here in the West we feel that we are unable to do more than stand by and watch the situation work itself out. Already our mild suggestions as to steps that might be taken have been made the basis for raising a hue and cry of "foreign domination."

0259

1/17/35

With reference to the letter of December 20th, signed by yourself and Dr. Price, proposing the erection of a new dormitory for women internes and nurses, we are trying to get action on these matters as soon as possible. First of all we should get the approval of the Women's Unit, and should then have the confirmation of the Executive Committee of our North American Section. We will get after these things as rapidly as we can.

I had a very delightful visit with your husky young son in Boston earlier this week. I hardly knew him at first for since I saw him last he has grown into a tall, broad shouldered and mature individual, with splendid poise and excellent personality. Ran seems to be getting on very well in every way, and while he is carrying a heavy schedule of medical work and outside duties, he seems to be the picture of health and vigor. I believe he got into a little difficulty in one of his courses a year or so ago, but the experience has obviously proved a healthy stimulus to him for he is working twice as hard as before.

Ran and I went around to see Tilden, Vines, Lott and Stoeffen give their exhibition of professional tennis at the Boston Garden on the night of January 14th. We enjoyed the evening thoroughly, particularly watching the longest set of tennis ever played in major competition - the first set of the doubles which went to 29-31 before Lott and Stoeffen broke through Tilden's service and won the set.

I have gotten sadly behind in my correspondence because I have been out in the field for the major part of the last three months trying to help with laying the foundation for seeking funds for our group of China Colleges. There are many things I must write to you about during the next few weeks. With all good wishes, I am

Very cordially yours,

B. G. Harside

BAG:MP

0260

At Shian
SHANTUNG

Peiping, January 21, 1935

No acknowledgment

Dear Weir and Garside:

I am writing you the same letter as a covering letter to the enclosed which I wrote to Lair. It is merely to follow up what I have already written to you and explain to you the very critical financial situation of the University which has involved the Medical School also. I am writing this in Peiping. I leave to-night for Shansi where I shall be for two weeks, I hope, in the mountains hunting pig. I am not only anxious to hunt but I am anxious to get away from the Tsinan mess for a while.

Two weeks ago Dr. J. B. Grant of the Rockefeller Foundation stopped off for a day with me to discuss Medical School. I came to Peiping a few days ago in order to have a long conference with Dr. Y. P. Mei who you know has been elected President. He has not yet given his answer and from what he says I am sure that he will not accept the position unless there is a very radical reorganization of the School of Arts and Sciences. He is greatly interested in Christian education along rural lines and he is not interested in the ordinary variety of college education as such. I think he is perfectly right. He knows that the Medical School will back him and that we are doing what we can in rural work. I have had long, intimate conferences with my old friend, Dr. Houghton, for the last two days. He has gone to Tsinan for a day to talk to other members of the Medical Faculty. He expects to come back to Tsinan the latter part of February with Dr. Raymond Fosdick. I am very confident that the School of Medicine has so many outside friends that they will not allow it to be broken up because of a few petty politicians or because of the lack of \$20,000 Mexican dollars, for the next year. Our budget will have to be made out with a deficit of some \$10,000 - \$20,000 facing us. If by July we have no reasonable hope of this deficit being met by an emergency grant from somewhere, we, who are running the Medical School, are prepared to make a drastic cut on depart-

0261

JAN 21 1935

ments and personnel which might mean the beginning of the end of the School. I do not think this is going to happen. I can see no hope for the School of Arts and Sciences, as it now exists, of continuing. The only honorable thing for them to do at present is to close and to use all their available assets which will come in from the missions in the next year to pay back the debt to the School of Medicine.

I have just received a letter forwarded to me from Tsinan from Fairfield saying that he and Dr. Scott are arriving the end of this month in Shanghai and that they expected to visit North China some time the latter part of February and they and Hume to go with them to Tsinan. They expect to see me there, but I do not know whether they will or not. This is the first notice that I have had that Fairfield and Scott were coming to China. I am going pighunting and on my return will start the drive amongst our alumni for \$500,000. I do not know how many days it will take me in Peiping and I expect to go from here to Tientsin to follow up this drive. Will write to you more about this later.

We hope to get sailings on the Conte Verde sailing from Shanghai April 10th and will go first to England reaching America probably in June. I will write you again when I return from the mountains. The lid may blow off while I am away, but I would do no good if I were there.

The Medical Faculty and students will continue to do their routine work no matter what may happen outside of the wall. Of this I feel confident. Incidentally, Mr. Ho, the Commissioner of Education, was one of the officials whom the students and certain of my friends on the faculty of Arts and Sciences addressed demanding my expulsion from the University. When the Ministry of Education sent one of their members to Tsinan last week to investigate the strike of the Arts and Sciences students, Mr. Ho gave a private dinner at which were present besides his wife the gentleman from Nanking with his wife, Dr. Shields and his wife and Dr. Peter Chiang and one other Chinese.

0262

JAN 21 1935

- 3 -

Mr. Williamson was invited to this dinner but was out of town. It seemed to us that this was the answer to the silly students' demand. I will not be able to sign the copies of ^{the} letters which I wrote to Lair. They are being sent to Peiping and will be enclosed within this.

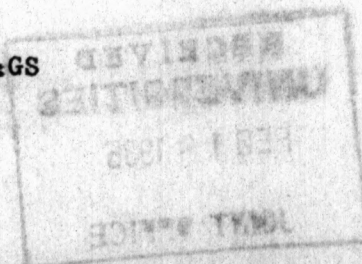
I hope to see both of you within the next six months.

Sincerely yours,

R. T. Shields

Mr. B. A. Garside
China Union Universities
150 Fifth Avenue
New York City
U. S. A.

RTS:GS



0263

JAN 27 1935

Mr. Williamson was invited to this dinner but was out of town. It seemed to
us that this was the answer to the ally students' demand. I will not be
able to sign the copies of letter which I wrote to him. They are being sent
to Beijing and will be enclosed within this.
I hope to see both of you within the next six months.

Sincerely yours,

W. T. Williams

Mr. B. A. Garais
China Union Universities
180 Fifth Avenue
New York City
U. S. A.



0264

COPY

January 15th, 1935.

Rev. H. P. Lair,
Treasurer.

*Sent by Dr.
Shield's letter
1/21/35*

Dear Mr. Lair,

I am sending you this formal letter, in order to emphasize some of the statements which I have made to you verbally during the last few days.

I am sure that you agree with me in accepting the principle that funds allocated to one school of this University must not be used for another school or department without the consent of the donors. As far as I know, this rule has been rigidly adhered to in the past. (I am not referring to the temporary borrowing of funds when the Treasurer is perfectly sure that the debt will be repaid in a short time.) Therefore, I wish to register my emphatic disapproval of the use of certain sums belonging to the School of Medicine, to make up deficits in the budgets of the General University and of the Schools of Arts & Science. I refer specifically to:

1. The transfer of the Women's Capital Building Account of over \$16,000, to make up the deficit on the Arts & Science Building Account of practically the same amount.

The funds of the Women's Capital Account had been kept on Fixed Deposit for some years and we are planning to use the whole amount to erect a building this year.

2. The use of the remainder of the Rockefeller Foundation Suspense Account of \$11,400, which is credited on your books as an asset of the School of Medicine, to make up deficits in other schools. We shall need practically all of this money before June, in order to balance the budget of the School of Medicine.

Besides these funds, there are various other sums, amounting I think, to about \$6,000, shown as assets of the School of Medicine, on your books. I understand that the whole, or a part of such sums has already been used up for the deficit of other schools.

You knew that you had no reserves, or any reasonable prospects of receiving donations which would enable the sums borrowed to be paid back to the School of Medicine. You and I, and some others, have known for a long time that the present financial crash was coming. I regret that I did not make this formal protest some months ago, but I do not protest against the further misuse of funds of the School of Medicine, and I trust upon your making some arrangements whereby the General University and the Schools of Arts & Science repay, this spring, the debts which they morally and legally owe to the School of Medicine. I have consulted with a number of members of the Medical Faculty before writing this letter, and I am sure that I express the sentiments of my colleagues in what I have said above.

RTS:MMS.

Yours sincerely (sd) R. T. Shields

0265

COPY

January 15th, 1935.

Rev. H. P. Lait,
Treasurer.

Dear Mr. Lait,

I am sending you this formal letter, in order to emphasize some of the statements which I have made to you verbally during the last few days.

I am sure that you agree with me in accepting the principle that funds allocated to one school of this University must not be used for another school or department without the consent of the donors. As far as I know, this rule has been rigidly adhered to in the past. (I am not referring to the temporary borrowing of funds when the Treasurer is perfectly sure that the debt will be repaid in a short time.) Therefore, I wish to register my emphatic disapproval of the use of certain sums belonging to the School of Medicine, to make up deficits in the budgets of the General University and of the Schools of Arts & Science. I refer specifically to:

1. The transfer of the Women's Capital Building Account of over \$16,000, to make up the deficit on the Arts & Science Building Account of practically the same amount. The funds of the Women's Capital Account had been kept on Fixed Deposit for some years and we are planning to use the whole amount to erect a building this year.

2. The use of the remainder of the Rockefeller Foundation Snagene Account of \$11,400, which is credited on your books as an asset of the School of Medicine, to make up deficits in other schools. We shall need practically all of this money before June, in order to balance the budget of the School of Medicine.

Besides these funds, there are various other sums, amounting I think, to about \$6,000, known as assets of the School of Medicine, on your books. I understand that the whole, or a part of such sums has already been used up for the deficit of other schools.

You knew that you had no reserves, or any reasonable prospects of receiving donations which would enable the sums borrowed to be paid back to the School of Medicine. You and I, and some others, have known for a long time that the present financial crisis was coming. I regret that I did not make this formal protest some months ago, but I do not protest against the further misuse of funds of the School of Medicine, and I regret your making some arrangements whereby the General University and the Schools of Arts & Science repay, this spring, which they morally and legally owe to the School of Medicine. I have consulted with a number of members of the Medical Faculty before writing this letter, and I am sure that I express the sentiments of my colleagues in what I have said above.

Yours sincerely (adj) R. T. Shields

R.T.S:MMS.

Hand of Dr.
Shields
1/15/35

6620

COPY

January 16, 1935.

Dear Dr. Shields,

I have been very busy all day today and so have had no opportunity to acknowledge your letter of yesterday in which you formally protest against what you call the misuse of Medical School funds.

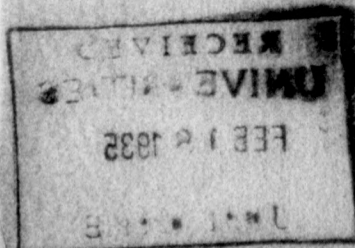
I admit the truth of much of what you say, and I regret the situation in which we find ourselves at present probably more than anyone else does.

I cannot, however, subscribe to the water-tight compartment idea of managing the University business which evidently controls your thinking. It would, of course, be very nice if we had a sufficiently large reserve fund to care for operating expenses and were thus enabled to put the money on every account which has a credit balance safely away on fixed deposit in a bank. But without such a reserve, this procedure is entirely impossible. You also know that there have been many times within the last few years when the Medical School and Hospital were being supported on Hall Estate and Harvard Yenching funds and, had these funds not been available, the Medical School would have been in exactly the position in which the General Administration is now. Also, our shortage of funds now is due largely to the fact that the Hall Estate and Harvard Yenching receipts have fallen off so largely, both in the amount of gold and in the drop of the rate of exchange, and the departments affected by this falling off were Arts & Science and General Administration. For instance, the income from the Hall Estate in 1930-31 was \$31,000. This year it will be about \$3,000. These capital expenditures to which you refer were, most of them, authorized when it looked as tho' they were justified. They were approved by the Executive Council, of which you were a member, and they were not, and are not, as you say "the transfer of the Women's Capital Building Account of over \$15,000 to make up the deficit of the Arts & Science Building Account", except in the sense that the amounts happen to be approximately the same.

I shall do all I can to have money ready to meet demands on these funds when they arise, but, if you are going to "insist on making arrangements whereby they are repaid this spring" I shall have to counter by saying that, in that case, the General Administration would have to ask that \$9,000 which it now has invested in the Store, over \$4,000 in Power Plant Coal, \$3,500 overdraft on the workshop, and various other overdrafts for which I, certainly, am not responsible, be carried by someone else.

Ever yours,

(Sd.) H/P. Lair.



0267

CONF

January 18, 1935.

Dear Dr. Shalek,

I have been very busy all day today and so have had no opportunity to acknowledge your letter of yesterday in which you formally protest against what you call the misuse of Medical School funds.

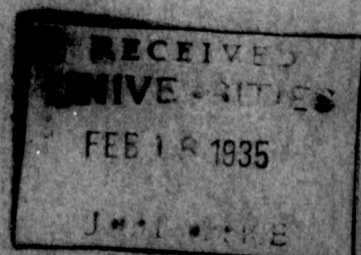
I admit the truth of much of what you say, and I regret the situation in which we find ourselves at present probably more than anyone else does.

I cannot, however, subscribe to the water-tight compartment idea of managing the University business which evidently controls your thinking. It would, of course, be very nice if we had a sufficiently large reserve fund to care for operating expenses and were thus enabled to put the money on every account which has a credit balance safely away on fixed deposit in a bank. But without such a reserve, this procedure is entirely impossible. You also know that there have been many times within the last few years when the Medical School and Hospital were being supported on Hall Estate and Harvard Yenching funds and, had these funds not been available, the Medical School would have been in exactly the position in which the General Administration is now. Also, our shortage of funds now is due largely to the fact that the Hall Estate and Harvard Yenching receipts have fallen off so largely, both in the amount of gifts and in the drop of the rate of exchange, and the departments affected by this falling off were Arts & Science and General Administration. For instance, the income from the Hall Estate in 1930-31 was \$21,000. This year it will be about \$5,000. These capital expenditures to which you refer were, most of them, authorized when it looked as tho' they were justified. They were approved by the Executive Council, of which you were a member, and they were not, and are not, as you say "the transfer of the Women's Capital Building Account of over \$10,000 to make up the deficit of the Arts & Science Building account," though in the sense that the amounts happen to be approximately the same.

I shall do all I can to have money ready to meet demands on these funds when they arise, but, if you are going to insist on making arrangements whereby they are repaid this spring, I shall have to counter by saying that, in that case, the General Administration would have to ask that \$9,000 which it now has invested in the Store, over \$4,000 in Power Plant Coal, \$3,500 overdraft on the workshop, and various other overdrafts for which I, certainly, am not responsible, be carried by someone else.

Ever yours,

(Sd.) H.P. Fair.



8620

over

SHANTUNG

INDEXED

February 15, 1938

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

Dear Dr. Shields:

We enclose herewith a copy of the minutes of the meeting of our North American Section, held on February 8.

The General Situation at the University

The Section gave very earnest study to the whole situation at Cheeloo, but it was felt that just at this time there is really nothing definite which we can do here. We must await developments in China, and must rely on the members of the Cheeloo Board of Governors who are now on the field to do and say everything that lies within the province of the Board of Governors. While most of the members of the Board do not know Dr. Y. P. Mei personally, they have all been favorably impressed by all that we have heard of him. We will anxiously await further news.

The Financial Situation of the Section

We were cheered a bit to find that at last our financial situation here is taking a slight turn for the better. For four years we have all been taking a breathless downward ride, so even a little leveling off at the bottom of the hill is very welcome.

Publicity and Promotion

The Section is generally aroused to the urgency of the financial needs at Cheeloo, and everyone is sincerely desirous of doing everything possible to help. As yet we are still groping rather blindly in our efforts to find out just what can be done. But I am still enough of an optimist to believe that if we put our minds to the task we will be able to accomplish at least something.

We had a meeting of the Committee on Promotion in Mrs. Phillips' home yesterday afternoon. The Committee got down to a concrete discussion of ways and means, and while we did not arrive at any definite

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Feb. 15, 1935

conclusion, we did agree to meet again in about two weeks, and meanwhile to do some very earnest thinking.

We are looking forward to having you with us some time during the month of June, though we realize that we must allow you some months of rest and vacation at the very least before we call on you for assistance.

Matters Relating to New Hospital

The Section voted to authorize the sending out of L.C.\$85,000 for the construction of the new hospital, in accordance with the schedule of needs sent us by Dr. Laird. We have already cabled him authorization to draw the first L.C.\$40,000.

Donation
NAS-VII

The Section also authorized the construction of the building for housing women medical students and doctors, using the fund of about L.C.\$16,000 now held by the Women's Committee in China. The one point at which some solicitude was expressed was that this building be in harmony with the general architectural plans for the new hospital plant. The blueprints and other drawings sent us from the field are a bit confusing, for they show that at least some changes in the original plans of the hospital are contemplated, but do not show very clearly just how important these changes are, or how the general architectural lay-out will be affected. Some of our members are a little solicitous lest our practical-minded medical men may be so anxious to construct a building that is thoroughly in accord with modern hospital arrangements that they may lose sight of the importance of pleasing and harmonious architecture. We are keenly aware of the number of hideous and ungainly buildings which our missionary folk have, with the best intentions in the world, inflicted upon the Chinese people. In our new hospital plant at Cheeloo we must be sure that we succeed in combining beauty with utility. This is a point that is particularly emphasized by the women members of the Section, and since the ladies are providing the funds we must certainly respect their wishes.

It is quite probable that you will have started out on your furlough before this letter reaches Peinan. I am therefore addressing it to the office of the Dean of the School of Medicine, rather than to you personally, so as to be sure that it will be opened by whoever is in charge.

Looking forward eagerly to seeing you within a few months,

I am,

Very cordially yours,

B. G. Hildes

RAG.A
Enc.

0270

SHANTUNG

CHEELOO UNIVERSITY,
Tsinan, Shantung, China,
March 22, 1935.

My dear Friends:

I wrote to you in January just before going on a hunting trip to Shansi. I had to go to Peking anyhow, on promotional business. Two days railroad journey and one night in a hotel carried us from Peking to Pingtingchow. There we stayed one night with the Crumpackers, and Mr. Crumpacker and his son went on with us. The former has been a missionary in that part of the country for twenty-five years, and it was due to his fine reputation in the country that we had no trouble whatever in making all our arrangements for travel and living. From Pingtingchow, we went two days, partly riding pack animals and mostly walking, and spent one cold night in a village inn. Then we arrived at our destination, where we put up in the local inn. Here we had a well-built house, with a "K'ang" at either end of the room (this is a large brick platform heated by flues underneath), each k'ang being large enough for four men to sleep on. We also had space for a sheet-iron stove so we were very comfortable. The thermometer each morning varied from zero to 10° above, and we were sometimes in the hills 5,000 feet above sea level, so it was cold, but we had sunshine all the time, and just enough snow on the ground to help in tracking the animals. We were away from civilization for two whole weeks. Seven of us killed 14 deer, 3 pig and 60 odd pheasants. We could have actually killed many more of the latter if we had hunted them systematically. I got three deer myself. They are small roebuck, weighing about 60 pounds. One of mine had a fairly good head, so I brought it home and had it mounted. I shipped my game directly home from Shansi. Incidentally this shows the improvement in our transportation system. I sent two deer and a lot of pheasants as a railroad parcel, over three railroads, and the stuff arrived only one day after my express letter.

Some of you would not have enjoyed life under the conditions in which we lived, but I know that some of you who used to go camping with me, when we were boys in Virginia, would have fully appreciated it. I will show you some photos when I see you. An interesting fact about the trip is that the two weeks out in the mountains, food, pack animals and stores cost me less than G. \$8.00!

On my return to Peking, I stopped off one day at Tingsien, in order to see the Mass Education work which is conducted by Mr. James Yen in that place. It is a county with a population of 400,000 people, roughly one thousandth of the population of China, and they are trying to make it a model to be imitated in other places. They are doing educational, agricultural and medical work in the villages. It is a very interesting piece of work.

I stayed in Peking with my old friends, the Greenes. (He is the Acting Director of the Peking Union Medical College, the Rockefeller Medical School). While there, I started an active drive for an endowment fund for the School of Medicine, with our alumni and patrons. I also took steps towards trying to secure an emergency grant to help us to carry on the work of the Medical School until we can raise the endowment. I went to Tientsin and spent several days there. In both places, I got a very encouraging reception from our forty odd alumni and renewed some old acquaintances and made new contacts.

The big news in this letter is that we are actually planning to go home and are leaving Tsinan on March 26. I have felt uncertain about our plans up to a short time ago, owing to the uncertain situation in the University, but our Medical Faculty have decided that, in spite of the serious financial condition here,

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MAR 22 1935

I had better go ahead as planned. So we expect to sail from Shanghai on the "Conte Verde," an Italian boat, "2nd class economic," on April 10. We go via Suez and are due in Venice on May 4. We shall probably stop a day or two in Paris and then go to London, where our address will be C/o Cheeloo office, 2 Eaton Gate, London, S.W.1. We shall probably stay three or four weeks in England, and will then go to the U.S.A. so we expect to be there about the middle of June. We have not yet settled about the boat or the date of sailing from England.

We are, naturally, looking forward with great pleasure to going back, though we are trying to be prepared for the changes which we shall meet, economic, social and political, which many of you write about. The "depression" and the "new deal" were unknown terms when we left the U.S.A. in 1928. We hope to see many of our old friends, but in the last seven years there are a number of our very dear friends and relatives who have died. We have not made definite plans as to what we shall do in the States. We shall probably be in Winchester during the summer months, and, as I am to work for endowment for the Medical School during my furlough, my headquarters will be in New York. We may decide to get a small apartment in Boston, so as to be able to live with Ran during the winter. Evy is going to remain in her present position, as head of the Kindergarten Department of the Shanghai American School for another year from this summer, so will not be coming home with us.

Hoping to see most of you, at least, within the next twelve months,

Yours sincerely,

R. J. Shields.

Received at Nashville, Tenn., April 20, 1935.

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CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

醫齊山
魯東
學大濟
院學南

TELEGRAPHIC ADDRESS:
"CHEELOO, TSINAN"

SHANTUNG

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

March 25th, 1935.

Dr. H. H. Weir,
15 Tufston Street,
Westminster,
LONDON, S.W.1.

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

INDEXED

Cash 5/10

Dear Weir and Garside,

I am leaving Tsinan to-morrow. This is to give you two pieces of very significant news in regard to the School of Medicine. You know that we have been trying to get Dr. Yao Hsun Yuan for several years to be head of our department of Public Health. The National Health Administration said that they could not spare him from his post with them. Two weeks ago they agreed to allow him to come here, for part time, to be head of our department of Public Health. Dr. Yao has already been here for a short visit, and I took him to see the Governor and the Commissioner of Education, and he spent a day in Choup'ing. He made a fine impression, I am sure, on all who saw him, and he was very much pleased with the work that we had already started in rural and school public health, even before we had a proper head of the department. He will return in two weeks' time to give his first series of lectures and set up the organisation of the department.

You also know that we have been asking the Rockefeller Foundation and the China Foundation to give the Medical School an emergency grant of \$20,000, to tide us over next year and the year after. After a good deal of correspondence with various people, we decided to ask the Rockefeller Foundation for \$6000 and the China Foundation for \$14,000. Two days ago, I received notice from the Rockefeller Foundation that our request was granted, and I feel very hopeful that the China Foundation will grant the \$14,000 which we asked from them, as these two Foundations work together a great deal. The coming of Dr. Yao and the granting of the Rockefeller money show very clearly that the Cheeloo School of Medicine has a great many friends in this country, Chinese and foreign, who are not willing to see the school suffer loss, and, coming at this very critical time, I think it means a great deal.

Dr. G. T. Scott is here and I believe Dr. Fairfield is returning here again to-day. He has already been here once.

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山青醫
京醫
大醫
學醫

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

CHEUNG UNIVERSITY
TIANJIN BRANCH
CHINA

TELEGRAPHIC ADDRESS:
"CHEUNG DOI TIANJIN"

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

- 2 -

March 25, 1935.

Hume is in Shanghai at present and sails from there on April 21st, so I shall see him there, as well as Houghton. I believe Cartwright is due here in a few days. You can imagine that these people coming just at the time that I am trying to push the endowment drive and the emergency grant, and turn over the affairs of the Medical School to Drs.Kiang and Ingle, I am rather busy. I have resigned as Dean of the Medical School and Mr.Lee has appointed Dr. *Peter C.* Kiang as Acting Dean. I am sure he is the man for the job.

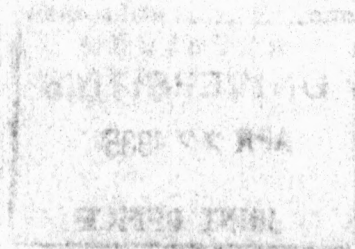
We hope to reach England a day or two after the Jubilee, probably May 8th. I want Garside to write me at once as to the date when he wants me to reach the U.S. I presume there will be a meeting of the Board about the middle of June. I saw Scott yesterday but forgot to ask him the date of the meeting. He expects to be back in the U.S. by June 1st.

Hope to see you both before long.

Yours sincerely,

RTS:MMS.

P. J. Shields



0275

March 23, 1935

- 2 -

Dr. H.H. Weir
Mr. S.A. Garalde

There is in Shanghai at present and will be there on
May 1st, as I shall see him there, as well as Houghton.
I believe Garalde is here in a few days. You can
imagine that these people coming just at the time that
I am trying to push the endowment drive and the emergency
fund, and turn over the affairs of the Medical School to
Dr. H.H. Weir and Mr. S.A. Garalde, I am rather busy. I have resigned
as Dean of the Medical School and Mr. S.A. Garalde has appointed Dr. Weir
acting as Acting Dean. I am sure he is the man for the
job.

We hope to reach England a day or two after the Jubilee,
probably May 8th. I want Garalde to write me at once as
to the date when he wants me to reach the U.S. I presume
there will be a meeting of the Board about the middle of
June. I saw Scott yesterday but forgot to ask him the date
of the meeting. He expects to be back in the U.S. by June
1st.

Hope to see you both before long.
Yours sincerely,

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over
SHANTUNG

May 10, 1935

Dr. Randolph T. Shields
c/o Dr. Hugh H. Weir
15 Tufton Street
Westminster
London, S.W. 1, England

My dear Dr. Shields:

I should have written before this to express our gratification of your approaching return to America, and to outline the situation and plans for meeting here.

We have this year postponed the Annual Meetings of our Associated Boards and of the North American Section of the Cheeloo Governors to the latest possible date in the hope that Dr. Scott and possibly others of our Cheeloo Governors who have been visiting China would get back to New York in time to attend. The Associated Boards will meet on May 14th and 15th and the North American Section of the Cheeloo Governors meets on May 17th. We had understood that Dr. Scott would be reaching the Pacific coast on May 5th and that he would probably be back in New York in time to attend these meetings. We were greatly disappointed to learn a fortnight ago that he is not reaching the west coast until several days later than we at first thought, and that he is planning to spend a little time with relatives and friends in California, so he will not be present at any of these meetings next week.

As yet, no dates have been fixed for any further meetings of the North American Section, but it seems obvious that we must have a meeting about the middle of June when Dr. Scott and yourself, and possibly some of the other Governors who have been in China can be with us.

I am sorry that at the meeting next week it will probably be impossible for us to reach any final decisions on some very fundamental questions of future policy and procedure at Cheeloo, for it is out of the question to take clear-cut action on appropriations for the 1935-36 budget until some of these questions are decided. To postpone decisions until the middle of June means that the field will be compelled to project plans and to undertake financial commitments for next year before the North American Section has dealt in any adequate way with the difficult problems now confronting us.

If I were to enter into a discussion of these problems, this letter would probably stretch out to ten or twelve pages. So I will try to

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May 12, 1954

exercise a measure of restraint until you have arrived in New York and we can talk these matters through at length.

You will undoubtedly find that as soon as you arrive in London ^{that} the affairs of our Chesloe Board of Governors have been in a pretty chaotic state during recent months, with the two sections not always seeing eye to eye, and with nobody quite certain what we ought to do or how we should go about it.

As soon as the North American Section decides the date of its meeting in June, I will cable this news to you in care of Dr. Weir. My unofficial guess is that they will choose a date about the middle of the month, so as to allow you and Dr. Scott time to get here, and at the same time to leave as much leeway as possible to get information concerning our actions to the field.

Looking forward with real eagerness to seeing you next month, I am

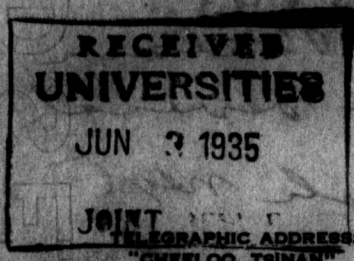
Very cordially yours,

B. F. Harside

BAG:MP

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CHEELOO UNIVERSITY
TSHAN, SHANTUNG
SHANTUNG

Write
Cassidy

齊山
魯東
學大
院學南

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

2 Eaton Gate, London.

May 22nd 1935

Dear Garside,
Arrived here 13th. Sailing on Ma-
gistic, June 22, due N.Y. June 29.
I am sorry I will not be in N.Y. to meet
board in June. We could not well get
there by middle of June & we delayed a
bit, as Sam is taking Nat. Bd. exams.
till June 26th. I will write again soon.
Have seen most of the Secretaries & am to
meet Mrs. Carr to-day & a sub. Com.

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MAY 22 1935
of the Bd. to-morrow. Visited Palmer
last weekend - expect to go several
places including Edinburgh next
two weeks. Castleton arranged one
meeting for me - Manchester - we
had 18 people there. My propaganda
work is officially finished. Result
of Director's mtg. Apr. 23. to land. They are
going to continue ministering to the
dying A.S. until they kill the Bch.
of Medicine! More of this when I see you.
Looking forward to seeing you & other
friends not to mention Dan.
Yours as ever R.T. Shields

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SHANTUNG

1935

2 Eaton Gate, Lond. S.W.1. June 3.

at 6/20/35

Dear Garside,

We are spending this week end with the wheelmen in Marlboro, & back to London to night. You will get minutes of Fridlay's mtg. by the time you get this. Moore could have spoken more strongly than Balme, Bunt & others against the continuance of the Anti School as it now is. I tried to confine my remarks to a presentation of the facts of the Sch. of med. & a plea for its continuance. I showed them that after 12 mos. if we do not get an increase in funds we must begin to close up. I made no remarks against the Sch. of Arts except in answer to questions. We wanted the minutes of Amer. Sec. of May 17 but they had not arrived. Hope to see them to-morrow at the office. We plan to spend next week end in Edinburgh, then return to London till we sail on Majestic June 22nd due N.Y. June 29th. Can may meet in there. If necessary I can stay a day or two in N.Y. I am disappointed to have only one meeting to address during my 6 weeks in Eng.! No chance to even try to interest people. We are bursted & have borrowed from Board. I hope to find money from home when we get to London. More when I see you in 4 weeks.

Yours sincerely R. T. Shields

0281

Winchester, Va. July 30th., 1935. **SHANTUNG**

Dear Garside,

Hope you have had a good vacation- I think you said you were going to be away till Aug. 1st. so I have not bothered you. But I am seriously worried by the news of the action of the Bd. of Directors in June asking Davies to remain (foreigners not voting) for three ^{mos.} in order to keep Z.V. Lee on the job. And appointing another Com. to look for a Pres. Ingle wrote that the only names he had heard proposed were Linn and Dr. Han. This means that the A & S schools will be opened in the fall and 300 or more students enrolled for another school year. On a deficit of \$30,000! And with the reputation of the Univ. getting worse and worse. The last letter I had from Ingle was pretty good about the Sch. of Med., but if the Boards concerned, especially the Directors keep on as they have done in past 18 mos. the Sch. of Med. will I fear be doomed with the rest of the show. By next May approximately, we must have some adequate support, and be enabled to raise salaries (or at least not cut) and plan for progress, or we cannot hold our Medical Staff. We have given no raise in Med. for three years, tho some of the new teachers in A & S were getting \$240. last year when none of the Meds. except Hou and Kiang (later Chan) were getting over \$200. And how can we appeal to givers in U.S.A. with the situation as it is. I cannot, when there is a possibility that a certain gang is going to be in control of medicine as well as the UNIV. My hands are tied at present. If the Boards will go frankly to the Government authorities, I am sure they will meet you half-way. They want to preserve the Sch. of Med. and they do not care for Arts. I am not only concerned for the Sch. of Med., but naturally I am worried personally. If a certain gang gets in, I am out. I am willing to go all I can to raise money and create interest in the Sch. of Med., if it is not handicapped by being tied to a so-called Univ. such as Cheeloo now is. If this condition is allowed to continue a few more months, then frankly I must begin to think of myself and my family apart from Cheeloo. And I may have to get a chance to work up in Hist. this year and try to get in some small med. sch. in this country. I do not like to think of this, but may be driven to it. I could not talk for Cheeloo Univ. nor would I accept money, except under conditions, as long as the present situation continues in Cheeloo. Incidentally we have a strong appeal, and even here there are people interested, who might contribute.

None of things I have asked for, have arrived.

Yours as ever for Cheeloo,
R. J. Shields

0282

8820

Dear Sirs,

Hope you have had a good vacation- I think you said you were going to be away till Aug. 1st. so I have not bothered you. But I am seriously worried by the news of the action of the Bd. of Directors in June asking Davies to remain (foreigners not voting) for three in order to keep E.V. Lee on the job. And appointing another Com. to look for a Pres. Inglis wrote that the only names he had heard proposed were Linn and Dr. Han. This means that the A & S schools will be opened in the fall and 300 or more students enrolled for another school year. On a deficit of \$50000! And with the reputation of the Univ. getting worse and worse. The last letter I had from Inglis was pretty good about the Sch. of Med., but if the Boards concern ed, especially the Directors keep on as they have done in last 13 mos. the Sch. of Med. will I fear be doomed with the rest of the show. By next May approximately, we must have some adequate support, and be enabled to raise salaries (or at least not cut) and plan for progress, or we cannot hold our Medical Staff. We have given no raise in Med. for three years, the same of the new teachers in A & S were getting \$240. last year when none of the Meds. except Hou and Kiang (later Chan) were getting over \$200. And how can we appeal to givers in U.S.A. with the situation as it is. I cannot when there is a possibility that a certain gang is going to be in control of medicine as well as the Univ. My hands are tied at present. If the Boards will go frankly to the Government authorities, I am sure they will meet you half-way. They want to preserve the Sch. of Med. and the care for Arts. I am not only concerned for the Sch. of Med. but I am also concerned for the Univ. as a whole. If a certain gang gets in, I am sure they will go all I can to raise money and create interest in the Univ. and the Sch. of Med. now is not handicapped by being tied to a so-called Univ. and the Sch. of Med. now is. If this condition is allowed to continue a few more years, then frankly I must begin to think of myself and my family as leaving the Univ. And I may have to get a chance to work up in H.K. this year and try to get in some small med. sch. in this country. I do not like to think of this, but may be driven to it. I could not talk for Cheeoo Univ. nor would I accept money, except under conditions, as long as the present situation continues in Cheeoo. Incidentally we have a strong appeal, and even here there are people interested, who might contribute.

RECEIVED
UNIVERSITIES
JUL 31 1935
JOINT OFFICE

Winchester, Va. July 30th, 1935.

SHANTUNG

Cheeloo University

July 31, 1935

Dr. R. T. Shields
Winchester
Virginia

Dear Dr. Shields:

Your letter of July 30th to Garside has just been received. It is apparent that the minutes of the Board of Directors in June regarding a continuance of Dr. Davies' services for an additional three months was disconcerting and brings up many conditions which we must face before a decision regarding the future has been reached. Rather than delay a day or two longer until Garside gets back into the office, I thought best to write you and inform you of the telegram which has just been received, reading as follows: "Lin accepts Presidency". This means that the committee appointed at the aforementioned meeting must have put greater pressure upon him and he finally agreed. Whether or not this automatically lets Dr. Davies out is a mere matter of conjecture. We have no definite information covering this point. I thought you would like to have this news immediately so as to shape your thinking, and at the same time I will keep your letter and a copy of this communication so that Garside will be acquainted with our correspondence.

In regard to the material which you asked to have sent to you in your postal card of July 17th, our filing clerk gathered this material together and sent it out on July 19th. It must be that she included a booklet which was published in 1927 but I must confess that I cannot locate it at the present time. I am hurrying forward, however, the other items which you desire, and will ask Garside upon his return to the office regarding the 1927 publication. I regret exceedingly that you did not receive these immediately and we rested content in the fact that they had been mailed from our office.

With best wishes to you, I remain,

Very cordially,

CAE.A

38 small Cheeloo Envelopes
30 " " " "
118 Cheeloo letterheads
1 copy Grads. of School of med. 1935
1 " Dist. of M. S. Grad 1935
1 " Dist. of M. S. Grad 1935

0284

OVER
SHANTUNG

August 1, 1936

Dr. R. T. Shields
Winchester
Virginia

Dear Dr. Shields:

On arrival at my desk this morning I find your letter of July 30th with the reply from Mr. Evans, sent yesterday.

I certainly hope the news of Liu's acceptance of the Presidency may relieve somewhat the fears expressed in your letter. Certainly the situation at Chaeloo is bad enough at best. Moreover, even with the best of intentions it will not be possible for the Governors to move as rapidly or to go as far, in the direction of the reorganization as might be desired. We are facing a situation where the Board of Directors ought to take the lead, but where they have done exceedingly little. The Governors will have to move rather slowly and cautiously, else we will be hearing constant accusations of foreign domination. But I am hopeful that in the end we will get the situation in hand once more. Don't under any circumstances let yourself get discouraged as to begin thinking of anything else than returning to Chaeloo at the expiration of your furlough, for you are the only person on whom all of us are chiefly relying to keep the ship afloat and steering a reasonably straight course.

Sorry the first batch of material we sent you some weeks ago failed to arrive. As Mr. Evans wrote, we sent you another supply yesterday. I am also sending today under separate cover four copies of the booklet "Training Christian Physicians for China", which we got out in 1927.

In connection with our Associated Boards promotional work for the coming year, we are trying to assemble for each of our China Colleges a list of definite and concrete objectives in varying amounts to fit the different capacities of our prospective donors. A single objective of \$10,000 or \$20,000 for a given institution is not likely to be nearly so appealing to many donors as if that same objective could be stated in terms of specific needs ranging from \$20. to \$100 up to \$1,000 or more. Of course we recognize the difficulties involved in trying to assure an individual donor that his particular gift of \$50. will be used to meet a

0285

-2-
specific item either within or without the regular budget of the University. But if we can build up a satisfactory list of specific needs for each of the colleges, I hope we can find various devices to overcome this particular difficulty.

Can you help us along this line by preparing a list of specific objectives for the Chaeleo School of Medicine and the Chaeleo Hospital? In the preferred list of objectives adopted by the Associated Boards for the year 1935-36 we find the following:

"Chaeleo For maintaining and strengthening the program of the School of Medicine and the Hospital, for the development of the ruralization program, and for general administrative expenses\$20,000"

Just how this \$20,000 can best be apportioned among the various objectives is a question for our Chaeleo Governors to determine. I believe, however, that at least \$15,000, and possibly more, will be assigned to the Medical School and Hospital. How could such an amount best be used to strengthen the medical program now being carried on at Chaeleo? The folder of "Immediate Needs of the School of Medicine" in our 1927 pamphlet gives us some general suggestions, but they should be made much more specific and the list should be considerably lengthened.

I am trying to get a list from all the colleges hammered into shape by Labor Day, so we would welcome your suggestions sometime before the last week of this month, if that is not asking too much.

I had a very pleasant fortnight on the south Jersey seacoast, and, as usual, find it a bit of a struggle to get back into the harness again.

Very cordially yours,

BAG:HW

0286

SHANTUNG

Lexington, Va.
September 7, 1935.

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

dictated to typewriter *ack 9/10/35*

Dear Garside:

I am sorry that I did not get at this letter sooner. However I will send you my criticisms and you can use this or not, as you please.

To take up first your three suggestions: 1. I see no hope, either in China or America, for raising funds to carry on the University as it is, and you must remember that there must be considerable progress before the Arts school of Cheeloo can be considered of a high standard. I am quoting the Commissioner of Education and the opinions of other educationalists, when I state this. There is a certain group of alumni who will not be content with anything that savors of a rural program. Therefore to carry out Program One you will not get the support of many of your alumni. Carson insists that to have a thoroughgoing rural educational program more money will be needed, and not less. Also remember that Yenching, Nankai and Tingsien backed by the Rockefeller Foundation, are already planning to do what the gang running Cheeloo refuse to do. So it seems to me your Number One is not practicable.

As to Number Two, if the group above mentioned are carrying on a rural program for North China will there be a place for an additional rural institute in Tsinan? I think myself that with the present emphasis being put on rural work by the Government, Educational and Medical departments, that the thing for us and other Mission institutions to do is to wholeheartedly cooperate with the Government along these lines. The work that we are now doing at Lungshan, Chowping, and I hope soon at Tsaochow, shows what can be done along the lines of cooperation.

As to Three, I believe that this is the only wise procedure. As I said in New York, I believe there will be no difficulty about registering the School of Medicine as a separate institution after the School of Arts and Science has been closed. I think you will find that Ed Hume agrees with me. The Commissioner of Education told me that there would be no difficulty in including pre-medicine in the Medical School for purposes of registration. From my knowledge of the situation, both in China and England and America, I feel that we would have the almost unanimous approval of thinking people who are interested in China and anxious to see her helped. And what is more practical than mere approval, I feel that we have a much better chance to get funds to carry on a Medical School such as we propose to

0287

Sept. 7, 1935

develop, than we could ever expect to get for a University. I know that you realize the importance of this last point.

Now I want to set down some rather scattered ideas as to what could be done with the present plant. But before doing this I will answer your six questions on Page 9.

1. Of the \$6,200.00 and the nine people, which four Missions contribute to the Arts and Science School, \$4,000. and five people are contributed by the A.P.N. (And remember that \$6,000. Mexican was allocated by the School of Medicine to the School of Arts and Science many years ago, in order to enable them to obtain an equal amount from the Rockefeller Foundation, which grant lapsed at the end of five years.) If the four Missions concerned would continue their financial grants to the School of Medicine, and half of the nine people, we could carry on the pre-medical work, as I can show by the following figures.

<u>Receipts</u>	
From Four Missions:	
General University	G\$3,600.00
Arts & Science	7,400.00
	G\$11,000.

(This includes receipts from 60 pre-medical students)

<u>Expenditures</u>	
G.U.	G\$3,000.00
A&S	8,000.00
	G\$11,000.

This is my approximate estimate, but I am not far off I know.

2. In the above estimate I have not counted on anything from H.Y.I. You are the only person who has given me hope that their funds could be re-allocated to the Schools of Medicine and Theology at least in part.

3. To readjust the work on the campus it will be difficult to use some of the buildings at present, but if our hopes are realized we shall need every building that we own in the future. As to dormitories, the present Medical dormitories are not large enough. They could be used for assistant residents, internes, young teachers, and possibly isolation. The Medical, Pharmacy, Technician and pre-Medical students (male) approximately 150, could occupy the dormitories at present used by the Arts & Science. In the future there would be an increase of students which would practically fill up the dormitories outside the wall. The Model Village - a great mistake handed down from the past - can be used for younger teachers, employees, possibly t.b. Science Buildings. Chemistry, Physics and Biology, as at present. Physiology is now in the Physics building. We are badly crowded in our laboratories in the School of Medicine.

0288

Sept. 7, 1935.

Anatomy, Histology, Bio-Chemistry could easily be moved to outside the wall and make room for other departments in the Medical School building. We have no place at present for Public Health, which is a most important department, and ultimately should occupy a large number of rooms. We have no proper place for a pathological museum. The library room is entirely too small at present. There is no provision made for a future Department of Dentistry. In other words, we need more laboratory space right now and we shall probably need still more in the future. It is a shame that we do not have an isolation place for t.b., and it may be in the future that we can cooperate with the Government in an insane institution. The Administration building can be used largely as at present, and the general Library building could certainly be used, though I should imagine that a great many technical bought by H.Y.I. funds should be transferred to ~~Needing~~ *winching books*

4. I do not see why anybody is worrying about obligations to students or teachers. All you have to do is to give new teachers one month's notice and fire them. The worthwhile students could be recommended to other institutions. The others can be informed that the Arts & Science school would not open next fall. I closed up this institution once and fired a number of teachers, so I know what I'm talking about.

5. I have answered this above.

6. The only alumni of Cheeloo that are well organized and enthusiastic are the alumni of the School of Medicine. You know what they have done in the last six months. There are a number of the A.&S. alumni who would fight anything which would lessen the *"mingshen"* of their alma mater, but they do not all feel much enthusiasm about this. One of the recent Arts graduates, who is doing a splendid work for his country, told me last spring that at present the holding of a degree from the Arts & Science school was a liability and not an asset *to a man*.

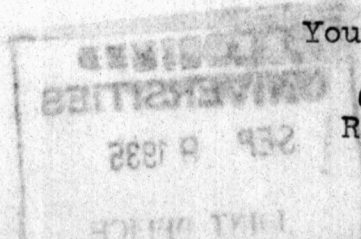
I expect to return to Winchester by the middle of next week. I am going to speak in the Church of the Pilgrims, Washington, Sept. 15 and hope to spend the week there making contacts. I shall try to get to New York a day or two before the 26th. Ella and I expect to visit the McBriers the week-end after the Board meeting. Then I suppose we will go to Boston and she will set up housekeeping. What I shall do will depend - as you know - on what action the Board takes. I am writing a letter today to Dr. Geo. Scott. You can show this letter to anyone you please, if you think it worth while. I have recently received letters from Burt and Balne which back me absolutely. Where is MacIennen?

Hoping to see you before long,

Yours sincerely,

R.T. Shields
R.T. Shields.

RTS:MH



0289

Sept. 7, 1935

Mr. T. A. Garside, Page 3.

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Looking to see you before long.

Yours sincerely,

T. A. Garside
T. A. Garside



SEP 11 1935

0920

SHANTUNG

Shantung Christian University

Cheeloo Ta Hsueh

Tsinan, China

Incorporated by Act of Parliament
Dominion of Canada

NEW YORK OFFICE
150 FIFTH AVENUE, NEW YORK, N. Y.
318 West Cork Street
Winchester, Virginia
August 21, 1935

大學

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Board of Governors

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ARTHUR J. BROWN, D.D., Vice-Chairman
KENNETH MACLENNAN, M.A., Vice-Chairman
SETH M. MILLIKEN, M.D., Treasurer
A. E. ARMSTRONG, D.D., Recording Secretary
299 Queen Street West, Toronto, (2), Can.
HUGH H. WEIR, M.A., M.B.
B. A. GARSIDE, M.A.
Administrative Secretaries

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HUGH H. WEIR, M.A., M.B., Secretary
2 Eaton Gate, London, S.W. 1, Eng.

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B. A. GARSIDE, M.A., Secretary and Asst. Treas.
C. A. EVANS, Asst. Secy. and Asst. Treas.

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Vice-President
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Dean, School of Medicine
CHAS. A. STANLEY, B.D., D.D.
Dean, School of Theology
LAN HUA LIU YUI, M.A.
Dean of Women
HOWELL P. LAIR, S.T.M., D.D.
Treasurer

ack 8/24/35

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

Dear Garside:

The news that you give of the election of President Linn does not help matters very much, to my mind. It merely postpones the inevitable crash.

I have just had a letter from the medical director of our Board advising a three or four months rest for me and telling me what I already knew, that a malignant growth of the parotid might occur within five years and that the ulcer on my neck might never heal up. This is evidently the reason why my Board has not called on me for any work this summer.

I am taking up with Dr. Smith the matter of soliciting funds from Southern Presbyterians and I am going to make it very plain to him that I am working for Cheeloo Medical School and not for Southern Presbyterians only.

Julia Morgan suggested that we might get Mrs. Linn *Linn* to come home at this time for propaganda purposes. I think we could not have a better person, and at the present juncture it would be a good thing to get her off the campus. She is absolutely opposed to the gang in control of the arts school and it is only her loyalty to us in the medical department that has kept her on the job.

I saw an Associated Press dispatch in the New York Times the other day and would like you to verify it, saying that Yen Ching and Chang Hwa were planning to move from North China. I know they were seriously considering this last winter if the Japs occupied the North. I have not heard from Leighton since I came to America. If this is a fact, it would have a serious reaction on our propaganda work because people would be unwilling to contribute anything to an institution that was going to be dominated by, or run out by, the Japanese.

August 21, 1935

I have been away from home for a week. Went to visit C. C. Thomas at Gibson Island for three days and then joined Ran at Mountain Lake where I saw him play some real tennis. He was beaten by the man who won the meet, but Ran and his partner won the mixed doubles, so he feels pretty well satisfied. He is leaving tomorrow for Boston and will stop over in New York for one night, but will not have time to see you.

My visit to Gibson Island was well worth while. Thomas is not only willing to help us, but he is able to do so and he is giving me as many contacts as possible. I think I met Washington and Baltimore people while with him that may be of great assistance to us. I expect to go to Lexington next week for a week and I am writing now to friends in Washington to try to arrange for going there for one week and speaking in the church that has already asked me to come, and making contacts. I have already been introduced to the Chinese Ambassador through Dr. Hornbeck and I will call on him whenever I go to Washington. He may be able, indirectly if not directly, to help us.

When do you expect the delegates from England to come to New York? There is a medical meeting at New Haven I think on September 22. Thomas wants me to go there and meet some of his medical friends. I already have some contacts at Yale, but I want to see MacLennan before the September 27 meeting.

I expect to get busy on a propaganda booklet and send you an outline of it this week. I am going ahead and making preparations as if everything were going well, but unless something radical is done in regard to the relation of the medical school to the university, I cannot do anything; and not only I but, more important, the Chinese members of the faculty will have to begin to look out for their individual interests. I am going to write to a number of alumni and other influential Chinese and urge upon them the absolute necessity of raising some money in China and especially of the faculty sticking together. I believe if they do that, it is not impossible that we can raise some funds in this country.

I am not writing to anybody else in New York. You can show this letter to whom you please.

I hope your wife's health is improving.

Yours sincerely,

P. J. Shields

RTS:RN

0292

August 21, 1935

I have been away from home for a week. Went to visit C. C. Thomas at Gibson Island for three days and then joined Ran at Mountain Lake where I saw him play some real tennis. He was beaten by the man who won the meet, but Ran and his partner won the mixed doubles, so he feels pretty well satisfied. He is leaving tomorrow for Boston and will stop over in New York for one night, but will not have time to see you.

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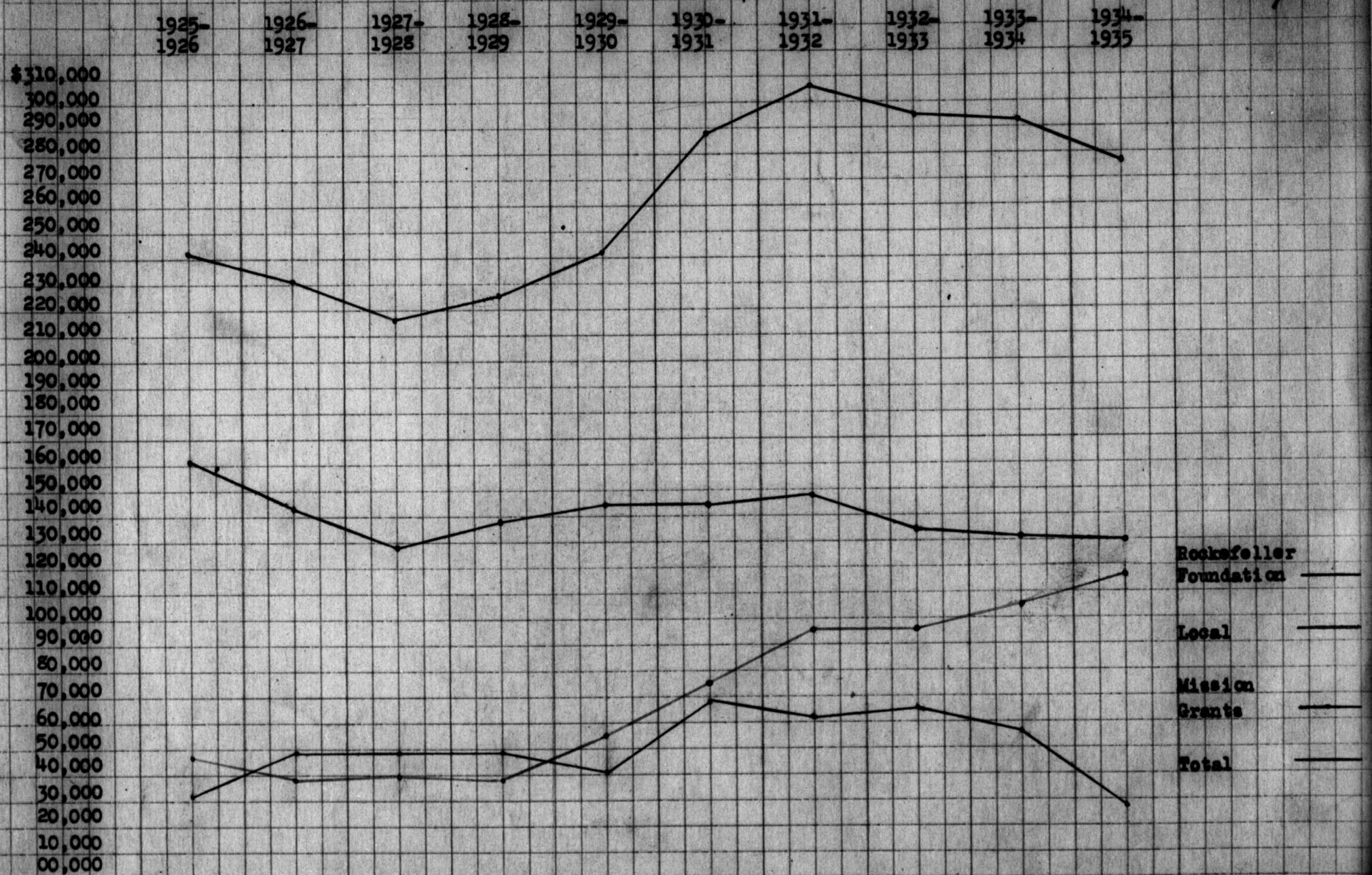
P. J. Shields

RTS:RN

0293

SOURCES OF INCOME FOR CHEELOO MEDICAL SCHOOL

Compiled by Dr.
Sheldon White
in America,
Dec. 1935.



0295

October 1932.

RECEIPTS, SCHOOL OF MEDICINE AND HOSPITAL
CHEELOO UNIVERSITY
1925-1932

	1925-26	1926-27	1927-28	1928-29	1929-30	1930-31	1931-32
Medical School	74,000	82,000	90,000	88,000	83,000	119,000	118,000
Hospital (excl. grant from Med. School)	38,000	32,000	32,000	31,000	54,000	70,000	89,000
Total	112,000	114,000	122,000	119,000	137,000	189,000	207,000
Local Receipts	47,000	39,000	40,000	39,000	57,000	76,000	96,000
Rockefeller Foundation Grant	53,000	49,000	49,000	49,000	40,000	68,000	62,000
Foreign Mission Receipts	32,000	26,000	33,000	31,000	40,000	45,000	49,000
Total (excl. Missionary Salaries)	112,000	114,000	122,000	119,000	137,000	189,000	207,000
*Missionary Salaries	³² 129,000	²⁶ 117,000	³³ 96,000	³¹ 108,000	⁴⁰ 105,000	100,000	100,000
Grand Total	241,000	231,000	218,000	226,000	242,000	289,000	307,000
Local Receipts - Percentage	20	17	19	17	23	26	31
Rockefeller Foundation Grant - Percentage	18	21	22	21	17	24	20
Foreign Mission Receipts Percentage (Incl. Missionary Salaries)	62	62	59	62	60	50	49

*Missionary Salaries estimated at G.\$3,000 for a married man, at \$2 to \$1
G.\$1,500 " " single person " " " "

This estimate is given for purposes of comparison only. There is great variation in the amounts for salaries granted by Mission Boards. The total amount for the last 3 years has actually been much greater than formerly, owing to rates of exchange.

There has been a great increase in receipts from all sources in recent years, due to increase of grants, rates of exchange and increased fees charged. The expenditures have risen proportionately, due to the necessity for the purchase of certain foreign supplies, increase in personnel, of staff and employees, and increase of salaries and wages.

In 1930-31, the A.P.M.N. gave a bonus of \$12,000 Mex. which was assigned to the General University budget, and therefore relieved the Medical School of paying its usual \$5,000 for General University expenses. Therefore I am counting this \$5,000 as a receipt to the School of Medicine for this year. I explained this to Mr. Gee last year.

0296

October 1935

RECEIPTS, SCHOOL OF MEDICINE AND HOSPITAL
CHUNGKING UNIVERSITY

Budget 1935-36

	<u>1933-34</u>	<u>1933-34</u>	<u>1934-35</u>	
Medical School	110,000	99,000	78,000	76,000
Hospital (excluding grant from Medical School)	86,000	98,000	102,000	127,000
<u>Total</u>	<u>196,000</u>	<u>197,000</u>	<u>180,000</u>	<u>203,000</u>
Local Receipts	96,000	106,000	118,000	152,500
Rockefeller Foundation Grant	65,000	57,000	29,000	9,500
Foreign Mission Receipts	35,000	31,000	30,000	27,000
<i>China Foundation</i>				14,000
<u>Total (excluding Missionary Salaries)</u>	<u>196,000</u>	<u>194,000</u>	<u>177,000</u>	<u>203,000</u>
Missionary Salaries	100,000	100,000	100,000	100,000
<u>Grand Total</u>	<u>296,000</u>	<u>294,000</u>	<u>277,000</u>	<u>303,000</u>

Local Receipts Percentage	32%	36%	42.6%
Rockefeller Foundation Grant - Percentage	22%	19.5%	10.5%
Foreign Mission Receipts - Percentage (including Missionary Salaries)	46%	44.5%	46.9%

Missionary salaries estimated at \$12,000 for a married man & \$1 to \$1,500 " " single person " " "

This estimate is given for purposes of comparison only. There is great variation in the amount for salaries granted by Mission Boards. The total amount for the last three years has actually been much greater than formerly, owing to the rates of exchange.

APPROPRIATIONS MADE BY THE CHINA MEDICAL BOARD AND THE
ROOSEVELT FOUNDATION TO THE

December 11, 1935

MEDICAL SCHOOL OF CHINGLOO UNIVERSITY
(Formerly Shantung Christian University)

Date	Number	Capital	Amount		Payments	
			Mex.	Gold	Mex.	Gold
		For buildings and equip- ment:				
Mar. 7, 1916	C.M. 251			\$ 50,000.00		\$ 50,000.00
		For land, construction of buildings, and equipment; Women's board to supply \$115,000 for same purpose:				
July 17, 1925	C.M. 2538			50,000.00		50,000.00
		For buildings and equip- ment; \$10,000 to be provided from other sources:				
Nov. 5, 1924	C.M. 2592			50,000.00		50,000.00
		<u>Loss In Exchange</u>				
		For loss in exchange on appropriations C.M. 251 and 252:				
June 28, 1917	C.M. 2217			20,000.00		20,000.00
Mar. 10, 1919	C.M. 2558			50,000.00		50,672.05
		For loss in exchange on appropriation C.M. 2551:				
Dec. 5, 1921	C.M. 2551			582.16		582.16
		For loss in exchange on remittances for capital expenditure:				
Nov. 5, 1924	C.M. 2695			50,000.00	(Allowed to lapse)	
		<u>Maintenance</u>				
		For current expenses dur- ing period of 5 years, toward edu- cation of students transferred from Peking (old Union Medical College), July 1, 1916 to June 30, 1921:				
Mar. 7, 1916	C.M. 252			100,000.00		100,000.00
		For general budget during year 1921-1922, Mex. 55,000:				
Aug. 8, 1921	C.M. 2551		55,000.00	19,000.00	55,000.00	19,000.00
		For maintenance of medi- cal school; Mex. 55,000 a year for 4 years, July 1, 1922 to June 30, 1926:				
May 24, 1922	C.M. 2578		152,000.00	80,000.00	152,000.00	72,517.54
		For maintenance in addi- tion to basic budget, Jan. 1, 1925 to June 30, 1928; Women's Com. to to supply Mex. 89,000:				
Nov. 5, 1924	C.M. 2694		115,000.00	65,000.00	115,000.00	52,679.25
			278,000.00	514,382.16	278,000.00	454,251.00

APPROPRIATIONS MADE BY THE CHINA MEDICAL BOARD AND THE
ROOSEVELT FOUNDATION TO THE

December 11, 1935

MEDICAL SCHOOL OF CHEKLOO UNIVERSITY
(Formerly Shantung Christian University)

<u>Date</u>	<u>Number</u>	<u>Capital</u>	<u>Amount</u>		<u>Payments</u>	
			<u>Mex.</u>	<u>Gold</u>	<u>Mex.</u>	<u>Gold</u>
		For buildings and equip-				
		ment:				
Mar. 7, 1916	C.M. 251			\$ 50,000.00		\$ 50,000.00
		For land, construction of				
		buildings, and equipment; Women's				
		board to supply \$115,000 for same				
		purpose:				
July 17, 1923	C.M. 2538			50,000.00		50,000.00
		For buildings and equip-				
		ment; \$10,000 to be provided from				
		other sources:				
Nov. 5, 1924	C.M. 2592			50,000.00		50,000.00
		<u>Loss In Exchange</u>				
		For loss in exchange on				
		appropriations C.M. 251 and 252:				
June 28, 1917	C.M. 2217			20,000.00		20,000.00
Mar. 10, 1919	C.M. 2558			50,000.00		50,672.05
		For loss in exchange on				
		appropriation C.M. 2551:				
Dec. 5, 1921	C.M. 2551			582.16		582.16
		For loss in exchange on				
		remittances for capital expenditure:				
Nov. 5, 1924	C.M. 2695			50,000.00	(Allowed to lapse)	
		<u>Maintenance</u>				
		For current expenses dur-				
		ing period of 5 years, toward edu-				
		cation of students transferred from				
		Peking (old Union Medical College),				
		July 1, 1916 to June 30, 1921:				
Mar. 7, 1916	C.M. 252			100,000.00		100,000.00
		For general budget during				
		year 1921-1922, Mex. 55,000:				
Aug. 8, 1921	C.M. 2551		55,000.00	19,000.00	55,000.00	19,000.00
		For maintenance of medi-				
		cal school; Mex. 55,000 a year				
		for 4 years, July 1, 1922 to June				
		30, 1926:				
May 24, 1922	C.M. 2578		152,000.00	80,000.00	152,000.00	72,517.54
		For maintenance in addi-				
		tion to basic budget, Jan. 1, 1925				
		to June 30, 1928; Women's Com. to				
		to supply Mex. 89,000:				
Nov. 5, 1924	C.M. 2694		115,000.00	65,000.00	115,000.00	52,679.25
			278,000.00	514,382.16	278,000.00	454,251.00

APPROPRIATIONS BY CMB AND RF TO CHEELOO - Continued

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Date	Number		Amount		Payments	
			Mex.	Gold	Mex.	Gold
		Brought forward	M.278,000.00\$	514,582.16M.	278,000.00\$	454,251.00
		For maintenance, in addition to basic budget, year 1928-29; Mex. 28,000 to be provided from other sources;				
Nov.4,1927	ME 21220	 M.	49,000.00\$	27,000.00M	49,000.00\$	21,658.15
		For maintenance, in addition to basic budget, year 1929-30; Mex. 28,000 to be provided from other sources;				
Nov.9,1928	ME 28125		40,000.00	22,000.00	40,000.00	15,025.00
		For maintenance, in addition to basic budget, year 1930-31; Mex. 28,000 to be supplied from other sources;				
Nov.8,1929	RF 29119		20,000.00	10,000.00 10,000.00	20,000.00	4,550.00 10,000.00
		For maintenance, in addition to basic budget, year 1931-32; Mex. 28,000 to be provided from other sources;				
Oct.10,1930	RF 50082		20,000.00	10,000.00 10,000.00	20,000.00	4,810.00 10,000.00
		For maintenance, in addition to basic budget, year 1932-33; Mex. 28,000 to be supplied from other sources;				
Jan.15,1932	RF 52007		20,000.00	8,000.00 10,000.00	20,000.00	4,200.00 10,000.00
		For maintenance, in addition to basic budget, year 1933-34; Mex. 28,000 to be provided from other sources;				
Mar.17,1933	RF 53015		20,000.00	7,000.00 10,000.00	20,000.00	6,500.00 10,000.00
		For maintenance, in addition to basic budget, year 1934-35; Mex. 28,000 to be provided from other sources;				
Dec.13,1935	RF 55102		10,000.00	5,600.00 5,000.00	10,000.00	3,357.50 5,000.00
TOTALS			Mex.457,000.00	\$646,982.16	Mex.457,000.00	\$559,391.65
TOTALS - APPROPRIATIONS AND PAYMENTS TO CHEELOO UNIVERSITY				\$646,982.16		\$559,391.65

*NOTE: Local currency totals not equivalent to totals shown in U.S. dollars. It should be noted that total appropriations and payments to Cheelo can be shown only in U.S. dollars, since a number of appropriations were made in U.S. dollars only, and no equivalent amount in Mex. is given.

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