Nanking
Corres.
Bowen, A. J. 1922 Dec

December 8, 1922.

Dr. A. J. Bowen,
University of Nanking,
Nanking, China.

Dear Bowen,

I have had several fine, full, careful letters from you which call for careful answers, so cannot give them that attention today. I do want, however, to get over to you a few items.

Last Sunday, I was out to the Presbyterian Church at Mount Vernon. Dr. Hollister spoke in the morning in the interest of Reisner's support from that Church. I am keeping after them for a residence for the Reisners. They have a good debt hanging over them for a building put up during the time of the high cost of building.

Monday evening, I attended a dinner at the Alpine Club in the interests of agriculture, program of which I enclose. Dr. Fairchild made very good constructive statements. Miss Rensselaer was sober and commonplace and did not seem to stir up much. Dr. Butterfield was labored, very evidently disturbed and not up to his usual line of a positive, constructive program. The disturbance had been very manifestly over the public announcement of the division of the famine relief funds to Peking and Nanking. He emphasized greatly the need of research work in China and that the foreigners did not know China, and the need of sending out lecturers from America like Liberty H. Bailie. But he did not get around to make any mention whatever of any special work done at Nanking or Canton, or any research work. He did say that his information in regard to village life in China came from the report of the C. C. C. and from the faculty of the agricultural work at Nanking. He said nothing derogatory, of course, of any work being done, but with these Board Secretaries and Administrators who have the heavy problem of financing, some appreciation of the work already done and the pointing out of the larger work that could be done, would have shown some response to the real opportunity. I will send over to you for your and Reisner's perusal a longer letter that Dr. Butterfield wrote on the plan of using the fund.

Mr. Williams and I are going to visit Dr. and Mrs. Butterfield at Amherst, and will speak at the student convocation at the College. There will be an opportunity while being with him to get in some constructive work on what we are planning to do on the lines of cooperation of the funds. There is a rather amusing absence of any interest in securing any resources to carry on the present work of the University, and a wild and intense interest from many angles to determine at once the method of expenditure of any funds that come. Quite a natural human trait and is not confined to people on this side alone. Your good letter of November 2 is in relation to the famine funds.

Tuesday morning they met on East China. I was in the midst of arrangement for Dorothy to go to the Hospital, so got in late to the conference. It did not matter, however, I guess, for they talked and battered around and then passed a resolution to refer the report back to the Advisory Council of the Colleges of East China, which was merely side-stepping the responsibility for acting upon the report of the Commission. It is the beginning of that and will postpone indefinitely any definite decisive action in regard to the report,- a rather pathetic outcome, symptomatic, however, of actions that the administrative officers of Boards are prone to take in these times.

I might say in passing that the Near East situation is appalling in the extreme and all Board officers have been involved in very serious consideration of the problems there; for they involve first the most ghastly treatment and death of helpless women and children by the half million; they involve too the question whether Foreign Missions may be carried on there.

I must close this letter and will be writing you soon after the meeting of the Board of Trustees.

As ever yours,

JEW:LB

Enclosures: Copy of Kenyon L. Butterfield's letter to Dr. Barton dated September 1, 1922; also copy of statement, "Use of Relief Funds for Ameliorating Famines in China."
Program of International Association of Agricultural Missions December 4, 1922, Aldine Club.
Copy of "Presbyterian News", Mount Vernon, N. Y.

Science Association
University of Nanking
Dec. 10, 1922

President Bowen and Dean Sarvis:
University of Nanking

Dear Sirs,

As students of general science, industrial chemistry and premedical science, we the members of the Science Association are much interested in the science development of our science department here. We are grateful for the fact that the University is doing its best to develop a science department with considerable success. We believe the future of this department is going to be promising.

We are glad that the coming of Dr. Jones has strengthened our chemistry department here very much. But our physics department is very much in need of a strong man to take its charge and mathematics department is lacking. We do believe that our faculty feel more so than we do. Mr. Caldwell who is not specialized in physics is consequently not interested in teaching physics. He might be interested to take other work in university than teaching of

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physics. In view of the fact that many of us will like and even be required to take advanced work in physics in the coming term, we, therefore, bring up the matter to you and hope you consider the matter to our interest. We do hope that faculty would understand the difficulty which we are in and help us out by getting efficient and responsible teachers to fill these two vacancies.

Hoping that you believe in our earnest purpose. we are,

Sincerely yours
Science Association
Li Fang Kwin (Sec.)

December 12, 1922.

Mr. C. Y. Tang,
207 Linden Avenue,
Ithaca, N. Y.

My dear Mr. Tang,

I was delighted to receive your letter of the 8th this morning and to know that the "Cornell in China Club" has unanimously passed the resolution to support the University of Nanking and Peking University in doing famine prevention work; and that a large portion of the sum will be apportioned to Nanking for ten years in establishing an extension department and other famine prevention measures. You state that the amount would reach a figure of $660,000.

I am very delighted to have your letter and to know of such interest and such prospect. I wish you would write me a little more in detail as to the amount of the fund, how it was raised, and giving me a list of the Trustees of Cornell. I should be pleased to go to Ithaca, if desired, to confer in any way with the "Cornell in China Club" upon its plans.

With kindest regards,

Very sincerely yours,

JEW:LB

RECEIVED

DEC 11 1922

207 Linden Ave., Ithaca, N. Y.
Dec. 8, 1922.

Dr. J. E. Williams,
150 Fifth Ave.,
New York City, N. Y.

Dear Dr. Williams,

I shall congratulate to our beloved alma mater that "Cornell in China Club" has unanimously passed the resolution to support Nanking Union University and Peking University in doing famine prevention work. Large part of the sum will be apportioned to Nanking for ten years in establishing the extension department and other famine prevention measures. The amount would reach a figure of $660,000 if I am not mistaken. Of course the resolution has been put in the hands of the Board of Trustees of Cornell University and their approval will be final. As soon as the meeting of the Trustees of Cornell University is over (it is supposed to be held in this Friday) I shall report you the result.

Yours sincerely,

C. Y. Fang

RECEIVED.

JAN 12 1923

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

December 13, 1922.

Dr. J. E. Williams,
156 Fifth Avenue,
New York City, U. S. A.

My dear Williams:

Mr. Reisner has been talking with Miss Priest along the line that I mentioned some time ago, and Miss Priest thinks that she can give at least half of her time to treasurer's office work and feels that she can keep all of the Agriculture and Forestry, and Gardens books and accounts without any difficulty at all - of course as a part of Mr. Owen's general University accounts. She could keep these in the way that we want them kept and could give us the information at any time that we need, and so both Mr. Reisner and I think that this will be the best plan, rather than getting another foreigner to assist in the treasurer's office - to have Miss Priest be that assistant, giving special attention and time to the Agriculture and Forestry accounts. This part of her time, of course, would be paid from famine funds probably, so it would be necessary to secure an additional secretary only for Mr. Reisner. He will be writing you in a day or two just what the qualifications are he wants in the secretary that he hopes to get. In the meantime I am sending you the names and addresses of the two young ladies who are friends of Miss Smith. They are graduates of the same school in Boston (Simmons College), and if they are anything like she is they will be first class. She is doing a very fine piece of work and has a very fine spirit. Of course this person would come out under famine funds. I am sending a copy of this letter to Mr. Owen as so far as we can see now we think it would be best not to secure an assistant treasurer but to have Miss Priest do this work and get another good Chinese assistant to work with the two Sies that we now have, who are doing good work.

We wonder why we have not heard from you in the last two or three mails, and we also wonder why we have not heard from Eric North or anybody else, officially, about the famine funds. All that we have received is what you wrote some time ago, which was not official but which I hope was final at least. Just recently one of the report letters from your Board to the Missions has come and that also speaks about it as if it were definitely settled that we were to get a good share of the famine funds, but up to the present we have no official word that this is the case, and of course no statement of the limitations and conditions under which we are to operate the fund. A mail is due in Nanking today, the "Australia" and we hope to hear from you by this. No letters from any of you!

Probably before you get this letter you will receive a cablegram, unless in the meantime you have sent out funds. It is possible that we shall be able to borrow enough to pay salaries for

December, and if that is the case it will leave us overdrawn at the Hongkong and Shanghai Bank and at the Shanghai Commercial and Savings Bank to the limit, and so we shall not be able to pay January salaries until funds come from America for this purpose. I think that is absolutely certain. We may be able to pay December salaries because the Language School is paying its fees now. We have been paying their bills, of course, but we are almost up to out limit in the Hongkong and Shanghai Bank. Our monthly bills covering board, for all departments, and teachers, incidentals of all departments, are something like $15,000. You can readily see that by the time the new term opens, February 22, we will have used up the term's fees just as we did this term's fees. By the time we got the fees in in September, bank overdrafts and unpaid bills took up a large part of the fees. It will be worse next February. The great problem is to get caught up and able to start even with the term without a heavy overdraft at the bank and accumulated unpaid bills, so if you get a cablegram from us you will understand the reason.

I do hope that before this you have been able to get in some funds that can apply to our debt, and we can soon get this indebtedness paid off. It is extremely trying and difficult to live in this hand-to-mouth fashion. Beginning with January, of course, we start on our new budget and new system of accounting and there will be no running over that budget, but this does not mean that we shall be in any better financial condition because you can see from what I have written that when we begin operations January first we will have heavy overdrafts at the bank and some unpaid bills to cover from the income that should begin to come in for 1923.

I am enclosing also a letter from the students in the Science Association. What they say about Physics is absolutely true. We cannot continue much longer without a man for Physics. I do hope that you will have been able to get some grant from the China Medical Board that will enable us to get this physics man, and also some physics equipment for advanced courses. I wrote you June 27 sending you a list of apparatus which Professor Robertson said we must have if we were going to do our physics work with any degree of success. Mr. Caldwell is very much in need of this apparatus right now. I have not heard from you at all regarding it and do not know whether anything has been done. Of course that order involves some $500 gold and unless special funds were secured for it from the China Medical Board or elsewhere, I presume you were unable to place the order, but we would like to know definitely whether anything has been done or not. Mr. Caldwell, as I pointed out in that letter, is at a very considerable disadvantage, both on ~~his own~~ account ~~and~~ of not being a specialist in physics and not being especially liked by the students; and then in addition not having the proper equipment makes it doubly hard on him and in a very real sense rather unfair to him, so I think we should do everypossible to get the necessary equipment, even if we cannot get a better man for the department immediately.

Our boys just had their celebration today of their victory over St. John's in football at St. John's field last Monday. The debating team left this morning and debate tomorrow night with Shanghai College. The debaters are Tung Teh-fu, Ko Seng and Tsai Loh-seng.

If we get letters from you today I will put in a postscript before this goes.

As ever cordially yours,

A J Bowen

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

December 13, 1922.

Dr. Eric M. North,
150 Fifth Avenue,
New York City, U. S. A.

My dear Dr. North:

You wrote me some time ago quite frankly about my keeping you informed directly about things out here, an admonition I am sure which was much needed. I am now returning the compliment and wondering why we have not heard officially anything about the famine funds. A month or so ago we had a letter from Dr. Williams saying that $600,000 had been granted to Nanking - or at least he thought it was settled at that time - and that is the last we have heard from it, either from him or elsewhere, except in a recent circular mission letter which the Presbyterian Board sends out periodically to its missionaries, where a paragraph is devoted to the famine funds, in which it speaks as if the matter had already been settled as to our getting some $600,000 of it. We wonder if this has been the case. We understand, of course, that it may take some time yet in the future to work out the details of the conditions and limitations under which we are to use this fund, but the fact of its being granted or not would be of very great interest to us here, and especially to Mr. Reisner. We have had no word from Dr. Williams for two or three mails, or from others in New York, and we are wondering just what is happening in regard to these funds, and also in regard to the negotiations with the China Medical Board concerning a grant for our scientific work.

I am sending you herewith a report of the Admissions Committee, which I think will be of much interest to you. It is an excellent piece of work and will bear a considerable amount of study. It shows very clearly that we are having many more students apply than we can possibly take in. It also shows that we are having nearly half of our students come from government schools. This does not mean anything, especially to you, until you know that the University of Nanking is practically the only mission school in China that has any such proportion of its students coming from government middle schools. Shanghai Baptist College, St. John's University, Hangchow College, Soochow University have probably less than 10% of their students coming to them from government schools. This means that we are in much closer relationship and in a better relationship with government education than most other mission schools. It may mean, too, that we have fewer middle schools feeding directly into the University, but this is hardly the case, I think, when you understand that we accept no students from any middle school except our own without examination, and we are even thinking of and planning to give the same entrance examina-

tions to the graduates of our own middle school that we do to all others. These other colleges and universities accept graduates of a good many mission schools without examination - that is, upon certification, and therefore a larger percentage of these graduates from Christian or mission middle schools go to those colleges that do not require entrance examination. Some might feel that we ought to have a larger percentage of graduates from Christian schools in the institution. It would make the Christian atmosphere stronger. I do not agree with this, if there is such a feeling. I believe that we have as good, if not a better, Christian atmosphere and feeling here as they have in any other school. The fact that at a recent meeting, after one address by Dr. Stanley Jones, who was with Mr. Eddy holding special meetings here in the city, thirty-five of our college students and forty-three of the middle school students took a stand for Christianity speaks well for the general influence of the University upon these new students. Many of them had been here only about two months. So I think on the whole our situation as to the students that we receive and the general atmosphere of the school is extremely hopeful and very sound.

We are much in need of funds and may have to cable the Trustees before the end of the year. I think we shall be able to pay salaries for December, but unless funds come in the meantime we shall not be able to pay salaries for January, as we will have borrowed from the banks to the limit that they are willing to loan to us on unsecured overdrafts.

Except for the finances everything else is in very good shape in the University. I have been checking up and trying to understand just why we have accumulated such a large debt, and I find that in 1912 the Methodists were supporting seven men in the University and now and for the last five or six years they have been supporting only five. I have not been able to check up on just what the appropriations from the Methodist Board to the University were in 1910 when we entered the union, but I have an idea that the old Methodist University was costing the Board more than it is costing the Board today in direct appropriations. In the meantime, of course, our expenses have increased tremendously. In 1910 we had one foreigner paid by the University (that is, not by the missionary societies); in 1912 we had four paid by the University, and today we have nineteen paid by the University - that is, men whose support we have to secure from funds other than direct appropriations by the boards. Fourteen of these are fully supported by the University; two are partially supported by the University; and three others have their whole support guaranteed from other, non-board sources. In 1910 we had ten of our own graduates or China college graduates, and today we have twenty-two, besides six American returned students on our staff. These and other facts help to explain why we have accumulated a very formidable deficit in the last two years.

Dec. 13, 1922.

We do hope that Dr. Williams, through the cooperation and backing of the Trustees, will be securing funds not only to pay off our debts and help us start each year square, but also to put us on a financial basis which is commensurate with the actual work we are now doing.

We appreciate all of the thought and time and effort you are giving to us and to our problems.

With very kindest greetings of the season,

Cordially yours,

A. J. Bowen.

December 13, 1922.

Mr. L. J. Owen,
1652 E. 75th St.,
Cleveland, Ohio, U. S. A.

My dear Mr. Owen:

I am sending you a copy of the letter I have just written to Dr.Williams so will not need to repeat any of that.

We were glad to get your good letter of October 31 and shall be glad to know, on mails that will be coming soon, we hope, what boat you are coming on. I suspect Olive will keep us pretty much informed as to that point. She is certainly looking forward to getting back with very great interest.

We are very glad that Mrs. Owen is able to be out and hope that she will be quite well long before you will need to start.

If the waiter in the Cleveland Hotel had been a Chinese we would have thought he was very awkward.

Everything is going along here about as usual. We had a very fine concert by Miss Kathleen Parlow last night. About a week ago local talent, with the help of Louise Macklin, gave a concert to raise money for the foreign school, for an outdoor gymnasium, and they cleared a little over a thousand dollars.

We have succeeded in renting Mrs. Wang's house, so that may be your residence when you return - at least for a time. I shall suggest to the Property Committee when we meet that Hummel's house be assigned to you folks after the Hummels leave. Of course there will be need of some place for you to live from March until the summer. Perhaps if you are as anxious to get back as we are to have you, you will be willing, if not glad, to live anywhere so it be Nanking.

With best Christmas greetings to you all,

Cordially yours,

December 16, 1922.

President A. J. Bowen,

Nanking, China.

My dear Mr. Bowen:

Enclosed herewith are the Minutes for the Trustees Meeting of December 9. I should like to make some remarks with regard to them, and shall refer to them by number.

In the first place, you will notice on page 2, the statement with regard to the hospital appropriations for 1922. While the statement underneath the totals says that the balances will be provided by exchange adjustments, I believe that the matter will be handled by either the Presbyterian or Methodist Boards, and perhaps by both, in such a way as to make up more than the total balance necessary. This, however, is a matter that has not yet been acted on, and so we can give no definite data on it.

T-115: - You will notice that the Trustees hereby take action in response to the request of the Bible Teachers Training School, agreeing to act as their trustees. I have already written Miss Brittain and Miss Shaw to this effect, and do not know that any further notification is necessary. If it is, I assume that you will perform the necessary honors.

On page 3, under the report of the President, Mr. Williams spoke quite extensively outlining some of the main points emphasized in your report. Dean Holgate gave a very cordial and enthusiastic account of his presence in Nanking. Both Dean Holgate and Mr. James Speers who were present were loud in their praises of the work which the university is doing. They appeared to take a contrary view from that held by most of the people who are concerned in the deficit, and felt that it was rather remarkable that so splendid a work had been done all these years and that there was no larger deficit than that which we now have. I have a feeling that the attitude of Dean Holgate toward the university is a very wholesome one, and I hope that it will be possible for him to be brought into closer contact with the Board of Trustees. I feel that his understanding of the situation would add materially to the effectiveness of the consideration which the Trustees give to the problems of the University.

T-117: - You will note that the actions of the trustees coincides with that of the managers, and they have asked the Executive Committee to decide upon the dates. I believe the best dates would be July 1st to June 30th, and hope that the committee will take this action. If you have any remarks to make on the subject we would be glad to hear from you on it.

T-119: - This will indicate the confirmation by the Trustees of the actions of the managers. May in interject a personal view point here, and say that I am sorry that the Baptists have definitely withdrawn their theoretical support of the School of Education. Still I suppose it is not impossible that if the school for Training Educational Supervisors is established it may be possible to secure some support from them for that object.

On page 4 under the head of Deficit, you will find the action which the Trustees took, T-120. I think the statement of the action is perfectly clear. The trustees spent a very considerable amount of time in the consideration of this serious question. Some of them I think would have liked to have seen steps taken for clearing off the whole amount, but it appeared impracticable to some of the men present because of internal situations in their respective mission boards. The alternative seemed to be to provide some way of taking care of the deficit by a split-up plan. The understanding with regard to the $34,508.00 which is given as the share of the College of Agriculture and Forestry in the total amount, is that this shall be raised from two or three different sources. The Baptist Board has a sum of Famine money still remaining, and they will very likely use part or all of this toward this item. The proposal is to meet the balance of the $34,000 by utilizing the two items of $10,000 each given for endowment - one by the Presbyterian Board and the other by the Methodist Board - out of their famine funds. It will not be necessary to use all of this money, but such part of it as is needed will very likely be so used. The final decision, however, you will notice is left to the Executive and Finance Committees. The proposal is to use this $34,000 to clear off the major part of the amount which the university owes the hospital and of course it should be deposited to the hospital account when it is made available.

The balance of $66,000 is to be divided into two parts. The thought of the trustees was that the university might carry half of this as a deficit item and meet it out of their budget over a period of two or three years, and that Mr. Williams should raise the other half; namely, approximately $33,000 to apply for capital items. Inasmuch as Mr. Williams has already secured a pledge of $5,000 or more, it will be necessary for him to secure only about $13,000 additional, in order to meet the Mexican $33,000.

Your recent letter and the budget with the statement of the Chairman of the Finance Committee have come to hand, and the steps which you have already taken toward providing for $10,000 of the approximately $33,000 which becomes the university's share to handle seems to me a step in the desired direction. If it is actually possible for you to clear off $20,000 this next year, the situation will not be nearly so serious as it might otherwise be. I have hopes that Mr. Williams will be able to raise more than his allotted share on the total deficit, and if he can so do it will reduce your share that much, presumably.

It was quite evident that the trustees really faced the proposition seriously at their meeting, and I think you would have been considerably heartened if you could have heard the statements made of their interest in the university. I would have been glad if they could have felt it possible to go further than they did, but I think they have at least made a real stab toward meeting the difficulties of the situation.

On page 5 you will notice that the action on the budget was to be delayed until such time as the revised bujget should come. We are now in the unfortunate position of not having a very active Finance Committee, and Dr. Spear is out of town for a period of about two weeks, so that I do not know how soon it will be before we can secure action on your budget for six months, which has just arrived. However, we will get action as soon as possible and let you know what the decision is. I anticipate that the committee will heartily approve of the steps which have been taken to clear off the deficit.

T-121: - The recommendation of the managers that the $200 property fee for the Language School students be collected in this country was considered, and you will notice the action taken. It was the feeling of some members of the board that the fee, which is a Mexican item, should better be collected in Nanking rather than here, because there are a number of organizations sending students to the Language School who have no offices in this country. Furthermore, the matter of determining exchange values will be a serious handicap if we were try to collect the amount here. There was no indication that we could find in your letter or in the minutes of the managers as to what the reasons were for taking this action. We would be glad to have you outline them for us and consider further the suggestions which I have made above. Of course so far as this office is concerned we want to do everything we can to help, but it seems to me that the money - at least for a considerable number of people involved, would be more easily collected in China. In the case of

some of the missions, as for example the Methodist, the money would have to be paid through the mission on the field or made as a charge against the mission funds in this country - at least that is my understanding of Dr. Eric North's statement. Will you let us hear with regard to this matter as soon as possible.

Some time was given to the consideration of the recommendations regarding the Educational Commission Report. It is to be noted that the report as printed in this country does not contain any specific designation of schools or features of work to particular institutions in East China. The trustees therefore felt somewhat at a loss to know just how to proceed with the actions which the Managers had taken, since the action of the Board of Managers (M-21) was apparently based simply on the results of the conference held between the representatives of the schools there and the members of the educational commission. However, you will notice that the action of the Trustees (T-122) indicates their approval of the organization of the Advisory Council in East China, and of the universities being represented on such a council. Under Number 2 of the action they express their earnest sympathy with the effort to correlate higher education in East China. I am sure they feel as I do, that this is a consummation devoutly to be wished for. In fact unless some means for securing such a correlation can be brought about, and that in the near future, i fear that the educational situation is going to suffer materially because of it. This is one of the real problems in China, for there is no question that there is considerable overlapping of effort and considerable duplication of work which is wasteful of missionary dollars. If the people in this country are going to be able properly to present the educational work of the missions in China some sort of cooperation must necessarily be secured on this point. You will notice under Number 3 that the trustees made mention of the fact that they understand there are no limitations placed on the developments of teacher and normal training work in the university, and recognize the desirability of the development of the school for training supervisors. I wish it were possible to establish this school immediately, but the present financial outlook is poor. However, it may be that if the deficit matter can be cleared up satisfactorily it will be possible for Mr. Williams to secure the support for such a school as this. There is no question in my mind that this would be one of the finest pieces of work possible for the University of Nanking.

T-123: - It was recognized by the board that the statement of the functions of university officers as prepared by Dean Holgates committee and approved by the managers in a number of respects was either an amplification of or a correction of the present by-laws of the institution, and it seemed wise therefore to refer the harmonization of these two documents to a committee to work out the necessary changes.

T-124: - With regard to the famine fund: - Perhaps you have already had work from some other sources, but to complete the records I will try and explain this delicate matter as well as I understand it. It appears that the question was raised by the lawyers of the American Committee for the Famine Fund of the desirability of the trustees of the university acting as trustees of the fund when they were in reality also the beneficiaries of that fund. The matter was therefore referred to the lawyers to work out in a satisfactory manner, with the result that they drew up a document in legal form providing for a trustee to hold funds, presumably a bank, though I do not know that any bank was mentioned in the document. But in addition to this provision they introduced into the legal document a number of other complicating points making it appear a rather questionable matter whether we could satisfactorily meet the conditions laid down. The whole matter was to be left to the committee to be established in China, which you already know about. It appears that this committee according to the document had such powers that it was a question whether we would be guaranteed a continuous use of the funds or not. This question not being plain when the document was presented it has been arranged that a conference with the famine fund committees also should be held, at which Mr. Stiger and Mr. Banton would be present representing the university to see if it were not possible to come to a more clear understanding on the matter. This conference has not been been held, so that I cannot give you any further data on the matter at the present time. We believe that it will be cleared up satisfactorily and that in due time the necessary financial arrangements will be made. Therefore the action (T-124) as you have it recorded.

T-125: - Mr. Williams has been feeling that it would be a distinct advantage if it were possible for us to co-opt on the Board of Trustees some additional members whose interests were not primarily and solely those of a mission board secretary. There are distinct advantages in this, and the action taken allows us to make provision which will make it possible to co-opt such members. We discovered at the time of the meeting of the trustees that the women members elected by the women's boards are in reality full members of the Board of Trustees, which gives us a trustee body of seventeen at the present time. I believe that the customary procedure allowable under the board of Regents is a trustee body not to exceed twenty-five. If such is the case it will be possible for us to add - if they grant us the privilege - at least eight additional members, and I believe in this way we can bring to the board some strong men from outside our present group.

This is a rather voluminous letter - perhaps I have not said all that I should, but it will serve for this time to clear up any questions that will be in your minds with regard to the actions of the Trustees. We will do what we can toward securing early action by the Executive and Finance Committees on the budget and on the provisions for meeting the $34,508.00 of the deficit.

In closing, let me say that I am very sorry to see by the last letters that it has been necessary to consider letting Mr. K. S. Sie leave. I know you feel how unfortunate it is to lose him from the university. I hope it is more largely on account of health reasons than because of the necessity for letting someone go. I have a very warm regard for him personally, and I feel that his spirit and purpose in the university have been exceptional. He has seen the problem and given of himself in a degree most praiseworthy. I am indeed sorry to have him leave.

With all best wishes for you in your work, I am,

Cordially yours,

AMBROSE SWASEY
CLEVELAND, OHIO

December 18th
1 9 2 2

My dear Dr Williams:

Your good letter of the 14th came this morning and I was especially interested in the copy of the cablegram from Mr Lamont to Dr Speer. I cannot tell you how pleased I was to learn that Dorothy is getting along so well and the probability of her being home by Christmas. I can well understand that an operation requiring that length of time was a very serious one and it was indeed fortunate that she could have such able men to perform the operation and for consultation. No doubt, as you say, it will mean greatly improved health for her and added happiness for you all.

I was interested in your account of the meeting of the Board of Trustees and to know that you received so much encouragement as to the finances of the University. I am especially glad that Mr Severance could be present. At the first opportunity I will talk the matter over with Mr Severance and some time I will be seeing Mr Homer Johnson at the club or some other place and will be pleased to go over the matter with him. I expect, as you say, they are having many calls and trust that they will not forget the University. Mentioning calls, it does seem to me that every institution is having a campaign just now and why at this time, I cannot quite understand, for so far as I can observe, there has not been a time when money is as scarce as at present. It is the opinion of conservative men that it is going to take us some little time to return to anything like a normal condition and that, as our financing men, I think appreicate, it is not possible for this country to progress very far until matters in Europe can be somewhat settled. It is for that reason that considerable attention is now being given to some plan to stabilize the financial conditions, more especially in France and Germany, for with those two great nations on the verge of bankruptcy, it is hardly to be expected that the rest of the world can be really prosperous. I certainly hope that something may be done and that it will be not only to their advantage, but to ours as well.

I spent two very interesting days in Washington and stopped with my friends, Dr and Mrs Morgan. The Doctor said I was looking remarkably well and I indicated to him that it was rather necessary when people get old that they should look well. I greatly enjoyed my four days' stay in New York and was so glad that I could have an opportunity to see you. I realize that you were carrying a great load and I know how brave you are at such a time. How nice it will be if you can all be together at Christmas time.

12/18/22

I have no particular plans for the immediate future but expect to be in New York again about the 16th or 17th of next month as I am attending an important meeting there at that time, and hope then to have the opportunity of seeing you all at your home.

With all best wishes to Mrs Williams, the dear children and to you, I am

Very truly yours

Albert Sweazy

Dictated December 16.
Signed in Dr. Williams' absence.

December 18, 1922.

Dr. A. J. Bowen,
University of Nanking,
Nanking, China.

Dear Bowen,

I should write in reply to your letter of November 6. I can appreciate how desperate you feel with the bills coming in, the salaries to be paid and no more money made available in America. I can understand how you would feel that I should do nothing under the sun but beg for money from everybody every where and all the time. And I am doing it to clear up with the year.

Our Trustees' meeting planned that the agricultural and forestry deficit should be cleared off by famine funds held by the Baptist and Methodist Boards, that the two gifts of $10,000 from the Presbyterian and Methodist Boards for endowment to agriculture should be used to liquidate another one-third of the total deficit, and that I should beg, borrow or steal at the earliest date the other one-third. We may be able, I hope, to cable you that the deficit is cleared off by the end of the year.

Your minutes of the meeting of November 11 are very interesting and constructive and promises a better control of the problems. The very specialized budget is also received. It is interesting to get it all into new shape. Would to God that the shifting of figures and batting about with the classifications would do something toward solving the deficit! They may, if we can get the Boards to cooperate under a larger proportionate share. Unfortunately, the new elaborate classifications come simultaneously with the efforts of the Missions to reduce their quota. It is terribly evident from this end that only hard cash will solve our problems.

I am concerned lest the amount of detail thrown upon you by these new organizations should add to your burden already too heavy for endurance.

I am glad to know that the Hospital building is going on and Dr. Hutcheson is relieved too. Keep piling every cent you can to that Hospital account until it is liquidated, not from the present deficits that have accumulated all around you, but from any funds that we can secure over here.

I am leaving New York today to go up to Rochester, Buffalo and around to Pittsburgh, and shall hope to find something on this trip. If we can get enough relief to cable you before Christmas, it will be a real Christmas for all of us.

As every faithfully yours,

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

December 19, 1922.

Mr. L. B. Moss,
150 Fifth Avenue,
New York City, U. S. A.

My dear Mr. Moss:

I am sending you a copy of my last letter to Dr. Williams, and we are sending you some of my printed reports, some of our latest bulletins (Announcements) and other printed matter, and will see that you get everything possible direct, and I will try to keep you informed, both directly and through copies of any letters I send to Dr. Williams. I am under the impression that the faculty minutes have been going to you right along. Perhaps you desire enough copies of these minutes for all the Trustees. My annual report was not printed this year. We had one run of copies typed and sent a copy to Dr. Eric North. Perhaps you can get this copy from him for the office there. I also sent him copies of the very detailed budget passed upon by the Executive Committee November 11, and copy of the minutes of the meeting - or rather sufficient copies for all the Trustees. He has probably handed these over to you by now.

I do not know whether my quoting from your letter the two paragraphs in my letter to Dr. Williams will get you in bad or not but it seems only fair to him that he know just how you feel about the matter and he take steps to correct it.

I am very much pleased with the minutes of the Executive Committee meeting, which you have sent and which are in such good form and so clear. I don't know as there is anything for me to write to you especially about, though, regarding them.

Our debating team lost to Shanghai College this year, chiefly because we had immature speakers, none of whom had been in a debate before - not even a preliminary debate in the University, except Ko, while all the other men had been in two intercollegiate debates. As it was our men made a very good showing and were almost as good as the more mature and experienced Shanghai men. It is some consolation that Hangchow College defeated St. John's in their debate. Nanking defeated Shanghai College and St. John's both in football this year, so that somewhat takes off the edge of the defeat in debate.

We were glad to get final and authoritative statement regarding the famine funds, namely, Mr. Lamont's letter to Dr.Speer of November 20, saying that every member of the Executive Committee for the China Famine Fund had approved of the Trustees' plan for the disposition of the China Famine Funds. We presume that the proposed plan was that $675,000 go to Nanking and $225,000 to Peking. We are extremely anxious to get the conditions and limitations under which we are to operate this fund, of course.

We are going to have a Christmas vacation covering Saturday, Sunday and Monday and Tuesday. I hope to get out for a day's hunt somewhere during that time.

Everything is going along fine except our finances. We are cutting down at every point but still are in great financial stress and will be until we get our debts paid, and a more adequate annual income.

With very best Christmas greetings to Mrs. Moss and to yourself, as ever

Cordially yours,

A. J. Bowen

RECEIVED
JAN 17 1923

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

December 19, 1922.

Dr. J. E. Williams,
156 Fifth Avenue,
New York City, U. S. A.

My dear Williams:

We have at last gotten some good letters from you, and Reisner and several others have letters. We are extremely glad to hear from you again; it seems a long time since we had heard.

The prospects for getting financial relief by the end of the year, however, are not very bright, and I do not know just what we can do. I have asked Mr. Akerstrom to check up on the possibilities of carrying on, but I am sure that we shall not be able to pay salaries except for December. I will try to get you a statement in this letter. You will recall how it was a year ago at this time. It is just about the same now - if anything, a little worse.

We shall be very anxious to hear about theTrustees' meeting December 9. Mr. Moss sent me a copy of the minutes of the Executive Committee meeting of November 8, which are very good and in very good form.

I also received a letter from Moss and am going to take the liberty of quoting two paragraphs that you may know just how he feels on one or two matters. I am sure you will appreciate the absolute necessity of entire coördination of your work and his, and of putting everything you possibly can upon him so that you can be free for the main and big task that is on you - of first raising the debt of approximately $60,000 gold, and of working on forward-looking plans for a better financial basis for the University. It is fine that the three main boards in their financial difficulties have agreed to take on a thousand dollars more, gold, for current expenses, and that will help some, but it is only a drop in the bucket, in a sense. The sentences I want to quote from Mr. Moss's letter are as follows:

> "Mr. Williams has also probably written you about the Famine Fund. He does not indicate to me what matters he is taking care of, and he seems reluctant to recognize the work this office is supposed to do. He is a good deal closer to Mr. Speer than I am so he has better information about it and should keep you posted.
>
> "Let me say that I hope you will find occasion to write me what is going on in the University. Mr. Williams

may get many letters from you but he never passes them around as you do in Nanking, and the result is I know practically nothing of affairs there. My interest is keen and I am now in a position where it would be better for the University if I did know a good deal about what is transpiring. That is to say, I can speak before the Trustees with much more assurance if I am in constant contact with the field than if I seldom hear from you."

I will try to give Mr. Moss all of the information that we have here from time to time, and send him all of the publications we have and all that come out, so that he can have everything at hand in his office. If you can go over with him as often as possible your own plans and just what you are doing and working on, it will be a help to him, I am sure.

We have Christmas vacation Saturday, Sunday, Monday and Tuesday. There is a fine spirit here among the students and among the faculty and they are all cooperating in every possible way in the cutting down of expenses. We have gone over the whole matter with the faculty quite fully just what we did at the Board of Managers meeting and Executive Committee meetings, and have given them copies of the summary of the budget, so that the whole faculty knows the situation. The ladies have organized and are making and selling candy and cakes and are buying tapestries, lace and a whole lot of other things to sell in America, all the proceeds of which are to help on our debts. They have taken over the interest that we paid last year, something like $1300, as their immediate objective to raise and they will no doubt turn that much in to the University during the next six months. But that is not the most important thing. It is bringing the wives of the faculty much closer together and in much fuller and more sympathetic touch with the University and its problems and difficulties, and that is a very great asset, so that we have the fullest sympathy and cooperation in our whole outlook here.

You will have learned from previous letters that the Board of Managers, through the Executive Committee, finally agreed to go ahead with the first unit of the Hospital building, which is quite in harmony with Dr. Hutcheson's ideas and your own. Small is working on the plans as rapidly as possible and they will begin building just as soon as these plans are ready.

The walls of the sericulture building are up above the level of the ground and they are pushing that forward rapidly. We had unusually good weather all fall, hardly any freezing, so that they have been going right ahead and will continue to as long as the weather permits. Of course when it freezes hard they cannot do cement work.

We have had good letters from Owen and they are expecting to start back the latter part of February or early in March. We have rented Dr. Wang's house but are not sure whether they will want to go

$50 per mo.

into it or not. The Hummels will probably go home during the summer, and also the Wilsons, but we shall have to have some place for the Owens from the middle of March on. Wilsons all in Quarantine - called per. Ins.

Just as soon as we get some of the Famine Funds in hand we can get in a good many pieces of land that we have been wanting to the west and northwest of us. In fact Reisner has already gotten a number of them cleaned up and has gotten a very good proclamation from the Commissioner of Police about the removal of graves, which we are going to put up now in a few days.

I am enclosing a copy of a letter from Miss Priest, which explains itself and helps to explain the letter I wrote a few days ago about her taking over some of the treasurer's work.

You will see by the copy of the letter I have given Mrs. Meigs that we are moving forward on the buying of some land for her. As a matter of fact this piece of land, which is on the hill to the north of the road toward Ginling immediately west of us, takes clear to the road on the west next to the little temple, about 40 mu in all. Mrs. Meigs is advancing what money we need to put down now and will take, of course, only a part of the land. We will pay probably not more than $40 per mu for this land. Of course it will be paid for from famine funds and from what Mrs. Meigs takes for herself.

It is certainly fine that the famine funds have finally been settled and I hope that the actual money is paid over to the Trustees by this time, but Mr. Lamont's letter, copy of which you sent us, is certainly fine. We ought to have $10,000 or $15,000 gold of this money on hand here, chiefly for purchase of land which the agricultural men are very keen about getting, and which we have to buy when it is available.

I have just received a registered letter for you from Mr. George S. McCune, Huron College, South Dakota, enclosing one for a Korean student in the Seminary. I am sending the letter over to the student and asking Dr. Richardson to write to Mr. McCune about the student.

I do hope things are beginning to open up a little more with the financial situation improving. Dr. Coulter was talking to me about a Mrs. Livingston Taylor of Cleveland, who has lots of money, and he thinks this lady could be interested in Nanking. He says she is somewhat peculiar but he thinks you could probably get her interested in Nanking for something worth while. He does not have any influence with her because he preached a sermon in her church not so very long before he left, that she did not like at all and she told him that she was very sorry he was going to China where he would corrupt the heathen, so it would be just as well not to say anything about his being connected with the University. He thinks she is a woman whom we could get some money from, but it would take a little cultivation. He thought possibly Robert Lewis might get you in touch with her as well as anybody in Cleveland.

You certainly are having a hard time over there, and a dog's life, but I do hope things begin to loosen up shortly. We are doing everything we can here to keep things down to the absolute minimum in expenditures and only regret that we cannot help you over there, directly or in any way.

With very best Christmas greetings to Mrs. Williams and to the family and to yourself,

As ever cordially yours,

A. J. Bowen

P.S.

I certainly appreciated your fine letter & fine spirit. I only wish I could help you in this heavy load & extremely difficult task. Reisner appreciated your direct letter to him very much. I do hope you & the family have a good Christmas together. We hope the next mail will bring some good news about the China Medical Board & the negotiation for aid from them. Lee is in town for week or so & spends last 2-3 days at our home. He is working on the Southeastern Science situation. Dr Hans Driesch lectured last this Am. at it would not come without an "honorarium" as that was the German "custom", but we said O.K. don't come, but he did come O.K. He is out ½ yr at S-E & ½ at Peking under same auspices as Dewey & B. Russell. He is a good man & has a more constructive - for our XN work - program or message than either of the others. With Best Christmas greetings to all

With love, A. J. Bowen

Brown File

RECEIVED
JAN 17 1923

December 16, 1922.

Mrs. F. E. Meigs,
Nanking.

My dear Mrs. Meigs:

This is to state that you are to have first choice of any lot on the hill on the north side of the road to Ginling; that you are to have as much of the hill as you desire and that it is to be your exclusive property.

It is also understood that for the final amount of land taken by you you will pay the University at pro rata cost, and

There are to be no animal husbandry buildings on the property.

Very cordially yours,

Bowling Hill

COPY

December 12, 1922.

Dear Mr. Reisner:

After thinking over the question of the secretarial work in the College of Agriculture and Forestry, and in accordance with our conversation, I wish to make the following suggestions.

Through the Famine Funds we all realize every department of the College will be strengthened and that our faculty will be increased. Judging from the past two years, I am sure you will agree with me that it will be impossible for one person to attempt to carry all the secretarial and clerical work connected with the College. Furthermore, it is a recognized fact that the Treasurer has not sufficient assistance in his office at present to take care of this extra work.

It seems to me by cooperating with the Treasurer's office, the increased amount of work can be handled easily and efficiently. I feel this can be accomplished as follows: first, by securing a secretary who will relieve me of all secretarial work connected with the College of Agriculture and Forestry; and second, by using my time in assisting in the treasurer's office as well as continuing the work I am now doing in connection with the Gardens, etc.

As far as the work in the treasurer's office is concerned, I should suggest that it be left entirely to the treasurer, and I am sure when Mr. Owen returns, we can work out a plan that will be mutually satisfactory. It should be understood, of course, that although I am representing the College of Agriculture and Forestry, my work should be arranged so that it will be of the greatest assistance to the Treasurer regardless of departmental division.

Of course, these are merely suggestions, but it does seem to me that some plan could be worked out which would be beneficial to both our College and at the same time help to solve the problem of additional assistants in the treasurer's office.

Very sincerely yours,

(Signed) Elsie Priest.

over

December 27, 1922

Dr. A. J. Bowen,
University of Nanking,
Nanking, China.

Dear Bowen,

Your letter of November 14 was forwarded to me at Rochester last week. I read it with the keenest interest and felt deeply the cogency of every point you made. Our work has been primarily possible because of the kind of men we have had working on the job,- men of clear intelligence, special knowledge and fine cooperative spirit. It has also been no less possible because of our buildings, equipment and current expenses and without these, even devoted able men would soon have to stop.

I enclose letter which I have just written to John Reisner which will explain a little of my reactions on the accounts. I am glad that you find Mr. Cressy doing a really constructive piece of work, as Chairman of the Finance Committee. I am glad, however, that you tided over the reaction against Mr. Owen. We should deal fairly and justly by Mr. Owen. He was only made official Treasurer a few months before he left on furlough. He may not have had the most expert training in accounting but he did, however, work most faithfully and loyally, and studied our problem. I doubt whether any expert training would enable any Treasurer to make a showing with a budget that was spending each year more than $20,000 Mexican more than the assets. He should have shouted these facts in a way that all must heed, only his modesty prevented this! You know, however, how loyally and faithfully Owen worked through the years, and I know you will see that he is given a square deal, however vigorously the accounts may be reorganized.

I will see that Mr. Lobenstine and Dr. Proctor both have notice of the next Trustees' meeting. If you have had to run into the banks this year, you will cable us the facts.

It was a keen disappointment to me that it has not been possible to cable you that the deficits were met before Christmas. With all resources gathered together, according to your reports, we shall probably stand $10,000 or $15,000 Gold to the bad at the end of 1922. I fear with this burden still upon you that it cannot be a very merry Christmas for you and the family. All the Williamses are wishing and praying that it may be a blessed and happy Christmas Season and that the New Year

may soon bring relief on the problems and put us in a way of not getting into such heavy burdens as the past year and a half have entailed.

I realize how trying it has been to you Bowen that I have been over here so long without getting adequate money for relief. You were in America in the beginning of 1920 when monies were being given in large blocks to philanthropy. Reisner has just spent two years here since in hard times and can have some idea of how the conditions have changed. With the deficits of the Baptists, Methodists and Disciples, you can realize how ready they would be to cooperate in anything I try to do for the University. A friendly citizen who might carry union work, who is not actively connected with one of the cooperative churches is the kind of an animal thatyou may see described in the Chinese pseudo classic - Shan Hai Ching! You have to look at these fellows to realize what I mean. I probably have a far better entree to any of the Presbyterians than could be proposed or advocated by Dr. North or anyone of the Methodist leaders, and you may rest assured that I will use all the influence I can to the limit for the benefit of Nanking.

I am enclosing a list of the gifts that was required by the Trustees at the last meeting. Dr. North and Dr. Ward were under the impression that the M. E. Board was being unduly pressed. So the statement at their request.

My office is now at 150 Fifth Avenue and I shall do all I can in every way to cooperate and to develop mutual confidence. I still believe that we can win out in time.

As ever faithfully yours,

JEW:LB
Encls.

P. S. My plan is to try to the limit all leads in the next two months. Swasey and Severance are going after Homer Johnson in Cleveland and I am going to see Arthur Davis again on the Hall Fund. I am going to see Carman and Arthur James for a lift.

Cornell has decided to back Nanking's agriculture with all they do. President Butterfield is urging me to spend two or three days with them and I will do so for we need his active cooperation in our plans.

I am going to Cleveland before January 15 to have a good talk with David Teachout and see others. Severance is going to help more on our deficit, he says, and I will learn how much. I feel deeply Bowen over the deficits; in fact I am feeling that so keenly as to be about paralyzed by it. We must all realize, however, the real conditions with Boards and Missions

cutting 20% or 25%. Suppose they applied that to the University?! Something is being accomplished that that is not being done!

Peking is getting some gifts for buildings. Their current situation is probably far more desperate than ours. Their buildings are to be built on a 3 years' job! And when built how will they finance for current?

The Commission's report has put Yale in the air and they are hanging by the hair, not being able to put on a financial drive for their present obligations and wholly suspended as to their future.

Shantung wanted Paul C. Cassat to come home for a campaign and the Presbyterian Board said no emphatically - with no promise of a time when he could come!

The Women's Colleges are closing a 3 year effort in mad whirlwind. Mrs. Peabody who has led the effort is about frantic. They will get their $2,000,000 to claim the $1,000,000, probably, because they are women and the leaders in all Mission work and had the greatest appeal possible, but what an effort! The Boards all know our proposition is the soundest and best. We have strong backers. We are on trial just now because of our deficit to test whether we are willing to make a budget and live within it without gambling on special funds being found each year to pull us out. If we had found the funds we could go on the old plan.

If we could have an office steadily like Yale and Canton and supplement the Boards with special funds, we could do finely but so far Dr. North, Mr. Speer and Mr. Cory and Franklin too probably, are entirely unwilling to open that question! I have got to move piece meal and not press that question. We will have the Trustees enlarged with men who will help. We have cleared the worst if you men are not suffocated in the process. We are only conscious of our desperate needs and lack of support but to other institutions we seem unduly favored.

J. E. W.

UNIVERSITY OF NANKING
Capital and Current Funds from Co-operating Boards
From 1912 to December 9th, 1922.

AMERICAN BAPTIST BOARD

Capital			Current	Sherwin Scholarship Fund ..... $5,000.
Med. Dept.	$5,000.		$23,010.	
Residence	4,100.			
Equipment	900.	$10,000.		
Gift of Ambrose Swasey		26,764.		
		$36,764		

METHODIST EPISCOPAL BOARD

Capital		Current	Int. on $100,000 Endowment
Res. for Med. Miss'y	9,000.	$51,180.	Nov. 3, 1919 ....$5,000.
2 houses at Nanking	11,000.		Oct. 31, 1921 ... 5,000.
Lab. Apparatus	5,000.		Mar. 23, 1922 ... 5,000.
Med. Dept. 12/22/13	5,000.		$15,000.
Land Nov. 22, 1917	6,000.		
Land Apr. 30, 1918	4,000.		Famine Endowment $10,000.
Kuleo " " "	1,500.		
Prop.& Bldg. Fund	2,500.		
" " " "	500.		
Hosp.Prop.&Equip.	2,500.		
Prop.& Equip.	5,500.		
	$52,500.		

PRESBYTERIAN BOARD OF FOREIGN MISSIONS

Capital		Current	Famine Endowment $10,000.
Quota Med. Dept.	5,000.	$72,107.	General Endowment 1,000.
From Sage Legacy June 7th, 1920 ...	35,000.	(Sent direct to field and did not, therefore, pass thru Treasurer's books in New York).	
D.H.Day Bldg. Fund	10,000.		
L.H.Severance	5,000.		
J.H.Severande and Mrs. Prentiss	79,577.		
Ed.C.M.Richards	400.		
D. B. Gamble	9,600.		
Anna M.Conaway and M. E. Birch	400.		
Julia M. Turner	4,000.		
Mrs. McCormick	35,000.		
Mrs. Wheeler	5,000.		
Dr. Allen	3,000.		
E.R. Brown	$191,977. 10,000	$201,977	

UNITED CHRISTIAN MISSIONARY SOCIETY

Capital		Current	Int. on $40,000.Endowment
Hosp. Equip.	4,000.	$65,957.	Nov. 5, 1919 $2,000.
Residence	4,625.		June 3, 1921 2,000.
Physician's Res.	5,000.		Feb. 10,1922 2,000.
	$13,625.		$6,000.

UNIVERSITY OF NANKING

RECEIPTS FROM APRIL 1912 to DECEMBER 9th, 1922 for

PROPERTY AND BUILDING

NAME	DATE	AMOUNT	DESIGNATION	TOTAL
American Baptist Bd.	May 13, 1914	$ 4,100.	Residence	
	May 13, 1914	900.	Equipment of Univ.	
	May 13, 1914	5,000.	Medical Dept.	
		$10,000.		
Ambrose Swasey	Mar. 15, 1915	2,000.	Science Hall	
	July 5, 1915	3,000.	" "	
	Aug. 3, 1915	3,500.	" "	
	Jan. 21, 1916	5,000.	" "	
	Feb. 28, 1916	3,500.	" "	
	Mar. 23, 1916	4,000.	" "	
	July 3, 1916	4,000.	" "	
	Sept. 8, 1916	1,764.	" "	
		$26,764.		$36,764.
Methodist Episcopal Bd.	Dec.22,1913	5,000.	Med. Dept.	
	Nov.22,1917	6,000.	Land	
	Apr.30,1918	4,000.	Land	
	Apr.30,1918	1,500.	Kuleo	
	Apr.30,1918	2,500.	Land	
	June 22,1918	500.	Univ. Work (Hosp.)	
	Aug. 9, 1918	2,500.	Hosp. Equip.	
	Dec. 5, 1918	5,500.	" "	
	Jan.28, 1919	9,000.	Res. Med.Miss'y	
	Oct.25, 1920	11,000.	2 houses at Nanking	
	Dec.29, 1921	5,000.		$52,500.
Presbyterian Bd.	Feb.25, 1914	5,000.	Med. Dept.	
	June 7, 1920	35,000.	(From Sage Legacy. Sent direct to field and did not, therefore, pass thru Treas.books in N.Y.)	
		$40,000.		
Estate of L.H.Severance	Aug. 25,1913	5,000.	Land	
John L. Severance	Dec. 18,1913	2,600.	Architect's Exp.	
and	May 21, 1917	10,000.	Administration Bldg.	
Mrs. Prentiss	May 3, 1918	3,000.	Med. Dept.	
	May 26, 1919	20,000.	Administration Bldg.	
	Aug. 5, 1919	20,000.	" "	
	Aug. 9, 1920	15,000.	" "	
	Feb. 3, 1922	8,977.	" "	
		$84,577.		
Mrs. McCormick	Mar.11, 1915	12,500.	Dormitory Bldg.	
	Mar.17, 1916	12,500.	" "	
	June 27,1917	10,000.	Language School	
		$35,000.		

Total amount brought forward from 1st page (not including Presby.Gifts) ..... $ 89,264

Presbyterian Gifts Cont'd.

Amt. brought forward ..... $159,577.

Mr.&Mrs. D.H.Day	Dec.20,1915	$2,000.		Bldg. Fund	
	June 30,1916	2,000.		" "	
	Oct. 2,1916	1,000.		" "	
	Jan. 5,1920	5,000.		" "	
			$10,000		
Ed.C.M.Richards	June 26,1916	300.		Land for Agr.Dept.	
	Sept. 8,1916	100.		" " " "	
			400.		
D. B. Gamble	Sept.17,1917		9,600.	Dormitory	
Anna M.Conaway & M.E. Birch	Mar. 28, 1917		400.	Language School	
Julia M. Turner	July 8, 1912		4,000.	Residence	
Mrs. Wheeler			5,000.	Language School	
Dr. Allen	July 1, 1914		3,000.	Med. Research	$191,977.
E R Brown				Med Dept.	10000
					201.977
United Christian Missionary Society					
	July 3, 1918	2,000.		Hosp. Equip.	
	Oct. 4, 1918	2,000.		" "	
	July 24,1919	4,625.		Residence	
	Mar. 11,1920	5,000.		Physician's Res.	13,625.
Methodist Episcopal Bd. South		2,500.		Kuleo	
		500.		"	
		2,000.		(Paid on field)	5,000.
Presbyterian Bd. South		5,000.		Kuleo	
Dr. A. C. Hutcheson		5,000.		Dr.Evans' Res.	10,000.
China Medical Board	May 14, 1917	7,500.		Hosp. Equip.	
	Nov.17, 1917	5,500.		" "	
	Sept.25,1918	4,500.		" "	
	Oct.18, 1918	2,000.		" "	
	Dec.23, 1918	5,500.		" "	25,000.
Individual Gifts:					
Ellen S. James	Apr.11, 1912	20,000.		YuKung Kuan Prop.	
	July 7, 1913	2,500.		Medical Dept.	
	May 13, 1915	2,500.		Medical School	25,000.
A. C. James	June 30,1914			Medical School	2,500.
~~E. R. Brown~~				~~Medical Dept.~~	~~10,000.~~
E.S.Harkness	June 26,1914	1,000.		Equip.Oper.Room	
		10,250.		Medical Dept.	11,250,
Cleveland H.Dodge	Feb.10, 1913				500.
Geo. A.Plimpton					525.
G.E. Huggins					2,500.
Silk Association					21,000.
				Total Gifts	$408,141.

December 26, 1922.

Mr. John H. Reisner,
University of Nanking,
Nanking, China.

Dear John, Bertha and the children,

We are thinking of all the dear friends in Nanking at this Christmas season. The children are remembering most vividly their happy times at Nanking in the old home among the people that we love best. It has been an exceptional Christmas for us. Dorothy was brought home Sunday from the Presbyterian Hospital. She underwent a very severe operation for appendicitis with complications on December 8 and we were very anxious for two days. Since then she has been making a wonderful recovery. Mary is with us now and they are enjoying immensely being together again.

I did hope that the final arrangements of the famine fund would be completed so that you would have the details of the plan of operation before Christmas. That has not been possible, however, and since the fund is to be supervised by a Committee in China - two to be appointed by the United States Minister and two by the Committee of Reference and Counsel, which four are to elect the fifth - which will be the final Executive Committee in charge of the fund, and the legal papers having not yet been completed or finished here, you may realize that it will not be possible to put the plan into operation for at least several months yet. You knew what the position of Mr. Stevens and the Peking group was and how difficult it was to handle the situation. It was wonderful what Mr. Speer was able to accomplish in the face of such a determined position.

I was away for a week at Endeavor, Pa. at the Wheeler's home, Buffalo and Rochester, hoping to accomplish something worthwhile toward our deficit. It was not easy going, however. Another talk with Mr. W. A. Rogers did not result in anything except to reveal that we have little prospect of aid from that quarter. What he does will be done for the Y.M.C.A. and Chang Sha. I hoped to see Statler on this trip but he was just leaving for Toronto and it was not possible to do anything in the last two or three hours in the rush before going. I spent a couple of days at Rochester trying to get into the situation there, not expecting to land any money but to learn more of "who's who" and how to do it. I am going there in February when a special campaign is put on and I will have the cooperation of Dr. Cushman, Pastor of the largest Methodist Church, and Mr. Jewell, Extension Secretary for the Presbyterian Churches.

I have a painfully vivid sense of the problem that is confronting Dr. Bowen at the end of the year in having to live through it over there and knowing that no funds are coming from this end, and how very aggravating it will be. I can imagine the work he has had with the Finance Committee in reorganizing the accounts, and could wish that reorganizing accounts would do something to clearing off deficits. The only thing that will do that is cash and as that seems to be up to me ergo I am the only man making deficits.

The meeting of the Trustees on the 9th promises to clear up about $35,000 gold of the deficit when the plan proposed is consummated; namely, about $15,000 from famine funds of the Methodist and Baptist Boards, and utilizing the $20,000 blocked out by the Methodist and Presbyterian Boards for endowment of the Agricultural Department. I should prefer to hold the endowments. The judgment of the Trustees, however, was to liquidate by any assets that could be assigned.

I am a bit perplexed by all the financial reorganization. I hope it won't prove to be a mare's-nest, as far as helping us financially. It is painful to add more publicity to our deficits without doing anything to relieve them. There is logically only two courses to keep clear of the deficits,- for the Field to cuttdown actual expenses directly, immediately and effectively, and for America to get additional money without conditions attached, to count on the deficit. Reorganization of accounts does not do directly one or the other and indirectly it may not promise to help much toward one or the other.

I may have seemed negligent about not having sent a cable to you about the funds. The nearest point to their being a period in the operation when they seemed decisive is when I saw a copy of the letter of Mr. Lamont to Mr. Speer, and even then I did not feel that a cable could have done otherwise than to arouse hopes beyond the facts that might lead later to a revulsion of feelings. The letter was copied and mailed at once.

All the Williams would unite in loving greetings at this Christmas Season to all the Reisners.

Very sincerely yours,

JEWELLB

Speer

December 28, 1922.

Dear Bowen,

I am sending you copy of letter from Mr. Swasey because, aside from personal matters, it will give you his reaction on the financial situation and what he is thinking about the Hall Fund.

The legal matters of the famine funds are to be taken up by Mr. Speer with the Committee with a view to guarding the University's interest more carefully in the legal basis of the agreement. As that matter was left entirely in Mr. Speer's hands by the Trustees I am simply cooperating on anything that he wants that I can do and there is no legal possibility as well as no chronological possibility of referring the matter to you on the field. As soon as there is an agreement of the people in authority here, a copy will be sent to you at the earliest possible date.

I am also sending you for your information copy of a letter from Mr. C. Y. Tang together with my reply, also his later letter. He sent me a copy of all the Trustees and Directors of Cornell. I am writing him for still further information in regard to the matter. Reisner and Buck will be particularly interested in this. I shall follow it up. As regards this matter I think it would be well for Reisner and Buck to let me know of any communications they make to Cornell so that I can work to better purpose.

In rereading Mr. Tang's letters and also Mr. Lamont's letter to Mr. Speer, I note that Dr. Livingston Farrand, President of Cornell, is a member of the President's Committee which approved the assignment of the famine funds; so that as I understand it there are no additional funds in prospect from the "Cornell in China Club", save "perhaps a part of the funds will come from the surplus of Cornell University Christian Association." Evidently, we are to have, through President Farrand, the official endorsement of the Trustees of Cornell and the faculty for the extension work of the University of Nanking as well as Peking in famine prevention. While this does not immediately carry the prosppct of any large increase of funds for our work in Nanking, it does carry the official endorsement of the Trustees of Cornell and their active interest in the work which we are to carry on. In this connection you will note and I hope you will make clear to all the faculty what was achieved through the assignment of the famine funds, not only that we are to have the use of these funds - carefully scrutinized, it is true, by a small Committee in China, for which we should be thankful as it will be our greatest protection - but it carries with it the endorsement of that influential

Committee and has called attention to the character of our work in the assignment of three-fourths of the amount to Nanking rather than to Peking which was in the very center of the famine region, which is tremendously significant and I want to say in passing that Reisner did a splendid piece of constructive service for the University through his efforts toward landing this fund, and he deserves real credit and appreciation for that work. I am going to get acquainted as I have opportunity with the men on that Committee as they may open up other leads and backing.

As ever yours,

JEW:LB
Encls.

Copy of Mr. Swasey's letter of December 18, 1922 to Dr. Williams

Copy of letters of Dec/ 8 - 22, 1922 from C/ Y. Tang to Dr. Williams

" of Dr. Williams reply to Mr. Tang, Dec. 12, 1922.

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

December 29, 1922.

Mr. Russell Carter,
156 Fifth Avenue,
New York City, U. S. A.

My dear Mr. Carter:

I appreciate immensely your fine letter of November 23 and we wish to thank you for making the reservations and necessary arrangements for our daughter to come out with the Owens. I hope that when you send her the bill she will send you the money promptly.

I appreciate specially what you have written about Dr. Williams and his work. It is fine of you and others there to be cooperating with him so splendidly, and I am glad that you have planned a tour through some of the cities and have given him names and other data which will enable him to get in some effective work for the University. He has, I am sure, as you intimate, an extremely difficult task and it is very easy for people to be impatient and critical. I am sure that he needs the fullest sympathy and cooperation of everybody concerned, and especially of us out here and of the Trustees and the Boards, and I feel confident that through your efforts to a great extent this is being given.

We were delighted to get the conditions of the famine gift in the last mail, through Dr. Speer. While they are rather strict and specific, we feel that they are exactly as they should be. They should be strict and specific and so safeguarded and stated that there can be no misuse or waste of these funds in any way. Mr. Reisner and I both feel that the conditions are perfectly fair and proper and we shall do our best to see that they are strictly observed.

We are having frequent meetings with heads of departments over our finances and the future policy and shall be sending you and Dr. North and Dr. Williams and Mr. Moss some rather specific statements of conditions and of necessary reinforcements if we are to continue to function at all. These are not quite in shape yet but they will be within a week. There is the utmost cooperation and spirit of wanting to help and to see that the University is gotten out of debt and kept out of debt, on the part not only of the heads of departments and schools, but on the

part of every one connected with the University. We are having the finest possible cooperation and help from all concerned.

It is fine that Dr. Williams is beginning to get in funds for our debt, and I am sure that as conditions improve over there and as Mr. Moss's office becomes established and organized and he can take over more and more of the routine work that has had to fall on Dr.Williams, that things will go faster after the beginning of the year.

We do appreciate all the very constructive help you are giving and the much appreciated sympathy that you always extend to us. We certainly should be more severely censured by our Trustees for the serious difficulty in which we have gottan the University. As the Chinese say, "If you will let us off this time we will never do it again" - at least I think we all feel that way, and I am sure with our new system of bookkeeping and checks that we can operate, beginning with January 1, there will be absolutely no excuse for us exceeding the budget hereafter.

With very best wishes for a good New Year and with kindest regards,

Cordially yours,

R. J. Bowen
Pres.

December 29, 1922.

Dr. Ralph A. Ward,
150 Fifth Avenue,
New York City, U. S. A.

My dear Dr. Ward:

I have your letter of November 27 concerning the young man who is receiving his Ph. D. in chemistry at Yale. We shall not have any opening for a Ph. D. man in chemistry as we have Mr. Thomson and Dr. Jones, who has joined us this term from Soochow University, and we are planning to take on one of our own graduates, who got his Ph. D. in chemistry at Columbia last year and is now teaching in the government university at Peking. He is a strong Christian man and a son of the contractor who builds our new university buildings, and we want him. So there will be all possible men that we could support in chemistry.

I appreciate much your wanting us to send the University Candidate Committee all possible information about men whom we shall want in the immediate or near future, and we already have a committee working on this and I will send a report to you as soon as it is prepared.

I am writing more especially, however, to ask what has happened with the recommendation of the All-China Finance Committee regarding the surplus famine funds of some $300,000 or $400,000 in the hands of the Methodist Board. I believe this All-China Finance Committee recommended that $100,000 gold of this be given to the University of Nanking for permanent endowment. We are extremely anxious to have this money settled and to secure this endowment, so that we can count on its income. I am sure that the longer such a large fund is held there in the hands of the Board, the more embarrassment the Board is going to have regarding its use and distribution. The American Committee for the China Famine Fund have, as you know, recently granted $675,000 to the University under certain restrictions and limitations, and I am sure that this committee and the Committee of Five that is to be created to control the expenditure of this fund will expect that the Methodist Board, who has the exculsive direction of a large fund, will ~~to~~ show as much faith and confidence in the University of Nanking as they have done, and to assign a good share of this fund to us. As I wrote either to you or Dr. North several months ago, this $100,000 should be turned over to the Trustees as meeting ~~their~~ part of the pledge of the Board for endowment, which was $350,000 gold. As you know the Methodist Board has been paying interest to the University

for the last two or three years on $100,000. If they can turn over at least $100,000, that would obviate the necessity of paying the interest on it in the future. But I am also very much in hopes that Centenary matters are so improving that the Board can begin to pay in on the additional $250,000 pledged under Centenary askings. I shall be very glad if you will take the matter up with Dr. North and with the Board, if it has not been done, and let us know what has happened or is happening regarding this surplus famine fund.

With best wishes for a Happy New Year,

Very cordially yours,

A. L. Bowers

MBB

RECEIVED

JAN 29 1923

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

December 29, 1922.

Mr Speer
Trans Acctt.

Dr. J. E. Williams,
156 Fifth Avenue,
New York City, U. S. A.

My dear Williams:

We certainly were glad to get your good letters of November 28, and on the same mail Mr. Reisner received a good letter from Dr. Speer, together with "Memorandum of Plan for the Distribution of Approximately $900,000, Being the Balance Now in the Hands of the American Committee for China Famine Fund." Mr. Reisner and I take this memorandum with the seven points, which you will have seen and which you probably had before you when you wrote your letter, to be the terms and conditions under which we receive our $675,000; but we are not sure that this is exactly the case from your letter - or, rather, whether these seven points cover all of the conditions, because your letter says: "Firstly, we do not receive the sum until the end of ten years, and then it is not clear that we will receive it."

It seems to me, and to Mr. Reisner also, that the American Committee has given to our Trustees, in trust for our University of Nanking, this sum, and that while the Committee of Five to be appointed may not approve of what we suggest as a budget, or after we have operated a year on a budget we have had approved and have not pleased them or made good in their opinion, they might not approve of another budget like the one submitted, ~~but~~ they have no power or authority to give this fund away to anybody else. It is the Trustees', and after ten years and the Committee of Five is dissolved, the money or such that is left still belongs to the Trustees - still, of course, for the original purposes for which it was given, famine prevention. Of course, if during these ten years we squander too much of this money or do not make good and constructive use of it, then it would be quite within the province of the Trustees (probably upon recommendation of the Committee of Five) to consider other agencies using it more properly or adequately; but during these ten years, as I understand the seven points, we are to get the use of such principal and income as we can persuade the Committee of Five to allow us to use.

On the second page of your letter you say that, "In a word, the assignment of funds, the proportion of the total amounts to accrue to the University at Nanking, is not determined upon the staff and work now being done in the University of Nanking and Peking University but will be determined upon year by year by the committee made responsible to observe the work." Now it seems to me, from all I

know about the case, that the assignment of $675,000 to us and $225,000 to Peking was very distinctly and definitely assigned on the basis of the staff and work that the University is now doing. It seems to me that there was no other basis on which they could have assigned it. They know what we are doing, and have done, in agriculture and forestry, what facilities we have, and on the strength of that were persuaded that $675,000 could safely be entrusted to the University of Nanking. Now that it has been so entrusted and turned over, as I understand, to our Trustees for the purposes indicated, the amount that we can spend of this fund in a year, either from principal or interest, depends on a Committee of Five, and naturally if this committee is persuaded that what we are doing with the amount so turned over is futile or useless or is being squandered, they will not want to grant very much the second year, and that seems to me perfectly reasonable and a safe provision.

I think it is all right that no part of the funds shall be used to defray expenses of any work done in connection with securing the funds, but as I understand it, these seven points do not forbid the funds buying land for the Agricultural Department or building houses for the staff that will come out under the fund or caring for their share of the administration of the fund, such as an additional treasurer or part of an additional treasurer, and an additional secretary. It depends upon whether or not the budget we make out, if it contains any such items, is approved by the Committee of Five. If they approve, then that will settle it.

So, on the whole, Mr. Reisner and I both feel tha t the seven points in the memorandum are all legitimate and well taken and such as we ought to observe, and, of course, such as we shall be obliged to observe. We shall be extremely interested, of course, in the personnel of this Committee of Five, but it seems to me, in a word, that the fund is made available for such work as we wish to recommend and the Committee of Five will approve, and we have carte blanche to make good with sufficient funds available with which to make good in any work that we undertake. Naturally we shall be extremely careful to recommend lines of work and to recommend expenditures which we feel we can make good upon. I think we can take it for granted that the Committee of Five will be sympathetic and will be as interested in something worth while being done with these funds as we are, and we shall not regard them as a committee of repression and of scrutiny merely, but a committee that will give every definite and constructive suggestions and help in the wisest use of these funds.

I believe Mr. Reisner has it in mind, when this committee is appointed, to recommend to them an additional advisory committee composed of perhaps some other foreigners and certainly a number of worth-while Chinese whom the University and the committee can feel free to advise with fully and specifically upon all plans contemplated. I believe this is a very good idea, and I think it

will appeal to the committee of five likely. You can depend upon it we shall be extremely cautious and conservative in what we recommend and attempt to do. And I think, further, that we should through this committee so administer this fund and so use it that at the end of ten years there will be at least $300,000 left which can go into a permanent endowment for the permanent support of such staff and work as we shall by that time have developed. It seems to me that this is the only safe proposition to work toward.

I am sure we should be extremely grateful to Dr. Speer for the very fine way in which he has worked out the safeguards and details of expenditure, and I am sure that their being so favorable as they are to us is due to his wise counsel and handling of the matter. I am extremely glad that you have been there at his elbow to counsel with him and help work it out.

I shall write to Dr. North or Dr. Ward about the surplus famine funds in the hands of our Board. I am not at all sure that this is $400,000 gold. I doubt very much if it is that much. The All-China Finance Committee of the Methodist Church made very definite recommendations about it and I think they have definitely recommended that $100,000 of it should go to the University of Nanking, but I have not heard yet what has been done. Probably no action could have been taken until the meeting of the Board of Foreign Missions in November. You could see Dr. Ward about it as he is quite approachable, but I doubt if it would do any good to see Dr. North at this stage.

I am very much pleased that your good friend Mr. Brown has given $5,000 gold toward the debt. I think that is only a starter and that things are beginning to come our way now.

I had a very fine letter from Mr. Carter saying that Mr. Schell and others were planning a tour of some of the cities for you, supplying you with names, etc. I wish that all of the boards would do that, and I am very glad that Mr. Carter and others are cooperating so finely with you.

Moss seems to be very happy over the organization of the Executive Secretary's office, and I am sure you are too, as it will relieve you more and more of many details. I would put all matters I could in his hands, such as candidates and files and, in fact, everything possible that you can unload on him. That is his business, and the more he has to do the happier he will be, and he has capacity for a tremendous lot of work. I am afraid if we do not pile our work on him the other universities will swamp him with theirs and ours will not be done, and you certainly ought not to be tied down in office in these days when it is so crucial that we get funds coming along pretty promiscuously and regularly.

I shall spend the week February 5 to 10 or 11 in Shanghai attending the Advisory Council of Higher Educational Institutions

in East China, annual meeting of the Association of College Presidents and Deans, and the Annual Meeting of the East China Educational Association. Whatever develops from that in the way of further cooperation or educational policies, etc., I will keep you informed of. I hope that the representatives of board missionary educators interested in education in East China will get together as they did for Central China and in the light of the Educational Commission's report canvass the situation here fully. We are having weekly meetings with the heads of departments, not only about our finances but about policy and plans for the future, and shall have something in shape by the next meeting to send on to the Trustees and all of you. I am glad that Dr. Gamewell is there to meet in such conferences, as he has worked through the whole matter with the Educational Commission.

This letter is already too long, but I must write about one other thing, and that is Chen Yu-gwan. As you know, he is in Peking. I had a nice letter from him a few days ago, and Thomson had a good visit with him while in Peking getting his eye attended to. I think Chen will be ready to come to us by next September, and I am writing especially to have you put the item of his salary down - $150 Mexican per month, at least; probably it had better be made $100 gold per month. We just must get him on our staff. He belongs to us and will work on the job that we are out here to accomplish more than any other returned student we have - that is, the Christian side of it. He will take a deep and vital and active part in the Christian work of the school, and he will do a constructive piece of work there that none of our returned students have yet done. He will carry the absolute confidence and respect of the students because of his scientific attainments and his standing at home, and he will very greatly influence all of our Chinese teachers in the right direction. He will set the pace and he will very materially influence the returned students of the city, especially Southeastern, in the right way, so there is every reason from every angle why we must have him. For the four months of 1923 about $300 gold we can manage with, but I doubt if we can make provision in our budget for him except by some special gift or grant from some individual or board above what we are now getting. I am sure you will appreciate the strategy of getting him here on our staff, especially with K. S. Sie leaving this summer on account of ill health.

We had a fine Christmas time here. The work has started up again all right after Christmas. I do hope that you had a happy family reunion and that all are well and that everything is going along even more hopefully after the New Year. It is certainly splendid the way the whole faculty and the faculty's wives as well as all the heads of departments and schools are getting under the burden and cooperating to cut down expenses and help find out why we are in the financial condition we are, and to help keep us out of such a condition in the future. We begin operating our new budget January 1 and I think we shall find that there will be no possibility of overrunning the budget hereafter, and we shall be able to check up month by month as never before.

Write to us as often as you can, as ever

Cordially yours,

A. J. Bowen

M. H. P.

Coek

December 30, 1922.

Dr. A. J. Bowen,
University of Nanking,
Nanking, China.

Dear Bowen,

While in town these days I want to catch up on some of your mail that did not receive due care during my absences. Replying to your letter of November 21, received December 23, in regard to the budget that you submitted, we understood that it was a tentative but during the early Fall Mrs. Beach and people in the office had more time so I thought it best to have it prepared and stencilled, thinking that later modifications might not be so radical but that they could be written into the coppies. The preparing of it was with the distinct understanding that action upon the budget would be taken in the October meeting of the Board of Managers. The changes have been so radical and your new budget is for six months only that it seems that we will still be in a great deal of uncertainty as to where we stand financially. In the six months' budget it is possible to hold over bills or to crowd them all in so as to effect a very great difference. However, I think you were well advised in drawing a budget for six months and in the determination to hold to the budget at whatever cost. We shall have to do that in order to recover the confidence of our Trustees.

The minutes of the Trustees' meeting of December 9 will clear up your apprehension about handling the annual budget. Final authority is left to the meeting of the Executive and Finance Committees. Since that is the nearest we ever come to a legal quorum it was the best disposition possible in view of the necessary delay involved in the revised budget.

I am glad that you mentioned that Reisner feels a little disappointed that I have not written more fully and promptly in regard to the famine funds and other matters here. The facts of the case were not, however, as you were led to suppose,- namely that "he had not heard once from me directly". My files show letters of September 13, September 26 and October 10. These should have been in hand before your letter was written. Then again November 6, 16 - 24 - 29 and December 26. He may be tempted to feel that I should not bother him so much with correspondence!

Resiner wrote me a very excellent letter on the steamer on his way back to Nanking in regard to the general problems of

of financing. I am having a copy made and sent to you, for I am sure it would be with his approval and it will be helpful in bringing to your attention the problems as he thought them over.

I was delighted that you could receive such a good exchange on the money for the sericultural building and that the work is under way and also that it can be held well within the funds.

I have written to you about the financial situation and I can understand that your problem at the end of this year is not easier than last year. I have been expecting a cable from you in regard to the inevitable overdraft, and yet I can understand that you would realize that a cable would not add anything to the sense of urgency that has been expressed in all of your letters.

You will have heard of the special effort of your Board for funds in the Fall. I understand that some $750,000 are available for your Foreign Board which should have relieved somewhat the stress. I do hope that having agreed to $100,000 of the famine funds being placed for the $100,000 endowment, and being confined to agriculture and forestry, that we shall actually receive that $100,000. Probably Dr. North has that in mind as soon as these stringencies of the Methodist Board can be ameliorated.

When you see copies of letters prepared by Mr. Greene and Dr. Vincent in reply to Bishop Birney's letter, and have before you copy of my former letter in regard to the matter, you will understand how the situation developed finally with the China Medical Board. I was prepared to see Dr. Vincent and Mr. Greene on the lines that Bishop Birney had in mind, but at a little meeting held with Dr. F. M. North, Dr. Eric North, Mr. Speer and myself in conference, it was made clear on motion of Dr. F. M. North and seconded by Dr. Eric North that I should do nothing further with the C. M. B. at the time. Of course, my relationships and problems in that quarter were made very much more difficult since no conference was had with them until the letter was written and then the situation seemed rather hopeless. Of course, I would be free now to go on with friendly relations with Mr. Greene and other members of the C?M?B? I wish you would convey this situation to Bishop Birney for I was deeply appreciative of his interest and readiness to cooperate with every resource at his command to help us.

3 - Dr. A. J. Bowen December 30, 1922.

In Reisner's letter he spoke of the value of general information about our work for the Trustees. I was delighted to know of Eddy's and Jones'visit and the decision on the part of the College and Middle School men. Send along anything that is worthwhile in China on the student movement and on educational movements. We get nothing on information of what is doing or not doing in the Governemtn over here.

As ever yours,

JEW:LB
Encls. Copy of Mr. Reisner's letter (S.S. President McKinley) August 30, 1922, to Dr. Williams

C O P Y

S. S. President McKinley,
One day out from Yokahoma,
August 30, 1922.

Dear Mr. Williams,

This morning I wrote a letter to Mr. Schell, at his request, on the housing stiuation in Nanking. I made it personal and referred him to your letter to the Trustees giving the fuller and more comprehensive statement. You will be interested in my letter to him, and I have asked him to let you see it, but otherwise to keep it and consider it personal. It ought to strengthen your position considerably and while I wrote the letter on the basis of our personal experiences it was applicable generally to the housing situation in the University. In the course of the letter I said: "I doubt if our Board has a mission station anywhere in the world where they have provided only one house for five families. If they have, help them first. We will take our turn with the rest. We want no special consideration." I think we can get some favorable action through the Mission and China Council, so that all the pressure will not seem to be coming from you representing the University, but from the station and Mission of the Board. Any any rate, I will see what can be done, in light of what you had done before leaving China. Will you please give Mr. Schell a copy of your housing statement to the Trustees if you have not done so already. He is thoroughly interested and I believe will help.

I have been away from New York for almost a month now, and have considered frequently our situation with the Trustees, and am writing these comments to you for what they may be worth. They apply to the immediate situation, the one which will likely hold for at least the present year. They will apply so long as the Boards are under the Present financial stringencies, and in the case of the Christian and Baptist Boards so long as they are subject to the influences of division within the Churches, or their divisions remain as acrimonious as they now are.

So far the Board of Trustees have been asked to do four things in connection with financing the University, increase on current appropriations, assumption of the deficit, provision of houses and underwriting the hospital property developments. I might add a fifth, namely, to approve a list of items representing our immediate needs for property and endowment. Objection may be made to the way of stating the above, but I think you have had in mind to have the four items first named assumed by the cooperating Boards, and as I recall, each item has been put up to them in various executive or Trustees' meetings. The first item has been favorably acted on, in part, and I feel it is the expectation that the cooperating Boards will next year add the second thousand gold, that is the Trustees feel that the Boards they represent will come across with this increase. That it is a just and reasonable increase, I think the Trustees are agreed, and willing to push it in their Boards. Disposition has already been made regarding the matter of hospital property, that the Boards will not underwrite it at that present, and in the meantime they pass the buck to you. The same holds true of the deficit. Outside of the attitude of some of the Pres. Board Secretaries, we have little encouragement on the housing so far, though I do not see how the Boards can hold out in refusing to assume some responsibility directly for relieving the housing situation. If Corey and Doan will stop looking at this from the point of equity and

and look at it from the point of simple unadulterated human needs, and can get some favorable action or a willing attitude, the other Boards would soon come across with their share of the houses. On the other hand it might net quicker results to get the most willing Board to take action irrespective of the other Boards. If one Board should fully supply their University quota with houses, the others might be pulled up to do the same, or shamed into it, or for what ever other reason such things are done. I am reminded of the rather conflicting points of view expressed by Corey and Doan, the former that they want things prorated and the latter that what one Board does should not be used as a lever to pry the same from the other Boards. Alex. Paul ought to help there and I know you will want to keep in close touch with him. If he could attend a few meetings for Doan, I am sure it would be easier to get actions through the Trustees, though what effect he would have on the final outcome I do not know.

I see no prospect of the Boards assuming the University's debt, and no direct help unless the Methodists put in twenty thousand gold of their surplus famine funds as has been suggested. I wish they would, and certainly it should not hurt their conscience more than to have a hundred thousand apply to their annual obligation of five thousand dollars interest on their unwritten endowment, or to Centenary pledges. In seeking contributions for the University, I do not think you should allow yourself to consider this deficit as a dead horse. To be sure the money has been spent, and if you had nothing to show for it, it would be a dead horse but in the light of the University's developments in the last two years, increased enrollment, summer school organization, standard of scholarship, faculty, equipment, etc/, it must be assigned to these things. We have accomplished the work but have done it too rapidly in relation to the increased resources of the University which have come more slowly than we had anticipated, and with which we are trying to catch up. This leads me to a question. In case it should be granted would the request of the U to the C.M.B. for $10,000 on equipment, be applicable to our present deficit on equipment, or would it all have to be spent for additional material? A large share of this deficit on equipment was due to our attempt to bring our standards up to C.M.B.'s standards.

You have a hard situation in New York. I wish I felt more hopeful of a large help coming from the cooperating Boards, but I can not get away from the conviction that what accrues to the University during your year in America, from sources outside the Boards which you have developed, or new sources, will depend almost wholly on you. After a year or rather two years, in New York, I feel this rather strongly. You should not feel discouraged over what you fail to get from the Boards. I wish that I might be with you to help a bit and to be working with you. No one knows better than I do what hard work it is, and how discouraging it is. But work it is, and I discovered not the semblance of a substitute.

I hope that the Autumn starts off well, with favorable word from the C.M.B. and the Surplus funds cleared off-- on to our credit, and that things will move much faster than they did last Spring. I feel they will.

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UNIVERSITY OF NANKING
OFFICE OF THE PRESIDENT
NANKING, CHINA

Dec 31/22

My Dear Williams, I came down here on the night train on a 6 P.M. telegram from Bp. Birney to attend a meeting of the Publication Com. & as this Com (a union of So. Methodists & Northern) to consider the future of the M.E. Pub. House, I was interested & so came. However, Bp. Birney & Bishop Hay had made a mistake & the mtg. was to have been the following Sat Jan 6, But they arranged to get it Monday Jan 1st, so Nance could be present. I will be here till Tues. night, as I am on the Rechetty Com. re Lin work for Buddhists & couldn't come here for Lin 1st mtg. so will stay over & go to it Tues 4 P.M. at Buddhist Restaurant on Peking Rd. He is a fine XN man, a mystic & very devout type. I have had a talk with Mr. Gonewell, & have another Tues. — he & Mrs. G. got in Sat. also Kilkofers. He is a little sceptical about the Executive Office &c

the big expense: $4000 here & there etc etc. He also got the impression from Moss (his office next to Moss') that Moss did not know what Peking & Nanking were doing — or rather Luce & you & was not on the inside of any plans & campaigns etc etc. Of course that will be adjusted & he will be & must more & more help in all such plans. Otherwise, you fail to get much actual help from his office while you are there, & everything you are doing will drop when you leave, whereas he must be in a position to help right on with as much of it as is possible. Mr. Gamewell is also very sceptical of Peking's $45,000 professional money raiser — who draws his $45,000 whether or not they get 100% or $1,000,000. However, G. feels pretty good over his trip & what it accomplished, especially re the Educational Commission. I had lunch & a fine long talk with K. P. Chen. He had just been away for a two up north

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—Peking, Harbin, Dalny, Mukden, Tsingtao, Tsinan & thinks affairs are in pretty bad shape, & the Japanese-Chinese situation is no better. K.P. is a good friend of the U. & in time will help us some. He is more than ever convinced that what we are doing is very fundamental. He says the supreme need of China is men — honest men of moral character. Had lunch today with the Bickers. He was quite bad in NW & early Dec, but is much better & is up & about (in the house) now. Mr Farnewell said, Mr Lobenstine would like the home for 2-3 years. I hope not. China needs him & his clear & constructive mind. Dr. Roots is to take the head of the National YM Council, & I fancy after he is back & at it a year or so, he will see the absolute need of Mr. Lobenstine. The 2 of them, on the foreign side, would be ideal. He says Dr Chen Chung Yi is good supporting Union.

Miss Block works for young Eubank in the Texas Oil Co, Nanking @ $250 Mex per mo. & lives on with us. She is O.K. to live with now & we like & enjoy her & I guess she does us. We enjoy the Coulters too. In arranging for Sabbatical year when we must plan at least count on their having to live with you & us as possible Reisners. Many reasons for this. Coulters will be very happy in Peking, so he will have plenty I work along his line & considerable research work in social problems.

I do hope Dorothy (was it Dorothy) got thro her operation safely. I know that in spite every care & the best Drs. & Hosp. you all would be very anxious. Rather have to go home on a/c Mrs. Heath. Sleepiness also likely (sleeping sickness). I hate like sin to have to "work" Sat. & Mon. ahead – I was going to put both days (Monday a Holiday) on working out from old Catalogs 1916, 1917 & old a/s comparisons as to

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staff & staff efficiency & those on Board support them & on Univ. support them & now. I am convinced that the fundamental cause of our going behind is the very large no. of men, foreign & our graduates & returned students, on University support. I have no idea any other Mission School in China is carrying any such burden. The Silk Bldg. is up to 1st floor (not basement). So warm & fine weather the men can work every day & we can get date. No freezing yet. So will be sure to have it for use by silk worms come out. Rumer is getting in 8 acres of land – the price for farm land finds @ $40-$50

fine now. The hill west of us towards Gosling where the cut in road is, is coming in @ $40 – $45 per mo. Mrs Meyers financing it & to take top on north side. Thompsons want south & west side. We had the deeds for the Priest land just went by us. I go out to Bonney's from the city night: he has a letter from Vincent he wants to show me & talk over. Butt noted the Bd. wd on Ed. Rept. the C.M.B. wont do anything – & then wont!! in all probability. Will add a line on it before mail this – now (Jan 1) @ 10¢ – new P.O. rates abrogated & they go back to old rate from Jan 1st. Cos over & with Best New Year Greetings to you all. Affectionately yr A. V. Brown.

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Jan 1st.

My Dear William, Happy New Year!

to you and yours. I will be sending you a copy of Mr Green's long letter to Bp. Birney also of Dr Vincent's short one & donation. Nothing doing & no hope of anything from the C.M.B. It is possible that you might get a personal gift from young J. D. Rockefeller & I think you might consider that, but I would not bother or waste further time with Vincent & Mr Green & the C.M.B. They simply do not want to give & as it's their money, they can do

as they please of it. I do think young J. D. might ~~to-day~~ loosen up $10,000 - $20,000 if you can get ~~Matt~~ Mr Speer to help unloose it. I hope I find more letters in walking from you - we surely were glad to get the others last week.

With very best wishes to all & hoping that the new year opens up very hopeful for the campaign,

Affectionately.

A. J. Bowen.

1923