

207 3516

UBCHEA ARCHIVES
COLLEGE FILES
RG 11

Nanking
Corres.
Bowen, A.J. 1923 Jan-Feb.

2
0
7
3
5
1
6

0531

A. J. Brown
UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

January 3, 1923.

RECEIVED
JAN 5 1923
TREASURERS OFFICE

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

My dear Mr. Carter:

The enclosed letter has come to us here, having been sent by mistake by the Bankers Trust Company.

We were very glad indeed to get the cablegram saying that \$10,000 gold was available. I happened to be in Shanghai at the time and Mr. Myers was arranging to sell the gold and put it to our credit in the Hongkong and Shanghai Bank, which was overdrawn about \$17,000 Mexican at that time. This will see us through until the next fees come in, very nicely, and we appreciate immensely your thoughtfulness in getting it out to us at this time.

I also received a splendid letter from Dr. Speer, which I think is one of the finest letters that I have ever had. I will be writing him in a day or two. We do appreciate what you and Dr. Speer are doing to help Dr. Williams in his campaign for the funds to pay off our debt. It is an extremely difficult task and I am sure Dr. Williams needs and appreciates your help fully.

With very best wishes for the New Year,

Cordially yours,

A. J. Brown

0532

2

0

7

3

5

1

6

A. J. Bowen
UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

January 9, 1923.

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

My dear Mr. Carter:

In writing to you the other day I overlooked correcting one statement in your letter, along toward the close of the letter: "It is a pity that the heads of the departments have not co-operated more loyally and fully and yet we realize what a pressure they are under to furnish the best equipment possible in laboratory and classroom." This is hardly, perhaps, the correct statement of the case, because the heads of departments and all of the men in the institution have cooperated most loyally and fully when they have known the situation. They are now cooperating in every possible way to reduce expenditures and keep within the budget. They have all cheerfully agreed, practically, to get no new equipment for the first half of 1923, and they are following the new system of accounting and checks that we have. Miss Priest's letter to the heads of departments of the College of Agriculture and Forestry will indicate what we are doing and all are cooperating most cordially and heartily. The trouble has not been so much with the heads of departments as with the head of the institution, who should have checked up expenditures more carefully and adequately and perhaps curbed ambitions somewhat, but there has never been a question of loyalty and full cooperation on the part of the men. We have a remarkable staff in this respect. Of course, we cannot expect to hold the strongest and best men permanently unless we can give them some more equipment and materials to work with in the not too distant future. They must, and rightly, feel that they have some opportunity for growth and development in their departments, but all recognize that that is out of the question on our present financial basis.

We were extremely gratified to have a letter from Dr. Williams last night saying that the Trustees had a most excellent meeting on the 9th and that Dr. Holgate and Mr. Speers were both present and made real contributions. In a postscript he seems to indicate that the Trustees have agreed to take up one-third of our \$100,000 Mexican debt from famine funds in hand, making direct appropriations to cover another third, and that Dr. Williams is to raise the balance from special solicitations. If this is the case it is extremely generous of the Trustees and gratifying to us. We are extremely grateful to you all for this

RECEIVED
FEB 5 1923
TREASURERS OFFICE

0533

2

0

7

3

5

1

6

Russell Carter - 2

Jan. 9, 1923.

unprecedented treatment, and as the Chinese say, "We will never do it again" - that is, we shall be mighty careful in the future to keep out of debt, though I presume that is somewhat educational heresy, for no institution in America pretends, at least, to run on that basis.

We shall be getting some interesting statements to you in the near future, about staff and needs for the fall.

Again thanking you for your very efficient help,

Cordially yours,

A. J. Bowen.

2

0

7

3

5

1

6

0535



TRANSFER

Dictated 1/9/23

January 11, 1923

Pres. A. J. Bowen, D.D.,
University of Nanking,
Nanking, China.

My dear Dr. Bowen:

Dr. Williams and Mr. North and Mr. Moss will no doubt have written you very fully about the Annual Meeting of the Trustees of the University. It was a great pleasure to have Dean Holgate and Mr. Speers meet with us and we had, I think, a very profitable and helpful meeting. Our Trustees from the Christian Church are so far away that it is hard to get a full meeting of the Board. I trust that if Dr. Abe Corey does not come back to New York, we may get some other representative from the Christian Church in this vicinity.

There are a number of matters about which I should like to write but there is time today only to clear up a few things before going off to the Annual Conference of the Foreign Missions Board which is to be held this year at Bethlehem, Pa., with the Moravians, and I can take time to speak of but two matters.

The first of them Mr. Carter would write about but he has been confined to his house with the grippe for more than a week and I do not know how soon he will be getting back to the office. In your letter of November 21st to him you wrote of your great financial difficulties in carrying affairs at the banks until the next fees are due in February. Mr. Carter took this up at once with Mr. Eric North and me and recommended that we should send you immediately these \$10,000. gold from the funds which the Methodist and Presbyterian Boards had provided out of their famine fund balances. These were to have been set aside for the Forestry and Agricultural Department, but in view of our failure thus far to get any moneys with which to clear off your deficit, action was taken, as you will have seen from the Minutes of the Trustees' Meeting of December 9th, No. 120, to apply to the clearing off of the deficit charge due to the College of Agriculture and Forestry by the use of these two famine funds from these two Boards. We were very loathe to do this but there seemed to be no other course open, and we shall hope that the fund available from the surplus of Mr. Lamont's Committee, which would have been usable for a purpose of this sort, will cover the needs of the Department of Agriculture and Forestry so far as it is proper to use famine funds at all.

0536

2

0

7

3

5

1

6

1/9/23

In view of this action of the Trustees and of your letter of November 21st, setting forth your need, Mr. North and I cabled you on December 30th as follows:

"IBAKIMWOR BUMUGRYRAS PFIZRCAKED SLEFVCIPUB ILEADICYOK CYEWBAPANR IPNAXRYRAS OACOC."

"You may draw at 3 days' sight for banking needs \$10,000.00 American gold being part Board Famine Endowment Cable any further needs Russell Carter."

I am sorry to have delayed so long in writing you in confirmation of the cablegram but I was hoping every day that Mr. Carter would be able to come back and write to you.

As you see, accordingly, this \$10,000. is not new money raised from home donors for your deficit but is simply famine money from two of our Boards which was allocated by the Trustees to cancel part of the deficit and which we now make available to you for your needed banking purposes.

The second matter to which I referred is the status of our arrangements with Mr. Lamont's Famine Fund Committee. Trust agreements have been drawn up by Mr. Lamont's lawyers which will have to be executed as between Mr. Lamont's Committee, the University and the Trust Company here which may be designated as Trustee. These agreements have been gone over carefully by Mr. Banton, Mr. North, Mr. Ganse, Mr. Carter, Mr. Stiger and Mr. Scott. We have suggested some changes in them. I am hoping to see the lawyers and Mr. Monroe within a few days to discuss some of these changes. I am very sorry that the matter is taking so long, but that is the legal side of it. I shall take up with Mr. Monroe as soon as I see him, the question whether something cannot be done to enable us to go ahead without further delay in final arrangements with the men who will be needed.

I have seen Mr. Reisner's letter of November 22nd to Mr. Carter with your annotation regarding the land and buildings that are necessary in the carrying out of the famine prevention work. In the agreement this would all have to be passed upon by a Committee of five in connection with your budget and I do not know whether it will be possible to get any prior action or authorization but I shall be glad to talk this over with Mr. Monroe.

Wishing that we were of greater help to you and assuring you that we shall be glad to do all that we can to support Dr. Williams, and rejoicing with you in all the rich and successful work that the University is doing, I am

Your sincere friend,

RES-KC.

Speer

0537

2
0
7
3
5
1
6

January 10, 1923.

Dr. H. S. Houghton,
Union Medical College,
Peking.

My dear Dr. Houghton:

Bishop Birney has been kind enough to show me your letter of November 23, together with Mr. Greene's long and full letter and Dr. Vincent's shorter letter regarding the grant in aid to Southeastern University and not making any grant to us. I think these letters are all in accordance with the facts of the case probably, and we take them as a final statement and settlement of the matter and shall proceed to forget about the hopes of getting any funds for our science work from the China Medical Board.

I wish also to take advantage of this time, as I am writing you, to say that we have no regrets whatsoever that the China Medical Board has helped Southeastern University. We very greatly rejoice in this fact and we are glad that you are not only helping them with necessary funds but with more necessary personnel and supervision and organization of their science work. It is a very worthwhile and constructive work that you are doing and we can only rejoice in it. The impression seems to have gone abroad that we are jealous of Southeastern and are sore that the China Medical Board have helped them. This is far from the case. We have felt that the China Medical Board could very well, and should, have helped us in the development of our science work, that their helping Southeastern and not helping us was possibly some reflection upon us. Our only regret is that you have not helped both of us, and since that was not possible we are glad that you have helped Southeastern. I have an idea that we can worry along some way, even with our science work, but we are in considerable financial stringency at the present time, though Dr. Williams and the Trustees are getting under the burden very hopefully.

While I am writing I may as well cover one other point which seems to be worrying the China Medical Board, namely, the report of the Educational Commission and their recommendation that there be one university in East China. When those who are responsible for financing the educational institutions in East China, and also those who are most interested in the educational side of it, get down to solid facts and away from theories and

Jan. 10, 1923.

paper ideals as to what we would like, they will, I am sure, come to the conclusion that the only possible thing that can be done, in the near future, at least, is to thoroughly coördinate and delimit the work of the four existing institutions of higher education. I am quite confident that the missionary societies responsible will never consent to the financing of another university in Shanghai, where the law work, the medical work, the commercial and industrial organization work, and perhaps a few other departments would be unified, and at the same time continue supporting St. John's University, Shanghai College (which might just as well be called a university, so far as plans and ambitions and work are concerned), Soochow University, and the University of Nanking. It is utterly impossible, as well as foolish, for the missionary societies to take on the support and management of an additional institution. The only thing that they could do, if they wish to do that, would be to close up what we are doing at Nanking, Soochow, and probably at Shanghai and St. John's, and start an entirely new institution - and you can yourself figure out how soon the Trustees of these various institutions are going to close out the work that they are now doing. So while I agree with the report of the Educational Commission in theory and in its general lines and emphasis, when it comes to practical politics some of the things are going to be extremely difficult to do and will not be done in your generation or mine, I am thinking.

We appreciate very much indeed what the China Medical Board has done, and is doing, for our medical work here. Now that we have our full staff and are beginning the erection of one of the units of the new hospital in a very short time (we have the funds in hand) I am sure that we shall get increasingly good results from our medical work.

We are having a meeting of the Advisory Council of the East China Associated Christian Colleges and Universities on February 6, in Shanghai, but I fancy we shall not get any farther than we have in previous meetings, in the way of developing one university for East China. As a matter of fact, which you, yourself, can judge about, the Shanghai College and St. John's group are not extremely interested in a union work that is going to limit or restrict their own special activities, and you will find that that is the centre of the problem for a larger or unified university in Shanghai.

You are at liberty to use any parts of this letter you think advisable with Mr. Greene or Dr. Vincent.

With kindest regards and best wishes,

Cordially yours,

(Signed) A. J. Bowen

2/15/23

0539

Nanking

January 11, 1923.

Mr. J. E. Williams,
150 Fifth Ave. New York.

Dear Mr. Williams;

My intentions have been perfectly good, but I have been unsuccessful in answering your letters of November 6th and 29th and December 12th, except very briefly. In this letter I shall try to answer in full a number of the items raised in your letters, some of which have already been taken care of by Mr. Bowen, and there will be no occasion for me to repeat.

I have been rather surprised to get your correspondence with reference to Miss Helen Seaman. Sometime before leaving and during your absence I wrote a letter to Eric North stating that Miss Seaman should not be sent out until after the matter had been considered again. This was done after I had had a long talk with Miss Seaman in New York at which time she questioned whether she ought to come out to a missionary institution direct and whether it would not be very much better for her to come out to the Shanghai American school for a year or two which would give her an opportunity to go more thoroughly into missionary work and to determine whether she really wanted to undertake it. Because of her own attitude in the matter, I felt that it would be better just to call the whole thing off, and wait for further developments both from her and until after I got back to Nanking and could see how the situation stood. As matters now stand until we can get a little further into our program of work under the surplus famine funds, I am not in a position to recommend her coming at the present time, and I prefer to have the matter left as she and I agreed in New York, and as the matter was transmitted by me to Eric North. He, undoubtedly has my letter and Mrs. Beach will recall the incident. This is not to be taken that we may not want Miss Seaman, but that we are not in a position to say that we do want her out this next year or later as I stated above. I was rather surprised that she directly or through Mr. Horne had written.

I had a very fine letter from Mr. Speer regarding the agreement entered into with reference to the use of the surplus famine funds. I feel certain that you in New York will not allow the use of these funds to be tied up in such a legal way that they will be at the whim of the China committee. Such work as we shall be undertaking cannot possibly be judged on the basis of a few months or even several years, and as Mr. Bowen has stated we are quite willing to let our record after ten years stand on its own merits. The further I get into the thing and the more clearly I see the things that we can do and those that we cannot do, the more fully I am convinced that we are going to make good in a very large way in the use of whatever funds may be forthcoming.

Your letter of December 12th brought us all a great deal of cheer. It happened there was a sectional faculty meeting at Mr. Sarvis' the evening your letter came and I read it all at the meeting. It will be fine to have the deficit cleared off as indicated in your letter. Your letter to Mr. Bowen evidently has not come giving further information concerning the scheme proposed and we are very anxious to learn more of the details, but it seems to me if you have finally gotten the board's back of this deficit and they are feeling their responsibility in the matter, you have accomplished the biggest half of your work.

0540

2
0
7
3
5
1
6

J.E.W.
No. 2.

1/11/23

We were indeed distressed to learn of Dorothy's serious illness. We heard through Mr. Hollister a few days later than your letter that word had come to him that Dorothy was getting along fine, that she was out of danger. We are all hoping her recovery has been rapid and complete. We take it, however, it will cut into her year at school very seriously; a thing to be regretted but which cannot be helped.

I am concerned about getting Hancock out as quickly as possible, more than anyone else in the way of personnel. We need him very badly, as you know the planting, transplanting and grafting season comes but once a year from March to May, and it is then that his services will be more needed than any other time. I am wondering whether or not the Methodists would not be willing to do what they did in connection with Mr. Lowdermilk and guarantee his outcoming until such time as the full plan and program for the use of the famine funds can be made out and approved here in China. We just gained one year by having Mr. Lowdermilk with us. Mr. Lowdermilk being here will mean that just as soon as the committee is appointed, we will be able to put up to them a carefully thought out plan for our forestry work for at least five years, the chances being there will be very few changes throughout the ten years. We are going to be able to jump into the harness immediately and I am sure it is going to have a mighty good effect on the committee to find out we are able to start work so soon and to have our whole work and plans as far along as we have them. Of course, we understand that all the money that has been advanced by the Methodists famine funds in connection with Mr. Lowdermilk will be returned to them from the surplus famine funds which we receive from the committee. We would simply be asking the same thing in the case of Mr. Hancock, and I hope that his coming out can be arranged for immediately. The effectiveness of our extension work in connection with the use of these funds will be very greatly increased if he is here to oversee our plant propagation work this next spring.

I want you to be absolutely assured that the College of Agriculture and Forestry is going to live within its budget and that we are not in any way minded to embarrass the University administration. The remarks that I hear every now and then and which have been passed on to me, and the attitude of some of the University with reference to the College of Agriculture and Forestry, I am getting pretty sick and tired of. From your letter I gather the famine funds are the lever which is being used to liquidate the University debt, and I believe that the fact that the University now has income from hundreds of thousands of dollars will have a decided effect in making friends of the University think in terms of larger denominations than they have been accustomed to think in the past. I am convinced that the best thing that has happened to the University for a long time is the allocation of this large sum of money. I am practically willing to stand all the criticisms that anyone wishes to offer and I am convinced that we have been right in planning for the College of Agriculture and Forestry and in securing the financial backing which we now have in sight.

With kindest regards and best wishes, to your all, I am

Very sincerely yours,
J.E.W.

P.S. Mr. Bowen, Dr. Macklin, and I are joint hosts at luncheon today for Wang Kwei Ling, Wen Peh Shan, Chiu Lai Chi, U.S. Consul avis, British Consul Pratt.

0541

2
7
3
5
6

COPY. for Dr. Eric North

PEKING UNION MEDICAL COLLEGE

Peking, China

January 15, 1923.

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

My dear Dr. Bowen:

I acknowledge with thanks your letter of the 10th instant, and have noted with deep interest your observations on the precarious outlook for unifying in any thorough way the work of the Church in higher education in East China. However attractive the theoretical considerations may be, one can see the impossibility of closing out any one of the important colleges now established in the Shanghai area or of adding a new institution to those in existence. But was not a close coordination and delimitation of the work of the colleges now operating really the thing uppermost in the plans of the Educational Commission? And is not such a thing feasible, if it be assumed that denominational rivalry can be set aside? I suspect that one of the reasons why a group of experts was desired for this survey of Christian educational work was that it was hoped that a view of the present state and future possibilities free from the bias of what you call practical politics might be secured. I quite realize the reluctance of some of the institutions concerned to consider union effort, but am hopeful nevertheless that some progress toward a distribution of collegiate work particularly in vocational lines in order to avoid costly duplication, may eventuate in your approaching meetings.

I think I ought to emphasize the fact that the China Medical Board's interest and participation in the program of purely Chinese institutions does not imply any loss of interest in the excellent work which is being done by mission colleges; when a definite policy of coordination shall have been worked out, I am hopeful that the Board may be prepared to consider ways in which it may serve in the strengthening and developing of science education in East China.

I have taken the liberty of transmitting a copy of your letter to Mr. Greene.

Very sincerely,

(Signed) Henry S. Houghton.

0542

2
0
7
3
5
1
6

January 15, 1923.

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

Dear Bowen,

Your letter of December 13 just received this morning, although it came to the office here on January 12 while I was at the Mid-Winter Conference of Board Secretaries at Bethlehem, Pa. and was sent out there and returned to my hands this morning. Your last preceding letter was of November 21. Since our letters are requiring so long in transmission, never less than a month and sometimes more, it may be wise for us to check up on the letters we send. In my reply to your letter of November 21, which was received December 25 and answered December 30, I cleared up on the dates.

Reisner's

I can sympathise deeply about ~~Mrs~~/nervousness in regard to the Famine Fund and so can you, for you already have the Lowdermilks taken on without funds, and if we had given any encouragement here you would probably have other undertakings that would increase the deficits. I have written you as fully as I had information about the Famine Fund. The legal papers are still under consideration. Mr. Speer is going to take up with Mr. Munroe, Treasurer of the Fund, an effort to secure some advance on funds before the appointing of the Committee in China, in order to relieve us in part of what we are now carrying. I hope he will be successful. He will, if any one can, but bankers are much more careful than missionaries in using funds without direct, full and official sanction. They lack the prophetic element that we have in such a large degree, and they are saved much of the straits and distress which more adventurous and prophetic people have to undergo.

We, too, have problems of the Famine Fund here. Last Sunday, the 7th, Mr. Leslie Hancock came over from Washington to visit me, to talk over his situation. When he undertook the work at Nanking it was fully anticipated that he would be going to China not later than the first of the year, after all was completed from the famine funds. And judging from the needs in China and the importance of our getting under way at once, that would seem to be about the latest date that should be placed with regard to his sailing. He wrote me a while ago and I advised that he continue in his present position until next Summer. He is only receiving \$90.00 per month at Washington and that does not defray his present current expenses. If he were an American citizen he might be receiving two or three times as much for the work that he is doing. By some rule of the Department the officials can stand behind their holding him for this small pittance and he is putting up with it for the sake of the work in China.

0543

2
0
7
3
5
1
6

January 15, 1923.

I turned over the letter to Dr. Eric North, together with Mr. Porter's. I shall have to send you copies of these so that you and Reisner may realize the problems that these splendid young people are facing. Hancock is a fine man of culture and a Christian purpose, and an able man in his scientific line. Porter is the same sort. Reisner could not have done better in finding men for the work and I do not see how he could have acted more conservatively at the time than that they should sail in January; and you and he can rest assured if there is any way of getting a settlement earlier here, we would have it.

The big men who have these matters in charge take vacations in mid-Winter and get out of New York and go to the sunny climes. Mr. Lamont and Mr. Munroe have been out of New York considerably of late and their seconds will not move beyond their sanction. With Mr. Speer doing everything possible I could only irritate by pressing further, and if Reisner were here he could do no better.

I think you have made the best sort of a decision in having Miss Priest go in to assist Mr. Owen and the two together, I am confident, can handle our accounts in good shape. Mr. Owen, however, must be charged with full responsibility of official treasurer with full authority to hold the people to the budgets.

I am put in an absolutely impossible situation by being expected to find funds to reimburse the University for large excesses over budgets that were not sanctioned. My recent letter of January 4 in which I enclosed general letters of introduction by Dr. North and Dr. Ward will indicate how cordial and effective is the cooperation of the leaders of your Foreign Board in relation to your Church. In the meeting of the Trustees of December 2 Dr. Frank Mason North refused to consider any additional grants from famine funds under the control of the Methodist Board, to relieve our deficits. He said that with the coming of the other famine funds we would have more than we should use in that Department, and that their funds should be used in other ways. At the same time he brought in his irritation at your expectation that the first funds of the Centenary should be used in paying the principal of the \$100,000 pledge for endowment, which was made by the Bishop before it was sanctioned by himself. It now transpires after your approval, that he is not prepared to assign any of the nearly \$400,000 famine funds to make up the pledge of \$100,000 for endowment. I do not repeat this, Bowen, to complain but in order that you may know what my problem is here.

The members of the Trustees were, as you may imagine, somewhat surprised at his unwillingness to assign any of these funds to help on the deficit. In the same meeting the Trustees were pressing and urging upon Dr. Franklin to turn over for that purpose some \$900,000 of what he had left over of famine funds.

0544

January 15, 1923.

You can see how Dr. North's example would not be inspiring to Dr. Franklin. You can readily see, too, with these matters under discussion, how Steve Corey, carrying the heavy deficit in their Society, would find it difficult to undertake for their Church further responsibilities for the University, even in cooperation in liquidating the deficit.

Dr. North's general letter of introduction is not positive enough to carry me through the difficulties, to persuade people to give to the University who at other times had been constantly urged to be loyal to their own Church and to give only to their agencies. On the other hand, Dr. Eric North is assuming increasingly executive control in the Administration for the Trustees in order ostensibly that I should confine my energies only and entirely to raising funds. Any one who has had experience with this work will be able to realize how impossible it would be for me to be constantly a money-getting machine without any direct relation or responsibility in connection with the Administration. There are elements in the situation that are difficult of adjustment. People who give largely to the University through me will be naturally interested in my relation to the enterprise. Heretofore I have done my work through a deep faith in the enterprise. If such an attitude is not regarded with complete favor by the Trustees my work will be made very much more difficult. The effort so far over here in the Administration of the Trustees seems to be a desire mainly towards discouraging my securing larger funds for the University. I nevertheless am carrying on to the best of my ability with the donors we have.

I appreciated your letter of June 27 and if I had been able to secure that equipment, the purchase would have been made, but the only word from the field was of large mounting deficits, and there were no increased assets over here to make it possible. The one comfort I get out of the situation at home is that it must be temporary. Conditions will improve. If I could find enough money outside to relieve the deficit, it would lift most of your gloom and the apprehensions of the Trustees. Under the circumstances one might naturally expect more cooperation to do that. Mr. Severance is going to be in New York this week and I will get in touch with Mr. Swasey again and see what they can do in helping me to get in touch with others to clear up the deficit. Mr. Brown will soon be sending in his gift.

I had a brief conference with Roger Greene on the 9th before going down to Bethlehem. He reported that the feeling in the light of Bishop Birney's letter was not calculated to incline the C.M.B. to consider favorably anything for Nanking. He asked me if I was going to Bethlehem to the Conference. He said he was not asked for his judgment but that his judgment was very positive that the Mission Boards would do better to concentrate their University work at Nanking where they now had a working union, and not try to develop new centers. Bishop Birney will show you possibly the letters he received from Mr. Greene and Dr. Vincent. My former confidential letter, about September 29, will explain why I had to keep out of the matter. I will do everything I can to

0545

January 15, 1923.

recover relationships there, but we cannot expect anything very definite for some time. That situation has become very complex. In the light of the effort it probably would have been better for Bishop Birney to have followed his impulse to send the letter to me first and I could have gone over the matter with Dr. Speer and Dr. North. As it was, I was directed by the little meeting to keep out, so the C.M.B. prepared their answers upon the basis of Bishop Birney's letter without any intervening and softening conference except as they had had with Dr. Frank Mason North and Dr. Eric North. I understood from Dr. Eric North that I was free to follow up - what was really explicit instructions of the Trustees - and go on with any conference with Mr. Greene and the C.M.B. I regret exceedingly the outcome of Bishop Birney's letter and should have been glad to do anything I could to forestall it. However, it was taken out of my hands so that I could not even accept the responsibility that I would have been perfectly willing to take. I enclose copies of my letter to him and his reply in regard to famine funds.

I was very glad for a copy of your letter to Dr. Eric North. I think it is fine for the splendid information that you convey. I will go to any length in cooperation with him for building up the University. Owen will be down here this week, getting in touch with the books and the business, and Moss will be here to help; and everything will be done to put the matter on a right basis. Mr. Proctor was in to see Mr. Moss to recommend a young man for treasurer. He told me of this up at Bethlehem, Pa. I inquired about the young man's training. He was a good Baptist and a friend of Moss; he did not know anything about his expert experience in handling books and accounts! A bit interesting, don't you think? You are wise to stick to limitations you know rather than to fly to others that you do not know. Owen is a tried and faithful man of thorough missionary purpose, who with adequate help - as Miss Priest can give him - will handle the business well.

There are many other things to write about. I will bear in mind the proposal of a secretary for the Agricultural Department. If I could have reported at the beginning of this letter special gifts of \$30,000 or \$40,000 for the deficit, this letter would not need to be so long. Even this will come in time, Bowen, if we can hold together through this time of stress. The two \$10,000 Gold that was assigned by the Boards for agricultural endowment will have to be knocked down to satisfy the agricultural deficit, and that is some help.

I must send this along and hope to write you other news, more cheerful soon.

As ever heartily yours,

JEW:LB
Encls.

0546

2

0

7

3

5

1

6

January 15, 1923.

P. S. While I am in this letter passing over to you some of the problems at this end, I might mention that the Presbyterian Board, by instruction of the General Assembly, is undergoing a very considerable reorganization. The Board will be increased by adding 15 women and making it a joint man and women's Board. All of the benevolent agencies of our Church are being reorganized, - the Foreign Board less radically than the others, for the others are being merged and changed. The outcome of all of this reorganization will be ultimately for the advantage of the work of the Church. The immediate process, however, will be very much like testing one's digestion with stomach tubes. It may be scientific but it is not pleasant or agreeable.

On Monday of this week all the Secretaries of the Presbyterian Foreign Board of Missions handed in their formal resignations. They will go on as heretofore for the present, but all must be subject to reappointment or transfer. Under these circumstances you can realize, Bowen, what a temptation there is for our people to rest back on what they have done for the University, and the donors such as Mr. Severance, while the other churches are opening up and giving me a chance. In the meantime I will be on hand to help them find a way through to help us, if there is any chance.

J. E. W.

0547

2
0
7
3
5
1
6

UNIVERSITY OF NANKING

RECEIVED

OFFICE OF THE PRESIDENT

FEB 27 1923

NANKING, CHINA

January 16, 1923.

Read by RES

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

My dear Williams:

Your good letter of December 18 just to hand, and we have received by the same mail a long letter from Mr. Moss covering the minutes of the Trustees meeting of December 9. This is all certainly most excellent reading and extremely encouraging. It is splendid the way the Trustees have taken up the problem of our debt. I am sure that the good push that Mr. Speers and Dr. Holgate gave has been very helpful in getting the Trustees to take this generous action.

We are having a meeting of the Executive Committee on Friday when we shall be obliged to take up the problem of staff for next fall and quite a number of other matters, which I will be writing to you about after the meeting. I think what the Trustees have done is very wise and constructive and leaves you perhaps not too heavy a burden in raising the debt and will set you free for work on the forward-looking and constructive programme for better functioning in the future. I am trying to get information from the other colleges in East China as to the number of teachers paid by the missionary societies, the number supported by the college or university, the number of returned students, the number of China college graduates, and other comparative data that will help our Trustees at home to realize what we are doing in comparison with others. For example, I find Shanghai College has twenty-five board supported teachers where we have seventeen; and they have one college supported foreigner where we have ~~eighteen~~, etc. In addition they have an annual grant over and above salaries that the board pays of \$30,400 Mex. If the Christian Mission or the Methodist Mission or the Presbyterian Mission were running their own institution here they would certainly be paying a lot more than they are now to run it. Soochow has thirteen board supported missionaries and \$30,000 Mex. income, from Shanghai probably, but no board appropriation; and three men supported by the University, compared with our fifteen.¹⁸ When I can get all of this information I think it will make rather a strong case for Nanking. I have not yet heard from St. John's or Hangchow College - probably will not hear from St. John's.

You will be sorry to hear that Soochow University has had to close. The student body went on strike and demanded the

P.S. St. John's closed also on account of scarlet fever & influenza

0548

Jan. 16, 1923.

resignation of their physical director and they have been unable to compromise the matter, finally working it down to where the foreign faculty and the Chinese faculty were practically on opposite sides, the Chinese faculty standing with the students, with the exception of two men, and the foreigners standing against the demands of the students. I think they very wisely closed for this fall term and can take students back after the Chinese New Year's only on their own terms and conditions. We shall stand by them as much as possible and not receive any of their students here except on special letter from Dr. Nance. I suspect the other colleges will do the same, but it means probably a large loss of teachers at Soochow, both Chinese and foreign, especially as it follows the other trouble about Dr. Cline - in fact, I judge is a continuation of that and is an unfortunate attempt, perhaps, on the part of some of the younger teachers and of the students to get undue control of the management of the school. One can be very sympathetic with Dr. Nance and the others there for one never knows when the same thing is coming upon his own shoulders and his own institution.

The whole
 Semm
 class
 want to
 control
 but to
 cause
 nothing
 done

I am trying to get information gathered to write a long letter to the Trustees about the situation and our needs. We are having a meeting every Thursday afternoon of the heads of departments, working out the needs for this coming fall and for the next five years, chiefly as regards staff.

On this mail I had a letter from Owen which disturbs me somewhat as he is not sure that he will return - I am quite sure he will not unless we can give him a better place to live than Dr. Wang's house. We are working on it here and as soon as we have anything definite will write him and you, and if it is too late will cable. We may possibly take Ritter's house for them, as Ritter is going home in the middle of February on account of his wife's health. We have a serious problem in housing. There are the Reisers, Owens, Joneses, Stewards, Bates and Lowdermilks to house. The Lowdermilks, of course, will go into a house built by famine funds as soon as those funds are available so we are not worrying about them; the Stewards will probably go into Wilson's house, and the Reisers into Hummel's, as they both go on furlough; Dr. and Mrs. Trimmer of course take the Thomson house.

At Jones
 takes
 Ritter
 house
 malow's
 Cottage
 for Owen
 since
 Wang's
 we are
 going
 up.

We wish we had some of Reiser's famine funds on hand here now, because this is the time to pick up land and there are eight or ten pieces in the city and out by our farm by Taiping Gate that we can get in now during the next month or so. As you know, this is the time of year to buy land and by far the most practical and desirable time. We shall certainly be glad when the legal questions about the famine funds are ironed out and the Committee of Five is appointed and a budget can be submitted and approved.

Mr. Owen felt that considerable that was said and written at the meeting of the Board of Managers, by the Finance Committee, was somewhat of a reflection upon his bookkeeping, but I think he

2
 0
 7
 3
 5
 1
 6

0549

Jan. 16, 1923.

is not taking that too seriously and it will be largely a question of a suitable house for them to come to that will be the deciding factor in their return.

We have finally had to unload Miss Black from our house. She was getting on the nerves of Mrs. Bowen so badly that Mrs. Bowen had to go over to the hospital and then over to Mrs. James's. Miss Black is now living with the Speers and taking her meals with the Macklins, which is not going to be so bad an arrangement, I think, for any one. She is working for the Texas Oil Company and will go home in the end of June.

Owen is quite pleased with the prospect of Miss Priest helping him in the Treasurer's office. Of course Reisner will have to have a first-class secretary over there, who, of course, will be paid from famine funds.

Everything is going along fine and we are getting toward the time of examinations. They will begin about January 29. We close February 2. The following Monday I hope to be in Shanghai for a committee meeting and will be there all week with Advisory Council, East China Educational Association, Association of College Presidents and Deans, etc., etc.

We certainly appreciate what you have done to get the boards to take over the indebtedness. It brings a tremendous relief to all of us here and I am sure it will to you, too.

With kindest regards to all, as ever

Cordially yours,

A Bowen

0550

2

0

7

3

5

1

6

January 17, 1923.

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

Dear Bowen,

I will enclose program of the Conference at Bethlehem which was a fine big conference in the old town of Bethlehem, Pa. noted for the center and foundation of the Moravian Church; also noted for the Bethlehem Steel works which produced about 80% of the munition supplied by the U. S. for the allies during the war.

The members of the Commission presented interesting reports on education. Bishop Mc Connell was vivid for bringing to mind the renaissance, the problems confronting the Christian Church and the lack of leaders at such a time. Dean Russell was vivid and strong and left his usual impression of China, - a little too smart and manifestly without knowledge of the purpose of Foreign Missions and its financial limitations. Dr. Butterfield was in his usual sympathetic and constructive way. He still made no mention whatever of what had been accomplished, if anything, at Canton and Nanking in agriculture. He dwelt upon the village problem. Dr. Burton was very sympathetic and constructive and won for the Commission very much more sympathy and appreciation on the part of Board Secretaries, for he dwelt upon the problems of the ministry of the churches, that there were not enough trained, able ministers for the growing churches in China. Miss Woolley spoke in her usual happy and sympathetic way on women's education and made a fine impression. Several minor conferences of the men on education in China revealed that a great deal of progress had been made through the conferences led by Frank Bible. The Board Secretaries are moving fully as rapidly as the reports from the fields warrant, and are disposed to face the problems very frankly in the the light of the tremendous burden that is upon them.

The discussions that were held were very interesting and revealed an extraordinary amount of perplexity upon the part of the missionaries and also the Board of Administrators, as to the best course. The facts revealed from the Near East, Turkey and Persia, would be about as convincing as could be that missionary effort there was a complete failure, if it were not for the faith of Christians that the blood of martyrs will yet be the seed of the churches, and that Christianity will never accept defeat.

Leighton made a good speech but his tendency was to put the final settlement of everything at home. They are not disposed to accept such unlimited responsibility. Leighton has had a good

0551

2
0
7
3
5
1
6

2 + Dr. A. J. Bowen

January 17, 1923.

deal to discourage him of late. R. H. Evans left the field owing to spinal meningitis. They have been spending a tremendous lot of energy with Tamblin & Brown in setting up conferences and campaigns. This involves a lot of expenditure and they are not sure how the matter is coming out. In the meantime they are having to go increasingly into the banks to carry their budgets. I think Leighton is desperate, although he is a very cheerful, bucking fighter. Hanking seems to be the lucky one and the envy of all in its development, although every school knows its own bitterness. One of Dean Russell's suggestions in a little luncheon we had of the way he would handle the situation would be to require all the directors in China to hand in their resignations and then have an able Committee assign and rearrange the institutions and staffs. He must have heard that the C.I.B. did something of that sort in their medical schools.

I should have written you last week of a little conference of a group of men at Professor Munroe's home on Sunday afternoon, the 7th. There were present Leighton Stuart and Mr. Franklin Warren of Peking and Porter, Proctor, Lobenstine, Brockman, Warnshuis, Munroe and myself. Mr. Warnshuis, from London, called the conference that was to have met at Wallace Lodge, but Dr. and Mrs. Munroe invited us to meet at their home and entertained us for light supper. Mr. Warnshuis had a lot of correspondence and reports from the English Societies and official announcement that the British Government purposes in principle to return the balance of the indemnities to China. These indemnities will amount to about fifty-five million Gold for twenty-three years. Our Government is going to return, too, the balance of our indemnity which may amount to twelve or thirteen million more, or about \$700,000 a year for 20 years. The question was of how these funds might be used. It is possible and not at all improbable that the British Government will assign much of their funds to the British Societies to be used in the development of education, and they might possibly develop a big University at Wu-han and may aid institutions where they are in union. It will be more easy for the British to assign funds for Christian education than it would be for the American indemnity fund to be assigned in that way, so we may have some more interesting times coming in the way of educational development in China. In the meantime, I will keep in touch with Mr. Warnshuis for any further developments and report them to you and at the same time keep in touch with Dr. Munroe and the State Department here.

Munroe had recommended that most of the American funds be used in the development of a big school of applied sciences, probably at Pei Yang School in the north. If it were not for the Catholics and Jews, we might get a good chance at these American funds. We shall certainly keep alert of a chance of landing something in any case. We may have better chances, however, of aid

0552

2

0

7

3

5

6

3 - Dr. A. J. Bowen

January 17, 1923

from the British funds than from the American as Sir John Jordan will become of the most influential men. A real effort will be made to have the funds developed in some cooperative way so as not to present rival systems. Whether we ever secure any help from this source or not, the most important strategy for us is to travel in cooperation with the Chinese, increasing their interest and share of the burden.

I shall hope to write more regularly and frequently and, of course, as soon as we have definite word in regard to the famine funds, you will have it at once.

As ever yours,

JEW:LB
Encl.

2

0

7

3

5

1

6

0553

1
Nanking

TRANSFER

January 18, 1923

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

My dear Dr. Bowen:-

I have your welcome letter of December 13th concerning various items with reference to the University. The reason I have not written concerning the Famine Fund matter is that we have been delayed again and again in getting the thing finally tied up. The plan of the Famine Fund Committee is to turn over the entire amount of \$675,000 for the University of Nanking in trust to a New York Trust Company as trustee. The trustee will be responsible for the investment and protection of the Fund and will disburse the income to the University. There is also set up what is known as the China Famine Fund Committee in China, two members to be appointed by the Committee of Reference and Council in New York, and two by the American Minister. The University must submit annually its Budget for the use of famine funds to the Committee. The Committee must set in thirty days from the receipt of the Budget. If it decides that the University should have less than the income available, it notifies the Trustee to that effect. The capital may also be used if the committee approves. The University on its part is required to submit the Budget, carry out the purposes of the gift, and must charge no overhead of any kind to the money received from the Fund. If, at the end of ten years, the University has fulfilled its conditions the total remaining amount is to be turned over to the University without other restriction than that of using the funds for famine prevention purposes.

The document drawn up by the lawyers to express this agreement was gone over carefully by our Board attorney, myself and Dr. Spear and others, and we felt that it gave the advisory committee too much arbitrary power and did not express the real intention of the Famine Fund Committee. We have, accordingly made a revision of it and the revision is pending. One of the difficulties in getting the thing clinched is the fact that Dr. Spear and Mr. Vernon Bource have been unable to find a time when both could be in the city at the same time and meet with the lawyers to go over the matter.

We have been most anxious to get this matter tied up without further delay and you may be assured we will do all we can to push it forward.

0554

2

0

7

3

5

1

6

With reference to your inquiry concerning the negotiations with the China Medical Board regarding the appropriation for the scientific work of the University, I can only say two things. First, that Bishop Birney's letter to Dr. Vincent, which I understand was based upon a letter from you to Bishop Birney, created such an unfortunate impression that any approach to them concerning the grant has been exceedingly delicate. They feel that Bishop Birney has charged them with bad faith. I think it is quite clear that the correspondence harmed rather than helped the University, though I trust that the matter will gradually blow over. Both Dr. Speer and Dr. F. M. North were in touch with the situation and felt it desirable not to move further at present. Second, The China Medical Board is waiting for the educational program of the Lower Yangtze, so far as it relates to the programs of the different colleges, to clear up.

I note with much interest the two figures concerning the student statistics and the Christian influence of the University.

You will have already had cabled word that you were authorized to draw \$10,000, if necessary, to float you through the period of tightness at the bank. We have been considering the Budget for this six months and Mr. Moss will send you the actions on it, if he has not already done so. The serious aspect of it is that your estimate of income from certain funds is an over-estimate to the extent of about \$10,000 Mex. if this over-estimate has been chronic I can quite understand the reason for the accumulated deficit, especially if the Budget at this end might have been passed without very full scrutiny as to these sources of income, although we should presume that it had such scrutiny. Mr. Moss and I went over very carefully the form of the budget and are frank to say that we find it still unsatisfactory and we are unable to tell what part of it means. Mr. Moss will write you fully and send you the forms which seem to be necessary to give us the information we need.

Faithfully yours,

AWB
CMB

0555

2

0

7

3

5

1

6

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

RECEIVED

FEB 19 1923

January 22, 1923.

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

My dear Dr. Williams:

I am sending you another copy of a letter I have written to Dr. Houghton. I sent a copy of my former letter and his reply, which we here thought was very good, and it seemed necessary to follow my former letter with a statement as to what we were actually doing in East China toward co-ordination.

As soon as I can get enough consecutive time to get the material together, I am going to write a detailed statement about our financial situation, with comparisons of what other schools and colleges are doing, as an introduction to the rather unusual and seemingly almost fanatical requests that we have just made through the Executive Committee of the Board of Managers, which met last Friday, a copy of which will be going to you directly. We must do something like that or close up definitely some parts of our work, and to close up any part of our work seems more difficult than closing up the whole show.

While our reorganized budget and reorganized system of bookkeeping, of course, does not pay debts, I am quite confident they are going to keep us from contracting others, and that is a very distinct gain and step forward.

It is splendid the way you have gotten the Trustees to take over a large part of the indebtedness. With what we have re-funded the Hospital it would seem to me that it should be enough to pay them off completely, and if it is so we certainly shall rejoice.

We have not yet started the actual building of the Hospital unit because the plans are still not quite worked out, but just as soon as the plans are ready - and Small is working on them as fast as he can - we shall begin. We have had such a mild and delightful winter that Ah Ming has been able to go right straight ahead every day with rushing the sericulture building. The first floor was put in a couple of weeks ago, reinforced concrete, and in another week or so, unless it gets cold, they will be up to the second floor. They are making very fine progress.

We are having a great deal of difficulty in planning for Owen's housing. I was feeling a day or so ago that we would have to cable him not to come back, but we are making other desperate efforts, though nothing is absolutely certain yet. As I wrote be-

0556

2
0
7
3
5
1
6

Jan. 22, 1923.

fore, we had rented Dr. Wang's house, but the Owens are not willing to live in that, perhaps till the summer time. We are not at all certain that they will be willing to live in the Malone compound in the cottage that the Malones built last year and which we have rented for the Huizingas until July. It is a small cottage with a sitting room and two bedrooms, store room, kitchen and two servants rooms, all on the same floor under the same roof, but we rather think that they will perhaps like that place. We can rent the Ritters' house as they are sailing for America February 17, but Dr. and Mrs. Jones want to live there and want to get to housekeeping right away as soon as the Ritters move out, and take over a good deal of their furniture and things. I think probably the Owens would like that house, although it is a little far away, but I think they would probably like the Malone place even better, and that is probably where they will be, at least after July, but where to put them from the first of April till then is a problem.

Mrs. Meigs said to me the other day, (but of course she must not be quoted under any circumstances) that she thought if Owen went to David Teachout and asked him for a house he would give him one. If Mr. Owen is in New York you might talk the matter over with him. I, myself, had thought that same thing. Of course he could and should not intimate that the suggestion has come from the field, especially from Mrs. Meigs, but if he approaches Mr. Teachout right I think likely he would give him enough for a small house, perhaps \$4,000 gold.

I was talking with Chen Ah-ming this morning, seeing if we could get him to build a house for Reisner, starting immediately so that it could be ready shortly after the Hutchesons get here, but he does not have the capital. Ing Mei Chi probably will not have capital enough either as I understand Southeastern University still owes him over \$20,000 on the buildings that he has put up for them. If we could get the money for Reisner's house we could get it built by the time they have to use it.

Hoping that things are opening up better since the beginning of the New Year, and assuring you of our greatest sympathy and prayers for your work, as ever

Cordially yours,

A. J. Bowen

0557

2
0
7
3
5
1
6

Jan. 22, 1923.

It was also suggested that all the Christian colleges adopt the same general type of organization, such as has been recently suggested by the government National Education Association of China, at its meeting in Canton, and has, as reported by Dr. Monroe, been favored by the leading ex-ministers of education and other educationalists in the north.

So far as Nanking is concerned, we shall advocate dropping out consideration of the School of Educational Research and continuing what we have been doing in industrial chemistry, but in no large way such as Soochow was contemplating or Shanghai Baptist College is planning. It would seem to us, however, a pity not to do some specialized work in chemistry since we have to do a good deal of it for agriculture and forestry, and since we have Mr. Thomson and Dr. Jones, and after the summer will have one of our graduates, Chen Yu-gwan, who has his Ph. D. in chemistry from Columbia and is now teaching in the Peking Government Teachers' College, a very high-grade fellow in every way, some of the contractor who puts up our buildings here. So with this staff and a fairly good chemistry equipment it would seem that we are justified in doing something along the lines of industrial and agricultural chemistry. Probably the more recent developments at Soochow will modify their plans about industrial chemistry there.

Very cordially yours,

0559

2

0

7

3

5

1

6

Dear Mr. ^{Wells} ~~Wells~~ January 23/23
Nanking
I am sending you several
"seconds", which will give you
the news up to date. We are im-
mensely pleased over the Dec 9 Trustees
meeting and it ought to put us
out of debt shortly. However, when
our minimum & absolute independent
requirements for the fall are
presented, as worked out & approved
by the Executive Com. Dec 19th
here, it will put us in debt
again chop chop unless
we get more money for current
expenses & paying our
very large (18) list of Univ.
supported men and China
college graduates (27). It seems
crazy to ask the Boards to
each (Presby. Meet. Disc.) to support
2 men more in the Univ. (6 more
in all) but ① we must have the addl.
men asked for for this fall.

0560

2
0
7
3
5
1
6

we close down a bit of
work and the movement can't
add 6 more to the 18 already
camping. I am working up
a full statement for the
Trustees, & you will see
by it (when it comes)
that 4 Boards are supporting
17 men (16 men & 1 woman) in
the Univ; while 2 are supporting
25 in Shanghai College & 1, and
supporting 13 in Soochow Univ &
2 Boards are supporting 10 in
Hangchow College that is being
expended. Our 4 Boards grant
→ cash \$2,000 mex while
the N. S. Baptists grant them
\$30,400 mex. etc etc. Well, I
feel we can put up a strong
case, but will we get what
we must have! If we can't

2
0
7
3
5
1
6

then we Must Cut
off some School
or Dept or something
— What shall it be?
The Trustees will
have to say. They can't
ask a man to cut off
his own leg or head:
it aint done — even a
sick man gets a doctor to
do it for him. Don't think
we are all entirely "batty"
— we are facing hard & real
facts that must be faced if
the Board want this kind
of a movement over here.

0562

2
0
7
3
5
1
6

The Executive Com. do
want such; so do
the M^{rs} "I appreciate
much your full & de-
tailed letter re Trustee
Mtg. also your Personal
letter. The Trustees Mtg
would great back up H.W.
& I am sure more & more he
will get things in your hands.
We sure do not want, though,
your being made Ass't. Trust.
to eliminate Mr Carter. He is
a distinct and great asset
& his help & weight & active
interest & co-operation as given
as Trust. is invaluable & while
you need to head things up in a
way financial, I am sure as Trust.
he can do a lot of things you
can't as Ex. Secy for & Unw...

2
0
7
3
5
1
6

+ editing ^{5.} books, etc. etc. etc.
I am sure tho it was not
intended to demoralize him
but to rather help him
on the Book-keeping &
accounting side.

1st Snow & cold
weather of the yr. yester-
day. We need a lot more
rain than we have got so
far. Exams. next week

Jan 3 - Feb 2. We are still
fussing a haul for
Dwens' & if can't get what
we think they will like fairly
well, will cable for him Not
to Come. No one getting them
here & no place for them to live
in & be happy. Cordial as ever

Yours
A. J. Bowen.

2
0
7
3
5
1
6

Nanking

TRANSFER

January 25, 1933.

My dear Mr. Bowen:-

I shall now write you a letter with my own hand - see the mistakes I make if you doubt it!

Enclosed I beg to submit a further addition to the voluminous papers mailed you some days ago in connection with a Suggested Form of Budget. This is a Suggested Summary. Now that it is drawn up, I would make one further division under income in cases where necessary. Namely, Salaries by Boards, and Salaries by Gifts or grants. I made the distinction under University Administration but did not carry it out. It would be better to make it everywhere it applies.

I think I have not anywhere made up a suggested summary of income. Yours was satisfactory I think. There is one point to bear vividly in mind and that is, a clear differentiation between income on the field, and income in America. For your purposes the income in America consists of a lump sum that may be called "Income from Trustees". Income on the field includes the salaries paid by Boards, and by individual gifts, where these are not paid thru the Treasurer of the Trustees.

My suggested budget shows a "Credit Balance for General Income" under the Senior College. This may not actually be a fact but if so it should so appear. Let the budget show so far as possible the exact facts of the income and disbursement by departments. So that the Trustees or anyone else picking it up can see at once to what degree any department is taking care of itself so to speak.

For your income budget, your division into designated and undesignated is O.K.

It is time I was starting home but I want to finish it up. It was begun several hours ago and as usual was sadly interrupted.

Sarah forwarded your fine hand written letter of Dec. 26. Dr. Williams talks to me enough so far as that goes. I am getting all the information needed so far as he can give it I guess. I would not be unduly exercised over furnishing full information to Eric North, Williams, and me. North turns over all that he gets to me, so that will relieve your mind. Perhaps it is all right for the present to continue sending directly to him. He is Secretary, tho I am now doing a good deal of the work.

I guess there has been no faculty meeting for about a year, judging from the lack of minutes. There seems to be none in the files for fall 1932. If any meeting was held you might send me a copy of that meeting's minutes.

We have the typewritten report. I planned to present a resume of the high spots in it to the Trustees meeting

0565

2

0

7

3

5

6

1-25-23

but Mr. Williams took considerable time in a somewhat discursive explanation of two or three points that it seemed wisest not to trespass further on the time of the meeting. They were in continuous session for five hours as it was.

I have written today a brief letter to each of the Trustees setting forth facts and statements that have come home in your recent letters so that they could get a look at things in general through your eyes. I will send you a copy of it when finished. I plan to do this occasionally to help keep the Trustees interested and warmed up. I will have use for all the good dope you can give me on items of information about the University. I think it would be well to play up the religious side of the University life as strongly as possible. There is no small feeling over here among many people that the institutions of learning don't pay much attention to inculcating Christianity among the students. It will be well to keep the Trustees posted on all religious developments in the University. You might write for example some time about the courses in religion that are being offered and how many of the students are enrolled in such classes, and anything in the way of figures on conversions will be good.

In this connection, I hope that it will be possible to keep up those statistics sheets which I started several years ago. They furnish figures that we need every once in while over here. Also my comparative figures showing percentages of Christian and non-Christian students entering school, as compared with the proportions in the graduating classes.

I have sent out copies of everything that has come to the Trustees. We have been handling the Banking books for the last month and have spent no little time, first on the suggested Budget form, and now on the new accounts. Before very long I shall be sending you a schedule showing the Plant Funds and Assets as we have been able to work them out. I know they are not accurate in many details, but it is the best we have been able to do putting many figures together. What we will want will be a correction of and elucidation of these figures which will enable us to set up our books here accurately. We should have sent you a statement - or rather statement to the Treasurer before this if we had gotten cleared away where we could tell what was what. There isn't any money in hand anyhow, just now, and so perhaps a statement of accounts is not so urgent.

A few days ago I mailed you the minutes. It was on a Saturday and closing time when they came to me. I simply bundled them into an envelope and sent them off without taking time to write a letter, because there was a mail out the next day and I knew you would have them ten days ahead of the next boat probably.

Perhaps I may comment here on the few items that need it. I was not present at the meeting so can't tell much more than the minutes give you. E-130 is self-explanatory. E-131 follows T-120 and you will recall that this was to be applied immediately toward repaying to the Hospital the funds borrowed from it. The action called for here has not been consummated and when it is you will get word. In the meantime you have already had word that you could draw \$10,000 Gold of the Famine endowment given by the two Boards. E-133 this \$5000 has not been received. When it is I think it should be applied to iron out some of the unevennesses in our books here. Of this I will write later.

0566

2

0

7

3

5

6

We are trying gradually to come to a common basis for Travel Allowances for the various institutions. It looks hopeful. E-137 approves the Budget in general subject to the corrections which were indicated in my summaries attached to the minutes. It is strongly to be hoped that Mr. Williams will get some money in which can apply on his campaign expenses here as well as to wipe out the deficit. If you are able to get by on the budget as outlined you will just about squeeze thru without any sinking fund for indebtedness of any contingent fund. Let me say again that I find one opinion only here. That is, that it is ruinous practise to overestimate income and the men here are one and all vigorously opposed to it as a practise. You will further your own cause therefore I think if in the future, you are conservative in your estimate rather than to put it at the peak of possibility. And that includes of course not adding in items not already in sight. You had down Williams \$2,000 from gifts to meet his expenses. I should say that was altogether too problematical. It is not assured income. The same in the case of Bowdewilk's salary. There is none in sight.

Marion joins me in the very best of affectionate greetings to the Bowen family and our many other friends in Hanking. I could write much more but I must beat it for the Grand Central or my wife will think I have been smashed flat by a careening taxi.

Yours eternally,

0567

2

0

7

3

5

1

6

COPY.

UNIVERSITY OF NANKING
Office of the President
Nanking, China

Aug
Nanking

January 29, 1923.

TRANSFER

Dr. Robert E. Speer,
President of the Board of Trustees of
The University of Nanking,
156 Fifth Avenue,
New York City, U. S. A.

My dear Dr. Speer:

As you well know, during the past year we have been studying our whole University problem, especially the financial matters, as never before, and from varying angles. As a result we have a much clearer appreciation of our whole work and development of the past ten years and of the implications involved.

We believe we have found the chief cause of our present indebtedness, namely, a too large unsupported foreign personnel, together with a large group of China college graduates with salaries averaging, say, \$75 Mexican per month. We find that we have seventeen board-supported foreign teachers and eighteen University-supported men and women, only a few of whom have definite support from individuals or associations. We have six returned students and twenty-seven China college graduates, besides no fewer than twenty assistants. These Chinese and foreign teachers are engaged in a very wide range of activities, covering teaching and administration in Primary and Middle Schools, Junior College, College of Arts and Science, and College of Agriculture and Forestry. In addition, not a few on the staff are performing duties and services for their local missions that must be done and would have to be performed by additional men for evangelistic work were our men not doing them. In fact, we are conducting, as an integral part of the University, primary schools and a middle school that, were we not conducting, the co-operating missions would be obliged to conduct, and that probably at a greater net cost to the missions than what we are able to do for them.

The sheet of statistics attached to the minutes of the meeting of the Executive Committee of the Board of Managers of January 19, 1923, will show our work in various ways in comparison with other similar institutions in East China. It will be seen that two Baptist Boards are together supporting eight more missionaries in the Shanghai College than our four Boards are together supporting in Nanking, while the Southern Methodist Board, alone, at Soochow, is supporting only four less men, and

0569

2
0
7
3
5
1
6

Jan. 29, 1925

the two Presbyterian Boards at Hangchow, with a very limited program and far fewer students, are supporting ten men as compared with our seventeen.

When we look at the respective number of foreign teachers for which the institutions in East China are responsible, paying them largely from fees or other income, we see that we are bearing an intolerable load. Where the college or university is conducted on denominational lines, it is evident that a much larger number of foreign personnel is a direct charge upon the resources of the supporting churches. The larger number of students with us, the more diversified work, and the quality of the work attempted also demand considerably larger expenditure in Chinese teachers and assistants. In addition, as compared, for example, with Shanghai Baptist College, our four Boards combined are making a smaller annual cash grant per year by \$3,400 Mexican than are the two Boards supporting that institution.

We find, also, in seeking a norm or suggestion from a typical small, first-class college in the United States, for example Wesleyan University, that their catalogue for 1921-22 records that there were

48 faculty members, exclusive of assistants or lecturers on special foundations, who were giving instruction;
 7 assistants in curriculum courses;
 1 lecturer on special foundation; making
 56 giving instruction;
 2 emeritus professors;
 17 administrative officers, of whom
 14 were not giving instruction; thus making a total of
 72 persons.

Their student body was 540, and while we do not have the data as to annual budget or amount of endowment, we note that in the "Wesleyan Alumnus" of May 1922 they are calling for "a larger yearly annual budget," a new library building, a chemistry building, a college union, an infirmary, gymnasium equipment - "building needs for which the sum of \$1,500,000 would not be adequate." Meantime the April "Alumnus" shows that a recent endowment campaign had netted over \$3,000,000.

From the June 1922 "World Call" we find that Hiram College, Ohio (the son of whose President is on our faculty), with "obligations already assumed" (presumably indebtedness) of \$100,000 gold, is seeking to raise an additional \$600,000 for endowment, and \$300,000 for buildings and equipment. With a student body of 515 they have an expense budget of \$112,000, which is considerably over their income; hence the campaign for a substantial endowment.

The Educational Commission, after the most thorough study of mission educational work ever made in China by the best-equipped

0570

Jan. 29, 1923.

experts, have laid down as a standard (see Report, Sections 683-4) that a Junior College of two years with 200 students should have a budget of \$70,000 Mexican; that a Senior College of Arts and Science of two years with 100 students should have a budget of \$40,000 Mexican; while a Senior College of Agriculture and Forestry of four years with 100 students should have a budget of \$84,000 Mexican. Our Junior College of two years has 276 students and an annual budget of \$48,000 Mexican, this estimate being based on actual expenses for the autumn semester of 1922; our College of Arts and Science of three years with 78 students has a budget of \$27,000 Mexican; and our College of Agriculture and Forestry of three years with 49 students has a budget of \$40,618 Mexican, leaving out expenses for Agricultural Gardens and specialized work in cotton and silk, all of which are self-supporting and are not primarily instructional. It will thus clearly be seen that we are considerably below the minimum standard set by the Educational Commission. Also their minimum estimate of \$46,367 for a four-year college of 100 students (Section 681, b) shows that our institution is at least 20% below the minimum standard for Arts and Science.

We believe most thoroughly in a policy of intensive, as contrasted with extensive, education. Quoting what you wrote in connection with Silliman Institute (Report of Deputation, 1915, p. 264), "our ideal demands a thorough intellectual training and the actual equipment of students for efficient work" which can be done only when the student body is small and the teaching staff, both in quality and in numbers, sufficient to allow the teacher opportunity for personal acquaintance, for frequent and intimate interviews, for leisure to nourish his own intellectual and spiritual life and to impart this best gift to the student. Hence we have in our planning a total Junior and Senior College student body for 1923 of 418 - practically the same total as for 1922 - and a gradual growth in the Senior Colleges only up to 550 by 1928, which we believe should be approximately our maximum number, and this in spite of the very great need and insistent demand for higher education. Such a student body following the standards of, say, Wesleyan University would require a teaching and administrative force of not less than fifty, certainly not less, since our five years of college work, instead of four, and the presence of a somewhat specialized Junior College and of an agricultural and forestry curriculum as well as the curriculum of the College of Arts and Science would make our need of faculty seem greater than is required at Wesleyan. The needs for this fall as presented below are, of course, far below this standard of teaching efficiency.

We shall present later, as requested by the Executive Committee of the Board of Managers at their meeting January 19, 1923, an outline of our needs for the following five years, show-

0571

Jan. 29, 1934.

ing year by year the estimated number of students, teachers, buildings and equipment needed and the housing requirements for the members of the faculty. This outline will include a minimum requirement and a comparative requirement according to the standards of the Educational Commission.

The requirements for this fall are strictly minimum and we all feel, are vitally essential if we are to maintain past standards and reputation. It is a question whether we are doing this this term. And it must be distinctly understood by the Trustees and the Managers that to carry on higher education we cannot hope to hold our best missionary teachers on the present basis of expenditures for we are providing for no new equipment for any of the science work or other work. No new course requiring added or increased apparatus is permitted, and with the larger classes and sections the work is unsatisfactory to the teachers, to say nothing of the students. For certain courses in History and Economics the teachers feel very much handicapped because we are not able to get the necessary library books. All, of course, appreciate the critical financial stress we are laboring under at present and are co-operating and helping to reduce expenses to the minimum with the utmost loyalty and the finest spirit, but manifestly were the best of these men to think that there could be no added equipment and facilities for a long and indefinite future, they would not feel justified in devoting their training and abilities here to higher educational work beyond a normal period. All will hold enthusiastically to a small number of students and to an intensive program. By "intensive program" we mean, of course, reducing the ratio of teachers to students and giving the students the very best and most vigorous intellectual training, but it means a very great deal more. It means reasonable attention to the physical welfare and recreative life of the students, which is now almost totally neglected. It means really evangelizing them, getting them to know and feel the power of Christ and to devote their energies to His Kingdom; which, after all, is the central emphasis of our work and requires more men than just the teaching or strictly educational work might demand, so that the teacher shall have adequate opportunity for personal work. But we are not able to do this now. The men asked for below will enable us to do somewhat better work next fall than we have been able to do this fall, provided we can restore the modest annual amounts for Chemistry and Biology and the Library and a slightly larger amount for Physics. It still contemplates, however, Junior College curriculum classes averaging about 40 and a very limited field of Arts and Science electives, due to the fact that the Arts and Science faculty has been drawn so extensively into Junior College teaching. Messrs. Hummel, Wilson and Thomson will be leaving for home about the first of July on regular furlough; Misses Mills and Sloan of the Junior College, and Misses Carr and Maw of the Primary and Middle Schools are also leaving us permanently as their terms expire then.

0572

Jan. 29, 1923.

Judging from figures of the past three or four years as to how many students drop out and how many continue on, we may expect that 60% of the first year Junior College students will enter the second year; and 90% of the present second year Junior College students will enter the first year Senior College. Also, owing to lack of dormitory, classroom, library and laboratory space we can receive only 160 new students into the first year Junior College next fall. We received 190 new students last fall, including special students and those taking some middle school work. On this basis, which, you understand, is what we can count on almost to a man (for the pressure to receive more makes it certain we can have these numbers) we shall have the following enrolment in the fall of 1923:

			Fall 1922 enrolment
1st yr. Junior College	160		169 plus 33 special & M.S. students
2nd yr. " "	110		74
1st yr. Senior College of Arts and Science	40		35
2nd yr. " " " "	20		22
3rd yr. " " " "	20		21
1st, 2nd and 3rd yrs. Senior College of Agr. and For.	60		49

In fact it is a further question, which we are as yet unable to answer, where we shall find classrooms in sufficient number and size, even with great overcrowding, to take care next autumn of the additional sections necessary in a second year Junior College class of over 100. In the following year, when sections will be required in Senior College classes some additional classroom must be provided. And not even standing space will be left in the Library.

It is with all of the above background and data and intensive study of our needs and budgets, extending over months, and in spite of the serious debt at this moment hanging over us, that the Executive Committee of the Board of Managers, on January 19, felt that we must ask you for the following men and what they would involve in added budget for the fall of 1923. It is because of the above considerations also that, in spite of the very heavy responsibilities of all the Boards involved, and in spite of the generous support these Boards have been giving and of the recent efforts to relieve the situation, we feel constrained to ask the three main Boards each to take on the support of two additional men, making seven board-supported men for each Society. We do not see how we can operate this fall without these additional men. We are certain we cannot add them to the eighteen foreign men and women the University is now responsible for financing. We plan to replace the two

Jan. 29, 1933.

foreign teachers in the Primary and Middle Schools by people we may find out here, for whom no travel or outcoming expenses will be required; that is, on the present budget. We are counting on the Famine Fund to provide any additional teachers the College of Agriculture and Forestry will require. So you will see we are dealing only with the Junior College and the College of Arts and Science. It should be clearly understood that the College of Arts and Science has been very seriously depleted in order to handle the large number of students in the two years of the Junior College. The program recommended will begin to restore the strength of this pivotal college, but only so long as it has 80 to 90 students. When the number of students in Senior Arts and Science gets above 90 or 100, two or three additional teachers will be required to keep up the standard arrived at. You will observe from this fall and for the next five years we propose to keep the number of Junior College students down to 160, as this will fill up the three years of the Senior Colleges so that our maximum limit of 550 will be reached. That is to say, increase in student body from this fall on will be in the Senior Colleges only, which we feel is as it should be.

We are now prepared to speak of the specific recommendations made by the Executive Committee in actions EM-42, 43, 44 and 45, which we regard as the very minimum by which alone we can exist for this fall.

Action EM-42

(1) Outcoming of three teachers for English.

We wish these to be single men if possible, who will come on a five-year contract, but whom we would hope would become permanent members of the staff. We believe that if possible they should come on the understanding that if they remain five years the University will pay their travel both ways; if two years, we pay two-fifths; if three years, three-fifths; etc., this to apply to all men or women, single or married, that are to be supported by the University.

3 not going expenses single English

(2) We ask for the salary of only one of these teachers, as we have now in our Junior College budget the salaries of two, and can continue this next fall, of course.

1 Salary single man Chinese grad. 1. Math.

(3) We must have some one to teach Mathematics in the Junior College, and as one of our graduates of June, who took special work with Dr. Holgate, is able to do this, we wish to employ him.

(4) The three student assistants will be necessary over and above the assistants we now have, in order to handle the laboratories and larger classes or more sections in the second year of Junior College.

3 student assistants

It is to be noted that one of the men for English will have one course in Bible or Religious Education, as Mr. Hummel will be away, and one other will give a course in History.

0574

2
0
7
3
5
1
6

Action EM-43

(1 and 2) For the Senior College of Arts and Science our first need is for a first-class man for Physics, a man who can head the department. Since Mr. Roys' leaving, this very important work has not been adequately staffed. Part of Mr. Caldwell's time will be taken up with surveying for the College of Agriculture and Forestry, and he is not specially strong in Physics. It is now said with Dr. Smith of Cornell College at Southeastern, that their Physics is better than ours. I believe this is true, and will continue so even after he leaves at the end of the school year and until we get a first-class man to head our department. We hope he will be a permanent, married, board-supported man.

1 Phys.
married
perm

(3 and 4) Owing to practically all of Mr. Sarvis' teaching time having to go to the Junior College, we consider our second greatest need for the Arts and Science a single man for Sociology and Economics. He will have to put off language study for at least a year, but we hope this man will be a permanent board-supported member of the staff.

1 Soc. Econ
perm

(5 and 6) We are now employing student assistants in the Library and the China graduate will replace them to a large extent, so this will not be entirely an increase in the budget. However, the returned student will be and is one of our own men, Mr. Li, who is at the Albany Library School preparing especially for this work.

1 Returned
student
Library

(7) The Returned Student for Chemistry is also one of our own graduates, the son of our contractor who puts up our school buildings. He received his Ph. D. from Columbia last year and is now teaching in the Government Teachers' College, Peking. He belongs to us and is an outstanding Christian leader among all the returned students and will render effective missionary service as well as very greatly strengthen our science work. Since Mr. Folk left us we have greatly needed this type of Chinese help in our science work, especially in the chemistry work, which is regarded as the strongest in China.

1 Returned
student
Chemistry

(8) The China Graduate for the Registrar's Office will replace student assistants and will add only slightly to the budget, and at the same time relieve Mr. Sarvis of much routine work now on him.

1 Grad Chinese
Registrar

Action EM-44

For five or six years we have all felt that one of our most serious shortcomings in giving the students all they should be getting was due to our having no one able or qualified to look after the College athletics and physical welfare. No other college in East China, government or missionary, is so remiss at this point as we are. We wish a man specially trained in physical education, such as are graduated from the Springfield Y. M. C. A. He could

1 Phys. Ed.

2
0
7
3
5
1
6

Jan. 29, 1925.

well be a single man, preferably so, but we would like him a permanent and board-supported man. He would need to get the language and could teach one or two courses. He would do for the College students what Mr. Speers is doing so admirably for the Middle and Model School group.

Action EM-45

Possibly some of the Boards would prefer to take on the support of some of the University-supported men now on the field, such as Mr. and Mrs. Twinem of the Presbyterian Church; Mr. and Mrs. Wade-Jones of the Methodist Episcopal Church; Mr. and Mrs. Owen of the Disciples Church. Whether they take on these or some of the new men required this fall is in general, I think, a matter of convenience to them.

All of this very long and detailed letter emphasizes why we felt constrained to take this action. I cannot help but think you will feel we are making a just and reasonable, in fact an inevitable, request, if we are to continue to function in any large way.

Action EM-47

The same applies to this vexing and embarrassing housing problem, which has been before you often.

Action EM-48

1 Education perm.

This seems to us the very minimum required. Since Mr. Bullock and Mr. Moss have both left our educational work, we have been "dying of slow death" in this department, and at present have only one man, a returned student, giving his time to training of teachers and educational courses. We must build up toward the recommendation of the Educational Commission for a Senior College College of Education with special emphasis on the training of supervisors and middle school teachers. This man, preferably married, should be permanent and board supported.

This letter is too long already, and I think the other actions of the Executive Committee are clear. We believe we have outlined more definitely than has hitherto been done the most fundamental reasons for present indebtedness and the direction and implications of the institutions healthy growth. The definite men we wish added for next autumn will directly increase the present January-June budget by over \$20,000 Mexican. To this should be added not less than \$5,000 Mexican for science equipment and supplies and added furnishings. The pressing property needs outside of houses - a second science hall for Agriculture and Forestry, three or four new dormitories, a gymnasium, a library - are facing

0576

R. E. Speer - 9

Jan. 29, 1923.

us with bewildering insistence. In the face of the Boards making additional annual grants from \$6,000 Mexican each to \$8,000, and of their meeting, as we understand, two-thirds of our debt; in the face of their own debts and increased obligations and unprecedented problems of financing the whole Missionary Cause, it might seem that we were ungrateful or unaware of the difficulties and burdens of the Missionary Societies. We are facing these conditions and facts, but it is only fair and honest to place before you the whole matter here as we see it at this time. We still believe God is leading in our work as we have believed from the beginning. We do not see our way out as clearly as we should like. It seems to lie in the ways indicated in this statement, even though this seems to lay almost intolerable added burdens upon you. We shall hope that old friends will rally to our help, and new friends may be found, and an adequate support and endowment may soon be built up.

With deepest appreciation of your uniform sympathy and help,

Very cordially yours,

(Signed) A. J. Bowen.

0577

2

0

7

3

5

1

6

UNIVERSITY OF NANKING.

Resume of Mr. Bowen's arguments for the
Proposed Increase in Faculty.

1. University conducts Middle & Primary schools for which no appropriation is now made. If the University did not, the missions would have to.
2. No new equipment can be added at present - departments are greatly handicapped.
3. Men so crowded that they are not able to do the personal work with students which is essential.
4. Hummel, Wilson and Thomson on furlough beginning July 1923 - still further reducing the staff.
5. Senior College work seriously depleted to deal with large Junior College classes.
6. No adequate work in physical health training can be done.
7. Comparative statistics on the next page.

Buildings vitally needed

Houses

Science

3 - 4 Dormitories

Also Mex. \$5,000 for Science equipment

Gymnasium

Library

0578

2

0

7

3

5

1

6

DB Moss
*when asked
others asked
This for me*

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA



January 30, 1923.

TRANSFER

3/6/23 Dr. Eric M. North,
150 Fifth Avenue,
New York City, U. S. A.

My dear Dr. North:

We are sending you, through Mr. Moss, a copy of the minutes of the Executive Committee of the Board of Managers held January 19. We have delayed in sending the minutes as I have been preparing a very long and full statement of our situation, which will serve as an explanation for the unusual requests that we make in these minutes regarding additional staff, and also regarding action EM-45, where we ask the Disciples, Methodist and Presbyterian Boards each to increase the number of board-supported teachers by two, making six in all, for the Junior College and the College of Arts and Science. It seemed appropriate to address this long communication to Dr. Speer, as President of the Board of Trustees, so we are sending you only a copy, but it needs to be read in connection with these minutes, which will come to your hands through Mr. Moss.

I think these actions, together with the long covering letter make very clear and put the whole matter before the Trustees in the very clearest possible light we are able to at this time. It means a radical step forward but I am quite sure you will agree with us that only such a radical forward step will save the situation and enable us to not simply go forward but do the work we are now doing in a satisfactory way. Just how it can be financed is a serious problem for you all, but I am sure it must be faced and we cannot permit ourselves to go on as we have in the past three or four years gradually accumulating a serious debt, or to hold very long to the reduced budget that we are operating under for the first six months of this term. I am sure you will realize it is impossible. We appreciate immensely the very decided forward step the Trustees took in their meeting of December 9 to get us out of debt, and we are tremendously encouraged. It seems from these additional requests that we are now sending in that we might not be so appreciative of your situation or what you have done, but I can assure you that this is not the case. We are extremely grateful to our Trustees for the generous way in which they are carrying our heavy burden, and we regret exceedingly to add to this burden but we see no other alternative. I am confident that you all there will take up the problem, taking advantage of Dr. Williams' being there giving his time to these special financial campaigns, and we trust that some solution can be reached.

Again thanking you for your continued help,

Very cordially yours,

A. J. Bowen

2
0
7
3
5
1
6

0579

UNITED STATES DEPARTMENT OF JUSTICE

FEDERAL BUREAU OF INVESTIGATION

WASHINGTON, D. C. 20535

SEARCHED BY	
INDEXED BY	
FILED BY	
(Date) 3/2/23	
SEARCHED	DATE
INDEXED	DATE
FILED	DATE
SEARCHED	DATE

2

0

7

3

5

1

6

0580

EXTRACTS FROM MINUTES OF EXECUTIVE COMMITTEE
OF BOARD OF MANAGERS OF THE UNIVERSITY OF
NANKING - Meeting held January 19, 1923:

EM-42 VOTED: - That we recommend to the Trustees the securing of the following for the Junior College, as a conservative minimum, if we are to handle present work with the lowest efficiency possible and still exist:

1. Outcoming expenses of three teachers for English Mex. \$2,700
2. Salary of one teacher for English, annually, " 1,600
(The salaries for two of these teachers are now being provided for in the budget)
3. The salary of one China graduate for Mathematics, annually, " 720
4. The salaries of three students or graduate-student assistants for Chemistry, Physics and Biology, annually, " 1,000

It was also

EM-43 VOTED: - That we recommend to the Trustees the securing of the following for the Senior College, as a minimum:

1. Outcoming expenses of one married man for Physics Mex. \$1,800
2. Salary of married man for Physics, annually, " 2,600
3. Outcoming expenses of one single man for Sociology and Economics " 900
4. Salary of single man for Sociology and Economics, annually, Mex. \$1,600
5. Salary of one graduate for the Library, annually, " 720
6. Salary of one returned Student for the Library, annually, " 1,800
7. Salary of one returned student for Chemistry, annually, " 1,800
- 8/ Salary for one graduate for Registrar's office, annually, " 720.

It was also

EM-44 VOTED: - That for the Junior and Senior Colleges we recommend to the Trustees the securing of

1. The outgoing expenses of one single man
as physical director Max. \$ 900
2. Salary of same, annually, 1,600

In view of the need of this increase in our teaching staff,
it was

EM-45 VOTED: - That we ask the Disciples, Methodists and Presbyterian Boards each to increase the number of board supported teachers in the University by two, for the Junior College and the College of Arts and Science.

In accordance with the recommendation of the Educational Commission that emphasis be placed on Education at the University of Nanking, it was

EM-46 VOTED: - That of the six men asked for from the Boards, one shall be especially for educational work.

2

0

7

3

5

1

6

FEB 8 1923

February 5th, 1923

Rev. A. J. Bowen, President,
University of Nanking,
Nanking, China.

Dear Mr. Bowen :

I am in receipt this morning of your letter of January 9th . I think you are right in correcting my statement regarding the cooperation of the heads of the Departments, - that was hardly the correct statement of the case. I did not mean loyalty to you and a willingness to cooperate fully. I was thinking more that it was a pity that they had not assumed a little more responsibility in keeping within their budgets. Loyalty in the sense that even though there was tremendous pressure upon them to keep their Departments up to date and to meet the demands of the Chinese, so that they would feel that they must still do their part in keeping expenses within probable receipts, and show their hearty spirit of cooperation in doing this even though it was hard to do. I can not feel that the full responsibility in this matter devolved upon you, but that the heads of the Departments had their full share in this responsibility. I know what the temptation has been, and I know that some of them have exceeded their budgets even though they knew, in measure at least, what the financial situation was, and I was writing from this point of view.

You say in your last letter that Dr. Williams in a post-script seems to indicate - "that the Trustees have agreed to take up one-third of our \$100,000 Mexican debt from famine funds in hand, making direct appropriations to cover another third, and that Dr. Williams is to raise the balance from special solicitations ." You will already have received cable advice and letter advice of the sending of the \$10,000. gold to relieve your banking situation at the opening of this calendar year. Ten Thousand Dollars of the securities which we hold representing the Famine Endowment will be sold when this three day draft which we authorize you to sell is presented for payment. I do not think there has been any promise by the cooperating Boards that additional gifts would be made to cover the second third of this over-draft. I have been out of touch with things a little of late and I may not be correct in this, but personally I do not know of any immediate prospect of this second third being available , so that I would not count upon it unless you have official word from Mr. Moss or Dr. Williams.

With kind regards,

Yours sincerely,

TREASURER.

0583

2
0
7
3
5
1
6

RECEIVED

Feb 5. P.M.

Read by R.E.S. over

FEB 28 1923

My dear Williams, I intended
to get a letter off to you & to Messrs.
of the Executive Com. help
and our requests etc, but
I was too rushed at the close
of school. Miss Truell will have
mailed you ^{a copy} my very long &
exhausting, I fear, letter to
at 8 P.M. covering it and our
needs and unusual request. I
am afraid you will think we
are crazy as well as unappreciative
of your difficulties and of the
general Board's situation. But
it seemed the only honest & fair
and adequate thing to do & I
tried to put the whole matter
forth as it seems to all of us
on the field with the fullest
possible setting and clearest
reason possible. I am very

2
0
7
3
5
1
6

anxious to know how it struck
you & Mr. Shier & the Trustees
& Mass. Our position or rather
needs seem to me & to all the men
so clear and the other im-
possibility of getting out more
men - & men absolutely needed
for this fall - our unanimous support
that it seemed to all of us as
we went over the matter & faced
the facts, that we must ask
the boards for the 6 additional
Board supported men. How
they can do it, I do not see, &
how they can refuse to do it
I can't see either!! The
whole presentation, I think,
shows clearly that they
(the Boards & Trustees) know
and really "up against it",
& must get more Board
supported men.

Your letters - 3-4 received
recent have been very much
appreciated, and show good
results. They show too with increas-
ing clearness the very heavy
burdens you are bearing & the
problems you are facing. But
I am confident you will not
suffice the debt but will
finance the New Advance we
must make. I think it is a
very remarkable victory
that you secured the letter
from Mr. North you bid - it is
far better than anything
I or any one I know has ever
been able to get from him.
While it is guarded & conservative
it clearly shows your have his
confidence and his backing.
When we consider his age &
his growing conservatism, I
am surprised & delighted that

23

you have done so well. I believe
you can "operate" in the M.E.
ranks with this as much as
anyone can possibly do. At best
our church is a "connectional"
and airtight & sewed up
constituency & even with this
letter & words & any letter it
is like breaking into jail to
penetrate. I hope it will help you
more than anything in the past
has done - which is maybe little,
I will admit. I think it is
just that Mr Severance is coming
your way. Mr Swanson is a
tower of strength for you & for
the Unit. What a magnificent
Christian man he is! I sent
Mr Severance & Mr Leach a
group picture of ^{Mrs} St. Cautley & me
& his class taken at the entrance
of Severance Hall that made a
very attractive view & I thought
they were in the Cautley's
would interest them in the picture.

2
0
7
3
5
1
6

0586

Miss Pruell will be sending
 you & Mr Swaney & Coffey. We
 are having in 2 of the Boys in
 Dr Coulter's classes with Mr.
 Peabody Mr Swaney & Mr
 Swaney in appreciation of their
 making his work with them poss-
 ible. Mr Coulter leave for Peking
 today & he will go to the P.H.C.
 Hosp. for operation for appendicitis
 day after arrival. They are fine
 people & we have great enjoyed them
 in our home the past 2 mo. or so.
 They leave with a high regard
 for the Univ. of Nanking & our
 Faculty. Unfortunately not a very
 high one of Girdling. I fancy
 his 4-5 mo. in Peking will not
 lessen his respect for the Univ.
 of Nanking, tho he will have a
 definite & good work & contact
 there - Yenching, Govt. Univ &
 Princeton social work. He will very

great help, us with our service
the Travelers & other of
Cleveland people. Incident
ally he is extremely grateful to
you - for your gun. It has
had the taint of its life & he
has it well trained. He is very
fond of hunting & found it in
your stuff, got it in good shape
& used it almost every day.
I will see it is kept oiled & pro-
tected. My I wish we could
talk over the letter to W. Beer
& our other problems; & I wish
I could ease your burden
rather than add in this way
to them. I am hoping & pray-
ing that some one will see the
vision of our work & its im-
portance at this time & give you
a really big gift. But all such

possibilities are harassed
& begged to destruction of course.
But as we have always felt,
god is leading us He has in
the past & He will see us
through. You & I have only a
few more years - 10 ?? - & I
hope the 2nd Sc. Hall the lib-
rary & 4-5 more donations &
an adequate unnumbered
income - secured by the time
we have to lay the burden
& others take it up. The sad
part (if there really is such!)
is that so far as church
- Christian church - support
& backing & taking over & up
the burden, seems almost
as far away as when we
entered on the Great ad-
venture of faith with dear

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA



February 9, 1923.

TRANSFER

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

My dear Moss:

I am sending you herewith copies of letters which will emphasize the need of greater care and very definite and explicit contract with men or women who are sent out by the Trustees to be supported by the University. A number of these matters have been covered in more recent Trustees' actions, such as the amount of outfit money and salaries, but such letters as Mr. Caldwell's make it clear that routine and explicit statements should be given to the one who is coming and a copy of the same sent to us. These routine statements and agreements or contracts should cover

Amount of outfit to be paid, and whether to be paid in America or in China

What is meant by "medical attendance." It certainly does not mean drugs, medicines, or unusual operations.

Travel - just what it is to cover; how elaborate tips are to be covered by the Trustees. You will recall when Mr. Speers came out he had a very heavy item of tips which we did not think were justified.

Term of service.

Language study.

Salary.

Children's allowance.

Some statement about housing, and it should not be that they are to be given a house as soon as they arrive but rather to the effect that they would probably have to live with some family for a year, and some idea as to what that means as to expenditures and cost.

0590

2

0

7

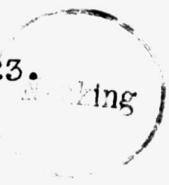
3

5

1

6

Feb. 9, 1923.



A statement about furlough.

That they are to work exclusively for the University.

When does the salary begin and when end. It has always, so far, begun when the teacher reaches the field.

All such items should be carefully covered and the candidate know definitely what he is coming to. In the case of Mr. Caldwell Mr. Reisner and Mr. Scott, of course, made a mistake about the out-fit allowance. They told him it was \$500 gold, when as a matter of fact it was \$200 or \$250 Mexican, but we are paying that; \$250 was paid him in America and we are now paying the \$250 here, though it should be understood that it is not budgeted. If you would kindly take up this matter and have all of these and other points very carefully outlined and stated with each candidate it will save considerable difficulty at this end.

I have just returned from Shanghai where we had the meeting of the Advisory Council of the Association of College Presidents and Deans and of the East China Educational Association. As soon as the minutes of the Advisory Council come I will send you a copy, but we approved in general of what each institution was to undertake and of making the Comparative Law School a union organization. We also, at the other meeting, decided to do away with the Association of College Presidents and Deans for East China and to have it reorganized into an Association of College Teachers for East China. Hitherto, as you know, this Association has taken up chiefly matters of administration and of co-ordination. These can now be handled by the Advisory Council and the East China Educational Association can have a section for college teachers where they can take up the problems of the college teacher, which is very much needed. I did not stay clear through the meeting of the Educational Association, but they were having an excellent programme and a fine attendance. Shanghai and St. John's were not able to get together on their business courses so that was left as it stands. St. John's is doing full college work in business administration and so is Shanghai College. The question of the Union Medical School was not brought up as a special committee - not of the East China Educational Association - is handling that. We do not know just how they are getting along. I think that Mr. Cressy is making a real contribution to the educational work out here, but they are having some difficulty in financing it. I think this meeting will be a great help in that direction.

Hoping that everything is going along well with you all there, as ever,

Cordially yours,

A. Boulton

2
0
7
3
5
1
6

金陵大學
UNIVERSITY OF NANKING

TREASURER'S OFFICE

NANKING, CHINA

~~Rmbx2x1923~~x Jan 31-1923

C O P Y

Dear Mr Akerstrom:

In confirmation of our conversation of yesterday I am writing to remind you of two sums due us which have not yet been paid.

1. We were engaged in New York on Aug 12-1921 with the understanding that salary would begin Sept 1-1921. Your records will show that the Sept salary has never been paid. I protested orally to Mr Owen but not in writing. (\$216.67 Mex.)

2. Our outfit allowance of \$250 Gold each, half to be paid on the field has not yet been paid. This I have applied for orally several times but was always put off till some future time. At first I let it go because I did not at that time need the money, then I had to use my regular salary to buy things that should have come out of this allowance. Now I must pay bills which should have been paid from my regular salary, some of which have been running since summer, and must increase my outfit somewhat, as I am greatly handicapped in my work at present for lack of certain things. (\$250.00 Gold)

We need this money now, have been needing it more and more for several months, and will appreciate the payment of all, or as large a portion as possible, at this time.

Very sincerely yours,

(signed) L H Caldwell

0592

2
0
7
3
5
1
6

校學大陵金
UNIVERSITY OF NANKING

TREASURER'S OFFICE

NANKING, CHINA

C O P Y

Jan 30-1923

Dear Mr Akerstrom:

Herewith out bill for medical expenses for 1922 made up on the basis of information given us in New York at the time of our engagement to the effect that medical expenses and half of the dental bills were included in the salary together with house rent and cash.

We would appreciate the receipt of this bill as soon as convenient as we are greatly in need at the present time.

Sincerely,

(signed) L H Caldwell

C O P Y

Dec 31-1922

Mr Akerstrom, Treasurer.

Dear Mr Akerstrom:

Here is a statement of our medical expenses for the year 1922 which the Board members in New York informed us was a part of our salary:

Typhoid inoculations	\$4.40
Kuling doctors service	12.00
Memorial Hospital, Mrs. C.	70.15
Eye treatment, Mr C	5.50
Prescribed medicines	11.13
Dentist total \$36.00, half	18.00
Total	\$121.18

Sincerely yours,

(signed) Leonard H Caldwell

0593

2
0
7
3
5
1
6

check



TRANSFER

Feb. 9, 19 .

President J. Bowen,
University of Nanking,
Nanking, China.

My dear Mr. Bowen:-

This letter is directed to you because you need to know about it, and it will be your knowledge in a very real measure which will supply the needed information. You will of course have to refer to the Treasurer's books. I had hoped to take this up with Mr. Owen here before sending it out, but I have talked it over with Mr. Carter and Mr. Williams, and since we are exceedingly anxious to get the material in such shape as will enable us to set up our newly organized books I am sending it along in the hope that it will be possible to straighten out the knotty points without too much difficulty and let us know the result by some time in May.

There are two sheets of this statement. One is the Plant Funds and the other should show the use of those funds or the Plant Assets.

PLANT FUNDS.

This indicates so far as we have record or could find record, of the receipts for Plant purposes. In the column headed "Given at the time of Union" we have listed the totals that were the agreements and have put in the next column the additional amounts received at the time or since. For example, according to the appraisal of the properties of the Methodist and Disciples Boards at the time of Union we took the figures given, dividing by the rate of exchange they used (i.e. 2.20) and put the amount of gold as listed on the second sheet "Plant Assets". The Methodists contributed more than \$40,000 in plant at the time of Union. The balance is included in the second column amount of \$58,432.00.

The Day Building Fund is the \$10,000 which was given by Mr. Day. This must be listed with the Plant Funds I think, and as soon as we can replacing it from the current funds or funds to meet the deficit.

We would like to distribute the Architect's fees of \$2600, either to the various buildings, or since it was included in the among the costs of the new layout, why not designate it as "Land Improvement". We have done this with the Peking fees of this sort.

2

0

7

3

5

1

6

0594

So far as possible we have listed the gifts under the Boards with which the donors were connected. The Jones gift for the Normal School appears to be in question as to denominational affiliations.

You will notice we have an item "Plant Funds from Current Funds \$55,447.69. This was necessary to account for the balance of the Plant Assets shown for which there were no other funds apparent.

PLANT ASSETS.

The valuation of the Land at the time of Union was taken from the Appraisal statement before referred to. Since then according to our books there has been received for Land \$4,400. This total is only 49,836.00 whereas your statement to the Board of Regents of last year gives a total of 90,358.09. Here then is an apparent discrepancy which needs to be remedied. This difference of about 40,000 is part of the "Plant Funds from Current Funds" 55,447.69 above referred to.

I know that the value we have given for residences is an understatement and yet it is all the information we can get here. More has been spent for residences than has ever appeared on the Trustees books. We are differentiating between hospital and university buildings and equipment. We would do so for the ~~1/2~~ Land if you can give us the figures.

The Hospital Buildings have been increased in valuation by the erection of the Dispensary Building, built by Hospital fees of which no record has ever appeared here. This and anything else that has been added there should be given in the corrected total for the Hospital Buildings. We would like the main buildings listed with their valuations if they can be.

Probably the permanent equipment is worth more than appears here. This additional amount whatever it is would doubtless have been drawn from Current Funds.

From the Methodist Board has come \$11,000 that appears not to have been designated or which perhaps was for residences. Can you clear this up for us?

This concludes my remarks except to say, all sums given or costs of buildings should be on the basis of actual cost and not on the basis of present valuation. For purposes of our books we want the cost figures on all these items. I am sending two copies of this so that Mr. Abernethy can have one. I don't want to add to your work, but I am exceedingly anxious to get this matter straightened out so that we can set up our books definitely on a final basis. Your very valuable assistance will be tremendously appreciated.

Most Cordially yours,

0595

2
0
7
3
5
1
6

Nanking

TRANSFER

February 15, 1923.

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

My dear Mr. Bowen:

I write at this time to call your attention to the fact that the \$10,000 gold which you drew under cable instructions from Mr. Carter at the end of December 1922 were the proceeds of the sale of \$10,000 of the Famine Fund Endowment which was given by the Methodist and Presbyterian Boards and was made available for use on the basis of the action of the Trustees, T-120 and E-131, making available upon action of the boards concerned the use of this money for meeting the deficit on the College of Agriculture and Forestry; and also to call very strongly to your attention the fact that while this money was advanced to relieve you temporarily at the end of the year, that the intention of the trustees is that it shall be used to reimburse the hospital for their funds which we used in connection with the needs of the university.

Dr. Hutcheson is considerably exercised lest this \$10,000 be swallowed up in the general funds and all track of it be lost, so that the hospital never hear from it again.

The Presbyterian Board has taken the requested action, but we have not yet heard from the Methodist Board, although I believe there will be no difficulty in this connection. The Baptist Board are having their meeting this week, and presumably will let us know before very long just what they are prepared to do in the matter.

I realize that this does not help you out of your difficulty toward financing the institution in any measurable extent, and yet I believe the wise thing to do would be to make this money immediately available for the hospital, to be kept in their private account, so that there may be no opportunity for charging the university with not carrying out the actions of the trustees.

I am sending Mr. Akerstrom today the Treasurer's Statement from the 1st of November to January 31st. As I indicated before, we have been somewhat slow about getting this off because of the immense amount of work required in reorganizing the books in this office. We hope to be more prompt in sending a statement at the end of each month from this time forward. Things are going

0596

2

0

7

3

5

1

6

A. J. Bowen

- 2 -

February 15, 1923.

finely in the office here, but we are almost swamped with work. I am sure this will lead you to think up several extra things that we can do and let us know about them at once. You may be sure that we will be glad, however, to do anything that we can at any time.

With abundant best wishes to you all, I am, as ever,

Cordially yours,

2

0

7

3

5

1

6

0597

RECEIVED

MAR 18 1922

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

New Years Day, Feb. 16/22.

My Dear Williams,

As it is a rather stormy and quiet day, I will get off a brief letter to you, tho there is not much to report.

Ritter left Tuesday, with a sealed letter he was not to open till he got on the train, which told him that the South Kiangsu Mission of the So. Presby. Ch. concurred with the North Kiangsu Mission in their vote that he was not orthodox (according to their standards!!). I wonder what will be the outcome of it all? CERTAINLY the So. & the No. Methodists and the Disciples WILL NOT CONSENT TO So. Presbyterian THEOLOGY dominating the Union Theol. Sem. Apparently they are pushing it to a show down, and if they do it will mean that THEY withdraw from the Sem. Their plan, egged on by Tewksbury, I am confident, is to attempt to make the Nanking Seminary the conservative one.

Day before yesterday we bought the Hunnery just east of Dr. Hummel's for \$1620, a very cheap price. The ladies are paying for it from their sales and concerts, etc. We (they) have paid \$400 cash down: \$600 is to be paid in June and \$600 in Oct. We all feel pretty good over it. Either the Twinens or the Bates will live in it. We get possession in March or Apr. If Twinens go in, then the Owens will go into the Twinen house, the old Holland house, which will please them, very much we think. The reason we are suggesting it for Twinens is that they specially requested a Chinese house near the Univ. when one was available. They are in Hwaiyuen till next week, so will not know their idea now till they return and they have considered it. I hope it works out this way. It will take \$100-200 to fix it up for foreigners, but even so will be the cheapest housing proposition we have. It is a very good building.

Olive writes, and also Mr. Owen, that owing to sickness they are pretty sure to be delayed 4-5 weeks in sailing - we are sorry, but hope the children get along all right and there is no serious after results. Olive is sailing Feb. 21st, which in spite of the disappointment in not coming with the Owens, get her here a couple of weeks earlier and that makes her happy. She will teach in the N.E. Conference Academy, and live with us.

It was fine that so many distinguished men who had been to China recently could have taken part in the meeting at Bethlehem. I have thought that Dr. Butterfield did not appreciate what we and Canton were doing and had done in Agr., but I think his influence has been good for our general work in China. He is more of a Christian than Ras-ell, who has too high an opinion of his own ideas and his cleverness, possibly. I wish they would come forward (the Ed'l. Commission) with constructive plans and active co-operation in helping the Boards finance these projects. None except Dr. Barton, I fear appreciate the tremendous work the Boards are doing for China, freely & gladly, or the tremendous loads they are carrying. All of the Fundamentalist agitation doesn't help the Boards, for the Church knows the the Missionary Societies are considerably ahead of the Churches in liberal views and Christian attitudes.

The N.C.C.F.A. meetings this year were a very great step in advance of previous meetings. Cressy has been doing excellent work, and will increase in effectiveness as all back him up and provide the needed funds. The meeting of the Advisory Council was not much to boast of, tho we approved of the former plan of co-ordinating our work, with a few changes, chiefly the we do Industrial Chen, as we are doing, and Shanghai College do training of Supervisors as they are determined to do. In view of our depleted Educational staff and the distant prospect of training supervisors or any kind of teachers, it ill became us to oppose Shanghai with their staff of 4-5 men in Ed.

0598

2

0

7

3

5

6

2-16-23.

(2)

As soon as the minutes come to hand, I will send you a copy. The Assoc. of Coll. Pres. & Deans was dissolved, and the I.C.C.A. asked to form a division of College Teachers, who will consider college problems of teaching, etc, and leave questions of administration and organization and union to the Advisory Council.

I did not get a Chinese New Year Hunt this year, tho Shields & Heminger of Tsien & Tucker of Shai. can here for it. They and Elliot & Dr. Howard of Peking went out Feb. 6-10 at Chia Shu & got 3 pig & 12-13 deer. The next week Will Stuart and Edwards & 4-5 I.C.C.A. men went out Hot Springs way for 3 days and got a few deer. I haven't felt the need of extended hunt this year, for some reason. Have had several all day hunts with Dr. Souther & one with Shields.

The Y Secretaries' conference here Feb. 5-11 was a great success. They were all enthusiastic re the Univ. and their accommodations. They said it was the most comfortable and satisfactory place they had so far met. I was in Shai. most of the time so did not get in touch much with the men except the last two days.

The sericulture building is ready for the 2nd reinforced cement floor, and as soon as the New Year spasm gets over, it will be put down, as it is not freezing now, and likely will not much more. As soon as we can get some Finance Funds we will go forward with cowsheds and one or two other houses, and pay for considerable land we have bought and 'titled'. We had to go on with some of the land buying at this time of the year, if we were to get it within 1923, as you know. Reisher has been doing splendid work on it and getting land the cheapest we have ever done. For example, the hill to the west, that we have bought for Mrs. Meigs, in part 63 no. cost \$47 per no. but there are a multitude of graves on it, that will bring it up to perhaps \$60 per no. We will not remove them except where she or others want to build, I think.

Mr. Moss wrote at length re suggested changes in the Budget & we are considering them, especially Akerstrom and the Finance Com. will likely do nothing definite till Owen comes and we can work it all over with him here. The suggestions, however, look good to me, and if the 4 Universities can all use pretty much the same form of Budget and accounts, it will be very well. The I.C.C.A. adopted our new form of Budget as suggested by the Co. of which Mr. Drossy was chairman, and that will be a help in matters of comparisons.

I do hope that the conditions there are improving month by month, and your task gets a little easier. We are anxious to know what you all will think of the recommendations of the Executive Com, and my long letter to Dr. Speer. I know all will give our situation the fullest and deepest consideration possible, and I hope that it will clear up matters considerably, even if it does raise added problems and burdens on you and the Trustees. I wonder how the getting of the \$45,000 tax to match the C.M.B. amount for 1923 is coming along. Dr. Hutcheson will be a great help on it, I am sure, and he should be making it his special work for all of the rest of the time he is home.

We open Feb. 24, and I will keep you informed as to opening items and all possible news. Write as often as you can, as ever

Affectionately,

A. J. Bowler.

0599

2
0
7
3
5
1
6

Nanking

TRANSFER

February 20, 1925.

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

My dear Mr. Bowen:

Your good letter with its enclosures of Mr. Houghton's letter came to hand, and I was mighty glad to have it. I do not know just how the Board of Trustees will react to the sort of a statement that you are sending home, but I am convinced that the university needs to give evidence of planning wisely and with statesmanlike vision for the future. Of course the deficit is the thing that bothers all of the men now, and it is hard for them to see around it and look into the future, and they would far rather see that taken care of before they launch out onto anything more.

Dr. Spear has turned over to me just today the statements for the Regents in Albany, and I will see that action is secured on the recommendations for decrees as soon as possible. The report for the year ending July 1922 I am forwarding at once to the Board of Regents.

I have been interested in taking up the question of the payment by the Presbyterian Board for their vacancy during the first eight months of 1922 on the hospital staff, and with the Methodist Board for the first seven months of 1922 before Doctor Trimmer arrived on the field. The Presbyterians have made their adjustment immediately and without any question. Doctor Ward's secretary informs me that she has taken the matter of Dr. Trimmer's salary up with Dr. Ward and the Treasury Department of the Methodist Board, and that all adjustments on matters of salary have been made on the field. Perhaps this is not quite an accurate statement, but we have no means of knowing, except that the board here sends all of the regular appropriations and the salary paid in lieu of a physician in the hospital, and their expectation is that this adjustment shall be made by the mission treasurer on the field. If the money has not been received, then you should take it up with Mr. Main I presume and get him to pay it over. As I indicated above, the Presbyterians have paid their adjustment here, and it is included in the hospital funds.

Both the Presbyterian and the Methodist Boards have taken the action requested by the Board of Trustees, releasing so much of the \$20,000 Agricultural Endowment as may be necessary to

0600

2

0

7

3

5

1

6

A. J. Bowen

- 2 -

February 20, 1923

meet the deficit on the College of Agriculture & Forestry. We have not yet received word from the Baptist Board as to what action they have taken, but anticipate that before very long we will know what they are ready to do in the matter. As soon as this is done we will make the adjustment with you, sending you word, and allowing you to draw against us for the balance necessary to meet the total.

Today is a cold and snowy February day, - the kind of a day I should like to go out to Lotus Lake with you and shoot a few ducks or geese; or, perhaps we would go out to Han Si Men. I am sure you would not object, unless you were going to a Chinese feast tonight! With most cordial best wishes for you all, I am, as ever,

Most sincerely yours,

2

0

7

3

5

1

6

0601

2
0
7
3
5
1
6

February 25, 1923.

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

My dear Mr. Bowen:

I do not want to deluge you with letters all at once, but have been thinking over the hand-written note of January 23rd which you have sent me. The problem of meeting the needs of the university is a very serious one. I am sure that there is no need to seek to magnify this matter in your thinking, because you have had the problem before you for more years than I have, but I am convinced from my observation both in China and here in America that the Christian universities have got to plan with the utmost wisdom and discretion the work and expenditure which they are going to carry on in the coming years. This perhaps may sound somewhat trite, but as I have been thinking over the suggestions which you make with regard to the statement which is being prepared to send home to the trustees, there are several things which occur to me which I make bold to suggest to you in an entirely unofficial way:

Personally I am about convinced that the School of Business Administration could be most profitably dropped. It seems to me that with the whole program in view and the cost of maintaining the extra men on the staff, that this is a point at which we can legitimately make a real saving. The Boston University over here has not paid up within some \$2,000 the amount that is due on Mr. Akerstrom's salary, and the University has to carry that. It seems to me doubtful, since the Nanking Association there has no stronger faculty backing than it appears to have, whether this support will ever be much of a success. I think you ought to consider pretty seriously the question whether the School of Business Administration should be continued after this year.

There seems to me also considerable question arising with regard to the development of the department of Industrial Chemistry. I am quite keenly aware of Mr. Thomson's very urgent desire for this work and his very plausible reasoning on the matter. Nevertheless it seems to me that the presence of two or three chemists on the faculty whose time ought to be employed in taking care of the regular academic work cannot justify the establishment of a separate department of industrial chemistry. Insofar as we strive to do that it seems to me that we lay ourselves open to the charge of trying to run duplicate courses with other institutions. This is perhaps just as true in the case of the course of Business Administration.

0602

February 23, 1923.

I believe that by far the better thing to do if we are going to spend the money that is being spent in the carrying on and development of these two departments, would be to utilize it for the School of Education as recommended by the Educational Commission. There we have a legitimate field that is ours by assignment, and if anyone duplicates it it is their lookout and not ours.

I cannot comprehend at the present time how there is any possibility of securing any new men for this fall, except under the provisions of the famine fund money. If any reductions are to be made in the staff or in the work which is being done on the field, I believe the Board of Managers ought to make the recommendations to the Board of Trustees; the trustees will not feel like acting unless they have such recommendation from the field. I am sure that they are entirely sympathetic with the needs, and yet all of the board secretaries are facing very stringent situations in their own groups, and they would find it almost impossible to advocate any program of enlargement through the present year.

There is another point on which I should like to express my feeling, and that is that in case it is possible to secure the support of the boards for any new men, that that support should be allocated to the men we now have on the staff who are not taken care of under the various mission boards, so that we may provide these men with the assurance and safety which comes from being connected with a mission board. I do not feel that it would be wise at this time to take on additional men, although I can readily understand that certainly three or four seem to be absolutely necessary.

This is a very frank letter about my own feelings in the situation. I appreciate it very greatly, - your note to me, and am sure that you will understand just how I feel on the situation. We will do everything we can here to back you up, but want you to understand that there are some things that seem to be wellnigh impossible, even in this country.

With very best wishes, I am,

Cordially yours,

(LBM)

0603

2
0
7
3
5
1
6

Recd
2/26/23

A. J. Bowen
UNIVERSITY OF NANKING
OFFICE OF THE PRESIDENT
NANKING, CHINA

Saturday Afternoon
Feb 24/23

My dear Mr. Carter, we have just received your cable saying that your board has appropriated \$6000 for a leave - presumably, of course, for Mr. Reiser. You cannot well understand the joy it brings not only to Mr & Mrs Reiser but also to all of us. Mr. & Mrs. Small & others are congratulating us all, & Mr. Reiser just remarked "Mr. Reiser couldn't sleep last night because worrying over not having a leave & now she will not be able to sleep because she is so happy she has me!" She has not been well for some time and this will very greatly cheer her up. We shall try and get it ready by the end of Feb, so they do not have to

2
0
7
3
5
1
6

0604

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

move out of Mr. Hutcherson's house and into Mr. Sumner's. I think we can get it by Sept. 15th. We have just bought - I say "we," but it is the Faculty ladies, from candy sales, concerts and sale of embroideries etc - a runnery we have wanted a long time as it is within our grounds, just opposite the house Bullocks occupied, now Mr. Sumner. At a small expense we can fix this up and either the Twineys' or Mr & Mrs. Bates will live in it. If Twineys' go in then we will be very nicely fixed for the Owens, as they camp in the house the Twineys now occupy, which will

0605

2
0
7
3
5
1
6

3

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

Dear please the Owens,

The new term has just opened and we are full up & turning a good many students away. There is now no lack of students and we select only the best. It is splendid the way you all, Trustees and Board, are helping us out, and I am sure it is tremendous heartening to Mr. Williams. We do appreciate it. I hope conditions are improving and things are opening up a little better for Mr. Williams. He has a very hard and thankless task. I wish I could help him in some way. Again thanking you for this most welcome gift, Cordially Yours
A. J. Bowen.

0606

2
0
7
3
5
1
6

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

February 26, 1923.

My dear Mr. Moss and Dr. Williams:

Some time ago Dr. Coulter recommended very highly a young man by the name of Harvey Zirbaugh to teach sociology if we have the good fortune of being able to get another man. He is, I believe, a member of the Presbyterian Church, and Dr. Coulter recommended him very highly as a man suitable for us here and one who would be a very strong addition to our faculty. I think you can get in touch with him through the Department of Sociology at Western Reserve if there is any prospect of getting any one like that this fall.

I have just received fine letters from you and we are more than delighted with the appointment of Dr. Patton and Bishop Keeney. I would rather have, on the whole, Bishop Keeney than Bishop Birney, for I believe he has had wider experience with men of large means and he is an excellent administrator and of course he can get all of the advice and help from Bishop Birney, too, so the appointment of these two men by the Committee of Reference and Counsel suits us most admirably and we are extremely pleased with it.

You can hardly imagine the joy that came to the Reisners and, in fact, to all of us Saturday afternoon when we got Mr. Carter's cable saying that the Presbyterian Board had made an appropriation of \$6,000 gold for a house. We take it, of course, that it is for the Reisners and as they have the plans of the house all ready they were out this noon when I went home to lunch, with Mr. Small deciding the exact location, so you can be sure that the foundations will be going in very quickly so that the house can be ready for them by the middle of September. Mrs. Reisner and the children are to be at Peitaiho, I understand, and we shall have the house ready before they have to get back. It has cheered them up immensely and will help on the whole house situation to a very appreciable extent.

I am glad that things are beginning to look better over there and that you have been able to get Mr. Harkness to extend the time until the end of May for the science building.

Mr. Twinem will be sending you shortly some interesting information about his work and classes and students.

0607

2

0

7

3

5

1

6

Feb. 26, 1923.

I am sending you what I think is a very fine picture of Purple Mountain. It is taken over at Southeastern University restaurant and I am sure will make Mr. Moss wish he could join in some good deer hunt.

The new term has opened up very well but I haven't got the data about new students yet. We are crowded and overrun - I know that - in every department. We must have more dormitories and the additional science building.

I am sure that you have received from the secretary of the Presbyterian Mission the following action about houses. Anyway it won't do any harm to send you another copy of it with Mr. Thomson's memo. at the end.

"Houses for Members of the University of Nanking Faculty.
In view of the inability of the University of Nanking to provide houses for the members of its staff, and in view of the fact that five of the six Presbyterian representatives are only temporarily housed, the Committee asks the Board to undertake the housing of the Presbyterian representatives on the staff of the University, and asks that appropriations for three houses for members already on the field be made as soon as possible."

"This action was not in response to the request of the University Board of Managers at its last meeting because we did not have the Minutes of that meeting before us at the time. These Minutes will be taken up at our next meeting in May. The above is an independent action taken because of the great need which we all feel for further help from the Boards in providing houses for the staff." - J. C. Thomson.

As ever cordially yours,

A. J. Bowen.

P.S. Moss' fine letter of Jan 25
just in. His Budget arrangement came
10 days ago & we are working it through.
Will write him in few days. Am sending
15-20 Students magazine - but no A.!

Mrs Bowen has well developed case
of Sprue & is in bed for 30 days & on
an exclusive milk diet. Think she
will get rid of it all by this treatment.
It should have been "located" 12-18 mo.
ago tho, when Blydenburg thought it
was "cancer of the mouth" & Hosp. decided it wasn't & quit there.
Y. A. B.

0608

RECEIVED

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

MAR 30 1923

February 28, 1923.

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

My dear Williams:

I am at last getting to your letters and will take them up in order, beginning with the one of January 23. We certainly have been glad to get all these good letters and I have passed them around fairly freely, I think practically all of them, so that the men here would know what is going on as much as possible.

I think your attitude and the attitude of Moss and the Trustees is entirely the right one - that we should not spend famine funds until we actually get them and get the Committee of Five's approval. Of course, the Trustees themselves are responsible for Mr. Lowdermilk and they cannot blame us for any expenditures that have been made or are continuing to be made on his account. The only other commitments against the fund, so far as I know, are certain land items which we have more or less obligated ourselves for, because you know perfectly well that if you are going to buy land Chinese New Year's time is the best time to buy, or at least to settle about it. The hill on the road toward Ginling, of course, Mrs. Meigs has financed - in fact she has over-financed it so far as she has practically paid for the whole hill and will not use nearly all of it, but Reisner, of course, wants it and a whole lot more land around there which he hopes to get, some of which he has made arrangements for from famine funds for the agricultural work. We certainly shall be glad when those lawyers get the safeguards high enough, or Dr. Speer gets them down low enough to satisfy everybody over there and we will take our chances on their satisfying us here. It is very fine indeed that Dr. Speer is giving so much time and attention to these safeguards and getting them in such shape as will enable us to really function with the funds. The appointment of Dr. Patton and Bishop Keeney is extremely gratifying to us here, and if Mr. Shurman will make any such like agreeable appointments we shall be extremely fortunate. We are not even working up yet a suggested budget until we know just what the actual and final restrictions and limitations and safeguards placed upon it by the lawyers are. Dr. Ferguson was through here a few days ago and we conferred together over the whole matter and his position was quite strong and very much like yours. His position in general was this; (1) that the funds should provide the necessary men to do the

@ 47-100
p. 100

0609

2
0
7
3
5
1
6

Feb. 28, 1925.

work that was contemplated if we did not have these men now, (2) that **they** should provide a place for them to live, and (3) they should provide the necessary equipment with which to do their work, and Dr. Ferguson would make it very strong that part of the necessary equipment is the agricultura and forestry science building and probably a dormitory or two. Mr. Reisner thinks that it will be very questionable whether we should use so much of the funds for the general equipment of the Department of Agriculture. I have no conscience against it whatsoever and if we can persuade the Committee of Five to use part of it for the second science building I shall certainly approve. One of Mr. Reisner's serious objections is that it is the easiest money we can raise - a science building - but we haven't raised it and we need it desperately.

No perspective →
 We are sorry that Mr. Owen is delayed. Miss Priest is not able to give any time to treasurer's work now, of course; in fact she has practically no time to give to Mr. Reisner's correspondence. The other work of the department in connection with seeds and correspondence about nursery stock and all that takes all of her time practically, and Mr. Akerstrom is teaching four classes, which is a little bit more than full time for anybody doing absolutely nothing else, so you can tell the Trustees so that they may understand that they will get no satisfactory financial statements and no very satisfactory check on expenditures as long as present conditions obtain. It is absolutely impossible for the treasurer's office to give us what we want when the treasurer, or acting treasurer, can spend only an hour or so a day in the office, and the assistants, the two Mr. Sies, are swamped with the routine business of the day. Until just a few minutes ago I have not been able even to see Mr. Akerstrom for four or five days, and checks paid in over a week ago, large checks that should have been sent to the bank immediately, are still in his safe. Of course we have been opening school and they have been swamped with taking in fees, etc. They have received in actual cash up to today \$44,200 real money, which I think is pretty good. Then there is quite a large item of deferred payments. How much it is we are not able to say yet, but as soon as they get the statement we shall send it right on to you.

We have not yet got the total enrolment either but I understand from what Mr. Sarvis said this morning it is more than last term, which means, of course, that many more students are having to live outside. The term started off with a bang. Every class in the institution, whether it came on Sunday or Saturday or at what time, ~~it~~ met on Saturday morning for assignment of lessons and the work began absolutely on time, full tilt - the best start off we have ever had, I think.

I am sorry that you are meeting with so many rebuffs and disappointments from those you approach for gifts. I suppose they are approached by dozens of others. I am glad Mr. Harkness has

0610

2

0

7

3

5

1

6

Feb. 28, 1923.

given us until the first of May. Of course a deficit is not a good end to approach these men with and that has put you in a very hard position. Only friends will help remove a deficit and if it is as large as ours has been, that stretches the loyalty of our best friends very severely. We have some very good friends who are going to do something for us in due time in Mr. Severance and Mr. Swasey, I am sure, but we can't ride a good horse to death, especially on a deficit. I am so glad to get from these letters that things are opening up a little better and that the outlook seems much more cheerful. I very sincerely hope that it will continue to improve and that new friends will be coming forward with the needed help.

I noticed last night from one of Dr. Peterson's college papers that the University of Iowa has gotten \$2,250,000 gold from the Rockefeller interests on their Medical School, supplemented by another similar gift from the state of Iowa. This ought to put the medical school of that institution on the map.

I agree with you quite thoroughly that there is nothing to be gained from any of us airing our theological views at this time. Most Christian people are conservative by nature and because of natural ignorance and, as you intimated, so are the Christian people who are giving and supporting this work. They are not particularly worried or anxious about our theology, unless it is made an issue in some unfortunate way or other, then one soon finds out he doesn't exactly agree with anybody else in his theology. The pity of it is some people seem to think that situation is unfortunate and very bad.

This leads me to say that the situation in the Seminary here is getting more and more critical, I am afraid. We have the meeting of the Board of Managers March 28 and I fear the Southern Presbyterian conservative group are going to try and push matters to a "show down" and try to force the Seminary on to a pronouncedly conservative position. If they really try to force the issue they will find that the Southern Methodists, the Northern Methodists, the Christians, and probably the Northern Presbyterians will fight it to a finish, which will be the finish of the Southern Presbyterians in the Seminary and not as some of the more conservative ones fondly hope, the kicking out of all the rest and making this the conservative seminary for China. It looks to me from their own statements, copies of which I may be sending to you a little later, that their first move was to get rid of Ritter. The next will be Professor Shen, and then Stanley Smith and then Rowe. That seems to be the present line-up. I have an idea that Tewksbury is one of the chief movers and agitators for this programme. You do not need to be told that we are not going to quietly submit to any such proposition, so if the issue is forced we will fight it out to a finish. Bishop Birney has had one conference with the Seminary men

0611

Feb. 28, 1923.

and representatives in the mission^s and has made this pretty clear to them, but unfortunately Dr. Price and Dr. Richardson do not represent the more conservative ones who are apparently determined to push things to an issue. What we hope is that we can be left as we are in every respect.

We shall be sending over to Brownie's immediately for ten of the panoramas and six copies of the other buildings. Mr. Reisner was sending you a bunch of smaller pictures the other day, which Dick Vanderburgh had taken. I asked Mr. Twinem to send you some material on interesting matters that he has accumulated during the term for his classes. I hope he does it. We will try to see that you and Moss get every possible item of interesting information.

Mr. Sarvis made a statement in chapel the other day as to our attitude toward the students and Christianity, which impressed me as such a fine and clear-cut statement of our Christian attitude that I asked him to write it out, which he did as soon as he could get to it, about twelve hours later, and I shall be sending you a copy of that in a day or two. I sent it over to President Paul to see how it impressed him. It has impressed everybody else most favorably.

From your letter of December 27 we are delighted to know that Dorothy got through her operation and is getting along so well. It must have been a great comfort to her to have Mrs. Williams at hand and to have the whole family together at Christmas.

I am sorry to report that Mrs. Bowen has a well defined case of sprue and has been sent to bed by the doctors for at least thirty days and is to have only a milk diet; otherwise she seems to be pretty well and cheerful.

Mr. Alston (T. P. R.) and one of the Language School girls are getting married here tonight and he is certainly spending a bunch of money - perhaps he thinks she is worth it. He has a mat walk clear from the entrance of the church to the street and has the church decorated as never before. The reception after the wedding is to be at Mrs. Molland's and I understand they are having a special decorator from Arts and Crafts in Shanghai come up to do that, and also a special caterer from Shanghai for the "eats." I shall go to the wedding but haven't time to go down there for the rest.

It was certainly good to get Mr. Huggins' check a day or two ago and to know that he is going to back up the cotton work so successfully. This makes it possible to go ahead with practically all the work Mr. Griffing was doing under the support of the Cotton Mill Owners Association, which support has largely fallen off, as you probably know. He is going in this summer for

0612

2

0

7

3

5

1

6

Feb. 28, 1923.

*Check for**\$850 for**Eow Cotton**rolls for**Cotton just**received from**Shansi*

quantity production of seeds and will have probably twenty-five or thirty acres of cotton, and there is a good sale for the seeds. A few days ago we sent \$500's worth of cotton seed to the Governor of Shansi.

The sericulture building is going along now after the Chinese New Year. They are putting the second reinforced concrete floor in today and it will be ready to use by the time the silk-worms hatch out. We are hoping that the roof will be on by the time the Silk Commission visit here.

I am glad that you had such a successful trip to Troy and to Amherst and good visits with Dr. Butterfield and Mr. Chao and President Woolley. I have had only one brief letter from Mr. Chao so am very glad to know that he is making good and enjoying life there.

Mr. Goodrich was in this morning and wanted to see the treasurer to check up on Hospital Board receipts, especially on the question of hospital surplus. I think he has the idea, and I am afraid it is a correct one, that a good deal of our hospital surplus funds come from not using all of the China Medical Board grants for the dispensary building and for equipment. Mr. Akerstrom will work the matter out for him and give him the facts, but I am afraid they are not going to show up very well for the hospital. Dr. Hutcheson was always very conservative in the expenditure of funds, which has been a good thing for the University in general but probably not a very good thing for a hospital from the point of view of the China Medical Board. When they give money for building and equipment they are going to follow it up and see that it is spent for building and equipment and not help to accumulate to build another wing of the hospital.

In your letter of January 29 to Reisner I am glad that Julean Arnold gave the University of Nanking, or rather the Agriculture and Forestry Department and Reisner in particular, such a good boost. Reisner deserves it and the whole process won't hurt your campaign, especially in such a gathering. You can imagine the satisfaction that the \$6,000 for a residence for Reisner has brought to all of us, and to them in particular. From these letters we infer that the money may have been given by your West End Church and we hope that such is the case. *(Simply mentioned in letter effort to support West End)*

You will be reading probably a good deal in the press about the British Boxer Indemnity. The British Chamber of Commerce in Shanghai has been considering it. President Balme was at their meeting and was telling me something about it a few days ago. He said that all that the British business men planned to do was to transfer the use of this British Boxer indemnity fund from one exclusively British use to another exclusively British use and he tried to get them to look at it in a little broader way, but I am

0613

2

0

7

3

5

1

6

Feb. 28, 1923.

not sure that he or others succeeded. I think it will be very well if you could get whoever is responsible in England to have Mr. Roxby consulted about the matter. I believe he would give them some very good advice. My own personal opinion is that the British Empire would be very well served, and best-possibly-served, if they would decide to remit the Boxer indemnity to China without any strings on it whatsoever and leave it to the sense of fair play and generosity of the Chinese to use it in a way that would not at least harm British interests. So far as I can gather from the Chinese they are not particularly interested in the whole matter so long as England is going to dictate just what is going to be done with it when it is returned. I think that is the general attitude of the Chinese press.

I noticed in the paper the other night that Mr. Brockman had arrived and I shall hope to see him soon.

As per your letter of January 30 we were glad to get Moss's study of the budget and its very helpful and constructive criticisms and suggestions. I have turned it over to Mr. Akerstrom and he is working over it and we shall try to embody his suggestions in the next budget we work out. We want something that is going to be absolutely clear and satisfactory to all parties concerned, and the budget as it went from us was not that, even to us, but I think we are working at both ends in the right direction and will get something satisfactory in due time. If we have put assets too high it was a mistake. The only thing that was questionable in my mind was the \$2,000 from Governor Yen. That, I think would better have been left out, but since we knew that you would have definite expenses in connection with the campaign it seemed only reasonable to budget something on both sides for them. Of course we did not know when we made the budget about part of the agriculture endowment from famine funds being allocated to the debt. I hope our fees will come up to our expectations but we agree entirely with what Moss says about not estimating our assets too liberally. It is foolish to do so and makes for trouble all around.

9.
 I note with apprehension that they total \$64,585.50 which seems too much to me & I don't understand it.

We have had several good visits with Chen Yu-gwan when he was here during the Chinese New Year's vacation and I was sick all one night and most of the next day as a result of the feast he gave us but am still well disposed toward him and he is well disposed toward the University. He is coming just as soon as he can get released. It is not certain that it will be in September but it is very certain that we must have him then as Thomson will be away.

Thomson is probably losing an eye, but fixes it with great skill.

It is fine that your office and Mr. Moss's office are so close together and that things are working out as I was sure they would. I am sorry that the stipulations binding Mr. Moss do not allow him to give us very much aid on the financial campaign. Possibly that may be a wise arrangement in view of the fact that he has to represent impartially all four institutions and his sym-

0614

2
 0
 7
 3
 5
 1
 6

Feb. 28, 1923.

pathies are naturally toward Nanking. Anyway you can get very great help from him, even regarding the campaign, I am sure, as time goes on.

Your letter of January 31. You will be interested to know that Dr. H. C. Hwang has been appointed by K. P. Chen manager of the new branch they have started on Peh Men Chiao next to the Post Office. He has been here since a few days before Chinese New Year's. It is a very great help to have the bank there and especially to have Dr. Hwang in charge. He will help the University in many ways. He is going to preach for us this coming Sunday and will be a real asset to the Christian forces of the city.

You will be disappointed to know that Mr. C. C. Chen has gone to the Anhwei Bureau of Education for this term, to act as their advisor and help to reorganize the schools of Anhwei Province. They brought such pressure to bear upon him that it was difficult for him to turn it down and I think it rather appealed to him, too. Of course we stand about 90 to 100 to his never coming back, I am afraid, though the understanding is that he is loaned just for this one term. There is some new agricultural college starting in Peking and they have been doing their best, I am sure, to get Tsien Tien-ho and they may succeed in doing so, but we shall hope for the best. We shall always have real difficulty in holding our best Chinese men and possibly we should not feel too badly if we lose them. We certainly would not feel so badly if their going was not always interpreted, if not made the excuse for, the impossibility of the Foreigner and the Chinese to work together, or the unwillingness of the foreigner to give first-class Chinese any real leeway. That is not exactly the case at all but it is usually made to appear that way for one reason or another. Anyway we have a fundamental job to do and I am convinced that it is only the missionary that can do it. Even the best of our returned students, like, for example, Mr. Sie, does not function at all to any appreciable extent on the Christian side of the thing. Dr. Chen Yu-gwan will function on the Christian side, I am sure, as no other man outside of Z. T. Ing has done, and those are the kind of men that we want here permanently.

I have a good letter from Dr. Eric North which I will be answering in a few days and will send you a copy of it as I am sending now to him a copy of this.

I also have a good letter from Mr. Lobenstine. He is a good and able friend of the University and he will help you in many ways there I am sure. I wish he would help you personally by a gift of several thousand dollars, as I think perhaps he might. He will be a real help in your executive meeting and the meetings of the Trustees, and I would have him present always.

0615

Write
Hwang

C. C. Chen

2

0

7

3

5

1

6

Feb. 28, 1923.

It is splendid to know that Dr. Burton has been made the President of the University of Chicago. This is the first we had known of it. He is the logical man for the position and, in fact, is the one who should have been president for the last ten years. I shall certainly write him.

I am encouraged by the last paragraph in your letter of January 31 and by the first paragraph of the third page, to believe that the recommendations of our Executive Committee of December 9, asking each board to appoint two additional board-supported members and make it possible for us to employ additional teachers who are not, will not be disapproved by you, for it is very much in line with what you say in this letter, and my long letter to Dr. Speer comparing ourselves with others and with ourselves ten years ago is exactly what you had in mind, but we are still very anxious to know what you think of it and what the Board thinks of the matter.

It is very fine that you are living there in New York where you can have the Chinese students in occasionally and get acquainted with them, as well as get in closer touch with other important people in New York or those who come to New York. I hope that living in the great city, though, is not too much of a burden upon Mrs. Williams.

Your letter of February 2. Your statement of the campaign objectives is fine and has our full approval. Of course it would be suicidal to put down any item of deficit. That must be handled as you are doing it, sub rosa and not exhibited as Exhibit A with every prospective donor. The objectives certainly give you enough to bite your teeth on, even after you get all of the debt handled. All of these funds that we have absorbed, like the hospital fund, balance of the McCormick dormitory and Mr. Day's gift, must be replaced and used for the purposes given. That is the only thing that can be done and we must do it. Just when we can get to it is not certain but it must be done without fail, which is very easy for me to say, sitting here, but it looks considerably different to you and Moss and the Trustees over there, I am sure.

I had a very nice letter from Mr. Swasey a few days ago and was delighted to hear from him. He had been in New York and had spent an evening with the family and was very cheerful.

I will not afflict you with long letters like this often but it seems to me that we should cover the various points that you have brought up in your recently received fine letters.

As ever cordially yours,

A. J. Bowen.

0616

2

0

7

3

5

1

6

RECEIVED

a. j. Bowen

MAR 30 1923

Morning Chapel Service, Sage Chapel, February 26, 1923.

Ten Minutes. G. W. Sarvis.

I wish to talk with you this morning about a subject that has been frequently brought to your attention, but one which demands constant reiteration. It is the subject of the attitude of mission schools toward religious freedom and personal independence on the part of students. A few months ago Dr. John Dewey wrote an article in the New Republic in which he quoted some student as saying that mission schools discouraged personal initiative and originality and that they desired that their students should accept the teaching given in the schools because of the authority of the teachers rather than because of the truth of the matter taught. I want to say that when John Dewey or anyone else makes such a statement as that about mission schools, at least in so far as the University of Nanking is typical of mission schools, he makes a statement that is as far removed from the truth as a statement could possibly be. The very meaning of the scientific method, which is so strongly emphasized here, is that we desire that students should develop independent ability to manipulate the materials with which they have to do. And we endeavor to apply this method to science, to literature, to philosophy, and to the social sciences. We believe that learning to solve problems is of far more value than learning the content of books. If we could be sure that one of every ten of our students was really being taught to think in this institution, we should be very sure that the time and money and effort that are being spent here are wholly justified.

When we come to apply this attitude to the field of religion, our desire as a faculty is not different from what it is in the case of the other phenomena with which education has to deal. We as a faculty believe in the supremacy of Jesus Christ, but the last thing we desire is that any student should be led to accept this belief merely because the faculty accept it. We accept the Bible as a revelation of the character and laws of God, but we do not wish any student to so accept it simply because the faculty do. We do desire that all students should become Christians, but we desire more that they should be absolutely honest and fearless men - that they should confess no more and no less than they actually believe, and that they should, without fear of friends, of family, or of neighbors, honestly consider the claims of Christianity and courageously accept it as fast as they come to believe it. We believe that Christianity in the hearts of her people is absolutely essential to the salvation of China - nationally, socially, as families, and as individuals; but we should be utterly unwilling to exercise any undue influence or exert any pressure upon any student to make him a Christian. We desire above all things that you should be honest and open-minded. If you cannot honestly accept Jesus Christ, we certainly do not wish you to accept him. If you are anti-Christian after earnestly, courteously, and honestly seeking to understand Jesus Christ, we shall honor you in your convictions. If you have ques-

0617

2
0
7
3
5
1
6

tions, we shall welcome your questions and do our best to answer them. And if, when the time comes at the end of your work in school that you desire a position, we shall treat you on an absolutely equal basis with Christian students - on the basis of your character and ability. Of course there are certain kinds of service from which a non-Christian student is shut out. You would hardly expect a Christian school to desire the services of an anti-Christian teacher; but in business, in government service, or in any capacity where you can be expected to render acceptable service, we shall do all in our power to aid you. Let me repeat: the thing that we desire above all else is that you should be willing to follow the truth as fast as you find it and wherever it leads you, and if you do that you cannot fail to be outstanding and useful men in your country.

The question is often raised as to why you should be compelled to attend chapel and study the Bible. It is true that we do make these things compulsory, just as we make the study of science and literature and history and social science compulsory. We should fail manifestly in our duty toward those who have sent us here for the explicit purpose of giving these if we did not give them. The teachers in this institution are sent here by the Christian people of America, sent at the cost of sacrifice greater than most of you realize, and we cannot do less than insist that every student who comes to us should have presented to him the teachings which we have been sent to give. But beyond that, we believe that religion has to do with a field of phenomena which are important to human life, just as the other fields of knowledge which are here presented are important to human life, and we require the study of religion (primarily of Christianity) for the same reasons that we require the study of the phenomena in other fields of knowledge. We believe in the value of religion and particularly of Christianity, and we therefore require every student to study it; but we most assuredly do not desire that any student should feel that he will in any way be at a disadvantage in the eyes of the faculty of this institution if he cannot conscientiously agree with us. We ask honesty, courtesy, an open mind, courage to withstand pressure of any sort unless the pressure be that of truth and duty. If you are men with these qualities, you may be assured that you will receive from the faculty that honor and trust and assistance which may be within their power.

0618

2

0

7

3

5

1

6