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College of School Administration
1922-1924

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UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

Read May 10th

April 6, 1922.

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

My dear Williams:

As I said in my last letter, Mr. Wallace, of West China, was coming and he has just spent a day and night here, and of course we talked about the Educational Commission and its recommendations.

The chief matter that he wanted to talk over was the School for Training Supervisors of Education. He let me have copies made of such parts of the report that he had with him, bearing upon this recommendation, and we talked quite fully and thoroughly about the requirements, budget, staff, etc., that we would need to get. We thought since this school for training supervisors and principals would also include the College of Education, both junior and senior grades, as well as the educational work in the Middle School, we should have at least six men, three foreigners and three Chinese.

The Director or Dean of this school would of necessity be a man with experience in China, and we canvassed the field quite thoroughly as to possible men to head the school, and we both think that probably Mr. F. C. Wilcox of the Baptist Mission in Ningpo, who is now home on furlough, probably in Teachers' College, would be a first-class man to head this school. Will you not look him up and consider him as a possible man for the headship. Moss will be able to give you a good line-up on him, and you can find out on the professional side, probably, all that you need to know from Dr. Englehart, professor of Administration in Teachers' College. Wilcox has been taking special work there in administration, so you will have near at hand a possibility of seeing what men he has been working with think of him, and from Moss you can find out more on the personal side as to his fitness. I know him, but not as intimately as Cressy or White or Hanson, none of whom we would want for this position. My impression of Wilcox, as I recall him, is that he is quite a different type, and Wallace bears out this impression. He thinks he is a first-class man and one who will do good team work. If we can land him the Baptists, of course, ought to take on his support, especially if Moss cannot return - and it seems very doubtful if he can. Anyway Moss would not want to be the head of such a school, and if he should come back we could probably finance him some other way for some other work.

April 6, 1922.

Wallace was very anxious and urgent that we get this new school going at the earliest possible moment. It is one of a very few definite recommendations that the Commission made as to location of a school, and they have put it well up on their list classified under the order of urgency.

Of course you understand that we are down to absolutely rock bottom on our educational work. The only man we have on the job is Irving Hu, and so whether or not we start the school for training supervisors and principals, we are obliged to get out two or three men for the educational department or give up the training of teachers - and that would be fatal to our standing with the Educational Commission and entirely contrary to their most urgent recommendations regarding the training of teachers. So it seems to me, with the entire backing of the Educational Commission and the urgency of the need, and the help that Dr. Burton, personally, would feel like giving, I believe, for the establishment soon of this school, we have a very favorable situation in which to operate.

Then, if Wilcox seems desirable, which I hope you find is the case, then I would take up, of course, with the Baptist Board the question of his appointment, and if that can be effected, then it will be extremely wise for him and you to cooperate in finding other men - certainly two other Chinese and two other foreigners - and in this I would also get the cooperation of Dean Russell of Iowa. He probably would have a man that he could recommend, but it would be strategic and advisable from every point of view to get him to working on it, and thus get his interest and support.

The men that Wallace thought we should have were (1) the Director or Dean - a man who could be director of the practice teaching and teaching methods; (2) a man in educational psychology and the philosophy of education; (3 and 4) two men on straight administration teaching and oversight of supervisors and their practice work, etc., one of whom perhaps would be an expert as a superintendent and the other an expert in the modern tests that are being given - these two to handle largely the teaching of the administrators and supervisors; (5) one man in the history of education and comparative education; (6) one man on special problems of middle schools. These are what Wallace suggested as possible types of men to get, but I would write to Dean Russell about it. I am writing to him and am enclosing you a copy of the letter I have written him, but it would be well for you to take up with him and Dr. Burton the whole question of the development of this new school, which would be practically a new school, both of education and of the training of supervisors and principals, for we have practically nothing in that line now.

April 6, 1922.

It would not be at all out of place, I think, for you to consult with Dr. Monroe also upon the whole matter, but perhaps more especially with him on the matter of the Institute of Educational Research. He has been considering such an institute for the government schools, and I believe has intimated that he might get funds to largely finance such an institute for the government schools for two or three years. The question arises: could not that institute be both for the Christian schools and for the government schools, and any men that come out under the government or any that might come out under the University might work together on the problem of educational research. Dr. Monroe, I understand, has been thinking on this matter, and it would be well to talk it over with him. I think we need to move forward rapidly and strongly on the development of this school for the training of supervisors.

You will note under Section VII, point 15, where it says: "It is therefore recommended that one of the Colleges of Education in China be designated the College of School Administration, etc." This College of School Administration would include the College of Education, junior and senior, so we shall be in harmony with the very urgent desires of our cooperating missions and of the Commission and of the whole needs and requirements of the situation if we can move forward and start this school this fall. If we could have Wilcox come for the fall and two or three of the new men - the foreigners going into the Language School and the Chinese into the College of Education teaching perhaps largely until the Dean of the School of Administration could work out his plans more fully - it would be extremely strategic, I think, and perhaps especially for what I am writing below.

I learned for the first time through Mr. Wallace's visit here that the recommendation of the Commission in regard to the School for Educational Research, so far as location of that institution is concerned, had been changed so that instead of recommending it for Nanking they have left the question of its location open, to be largely decided later by the director of that school after he has studied the situation - in fact, the whole report of the Commission, so far as East China is concerned, is entirely new and different from what we discussed in Shanghai. I do not have a copy of it but read the copy that Mr. Wallace had, which was not very satisfactory as it was considerably garbled, but you can get a copy there, no doubt, in New York. It was very disappointing to me at first. You know in Shanghai we had worked out, (I thought to the practical satisfaction of all of the colleges in East China) what each institution was to stress and develop, Nanking to have the training of supervisors and principals and the school of educational research. The Commission did not make any pronouncements about what any of these schools should develop, but has left that to the Advisory Council. As I said to Mr. Wallace, I was afraid that the result of that would be probably that two or three places would strain every nerve to develop Education to the point where, when

April 6, 1922.

the Director of Education comes and looks over the field he will be inclined to want to locate it at that place because of the large and important work in Education that particular centre is doing. So I thought that the effect of not making a definite statement would be unfortunate. (Of course I had in the background of my thinking the Shanghai Baptist College and the situation there.) Wallace did not know why the change had been made in the recommendations about East China. That will probably appear as we meet April 29 in the Advisory Council. Perhaps it does not make any difference that they changed it, but I said to Wallace that there would be danger, it seemed to me, with the matter standing as it did now, that we fall into the same predicament we did regarding medical education. As it stands now no institution or board of trustees is responsible for this School of Educational Research, and therefore, of course, will take no interest in securing funds for it. If follows then that probably Dr. Burton, because of his extremely great interest in it, backed up by Dean Russell, will largely finance it from non-board sources, notably the Rockefeller interests, and we are liable to have for this School of Research the same sort of a proposition we have for the medical education of the highest type - Peking medical school, an extra, non-mission-board institution, with the finances controlled not by the missionary societies but by other agencies, and that is liable to lead to unfortunate results as it has in the medical work. Of course one realizes that if, for example, the University of Nanking had been recommended to develop this School of Educational Research, we could not have financed it simply through our Board of Trustees but would have had to get the funds largely from other sources, and with Dr. Burton's and Mr. Russell's help; but there will be a vast difference between our getting these funds through our Trustees, and Dr. Burton or Dr. Russell's getting them independent of any Trustees or institution and having to create an organization to handle them. As I say, I do not know why the change was made, but it seems to me an unfortunate change with no good results to come from it but rather rather serious problems liable to develop.

I was also very much surprised that in the recommendations regarding the School of Educational Research they stated that it would be an expensive proposition and would probably need twenty men, specialists, Chinese and foreign. I think if you would look into what Teachers' College is doing in the way of educational research you will find that they do not have over three men giving all their time to educational research, and I doubt if there is any institution in America that has twenty specialists with the necessary assistants, giving all their time to research in anything, so it seems to me that the Commission has considerably prejudiced the case for such an institution by such extravagant ideals. Even for the very far distant future it seems to me it is nonsense to plan for such a staff. It would

April 6, 1922.

seem to me that ten specialists certainly ought to be enough for fifty years. However, I do not know what their plans were, of course, and they do.

I am sending you a copy of the extracts from the report regarding the training of teachers and the advancement of education, even though you will probably have the full report before you before this gets to you. It is supposed to be ready here now, in about three weeks.

I am planning to go down to Shanghai after all to meet with the Organization Committee of the Union Medical College in Shanghai. Wallace thought that it might be a very important meeting, and in view of the developments of the last meeting he thought I should be there, so I guess I will go down to-morrow morning and come back on the night train and will report to you later what is done there.

It seems rather foolish to be urging you to give time and attention and thought and energy to getting a new school going when we are in such desperate financial straits, but after all it may be what will help us out as much as anything else. We certainly should try to capitalize the interest of the Educational Commission in this particular branch of our work and hope that it will help to finance us in other directions.

Of course, we could not get any of these men, either the Chinese or the foreigners, without their salary, their outcoming, their outfit allowance and houses and language study funds. As I figured it out with Wallace

3 Foreigners at a salary of G.\$1300 per year would be	G.\$3,900
Travelling expenses for each, married, \$1,000	" " 3,000
Outfit allowance for three	" " 900
Houses for three at G.\$4,000 each	12,000
Language School, G.\$150 each	,450

making a total of \$20,250. Then

3 Chinese at G.\$1,200 each	G.\$3,600
Three houses at \$2,500	7,500

making an additional \$11,100, and altogether a total of \$31,350 without anything for equipment the first year. Though of course we will not get all these men the first year, we should certainly have them in our full purview as we take up the problem of establishing such a school. The equipment would not be very great for such a school, except we cannot develop it to any extent without additional dormitories. That would practically be the only additional building that this particular school would require, provided that we get the second science building very shortly to

April 6, 1922.

relieve the pressure of the class rooms somewhat.

Hoping that this whole outlook does not discourage you too much, in view of what you are up against for all the other absolute requirements we must have in order to live, and with very highest regards,

As ever cordially yours,

A. J. Bowen

P. S. April 10 (Monday). I got back from Shanghai Saturday morning. There is nothing very much to report about the meeting on Union Medical School, except that there was no sympathy whatsoever with holding up the plans that they have in Shanghai with the hope of getting in Central China (i. e., Chang-sna and Hankow), so they are going ahead with their plans as previously outlined. They took action to the effect that if a larger meeting to include the larger interests - Central China, etc. - was to be called, it was not the place of this Organization Committee to call such a meeting, but rather of the China Medical Association. Personally, I do not think they have the organization in Shanghai at all that will swing a union medical school in Shanghai. The plans so far outlined are rather hazy and, I think, unworkable. The only sure funds that they can count on are what St. John's has and what the Women's Board have. All the rest are promises - and not very hearty promises at that. They have very little natural cohesion in Shanghai, and so far as I can see, no one who can possibly head a new institution. ^{of the kind} I think the only man who could swing it and unite the forces and secure the funds would be Ed. Hume, and they probably have alienated him and Central China beyond any possibility of getting him.

Sui Yuen I have a long despatch from the American Consul giving a translation of a communication from the Magistrate to Wen Pei-shan about the ^{land} Yuen land, to the effect that the Yuen who is trying to sell it now, or lease it, to the University is not a member of the family that owns the land, that he has no rights in it, that the Magistrate some years ago had the proclamation issued and carved on stone prohibiting the selling of the land, etc. It looks rather bad for our \$1,000 or \$1,800 that is in it, and of course Cheo Dao is now out and will do nothing about it, so we are seeing what Shao Teh-hsing and Chao and the others think it is possible to be done, though we will not make any move

April 6, 1922.

until we get the deeds for the temple land behind our house. The only hope we have of getting those deeds is the earnest expectation of Cheo Tao and the middle man getting the rest of the money, and if we push the Yuen matter now that hope may evaporate and so we will be unable to get the deed stamped for that, likely.

We are hoping to get good mail from you all to-day.

As ever cordially yours,

Apr 10

Your good letter from A/Bower
 Cleveland just in & much glad you
 are working East so successful. It was
 strategic to stop off & see the Chintan people at
 St. Louis. Mr. Severance is Fine & it was much
 good of him to give the balance on the
 Severance Hall & also \$100 on Prof
 Coulter's travel. This ought to make
 his coming sure. Get him if at all
 possible. With so many ways next fall we
 shall be up against it. Trip to Chen just
 has word from his ^{Bro} to come to U.S. - he has
 means & scholarship at U. of Chi. etc ready, so
 of course he will go. Will try & hold Wei Shih-
 for his work - the Marx also wants him for Eng.
 Must have \$1. L for J. Coll. Eng. Our Over-
 draft at Bank will be unbearable by June
 w/ July as this time fees etc on pay
 (over)

Of post overdrafts & outstanding
bills with not enough margin
to carry us, unaided, to July sum.
Otherwise all part of June. Robert
is a real asset. We must lose
Coulter. With him we can
pretty near swing the Tr. Coll.
Business Course. If can get C. King
for M.S. then we will be O.K. for
that for a yr. Be sure I have
Prof Coulter ① Sept 19 (when we open) to July 2
when we close: i.e. full school year with us.
② Understand he pays board & fuel \$50
mes per mo. ③ no funds for travel
& ④ say 3 - 5 hour (or equivalent) courses.
Would be impossible on 2 term basis for
him to leave say in April.

I believe that things are shaping up
better than we feared & with Love & Alf
as ever.

A/Bowen

April 6, 1922.

Dean W. F. Russell,
University of Iowa,
Iowa City, Iowa.

My dear Dr. Russell:

Mr. Wallace has just spent a day with me going over the problems involved in the recommendation of the Commission to the effect that the University of Nanking should be responsible for the College of School Administration, this College of School Administration to include, as Mr. Wallace understood, the College of Education of both junior and senior grades.

We have gone over quite in detail the problems, so far as they occurred to us, of staff and budget and course of study. We thought that since the College of School Administration would include the College of Education we ought to have at least six men giving all their time to this school - probably three foreigners and three Chinese, with a first-class foreigner as Dean, a man of the proper training and a man with the language and some experience in China. Mr. Wilcox, of the Baptist Mission at Ningpo, who is now home and, I believe, has been specializing in school administration at Teachers' College, Columbia University, has occurred to both Mr. Wallace and myself as an excellent man to head this school. If you are acquainted with Dr. Englehart at Teachers' College, it might be well for you to write to him and get your impression of Mr. Wilcox. I believe he has been taking work with Dr. Englehart. I have written quite fully to Dr. Williams to look him up and find out all he can about him, both from Teachers' College and from colleagues who are now in America.

In going over the requirements, Mr. Wallace thought that we should have one man who would be director of practice teaching and teaching methods, one man in educational psychology and the philosophy of education, two men on straight school administration matters, one perhaps an expert as a superintendent and the other an expert in the modern methods of tests; one man in the history of education and comparative education; and one man on special problems of middle schools.

We did not go into the question of the course of study very much. The Commission recommends that two-fifths of the subjects be such as the students could get in other schools

April 6, 1922.

or departments, two-fifths be on school administration problems, and one-fifth on practice supervision.

I am writing especially to solicit your cooperation in the whole matter of establishing of this school - the selection of suitable teachers and suggestions as to courses of study. I have written to Dr. Williams suggesting that he get in touch with you and go over these matters as carefully as possible and get the benefit of your experience and judgment on all of the problems involved, and we shall appreciate very much indeed all the help you can give us.

Of course, the first and fundamental thing is the finances. It seems rather foolish to be thinking of establishing another school involving within a year or two a budget of probably \$30,000 for staff, when our financial condition for the actual work that we did have going is in such a precarious situation, but I am sure that we should move forward strongly and boldly along the lines that the Commission has suggested. The mission schools cannot continue to exist very much longer with any degree of standing without a tremendously greater emphasis upon the training of teachers and the supervising of our work, so the school is extremely urgent and important and necessary for Christian education. I think, therefore, the funds will come, but just how and when, of course Dr. Williams will appreciate more than I do.

We are hoping to get the full report in the course of three weeks now and I am looking forward to going through it with very great pleasure.

The matter of the School for Educational Research has not been left in quite so satisfactory a form, so far as I can judge, not having the report before me, as I had hoped it was, but that institution must go slowly and the more fundamental thing now is the training of supervisors and principals and the training of middle school teachers, for which we are not equipped in any way at all just at present.

With very kindest remembrances,

Cordially yours,

THE CHINA CHRISTIAN EDUCATIONAL ASSOCIATION

會育教教督基國中

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OFFICIAL ORGAN
 EDUCATIONAL REVIEW

FRANK D. GAMEWELL, GENERAL SECRETARY
 OFFICES
 5 QUINSEN GARDENS,
 SHANGHAI

April 7, 1922

Rev. J. E. Williams, D.D.,
 156 Fifth Avenue,
 New York, N. Y.

My dear Williams:-

I am just back from a trip to Tsinan and on my way home I stopped off at Nanking for a day to discuss with Dr. Bowen the proposed College of School Administration. As you probably know, the Educational Commission definitely located this at Nanking and put it high up in the order of urgency. It should be the one Christian institution in China to prepare the first class supervisors, principals and administrators of our Christian education.

At the present time I find you have practically no beginning that would serve as the nucleus of this college. Dr. Bowen and I spent some hours going carefully into what would be involved in the establishment of such a college and he is writing you by this same mail. He asked me also to write to submit any material I might have.

It seems to me essential that when this college is started it should be with a strong faculty that would command confidence from the outset. This would involve almost immediately a faculty of six members, of whom three should be Chinese and three foreign. The most important matter, of course, is to secure a dean for it. We canvassed this whole part of China in our conversation and the only man who seemed possible because of his experience and training was Mr. F. C. Wilcox, of the American Baptist Mission. Mr. Wilcox has been, during his last term, at Ningpo and is now in America. I was studying in some classes with him last year in administration at Teachers College and I know him to be both able and sufficiently cautious to be a safe man. Of course, I know nothing of his work here on the field and it would be necessary to secure the fullest information regarding him before doing anything definite. But so far as I can see he appears to be the best man available. You might be able to get in touch with him and also find out about his work from the professors in administration at Teachers College. Dr. Sailer can also help you.

I am extremely anxious that this college should be established as soon as possible. The development of our whole program for Christian educational work will be held up until we are in a position to turn out thoroughly qualified Chinese for positions of responsibility in administration. I earnestly hope that the University of Nanking may be able to undertake within a year or two this essential function.

Rev. J. E. Williams, D.D.

-2-

April 7, 1922

I hope you have had a good journey home and are getting comfortably settled for your furlough time.

Please give my very kindest regards to Mrs. Williams and the other members of your family.

Yours very sincerely,

EWV:MD

E. In Wallace

P.S.

I am writing to Dean Russell, University of Iowa, asking him if he has any good men that he could recommend to you for this college. We get busy and get a first rate group of men for it!

C O P Y

June 5, 1923.

President Ernest D. Burton,
University of Chicago,
Chicago, Illinois.

Dear Doctor Burton,

I appreciated very much the time you gave me for conference following the luncheon in New York, when you were pressed to meet your next engagement. I should prize very much an opportunity of talking over the problem of correlation of East China with you, when there would be more time for conference. I would go to Chicago especially for that opportunity, but would like to inquire first whether you might be coming to New York and could allow a little time for the purpose. I think, too, that there would be a great advantage in you and Dr. Speer conferring over those problems, and Dr. Speer has expressed his readiness to meet with you over those problems at any time you would be in New York, when a conference could be arranged.

In conference with Mr. Roger Greene we have talked over the tactical importance of carrying out the recommendation of the Educational Commission - #2, "The founding of a College of School Administration at Nanking" - at the earliest date possible. Mr. Greene thought this was of such importance that he could support an appeal to Mr. Rockefeller directly through the Laura Spellman Foundation. We both thought if you could add to the recommendation of the Commission your personal endorsement of the proposition, it would have the greatest weight. I appreciate your judgment that you would want to have the fullest information to date upon the proposition, and the latest word as to more recent developments in China.

The proposition thought of on its simplest financial side was \$70,000. Gold for a building which would house this College adequately for the beginning and \$30,000. Gold a year to provide the salary, support and a moderate overhead for a staff of eight teachers. We should want to select the teachers after careful consideration of men and the work to be done.

I am writing, in the first place, to know if you would be coming to New York in the near future when a conference could be better arranged here, or may I come to see you in Chicago and answer to the fullest extent possible your questions in regard to developments?

With most cordial regards,

Sincerely yours,

(Signed) J. E. Williams.

JEW:LB

0771

THE UNIVERSITY OF CHICAGO
Chicago, Ill.

Office of the President

July 2, 1923.

My dear Dr. Williams:

On receipt of yours of June 5 I marked it for early attention but have been under so severe pressure in connection with the June Convocation and other University matters that I am only just able to take it up. I had expected to be in New York at about this time but have found it impossible to get away. I cannot now say when I shall be there.

I should be very glad to support a well considered and framed recommendation for an appropriation for the founding of a college of School Administration at Nanking, especially if Mr. Greene is of the opinion that the time is opportune to do so. May I suggest that if you have not already done so, you frame a definite proposal in conference with Mr. Greene, and, if you think best, send it to me for my consideration. I hope I shall, by the time it comes, be under so much less pressure than I have been that I can give it attention. If, after I have examined it, I feel the necessity of an interview we can take up the question of a meeting in New York or here, or at some other convenient point. If possible, of course, we should wish to avoid an expensive and laborious journey.

Again begging your pardon for my delay in answering your letter, I am

Cordially yours,

(Signed) Ernest D. Burton.

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

EDB:P

C O P Y

Dictated July 20

July 27, 1923.

Dear Doctor Burton,

I was delighted to receive your letter of July 2 and to know your readiness to "support a well considered and framed recommendation for an appropriation for the founding of a College of School Administration at Nanking, especially if Mr. Greene is of the opinion that the time is opportune to do so".

I returned to New York the latter part of last week and with your letter which seemed to please Mr. Greene greatly, we conferred on a plan for the founding of the College.

In our first interview we discussed the general questions as to the sources of information, questions of curricula and staff. Later we found that a good deal of time and study would be required for these questions, and that the questions of appropriation, extent of grant and plan of administration would come first.

Mr. Greene felt that if we could have a plan that would bring Southeastern into cooperation in the development of the College, we might be more certain of success in securing the grant. As this side of the development had not been presented in the recommendation of the Educational Commission's report, it was necessary for me to take up the matter with Mr. Speer and Dr. North, Dr. Franklin being absent in England. They were not averse to the favorable consideration of a plan of cooperation, but pointed out that it would be necessary that this plan be worked out in China, and before the proposition were concluded that it should have the approval and sanction of Dr. Bowen and our Board of Administration in the field. Mr. Greene raised with me the question of going to China to present the proposition, to which I replied that such a trip would be futile if we did not have definite assurances of support for the development of the School, provided the plan could be consummated.

Mr. Greene suggested that I have a conference with Mr. Richardson in regard to how they would receive such a proposition and whether they would act favorably upon it. Mr. Richardson assured me that a plan that has your endorsement, with Mr. Greene's and the approval of Mr. Speer and Dr. North and men of our Board, might receive favorable consideration when Mr. Rockefeller, Jr. returned from Europe the 1st of August.

0777

Dr. Ernest D. Burton - 2

July 27, 1923.

And they would not be prejudiced in their consideration by the whole proposition being made subject to reference to the field and favorable action and report from the field. Our proposition might seem stronger if all the details as to curricula, personnel of staff, building, etc. were outlined but that would not be practical at this stage. It would not be practical to refer the proposition to the field without assurance as to the support and the amount.

In my conversation with Mr. Richardson I also pointed out how difficult it would be for our Trustees to undertake the School of Administration on the lines proposed by the Commission, if the gift were made conditional on a proportion as fifty-fifty; and if we are to bring in Southeastern on the plan such a condition would be even more difficult. Mr. Richardson seemed to appreciate the cause of that situation, and that would not be a pre-requisite to their consideration of the proposition. I am writing this by way of reporting progress.

I am under the necessity of going to Silver Bay for addresses at the Y.W.C.A. City Conference, but will return to New York by Thursday of next week.

The consideration of a plan of cooperation with Southeastern would require a fuller conference over all the questions of greater importance. Mr. Speer and Dr. North will be in the city the latter part of next week and the week following, and would be ready to confer over the matter.

Very cordially yours,

Dr. Ernest D. Burton,
University of Chicago,
Chicago,
Illinois.

JEW:LB

0774

C O P Y

July 27, 1923.

Dictated July 20.

Dear Mr. Greene,

I had a conference with Mr. Richardson this afternoon over the proposition on the lines that you suggested. It was too late after the interview to report to you, as you had left the office.

I talked frankly over all as you suggested and outlined the kind of proposition which would be presented. He said that they would rely on your judgment and Dr. Burton's as men who had been in the field and had studied the field. A proposition which had your united endorsement and approved by Mr. Speer and Dr. North would receive, he thought, favorable consideration, and suggested that it would be well to have the proposition by about the 1st of August, as then Mr. Rockefeller, Jr. would be returning from Europe. He said they would consider and act upon the proposition definitely in approval, subject to acceptance on the part of the University after report to the field and favorable action from the field as to the basis and plan of cooperation.

I raised the question, too, of the difficulty our Trustees would experience if the proposition were made on a partial basis of fifty-fifty or more, because of the present financial condition within the Boards and within the churches; that our Trustees were favorable to the development of the School and would desire to cooperate with the plan as outlined by the Educational Commission, but that they would be reluctant to take on additional financial burdens with our present obligations. On this matter fuller conference could be had with members of the Trustees, such as Mr. Speer, Dr. North and others here.

Could not the proposition be simplified for their consideration to the amount that would be asked for buildings and equipment, and the amount that would be asked for annual grants in maintenance of staff, also a statement as to the lines of cooperation that would be sought with Southeastern? Further details as to curricula, personnel of staff and all the technical side of the development of the School to wait upon the report from the field of a plan of cooperation and development.

You will doubtless be meeting Mr. Richardson and I should like to hear from you soon, before going on further with the proposition.

I am under necessity of being at Silver Bay until after the middle of next week, owing to a promise for addresses at the Y.W.C.A. Conference.

I am writing to Dr. Burton by way of report on these lines.

Very sincerely yours,

Mr. Roger S. Greene,
China Medical Board,
61 Broadway,
New York City.

(Signed) J. E. Williams.

0775

August 2, 1923.

MEMORANDUM OF CONVERSATION WITH MR. ROGER S. GREENE
(by telephone on the afternoon of August 2, 1923.)

I inquired about any further development with reference to Mr. Robertson and Mr. Ting Tso-chen. He said that he had the matter in mind to see what could be done in that line, but that there had been nothing that he could report. He suggested my securing a full record of Ting Tso-chen's preparation and training and the present courses he is taking.

I told him that I had received his letter which seemed to me to report very faithfully and correctly the substance of our conferences over the College of School Administration. I told him that I had written to Dr. Burton but had not yet heard from him, and inquired whether he knew if Dr. Burton was in Chicago at this time. He said he did not know at all.

I inquired further in line with his letter. ~~if~~ I should carry on further ~~investment~~ as to staff and plans of School. However, that I would not want to pursue that here or in China, for it might create questions and problems for us if there were not some definite assurance of carrying the undertaking, ~~and~~ worked out. He replied, "I thought I made that clear in my letter, that it would be necessary to do so, to have such assurances." Then I inquired whether he thought it was best for me to proceed in conference with Mr. Richardson when I heard from Dr. Burton. He said, "By all means and to secure as definite assurance as possible."

Mr. Greene is sailing on the S.S. "Empress August 23, and is leaving New York Saturday, August 4.

I expressed my appreciation of the careful thought and cooperation he had given to the proposition. He said he was deeply interested in it.

I am awaiting a letter from Dr. Burton when I shall write him more fully.

J. E. Williams.

JEW:LB

0775

MEMORANDUM OF CONVERSATION WITH MR. W. S. RICHARDSON
(August 6, 1923.)

I called up Mr. Richardson on the phone to make an appointment to talk over more fully the proposition for the founding of the College of School Administration at Nanking.

I reported that Mr. Greene had written me after our last conversation, kindly enclosing copy of the letter which he had written to Mr. Richardson. He inquired whether there was anything more that we could do at this time. I told him that he did not think their Laura Spellman Foundation could take up the matter until September as the men were all away at this time.

I told him that I had not heard from Dr. Burton lately as he was doubtless away on his vacation too. He said that when I had had opportunity to go over the matter with Dr. Burton, we could take it up then, and that he would be pleased to talk over the matter if there were anything we could do further at this time, but that it would not be practicable to get action, however, since the men were away.

I shall await a letter from Dr. Burton before proceeding further in the matter.

J. E. Williams.

August 6, 1923.

0737

COPY

October 29, 1923.

President A. J. Bowen,
Nanking, China.

Dear Bowen:

I spoke yesterday morning at the Crerar Memorial Presbyterian Church and after service I went to lunch with Mr. and Mrs. W. K. Fellows who live on Drexel Avenue. I had a delightful visit with Mr. and Mrs. Fellows and her mother and sister. Their interest in China, especially you and the staff of the University, is very real and abiding. I had not taken up further the proposition of the College of School of Administration in New York, feeling that it would be inadvisable until after I could have a good frank conference with Dr. Burton. He and Mrs. Burton invited me to their home in the afternoon, so I called at their home, which is now the regular President's house which the Judson's had occupied, the Judsons having removed to New York to live in order to be absent from the University and its problems.

Mrs. Burton was intensely interested in showing me all over their house with its new and attractive furnishings. It was certainly very beautiful. As I had often visited them in their own smaller house on Woodlawn Avenue, and they since had lived in a very small apartment in the Versailles Hotel, the contrast was quite amusing to them. Dr. Burton laughingly remarked that their last apartment with all its rooms could easily be slipped into the study of the present house and since the ceiling was so high, the study might accommodate a duplex apartment of the same size.

Dr. Burton was interested in talking over the problems he had incurred in his new office and responsibilities. He spoke particularly of the Medical College and its reorganization. They have doubled the number of deans of the colleges in order to provide for much fuller knowledge of each one of the students, aiming to have in mind not only their examination and scholastic merits, but also their own background and outside special personal interest, etc. He also said that he had invited all the members of the faculty personally to attend the convocations and the chapel services. He was making it a rule to be present at the University chapel service and sit on the platform and take part frequently in leading. He felt greatly encouraged in the cooperation of the faculty in his effort to stress the religious influence in the University.

I introduced the problem of the College of School of Administration by having him read the letter which Mr. Greene sent me enclosing copy of his letter to Mr. Richardson. With this letter as a basis, we launched into the whole problem of relations with the government educational system in general and Southeastern University in particular. Between interruptions in the calls of professors the conference was carried on through several hours. I shall only try to summarize the outstanding impressions and conclusions reached. I might note in passing Dr. Burton was not aware of the proposal to affiliate Southeastern until reading the letters and he was interested to know how the situation arose, to which I replied that I thought it was the apprehension of the attitude of Dr. Wickliffe Rose and the proposed International Board of

#2 - President A. J. Bowen

Education and Dr. Monroe whose attitude through articles and lectures was quite well known. After carefully reading Mr. Greene's letter, Dr. Burton noted that Mr. Greene favored

- (a) Support for the College of School of Administration
- (b) Its location at Nanking
- (c) He recognized the greater service it would render to Missionary Education as an integral part of the University of Nanking with friendly relations to the government education. He also mentioned the possible larger influence in government education if affiliated with Southeastern. He noted, however, that Mr. Greene was not clear or definite as to plans of affiliation or cooperation.

Dr. Burton said the question would naturally divide itself into three possible plans:

- (a) University of Nanking to develop the college as an integral department with friendly relations with Southeastern.
- (b) Southeastern to develop the college with friendly relations and cooperation.
- (c) A cooperation plan of mutual responsibility and administration.

With this outline in mind, the more fundamental question was, did one believe in the Christian system of education paralleling the government system. If one did not believe in such a system, they would favor large grants from the U.S. going to the government university. If they did favor the Missionary or Christian system paralleling the government, naturally they would favor grants from America being made to the Missionary or Christian system with a view to their largest development. For himself Dr. Burton felt more convinced than ever of the wisdom of a Christian system paralleling the government and American grants going to that system rather than the government system, for the reason that grants to the development of Southeastern or government university might indirectly influence Missionary Education, but relatively little of the product would be available for teachers in the Christian system, because the teachers would not carry the teaching and emphasis of Christian character and spirit, which would be a prime essential in the development of the Missionary system of education. On the other hand, if the college would develop, for example, as an integral part of the University of Nanking, the emphasis upon Christian character and discipline could be insured, which would produce the teachers vitally necessary to the Christian system and at the same time, teachers equally acceptable and necessary to the government system. Of course the friendliest relations should be maintained with Southeastern and the government system of education. A thoroughly first class College of School Administration in the University of Nanking would exert its largest influence as a demonstration upon the government system of education and might become a fulcrum of effective leverage for the leaders of the government education in securing the financial support and reforms. He gave considerable thought to the possibility of development of the School in cooperation and affiliation. The practical problems of administration seemed very great and since these problems would have to be faced in the preliminary stages of working out the

October 29, 1923.

plans before the personnel of the teaching staff was determined, and before adequate financial support for buildings and equipment and current expenses had been secured, the complexity of the plans would be greatly increased. We had considerable conference about the attitude and enthusiasm of certain outstanding men as Dr. Monroe and Dean Russell for the government system. Dr. Burton related to me some of the conference and investigations and reverse conclusions arrived at by some of the men on the Commission. Dean Russell, before going to China, was positively convinced that all education was best conducted by the government. After his visit to Japan and China he learned that Japan, which had been instanced by Dr. ~~Burton~~ as the greatest proof that the government alone could do the work, had changed its attitude and was giving much more encouragement to Missionary Education. The likelihood that China would ever follow in the footsteps of Japan's government in its extreme measures of limitation and control was never believed by those who knew China and the Chinese people. When they found that even Japan was no longer addicted to that policy, the one outstanding argument for the policy seemed to be gone.

I shall have further conference with Dr. Burton with your recent letter of September 24 in which you deal with the questions raised by the communication which I had mailed to you earlier. I had felt considerable apprehension about College of School Administration. I can see most clearly what could be accomplished by such a college developed along right lines as a department of the University in clearing up the East China situation and also in rendering very direct and large service to all the missions. I could also see with lurid vividness the complexity of the problems that might arise in developing such a college conjointly with the Southeastern University. You can imagine my relief in finding Dr. Burton so clear and positive in his thinking on the question.

I have written this out at length for your own personal reference. I should doubt the wisdom of giving much publicity to it except to the men who in council ought to talk over the problem with you.

I am sending a copy of this letter to Mr. Speer and to Mr. Stephen Corey in order that they might have the matter in mind.

I feel very deeply concerned about Mr. Clemon's health and grieved for he is a friend closer than a brother and the burden of his caring for the University has been carried with such complete abandon that I feel that the illness should fall upon me rather than him.

I shall write more in detail in reply to your last letter. Dr. Holgate is cooperating with me in every way possible and he is very effective in Evanston and Chicago.

As ever yours,

(Signed) J. E. Williams.

0740

C O P Y

THE UNIVERSITY OF CHICAGO

Chicago, Illinois

Office of the President

December 10, 1923.

Dear Doctor Williams,

I read with great interest your letter of November third, containing a quotation from a recent letter from Doctor Bowen and a further statement respecting the College of School Administration.

I feel sure that the establishment of this School would contribute in an altogether exceptional degree to the strengthening of Christian education in China and that it would also make a very valuable contribution to the development of government education. I altogether approve your suggestion that the school, while an integral part of the University of Nanking, should be conducted in close sympathy with Southeastern University and the government system of education.

I earnestly hope you may find supporters for your proposal.

Very sincerely yours,

EDB:S:P

(Signed) Ernest D. Burton.

C O P Y

THE UNIVERSITY OF CHICAGO

Chicago, Illinois

Office of the President

December 22, 1923.

My dear Mr. Richardson:

I am very much pleased to learn that the plan for the College of School Administration as a department of the University of Nanking is receiving serious consideration from you and those who look to you for advice. This enterprise was one of those on which the Commission of 1921-22 was most unanimous and hearty in its conviction. Subsequent events have in no way diminished, but rather increased my sense of its importance. There can be no effective and permanent advance in the development of education in China without effective agency for developing competent supervisors of education. It was, moreover, the conviction of the Commission, and it is mine that the best place to locate such a school is at Nanking in connection with the Christian University there.

While the school should undoubtedly be conducted in close sympathy with the immediately adjacent Southeastern University of the Chinese Government, and with the whole Government system of education, it should, in my judgment, be an integral part of the University of Nanking.

I feel sure that the establishment of this School would contribute in an exceptional degree to the strengthening of Christian education in China, and that it would also make a very valuable contribution to the development of Government education.

I should be most happy to learn that the means necessary for its establishment and maintenance had been provided.

Very truly yours,

Mr. W.S. Richardson,
26 Broadway,
New York City.

(Signed) Ernest D. Burton.

0742

C O P Y

Chicago Temple,
Chicago, Illinois.
January 11, 1924.

Mr. William S. Richardson,
26 Broadway,
New York, New York.

Dear Mr. Richardson:

Our conversations, conference with Prof. Williams F. Russell, and letters from Mr. Roger S. Greene and President Ernest D. Burton have doubtless cleared up all questions in regard to the plan for the establishment in Hanking of a College of School Administration as outlined in the report of the Educational Commission.

I am writing to recapitulate some points in our conversations and conferences.

Prof. William F. Russell, under President Burton's direction and leadership, prepared those parts of the printed report of the Commission which dealt particularly with the College of School Administration. He summarized the report in the conference, stressing particularly the urgent need of it if Christian Education in China were to be developed adequately, and particularly to develop Chinese leadership which alone could meet the situation. Out of his careful and expert knowledge he gave estimates of what would be needed to carry out the plan, as follows:

Capital Investment for Housing the College-	\$70,000.00
Current Annual Expenditure -----	40,000.00
Salaries of six teachers,	
at \$3,000.00 -----	\$18,000.00
Administration & Assistants-	12,000.00
Publication of Reports,	
Findings and Forms -----	4,000.00
Institutes at other centers,	
Staff and Travel -----	6,000.00

In our earlier conversations I spoke of the deficits confronting the cooperating Boards that would make difficult their undertaking at that time increased financial grants for the College of School Administration, notwithstanding the fact that the plans proposed and outlined in President Burton's report have received the full endorsement of President A. J. Bowen and

0747

(1/11/24)

2 - Mr. William S. Richardson

2/11/24

the Board of Managers in Nanking, also the full endorsement of the Board of Trustees in New York- which included in its membership the senior secretaries of the cooperative mission boards, as Dr. J. F. Franklin, Baptist Board, Dr. S. J. Corey, U. C. M. S., Dr. F. M. North, M. E. Board, and Dr. Robert E. Speer, Presbyterian Board.

In our conversation of the 9th, however, I stated that while, owing to present financial deficits, the Boards could not appropriate directly without additional resources, they would cooperate heartily in our efforts to present the need and opportunity to individuals.

I further expressed the confidence that if one-half is contributed by Mr. Rockefeller, his endorsement and encouragement in this way would meet with a response from other individuals who are deeply interested in the University of Nanking and in this special work which will serve the whole of Christian Education in China, and we should be able to secure the other half.

Fuller details of organization and personnel, beyond the plans printed in the report and Professor Russell's illuminating statement in the conference, would require time for development in conference with President Burton and Professor Russell who have given most thought to the plans and whose interest and cooperation would be continued to secure their wisest execution.

We earnestly hope that the plans will meet your approval and commend themselves to Mr. Rockefeller.

Very sincerely yours,

Vice President.

0744

The Training of Teachers and the Advancement of Education

VII. The Training of Supervisors and Principals.

14. Important as is the training of teachers, the strategic point of attack if widespread improvement in teaching is to be effected lies in the school administrators and supervisors; and their proper training is a matter of utmost importance. With a constantly changing teaching force, and an altering teaching problem, no system of schools can adjust itself to needed change without a supervisory and administrative force trained to do its task in an effective manner; and when so many teachers from force of circumstance must be relatively untrained for years to come, the only hope is to have them trained by their immediate superiors while they are engaged in their work. It is also true that the scientific study of education has so far made contributions to this field greater than to any other and that scientific experiments and investigations have been made sufficient to form a satisfactory basis for training school supervisory officers.

15. It is therefore recommended that one of the Colleges of Education in China be designated the college of School Administration, accepting for entrance graduates of junior colleges, preferably with teaching experience, and giving courses leading to the Bachelor's degree. This would presuppose a fair liberal training, some teaching experience and a knowledge of most of the subjects taught in the lower schools. About two-fifths of the student's time should be devoted to one or two of the following fields fundamental to educational study, biology, philosophy, psychology, hygiene, sociology, economics or political science, carrying an elementary course in the first year and an advanced one in the second. Two-fifths of the student's time should also be devoted to a thorough study of school administration, including study of the experiences of other nations past and present, the development of a Christian philosophy of education and the applications in China to-day of the most trustworthy results of modern investigation and research.

Just as practice classes are essential to the training of the teacher, so practice schools are essential to the training of the administrator. It is therefore necessary that affiliated with this college there be city middle and primary schools and a rural system of education. One-fifth of the time should be given to practice supervision.

Principals and supervisors in service should be encouraged to come to the college for shorter periods than the entire year if they cannot be spared from their posts for longer time.

Effort should be made to arrange courses so that two months in residence at any time in the year would provide some work that was complete. The summer session would be very important and in all probability could be offered in more than one place.

16. A less effective type of training for principals may also be included in the College of Education, and training for primary supervisors in the Junior College of Education. The first class normal school recommended could also give some special work for supervisors, particularly where these students are unfamiliar with English.

VIII. The Advancement of Education.

17. It is also important that somewhere in China there be established an institution primarily for educational research, broad enough to make a beginning of the study of the whole educational field. There is a tremendous number of problems that need investigation, many of which have been investigated for other countries, but not adapted to China. The general aim of the institute should be by cautious experimentation and careful thought to discover for each type of work that kind of education which is best adapted to produce a community that will be physically, economically, intellectually and morally so strong and efficient as itself to be able to lighten the life of China.

18. The methods of work should embrace the philosophical attack (the careful consideration of tangible and intangible factors, their analysis and synthesis), the comparative attack (the consideration of the effects of total educational situations in varying environments), the statistical attack (the search for truth in the careful study of present tendencies where the evidence is tangible), and the experimental attack (the minute study of the effect of one variable in a stable and unvarying educational situation). Some of the problems to be solved are outlined above (see P. 2).

19. The Institute for Educational Research will be expensive, but the results should amply justify the expense. There should be some twenty professors, half Chinese, half foreign, and thirty or more research assistants. No great expenditure should be made for buildings and plant, the main items being salaries of the staff and provision for publication and research. A few advanced students could at once receive training and act as research assistants. No degree below the Master's or Doctor's should be given.

The peculiar difficulty of the proposed institution is the faculty. In one group, almost in each individual, there will be needed an intimate understanding of the local situation, sympathetic appreciation of conditions in China, and command of specific methods of investigation and research. One could not

find such a faculty, were he to comb the entire world.

20. We therefore recommend that this institution be organized slowly. Once funds are secured, the Director should be appointed, an administrative staff secured, and quarters planned for. Certain qualified people could be employed at once in a few lines and a small number of research problems attacked. In the meantime, measures should be taken to train the future faculty. Several mission workers, Chinese or foreign, whose character and promise had been evident in their work, should enter tentative relations with the institute, to be sent abroad, to England, Canada, the United States or anywhere else in the world, where certain methods of educational investigation have been perfected. While the work would start in a small way in China, part of the Director's time could be devoted to watching the progress of the future members of the faculty, holding conferences with them and guiding them in their work. In three years the entire group could be assembled in China for continuation of work started abroad, and from that time on results could be expected.

21. The Institute will not be a spectacular institution. Its quarters will be modest, and its results meager at the start. But with wise direction and freedom to develop unhampered, in five or six years its influence in Christian education in China should be very great.

The physical equipment should include an office building, one or more experimental schools, and if located away from a large city with a foreign quarter, housing for students and faculty. Great numbers of students should neither be expected nor allowed, the quality of the product and the research of the faculty being the objectives.

22. Once the Institute is a going concern, it could well spare a part of its energy in making more effective the College of School Administration, some of the colleges of education or normal schools. But its main purpose should always be research, not teaching; and its other duties should be incidental to its main end.

23. The results of the work should be carried to every school in China by means of close affiliation with the China Christian Educational Association, by publication and translation, by close relationship with teacher training institutions, and by summer classes at various places in China, both for Chinese teachers and administrators, and foreign.

Priorities.

Chapter III.

RECOMMENDATIONS INVOLVING LARGE EXPENSE CLASSIFIED ACCORDING TO THE ORDER OF URGENCY.

717. The various forms of new work recommended are summarized below in a preferred order. The different grades of work should to a certain extent be developed simultaneously, but the order given is that of relative priority. This need not prohibit any item from being undertaken at any time if special funds can be secured for it. Although it is beyond the province of the Commission to give detailed estimates, yet approximate totals have been attempted, based upon careful studies of actual costs and itemized calculations for enlargement. Allowance has been made for income on the field from fees and other forms of local support, this applying especially to maintenance. The Capital Outlay and Maintenance are both planned roughly for a period of ten years beginning with 1922. These totals do not include expenditures which are involved in the normal development of existing work as outlined under Classes I and II in the preceding section.

a. China Christian Educational Association. The strengthening of the national headquarters is the first essential to all the other improvements recommended. (Maintenance)

b. Institute of Educational Research.

c. Institute of Economic and Social Research.
(Maintenance.)

d. Normal schools and normal courses in middle schools.

e. Large increase in the number of junior middle schools.

f. Reorganization of middle schools on a six-year basis and an increase in their number.

g. Middle schools of the agricultural and industrial arts type.

h. Elementary schools in unoccupied or relatively unoccupied regions. The cost of opening these should be annually reduced as local patronage increases.

i. Building programs already approved for those institutions of higher education which have no permanent plant: Peking University, Ginling College, Fukien Christian University. (Capital outlay.)

j. College of School Administration, Nanking. (Capital Outlay and Maintenance.)

k. Removal of North China Union Women's Medical School to Tsinan. (Chiefly Capital Outlay.)

l. School of Commerce and Industrial Organization, Shanghai. (Capital Outlay and Maintenance.)

m. School of Medicine, Tsinan. (Maintenance.)

n. East China Union Medical School. (Capital Outlay and Maintenance.)

o. Buildings already approved for colleges in East China, South China and West China.

p. Development of plans for a University for Central China. (Capital Outlay and Maintenance.)

q. School of Public Opinion (University Extension), Shanghai. (Maintenance.)

r. School of Medicine, West China Union University. (Capital Outlay and Maintenance.)

s. Buildings of College for Women, Fukien Christian University, if approved by those concerned. (Capital Outlay.)

t. Buildings of College for Women, West China Union University. (Capital and Outlay.)

u. Land and buildings for central unit of a University for East China. (Capital Outlay.)

Total Capital Outlay	U. S. Gold
Total Maintenance	\$7,000,000.00
	1,000,000.00

0749

C O P Y

26 Broadway
New York

January 15, 1924.

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

Dear Dr. Williams,

The matter of Nanking University College of School Administration which you have presented at this office and which has been commended by Dr. Burton and Dr. Russell has received careful consideration. Mr. Rockefeller, Jr., wishes me to express his regret that he is not inclined to contribute to this object. As I think you are aware he has felt for some time that he would not take further financial interest in educational institutions in China. It is therefore in line with this idea and not at all a critical attitude toward the very interesting proposition which you have presented.

Very truly yours,

(Signed) W. S. Richardson.

0750

MEETING OF THE CONTINUATION COMMITTEE OF THE EDUCATIONAL
SECTION OF THE CONFERENCE OF CHRISTIAN COLLEGES AND
UNIVERSITIES AT NANKING

February 7, 1924

Present:- Miss Vautrin, Messrs. Webster, Bullock, Wallace, Galt
and Professor Wade- Jones of the University of Nan-
king, the latter present by special invitation.

VOTED AS FOLLOWS:-

1. That the Committee endorse sections 246- 250 of the Report of the Educational Commission recommending the establishment of an institution for the training of educational administrators to serve as far as possible the whole Christian constituency of China.
2. That this institution should be associated with, not separated from, a school or department providing for the professional education of teachers.
3. That this institution should provide undergraduate courses to meet present and future needs, but that later, as demands arise, the emphasis should be in graduate work.
4. That this institution should be an integral part of the University of Nanking, but in view of the wider constituency the institution serves, there should be an advisory board composed of representatives from other institutions engaged in the professional education of teachers.
5. That in establishing and maintaining this institution every effort be made to cooperate with the Higher Normal College of Southeastern University.

(Signed) Howard S. Galt

Chairman.

C O P Y

February 15, 1924.

Mr. W. S. Richardson,
26 Broadway,
New York City.

Dear Mr. Richardson,

I want to acknowledge more formally than in our conversation your letter of January 15, and to put on record my own personal appreciation of the deep interest you took in the College of School Administration at the University of Nanking, and the sympathetic presentation you made of the same to Mr. Rockefeller, Jr.

It was a very great disappointment to me, to Dr. Burton, Professor Russell and others, that Mr. Rockefeller did not feel inclined to contribute to this object at this time, for the reason that he has felt for some time that he would not take further financial interest in educational institutions in China. We are pleased to be assured that his decision was in line with this idea and not at all a critical attitude toward the proposition we made. Such a College would be of such great value toward the development of Christian missionary education in China, as well as its influence on government education, that we shall still hope to find the help needed to carry out the proposition.

Again thanking you personally, I am

Very truly yours,

JEW:LB

College of School
Administration
2/15/24.

MEMORANDUM OF LUNCHEON CONFERENCE WITH MR. WHEELER & DR. RUSSELL

I invited Mr. Wheeler and Professor Russell of Columbia to lunch with me today, February 14, at the National Arts Club, to meet members of the Membership Committee.

We had an interesting time discussing educational problems in China, and particularly the report of the Educational Commission.

Russell
Professor met me first in consideration of the reply of Mr. Richardson. He, too, was very much surprised at the outcome for he had felt confident that the matter was going through. He wondered what was back of it, and I volunteered that I thought it was only the disturbed conditions in China that caused Mr. Rockefeller's reluctance to go into general education on a larger scale.

He told me later that he thought the best plan in his own personal judgment was that education ought to be centered in the Capital at Peking, and that all the other members of the Commission and most of the members from China differed in regard to that. Later we discussed quite frankly the situations in the different centers. He felt that in East China, Shanghai, Hangchow and Soochow ought to accept high school and academy standards and agree on Nanking for advanced work. He stressed the importance of Middle School education for the Missions and Boards and that all the Boards were going into higher education far too much. Among other things he remarked that Ginling College should not exist at Nanking as a separate institution; that it ought to be nearby with separate dormitories and student center but with common laboratories, library, etc. We reminded him that when Ginling was planned, the idea of co-education in China was impossible to any of the Chinese. He also suggested that the data in the Educational Report on the estimates of the cost of education would indicate the relative place and importance of primary and secondary education to higher education.

J. E. WILLIAMS.

JEW:LB

0757

February 21, 1924.

Dr. Frank Mason North,
150 Fifth Avenue,
New York City.

Dear Doctor North,

I am writing to give you further report in regard to our application to Mr. Rockefeller, Jr., through Mr. W. S. Richardson, for a grant for the College of School Administration. I had reported to you the progress of negotiations during July when they were suspended for a while, owing to Mr. Greene's returning to China and President Burton's absence for a vacation during the Summer.

Later I was able to go to Chicago and have a full conference with Dr. Burton at his home. I reported to you how reassured I felt because of his clear and positive judgment that the College of School Administration would render its largest service to the whole cause of Christian missionary education as a Department of the University of Nanking. He was equally clear and positive that in that way it would also render the largest service to government education in China. At that time he gave me a letter to Professor Russell, asking him to give every help he could to the plan. I found Professor Russell very ready to do this and that he shared fully Dr. Burton's judgment of the wisdom of strengthening in every way missionary education.

By appointment Professor Russell called with me upon Mr. Richardson, reviewing the conclusions of the Educational Commission, and emphasizing in his own way the great importance of the development of the College of School Administration. Mr. Richardson said at the conclusion of the conference that all was clear but that Mr. Rockefeller would like to have word directly from Dr. Burton, and if Dr. Burton would write to him he would present the letter with the statement of the case to Mr. Rockefeller. In response to a Night Letter, Dr. Burton sent the enclosed letter directly to Mr. Richardson, and a signed copy to me.

There still remained the question raised in a previous letter of Mr. Greene because I was disposed to ask

2/21/24

for a grant to cover the whole cost of the development, - owing to the present financial stringency of the cooperative Boards back of the University. In view of the almost invariable practice of not making grants for the whole amount, I later saw Mr. Richardson and stated that in my judgment I thought that if Mr. Rockefeller would give half other friends of the work of the Mission Boards interested in the University could be found to give the other half. Mr. Richardson seemed gratified at this and expressed his confidence that it would surely be carried out. I later wrote from Chicago, repeating the same statement in writing for his records, as per enclosed letter.

I enclose also a copy of Mr. Richardson's reply of January 15, 1924. This letter came while I was in Chicago, so I talked over the whole matter with Dr. Burton. He expressed himself as very greatly surprised and disappointed. However, his conviction of the importance of carrying out the project was not lessened in the least, and he hoped that we would succeed in other quarters in finding the support. Mr. Greene's reaction was very much the same, as was also Professor Russell's.

I had a further conference with Mr. Richardson and wrote him as per enclosed letter. I am submitting copies of this correspondence to Eric, as Secretary of the Trustees, for file and record.

Mr. Richardson said he would have further conference with Mr. Rockefeller to learn in regard to his plan and purpose of efforts with reference to China. He thought that the International Board of Education might be a good while in getting around to help in China.

Very sincerely yours,

JEW:LB
Encls.

W. B. Richardson
College of School Administration
COPY

BOARD OF FOREIGN MISSIONS
of the
METHODIST EPISCOPAL CHURCH
150 Fifth Avenue
New York City

Corresponding Secretaries
Frank Mason North
Titus Lowe

President
Bishop Luther B. Wilson

Treasurer
George M. Fowles

February 26, 1924.

The Rev. J. E. Williams, D.D.,
150 Fifth Avenue,
New York City.

My dear Dr. Williams:

I have your favor of the 21st. I deeply sympathize with you in the outcome of the long negotiations with reference to the College of School Administration for Nanking University.

There is something in this that I do not understand. I had not known that Mr. Rockefeller had reached the point where he is not to take further interest financially in educational institutions in China. One might desire to know what are the influences back of such a decision. However, there seems to be nothing that can be done to develop further influence in that direction.

Yours cordially,

(Signed) Frank Mason North

FMN:T