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Priest, Elsie 1936 Jul-Dec

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0002

July 1, 1936

Dear Miss Priest,

This is sent to supplement in a personal and confidential way the more official cable and letter we sent a few days ago, dealing with the question of the Wheelers' return, and the relationship of Mr. Wheeler to promotional work on behalf of the University of Nanking.

I talked very fully and confidentially on this subject, both with Dr. Speer and with Dr. Lobenstine. Mrs. Macmillan talked with equal frankness with Miss Hodge. These were the only members of our Nanking Promotional Committee available in New York City just now, but they should certainly form an able trio - Dr. Speer and Miss Hodge on the basis of their long and close contacts with Rex in the Presbyterian Board, and Dr. Lobenstine because of his acquaintance with the situation on the field.

Dr. Speer states that Rex held the respect and liking of all his colleagues in the Presbyterian Board. They considered him a particularly able promotional man, who had major responsibility for success in some of their important promotional undertakings, and who seemed good at winning the liking and confidence of those whom he contacted. His acquaintanceships and background here seemed very much in his favor. As a team-worker and as one with the tenacity of purpose necessary to go through with what he had started, Dr. Speer considers Rex quite above most of our group. The question of whether he and Dr. Chen could work effectively together he of course did not attempt to answer, but expressed the hope that if there were elements of incompatibility to take into consideration the two men might be put at different parts of the task.

From Mrs. Macmillan's report of her conversation with Miss Hodge, I understand that Miss Hodge also has a very favorable opinion of Rex and his capacities in this field.

Dr. Lobenstine is, to some extent at least, acquainted at first hand with some of the personal infelicities which have arisen in Nanking. Yet while he would probably award Rex his share of the blame for these situations, he also seemed inclined to the opinion that if Rex must come to America next year we ought to make every effort to utilize him in connection with our Nanking promotional work.

On one point, all three were quite emphatic. We should not ask Mr. Wheeler to come to America for this promotional work if there is any possibility that he and his family can remain there and do any effective work. But it was also their judgement that if he and his family must in

Miss Priest

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7/1/36

any event come to America this summer we should give him a fair opportunity to participate in the Nanking promotional work as a part of the Associated Boards program. This was the thought I tried to convey in our cable. Since we now understand that they are definitely planning to sail for the States on July 14th, we assume that they should be taken into our planning for the fall.

I hope we have been keeping you supplied with adequate information about our promotional plans and activities so that you will have a reasonable clear picture of our set-up and of our program. Beginning today friend Sherwood retires from our midst, and Mr. Hedrick becomes our commander-in-chief in the promotional field. We have great hopes of increased effectiveness under this new regime. For the past eighteen months we really haven't had as vigorous and as unified leadership as we should have had. In theory, Sherwood was the leader, but for various reasons I need not enumerate this theory did not work out any too well, and several of us, whether we wanted to or not, found ourselves more or less involved in trying to keep the job going ahead and off the rocks. Now we are all clear in our recognition that in promotion Mr. Hedrick is the big chief and we all work under his direction. That goes not only for us here in the office and in the various promotional committees of the different boards of trustees, but also for staff members from China - Han Shields, Chen Yu-gwan, Joe Beech, K. A. Wee - and Rex Wheeler if he joins with us. Those are the only terms upon which the invitation can be extended to him, and he will need to have the situation clear in his mind if he joins with us.

As to specific plans, we are hoping during the fall and early winter to carry on intensive promotional work in about a score of cities, proceeding in two teams. Special contacts which anyone has, or wishes to establish, outside those cities will have to be fitted into the general picture. Our efforts for the last half of the year have not yet been mapped out in detail. The two-team set-up points to what one would hope may be a simple way to avoid incompatibility between Rex and Y.G. through the obvious desirability of having Nanking represented on each team.

As to expenses, we are trying in this year the experiment of charging all necessary expenses against new money secured. In doing this we would credit to each institution the special expense they have had to incur for travel and living costs of their members of the teams before we ask them to bear a share in the united budget. This is certainly equitable from the standpoint of the individual colleges - though a lot of our friends say we are taking a long venture of faith in hoping that anything will be left for our central budget.

We have no illusions. This whole undertaking is filled with a good many elements of uncertainty. But like the poor devil of a piano-pounder in the Western saloon, "we're doin' the best we kin."

Cordially,

0003

UNIVERSITY OF NANKING

OFFICE OF THE TREASURER

NANKING, CHINA
Nanking

July 3, 1936.

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ack 8/3/36

Dear Mr. Garside:

A few days ago the official notice was made that we have been granted C\$60,000 00 from the British Boxer Trustees. This fund will be divided equally between the College of Agriculture and the College of Science and will be payable over three years. We are very glad to have this recognition.

Yesterday the official notice was published in all newspapers that the Government grant through the Ministry of Education was the same as before; that is, 30,000 00 to the University. The division is probably the same as last year except that one professorship in Plant Pathology has been given to Agriculture. Ginling receives 12,000. the same as before.

The Ministry of Education has sent us official notice that we are to offer graduate courses in the College of Agriculture (Economics) and College of Science (Chemistry) this autumn. The plans are underway to do so, and about twenty students in all will be admitted - ten in each college. The College of Arts (History) will not begin for another year. Meanwhile I hope the Board of Founders, Associated Boards, etc. will take action approving of the graduate work. Personally I do not think it need cause any great alarm - in Chemistry we have been admitting graduate students since 1924. We have not been giving a definite MS degree for the work done, but it has been recognized as such throughout China and last year attracted students from other cities. Formerly we had only allowed our own graduates, but this past year one graduate of Yenching chose to take his graduate work with us. The department is well staffed for the work - Dr. Tai An-pen, Dr. Li Fang-hsuei, Dr. Ma Chieh, Dr. Jeu Kia-Kwei, Dr. Thomson - all having doctor's degrees. Then Mr. Pan and Mr. Li have masters degrees. There is no plan to expand beyond what is now being done in the department. Of course graduate courses will cost money but we have the equipment given us by the Ministry grant, the Rockefeller grant and now the British Boxer grant. Also, there is no idea of branching out into other departments. We plan to offer graduate work only in these three departments. What ten years will bring is not for us to say today, but surely for the present it is a modest program. I need not mention history today as it is postponed by the Ministry for a year and is not a problem this year.

As I understand Mr. Cressy and the action taken by the Council of Higher Education, they approve of graduate work in Nanking in the departments assigned by the Ministry.

Sincerely yours,

Elin M. Priest

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UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA

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JUL 28 1936

JOINT OFFICE

0005

Nanking

July 13, 1936

Miss Elsie M. Priest
University of Nanking
Nanking, China

My dear Miss Priest:

Let me acknowledge receipt of your letters of June 8th,
June 11th and June 12th.

Letter of June 8th. This mentioned the cablegram you sent us a few days previously, reading as follows:- "Urge Methodists Trimmer September". We got in touch at once with Frank Cartwright of the Methodist Board and he assured us that the Board has every expectation of getting the Trimmers started back to Nanking in time to arrive there in September. I have also talked with Dr. Trimmer, who is now pinch-hitting for Dr. Vaughan in the Medical Office of the Methodist Board while Dr. Vaughan is on his vacation. We certainly hope that nothing will intervene to delay the Trimmers' return, and will try to push the matter vigorously if any threat of delay should appear.

I humbly admit the inaccuracies of the suggestions in my letter of May 11th with reference to the method of computing gains on exchange in our 1936-37 budget. I hope, however, that since you estimate that most, if not all, of the Class A funds appropriated in American dollars will have to be spent in that currency anyway, the University will at least not lose anything in gain on exchange by keeping the normal exchange ratio of 2.10 to 1 rather than 3.30 to 1. I do hope that the Field Treasurer will not be too greatly harassed by the task of trying to keep track of a semi-mythical gain on exchange. Next year, if the field's wishes remain the same, we will try to put the matter before our Nanking Founders in a more adequate and convincing manner.

Letters of June 11th and June 12th. Both these letters deal with the projected world foreign tour which was to visit Nanking this summer. In the first of these two letters you gave some very interesting information with reference to some previous trips to Nanking. Since, as we have already notified you, it was not possible to go through with this world tour this summer, the matter is no longer an active one at present. We are grateful to you, however, for supplying us some facts, which should be of value later on if another tour is contemplated.

Very cordially yours,

BAG:A

B A GARSIDE

0006

UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA

July 16, 1936.

NANKING

Dear Mr. Evans:

INDEXED

In a mail or two ago I sent you application blanks for clergy certificates for Mr. Rwen-tao Liu. Mr. Liu has sailings on the Empress of Japan sailing August 23d and due in Seattle on September 8th. Will you please see that the certificates are sent to meet him at the boat? As you know all Chinese passengers have to land at Seattle but I presume mail sent to Vancouver or Victoria would reach him satisfactorily.

8/14/36
Please make a deposit in the Central Hanover Bank & Trust Co. of 5,000. from Famine Funds for 1936-1937. I fear our account was overdrawn. This word was to have been sent to you last week but was forgotten. I hope it has not caused you any trouble. We had to settle accounts with the people who were retiring from the staff - Dr. Lewis and Mr. King and it took more money than we had available in the bank. The special funds have been paid in China since and we have adjusted the accounts here.

There will be some balances to be adjusted later. It is impossible to tell before we have June statements just how much should be drawn from the accounts in New York to balance for the year. Please do not carry forward as "surplus" any remaining funds that have not been drawn by the field, but carry them as balances to be drawn for 1935-1936. Just as soon as we can close our books and send you the reports of exchange, etc. these balances can be closed out. We shall need everything that was to be given to the field.

It seems to me much easier to draw drafts when and if needed for one rather important reason. You have no possible way of telling what our requirements may be from your office, and often times it is impossible for us to predict payments that come up from time to time. As I know what they are, I usually deduct these extraordinary items before drawing on you for balances. Are we the only institution that handles payments through your office? If not, how do the others manage without overdrawing rather seriously? It would be a serious handicap if we could not call upon you from time to time to make special payments to some of our graduates, etc. It is true these payments have nothing to do with our budget, but they are a great accommodation to our friends and as they pay us the funds here, I cannot see that there is any loss - in fact, we usually gain about a month's use of the money. If it is satisfactory to you to continue as formerly in drawing funds, we would prefer to do so. I do not intend to allow any of the accounts in New York to be overdrawn at any period.

Sincerely yours,

Elmer M. Priest

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OFFICE OF THE TREASURER
NANKING, CHINA

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UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA



July 16, 1936.

Ack 8/12/36

Dear Mr. Garside:

I have the correspondence you sent to the "acting head" during President Chen's absence. By now you will know that we have formed an Administration Committee, with the three deans taking turn - two months at a time - as chairman of the committee. We are a very serious committee and spend hours over the affairs of the school! The longer I live, the more I favor autocracy.

One of the tasks that was bequeathed to me by President Chen was the management of all English correspondence. If it is anything that requires action from the committee, I take it up with them, but much of it can be cared for by my office, and signed by the chairman. We have worked out a system that seems to be satisfactory to all concerned, and cares for the correspondence quite adequately. Just now it is piled high, but I am alone this month without a single secretary in any of the offices so much lands on my desk that would normally be handled in the usual routine way. They will be back before many weeks.

May I suggest that correspondence that should go to the president and to his files be addressed in the letter to the chairman of the Administration Committee, but sent in an envelope addressed to me personally. This will make it somewhat easier for me to handle and yet will keep it in the proper official files. It was Dr. Chen's idea that all correspondence of this kind be sent to me as comptroller, but personally I am inclined to favor ~~this~~ ^{my} method and have it arranged so I can handle it quite easily. It would be difficult to expect you to keep track of our changing chairman, so I think it is better not to use any names on this correspondence.

I will endeavor to keep you informed officially concerning the affairs of the school. Now that I am handling most of the president's correspondence, I find that I forget that you do not have additional word from me as treasurer! I guess you will have to take it for granted that if I write under some other signature that I approve of the letter!

Sincerely yours,

Ellis M. Priest

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UNIVERSITY OF HANKING
OFFICE OF THE LIBRARY
HANKING, CHINA



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UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
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Private

July 16, 1936.

ack 8/12/36

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Dear Mr. Garside:

There is one error in the minutes of the Executive Committee of the Board of Founders of June 9, 1936 and the Administration Committee has asked me to report the matter to you for correction. In Action D-1172 - (Board of Directors action of May 20, 1936) we record our appreciation of the gift from Rockefeller Foundation to the College of Science and to the Agr. Economics Department. There is no mention of the year 1936-1937 in our action or any expression "for the coming year." The grant was for 1935-1936 not 1936-1937. As a matter of fact, the College of Science grant of 17,500. was for the fiscal year July to July 1935-1936, but the Department of Agr. Economics' grant was for the year October 1, 1935 to September 30, 1936. I regret having this odd year but Mr. Gunn felt it was the best he could do. I have no idea where you gained the impression that the grant was for the "coming year" or 1936-1937 - and if I wrote anything that gave you this information, my mind must be weakening.

The Rockefeller Foundation has recently renewed the grant to the Department of Agr. Economics for the year October 1, 1936 through September 30, 1937 for Chinese \$60,000.00 and US\$9,000.00. I shall leave it in your hands to make any correction that you may find necessary in your records or in recording the matter by correspondence with the Rockefeller Foundation.

The Administration Committee spent a good deal of time reviewing your minutes in which you state the promotional objectives for the next few years. They are entirely in accord with your statement in general. There are a few minor changes that appear to us important. In the plant requests we would change the order of need as follows:

a. Dormitories and student center	US\$ 92,500 00)
b. Residences	40,000 00
c. Classroom building (for sciences)	75,000 00
d. Science equipment	30,000 00
e. Power and light plant	17,500 00
f. Minor buildings and alterations	6,500 00
g. Land improvements	3,500 00 265,000.

Mr. Wheeler requested us to give him something specific as a need in the Plant request, so the Administration Committee worked over the first item for Dormitories and student center US\$92,500. and expressed the need in terms of Chinese currency. We have listed the items needed to take care of our student group and consider this is important. This is not a case of new expansion but means replacing old buildings which are needed very badly by the hospital. The hospital is being crowded by new roads and recently by a large block of land being taken by the city for a park and the logical development is to give the hospital what has been known as the "East compound". We would like to have our student activities on the West of our college campus, and release the east land for the hospital. In building we would allow for additional students and make the buildings modern and more adequate than the old dormitories on East Compound - now

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OFFICE OF THE TREASURER
NANKING, CHINA

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Mr. Garside - 2

7-16-36.

around fifty years old. I am enclosing a letter that was given to Mr. Wheeler in order that you may know the exact status of the request made to him. This is understood to be one of the items in your program and should be considered as such.

Just this week we have received word that it is most likely that we shall have a gift for the present fourth dormitory now under construction. If it materializes the item No. 2 - Payment of the loan on Fourth dormitory C\$13,000 00 will be eliminated. We borrowed this money from the hospital who now need it very badly as they were forced to pull down a residence for the park, and if we can return it this month, it will help to solve one difficult problem. However, the check has not come yet, and I have learned it is not wise to pay out funds until they are in my hands!

I have a few other things and will try to include them in this mail - but must look in on Ginling. We have spent nearly the whole day going over the tenders for the new library - of course, they are much too high and we have to spend hours more in bringing them down to our bank account. Meanwhile government bonds are going up slowly but steadily and I am hoping by the day we must sell that we may secure a good value.

Were you able to do anything about the Trimmers? They have written they are still short around \$400. and are coming on a freighter if possible the middle of August. We feel we must have him here as he is very valuable on the staff - I hope it worked out satisfactorily. I certainly do not like the Methodist method of financing their missionary travel.

Sincerely yours,

Edw. M. Priest

Aug 18, 1936

0013

amount thirty years ago. I am enclosing a letter that was given to
in order to know the exact status of the request
made to him. This is understood to be one of the items in your program
and should be considered as such.

and this week we have received word that it is most likely that we shall
be able to get the money for the project in the near future. It
is estimated that the money will be available in the form of a loan or
grant. The money will be used to build a residence
for the staff and to pay the expenses of the project. It is
now being very difficult to get the money, but we are
working hard to get it. However, the check has not come yet, and I have
learned it is not wise to pay out money until they are in my hands!

I have a letter from the staff and will try to include them in this mail -
they are very happy and are working hard. They are also very
interested in the project and are working hard to get the money.
We are now to spend some money in building the house and I am
hoping the day we get the money will be a very good value.

Very soon we are to be sending about the Trimmer. They have written they
are still about \$100.00 and are coming on a freighter in possible
the middle of August. I feel I do not have him here as he is very
valuable on the staff. I hope it worked out satisfactorily. I certainly
do not like the method of financing their missionary travel.

Sincerely yours,

Wm. W. Davis

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UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA



July 18, 1936.

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ack
8/17

Dear Mr. Garside:

This will acknowledge receipt of the blanks for the regent's report. I am extremely sorry that I cannot say that the report has been mailed, but it has not been started yet. I shall try to complete it next week to make the next mail.

Thank you for your letter concerning promotion plans and Mr. Wheeler who sailed on the 14th. I hope it may work out satisfactorily for you all.

In one of your letters recently you raised the question about the candidate for the Department of Foreign Languages, and wondered why Dr. Fenn had not written to you. I have written you already that we have invited Mr. Olliver Caldwell to join our staff next year, and inasmuch as you found him in the first place and had all his papers in New York, we were not asking him to fill out new papers. If we are incorrect in this point, please let me know. We expect the Caldwells about September first in Nanking. Dr. Fenn will send you a note - we are giving him a heavy load. He is very popular among the whole administration group and is carrying heavy responsibility for various committees. I hope we do not wear him out. Just now he is chairman of the Library Construction Committee which is taking a tremendous amount of time.

As a matter of general information, I think an advance of US\$350. is sufficient to cover travel expenses from New York, or thereabouts, to Nanking. I notice you raise the question and have allowed US\$400. I am allowing 350. to all our staff members and find it is enough for the usual expenses.

I am sure the letter reached you but so many times letters are lost that I will repeat one item. We have asked you to have Margaret Turner definitely appointed and sent to China probably around October 1st. This must be arranged through your office - as a matter of fact, she filled our and returned her application papers to Mr. Caselton about April - I should imagine from the letters already received here. He must have held them unusually long if you do not have them.

Sincerely yours,

Edwin M. Priest

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OFFICE OF THE LIBRARIAN
NANKING, CHINA

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UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA



July 18, 1936.

*ack
8/17*

Dr. B. A. Garside,
Dr. Y. G. Chen.

Dear Dr. Garside and Dr. Chen:

I am sending you a joint letter concerning the registration of land as I shall wish to say approximately the same thing to you both and this method saves a bit of time.

During the past two weeks we have secured copies of the tentative lease for foreign mission owned land. These documents are still in mimeographed form and have not been released for the public. One of our friends kindly secured a set for us with the definite understanding that there may be changes later. I am enclosing a set, both in Chinese and a translation which we have secured. The application form is in printed form and Dr. Chen has a copy with him, but as it was part of the set I am sending it along.

You will note there are two certificates - the Term Lease, and the perpetual lease. As far as I know we have no property that would be registered to require a term lease, but I know some of the mission property in town is on this basis. Therefore as far as the University is concerned, the perpetual lease certificate will be one to be considered if the land is registered under the name of the Board of Founders. The one item that causes us all deep concern is the statement regarding the amount of "rent" to be paid each year. There is room for all sorts of charges to be made if the lease is left in this form. Informally I have learned that there is some hope of having the statement read so that the "rent" will not exceed the amount of taxes annually paid by Chinese owners. There is nothing definite on this point to date.

In Dr. Chen's letter I am enclosing a copy of the last official letter received from the Land Office. This merely states again what you have known already, but states very clearly that we must apply before August 31st. May I suggest again that Dr. Chen send us an official letter in Chinese to reach us not later than August 20-25th if possible, that we may take to the Land Office and secure the promised extension of time?

I think there need be no further comment. This will be one of the first things to take up in September and I hope there may be some decision. I am sure you both know that the Lease for Mission owned property is not final and the date for registration cannot be fixed until the American Embassy and Chinese Government come to some formal agreement. They are moving very slowly on this question.

Sincerely yours,

Elmer M. Priest

*forward to
Y. G. Chen*

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UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA

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RECEIVED
UNIVERSITY
AUG 10 1936
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OFFICE OF THE TREASURER

院學理文子女陵金立私
GINLING COLLEGE
NANKING, CHINA

July 28, 1936.

Mr. Russell Carter,
156 Fifth Avenue,
New York City.

Dear Mr. Carter:

I have been checking accounts for the college during the past few days and hope that you had enough balance on hand at the close of June to prevent us from being badly overdrawn in the Central Hanover Bank and Trust Co. When I planned for the expenditures in United States currency, I counted on having all funds deposited in New York. You forwarded to the field the draft for about five hundred dollars and if it happened to be about the balance for the year, we were overdrawn when the July accounts were presented for payment. I am very sorry about this and only hope that you had some balances to deposit at the close of the year.

You will need some money to advance for travel for the returning staff members, but if there is any leeway during the next month or two, please make a deposit in the New York bank account. We have to pay salaries monthly and there are other items due from time to time. I shall have full statements just as soon as your semi-annual report reaches us.

It is very hot in Nanking these days so the new faculty house is progressing slowly. The architect still hopes to have it ready for the staff to move on September first but I fear he is a bit optimistic.

Sincerely yours,

Essie Priest

RECEIVED
AUG 24 1936
PRESBYTERIAN FOREIGN BOARD
TREASURER'S OFFICE

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RECKI
UNIVERSI
AUG 25 1936
JOINT OFFICE

TO THE DIRECTOR, JOINT OFFICE
FROM THE DIRECTOR, JOINT OFFICE
SUBJECT: [Illegible]

[The following text is mirrored and largely illegible due to bleed-through from the reverse side of the page.]

Very truly yours,
[Illegible Signature]

OFFICE OF THE DIRECTOR

ORIGIN: COLLEGE
[Illegible]

UNIVERSITY OF NANKING
NANKING, CHINA

August 1, 1936.

Dear Mr. Evans:

The enclosed order No. 9130 is urgently needed by Mrs. Bates. Will you please try to secure the best possible discount? We have heard that it is possible to buy this set for at least 25% off list price - it will be appreciated if you will try to do so.

If no discount we shall be much troubled as it has been reported repeatedly that a liberal discount could be secured by educational institutions.

Please have the books rushed to us. Thank you for the trouble in having this order put through promptly.

Nanking is rather hot today - we have been overwhelmed with two large parties of tourists, but they are leaving on the evening train. I wonder at times what impression they gain of us and the institutions, or even China, on a day like this - but perhaps an occasional one finds it of value.

Sincerely yours,

Elmer M. Priest

Other copies follow 2d mail.

*Watch for
Duplicate*

0021

UNIVERSITY OF KANSAS
KANSAS CITY

August 1, 1936

Dear Mr. Evans:

The enclosed order No. 9130 is urgently needed
by Mrs. Bates. Will you please see to secure the best pos-
sible discount? We have heard that it is possible to buy
this set for about \$25 off list price - it will be ap-
preciated if you will try to do so.
The no discount would be much appreciated as it has been re-
ported that a liberal discount would be secured
by educational institutions.
Please have it before reaching to us. Thank you for the

trouble. We are sure the order will be filled.
Sincerely,
With two weeks of delay, but the order has been on
the way since. I would advise that the order has
been sent to the institution, or even if it is a day late
this is a very important and timely order.



2200

check

Nanking

August 3, 1936

Miss Elsie M. Priest
University of Nanking
Nanking, China

My dear Miss Priest:

I have your two letters of June 22nd, one letter of June 24th, and one letter of July 3rd.

First letter of June 22nd. This asks us to proceed with the appointment of Miss Turner. We will be glad to take up her papers with our Nanking Candidate Committee at once. Both Dr. Speer and Mr. Cartwright - who is Chairman of our Candidate Committee - will be in New York City during the coming month and with them as a nucleus we should be able to get a fairly good meeting of the Committee. Mr. Castleton has sent us Miss Turner's application blank, but as yet we have not had time to hear from the various references she named. I am sorry that we did not have an opportunity to meet Dr. Turner, who did not call at our office. Presumably Dr. Turner passed through or near New York, but Miss Turner writes that her father "had not even had it suggested to him that he call on us." If Mr. Cartwright and Dr. Speer could have had a personal conversation with him, it would have helped them reach a decision on his daughter's appointment.

From a letter Miss Turner has just written Mr. Castleton and which he has forwarded to us, it seems that she is favorably inclined toward this invitation. She writes, "I should be ready to go almost at once if this is essential, but I would prefer that it was not until the autumn, either late September or October or some such time." I will write to her at once, setting forth the details of appointment the University is planning to offer her if her credentials are satisfactory to the Candidate Committee, so as to find out whether these terms are all agreeable to her. This should speed up the final process of appointment if and when the Candidate Committee passes her.

In your second letter of June 22nd you summarize the status of President Chen's preparation of publicity material, including both the pamphlet and the movies. In a letter Dr. Chen wrote just before he left Nanking, he suggested coming on to New York sometime during August to finish up this material. We have now written to the west coast encouraging him to follow out this plan if he still advises it. I am getting away this weekend for a fortnight in the mountains, but will be back in the office by the 24th. If he should come in about that date, it would give us a fortnight here before Labor Day. That would be about as much time as he would need for this preparatory work, and is probably

0023

as long as it would be wise to have him here in New York just at this time. The weather is hot, most of the people he would like to see will be away, and if he had too much time on his hands he would be apt to grow restive and to feel that he was wasting valuable time.

Your letter of June 24th. This brings us the news that you have secured Mr. and Mrs. Oliver J. Caldwell for work in English. I am very much pleased at this news and am sure that the other members of our Nanking group who know Caldwell will also be delighted. Cartwright who is quite cautious in recommending candidates, has stated emphatically that he considers Caldwell one of the very finest. I believe we have all the necessary candidate papers on the Caldwells and that there will be no difficulties about securing the confirmation of his appointment from the Candidate Committee. We will ask that Committee at the same time to confirm the appointment of Miss Imogene Ward.

You make the very interesting and welcome suggestion that Miss Anderson might be able and willing to spend some time here in the office helping Dr. Chen with his secretarial work. We would be very happy to have Miss Anderson here with us, and she could bring us some valuable information and her viewpoint on the various questions coming up from time to time would always be helpful. Moreover, we always feel that for those of you from the field to spend a little while here in the office gives us a much better basis of personal understanding and friendship than we could ever achieve by correspondence alone. Your letter does not indicate whether any suggestion has been made to Miss Anderson that she might render this assistance, or whether you are leaving it to us to make the initial proposal to her. I will check up on the date of her arrival and will get in touch with her as promptly thereafter as I can.

Your letter of July 3rd. This contains the very welcome news that the British Boxer Indemnity group has granted LC\$60,000 to the University of Nanking, equally divided between Agriculture and Science. Your letter also states that the Chinese Ministry of Education is repeating its grant of LC\$30,000 for the coming year. We rejoice at this news of substantial support on the field. I hope that it will spur our Trustees to greater efforts than they have been making in the last few years.

Thanks for your additional comments on the suggestion of graduate work. This is one of the questions which we will have the Nanking Trustees discuss with Dr. Chen at the earliest possible date. I am sure that we will ultimately iron it out to everyone's satisfaction.

Very cordially yours,

B A GARSIDE

BAG:MP

*For information
over*



August 12, 1936

Miss Elsie M. Priest
University of Nanking
Nanking, China

My dear Miss Priests

I am acknowledging two letters dated July 16th, the first dealing with the addressing of correspondence during President Chen's absence from the campus. We note that you request that all official correspondence be addressed to the Chairman of the Administration Committee and sent to you personally. We will see that this is done.

Your second letter of July 16th covers several items. The first is the correction of dates in action EF-845. We will make this change in the minutes and note that the receipts as set forth in D-1172 were for 1935-36.

We note with a great deal of satisfaction that the Rockefeller Foundation has renewed the grant of the Department of Agricultural Economics for 1936-37 for LC\$60,000 and US\$9,000. We will report this to the next meeting of the Board.

We have studied your tabulation of the plant requests and note that you have given Mr. Wheeler authorization to work especially for the items under "a". At the same time our listing of these objectives in the Associated Boards and in the Nanking promotional plans will be changed accordingly. The organization we have this year promises to be more effective than anything we have tried in the past and we are more hopeful of results. Naturally we can tell nothing about it at the present time, however, as sufficient time has not elapsed to show any results, especially as this is vacation time and not very much special preparation work can be accomplished during the hot weather. The promotional department is anxiously awaiting the arrival of Dr. Chen so that plans may be completed whereby his services can be used most effectively. Naturally we are also looking forward to meeting Mr. Wheeler and it is quite possible that Miss Anderson will be worked into the service.

It is most interesting to note that there are prospects of having a gift for the dormitory under construction and that thereby LC\$13,000 would be deducted from item "a" of your general list.

0025

Miss Prigent

August 12, 1936

We were not able to do anything for Mr. and Mrs. Trimmer, one reason being that Dr. Trimmer did a pretty good piece of work himself in getting together his travel money. Dr. Sutherland talked with me one day and stated that the Methodist Board would have to call upon us to supply \$100 for the Trimmer's travel, that being the amount they were then short. As no official application was submitted to the Board of Pioneers no action was taken and as a matter of fact, the conversation which I had with Dr. Sutherland, was a sort of half serious affair and I left him saying that the Methodist Board probably would be able to find means for making up this somewhat small balance after such a large proportion had been raised. I might be inclined to agree with you on the method used in financing travel but our friends on the sixth floor, from their standpoint at least, felt it was about the only method that could be used to get the most effective people back on the field. It certainly is too bad when a missionary is required to use his furlough time in personal efforts to raise funds for his return travel. We understand that the Trimmers are sailing from San Francisco on August 15th. They must have secured the balance of their funds, therefore, or else they are passing the had on their way across the continent.

There are other letters which came in this same mail which I will answer at a later date. Mr. Garside is in the Adirondacks where Mrs. Garside is undergoing treatment and will return in about two weeks.

Very cordially yours,

C. G. Evans

CAR:MP

0026

INDEXED

UNIVERSITY OF NANKING
NANKING, CHINA

Nanking

August 15, 1936.

Ernest

ack 9/19

Dear Mr. Garside:

You will become weary of the subject of Land Registration, but it is one of the most urgent problems before us these days.

Miss Hodge wrote me about it, sending me a copy of the circular letter Mr. Warnhsuis forwarded to various mission boards. I feel he is late in taking this question up and requesting decisions to be postponed. It is becoming very urgent in Nanking, and now that the American Embassy has released the forms and advises all mission organizations to go ahead and register immediately, we cannot wait for long and tedious studies to be made. These should have been completed long before this time.

I am enclosing a copy of the letter that has come from the American Embassy. undoubtedly there will be a petition asking for extension of time but from what we can learn informally, the time will be extended for not more than a month or two. I do not mean that the entire process of registration must be completed within the time limit, but the formal application must be made and some of the deeds presented. We are ready to present one block of deeds, but decided to wait for the Founders to decide on the proper form to be used - whether a lease, or direct ownership.

Miss Hodge seems to feel that the special committee appointed by the University Board of Founders was to include Ginling also. Perhaps that was the intention, but as it was never mentioned, we did not do so. I gave Dr. Wu a copy of the report merely for her own information. It is important to have close cooperation between the two groups as Ginling will follow whatever is done for the University - probably. I am sending you a copy of my reply to Miss Hodge.

The mission group in Nanking will meet next week and decide concerning the petition for extension of time. Both the University and Ginling have applied independently, but we shall also sign the petition. I presume one month will be granted. It is barely possible that the time may be extended to December 31, 1936 which was the ^{original} date set for all preliminary steps to be completed. It was recently changed to August 31, 1936. Of course you will know by this time that the actions taken by the special committee appointed by the Founders are of no value. The Land Office refused to allow any ambiguous terms to be used. It is a very direct question: under the perpetual lease and owned by the Founders; or direct ownership owned by the Directors. As the Land Office states "Make up your minds and complete your registration." The one serious problem in the lease is the article on "rent". If we can have it stated that the "rent" in any one year will not exceed the amount paid by Chinese land owners for taxes, I think the lease will be quite adequate and entirely satisfactory. You have copies of the official translation in English. You had better send us a cable just as soon as this question is decided as we shall be very anxious to know how to proceed.

Sincerely yours,

Ernest M. Rust

0027

ANKING, CHINA

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EMBASSY OF THE UNITED STATES OF AMERICA

Nanking, Aug. 6, 1936

Mr. James H. McCallum
Lot 122 A
Kuling, Kiangsi

Sir:

The receipt is acknowledged of your letter of August 4, 1936 addressed to Mr. Peck, wherein you requested the latest information concerning the question of the re-registration of Mission property in Nanking.

The American Consulate at Shanghai has received an instruction from the Ambassador wherein the Ambassador stated that in view of the assurances given the American Embassy by the Ministry of Foreign Affairs, he perceived no objection on the part of the Embassy to American Mission organizations in Nanking applying for the re-registration of their land holdings.

With reference to your specific inquiry concerning the advisability of applying for re-registration before the expiration of the time limit on August 30, it would probably prove advantageous if all Missionary organizations holding land in Nanking under perpetual leases were to apply for re-registration of their holdings within the time set. However, if this proves impractical, the Embassy is prepared to take up the question of the extension of the time limit when that question arises.

Will you kindly communicate the contents of this letter to the Missions' Advisory Council?

Very truly yours,

For the American Consul General
at Shanghai:

(Signed) DOUGLAS JENKINS, JR.

Vice Consul at Shanghai
on detail at Nanking

0029

EMBASSY OF THE UNITED STATES OF AMERICA

Nanking, Aug. 6, 1936

Mr. James H. McCallum
 Lot 122 A
 Nanking, China

Sir:

The receipt is acknowledged your letter of August 4, 1936 addressed to Mr. Beck, wherein you requested the latest information concerning the question of the re-registration of Mission property in Nanking.

The American Consulate at Shanghai has received an instruction from the Ambassador wherein the Ambassador stated that in view of the assurances given the American Embassy by the Ministry of Foreign Affairs, he perceived no objection on the part of the Embassy to American Mission organizations in Nanking applying for the re-registration of their land holdings.

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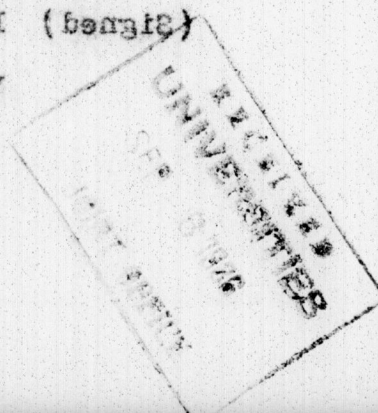
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Very truly yours,

For the American Consul General
 at Shanghai:

(Signed) DOUGLAS JENKINS, JR.

Vice Consul at Shanghai
 on detail at Nanking



0000

August 15, 1936

Miss Margaret E. Hodge
156 Fifth Avenue
New York, New York

Dear Miss Hodge:

I am hastening to reply to your letter concerning the registration of land. Thank you for sending me a copy of the letter from Dr. Warnshius.

The report on land registration, a copy of which I sent Dr. Wu, was prepared by a special committee appointed by the Board of Founders of the University of Nanking in New York. As far as I know our records of Ginling College were never mentioned in connection with this committee, and I am sure no person on the field thought of inviting a representative to attend that University special committee meeting. I sent the information to Dr. Wu as I thought she might like to know the status of the land registration. The action taken by the Board of Directors of Ginling College was to the effect that they would follow whatever the University of Nanking decided to do. Mr. Garside has copies of this statement, and I am sure would be glad to share it with you and other members of the Ginling College group.

Since that meeting in the spring there have been new developments which make the action of the committee of little value. The Land Bureau refused to allow the University of Nanking to register their land in any ambiguous term. They have stated very definitely that it is necessary to make the decision as to the ownership of the property. Within the last two months the Land Bureau has revised their lease so it is much more favorable to mission organizations. There is still one clause that troubles us, in relation to the "rent" or taxes. We are trying to have this section cleared, and will then be in a position to register under a perpetual lease without great fear, if the Board of Founders decides that this is the wisest procedure. The date that has been set by the Land Bureau for the registration of Mission property under a lease expires on August 31, 1936. On August 6, the American Embassy gave us their official approval to register our land under this lease. The time is very short and next week a group of mission representatives in Nanking are planning to meet together in order to prepare an official petition for an extension of the time. I have Dr. Wu copies in Chinese of the lease and the application form. Mr. Garside has a copy of the translation made at the office of the Embassy.

About a month ago we took the precaution of sending an official letter from Ginling advising the Land Bureau and the mayor that President Wu was abroad for the present, and that it

0031

August 15, 1936

Miss Margaret E. Hodge
155 Fifth Avenue
New York, New York

Dear Miss Hodge:

I am hastening to reply to your letter concerning the registration of land. Thank you for sending me a copy of the letter from Dr. Warrington.

The report on land registration, a copy of which I sent Dr. Wu, was prepared by a special committee appointed by the Board of Directors of the University of Nanking in New York. As far as I know our records of Gilling College ~~was~~ never mentioned in connection with this committee, and I am sure no person on the field thought of inviting a representative to attend that University special committee meeting. I sent the information to Dr. Wu and I thought she might like to know the status of the land registration. The action taken by the Board of Directors of Gilling College was to the effect that they would follow whatever the University of Nanking decided to do. Mr. Garbide has copies of this statement, and I am sure would be glad to share it with you and other members of the Gilling College group.

Since that meeting in the spring there have been new developments which make the action of the committee of little value. The Land Bureau refused to allow the University of Nanking to register their land in any ambiguous form. They have stated very definitely that it is necessary to make the decision as to the ownership of the property. Within the last two months the Land Bureau has revised their lease so it is much more favorable to mission organizations. There is still one clause that troubles us, in relation to the "rent" or taxes. We are trying to have this section cleared, and will then be in a position to register under a perpetual lease without great fear, if the Board of Directors decides that this is the wisest procedure. The date that has been set by the Land Bureau for the registration of Mission property under a lease expires on August 31, 1936. On August 5, the American Embassy gave us their official approval to register our land under this lease. The time is very short and next week a group of mission representatives in Nanking are planning to meet together in order to prepare an official petition for an extension of the time. I have Mr. W. copies in Chinese of the lease and the application form. Mr. Garbide has a copy of the translation made at the office of the Embassy.

About a month ago we took the precaution of sending an official letter from Gilling College to the Land Bureau and the Mayor that President Wu was asked for the present, and that it

Miss Margaret E. Hodge

-2-

August 15, 1936

was impossible for us to register our land until she returned. We asked for an extension of the time, not only for the registration under a lease, but for a registration under Chinese ownership, if that should seem wise. The letters have been acknowledged, ~~both~~ the land office and the mayor called to our attention the expiration of the date for registration and requested that the matter be given immediate attention.

The same thing has been true at the University, but before President Chen left he had an informal agreement with the Land Office that the time could be extended even beyond August thirty-first, upon receipt of a letter from him stating that it was impossible to get official action in New York before September. I have suggested in a recent letter to Dr. Wu that she send to us a similar letter to reach here before the end of August. As soon as these letters arrive we will send a representative to the land office and request extension of the time. This has no connection with the official petition that will be sent in by all the missions in Nanking. I presume that we will share in that petition also, but we had taken steps independently in order to guard the interests of the two institutions.

I am very much interested in Dr. Warnshius' letter, but I think he is a little late. At most the registration of the property can be postponed two or three months. I should regret very much to have either the University of Nanking or Ginling College Board of Founders postpone decisions until after Mr. Warnshius' group could make further study of the matter. He has been working on this question for a number of years as I remember attending a meeting when I was in New York in 1934. May I urge that the question of registration of land belonging to Ginling College be given very careful and prompt attention? Now that the Embassy has approved the lease, we have no reason for further delay. Will you kindly share this letter with Miss Tyler and any others who may be interested? I am sending a copy of it to Dr. Wu.

With best wishes,

Sincerely yours,

Elsie M. Priest

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August 18, 1934

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Miss Margaret M. Hodge

was impossible for us to register our land until she returned. We asked for an extension of the time, not only for the registration under a lease, but for a registration under Chinese ownership. It should seem wise. The letters have been acknowledged. Both the land office and the mayor called to our attention the expiration of the date for registration and requested that the matter be given immediate attention.

The same thing has been true at the University, but before President Chen left he had an informal agreement with the Land Office that the time could be extended even beyond August thirty-first, upon receipt of a letter from him stating that it was impossible to get official action in New York before September. I have suggested in a recent letter to Dr. Wu that she send to us a similar letter to reach here before the end of August. As soon as these letters arrive we will send a representative to the Land Office and request extension of the time. This has no connection with the official petition that will be sent in by all the missions in Hankow. I presume that we will share in that petition also, but we had taken steps independently in order to guard the interests of the two institutions.

I am very much interested in Dr. Wernham's letter, but I think he is a little late. At most the registration of the property can be postponed two or three months. I should regret very much to have either the University of Hankow or Gilling College Board of Trustees postpone decisions until after Mr. Wernham's group could make further study of the matter. He has been working on this question for a number of years as I remember attending a meeting when I was in New York in 1934. May I urge that the question of registration of land belonging to Gilling College be given very careful and prompt attention? Now that the Embassy has approved the lease, we have no reason for further delay. Will you kindly share this letter with Miss Tyler and any others who may be interested? I am sending a copy of it to Dr. Wu.

With best wishes,

Sincerely yours,

Elaine M. Priest



pts

4300

Nanking

Nanking

August 17, 1936

Miss Elsie M. Priest
University of Nanking
Nanking, China

My dear Miss Priest:

This will acknowledge your letter of July 18th giving further information regarding the appointment of Mr. Oliver Caldwell on the staff of the University of Nanking. Up to date we have not received information from Dr. Fenn, but presume that it will be coming through in the course of events.

In view of the recent reduction of travel in the eastern part of the United States, undoubtedly your observation is correct - that \$350.00 will be ample to finance an individual from New York to Nanking. We will bring this to the attention of Mr. Carside before making any final changes in procedure.

Your paragraph regarding Margaret Turner is noted, and I find that on August 8th Mr. Carside wrote to Miss Turner offering her the position and asking for an early decision. No reply has been received to date. Incidentally, the papers from Mr. Castleton were delayed some considerable time. However, we will proceed along the lines that you suggest as soon as possible. Miss Turner is to leave for China around October 1st, as there seems to be little possibility of getting her off so as to arrive by that date. I trust this interpretation is correct.

We might say further in regard to your letter of June 24th that we talked with Miss Anderson about giving some secretarial assistance to Dr. Chen, and she seems to be perfectly willing to set aside all personal plans to serve the University. As a matter of fact, she is so willing that one hesitates to make a request that will interfere with her furlough in any way. I am quite sure, however, that she is anxious to do all she possibly can for the cause of Christian education in China.

Very cordially yours,

C. A. Evans

CAE:RO

0035



Nanking

August 17, 1936

Miss Elsie M. Priest
University of Nanking
Nanking, China

My dear Miss Priest:

We are acknowledging your letter of July 18th regarding the land registration. Dr. Chen has not reached the East coast, and as a matter of fact, was still in Berkeley when your letter arrived. We checked every possible way in which a letter could be returned in time to make application for an extension by August 31st, and every channel was closed. We did, however, telegraph to Dr. Chen at Berkeley and sent him your letter by air mail, with the hope that he could in some way communicate so that an extension of time would be granted. Communications and data are being held pending the meeting of the Board which must take place early in September.

Your letter of July 18th refers to the clergy certificates for Mr. Rwen-tao Liu. These are being forwarded as suggested.

The request for a deposit of \$5,000 with the Central Hanover Bank & Trust Company was taken care of, but not until we could sell some of the U. S. Treasury 4 1/2% bonds. The bank carried a small overdraft for a couple of days.

A previous letter has informed you of how we closed our books on June 30th, and the closing entries will give you this information also. We will await your further instructions regarding the Famine Funds for 1935-36.

One of the functions of this office is to cooperate in any possible way with the field treasurer. It is quite true that there have been overdrafts, but if you will give information as to the use of the funds which are being held on hand and available for the field, there is no reason why there should be any difficulty involved. It would be tragic if anything on our part, or for that matter from any source, would interfere with our giving every possible assistance in carrying out your work on the field. Quite naturally, it is a great convenience for you to have payments made through our office, and most assuredly we want you to continue as in the past.

0036

Miss Elsie M. Priest

-2-

8/17/58

So let us say that a continuance of past procedure is perfectly in accord with our thinking, and in addition, we hope you will use us in any way that you find convenient.

With cordial good wishes, I remain

Very sincerely yours,

CAB:EC

0037

UNIVERSITY OF NANKING
NANKING, CHINA

August 21, 1936

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

NANKING

ack 9/22

Dear Mr. Garside:

see Caldwell file

We enclose the official contract signed by Mr. Caldwell. I have already written to you about this appointment and feel sure that this will be sufficient information for your files at this time. If by any chance you need any further blanks, please let me know.

I have your letter of July 27 covering the statement for the year 1935-36 for Chinese Farm Economics. We are very glad to have these details. Will it be possible for you to ask someone in the office to check the records and send me the same information for this account from the beginning? There is some question concerning our records as to the number of copies that have been distributed. We are trying to get a complete record both for those sent to America and those distributed in China.

You will become weary of hearing land registration mentioned, but it is very much on our minds these days, and I am hoping that nothing will appear to prevent the Board of Founders for making a definite decision as early as possible in September.

Sincerely yours,

Elsie M. Priest

Elsie M. Priest

p:a

P.S. Edith Sumner has received a letter from her sister dated Aug. 4th which indicates no word has been received from you. Perhaps the time is too short, but our experience with Mr. Casleton has led us to believe he does not care for his correspondence very efficiently. It is of great importance that we know whether Margaret Sumner is coming as another candidate has appeared on the scene. My letter to you was dated Aug. 22d in which I asked you to send her out if papers were favorable.

0038

UNIVERSITY OF NANKING
NANKING, CHINA

August 29, 1936

Arch 9/22/36

Print

Dr. B. A. Garside
Miss Margaret E. Hodge
Dr. Wu Yi-fang
Dr. Y. G. Chen
Associated Boards of
Christian Colleges in China
New York City

Dear Friends:

On August 15 I sent a letter enclosing a copy of a letter from the American Embassy which approves of the perpetual lease for land registration and urged that steps be taken by all mission property owners to register their land before the date of expiration, August 31, 1936.

On August 24 the Missions Committee for land registration met to decide as a group on the next step. We asked Mr. Bates to represent the University on this committee. It was decided that the missions would take immediate steps to register their land and as many as possible would send in both their application and their deeds before August 31. In the case of a few, who were unable to comply with the regulation, they asked for the privilege of extension of time. Under any circumstances, the time extension will be very short.

The University and Ginling are in a slightly different position as the question has been raised concerning ownership in stead of lease. As stated in previous letters, steps were taken to secure the privilege of extending the time of sending in the application for both institutions. This decision on the part of the American Embassy puts an entirely different light on the whole question and limits the time that the land bureau might extend to us. After very careful consideration by the Administration Committee of the University, Mr. Gee was asked to go to the land office to secure, if possible, a definite extension of time. Unfortunately Mr. Chow, head of the land bureau, is away and his assistants were not in a position to make any definite decisions. They urged that registration be completed immediately. On the basis of Mr. Gee's call, we decided to send a cable addressed to Dr. Chen as follows:

NTL	ABCHICOL	NEWYORKCITY	
CHENYUGWAN	Embassy	approves	property
lease	urges	registration	all
mission	land	immediately	Must
present	application	thirty-first	send
cable	basis	request	extension
time	limit		

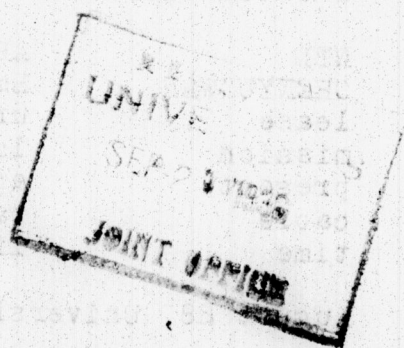
August 28, University of Nanking

0039

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UNIVERSITY OF NANKING
NANKING, CHINA

UNIVERSITY OF NANKING
NANKING, CHINA



August 29, 1936

If we receive a reply sometime today or tomorrow, we will use that cable to request a definite extension of time. Official letters have been sent both to the land bureau and to the mayor's office. This was done from the University yesterday, and I am urging that Ginling send in similar letters this morning. Members of the administration group of the University have called on alumni members who are influential in the government circles to ask them to try to secure a favorable extension of time for this important question. We are taking steps today to have one block of deeds ready to present on August 31. We have not quite decided but may also send in the application form for the perpetual lease with a statement that we would like to reserve the privilege of changing to ownership if that is the decision received from the Board of Founders. This point has not been finally decided, but we hope to know definitely by noon today.

I hope every effort will be made to have immediate decision on this important question both for the University and for Ginling. As long as the American Embassy is urging that registration be completed immediately, the land office feels there is no good reason for further delays. As soon as the decision is reached by the Board of Founders of both institutions, will you kindly send a cable so we may know how to proceed? According to the regulations if we do not send in our application within the date specified, there will be a fairly heavy fine, which increases as the weeks go by. Besides it is not a very good plan for institutions like the University and Ginling to be lagging behind the missions in such an important matter.

I am writing this letter jointly to the two groups as the same question concerns all of you.

Sincerely yours,

Elsie M. Priest

Elsie M. Priest

p:a

P.S. Dr. Bates has just read over my letter and feels that perhaps I have put too great emphasis on the question of urgency by the Embassy. Further letters, which I shall try to enclose, indicate protection for any mission group who has good reasons for delaying registration. He should not use this for an excuse.

0041

UNIVERSITY OF NANKING
NANKING, CHINA

Spetmber 4, 1936

Dr. B. A. Garside
150 Fifth Avenue
New York City



Dear Mr. Garside:

Dr. Hedlund and Dr. Raeburn have arrived and we are very glad to have them on our campus. I have discussed with them the amount of the travel allowance that you ~~meant~~^{advanced} and they have this morning refunded to me \$50.00 each.

I feel very strongly that \$350.00 is sufficient for travel expense from Ithaca to Nanking by the most direct route. When I returned about two years ago I took only \$300.00 from the office with the hope that that would be sufficient to cover expenses. I found it was just about enough to reach Shanghai, but in as much as it happened I had no hotel expenses either in New York or in San Francisco, I felt perhaps a few dollars should be added. Therefore it seems to me that \$350.00 is a fair basis. In view of the statement made to Dr. Hedlund and Dr. Raeburn, they have accepted this explanation and have refunded to me \$50.00.

I was particularly anxious to have this settled at this time as it may affect the amount that will be paid to them for their return trip. It seemed a good plan to have it on the regular basis as we have no assurance ^{that} this grant will be renewed and we may have to struggle to find sufficient money to return these men to their homes next year.

Sincerely yours,

Elsie M. Priest

Elsie M. Priest

p:a

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UNIVERSITY
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JOINT OFFICE

Feb 23

UNIVERSITY OF NANKING
NANKING, CHINA

September 10, 1936



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

Chase 10/5
ack

Dear Dr. Garside:

I seem to remember having seen a reference to the change of the office for Ginling College accounts from the office of Mr. Carter to that of the Associated Boards. It may be that the wish is father to the thought and that there has been nothing official as I cannot locate any letter or any reference to it in the minutes.

If it is true that Mr. Carter is transferring the accounts to the Associated Boards, will you kindly send me a monthly statement for Ginling College in the same way that you do for the University of Nanking?

The most important question in my mind today is the need for an immediate deposit in the Central Hanover Bank and Trust Company for the field use. We pay all our Western staff members from this bank account and it is necessary to have regular deposits in order to keep us in funds. I presume Mr. Carter has arranged for this to be done.

Sincerely yours,

Elsie M. Priest

Elsie M. Priest

p:a

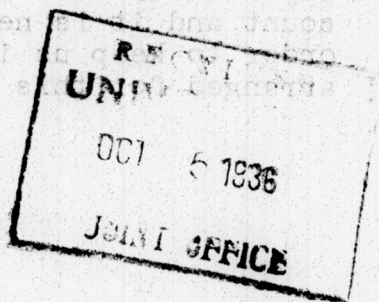
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Nanking

September 19, 1936

Miss Elsie M. Priest
University of Nanking
Nanking, China

My dear Miss Priest:

We have your letter of August 15th, pursuing the discussion of the problem of land registration.

On September 23rd, Dr. Wamshuis is calling a meeting of representatives of the various Mission Boards to discuss this problem of land registration. On September 24th our Nanking Founders meet to try to reach some decision. On September 25th the Ginling Founders hold a meeting.

Since the latest cable from Nanking asks that we get a definite decision to you regarding land registration "before September 25th", we will try to get off a cable to you after the Nanking Founders meet on the 24th. Since you are thirteen hours ahead of us it will be the morning of the 25th before the cable can reach you. I hope, however, that with good Chinese caution, you are allowing a few days leeway when you set the date of September 25th as the time when you must have an answer. No doubt the Ginling Founders will also send a cable immediately after their meeting on the 25th. Miss Hodge, Mrs. McConnell and Dr. Speer are all members of both the Ginling and Nanking Boards, so each group will be well represented in the other.

I believe we have not written to report the arrival of Dr. Chen. It has now been two or three weeks since he first arrived in New York although he has not spent all of that time here in the city. He spent a few days with Dr. Speer in Lakeville and has been in Boston this week attending the Harvard Tercentenary and cultivating the interest of our Harvard-Yenching Institute friends.

Much to our distress we learned that President Chen has been planning to start back for Nanking by the middle of November. This would allow him not more than six weeks of activity on behalf of Nanking here in the east. There are so many things he could do and so many places at which his presence would be of great value, in the administrative field as well as that of promotion, I hope we can persuade him to remain until the latter part of December. So far as we can discover, there is nothing special in Nanking demanding his return by the end of December - although we appreciate the fact that the University would like to have him back as soon as possible. His position in the

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September 19, 1936

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matter seems to be that the Directors allowed him only six months leave, and that therefore he must return at the expiration of that period. I am sure, however, that the Directors would be willing to extend this six months a few weeks longer if Dr. Chen's presence here in America seemed to be of real importance to the interests of the University. We have tried to avoid putting too much pressure on Dr. Chen at this point, for if he really wishes to start back to Nanking by the middle of November, we do not want to urge him to stay against his own wishes or against his better judgment. If the Founders decide to request the Directors to permit his remaining longer, you will probably be receiving a cable before this letter reaches you.

Very cordially yours,

B A GARSIDE

BAG:MP

0049



September 22, 1936

Miss Elsie M. Priest
University of Nanking
Nanking, China

My dear Miss Priest:

We have your letters of August 21st and August 29th.

Letter of August 21st. Our Nanking Committee on Instruction has formally approved Miss P. Margaret Turner's appointment and the contract was mailed to her about a fortnight ago. Along with her contract we sent covering letters both to her and to Mr. Castleton urging that she plan to start for Nanking as soon as possible. Just as soon as we have definite word as to her sailing plans, we will cable you.

I will bring Mr. Caldwell's appointment to the attention of the Committee on Instruction and ask for its approval. I do not anticipate any difficulties, for all the members of the Committee who know Mr. Caldwell have a very high regard for him. I am afraid our Committee on Instruction has not been a very efficient one during recent months. In addition to the usual difficulties of getting meetings during the summer, either Dr. Speer or Mr. Cartwright have been absent from the city nearly all the time - and this situation is likely to continue for the next month or two. Dr. Speer takes his vacation in September and Mr. Cartwright is tied up with the annual meeting of his Board practically all of October.

Your letter of August 29th deals primarily with the question of land registration. As we have already written you, we are calling the Nanking Founders together on September 24th, and will make this matter of land registration the primary topic of business. I am afraid that the meeting will not be at all satisfactory from the standpoint of attendance, for there are other conflicting meetings every day this month. But the 24th seems about the most satisfactory date we can find - as well as the latest date we can choose if we are to get a decision into your hands by September 25th.

Very cordially yours,

A OARSIDE

BAG:MP

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UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA

RECEIVED

September 28, 1936.

*CHIEF
ack 10/26*

Mr. B. A. Garside,
Mr. C. A. Evans,
New York.

NANKING

Dear Mr. Garside and Mr. Evans:

We have completed our books for last year although the auditors have not finished their statement. We expect them to arrive on the 12th after which time official reports will be forwarded to your office as usual.

In the meantime, I would like to give you a statement of the closing according to our books.

Class A or general funds:

According to your June 30 statement expenditures =	18,495 32
Guaranteed receipts for the year =	17,328 75
Field was overdrawn in Class A funds.....US \$	1,166 57

Class B or special funds:

Harvard-Yenching funds - total receipts	12,631 58
Drafts and deposits	10,694 97
Balance due the field in these funds.....US\$	1,936 61

Famine Funds:

Appropriation for the year	Ch\$ 167,049 00
Drafts and expenses	156,490 35
	10,558 65
Riggs - balance due (US\$1452 39)	5,892 89
	Ch \$ 4,665 76

Gain in exchange:

Total funds received		16,992 09
Less payments in US currency:		
Salaries	7,120 00	
Travel (Arms-Purcell-Anderson)	1,428 35	
Library - general only	678 04	
Equipment - general only	1,839 02	11,065 41
Amount available for sale on the field.....US\$		5,926 68
Total gain in exchange during the year	Ch\$	5,010 67
1/3 for the Board of Founders	Ch\$	1,670 22
In terms of US currency - Founders share =	US \$	506 12

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UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA



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In summary the closing figures are as follows:

Due the field - Harvard-Yenching	1,936 61
Overspent in Class A	<u>1,166 57</u>
Due the field	770 04
Due the Founders on exchange	<u>506 12</u>
Balance due the field June 30, 1936--US\$	263 92
Famine Funds due the field	Ch\$ 4,665 76

In order to clear the accounts for last year we are drawing two drafts, one for US\$263 92 and one for the equivalent of Chinese \$4,665 76. This will close the entire accounts including gain in exchange.

I have been unable to reconcile the second paragraph of the letter from Mr. Evans of June 29th when he states "Expenditures under the current budget exceeded appropriations by 2,044 42, and same were carried over as a first charge against 1936-37". It may be he was referring to some item in the founder's budget and not the field accounts as we were not overspent according to our records and your statement by this amount.

You will be glad to have the gain in exchange of 506 12 to clear off your deficit of 336 66. I have never been very sure that it was ethical for the Board in America to take this gain in exchange but as long as they seem to have a clear conscience, I suppose we have to abide by their decision.

Will you please send me a detailed statement for the amount paid to the American Board for Mr. Riggs? We wish to have each item itemized - salary, children allowances, medical, school fees, etc. Are you sure that the American Board is paying the 500 00 annually they guaranteed? If so, the salary paid to the Riggs family last year was US\$2,909 93 according to your statement and this seems out of proportion to the figures they have given me personally. In this year are two items that are extraordinary - the illness of Mr. Riggs and the travel for the oldest son to America, but even so, the total is larger than was anticipated. According to my records the agreement with the Riggs family was to have them stay on the field six years - were we responsible for furlough and if so, for how long? I wish you would do a bit of careful work on this account and let me know just where we stand with the Board in relation to the appointment of Mr. Riggs. They are beginning the fifth year and we must commence to make plans for the future. Of course, the American Board basis is the highest of all missions and far exceeds other cooperating boards in the University. *Do not commit us for the future - not sure they will be invited to return but no need to mention it now.* Please let me know if this settlement and adjustment is in accordance with your records and is satisfactory to you.

Sincerely yours,

Erin M. Priest

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INDEXED

September 30, 1936

Miss Elsie M. Priest
University of Nanking
Nanking, China

Nanking

Dear Miss Priest:

In addition to the somewhat official communication I am enclosing herewith for the Administrative Committee, I will add this more personal note.

We hope that the action taken by the Founders on the subject of land registration will clarify many of the problems you have been facing and will permit the Directors to go forward at their own discretion with the process of registration. In the week since this meeting was held our "little brown brothers" across the Yellow Sea have been making new threats, and the question of what would happen to our University properties in case of Japanese invasion has again become an active one. The Founders have now given full authorization to the Directors to proceed at their own discretion in the registration of the University property in the name of the Board of Directors. It may be possible, however, that if during the next few weeks the military situation in Nanking becomes too unsettled, the Directors will wish to postpone for a time the decisive step of registering the University property under Chinese ownership. This, however, is a matter on which we will now leave the headaches to those of you on the field who have to struggle with the problem.

I believe that Dr. Chen is gradually becoming convinced that he ought to remain in America longer than the date of November 15th which he originally set as the terminus ad quem of his present stay in America. Even if he remains until the middle of December there is not much hope of our making very substantial progress before he leaves. I hope, however, that we can get things moving in the right direction, and that the momentum will continue after his departure. We hope too that Dr. Chen can carry out the suggestion he has already made that he might come back to America a year or two hence for a longer stay. I believe that a second trip of this kind ought to be even more valuable than his initial trip can be, for we would all have the advantage of knowing him and having him better acquainted with just what the promotional work requires. Also, with another year or two of experience, our promotional machinery here should be operating much more efficiently than it has been in these formative years.

You will know the arrangements made for Mr. Wheeler's promotional activities. During the last two or three weeks Rex has been occupied largely with personal matters, so he has not really gotten into his stride as yet in the promotional work. During the coming weeks he should begin to get down to serious work. I am glad that things have worked out so that Dr. Chen could have a week

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September 30, 1936

or two in Boston with Mrs. Macmillan, Miss Anderson, Mrs. Yui from Cheeloo, and Dr. Beech from West China, as his introduction to our promotional work. I believe that he will find a number of important Nanking contacts opening up before him in the Boston area and that his work there will help to enlist the interest of the American Board which should be taking a much larger share in the University of Nanking. A little later on he and Rex Wheeler may be able to follow through profitably some of the contacts Rex believes that they can make in western Pennsylvania, and other Presbyterian centers. But I think it would have been a serious mistake to have the two of them start off alone as their first promotional enterprise, as Rex at first suggested.

Miss Anderson is doing extremely valuable work with Mrs. Macmillan in Boston. The Board of Founders was not quite ready to follow the same financial arrangements for her that they have for Mr. Wheeler, but I feel that we certainly must do so. For the immediate future she may prove to be one of our most valuable Nanking promotional assets.

Incidentally, we are trying to handle our promotional costs this year in such a way as to relieve the financial resources of the various institutions as far as we possibly can. The theory on which we are operating this year is that the entire cost of our promotional efforts, not only the Associated Boards but of the individual colleges, will be made a first charge against our receipts for the year. This may not leave very much surplus in the way of new funds to be distributed among the Colleges at first. But if we can only avoid the charge we have heretofore had to make against current resources this will be a long step in the right direction. And we do hope that we can now begin to pay at least modest dividends on the substantial investments all the colleges have already made in our joint promotional enterprise. Let's hope that the Sino-Japanese situation doesn't upset the Applecart completely just as we are getting into a position where we can make fairly rapid progress!

I believe we need not make any special comment on the Treasurer's Report. We are enclosing a copy of the Treasurer's Report and also of the Auditor's statement, with a carbon copy of this letter which is being sent by regular mail. I am sending the original of this, together with the letter to the Administrative Committee, by air mail so as to catch this week's boat.

Very cordially yours,

B A GARSIDE

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INDEXED

UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA

October 3, 1936.

Mr. B. A. Garside,
New York.

NANKING

Oct 11/23/36

Dear Mr. Garside:

We have written to you from the administration sending you the minutes of the executive-finance committee meeting and the report from the administration committee. In the letter we tried to cover all the important points so I shall not repeat again.

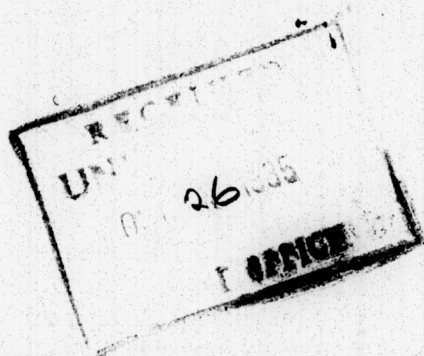
I wanted to add a word about registration of land. It was a great satisfaction to the group to have the cable authorizing us to proceed with the registration in the name of the Board of Directors. Everyone in the administration and in the executive committee appreciated this evidence of confidence. You will note that it has been decided to proceed to register for the present in the name of the Board of Founders under the terms of a perpetual lease. There are two reasons for this step. In the first place, the mayor of the city advised us to go forward in this way and has advised us in writing that it will be possible to make the change to the ownership deed later. During the process it seems best to everyone to go ahead under the perpetual lease. Once we have the ownership deed, it can never be put back into the lease, but we can change the lease into a deed at any time.

The second reason is to me of more significance. You are of course watching the political situation in China closely these days and will know that we are on the verge of some serious outbreak. The place has been tense for the past few days, and now that Japanese marines have actually occupied Hongkew in Shanghai, many people feel it is a first step. Naturally nobody can tell when or how it may happen, but we may be in the midst of a war within ten days. There are two large events scheduled for large gatherings - October 10th and October 29th (Kiang Kai Shek's birthday). Every group is making plans for war - quietly and in many cases behind the scenes, but steadily preparing for trouble. The banks are ready with a careful plan in case they have to close, the hospitals have their plans ready, the schools have been given instructions, etc. It may all prove precautionary - and I most sincerely hope it will be so - but the surest way to have war is to prepare for it.

Because of this tensivity in the city and the uncertainty of the future, the administration group felt it would be best to give every possible safeguard to the property at this time. In spite of the fact that they would like to have the honor of being the first of the mission schools to have ownership deeds, they felt it was more important to take this step slowly for the benefit of the institution. I am sure the Board of Founders will appreciate this attitude. Perhaps we are all too cautious these days, but the future is certainly most uncertain. It was quite easy to arrange for the first steps to be taken in the name of the Board of Founders, and if trouble does descend upon our heads, we may be glad to have the property in the hands of American owners. If the clouds clear away and we feel reasonably certain of the next few years, I am sure the Board will proceed on the terms of the cable and register the

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UNIVERSITY OF NANKING
OFFICE OF THE LIBRARIAN
NANKING, CHINA



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property under terms of the deed with the necessary safeguards.

The year has started very smoothly and we are hoping there may be no serious interruptions. We have more students than in any previous year and a fine group of freshmen. There were over 1100 applicants who took examinations, so it was possible to make careful selection. There are ten students taking graduate work - about the same number that we have had for the past ten years. The only difference is that the Ministry of Education is recognizing their work and standing under present circumstances.

The auditors arrive on October 12th, after which date we will send you the usual financial reports. There have been so many extra things during the past few months that I am only just ready for them. I find committee systems in two schools take a lot of time and energy.

We are all very eager to hear of your plans for promotional work as related to the University, especially in regard to the part that Dr. Chen and Mr. Wheeler may have in the program. There has been wide publicity given to your proposals to raise US\$1,200,000 00 for all the schools. It was reported in the English papers, and then translated into all Chinese papers, resulting in practically the entire staff asking ~~for~~ an explanation!

Sincerely yours,

Elmer M. Priest

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Personal

UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA

Receiving

October 3, 1936.

Oct 11/23/36

Dear Mr. Garside:

There is one small matter that has caused a bit of discussion on the campus. I am writing to you personally in relation to the future.

As you know Dr. and Mrs. Felton have come to Nanking for this year at the seminary and have brought three children - a son 18 years of age, a daughter 16 years of age and a smaller son. They expected to have the older children enter the University and Ginling respectively, and have stated that they brought these children on the understanding that this was possible. It seems that in discussing the matter, Dr. George T. Scott and Mr. Frank Cartwright gave them assurance that we would be exceedingly happy to have the children as students on the campus. It would have been a bit easier for us if Dr. Scott and Mr. Cartwright had taken the trouble to send us word that such a promise had been given.

This is the situation concerning the older son. He has not completed high school - has one more year, and therefore, is not qualified to enter college. If he was qualified to enter as a freshman, the only course that is given in the English language in the first year is the foreign language - in our case English. Naturally, it is elementary for a student who has had three years in an American high school. The rules state very clearly that we do not admit any special students in the first year, but if we made an exception of this boy, there are no courses that he could take inasmuch as he has no knowledge of Chinese and would find Freshman English too elementary.

We have made arrangements so he may audit one of the advanced courses in history given by Professor Bates. We do not expect him to attend for many lectures as he is not sufficiently mature to take the course. However it was the only thing we could do. Then as a very special favor Professor Thomson is trying to give him some work in Chemistry, but it will take additional time both for Mr. Thompson and Dr. Chester at Ginling who is cooperating in working it out.

Naturally the daughter of the age of sixteen, who has had one year of high school, cannot even audit courses in either school. We have all urged the Feltons to send their children to the American School in Shanghai but they have not been willing to do so, and feel that they have been badly treated after promises made them at home. Perhaps promises is the wrong term - but they certainly had some type of assurance according to their statements to us.

We may never have such a case in the future, but if there is any way of telling our honorable Founders that the University of Nanking and Ginling College are of college grade and not primary schools, it will be a great favor and may prevent misunderstanding in the future. It has been a great surprise to all our Chinese administrators as they feel the people in New York are not giving us credit for being a high grade institution. I have tried to pour oil on their troubled feelings by saying that I pre-

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UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA

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10-3-36

No. 2.

sume that all Dr. Schott or Mr. Cartwright said was that it would be easy enough to have the Felton children take courses in either one of the schools without giving the matter serious consideration. Dr. Felton told me that if he had known his children could not go into the colleges, he would probably not have brought them out. In reply, I tried to suggest that there are still mails between China and America and it would have been a very simple matter to have made inquiry concerning courses.

Please do not take it up in any way as I think we have calmed both sides down to a peaceful point. I hope if you know of any professors coming to Nanking in the future that you will make a point of telling them of our standing and regulations. We have a number of special students and two sons of faculty members - Frederick Riggs and Edwin Jones - have taken first year work on the campus. In both cases they knew enough Chinese to take the necessary science courses - and received full credit when they entered colleges at home. It is slightly more difficult for a student who has no background of Chinese or knowledge of methods etc. Ginling College has two foreign students this year - Anne Thomson and Jane Huntington - but in both cases they are daughters of missionaries and have sufficient knowledge of Chinese to take the work they must have.

Sincerely yours,

Edwin M. Priest

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Personal



ELSIE M. PRIEST
UNIVERSITY OF NANKING
NANKING, CHINA

October 14, 1936

Ack 11/23/36

Dear Mr. Gauside -

While I wait for the auditors to finish for tonight, I will write a note, with apologies for a pen. They cannot hear each other easily if I use a machine.

I am feeling very greatly embarrassed over the appointment - or non-appointment! - of Margaret Turner. Months ago I asked you to secure all the required papers in case we should find we needed her. On June 22d, we asked you to send her out as early as convenient, if papers etc proved satisfactory. I told you we had a temporary person who could stay through September if necessary to give time for preparations etc. I know my letter of the 22d of June reached you as Mr. Evans acknowledged it casually sometime in August.

It is now the middle of October and there has been no word from you. We have no knowledge of the decision, & we do not know whether to renew

0065

10-14-36.

ELSIE M. PRIEST
UNIVERSITY OF NANKING
NANKING, CHINA

the contract for the temporary person. A few months ago you criticised us severely - and Mr. Buck in particular, because he did not let you handle the candidates in the regular way. I insisted that Margaret Turner must go through your office. Do you really blame Mr. Buck or the rest of us for trying to secure people when they are needed? If we had secured Margaret Turner directly, she would have been on the field by September 15th - easily. Can we rely on you to put candidates through promptly? Apparently not. Here it is the middle of October, four months after our letter requesting her to be here Sept. 30th at the latest. At least you could have sent us some word of your decision. If she is not coming, we can go on with a field arrangement.

Of course you are busy, but so is the rest of the world. I find most people feel they have no time left.

I do not know what to do. I hate to spend

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10-14-36

ELSIE M. PRIEST
UNIVERSITY OF NANKING
NANKING, CHINA

money on a cable, but Mr. Buck must know
or else manage his department of sixty men
without a secretary. That is not very easy or
even possible these days.

This experience has brought up acutely the
whole question of candidates. I know they
are not easy to find, and all the disappoint-
ments connected with them, but I do feel
the organization in New York should take the
matter seriously and give some attention
to a request for a person for a definite time.

You have placed me in a very awkward
position as I have insisted this appointment
should go through the office in New York. I have
grown doubts of the whole thing now - perhaps
we had better secure these people ourselves and
not trouble you about them. Evidently the
field tape winds up more quickly and smoothly.

Sincerely yours,

Elsie M. Priest

0067

10-14-36

ELSIE M. PRIEST
UNIVERSITY OF NANKING
NANKING, CHINA

P.S. In a letter today you raise the question of Dr. Chew remaining longer than November in U.S.A. He knows perfectly well that it was understood that he could stay away the entire year if he desired. When he left here, he had every intention of staying for a longer time. A note to the B.O. in November is all that is necessary. They meet Nov. 20.

Everything is going along very calmly and smoothly. There is no particular need for him to rush back. I dislike comm. systems on the whole and I think we would all be relieved to have the president here, but there is no great urgency. Y.M.C.A. has asked him to represent them at the conference in India in January. He may want to go. His family is urging him to stay longer in U.S.A.

I will write him - and you more properly and formally. The auditors require my presence ^{these days} so this note will suffice for this mail boat.

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Nanking

Nanking

October 17, 1936

Miss Elsie M. Priest
University of Nanking
Nanking, China

My dear Miss Priest:

We are enclosing a few copies of the minutes of the Finance Committee meeting held on October 14th. Practically the entire meeting was consumed in considering investments, only two items being outside of that category.

The mortgage on the property in the Riverdale section of the Bronx located at 6157 Tyndall Avenue is in a position where some action must be taken. We have tried in every possible way to secure the cooperation of the owner, but apparently the family has lost heart and do not care to sink any more money into the property. Since the meeting of the committee, the second mortgage has come to life, and has retained attorneys who are to confer with the Legal Department of the Bond & Mortgage Company on Tuesday, and we will then learn whether it is necessary to institute foreclosure proceedings with all of its attendant excessive costs. We hope this will not be necessary. The property is assessed for nearly three times the value of the mortgage, and there should be no question about our getting our money out; but meanwhile, it is a mess.

There is nothing to be said regarding the Lawyers Mortgage Company, as we are waiting for the completion of the plan of reorganization.

The hospital property has also reached a state where something must be done, as the benevolent government under which we are now reposing, with its purpose of building up a beautiful political machine, took over the local administration of the relief, and has carried it on for more than a year. The relief to us has amounted to being compelled to pay taxes on this property, when we were promised that they would be remitted. As a result, we must sell some more good securities to meet the October assessments from the city. This inspires us, however, to make another effort to put the building to some other use, and we have appointments at the beginning of the week with some individuals who are interested in conditions up in Harlem.

No further comment is required regarding the investment action

No. 864.

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10/17/36

The reduction of interest on the Steuart loan, however, brings up a situation which we are constantly facing in investment problems. At the time of the meeting we did not have adequate information before us to warrant intelligent action — only one thing seemed possible, and that is the rejection of the recommendation that interest on the loan be reduced from 5½% to 5%. We immediately notified the bank of our refusal to agree to the reduction, and yesterday a telephone message came through from Washington, giving us a much different story. It seems that this is the best loan we have on securities in Washington, and of which we hold about fifty per cent of the total. The company is able to refund the loan at a lower figure, but the bank, believing it to be of such excellent value and protection and the rate of interest so high, that an offering was made to Steuart Brothers to continue for another year on a one-half per cent reduction. They agreed to do this, and the bank committee voted, provided that the owners would agree. All those participating in the loan have agreed, and we are holding up the whole proceedings by voting against it. Our Finance Committee will have to reconsider the action early in the week.

The Hoover Trust Fund is a situation in which you are greatly interested. You will notice from the minutes that the Geo. D. Harter Bank has pressed the trustees to take over the management of the funds and to terminate the trust. After receiving the letter from M. Seale Bates along with a copy of the letter written by Mr. F. G. Hoover, the committee decided it would be best to take over the management of the funds, and voted accordingly. The Georgia bonds carried in this account were recently valued at 26-1/2. The hope is that if there is sufficient recovery to warrant dissolving trusteeship, that the bonds might readily advance to 50 or 60. This seems to be the only course to pursue.

As you will note, the audit for 1935-36 was approved.

I notice that your letter of June 15th regarding the Hoover Trust Fund has never been acknowledged. You will readily understand that the reason for this was the lack of any action on the part of the committee.

Very truly yours,

C. A. Evans

CAE:RC

UNIVERSITY OF NANKING
NANKING, CHINA

October 17, 1936

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



Feb
12/22

Dear Mr. Garside:

We have your letter of September 19 concerning the land registration and the length of time that Dr. Chen is to stay in America.

On October 3 we sent you full reports of the land registration made to date together with the actions of the Executive-Finance Committee. I do not think we need to make further comment at this time.

At the meeting last March the Board of Directors took action giving Dr. Chen leave of absence for six months but it was understood by the entire Board that it would be quite possible to extend this time if Dr. Chen so desired. If it seems best to you and to Dr. Chen to have him remain longer to help in connection with the present campaign, I am quite sure that permission will be granted immediately. We are planning to hold the fall meeting of the Board of Directors on the usual date, November 20. If no request reaches us asking for an extension of Dr. Chen's leave, the matter will not come up for discussion.

You will know from Dr. Chen that he has been invited to represent China at the International Y.M.C.A. Conference to be held in India, January 2 to 9. He may feel this is important and would say it is wise to ~~attend~~ attend this conference, in which case he would have to leave New York soon after the middle of November. The official invitation was mailed to him about a month ago.

About two weeks ago the political situation looked very grave, and we were very much concerned about the immediate future, but the clouds seem to be clearing and the whole outlook is much brighter. It is now hoped that a satisfactory settlement may be made between Japan and China and that there will be no war. Everything is going very smoothly on the campus. The committee system is cumbersome, and we shall be glad to have Dr. Chen here again, but there are no serious problems, and every department is cooperating most loyally. Will you try and urge Dr. Chen to stay as long as he feels it is necessary, assuring him that the staff on the field is very glad to carry on as well as possible during his absence?

Sincerely yours,

Ellis M. Priest

Dr. Wei Chairman of Admin. Com. has read and approved this letter.

0071

RECEIVED
UNIVERSITY
NOV 9 1935
JUNI OFFICE

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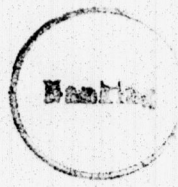
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UNIVERSITY OF NANKING
NANKING, CHINA

October 17, 1936

Feb 12/2/36

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



Dear Mr. Garside:

We are very much distressed because we have not heard a word from you concerning the appointment of Margaret Turner. In my letter of June 22, I told you very definitely that we had a temporary person who would stay through September. I took it for granted that every effort would be made to have Miss Turner reach the field by October 1. It is the 17th, and she is not here, and we have not heard any word from you or from her concerning her plans. If we knew she was really appointed and was on her way, we could make temporary arrangements. As it is we are placed in a very awkward position as we do not know whether to go ahead and plan for the next six months, or a year, on the basis that she is not coming; or whether to get along as best we can for a week or two on the assumption that she will be here.

Mr. Evans acknowledged my letter of June 22, sometime in August, so I know it reached you. We cannot afford to pay two secretaries in that department, but it looks as if you would force us to do so. If we have a duplicate payment, due to the fact that you have not advised us properly, are you prepared to pay for this extra charge?

After your letters of criticism last spring in relation to the appointments of Dr. Hedlund and Dr. Raeburn I made a great effort to insist that any further appointments must be made through your office. I am placed in a very embarrassing position.

Sincerely yours,

Elsie M. Priest

Elsie M. Priest

0073

STATE N. LITON

AGL: EMPLOYMENT POSITION.

[illegible]

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ALL OF POLG.

hear me say for a week or two, on the assumption that the
 people there are in no danger: or whether to let them be
 freed and leave for the next six months, or a year, on the
 in a legal manner, but as we do not know whether to let
 could make a symbolic statement. As it is we are placed
 it we know the man really absorbed and was on the way, we
 not really and more than that of the real consequence of the
 real. It is the fact, and we are in no doubt, and we will
 must be made to be a man, and we will be the first of our
 people, and we will be the first of our people, and we will
 definitely that we had a symbolic person who would be a
 better person. In the period of the 30's, I got a lot of
 news and more than that of the consequence of the
 we are the last man, and we are the last man, and we are

Desl. Ml. Catalogue:

NEW YORK NEW YORK
120 BILLY PAGE
AL. B. V. CLEGG

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UNIVERSITY OF WUJING

0074

處計會學大陵金京南
UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA



October 21, 1936.

Mr. D. A. Garside,
New York.

INDEXED

Ack
12/22

Dear Mr. Garside:

Beginning with whatever month is convenient after the receipt of this letter, please make the monthly salary check for Robert O. Wilson one hundred and ten dollars instead of eighty dollars. Until it is adjusted in your office I will continue to make the necessary adjustment on the field.

You will note that we are using this rate of US\$1,320 00 per year - or US\$110 00 - per month for the married staff supported by the University. It is considerably higher than some of the cooperating boards at present, but as it carries no special allowances I consider it is quite fair both to the individual and to the University. Both Mr. Caldwell and Dr. Wilson are now receiving this salary from the institution.

Under the regulations of the Board of Founders the regular salary for married staff members is listed at US\$1,800 00 per year. If we should pay these younger men any such amount, we would have a riot from the regular board supported members who receive with cuts a much lower figure. It was because of this condition that we arranged to give these two special contract people the sum of 1,320 00 per year. Perhaps it does not need to come up for revision, but I mention it to you. There have been very few cases of married staff members during recent years who have been under the support of the University funds.

Have you any suggestions to make concerning this adjustment?

Sincerely yours,

Elmer M. Rust

*noted to
begin with
January salary
\$110.00
Dec 2 sent 11/16/36*

0075

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UNIVERSITY
NOV 23 1936
JOINT OFFICE

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PERSONAL

處計會學大陵金京南
UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA

November 7, 1936.

Acc 12/23/36

Dear Mr. Garside:

Dr. Wu Yi-fang returned to Nanking yesterday, and brings me some disturbing news concerning Dr. Chen.

Dr. Wu feels that he has lost physically rather seriously since he went to America, and as he was at a very low ebb both nervously and physically when he sailed, we are feeling rather alarmed to hear that instead of gaining rest, he is slipping down. Probably he talked to her rather more frankly than to the rest of you, but and told her that he had not been able to sleep or rest while in the east. I know it is likely to affect his whole outlook and that it will be a serious tax on him to have to think "in English" and conduct all conversations and speeches that have to be prepared very carefully. He was of the opinion when he saw her that it would be wiser for him to leave as soon as possible for fear he would not be in condition to return to his work here. However, everyone was urging him to stay and he felt pulled between two things.

Will you appraise the situation rather carefully? He will never complain to anyone, but you may be able to judge whether he should be sent somewhere for a rest, or perhaps started for Europe, where the demands would be at a minimum. Before he left he was somewhat afraid of his health and questioned the advisability of trying to remain as president - we urged strongly that this trip be taken feeling certain that if he was away from the pressure of the many problems in Nanking that he would regain his health and steady his shattered nerves. From Dr. Wu this has not worked out as hoped, and I am feeling alarmed about the future, which to my mind is of far more importance than any contribution he may make in the States at this time.

Perhaps I am unduly alarmed, but members of his family have expressed grave concern over some snapshots he sent back to them and now Dr. Wu confirms their fears that he is far from well and has lost both weight and energy since going to America.

I am sending this note to you in order that you may decide on the advisability of mentioning it to Dr. Chen, or taking it up at all. I hope you have had an opportunity to know him, but fear that your contacts have been rather "surface" ones. It takes a long time to know Dr. Chen and realize the strength that he has in handling the affairs of this vast machine.

Sincerely yours,

Elia M. Rust

0077



INDEXED

Nanking

November 16, 1936

Miss Elsie M. Priest
University of Nanking
Nanking, China

My dear Miss Priest:

Our office has been urged to send the field estimates of income for 1937-38, it being the understanding that such figures are subject to modification when the budget is actually presented from the field and before the appropriations are finally adopted by the Board of Founders.

There seems to be little reason, however, for any reduction in the following figures, it being rather a hope that there might be some increase. We are basing these estimates upon the probability that we will be required to take over one of our best mortgages at a cost ranging from \$700. to \$1,500. We are deducting this charge from income rather than from the sale of securities, as it would seem probable that the property could be sold without difficulty to cover the price of this mortgage. It is our hope that the mortgage will be signed over and avoid the extra cost of litigation, and in that case we would be saving about \$700. The figures are as follows:-

Boards

U.C.M.S.	1,500.00	
Methodist	1,055.00	
Presbyterian.	2,920.00	
Baptist.	<u>800.00</u>	6,275.00

Endowment

General	57.00	
U.C.M.S.	872.75	
Hall Estate	15,054.80	
Swasey Fund	2,000.00	
M.E.Fund Agri. & Forestry	<u>5,000.00</u>	<u>19,444.55</u>
		24,719.55
Less Home Administration.		<u>2,950.00</u>
		21,769.55

The Harvard-Yenching Institute figure is placed at the same amount as in the current budget - \$12,651.57; the salary for C. H. Riggs is again placed at \$1,000.

For your information, the estimated income on Paxine Funds is \$22,955.50. This will give you an idea how much beyond the income will be required

0078

Miss Elsie M. Priest

-2-

11/16/36

from principal to carry you through 1937-38.

The Hospital appropriation will remain the same, as follows:-

Methodist Board.	\$340.00
U.C.M.S.	375.00
Presbyterian Board	580.00

The deadline which the Boards have placed as being in time for the spring meeting is April 1st, although the date was actually set at March 15th. This will give you ample time to work out the budget.

Very truly yours,

CAE:RC

0079



November 23, 1936

Miss Elsie M. Priest
University of Nanking
Nanking, China

My dear Miss Priest:

We enclase a copy of the letter we are writing to Dr. Wei, commenting on the minutes of the meeting of the Nanking Board of Founders held on November 18th. I need not add any very extensive comments on what I have said in that letter.

We are grateful to you for the detailed information you have given as to the discussions and actions of the groups in Nanking with reference to the problem of land registration. The Founders feel that the authorities at the University are dealing with these questions in a careful and conservative manner. You will note that the Presbyterian Board has raised the question of a reversionary clause in connection with this transfer of title. The question of whether such a clause should be included is a very knotty one with much to be said on both sides. From the standpoint of practicability, it is difficult to see how any formula could be worked out at this time which might not be entirely valueless a few decades hence when there might conceivably be some occasion for invoking such a clause.

In your letter of October 3rd you inquire as to the progress of our promotional plans and comment on the absurd rumor published in China that the Associated Boards is seeking this year to secure US\$1,200,000. I hope that before this you will have received the reports and statements we have been preparing which show that the objective the Associated Boards has taken for this year is a total of US\$126,500 to strengthen the current work of the entire group of Colleges. All of us felt that even this objective was rather more ambitious than we have any hope of meeting in full. Probably the figure of US\$1,200,000 was obtained by combining with the preferred list of objectives the supplementary list of urgent capital needs which the various Boards of Trustees are authorized to seek during the coming year, though no one has any expectation that any more than a small fraction of such capital needs are likely to be met this year. For your future peace of mind, we can now assure you that whenever any reports are circulated in China that the Associated Boards is going out to get some staggering amount within a few months, you can unhesitatingly pronounce the report nothing more than hot air.

By the time this reaches the campus, the holiday season will be at hand. I hope that for a week or two you can forget all about your combined worries as Treasurer, member of the Administration Committee, and general custodian of the destiny of the University of Nanking and Ginling College. But I don't have any bright hope that you will succeed in carrying out these pious good wishes.

Very cordially yours,

B A GARSIDE

BAG:MP





November 23, 1936

Personal

Dear Miss Priest,

I have your personal letters of October 14 and October 3rd.

Your letter of October 14th voices your thoroughly justified disappointment over the interminable delay in the arrival of Margaret Turner. This is particularly unfortunate if our friends in Nanking have been thinking of this as one last chance you were giving us before deciding finally that we are a hopelessly inefficient lot here in New York.

Of course nobody would question the fact that one or two of the administrative officers in Nanking could decide to appoint Miss Turner - or any other member of the staff - and, other things being equal, have her on the job much quicker than the same process could be accomplished by any board of trustees. Either Hitler or Mussolini could complete before breakfast a job on which the Congress and President of the United States would have to spend months - and would have the further advantage of not worrying whether some Supreme Court might rule their job illegal. Sometimes I'm about ready to agree to autocracy as being the simplest way of running the universe. But if one intends to work through boards and committees, there's no use kicking the poor creatures so long as they are doing their feeble best.

I've tried, for the sake of our future guidance, to go back over our handling of Miss Turner's appointment to see where we might have moved more rapidly. We made an honest effort to speed the process of appointment right through the doldrums of summer vacations. One thing that held us up a bit, both in the appointment and in getting Miss Turner started to the field, was that her father for some reason did not understand that he was to come into our office and talk the matter over. We had our committee all primed to think of the father as almost equivalent to the daughter, so that after an interview with him they would be ready to take final action without the long delays involved in collecting references for an individual none of the members has seen and who lives on the other side of the Atlantic. Moreover, we had hoped that we could send along by the father an urgent request that she begin immediately her preparations for a prompt departure. When, through some misunderstanding, the father left China without realizing that we were expecting to see him, several weeks elap-

sed before we knew he had passed through the United States without seeing us. We had, however, pressed ahead as rapidly as we could with collecting papers and getting final action by the committee. Had Miss Turner been ready and willing to sail as soon as her appointment was made, she would have reached Nanking before the end of October. Her delay beyond that was due partly to the fact that she was very slow in applying for reservations, and then had to wait an unusually long time before she could get accommodations.

Our office certainly might have done a better job keeping you informed of developments, and of our progress - or lack of it. I thought we did write on the matter as fully as we could, and we were always hoping that any day definite word would come from England which would enable us to cable definite word as to her sailing.

At all events, we hope she will be arriving quite soon now, and that she will be such a good secretary that you'll soon forgive her, and us, for being so late in getting on the job.

Your letter of October 3rd tells of the misunderstandings and disappointments of the Feltons with regard to school and college facilities for their young people there in Nanking. Both they and you have my sincerest sympathies. We are grateful for the description you give of these problems, so that we may be guided in trying to prevent such sad happenings in future. You recognize, I am sure, that our University of Nanking office here in New York, had no connection whatever with the Feltons' case. It seems that the fault is divided. The members of the Board of Trustees of Nanking Theological Seminary who encouraged the Feltons to think that the young people would secure adequate scholastic accommodations in Nanking seem to have been inaccurate in their representations and careless in not warning Dr. Felton that he should check up the situation well in advance of their going out. Dr. Felton seems to have been at fault in not writing ahead, on his own initiative, and at least making application for the admission of his sons and daughters to the institutions and courses he expected them to enter. I can hardly conceive of a man going to a college town here in America - even if he were becoming a member of the staff of the college - and assuming that his children would be admitted to the institution without their making the usual application for admission and taking their place along with the hundreds of other applicants.

Well, we trust that the kindly spirit of Christmas will be pervading the Nanking campus when this letter arrives, and that all of you will be able for a time to have only good-will in your hearts for mankind in general, and these blundering New Yorkers in particular.

Pax vobiscum.

Cordially,

UNIVERSITY OF NANKING
NANKING, CHINA

Arrived 12/29
November 30, 1936
Ach 3/15

Dr. B. A. Garside
150 Fifth Avenue
New York City

Dear Dr. Garside:

INDEXED

Some weeks ago Dr. Chen sent us a cable, one clause of which requested information concerning the Williams Memorial Endowment. I have spent a good deal of time going through some of the old files, hoping that we would be able to find material that might be of value. It seems out of date, and of no great significance at this time. I presume there are letters in the files that could be used, but it is like a needle in a haystack to go through the files covering a period of fifteen years and hope to find any valuable material.

After careful consideration, the Administrative group decided that it might be of greater value if we had some expression from the alumni who knew Dr. Williams. We have in mind securing a statement of not more than 200 words, from a selected group of our alumni members. In sending the letter requesting this statement, we have asked them to submit a small photograph of themselves. Although it is still an unfinished plan, we thought a small bulletin might be printed giving pictures of Dr. Williams, statements about his life and his contribution to the University, with these expressions from the alumni, and the pictures if you wish to use them. It will take a few weeks to gather this material, but we are hoping to be able to send it to you before the first of January. We shall not attempt to have it printed in China, but will send it to you in rough form and leave it to your judgment as far as any further use of it is concerned. The first statement has come in and seems to me to have value for this type of publicity. I am reporting this to you in order that you may know that the request has not been shelved.

We are very much troubled these days by the continual arrival of students from institutions in Peiping, who are trying to stir the students in Nanking to send petitions to the Government. The Ministry of Education sent the first lot back to Peiping, but we have a new group on campus this morning. We realize our difficulties are few in comparison with Yenching and the institutions in the North, but we find it takes a good deal of time to solve these problems.

Owing to the strike on the Pacific coast, mail has been greatly disrupted. I am making a trial of sending letters to New York via Siberia. We will send this letter in that way, and will appreciate it if you will tell us the length of time it takes by this route. Unless the Canadian

0083

Dr. B. A. Garside

-2-

November 30, 1936

Pacific Steamship Company puts on additional boats, we have no mail out of China between December 25 and January 28.

We will send you a letter concerning the Board meeting in a day or two. The minutes will be ready before the end of the week. The next mail boat is December 14, and we shall try to have the minutes ready on that date.

Sincerely yours,

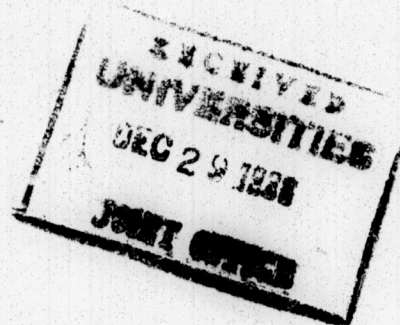
Elsie M. Priest

Elsie M. Priest

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0084



B:8

ETATE M. B. 1920

Sincerely yours,

ALL TO HAVE THE SHIPPER LEAD ON THAT DATE.
OF THE WEEK. THE NEXT MAIL BOAT IS DECEMBER 14, AND WE SHALL
THE IN A DAY OR TWO. THE SHIPPER WILL BE LEAD BEFORE THE END
WE WILL SEND YOU A LETTER CONCERNING THE BOAT WEEK.

WE WILL OUT OF OURS BETWEEN DECEMBER 22 AND JANUARY 26.
BECAUSE OF THE COMBINATION OF THE ADDITIONAL BOATS, WE HAVE NO

DL. B. V. Garage

-8-

NOVEMBER 30, 1920

0085

處計會學大陵金京南
UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA

RECEIVED

December 5, 1936.

ACK 46/37
B. G.

Mr. C. A. Evans,
Associated Boards for China Colleges,
New York.

Dear Mr. Evans:

Your letter of November 9th addressed to Ginling College concerns University business almost entirely so I am replying from this office.

We shall be glad to follow your suggestions concerning lists of orders and duplicates sent from this office to be filled in New York. In case originals are sent directly to a firm, I will try to make note to this effect. We may slip occasionally in giving this information but I will try to set up the machinery so it will go through automatically.

I am concerned to read your paragraph on page 2 which states you are proceeding to place orders No. 9252, 9254 and 9255 with the publishers on the assumption that the originals were lost in the mails. Before the orders were sent out, I hope you discovered that the books were sent and paid correctly from your office as follows:

- 9252 - October statement
- 9254 - September statement
- 9255 - September statement

As you state that 9253 was sent to the publishers on September 11th I presume it will appear on a later statement. When I wrote for information, no word had been received from these books, but since that time they have reached us safely and we do not desire second copies! If you have had them filled again, we shall have to return the books to you.

I shall appreciate your effort to keep correspondence for the two institutions completely separate. Our offices on the field are a half mile apart and I spend part of each day in each office, but it is a nuisance to have letters that belong to both offices as we have to make copies in order to keep files straight. I would much prefer to have one central office but peculiar conditions on the field make that day a far dream.

Sincerely yours,

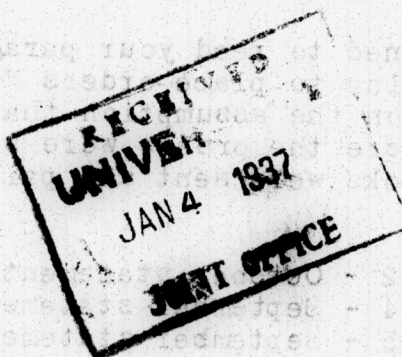
Elmer M. Rust

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1947-1948

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處計會學大陵金京南
UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA

December 8, 1936.

Dr. B. A. Garside,
Associated Boards for China Colleges,
New York.

Dear Dr. Garside:

We have recently received a letter from Dr. Stuart of Yenching University in which he suggests that all presidents of the union Christian universities meet to discuss the question of real correlation on the field. Perhaps you have a copy of the letter already, but in case it has not reached you, I will enclose a copy for your information.

The letter is in line with the proposal to have one board at home to serve as trustees for all institutions, in fact, to serve more or less as a foundation for Christian institutions in China. While it has been explained in a general way, I wish someone in your office would take time to show concretely what it would mean as far as "pooling" of the funds and resources are concerned. From this letter it sounds as if Dr. Stuart had in mind a much more inclusive board than I had supposed was being suggested. For instance on page 2 "little will be accomplished by further conference of autonomous units, but that progress will be made when we relinquish all our separate institutional rights or claims in an absolute yielding up of all that we have or are to a more inclusive whole that will then proceed so to reorganize itself as to secure the most economical and efficient use of common possessions".

Again we are puzzled by the second paragraph of the memorandum which was attached when it is stated "each institution would on the other hand have complete freedom to conduct its own affairs as its controlling body in China and administrative officers desired in so far as they felt justified in repudiating such authority and financial support." We aim for a communistic division of all possessions in America, but attempt to maintain a complete autonomous institution in the several centers! Is it possible?

It brings to my mind the necessity of having a very clear understanding in each group and especially in relationships such as the University and Ginling. We have been trying to cooperate for some years and year by year we have an increasing number of students from Ginling College coming to the University for advanced work. The courses are chosen in such a scattered way that it is of no benefit to either school particularly. I am not asking you to solve this problem - it is one for us to work out, but I am bringing to your attention the difficult problem that it is to work out between the two schools. I will enclose a page of statistics which indicates the courses and credits taken by students in both schools. The first two year students are not allowed to elect courses off their own campus, so to have 42 students of the third and fourth years at Ginling College electing courses at the University, means a fairly heavy percentage. It allows the college to put more emphasis on the other courses, and I am sure is a saving in the respect that Ginling offers fewer electives, but looking at it from the standpoint of financial saving, I fear we are rather

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UNIVERSITIES
JAN 4 1937
JOINT OFFICE

OFFICE OF THE DIRECTOR
UNIVERSITY OF MANKATO

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12-8-36.

Mr. Garside - 2

far from the desired goal.

We have been trying to work out some system of correlation that will appeal to both institutions and at the same time will mean definite saving, but so far we have not been very successful. Meanwhile all courses are open to students of both institutions and the spirit between the schools is good these days. Perhaps the best we can do is to work slowly hoping that it may eventually bring a new correlation between the various departments.

Our group is making a careful study of the whole proposal but I do not think anything will be done until after the return of President Chen. I wonder if there was any discussions of this problem while he was in New York. Anyway, I am hoping that you will keep us informed of any changes or proposals, and try to state in simple terms the exact meaning of the united board of trustees as it affects the individual institution.

Sincerely yours,

Elsie M. Priest

Elsie M. Priest.

p/

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PIUGGETTA LONIP

ASTOR LENOX TILDEN FOUNDATION •

11-091210-5

COPY

YENCHING UNIVERSITY
Peiping, China

December 1, 1936

President Lincoln Dsang, West China Union University
President Y. G. Chen, University of Nanking
President W. K. Chung, Lingnan University
President S. T. Liu, Cheeloo University
President C. J. Liu, Fukien Christian University
President Francis Wei, Central China College
President Yi Fang Wu, Ginling College

My dear colleagues:

After much hesitation I am writing to suggest a conference at which we may discuss our attitude to the proposal made last spring by the Board of Trustees of Yenching University to the Associated Boards of China Christian Colleges that Christian Higher Education in China be under a single unified control (See Minutes A.B. 499, E 545).

It may be pertinent to explain the circumstances leading to this action in so far as I have been involved. You are all somewhat familiar with the position of the Faculty of Yenching University in opposing the so-called Correlated Program and in recommending to our Board of Trustees that we withdraw especially from the Joint Financial Campaign being conducted in the United States on the assumption that such correlation really exists. You are also aware that our Trustees have not seen fit to accept the Faculty point-of-view and have against our strong protest retained the relationship of Yenching to the Joint Campaign. When meeting with our Trustees last winter and explaining again our reasons for this attitude I reaffirmed our whole-hearted readiness to become an integral part of any truly correlated--or better still unified--reorganization of Christian Higher Education based not on institutional attachments or ambitions but upon the maximum of efficient service that we could thus together render the Christian cause and the Chinese people. I pointed out that our objection had always been not to the ideal but to the failure thus far to achieve it, and to the futility if not insincerity of attempting to raise money under such conditions for supposedly correlated but actually unrelated and autonomous institutions. The discussion which followed resulted in the unanimous action referred to in which I thoroughly concurred. I understand that the matter is being taken up by the various bodies concerned but in view of cumbersome and complicated organization and the conflicting interests involved any constructive solution through that process is probably a long way off. Meanwhile, I had urged that the union institutions, being already committed to the principle and having boards of control so constituted, might more easily make the initial moves, enabling denominational colleges to include themselves later on or not as they individually preferred.

Instead of leaving this vital issue to our controlling bodies abroad or dealing separately through them it would seem advisable for us to confer together and report our conclusions. If these are negative they will perhaps be a determining factor; if positive, we can greatly facilitate the process at each stage of its development.

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The contention of the Yenching Faculty has been set forth in previous communications and in many meetings of the Council of Christian Higher Education. It may, however, be briefly summarized again as follows. These institutions were in general established when geographical, denomination, educational and other considerations were very different from those that now obtain. Most of these have since become irrelevant. In the meantime educational standards are constantly rising and the potential resources and other advantages of non-Christian schools may cause ours to suffer in comparison. Economic trends in the West, as well as profound psychological changes, will make it increasingly difficult to secure funds from such sources in amounts at all adequate to the mounting costs. The waste in needless duplication and the often mediocre quality of our academic work or physical equipment could be largely improved and the benefits to our students and the nation be proportionately increased by securing greater concentration and vocational specialization. Until this has been accomplished any joint financial efforts in America or elsewhere are morally indefensible and are doomed--as has been for most of us the actual experience thus far--to expensive and unproductive outlay. If there is any substantial aid to be expected from Foundations, it will most probably be only by some further reduction and consolidation. Any gain to our common cause inevitably demands local or personal adjustments and perhaps sacrifice. If after careful deliberation those responsible for our institutions prefer to maintain them essentially as they are, let us frankly recognize this and discontinue the pretence of a correlated program in presenting our needs to the American public. We can then continue to maintain an association of independent institutions with a common origin and purpose, and with friendly cooperation.

In addition to all these oft-repeated arguments, the experience of the past fifteen years would seem to indicate that little will be accomplished by further conference of autonomous units, but that progress will be made when we relinquish all our separate institutional rights or claims in an absolute yielding up of all that we have or are to a more inclusive whole that will then proceed so to reorganize itself as to secure the most economical and efficient use of common possessions. The Board of Trustees and the Faculty of Yenching University are in complete harmony in our readiness to follow this course. We recognize that there are many concrete problems and inherent difficulties, but we also believe it to be the most truly Christian solution of this issue.

I am sending Dr. E. H. Cressy a copy of this letter and suggest that each of you correspond with him on this matter and that in the light of your replies he take whatever measures may seem to him advisable for attaining our objective.

But I should hope that whether through correspondence or by the calling of a conference each of you would be able to express a definite approval or disapproval of this proposal.

Very sincerely yours,

(Signed) J. LEIGHTON STUART

Memorandum regarding a possible form for the proposed
integration of the Union Christian Universities and Colleges in China

It having been suggested that those being called upon to consider this matter may desire more concrete details I venture to outline what would seem to me to be the most probable and practicable procedure. The controlling bodies located in North America and Great Britain would effect a reorganization into a single Board of Trustees (or preferably Founders) sufficiently representative of the various constituent elements but no larger than necessary for this purpose. To this Board would be committed in trust the endowment funds and similar holdings of the existing boards to be administered according to conditions mutually agreed upon in the transfer. It would also solicit and receive grants in money or in personnel from mission boards and similar agencies precisely as is true now of the separate institutional boards. It would have full authority to distribute at its discretion funds held or received, subject only to designated uses agreed to in their acceptance. This would apply equally to new funds secured after the reorganization had been effected.

This Board having been duly constituted would presumably adopt suitable measures for recommending such readjustments among the institutions concerned as would seem to accomplish the objectives sought, and would be able to withhold funds in its control from any institutions refusing to comply with its requirements. Each institution would on the other hand have complete freedom to conduct its own affairs as its controlling body in China and administrative officers desired in so far as they felt justified in repudiating such authority and financial support. The Board in the West would thus become in effect a Foundation dispensing the funds it possessed or might obtain according to its knowledge and opinion of the work being done in the various units, while their autonomous rights and their relationships to the Chinese Government and to their local constituencies would be preserved intact.

It would not seem to me expedient to attempt in China a unified or centralized administrative control of institutions so widely scattered and with their established traditions and policies. This would apply also to names except in so far as these would be naturally affected by alterations in scope. Whether the western body would maintain one or more resident representatives in China or send frequent delegations would perhaps be determined by experience but the importance of close and constant contact needs no argument.

An association similar to the Council of Christian Higher Education, composed of official representatives of the units included, would be able to maintain many forms of desirable interchange, standardization, cooperative activities etc., and might well be the agency through which the western body would function most satisfactorily.

J.L.S.

UNIVERSITY OF NANKING, NANKING

STATISTICS SHOWING THE COOPERATION WITH GINLING COLLEGE 1936-7.

Fall semester 1936

Ginling College Students taking courses in the University:

<u>No. of students</u>	<u>Name of course</u>	<u>Credits per course</u>	<u>Total credits</u>
1	Chinese 154A	3	3
4	English 158	3	12
11	English 163	2	22
3	English 171D	1	3
1	English 172	2	2
1	Entomology 140	2	2
1	History 150	4	4
1	History 155	4	4
6	Ind. chemistry 150	3	18
1	Japanese 140	4	4
3	Mathematics 143	3	9
1	Physics 147A	3	3
1	Physics 152	3	3
2	Political Science	4	8
1	Religion 131	2	2
2	Religion 134	1	1
2	Religion 139	1	2
<u>1</u>	<u>Sociology 160</u>	4	<u>4</u>
42	18 courses		106

University of Nanking students taking courses in Ginling:

1	History 33	4	4
1	Sociology 39	3	3
1	English 43	2	2
<u>3</u>	<u>English 45</u>	4	<u>12</u>
6	4 courses		21

INDEXED

December 21, 1936

Nanking

Miss Elsie M. Priest
University of Nanking
Nanking, China

Dear Miss Priest:

I have for acknowledgment a number of letters from your office which have been arriving during recent weeks.

October 17th. In this, as in other letters, you discuss President Chen's plans, particularly the Founders' request for the extension of his furlough from the middle of November to the middle of December. We are grateful to the field for granting this extension because it helped make possible a number of things which could not have been done if Dr. Chen had sailed at the earlier date. Of course, we all realize that the cultivation of friendship and support for any one of our China Colleges is a long and tedious process. About all we could hope to have Dr. Chen accomplish in a brief stay here in America was the warming up of old friendships, stimulation of the Board of Founders and the cooperating Mission Boards, and laying foundations upon which new support in future may be built. Aside from some unpredictable miracle, we could not have expected him to secure any substantial amount of new money immediately.

I believe we will all agree that Dr. Chen did quite effectively everything we could have asked of him. He made a good impression wherever he went, revived old friendships, and created a number of new ones. We tried to avoid calling on him for so many things as to drive him too hard. I am afraid, however, that he drove himself harder than he should have. To the various appointments we helped to make for him, he himself added a large number of engagements which kept him going at a pretty lively clip. He requested very definitely that Mr. Wheeler accompany him during his stay here, so we have tried to leave Mr. Wheeler free to do this. I am sure that during the coming months Mr. Wheeler will be able to do more productive work as a result of these contacts which he and Dr. Chen made jointly.

First letter of October 21st. This asks that we change the amount of the monthly salary check of Dr. Robert O. Wilson from \$80.00 to \$110.00. This change was put into effect with the January checks, since the December check had been mailed just a few days before your letter arrived. We certainly agree that the figure adopted by the Board of Founders some years ago as the salary of a married couple - US\$1,800 a year - is entirely out of line with present missionary salaries. We should take up with the Founders the question of revising this

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figure. Are there other points in the last schedule of salaries and allowances which should also be revised at this time? If the field authorities would go over the last schedule (adopted by the Founders on November 27th, 1931) and point out places at which revision should be made, we will be glad to bring the matter up with the Founders next spring.

Second letter of October 21st. In this letter you discuss first the situation in the Department of Foreign Languages. We recognize the need for strengthening the Department. The first point of attack seems to be that of trying to secure the appointment of Mr. Hanna with support by the Presbyterian Board. I am taking this up with our friends across the street, and will report more in detail a little later.

Thank you for giving us the summary of the situation among the co-operating Mission Boards in the matter of quota vacancies. We hope that within the next year or two we can begin to get action from these Boards in the direction of restoring their personnel to their full quotas. During the last year the Boards have felt that it was a great triumph to avoid further cuts in personnel and cash appropriations. As yet, they have not begun to restore any of the cuts of previous years, and it is probably still too early to press too vigorously for such restorations. But the time has come when we should begin to get the need for such reinforcements very definitely upon the consciences of the leaders in these Boards. We will try to exert pressure wherever it can be constructively applied.

In this same letter you refer to our promotional efforts, and give us your good wishes ~~and~~ some encouraging progress this year. We are certainly making steady progress although the rate of advancement is sometimes disappointingly slow. The three major tasks we have to perform are (1) Finding and welding into a unity the requisite personnel for this promotional task; (2) Working out the best methods of procedure for doing the job; (3) Developing gradually a growing number of individuals who will give increasing amounts year by year to the Colleges individually and collectively. We are trying to proceed along all three of these lines at the same time. No one of them has been completely developed as yet. I hope that by the end of this year we will show some definite progress on each of the three.

Letter of November 14th. This transmits the financial statement for 1935-36, together with a summary of the 1936-37 budget. We will give this material more detailed study, and will report some of the more important points to the Founders' Finance Committee for its information. It is gratifying to note that substantial progress has been made toward the clearance of deficits carried forward from the past. I hope that further progress will be made this year. There are encouraging signs of an upturn in income from some of our western sources. At the same time we may face a decline of income in other quarters, particularly in the field of income from invested funds.

Very cordially yours,

B A GARSIDE

BAG:MP

南 京 金 陵 大 學 會 計 處
UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA

December 22, 1936.

Feb 3/15

Dear Mr. Garside:

It is nearly Christmas but the people of Nanking are very quiet and sad this year. It is twelve days since General Kiang and the other officials were taken captives by Chang Hsueh-liang and there is great anxiety among the people. Martial law has been declared in the city, the streets have extra guards, all places of amusement have been closed, and all music, etc. has been forbidden over the central broadcasting station. Daily groups are meeting for prayer and organizations are sending petitions - none of which seem to have any effect on Chang Hsueh liang.

The government has asked for volunteers among student groups to go to Sian and appeal to Chang -- likely it is only propaganda to show Chang how definitely behind Kiang the youth of the country stand. Reports are not yet in from our students so I do not know how many volunteers there may be in the group. The students know that it is quite likely that if they go to Sian, they may be held there as all students have been kept within the city walls so far! You will know the outcome long before this letter reaches you - we feel sure there are signs of negotiations being possible soon.

Sincerely,

Elmer M. Priest

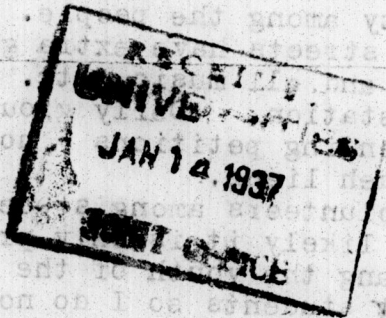
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UNIVERSITY OF NANKING
OFFICE OF THE TREASURER
NANKING, CHINA

December 22, 1936

Dear Mr. Garrison:

It is nearly Christmas and the people of Nanking are very quiet and sad this year. It is twelve days since General Chiang and the other officials were taken captive by Chang Hsueh-shan. There is great anxiety among the people. Martial law has been declared in the city. The streets are empty. All places of amusement have been closed. The central broadcasting station over the city has been taken over by the Japanese. They are now using it to broadcast their propaganda. The government has asked for volunteers to go to the front and fight the Japanese. But no one is willing to go. The Japanese are now definitely behind Chiang. They are not yet in from the front. The Japanese know that it is quite likely that they will go to the front. They may be held there as all students have been kept within the city walls so far. You will know the outcome of this letter reaches you. We feel sure there are signs of negotiation being possible soon.



Sincerely,
Chang Hsueh-shan



December 23, 1936

Dear Miss Priest,

Just a personal word as regards Dr. Chen's stay in America.

First of all, we have really been trying to safeguard his health and nervous system as much as we could, even though we may not have been conspicuously successful. We have tried to keep his schedule light and his fixed obligations at a minimum. But the one individual against whom it has been hardest to protect him has been himself. Where one has helped set up what looks like a quiet and leisurely week-end, one almost certainly discovers that he has managed to fill in a dozen other appointments and a couple of speaking dates. And so it has gone. I am afraid that Y.G. came down to December 15th pretty well tired out - but we do hope that his voyage to China will allow, or perhaps even enforce, a prolonged period of comparative rest and quiet.

Second, we have tried to cultivate a personal friendship with Dr. Chen, and to give him the sense that he was one of us and that we are loyal servants of the University of Nanking. Here, too, we haven't been as successful as we would have liked. Y.G.'s reticence is naturally accentuated in a rather hectic environment where everybody rushes about more or less, and sometimes only the most urgent things get attended to. It is unfortunately true that "the wheel that squeaks the loudest is the one that gets the grease" - and Y. G. would burn out a couple of bearings before he would utter a single squeak. Where we can count on everybody else to come right in whenever they need anything, and to forget (as they should) that we have any relationship to any other institution but theirs, one always has to seek Dr. Chen out and spend some time trying to discover what his needs and desires are. Both Evans and I have tried to be always on the job of watching Dr. Chen's needs and seeing that they are met - but I think we both have a feeling that we haven't succeeded particularly well.

From the constructive side, Dr. Chen's visit to America has accomplished a number of valuable things. He has made many friends for himself and his institution. He has fanned the feeble spark of life in the Nanking Board of Founders until it promises to brighten into real warmth. He has laid some good foundations for future support, on which we can build later. If, after a time, he can come back for a longer period, we ought to be able to secure much larger results than have been possible in this limited initial period. Just how much he is carrying back with him in sympathetic understanding of what we are trying to do here I really do not know - that you can best discover after he reaches Nanking.

Cordially,

BAQ/s

B A GARSIDE