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J. E. Williams

UNIVERSITY OF NANKING

NANKING, CHINA

RECEIVED
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February 9, 1920.

RECEIVED
MAR 25 1920
Receipt Date

RECEIVED
MAR 25 1920
Receipt Date

[Redacted]

Mr. Russell Carter,
156 Fifth Avenue,
New York, N. Y.

My dear Russell:

*deposited U. S. A. Williams
Mar 25 1920
Credit Speers*

I have two good letters of yours, one of December 5 and another of December 29, the first in reply to my arrangement for the balance of funds due. Thank you very much for the check for \$141.53. In the latter letter you refer to the bill of \$118.02. I am sending my check for the difference of \$68.02 over the \$50.00, so that it can be settled. I am doing this on the understanding that this was a bill incurred while we were in the United States and would be paid with our gold funds there, rather than being deducted from our salary out here at the rate of two for one; that is, that it was a previous arrangement to our salary here. If that is not regular in your mind, why take it out of our salary!

So glad that you saw the children at Christmas, or rather, that they saw you and Mrs. Carter. They have written us most enthusiastically of their good times there. We had a very pleasant Christmas here. Young James Speers and his wife and the Clemonses were in with us for Christmas dinner, and Mrs. Williams made the old place look just as attractive as possible. We tried to make it irradiate cheer just as if the kiddies were here - not an easy matter.

So glad that you got the cable in time to write and that those chemical goods are coming for Mr. Thomson. It will bring him no end of joy, for the development of the chemical teaching under his leadership, with the excellent assistants he has, has been very exceptional; so we hope the steamer will be along in good time, and probably our box of stuff with it.

You can little imagine, I think, the sense of relief that came to all the people here in the cabled news that a 20% increase had been made in the salary from the first of July. It was really pathetic to see how serious this matter was with our friends here who had been trying to say nothing. For instance, I learned from the Clemonses that they had run behind during that time more than the addition of the 20% would provide for this half-year of 1919. With this prospect in the future, there is hope that they can fit things together; and so it was for practically all the people. With coal at \$25.00 a ton (Mexican), which would equal, at 85c. Mexican for \$1.00 gold, a good deal more gold, and the houses built rather loose and open, and wood at the same rate, you can see what a

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Feb. 9, 1920.

problem heating is. Rice in the school used to be secured about ten or fifteen years ago for about \$2.80 to \$3.00 Mexican a picul. Now the same rice is costing over \$7.00, and rice is the staple of all the people's food. All prices have greatly advanced. All our missionaries will be deeply grateful to the Board for this relief. I do hope that the returns and the promise of better income in the future warrant the Board's taking on this added responsibility, particularly with the appalling rate of exchange from gold to silver. I can sympathize deeply with the Council and the Board in the heavy duties and responsibilities that are pressing everywhere.

School has just opened with a good enrolment, in spite of a new experiment this year, for instead of throwing the holidays at Chinese New Year, we are opening the new term just at the time the government schools are closing for the Chinese New Year, and yet the boys have come in very promptly. This is a vote of confidence from the whole student body which we are not slow to appreciate at this time of such chaotic disturbances in the political and industrial outlook in China.

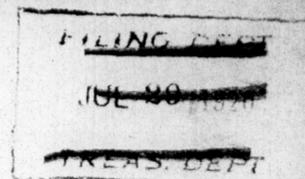
Mrs. Williams and Dickie join me in affectionate regards to Mrs. Carter and yourself.

Sincerely yours,

J. Williams

0425

J. E. Williams
UNIVERSITY OF NANKING
NANKING, CHINA



February 25, 1920.

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

My dear Russell:

Your letter of December 24, enclosing an extended list of the minutes of the Trustees, together with treasurer's reports and other information, came to hand yesterday, having been just about two months en route on the S. S. Nile. We are very glad to have this material and thank you and your secretary very much indeed for all the trouble you have gone to in answering all our requests. You will soon see Dr. Bowen in America, so we will have this information here for the file, and for the reprinting of the minutes from the beginning of the union.

I am enclosing a few copies of Mr. Greene's letter to me, together with my reply to him. This information has been placed in Dr. Bowen's hands and you should have it, too. I am also enclosing copy of a letter from Mr. Embree that came by the same mail as yours. I hope that we are on a working basis in the hospital now so that they can pay 1920's contribution about the middle of 1920. The delay before was on our account; we did not have the full staff, but there was no possible question of our contributing the amount of money we agreed upon with them. By the data I have given you will find that it has been contributed for the last year about three times over.

We made a radical experiment this year, at the first instance of the students, by opening school on the fourth day after Chinese New Year, and we had nearly a complete enrolment - a thing that gave great encouragement for the possibility of establishing that date regularly and not allowing a long vacation at Chinese New Year.

We have just been having splendid letters from the girlies. My! what a joy and relief it is to know that they are well and can go on with their work.

Mr. Thomson is sending in an order for chemicals, to Arthur H. Thomas & Co., of Philadelphia. Dr. Bowen has a copy of the order, amounting to \$2,500 gold. With the freight there will be a bill, probably, of about \$3,000. The bill is authorized to be paid by you. Dr. Bowen when at home may secure special funds to cover it.

As ever heartily yours,

J. E. Williams

0426

FILING DEPT.
February 18, 1920.

Mr. Roger S. Greene,

Peking.

Dear Mr. Greene:

Your letter of February 10, enclosing letter from Mr. Carter to Mr. Embree, came during my absence in Shanghai. I was not able to take up the matter with Dr. Hutcheson until yesterday, in order to secure the information needed.

A definite verbal understanding with Dr. Buttrick at the time the agreement was made was that the estimate for salary was upon the basis of the estimate that the mission boards had made, of \$2,500 gold to cover the whole salary of a married couple - that is, including the salary paid to the missionaries, their travel, house rent, and other necessary expenses incident to their service. On that basis it was understood that the missions were providing three doctors, and a nurse at half the rate, amounting to \$8,750, plus \$3,000 a year toward the expenses of the hospital; and the China Medical Board would provide funds to cover the support of three nurses at \$1,250; and one doctor at \$2,500; and \$3,000 for the running expenses of the hospital.

In view of the inability of the University to provide the full staff agreed upon, the question would naturally emerge of the total amount contributed. I have not had time to look up the records for the three years of the hospital running, but from Dr. Hutcheson and our treasurer I can give you without delay the data for 1919 - that is, of the gifts of the University to the Hospital from the co-operating missions.

From the Methodist Board (North)	
In the absence of a doctor	\$2,400 Mex.
For their share of running expenses in the Hospital, G.\$750, converted into	1,500 Mex.
From the Christian Mission	
In the absence of a doctor - 9mos.	1,800 Mex.
Dr. and Mrs. Wilmet - 4 mos., salary, travel and outfit	1,800 Mex.
On running expenses, G.\$750, converted into	1,500 Mex.
From the Southern Methodist Board	
For a nurse	1,200 Mex.

0427

From the Northern Presbyterian Board

Salary of Dr. and Mrs. Sloan, which would be, according to the agreement, G.\$2,500, but in actual payment at the rate of 2,600 Mex. (Plus travel and home allowance, which would now be, with the child, at the rate of G.\$1,700. It is difficult to get at the actual expenditure there. Suffice it to say that now, owing to exchange, it is far above the original estimate of the societies at G.\$2,500).
An additional grant from the Northern Presbyterian Board of \$1,500 Mex. for hospital 1,500 Mex.

There was a mistake in Mr. Carter's statement regarding the Judsons, as they were assigned to Hwaiyuan; but the statement contained no reference to the Ewers who have been regularly on the hospital staff, and will continue until September.

From the Southern Presbyterian Board

Salary of Dr. and Mrs. Hutcheson, which now amounts to \$3,050 Mex., direct statement. 3,050 Mex.

From the Baptist Society

On Hospital expenses, G.\$750, equalling 1,500 Mex.

Allowing \$2,600 as an underestimate of the amount paid to Dr. Sloan, in footing these up you will find that there was actually paid into the hospital from the co-operating societies \$18,850 Mex. You can figure what that can be in gold.

In addition, there was contributed for the hospital, from the Foreign Christian Missionary Society, \$5,000 Mexican toward a house; from the Northern Methodist Board, G.\$9,000 toward a house; also from funds in the University \$5,923 toward a house, thus adding more than the \$19,923 gold toward the running expenses of the hospital.

If there were any question of the co-operating societies in the University contributing the total required of \$11,750 gold per annum, it would be answered by the above facts. In 1917-1918 the societies were making up their twenty-five-thousand half toward property, as agreed.

I wish I had at hand the details of the other two years, and regret that I cannot provide them and mail this letter in time for you to have it before you start back. We hope now, with the full staff, that it will be possible for the China Medical Board not only to make the payment for 1919, but to make the payment for 1920 early in the year, as the expenses of the hospital must be met month by month.

I hope you have a pleasant journey home. Dr. Bowen will be in America and he and Dr. Speer will be able, with Dr. Sloan, who is also there, to answer any further questions.

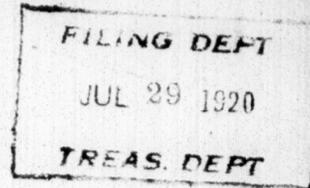
Very sincerely yours,

0428

(COPY)

Edwin R. Embree

The Rockefeller Foundation
CHINA MEDICAL BOARD
61 Broadway, New York



December 23, 1919.

My dear Dr. Williams:

Your letter of November 27th written on board the Empress of Russia has reached me, together with a letter from Mr. Carter giving as detailed figures as it is now possible to secure for the Nanking Union Hospital during the year 1919. On the basis of this, we have advanced the sum of \$9,250, with the understanding that when the exact figures are in hand we can consider the question anew, and decide whether to look on this advance as a regular payment or whether, in the event that the conditions have not been met, it ~~must~~ be refunded. In any case, it appears that your expenditures for the year have not been very much more than the \$21,000 requires under the terms of our pledge, and therefore the \$9,250 will probably cover loss by exchange as well as the original appropriation.

Trusting you had a comfortable voyage, I am,

Sincerely yours,

(Signed) Edwin R. Embree

Secretary.

Dr. J. Earl Williams
University of Nanking
Nanking, China

0429

(COPY)

Roger S. Greene
The Rockefeller Foundation
CHINA MEDICAL BOARD
Peking, China

February 10, 1920.

Dr. J. E. Williams,
University of Nanking,
Nanking.

Nanking University Hospital

Dear Doctor Williams :

I have received a copy of a letter, dated December 16, from Mr. Russell Carter, associate treasurer of the Presbyterian Board, to Mr. Embree in regard to the payment of the appropriation of the China Medical Board. This raises the question whether the mission boards and the university have been contributing to the hospital the sum of \$11,750 per annum, as they agreed at the time we made our appropriation. I should like to have a detailed statement in this matter to take up with our trustees when I return to the United States at the end of this month. Could you, therefore, have such a report prepared, covering each year that you received our grant?

The university contribution should include salaries and other expenses of members of the staff paid by the various societies and also any subscriptions received by the university either in the United States or in China. I do not think that hospital earnings can be regarded as a contribution from the university or from the contributing societies. While I realize that the societies have not been able to find men during the war, in view of the fact that the pledge was for a certain sum of money rather than for a given staff, if the men could not have been found, the money might have been remitted, which would have made possible the securing of better qualified Chinese assistants. Perhaps, in order to make the account quite exact, it would be best to state gold and Mexican expenditures separately.

I inclose a copy of Mr. Carter's letter for your information. I am not quite clear whether all of the persons included in the salary list given by Mr. Carter are paid by the missionary societies. I notice that Doctor and Mrs. Judson have been included, but I thought that they were at Hwaiyuan.

With kind regards, I am,

Yours sincerely,

(Signed) Roger S. Greene.

Inclosure:

Mr. Carter to Mr. Embree,
December 16, 1919.

0430

(COPY)

Roger S. Greene

The Rockefeller Foundation
CHINA MEDICAL BOARD
Peking, China

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JUL 29 1920

TREAS DEPT

February 10, 1920.

Dr. J. L. Williams,
University of Nanking,
Nanking.

Nanking University Hospital

Dear Doctor Williams :

I have received a copy of a letter, dated December 16, from Mr. Russell Carter, associate treasurer of the Presbyterian Board, to Mr. Embree in regard to the payment of the appropriation of the China Medical Board. This raises the question whether the mission boards and the university have been contributing to the hospital the sum of \$11,750 per annum, as they agreed at the time we made our appropriation. I should like to have a detailed statement in this matter to take up with our trustees when I return to the United States at the end of this month. Could you, therefore, have such a report prepared, covering each year that you received our grant?

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With kind regards, I am,

Yours sincerely,

(Signed) Roger S. Greene.

Inclosure:

Mr. Carter to Mr. Embree,
December 16, 1919.

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FILING DEPT.

MAR 26 1920

NEWS DEPT.

March 25, 1920

Rev. J.E. Williams, Vice President
University of Nanking,
Nanking, China

Dear Jack:

Just to acknowledge your good letter of February 9th and its enclosed check for \$68. which we have credited into the Special Account.

I expect before this you have heard from Faith that she and the doctor at Oberlin were concerned fearing that there was some obscure trouble and that after consulting with Dr Caldwell we ~~wrote~~ to Kemper Fullerton to have her taken to Cleveland if they felt it was only a matter of observation or short stay, otherwise to bring her to New York. It certainly must be a relief to you people, and it surely is a great help to us, to have such a man as Dr Caldwell to advise ~~with~~. Dr Caldwell felt pretty sure that there could be no serious difficulty in Faith's case as he had studied her so thoroughly at various times. Faith was in Cleveland only a few days and her last letter was very cheerful saying that they ~~had~~ found it to be a case of rheumatism and that the treatment that they had suggested had given her immediate relief, and that Dr and Mrs Fullerton had invited her to come to their home for a stay. I guess the latter is what she really needed in the first place as she evidently has missed you good people and has not kept herself quite up to par by taking the very best care of herself.

It is a hard thing, no mistake, that these girls have to do in taking themselves seriously in hand while they are alone and have no one to either advise with them or see that the fundamental things are regularly done.

There has been an expense of some \$150 or more, I suppose, but Dr Caldwell has kindly given me his check for \$100 and Mr Swazey sent Faith a check direct so that she will be all right financially.

We surely are pleased at this end that the increase granted in the China salary has been received with such pleasure and satisfaction. It may not prove adequate, but it is a little more than the China Council in their modesty asked for and this together with the increases made in other Missions, has added some \$250,000 to the yearly budget. Of course, the question of salaries, children's allowance, etc., is to be taken up at the PostWar Conference when we will have the help of that representative body in determining what the right thing is.

It is a great pleasure to say to you that Mrs Carter is making some real headway. She had 17 teeth out about six weeks ago and though it put her back to bed for awhile, she is now up most of the day and though she can still pull herself around only three or four blocks, yet she is really making some definite headway. We have had the hardest Winter that we have ever had in years but the last week Spring has really broken upon us and now that she can go out we feel sure she will make even more

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March 25, 1920

rapid headway.

Day before yesterday, I bought 50,000 old Mexican dollars at 104 and a fraction with $1/8$ of 1% commission to be added, these to be shipped the first of April to Shanghai. I also cabled Shanghai to have them compare rates the same day and the date of the receipt of the coin so that we can see what, if any, saving there is in such transaction. It depends very much upon whether we ship in a rising or a falling market. In stable times I suppose it is only a question of the saving of two to three points.

With love from us all,

Very sincerely yours,

Associate Treasurer

C/c

0433

~~APR 8 1920~~

~~PREPS DEPT~~

April 5, 1920

Rev. J. E. Williams
University of Nanking, China

Dear Jack:

We certainly did have a good visit last evening from your two girls and they were looking fine. They were out with Mrs Speers over Sunday and kindly came down to us for our little luncheon Sunday evening and it gave us two or three hours of good talk with them. It would have delighted you to have seen them. Dorothy has straightened up, is carrying herself very well and she was certainly interesting; full of her experiences both at Andover and on her vacation in New York. Mary was looking greatly improved and said she was as well as she had ever been.

I do not wonder that these good people in New York are pleased to have them, both on your account and on their own. They certainly know how to repay one for any kindness shown them. It certainly has been nice of Mrs Gillies and Mrs Warronock to bring them to New York for this Easter vacation and to put so many attractive things in their way.

I wish we could have had the same kind of a visit from Faith. She evidently is missing her friends and though we have thought of her always as so competent and so self-contained that she would be able to carry herself through most any ordeal. She evidently is at her best when she has some of the rest of you to care for. It has been nice that Mr and Mrs Fullerton have come to know Faith through you and that they are now able to give her a place to run to when she needs the change and uplift of a home.

A big China and Nanking mail came in today but in the rush of things I have not had time to digest it.

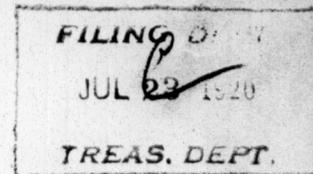
I cannot refrain from getting these few lines off to you good people and they are written from our heart for we never saw the girls looking as well as they did on this trip.

Very sincerely,

c/c

0434

J. Z. Williams
UNIVERSITY OF NANKING
NANKING, CHINA



COPY.

June 17, 1920.

Dr. Robert E. Spear,
156 Fifth Avenue,
New York, N. Y., U. S. A.

Dear Robert:

I want to write especially to you and Russell in regard to the return of Mr. and Mrs. Small, as they are taking their furlough this summer, sailing on July 5. They will stop some little time in Portland, Oregon, and then go on to New York.

They have done a very great service to the University. I feel confident that the buildings erected here will compare more than favorably with the work done by any other American architect or any other American engineer of construction. If one takes into consideration the problems to be met and the economy and effectiveness with which they were solved everywhere, Mr. Small's suggestions have worked for large economies for the University and real efficiency, and it has all been done in such a fine spirit. There is no home in Nanking where returned students feel more free, where they like to go more than to the Smalls. They have been missionaries who have taken their part in every work and are always on hand at any point of need. Mr. Small has worked all the years here summer and winter, without vacation except for a few weeks spent in Korea one summer.

He is very anxious while at home to complete a year's course in Boston Tech., taking his degree in Architecture. I feel sure that he will have little difficulty in doing it. His studies in Chinese architecture and construction have been extensive and thorough. Dr. John R. Freeman, of Providence, has been interested and said he would recommend him for a fellowship and will help possible at the Massachusetts Institute of Technology or Boston Tech. Dr. Freeman is one of the most influential trustees and could do this without difficulty, but it might be well for you and Mr. Carter to remind him of the time when Mr. Small is coming and his plans. I have written Dr. Freeman suggesting that they might communicate with Mr. Small either at his Portland address (care of J. S. Bradley, 483 Vista Avenue, Portland, Oregon) or through your office in New York.

0435

R. E. Speer. 2.

June 17, 1920.

Mr. Small was responsible for the plan of engaging the artist to paint the ceilings of the Chapel and it is a great success. The chapel is a thing of beauty. It appeals to every one who sees it. It will be opened for the baccalaureate service on June 27; and for commencement on the twenty-eighth.

The Severance building is an improvement in architecture and appearance over the Swasey building and combines so many fine features of a school building. Both of these buildings will be finished practically before Mr. Small sails. We have all the material - brick and tiles and marble - on hand for the third dormitory. We hoped to have that completed before Mr. Small leaves but a couple of pieces of land held us up. The grounds are being graded, ploughed and harrowed and arranged and planted in sod, so that in a real sense the University has completed a most important epoch of building, the success of which is due more to Mr. Small's able and faithful oversight than to any other factors. So I feel sure you will be delighted to see them and to help them in any way you can in plans for Mr. Small's study at home. They should draw their home allowance from Mr. Carter from the University funds, with the expectation of returning at the regular furlough time.

Rumors come that the Interchurch did not achieve anything like what its ardent supporters had hoped for. If so, it will involve a period of careful planning, so that the boards will not suffer through the reaction that might follow upon an effort of that sort which has not succeeded. However, I feel sure valuable lessons will be learned through the experience.

We are rejoiced to know through the recent Continent that our Board has finished without debt. It is a great effort to all our missionaries here to rest back in the careful, wise, safe financial policies which our Board has laid down.

Lilian and Dickie are remaining with me till about the tenth of July to finish off the work here. Then we are going to Kuling for a while to attend mission meeting about the twentieth, and I shall also come down during the summer and go to Mokanshan to attend the Baptist Mission meeting.

We unite in affectionate regards,

As ever yours,

0436

J. E. Williams

UNIVERSITY OF NANKING

NANKING, CHINA

July 7, 1920.

RECEIVED

AUG 18 1920

TREASURERS OFFICE

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

Dear Mr. Carter:

I am enclosing a list of books. Will you please have Mr. Davis get the best rates on them and have them sent out directly to the University by mail, and have the charges placed against the University. Please indicate on the books in sending that they are to be mailed to me or Professor Guy W. Sarvis.

Miss D.

You will be interested in the pictures I have sent to Dr. Speer. I am going to have other copies sent for the Women's Board. Commencement went through very well and there was a great degree of enthusiasm on the part of students and faculty. The grounds now look beautiful.

Mrs. Williams and Dickie and I are going to Kuling to-morrow. I shall be up there about five weeks, or six. Our girls will all be in South Salem, Ohio, on the old home this summer.

I am urging as many friends as possible to come out this fall for the opening of the new buildings and celebration of the tenth anniversary of the beginning of the union. I hope our plans for that will go through.

I hope that Mrs. Carter is feeling well and that you all have a delightful, restful summer. I should imagine you would feel the need of it after all the problems of frenzied finance that have developed in connection with the Interchurch. We are greatly relieved that our Board has come along so well.

Very cordially yours,

J. E. Williams

*Sent
Sept. 11/20
J.W.*

P. S. I am sending in your care copies of minutes and commencement programmes and catalogues. Will you be good enough to have these sent out to the Trustees? I am sorry to burden you with this detail but shall greatly appreciate your getting the material to them.

J. E. W.

0437

Copy of letter sent to each member of co-operating missions in central China

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

July 8th, 1920.

MY DEAR *Dr. Bowen,*

In order that the missionaries of the missions participating in the University might have fuller data as to its developments, work, and policies, I am mailing to you, under separate cover, copy of the recent bulletin just issued, together with the inserts of announcements of the new division of the school year into three terms and the new schedule of fees. The bulletin in itself will indicate the rapid growth of the work of the University. I hope you will take time to read through carefully the different courses offered by the present faculty.

There are some interesting facts connected with the development of the University since the beginning of the union in 1910. As this is the tenth anniversary year of the beginning of the larger union, we should recall the way the work has grown, notwithstanding all the obstacles and difficulties which it has confronted—in earlier years from frequent floods and famines, and later from the disturbed political conditions.

The University began in 1910 with \$90,000 gold in property owned by the three missions then uniting: the Methodist North, the Foreign Christian, and the Presbyterian. With the completion of the Severance administration building and the Sage Memorial Chapel, the valuation of the property will now be nearly \$900,000. The University owns over one hundred acres of land in the best part of the city of Nanking and is rapidly extending this amount with the development of the agricultural and forestry work. In 1910 there were thirty-three students enrolled in College, and they would have grouped more largely in our present Junior College. This year the enrolment in the Colleges for the two terms would be over three hundred. This June there were graduated thirty-eight students, nineteen with the degree of Bachelor of Arts and nineteen with the degree of Bachelor of Science in Agriculture and Forestry. There were twenty-six students graduated from Junior College. At the beginning there were seven missionary teachers and about thirteen Chinese teachers, mostly of the old type. By the statistical sheet provided in each one of the catalogues you will see that the officers of instruction now number ninety-five. There are eight returned students with American degrees and a large number of American teachers, doctors, and nurses, as indicated in the catalogue. The wide range from which the students are drawn will indicate better than anything else the place that the University has achieved as a national institution. The Governor of Shansi sent down in one term thirteen students, for whom he provides full fees, besides contributing \$2,000 annually to the expenses of the University. The budget of the University in the first year was something like \$25,000 gold; this year in all departments it will be over \$230,000 Mexican.

There has been no increase in fees since the beginning of the union in 1910, although the equipment has been increased nearly tenfold and the faculty likewise increased. After careful consideration the University Faculty Executive Committee came to the unanimous conclusion that the fees should be increased at the rate proposed in the announcement. We believe the three-term arrangement is going to work out great advantages in the teaching, enabling the courses to be offered more advantageously and also throwing a less burden of strain upon the faculty in carrying out the instruction. The three-term arrangement will also make possible by next year or the following year the summer term, which we believe will promise large things for the development of the University.

More important than the increase in equipment, than the increase of faculty and student enrolment is the fine spirit of unity and co-operation and fellowship in the faculty itself. The University had its trial during the time of the student strike and after a suspension of thirteen days, the students came back on the morning appointed and all were in their places at eight o'clock chapel, with the exception of fifteen, four of whom had been expelled and the others were prevented by distant travel from returning to Nanking. God has wonderfully blessed the work and we believe the University will enter on a new period of more rapid development with the availability of the new buildings.

In this report I have not touched upon the development of the different departments. Dr. Bowen's splendid report of last year will indicate how the different departments have grown.

Dr. and Mrs. Bowen and Philip are sailing in August and expect to be back to Nanking in September.

The understanding and co-operation on the part of all missionaries with the enterprise has made possible this development of our work, and we feel sure that that interest and co-operation will follow us into the new policies developing and be deepened and increased.

Very sincerely yours,

J. E. Williams
Acting President.

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J. E. Williams
UNIVERSITY OF NANKING
OFFICE OF THE PRESIDENT
NANKING, CHINA

September 13, 1920.

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

Dear Russell:

Your letter of July 1 to Mrs. Williams has come to my hand here. She will see it when she returns to Nanking on Wednesday, the fifteenth. The goods have all come in a big box. It seems to be in good condition and I am reserving for Mrs. Williams the pleasure of opening it.

I just received today a fine letter from Robert referring to the splendid After-War Conference. I appreciated, when I was at home, that you all were facing many and serious problems on every side owing to war conditions and the prospect of after-war problems and plans for reorganization in relation to other boards. I always felt in my heart great confidence at the way you would work them out. I know the Interchurch collapse has been a tremendous disappointment and has thrown a great burden on those who always stand by any such times of storm. But even there some good will be wrought. We are greatly rejoiced in the large returns to our board and the way things are going.

Dr. Bowen and family arrived in Shanghai Sunday, also the Millses, Dr. Lowrie and many others.

I am just now busy with Mr. Keen to get our Presbyterian missionaries placed in the Language School. We will have a good list.

We have just had our enrolment. Classes have been under way since Friday; although we changed to the three term arrangement instead of two semesters, and increased the fees about sixty per cent, we have a good enrolment of students. The prospect is that we will receive as much in the way of tuition and fees in one of these three terms as we did on one semester. It is a great relief to have this experiment demonstrated a success. Yesterday was the first regular church service in Chinese in the new chapel. It was fine to have the whole body of students together and the faculty.

With heartiest regards to Mrs. Carter and each of the children,

As ever yours,

J. E. Williams

0439

J. E. Williams
UNIVERSITY OF NANKING
NANKING, CHINA

December 28, 1920.

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

Dear Russell:

About ten-thirty Christmas morning we received cable "We have arranged passage as you desired on the Empress of Russia sailing January 13 for Faith accompanied by Dr. and Mrs. Cochran and family." I cannot give you any idea of what a relief and joy this was to us. We had become exceedingly anxious about Faith and very much concerned. The cable assuring us that she was all right and that the Galdwells did not approve of her returning did not lift our burden, because letters coming to us only increased our anxiety. We felt sure, however, that the best judgment would be exercised by Robert and yourself and that ultimately the right decision would be made. We could only wait and pray and hope for the best. We feel certainly it is best for her to be back with us for a time.

For the expense of travel I want to arrange through funds I have with Mr. Henry Cochran in the Astor Trust, and so I am enclosing a note to him which will ask him to transfer all that is needed to cover her travel.

I am enclosing an order for \$65.91 gold given me by Mr. Myers, which I should like to have applied against any balance of the Hahn's bill. In one of your letters you referred to a possible balance of \$66.95 in the Montclair bank. Was that transferred to you from the bank or is it still there? We should like to have you draw it if possible, to close that account.

I should like it also if you could grant me the privilege of paying the insurance on the Minister's funds, which fell due while I was in the United States, by check in gold. If it were due while we were on the field I should not raise the question, but since it was due while we were in the United States, I thought it might not be contrary to your rule of having regular payments in gold deducted at the rate of two for one, which should apply when we are on the field. It makes quite a difference in the sum to us if it could be done in that way. I am simply making the suggestion.

I have let that Hahn's matter hang over. My fear has been that it has been considerable bother to you first and last.

0440

11 Carter - 2

Dec. 28, 1920.

I am just off for Peking on a trip in connection with the plan of registration of the University, and also in relation to an effort to secure some aid from the Customs on the College of Agriculture and Forestry. I expect to be gone only a short time.

Mrs. Williams would join me in the earnest wish and prayer that this may be to you and all the Carters a very blessed and happy New Year.

As ever yours,

J. Williams

Dictated but not read before mailing.

0441

February 1, 1921

The Rev. J.E. Williams,
University of Nanking,
Nanking, China.

Dear Jack:-

I am glad to receive your letter today and to learn that you were greatly relieved with the cable message that was sent you advising you that Faith was sailing with the Cochrans. I had two or three nice letters from her and it was quite evident that she left in good spirits. As to the expense of her travel I had this charged to the J.E. Williams special account. Perhaps this is not the correct place for it finally. I would be glad to have your judgment in the matter. I thought that Mrs. Prentice probably would not mind our using what she had given for the school year for this purpose and so I charged it against her generous gift. I, therefore, will hold the order which you have given me upon Henry Cochran until I hear from you further. To help you I will enclose a statement of the J.E. Williams special account.

I must have slipped a cog if I did not clear your mind regarding the Hahn bill. I am not taking the time to refer to the files, but I thought that I had advised you of the amount of the balance in the Montclair Bank; that this was not adequate to care for the Hahn bill, but that I had drawn this balance and applied it to this bill and charged the balance of the Hahn bill to the J.E. Williams special account. I think that the statement when I receive it from the office will show this to be the fact, at least, and I am sorry if I did not write you clearly in the matter.

I find that we have paid in New York the following insurance items:

May 20/18	Pres. Min. Fund paid in New York	
	Dec. 1917 and returned by Mr. Myers	\$100.87
July/18	N.Y. Life Ins. Co.	13.59
Dec/18	Pres. Min. Fund	17.57
July/19	N.Y. Life Ins. Co.	13.40

and that these amounts were charged to your home allowance when you were in New York so that they have not been charged to the field at the two for one rate. In your letter you do not speak of the amount of this insurance so I cannot tell whether this item of \$100.87 is the item to which you refer when you say "the privilege of paying the insurance on the Minister's funds, which fell due while I was in the United States, by check in gold."

0442

J.E. Williams - 2-

I will credit the \$65.91 certificate of credit which you send into the J.E. Williams special account. You will find it in the statement enclosed.

We are very happy to report to you that we have had the best fall and winter that we have had in several years and we have been a very happy family. Mrs. Carter has improved right along so that she is carrying pretty nearly full work now. She certainly is delighted to be again to do things without so much fatigue.

With kind regards,

Yours sincerely,

RC/P

0443

RECEIVED

JUN 20 1921

Mr. Carter

J. E. Williams
UNIVERSITY OF NANKING

NANKING, CHINA

May 25, 1921.

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

Dear Russell:

I cannot let this mail go without referring to the homegoing of Dr. Halsey. The word came to us during mission meeting. The mission would express its deep sense of loss. We had a special season of prayer for Mrs. Halsey.

Dr. Halsey was a wonderful man in his capacity for friendship and his good nature. He irradiated sunshine to every one and had such a natural human interest in every one. No one had a quicker, more real sympathy than he. No one could inspire faith and hope in a hard proposition more effectively than he. I can imagine how sorely he will be missed by all in the Board rooms, where his life was so full of radiant cheer. It makes us all realize the heavier burdens that have fallen upon you men in the offices there, and the hearts of the missionaries on the field have gone out in sympathy as they realize more fully what these burdens are. You cannot soon have his like again. His spirit and life were unique, but God will care for his work and will give a fuller measure of his spirit to those who are caring for the burdens.

Affectionately yours,

J. E. Williams

0444

RECEIVED

JUN 20 1921

Mr. Carter

J. E. Williams
UNIVERSITY OF NANKING
NANKING, CHINA

May 25, 1921.

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

Dear Russell:

We were delighted to receive your letter of April 14 and to know that you are soon to be on a journey with Mr. Speer to visit the mission fields of Siam and India. What a fine time you will have travelling together. We are certainly delighted that you are going to take the route directly this way and plan to make a visit to Peking, Nanking, and Shanghai.

We are planning to be in Nanking during July this year in connection with the Summer School, hoping to get away about August 10 and going to Peitaiho for a little rest during the summer.

I note by your itinerary that you will be a ^{Yokohama} ~~hooker~~ on July 31. It probably will require about two weeks from that time to see Peking, so you would be leaving Peking probably about August 12 or 13, the time we will be going there. I can certainly see you in Peking and would like to see you and look over the work here in Nanking so will write later on to Yokohama all our plans, so as to be certain of spending as much time with you as possible. It may be that we shall be able to leave Nanking a little earlier so that I could come back from the North with you about August 25. We are certainly anticipating your coming with the keenest pleasure.

Mrs. Williams and Raith and Dickie join me in highest regards.

Affectionately yours,

J. E. Williams

0445

June 28, 1921.

Rev. J. E. Williams, D.D.,
Nanking University,
Nanking, China.

Dear Jack,

May I ask you what should be done in the way of collecting the \$200 standing on our books as outfit for Miss Grace Bauer. My understanding was that this \$200 was to come to us through the Rev. Peter Ainslie of Baltimore, Maryland, and I have written him a couple of times, but his last reply under date of June 11th is, "I have referred this matter to the Board of Trustees of my church. I can get no light on it other than the books of our treasurer show that the church paid to Miss Grace Bauer \$250 for her to spend for her equipment as she thought best and later paid \$30.93 for freight on bed, etc., which was shipped from Chicago to China. I kept all this correspondence, both my letters and Dr. Williams', up to the beginning of this year, when with lots of other filed letters they were destroyed, as I thought I would have no more use for them. So my memory is not clear at all on the question at issue; likewise the trustees of my church are not able to recall the point at issue. I had a talk with Miss Bauer's family about the matter and they do not understand that the church was to do more than provide for her outfit.

"However, I assure you that we want to do what is proper in the matter. Any light that you can throw on it will help us to that end."

I had written to Dr. Ainslie under date of April 4th "My understanding is that I at Dr. Williams' request advanced \$200 to Miss Bauer which she needed in order to help her family on a mortgage, which family obligation she felt she must help clear before going to the field. I know that we carried this \$200 upon our books understanding from Dr. Williams that this was to be cleared by remittance from you."

I further wrote as follows:

"Dr. Williams wrote you under date of May 31, 1919, 'I am delighted to know the deep interest of your church in Miss Bauer's plans and their readiness to cooperate in the matter of her outfit. I think we may adjust the matter of the \$200 outfit as against the \$200 she desires in the matter of the mortgage. I shall be under the necessity of reporting to the

0446

Trustees the \$200 for outfit and the \$200 for the mortgage. If your church provides an amount not less than \$200 toward Miss Bauer's outfit and she is enabled in that way to provide the outfit needed, there will be no objection to using the \$200 nominally provided for outfit for clearing off that much toward the mortgage.'

"I understand therefore that the \$200 that the Trustees provided Miss Bauer was to be used as payment on the mortgage and that the \$200 which your church was to provide was to be used for outfit. As a matter of fact at the time we provided \$400 and my understanding was that \$200 would be refunded to us by your good people. I know that Dr. Williams reported to me at the time that you had kindly agreed to this arrangement."

Will you be good enough to advise me as to the disposition that is to be made of this \$200 which we have been carrying in New York as a debit balance in this account?

Very sincerely,

~~Associate~~ Treasurer

RC:S

0447

To the Finance Committee,

Notes with regard to action of the Board of Managers
under date of October 13th, 1921, as follows:

On motion of Dr. J. T. Procter, it was voted that the Board of Managers, thru the cooperating Missions, request the Board of Trustees to ask the cooperating Mission Boards to increase the total annual grant by \$16,000 Mexican, the amount of increase to be made by each Mission Board to be determined by the Board of Trustees on the basis of a statement to be prepared by the Executive Committee of the Board of Managers suggesting a pro rata basis of distribution.

Upon the request of Dr. Bowen, and in reply to a request from Dr. J. T. Procter of the Baptist Missions, a letter was prepared and a plan of pro rating was recommended upon the basis of an advance for the Agricultural Department. The only specific contributions toward the Agricultural Department were the support on the part of the four Societies of the foreign teacher on the staff. You will note with the letter and data given the plan of asking for the increase on the basis of the advance in the Agricultural Department.

The Agricultural Department has been absorbing funds formerly available for the Arts and Science Department.

It is very desirable that this increase be made. The Board of Managers with a strong representation was unanimous in making the request. Since that time their actions have been supported and reaffirmed by actions of the cooperating Missions and conferences. It would be my hope that the Finance Committee would approve of making this request to the cooperative Boards, that some of the Boards would be able to make the increase directly, that other Boards more pressed financially at this particular juncture might authorize the increase and making a special effort within their constituency secure the funds to make possible the increase.

Another request made by Dr. Eric North, in order to facilitate the discussion with the Committee, was for suggestions for the campaign in order of importance. In line with the order approved by the Board of Managers, their meeting of October 13th, I would suggest the following:

1. Effort to clear off all property in current indebtedness .
With this I should think contingent fund for purchase
of land and equipment, \$20,000 Mex. + \$20,000 @ \$5000 @ \$5000
2. To make provision for housing of foreign staff. \$50000
3. To carry out the plans for the Language School as worked
out by the Trustees.
4. Provision for housing returned students, at least 9 houses
at \$4,000 to \$5,000 Mex. each, funds to be specially
found in U. S. and China.
5. Three dormitories for college students and equipment
at \$25,000 Mex. a total of \$75,000 Mex.

10 Houses @ \$5000 @ \$40000

To the Finance Committee.

- 6. Advance to hospital, one half of \$90,000 Mex. in agreement with the China Medical Board as per Mr. Greene's letter.

Note: The last campaign for \$50,000 gold for equipment for the hospital, one half provided by the cooperating Boards, was provided as follows:
 \$4000 by the Christian Mission
 \$8000 by the Methodist Board and
 \$13000 by Presbyterian donors.
 This time the property equipment might be shared in by the Southern Presbyterian Board as well as by the other three Boards.

- 7. Second Science Building and equipment \$90,000 Mex. *\$25000 due*
- 8. Library \$120,000 Mex.
- 9. Electric Light and Water Plant \$50,000 Mex.
- 10. Gymnasium for Middle School \$8,000 Mex.
- 11. Gymnasium for University \$50,000 Mex.

Endowment. It is becoming increasingly obvious that the University must have some secure and definite revenue to provide for the increasing staff and maintenance expenses not covered by grants from the Boards. The undertaking of the Methodist Board of \$100,000 for endowment, the United Christian \$40,000 and Mr. Swasey's gift of securities of \$50,000 have given a fine start. I believe the Committee would do well to consider plans for endowment on the basis of a campaign to round out one-half a million, or on the basis of a campaign to complete a million dollars for endowment. I believe we should be considering these plans now, although the carrying out of the campaign may have to wait until financial conditions are more promising. The University has carried thru flood, famines, revolutions and wars in China, and even during the World war, with a steady advance in its work and its support. God has very manifestly blessed the united efforts of the churches, and I believe that the University's opportunity was not only never so great and so vital for the work of the Missions in China, but was never more important as a cooperative effort of the American churches for its reflex influence upon those churches in deepening and strengthening the vision of union than at the present time. We should plan soberly and carefully. Our past experience and the manifest blessing of God should prevent our planning timidly or fearfully. I believe that God will bless again our visions and faith and courage.

Respectfully submitted,

JEW:M

September 16, 1921

Rev. F. Mason North, D. D.
150 Fifth Avenue
New York City

Dear Dr. North:

I have just been writing a letter to Dr. Scott about our finances with a view to their coming before the Trustees' meeting. This was done after conference with Dr. Bowen. Dr. Bowen is now in Peking attending the opening of the Peking Union Medical College. At first, he was unwilling to attend and was determined that I was to return to represent the University. That, I was unwilling to do, and returned to Nanking from Peitaiho and Peking in the hope of persuading him to go. He and Mrs. Bowen left on the 13th, anticipating with great pleasure the functions in Peking.

We have the biggest enrollment this fall we have ever had--over 300 students in the colleges, 215 in the Middle School and other students at the Middle School compound, making a total of 450. We are crowded everywhere beyond our capacity. The large re-enforcements on our faculty this fall are very encouraging--the coming of Dr. Holgate and daughters, Mr. and Mrs. Stuart for Botany, Mr. Caldwell later for Physics, Miss Dorland for English and Dr. and Mrs. Gibbs from the Baptist Society for Agriculture.

Although we are greatly rejoiced over this outcome, it has its more somber side. We are already crowded to desperation for dormitory space and class rooms. The congested situation as regards houses is aggravated still further by the arrival this fall of five new families. I have written to Dr. Scott about the possibility of the Baptist, Presbyterian and Christian Societies providing houses for their agricultural representatives.

Equally desperate is our situation as regards the current account. You will recollect at the time of our accepting the gift of \$65,000 Gold from Mr. Severance and Mrs. Prentiss of the distince condition that they should not be asked for more. The Trustees decided to go on and build with the understanding that the building had to be provided notwithstanding the exchange and that the balance would have to be pro-rated among the Societies.

Mr. Owen has given me a statement of the amounts realized on the \$65,000, with the total cost of building and balance of exchange as follows:

SEVERANCE BUILDING

Expenditures					\$90,656.56
Receipts	Gold	\$5,000	1.17	5,850	
	"	5,000	1.17	5,850	
	"	20,000	1.107	22,148.76	
	"	20,000	1.088	21,774.91	
	"	15,000	1.257	18,857.96	
		<u>65,000</u>		<u>74,481.63</u>	<u>74,481.63</u>
					16,174.72
				Deficit	

I have written Dr. Scott recommending that this amount be taken up at the Trustees' meeting to be pro-rated and assigned one-fourth each to the Baptist, Christian, Methodist and Presbyterian Boards. This amount, \$16,174.72, we have budgeted, and have been counting confidently upon the \$5,000 Gold a year from your Society in lieu of the endowments for 1920 and 1921. At the present writing, we have overdrawn \$30,000 Mex. at the bank. If the Societies do not take up the \$16,174.72 and your Board is unable to provide the \$10,000 Gold, we shall have to close this fiscal school year with that amount as a deficit. We have had extra expenses this year for people in America and travel, and an increase of faculty always entails extra expenses, not only of a personal character, but also in the demands for equipment and care of their work. Mr. Owen and Dr. Bowen have carefully prepared the budget for next year, which is sent.

It is always a great pleasure to feel in touch with you through the correspondence which Dr. Bowen has kept me in touch with.

Notwithstanding our financial problems, the University is moving forward and making progress along all lines and rendering a service to all the Societies in China, which they are appreciating more and more, as indicated in the growing requests for leaders.

Sincerely yours,

Vice President.

J. E. Williams

UNIVERSITY OF NANKING

NANKING, CHINA

Personal
November 4, 1921

✓
Dr. Geo. T. Scott,
156 Fifth Avenue,
New York City,

Dear Dr. Scott:

I am just back from a trip to Shanghai to try to arrange for a loan and overdraft to enable us to complete the year. You will have received a cable sent by Mr. Myers asking for authority to guarantee your loan of \$30,000 Mexican.

The situation outlined in my letter to you of September 16th has only grown more acute with time. We were stopped at the bank last week so that we could draw no checks. The Manager of the Shanghai Commercial and Savings Bank, Mr. K. P. Chen, has been most accommodating in extending us very large credits. We were overdrawn again to the extent of \$29,000 Mexican. We are awaiting with deep interest the outcome of your conference with Dr. North in regard to payment of their interest. I realize how difficult it is to seem to press for this, but unless they will pay it now when we are in such desperate straits, what can we hope for. There were the two \$5,000 gold interests for 1920 and 1921. There were also very positive assurances to Dr. Bowen of \$5,000 gold for laboratory equipment, on the basis of which we have involved nearly double the amount, as the equipment had to be ordered from prices in a catalog that were really double when the goods came out.

Their missionaries here assure me that the resources of their mission in personnel and funds have been doubled on the field. Dr. Gamewell told me that the revenues of their board had been raised by the Centenary from \$2,000,000 to \$6,000,000 a year. Such facts do not increase our capacity for patience in view of the delays of funds for us when we are overdrawn in bank and cannot see the way out.

There was delay in getting copy of the minutes of the Board of Managers' meeting, but they have been since sent along and will contain very much of interest to you. I shall dictate a letter in explanation of the minutes, but shall not hold this letter for that. I want this to go through in order to make clear the cable sent from Shanghai.

0452

I should add one word of caution to this letter. By what I have written, I do not mean to irritate the relationships over the funds from the Methodist Board, but we are with our backs to the wall and must have help and naturally look first to that help which is owing us.

With kindest regards, I am

Sincerely yours,

J. E. Williams

CORRESPONDING SECRETARY
FRANK MASON NORTH

ASSOCIATE SECRETARY
RALPH A. WARD
CHINA

Board of Foreign Missions
Of the METHODIST EPISCOPAL CHURCH

150 Fifth Avenue
NEW YORK CITY

CABLE ADDRESS, MISSIONS PHONE, CHELSEA 2130

PRESIDENT
BISHOP LUTHER B. WILSON
TREASURER
GEORGE M. FOWLES

November ninth
1921

Dr. J. E. Williams,
University of Nanking,
Nanking, China

My dear Doctor Williams:

I write in brief acknowledgment of your letter of September 16, which Dr. North has shared with me. He is exceedingly burdened these days in preparation for our Annual Meeting and the great national gathering which is to be held at Detroit, the middle of this month, so that perhaps you will accept this note of acknowledgment from me in lieu of one more personal from him.

Both from Dr. Scott and from other sources we have learned of the acute situation in which you men have found yourselves at Nanking University this year. Thank you for letting us know more fully the details as indicated in your letter. One can not hold out the promise of too great a relief at this end of the line, particularly in view of the financial stringency which is faced by all the Boards. Our own Board is feeling this particularly - not because we are not receiving more money than formerly, for we are receiving over two and a half times what we received prior to our Centenary Campaign, but rather because we had planned even larger things and some of these enlargements have of necessity been postponed farther into the future.

We congratulate you on the successful year which you had at Nanking during 1921.

Cordially yours,

Ralph A. Ward

RAW
JL

2 1/2 times through his mind

0454

J. E. Williams

UNIVERSITY OF NANKING

NANKING, CHINA

Fr 1003
\$16624
P 312
Copied by Reissner
1/30.

RECEIVED

JAN 26 1922

Get's statement for C.M.B. 1921

December 28, 1921

Ans'd

F7
Dr. Geo. T. Scott,
156 Fifth Avenue,
New York City,
U. S. A.

Dear Dr. Scott:

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On Christmas Day, we received in answer to our cable the enclosed cable reply. We are hoping for some relief in regard to finances. The letter which came was to Mr. Owen and only assured us of \$500.

Your letter of November has been read more than once. It seemed to me eminently fair to state the situation candidly as it is. Of course, we shall be anxiously awaiting the actions of the Board of Trustees at the meeting on December 20th, at which meeting, I hoped you would have the full minutes of our Board of Managers together with supplementary statements on the financial situation as presented at that meeting.

With the present financial situation in the United States, I can realize in a measure what the feelings of the Trustees would be over this new liability incurred in the University. My earlier letters to you forecasting the shortage and urging that the cooperating Boards undertake to clear off the balance of \$16,000 Mexican plus on the Severance building and also undertake to provide additional residences for the new teachers in agriculture, I hoped would be acted upon at the Board of Trustees' meeting. We have had serious difficulty in making arrangements to finish the year. A cable from Mr. Day in response to the cable from Mr. Myers authorized the extension of credit of \$30,000 until the 31st of December. This was generous, but it did not meet our situation, so we did not avail ourselves of any part of it, so the crux of our burden would fall about the 31st of December. I raised the question with Mr. Myers whether he could not extend the credit from the 31st of December to the 1st of February, but he felt he could not read the cable that way, although the cable only mentioned two months, he did not feel that it could be two months after the 31st of December. Dr. Bowen cabled home for \$5000 gold of private funds to relieve the situation for a time. I was able to arrange for an overdraft at the Honkong Shanghai bank so that cleared off all overdrafts at the Shanghai Commercial bank with Mr. K. P. Chen and will manage to tide us over the earlier part of the year.

We had earlier planned to sail on the 30th of May as our station, as well as we ourselves, seemed to be desirous that we be here for the Executive Committee mission meeting and the conference in May. The distress of our situation has become such that

0455

there seemed no other course but to plan to go home earlier, so we made reservations on the Hoosier State, sailing from Shanghai on the 25th of January. The cable indicated that Mr. Reisner would await our arrival. I hope to see some people at San Francisco and at Pasadena. A little time spent there may not result in things very definite, but I could do it better going than running out to the coast again, so if you and Dr. North and the Trustees will be patient enough to allow me a week or two enroute, I believe it will be the best disposition of our time. Noted
M. R.

Under the present financial conditions in the United States and our problem here, I know you will understand that we are not contemplating breaking up the home here in mid-winter in order to rush across to America in the confidence that something unusual can be done. It is rather the driving sense of duty and the willingness to undertake anything ^{within} ~~than~~ our power to relieve the situation. I am sure that a full and frank conference with the Trustees, which most fortunately includes the Executive Secretaries of the cooperating Boards, will be of the utmost importance at this time. We are very reluctant to do anything while Dr. Speer and Mr. Russell Carter are away that may seem to be adding to the already great and overwhelming responsibilities that have devolved upon you and the other Secretaries during their absence and at this juncture to be pressing a situation in the University here more acute and difficult than any that have been brought up when they were in New York.

I need not take up in detail the questions discussed in your letter of November 10th, except to say that No. 3 was well taken and has been cleared up. No. 7 is clear. I think the position you take for the Trustees on No. 7 is just and fair. The decision in regard to the Language School is all right, although the greatest exigency of the University just now is not dormitories for the Language School, but our present financial situation. We have had fuller accounts of No. 10 through Mr. Reisner's letter. There is some hope from famine funds, but not so much for the University since these funds are always likely to involve additional larger expenses to make them effective. Dr. Bowen wrote you in regard to point 11 and pointed out that there are no resources in the Agricultural department ~~with~~ Mr. Hancock. A careful statement of the finances indicates that at the present beyond any resources in China or from any of the cooperating societies, there would be a deficit in the Agricultural and Forestry department alone of about \$60,000 Mexican. I fear Mr. Reisner cannot engage many teachers if these are the assets. Mr. Reisner, I realize, has had a very difficult time to work and has worked very energetically and courageously and I am glad that he is going to be there that we may have a conference when I arrive to talk into and through the whole situation. When I arrive, we will know in the main the report of the educational commission and can discuss #12 to better purpose. Your reaction to #17 was just and the same as the Board of Managers here. We are not pressing any further the registration of the University.

We are greatly pleased that the support of the agricultural men could be dated from January 1st; I am also very pleased that you were able to have the interest dated from July 1st, 1919, from the Methodist Board, that is better than January 1st, 1920, but not quite as good as January 1st 1919, when we understood it was to begin. In our present situation, however, an additional six months will be very gratefully received. The last mails have brought us nothing further from you except a brief note to Mr. Owen with the \$500 enclosure.

We are extremely reluctant to leave China at this time and shrink greatly from entering into another campaign in America and consent to do so only under the greatest compulsion. There will be compensations in seeing you all again in New York and having opportunity for fuller conference over the situation in China and the emerging problems and to renew the delightful fellowships.

\$) Faith will be returning to enter her studies again. Her travel out and her travel back will be upon us. Travel for Mrs. Williams, Dickie and myself, however, will have to be covered by the University. I should like to go to work in New York at an early date and if there is any possibility of a place to roost for four of us, Faith would go with her school work in Columbia and Dickie would put in school and we could tuck into a very tight place. Noted
M.R.

All of the Williams family unite in wishing you and Mrs. Scott and the children a happy and prosperous New Year.

As ever yours,

J. Williams