Nanking
Corrcs,
Woodbridge, C. Louise 1925-1926
Woodworth, C.W. 1918-1919
Wright, Mildred E. 1921-1925

Miss C Louise Woodbridge

1925-26

University of Nanking

September 25, 1925.

Miss C. Louise Woodbridge,
% Bible Institute of Los Angeles,
536 So. Hope Street,
Los Angeles, Calif.

Dear Miss Woodbridge:

Having been instructed by the Treasurer of the University of Nanking to forward your salary check for the month of September to you at the above address, we take pleasure in enclosing check in the amount of $75.

Kindly notify us of any change of address.

Cordially yours,

Assistant Treasurer,
University of Nanking.

CLL/encl.

TRANSFER

P.O. Box 1337, Station C.
Los Angeles, Calif.,
December, 4, 1925.

China Union Universities
Central Office
150 Fifth Ave.,
New York.

Dear Sir:

Thank you for the cheque which came on December first. I am writing to know just what the arrangment was with the University of Nanking, regarding my salary. I would like to know just how many months' salary I can definitely count on. Of course this knowledge makes it easier to make my plans for the future.

Thanking you for the information,

Yours truly,

Louise Woodbridge

Letter from E. H. Priest dated Sept. 1/25 - authorized payments for 6 mos. beginning Sept.

Nanking

TRANSFER

UNIVERSITY OF NANKING

December 9, 1925.

Miss Louise Woodbridge,
P. O. Box #1337, Station C.,
Los Angeles, Calif.

My dear Miss Woodbridge:

Your letter of December 4th has come in during Dr. North's absence from the city, and I am therefore answering it in his stead.

Under date of August 5th, Miss Priest wrote us that you would be entitled to salary for a period of six months, beginning with September, 1925; according to this statement, it would then appear that salary should still be paid to you for the months of December, 1925, and January and February, 1926.

If this does not coincide with your understanding of the matter, will you not communicate with Dr. North at once?

Cordially yours,

Secretary to Dr. Eric M. North.

TRANSFER

468 No. Euclid ave.,
Pasadena, Cal.
March 31, 1926.

Dear Dr. North:-

I am returning a cheque for $75.00 which I received today. I am writing to ask if I am entitled to it. I understood that my salary was to go on for 6 months.

Will you kindly look into the matter.

With kind regards,
Yours sincerely,
Louise Woodbridge

ck. for $75.00 enc.

Woodworth

1918 – 19

(COPY)

Nanking, March 12, 1918.

File Mosquito

Mr. P. G. Wang,
Commissioner of Police,
Nanking.

Dear Mr. Wang:

I want to say how much I appreciate the character of the men you sent around the walls with us yesterday. With such men I feel certain that the mosquito campaign is sure to be a great success. They have doubtless given you a full report of the details of the trip.

I have made a map of the town based on the map you so kindly loaned me and divided the territory into ten districts as seemed wisest from the mosquito-control standpoint. At the suggestion of one of your men I am planning to rectify some of the boundaries of these districts to conform to the districts you have established for the purpose of police administration. When this is done we will have copies of the map made by blueprint and will furnish a copy of this to your office. We will also make copies of the individual districts for the use of the students and of the members of your force who will undertake this work.

In order to train young men to carry on this kind of work in succeeding years in other cities, I will assign one or two men for each of these districts, who will represent me in the direction of the work, and I will personally see that each of these carries out my directions. I have so arranged the outlines of these districts so as to require approximately the same amount of work and, in accordance with my conversation with you, in which I estimated that the work would require fifty men, I would now suggest that five men be designated for each of these ten districts, to begin right away the work of inspection.

I have not thus far found a single mosquito about, but with the weather continuing as warm as the last two days there is no doubt that they will be coming out from their winter quarters right away if indeed they are not already flying. It will be several days, perhaps two weeks, after they begin to fly before any will be ready to begin laying eggs.

While it may thus be two weeks or more before the wigglers will be found in the water, it is wise to begin the inspection work, especially in the residence section, because some may have come out earlier and we should be very sure to catch this first spring brood.

I think it will be very desirable to bring together in the main lecture room at the University, for instruction, the whole body of the men who are to take part in this campaign, and I want

to suggest that within a day or two this be done for a one hour's lecture upon house inspection and upon the general objects of the work. I will have some one interpret my talk so that they will understand.

I have been trying to get one of the inspection nets made for the out-of-doors work and expect in a day or two to have one ready. After this is at hand I will send it to you so that you can have it duplicated for the use of the men. I think that about twenty-five of these will be enough.

As soon as we begin to actually find the mosquito wigglers in the water, I will at once begin testing the different ways available for their destruction and advise as to the best methods for each class of locality. In this phase of the work I will have to feel my way along, as I have had to in previous similar efforts in California, until I know what is best under the various conditions we meet here in Nanking.

I would like to meet the men a little later in the year for further instruction as soon as these experiments have been brought to definite results.

I am anxious to have as large a number as possible of your men to take an intelligent interest in the problems in hand, in order that your men will become fully competent to cope with the situation in coming years without the need of further help from the University.

If it is not too soon, I would be glad to give this first lecture to-morrow at ten o'clock or at any time Thursday morning.

If all of these suggestions are satisfactory to you, we shall proceed along these lines, or if you have any plans that ought to be considered in this connection, I should like to incorporate your ideas in this outline.

I feel proud to be associated with you in this splendid enterprise, in which I am sure Nanking will make a record which will be imitated far and wide all over China.

Very truly yours,

(Signed) C. W. Woodworth.

October 31, 1918.

President Benjamin Ide Wheeler, LL. D.,
University of California,
Berkeley, Cal., U. S.A.

My dear President Wheeler:

I am taking the liberty of sending to you a resolution passed by the Board of Managers of the University of Nanking, and another resolution passed by the Faculty, concerning the work of Dr. Woodworth, who, as you know, has been spending his sabbatical year with us and who leaves for his work in Berkeley again shortly.

We wish to thank you most heartily for making it possible for Dr. Woodworth to render us the unique service he has been giving. His tremendous industry and devotion to his work, and the perfectly splendid and unselfish spirit that he has manifested and the sympathetic and understanding way in which he has entered into all of our problems and our life here have been most inspiring and helpful.

The experiment that we have now been conducting for three years, of having some of our ripe scholars from the best universities in America spend a year or two with us, giving us the benefit of their wider experience and more mature scholarship, has been most happy and fruitful. Dr. Woodworth has made a very large contribution not only to our local work here but to the whole cause of education in China, and I am sure the University of California can well be proud of him and what he has done here. We hope that it will be possible to secure another man of like spirit and attainments to spend his sabbatical year with us from the University of California.

Very cordially yours,

President.

October 31, 1918.

Dr. C.W. Woodworth,
University of Nanking,
Nanking.

My dear Dr. Woodworth:

The Faculty of the University of Nanking wishes me to express for them the very deep feeling of appreciation and the very high regard we all feel towards you for your exceptional service to the University, and for the inspiration and help you have been to each of us personally. It has been of the greatest value to us as individuals, to these young men as students, and for the whole ideals and work of the University in its formative years to have had the privilege of seeing you at work, and of catching, I trust, for ourselves and for the University, your splendid spirit of service and of "applied scholarship."

The definite and specific contributions that you have made in a brief school year have been notable. The lectures and laboratory work in Entomology, the study of Sericulture with thousands of real silkworms, testing and comparing all possible methods and practices, the daily campaigns against the mosquito pest and the unique and constructive plan of education to meet more nearly China's greatest needs - the very practical and intimate nature of all of your work and thinking for us has been a revelation and will serve as a model of right procedure for the years to come.

We have also been much impressed with your untiring industry and with your very wide interests, so that your help to us has been many-sided and you have entered into all our problems with ready sympathy and always with constructive suggestions.

We only regret that you are leaving us so soon. We hope that your next sabbatical year may be spent with us, for by then we believe that the ideals you have emphasized and the methods and plans you have inaugurated will be bearing increased fruitage. We are exceedingly grateful to you personally and to the University of California for her rich gift of your year's service in the University of Nanking.

Very cordially yours,

In behalf of the Faculty.

October 31, 1918.

Mrs. Charles W. Woodworth,

Berkeley, Cal., U. S. A.

My dear Mrs. Woodworth:

I am enclosing for you and your family two resolutions regarding Dr. Woodworth's work with us here, one from the Board of Managers of the University of Nanking and one from the faculty.

In addition to these rather formal expressions of appreciation and regard, I feel led to write you a personal letter thanking you for your very great sacrifice and self-denial in making it possible for Dr. Woodworth to spend this delightful year with us. For you, I am sure, it has been a long and anxious year, with Dr. Woodworth in a strange land and with the war making its great demands of loved ones and of sacrifices upon you. It has passed all too quickly for us, for we would surely like to retain your husband here permanently. Dr. Woodworth has been so kind and sympathetic and understanding and uniformly cheerful and stimulating that we shall sorely miss him. He has fitted into our ways and life with a most beautiful spirit. He has put us all to shame by his hard work and his productive work and his splendid Christian spirit. He is a much better "missionary" than any of us, and our teachers and our students will long be inspired by his example among us.

But "they also serve who stand and wait," and we are under deep obligations to you in allowing Dr. Woodworth to come to us and so wish to thank you for your part in this special service that we personally and the University and China have been privileged to enjoy.

Very cordially yours,

To be inserted after the minute regarding Dr. Woodworth on top of page 4:

"The following minute was prepared: "The members of the Board of Managers of the University of Nanking would ex[illegible] Professor Charles W. Woodworth their deep appreciation of the servi[illegible]s this year so generously rendering to the University. During the [illegible] of sabbatical release from his duties as Head of the Division of Ent[illegible] in the University of California he has been carrying a regular sche[illegible] instruction in the University of Nanking, he has been instrumenta[illegible] inauguration of the Short Course in Sericulture and the Summer Cou[illegible]griculture, he has been offering the first graduate courses that [illegible]en given in this Institution, and he has waged almost single-ha[illegible]emarkable campaign against mosquitoes in Nanking. His wide inter[illegible]s unusual experience, his expert knowledge, his quiet sympathy, and [illegible]ity to adapt himself to circumstances have not only been making his [illegible] of exceptional value to the students but also of continual encourag[illegible]d inspiration to his colleagues. Professor Woodworth's contributio[illegible]k and thought and example will, we are confident, result in perm[illegible]vantage to the cause of Christian education in China."

ENTOMOLOGY
C. W. WOODWORTH, ENTOMOLOGIST
W. B. HERMS, PARASITOLOGY
E. C. VAN DYKE, TAXONOMY
E. O. ESSIG, INSECTARY
G. P. GRAY, INSECTICIDES
G. A. COLEMAN, APICULTURE
S. B. FREEBORN, PARASITOLOGY
H. H. SEVERIN, ANATOMY
E. R. DEONG, FIELD WORK

UNIVERSITY OF CALIFORNIA
COLLEGE OF AGRICULTURE
AGRICULTURAL EXPERIMENT STATION
BERKELEY

BENJ. IDE WHEELER, PRESIDENT
THOMAS FORSYTH HUNT, DEAN AND DIRECTOR
H. E. VAN NORMAN, VICE-DIRECTOR AND DEAN
UNIVERSITY FARM SCHOOL

Mr

February 17, 1919

Dear Mr. Williams:

I have just had a letter from Mr. Ing indicating that the officials seem to be ready to turn the Nanking City Railroad over to the "Industrial University Mission" which I am organizing and which I hope to affiliate with the University of Nanking so that our Nanking branch may become a regular department of railroad engineering of the University of Nanking.

We have also plans to establish later a department of Mining Engineering based on mining concessions in the great deposits eastward from the city. We do not know how big the enterprise may grow.

Perhaps you have also heard from Mr. Bowen or others of the plans we have been developing but for fear you have not I am enclosing a copy of an article which I wrote which explains briefly the whole matter.

I am writing to you now to discuss this matter privately with the members of the Board of Trustees so that they will understand the whole matter when we are ready to apply for affiliation. Our plan will be to handle the financial part of our enterprises assuming all the business risks but in every other way to cooperate in the fullest manner with other missions that have joined in forming the University. I would be glad to hear from you fully as to the feelings of the members upon this proposition.

Trusting that you and your family are all well and prospering, I am

Yours very truly

C W Woodworth

TRANSFER

Nanking

May 6, 1919.

Prof. C. W. Woodworth,
University of California,
Berkeley, Cal.

My dear Dr. Woodworth:

I should have replied earlier to your letter of February 17th, with its intensely interesting outline of a plan for a Industrial University. I have read and re-read the letter and the suggested plan. These questions have suggested themselves to me before taking up the matter with the Trustees. Of course, as yet, you had no proposition upon which you wished them to take any line of action, and I do not feel it would help the cause to have a hypothetical situation brought before them until there was a real matter for decision. Furthermore, there has been no meeting of the Trustees or of the Executive Council since your letter was received, as there were certain means of carrying out the remainder of our building project, of securing the absolutely necessary staff which had to be attended to before calling the Trustees together for another meeting.

Your outline did not suggest the plan or agencies through which the project would be achieved. What was to be the plan of organization and what was the personality contemplated in the organization? Do you contemplate an organized and incorporate body in the United States, or one in China?

You speak of the turning over of the Nanking Railway to the Industrial University Mission. Of course, this could only be done in case the University Mission is an incorporated body, with a definite personnel and officers. Your idea of developing a Department of Railroad Engineering would seem to be most timely for the situation in China and it would be fine if friends were found to make that undertaking. The University would like to see the work done, although it foresees clearly that with its present undertakings ~~[illegible]~~, it would be some time before we can get around to develop that Department.

I hope you found Mrs. Woodworth quite well upon your return. It was a great privilege for Mrs. Williams and myself to know her and your fine children. You rendered us a unique and very great service in Nanking and won the love and regard of all men there, and I feel you will have the satisfaction of realizing that the work you have begun will be continued for

Sheet #2,
Prof. C. W. Woodworth,
May 6, 1919.

the benefit of the Chinese people.

Cordially yours,

JW:CS

C. W. Woodworth

ENTOMOLOGY
C. W. WOODWORTH, ENTOMOLOGIST
W. B. HERMS, PARASITOLOGY
E. C VAN DYKE, TAXONOMY
E. O. ESSIG, INSECTARY
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DAVID P. BARROWS, PRESIDENT
THOMAS FORSYTH HUNT, DEAN
WALTER MULFORD, DIRECTOR OF RESIDENT INSTRUCTION
C. M. HARING, DIRECTOR OF EXPERIMENT STATION
B. H. CROCHERON, DIRECTOR OF AGRICULTURAL EXTENSION
H. E. VAN NORMAN, DEAN OF THE UNIVERSITY FARM SCHOOL AND VICE-DIRECTOR

July 28, 1920

Nanking

TRANSFER

Professor J. H. Reisner,
University of Nanking,
156-5th Ave., New York

Dear Professor Reisner:

I was glad to receive your letter of the 15th and of course disappointed that it was not practical for you to come by San Francisco on your way home. I would surely be glad to see the youngest member of the Reisner family. I hope you are all well and I am afraid that after all this time even Jessie will not remember me. I am glad to note that you expect to get to California later. I will surely be very pleased to see you.

I have read over with interest your proposition to Dean Hunt. Unfortunately he has taken his sabbatical leave and gone to England and so his letter will probably not reach him at all. However, I am very inclined to doubt whether you will interest him in the proposition you have to make. You certainly will be much more likely to find an attentive ear in case you would communicate with President Barrows. You may remember that Mr. Barrows was head of the school system in the Phillipines some years back, indeed he organized that system and he is well acquainted with the whole Eastern situation and very sympathetically inclined toward mission work and fully alive to the opportunities such as your University has before you. When you come to California you want to see him and talk over the situation with him.

Very truly yours,

C W Woodworth

CWW/B

CHINA'S GREATEST NEED.

Outline.

What it is.

Other views. Evangelization. Political Change.

Inadequacy of education.

Social conditions must change. Education will change.

Practical education.

Must develop here. Must have outside help. Must combine school and apprentice methods. New equipment for schools. New qualifications for teachers. School must be large. Organization like business. Must avoid uniformity.

The Industrial University.

Originated in China. A missionary enterprise. A comprehensive enterprise. Not competing with older enterprises. A layman's mission. Adjustable to the needs of society. Compensating present inequalities. Special functions to aid people. Special aid to other institutions. A world-wide enterprise. Interchange. A common language. Classes of undertakings. Replacing of imports. Production of imports. Development of new industries. Profits all for workers. Socialistic possibilities. Spiritual object.

A year's observation in China would not be enough to form an adequate estimate of the relative importance of the many evident needs of the country, but when one's estimate coincides with the views of the majority of those longer in residence and of the Chinese themselves, one can express it with confidence. The relative importance of any need will vary according to the conditions and the greatest need is that for which the supply falls furtherest short of the demand. Other things may be equally or more essential to life, like the air we breathe, but if the supply is inadequate they cease to be needs. If we seek for the thing which is most desired, because poorly supplied, that which, when it is supplied, will also make more possible other desirable things, it is safe to say that China's greatest need is industrial ecudation. While the majority with whom I have come in contact agree in this thesis, there are others who would put the emphasis elsewhere while agreeing that industrial education is worthy of a second place. Among these are numerous missionaries who quite naturally think that evangelization holds the first place. Many other missionaries, and it has been particularly missionaries of long

experience in China, who, having felt the cramping effect of the low economic condition of the common people, limiting their spiritual growth, preventing the development of self sustaining and self propogating native churches, are ready to hold that Christian philanthrophy must first prepare the ground through education before Christianity can strike deep into the soil, and that this education must be along practical lines.

Another group including some missionaries and many educated Chinese give the first place to the reform of the political situation. The great masses of the Chinese people accept whatever form of government which may be imposed upon them with remarkable docility and as a natural consequence they are systematically exploited for the enriching of the rulers. Among many of the more enlightened this condition has become unbearable and political unrest beats itself between the strongly entrenched officialdom and the inertia of the great unthinking masses. Man realize the hopelessness of accomplishing great and permanent reforms until education of the modern practical sort has permeated into and made mobile the great body of the Chinese nation.

Some have questioned the efficiency of education to meet China's present needs because of the very large number of returned students who have succeeded in accumulating the material of western education but fail to find a place for themselves in the eastern civilization. There are two reasons for this situation. First, the old civilization of the east must be changed to conform to modern conditions, these educated men must not expect to settle back into the status of the past and cannot expect to find on their return that China has of itself accomplished the transformation necessary to enable them to find a place suited for the exercise of their newly acquired attainments. They are confronted with the very difficult task of recreating their world. It is for this particular purpose that they were given the unusual advantages of western study. They need to take hold of this task and not wait for others to find work for them.

The second reason for their failure to find a place for themselves is in the

kind of education they received. Western educators are alive to the fact that changes are necessary to adjust their schools to the needs of the present western civilization. The better education of the masses is bound to enlarge the number of "learned professions" till all occupations are "learned" and adequately provided for in the schools just as farming is becoming a "learned profession" in fact with the present development of the agricultural colleges.

It is not the crude early experiments towards industrial education that will meet China's needs but an efficient system which will make people effective and prosperous. This system will have to develop largely in China if it is to be properly adjusted to the needs of the country.

It will need all it can get from America or elsewhere but the simple transplanting of any system can only prove disappointing and misleading. What most needs to be changed in American industrial education is the closer conformity of the teaching materials and methods with actual practice.

We need most of all to incorporate into school work the good features of the apprentice system so that practical skill and economic efficiency may be conferred on the student instead of the opposite of those which is too often the outcome of school training. It must also have the close personal contact with the teacher which the apprentice system provides. We must have something a great deal better than the apprentice system in the production of greater versatility and a broader outlook on life. It must be more certain than the apprentice system in providing able teachers and in guiding the student into the class of endeavor for which his natural inclinations and powers best fit him.

To bring about these improvements it will be necessary for the schools of the future to acquire the tools and equipment of the modern factory and to operate the plant on a sound business basis. This will involve the raising of the standard for teachers, requiring of them, in addition to the qualifications which we now insist upon, manual skill and sound business sense, qualifications which many present teachers conspicuously lack. This will involve also that the school assume the risks of modern business life and control capital in a way, or rather to an extent

not heretofore attempted. Finally if the coming school is to meet all the economic needs of the coming generations it must become very large including within its activities every variety of business necessary to our modern highly specialized civilization. Schools to attain to this ideal cannot remain small isolated units but must adopt the same policy of combination and effective organization that has been found necessary in the conduct of modern business operations. Schools must be united into a system modeled on the organization of a business corporation in the place of the loose plan of inspectors and supervisors which seems to tend to the suppression rather than the development of the initiative of the teachers and to produce uniformity in theplace of efficiency which requires diversity since teaching is art and not the manufacture of a standardized product.

If this thesis is accepted then the great question of the day is how these ideals can be realized. The plans of the proposed Industrial University which will be organized along the broad lines just specified as a contribution towards the realization of this great need in China and elsewhere will therefore deserve attention.

The plans originated in China. The first organization formed to promote the enterprise was composed of Chinese teachers and it is expected that the institution, while by no means limited to China will find in this country the opportunity for early and rapid development. The expectation is to secure the necessary initia capital and the first teachers in America and to launch the enterprise as a Christian mission. Among missions it will differ from those now operating in much the same way that it will differ from ordinary schools.

The work of the Industrial University as a whole will include everything now well done by other missions and other schools, but not in such a way as to compete with these institutions. It will not open a new branch where a school, a mission, or hospital is now working except when desired by that institution and then only carry on those things at such a place as the existing institutions cannot do. It will thus come in as a reinforcement and not as a competitor since it will do cooperate chiefly with missionary institutions in which the preaching of the gospel

is already fully provided, for it will make the least preparation for this kind of of service and will be chiefly a mission devoted to the physical needs of man, inculding his health, his mental growth and his economic success. It will be largely devoted to the production of Christian laymen upon whom in the last analysis the success of the church depends. From the start it will be primarily a layman's mission not only supported by laymen as are other missions but organized and controlled by laymen for laymen.

The fundamental principal of the Industrial University is that our duty to God is to make of our lives the greatest success in every particular and to aid others to obtain the same success. While it may be the duty of one individual in a crisis to sacrifice all else so as to accomplish one object, others and society as a whole must proceed in an orderly and balanced course and those who plan for social organization should either consider the whole body of the needs of society or carefully subordinate their own particular field, making it contribute to the whole neither more nor less than its appropriate share.

If missions and schools have failed to contribute to a balanced growth of society it is either because they have gone ahead or lagged behind instead of keeping pace with social progress. Schools have wasted effort in making too many teachers, preachers, lawyers and doctors, and delayed progress by diverting minds to these professions that should have been leaders in the various lines of business, manufacture and other physical activities according to the needs of the world of today.

The Industrial University has been planned with a view of minimizing such misdirected effort, not by curtailing any of the teaching work now done but by supplementing it by adding just what is needful to scure balance. The excess of professional men is relative and not absolute and there will be no excess as soon as they are balanced by the proper number of men trained in the neglected subjects. The Industrial University tends to be unsymetrical in its curriculum and not uniform in its various branches in order to counterbalance the prevailing form of education in the different localities. One way in which it will endeavor to

supplement existing institutions will be by giving particular attention to people of such age or lack of preparation that it acts as a bar to their receiving the advantage of present facilities. It will also endeavor to serve those who have already received all the present schools have to offer them. Again it will strive to serve those who cannot now overcome their financial handicap. A class of service which the Industrial University can render existing schools is by providing capital, assuming financial risks, securing specially trained teachers for temporary or continuous service and giving them the use of its world wide business organization for the sale of commodities or the purchase of supplies.

The plans of the Industrial University include the establishment of branches in all parts of the world because the need of industrial education is not limited to any country but is a universal want which the people of many countries are discussing and endeavoring to meet, though in too small a way. Since the plans are so broad there will be two necessary conditions for unity and success. First: there must be a continual interchange of membership between the various branches, and second: there must be a common language. To accomplish the first a regulation of the institution will require a period of residence each year in another branch from the one which the member considers his home, thus binding the whole institution together by personal acquaintanceships. The common language will be English since that has now come to be the language of the greatest markets of the world, in nearly every continent, and of the major part of the shipping of the world.

The world is now entering an era of universal intercourse and international relationships making the realization of universal brotherhood essential to the peace and prosperity of the world. There is need of the directing of every influence towards this end. It is particularly desirable that the business of the Industrial University include exporting and importing since this business can be indefinitely expanded with the least disarrangement in the internal economic condition. The University will endeavor to avoid competition with the existing industries of the country by limiting as far as practical its activities from providing for its own wants, to the three classes of enterprises; 1st, endeavoring to replace imports by

products manufactured in the country; 2nd, the manufacture of goods which can be profitably exported, and 3rd, the development of new industries.

The amount of imports into any country ought continually to increase but everywhere there are products which occupy the tonnage of our ships that could equally well or better be produced in the country to which they are sent. The manufacture of such things should prove particularly profitable because if done equally efficiently the profit is larger by the amount of the cost of transportation.

The amount of exports is a guage of the prosperity of a country. Any broad plan for the improvement of the financial condition of a people must include means of increasing their exports. The Industrial University in each country will therefore endeavor by all means to cater to the markets of other countries and will organize the machinery to study and exploit these markets.

The development of new industries is the measure of the progress of a people and the Industrial University plans to protect and develop the constructive contributions of its members in the fullest manner possible. All such things add to the wealth of the world and should be fostered in a systematic manner. Many ideas and inventions are now undeveloped and lost to the world because of the lack of cooperation between the inventor and the man with business sense, capital or mechanical skill. The Industrial University will be so organized that this cooperation will be brought about and the members of the institution will reap the financial profits that will follow.

All profits will accrue to the individual members. The University will not become rich as an institution. It will not acquire property that cannot be made to yield a revenue and will dispose immediately of anything that ceases to be productive. All that it owns will be covered by the bonds owned by members to whom it must return interest. The members may become wealthy but if they do it will be as individuals, not as a community. The acquiring of wealth will not change the ~~stain~~ status of a member as regards his duties or obligations. Just as in any other school all must study and all must work without distinctions to wealth. The effort will be made to have the life of all within the institution more attractive than

anything that money can buy outside and to the extent that this effort succeeds the institution may develop into a socialistic community. If this does happen it will be so only because the self interest of the members holds them together. As in any other school that which draws the members will be the advantages that it has to offer. They must go from other schools because they must make their living or because the school does not make provision for the indefinite continuation of study. Here the teaching is intended to include everything necessary to life and has therefore no inherent limitations. However, whether this be the result or not the kind of instruction is that best calculated to fit a man for life either within or without the institution since it involves doing practical things in a practical way.

While the stress is thus laid on things that can be measured with money we believe that this is the best way to lead to the higher and finer things of life. After the material things are conquered, after one has learned efficiency in earning his daily bread, he will have the time and power and the inclination to also pursue those things which are more than bread.

We believe that this follows from the natural God-given instincts of man, that it is the natural reaction which will follow from the self wrought relief from the limiting environment which we wish to ameliorate.

We believe that this Industrial University will not be built upon the sands but on the firm foundation of the wisest and truest philanthrophy, contributing in a most effective way to the abundance of the life eternal.

Mildred E. Wright

1921-25

Mildred E. Wright Portland Ore.
Oct 27th 1921

Mr. Russell Carter
New York City.
N. Y.

Dear Mr. Carter.

I left Nanking on Sept 18th. I am enclosing my expense account from that date to the date of my arrival here, Oct 17th.

Please send my salary to me here until I let you know differently.

Sincerely yours
(Mrs) Mildred E. Wright
231 Bancroft Ave
Portland. Oregon.

Expenses to and in Shanghai

R.R. fare	$ 12.46	✓
Passport	21.30	✓
Transportation of Baggage	3.70	✓
Board and room	7.50	✓
	$ 44.96	✓ Mex.
Exchanged at $1.85 for	24.30	✓ Gold.

Expenses from Shanghai to Portland.

Tips	11.50	✓
Board & meals	4.	✓
R.R. fare	37.96	✓ ? Landed where & date?
Trans of Bag.	5.50	✓
Excess Bag.	7.59	✓ ?
Total	$ 66.45	✓
Nauk to Shang.	24.30	✓
	90.75	✓
Advanced by Mission Theps in S.	70.	?
Bal. due me.	20.75	✓

November 12th, 1921.

Miss Mildred E. Wright,
231 Bancroft Ave.,
Portland, Oregon.

My dear Miss Wright:

Your letter to Mr. Carter enclosing travel account has been received, but before settling the amount which you have spent more than you have received, we feel that we should have an explanation of two items. You do not state the port at which you arrived, nor the date of your arrival, but from the railroad fare entered in the account, we understand that you landed in San Francisco and paid full fare from San Francisco to Portland. We are surprised that you did not avail yourself of the special clergy rates to which our missionaries are entitled and of which the Shanghai Mission Treasurer is in the habit of instructing all returning missionaries to secure. To all trans-Pacific passengers returning to America a special baggage allowance of 350 pounds is allowed from the port of entry to the first stop-over. Unless you had more than 350 pounds of baggage, we do not see why you should have had to pay $7.59 excess.

May we ask you also to advise if the Mission Treasurer in Shanghai did not give you a clearance sheet showing the amount of money which he had advanced to you. Perhaps some arrangement was made between Mr. Owen and Mr. Myers which would eliminate this clearance sheet but it would be a help to us in settling your account to have such a statement.

We are pleased to welcome you back into the homeland, and are sending you a check for $50.00 on account. We will make a complete adjustment as soon as we have the explanations which we have asked for above.

Very cordially yours,

RUSSELL CARTER, Treasurer

By

Encl.

RECEIVED
NOV 28 1921
TREASURERS OFFICE

Mildred E. Wright

231 Bancroft Ave
Portland Ore.
Nov 20th 1921.

Mr. Russell Carter
156 5th Ave.
N. Y. City

RECEIVED
NOV 28 1921
TREASURERS OFFICE

Dear Mr Carter -

On Oct 28th I sent you my expense account and my address here. I am wondering if you received the letter. I shall have to go to work if I don't receive some money pretty soon. I'm not sure that I have the correct address because I neglected to get it before I left Nanking and the Presbyterian Mission gave me this one.

Sincerely yours (Miss) Mildred E. Wright

Mildred E. Wright

331 Bancroft Ave
Portland Ore.
Nov. 21st 1921

RECEIVED
NOV 28 1921
TREASURERS OFFICE

Mr. Russell Carter
150 - 5th Ave -
New York - N.Y.

Dear Mr. Carter -

Your letter with the check enclosed came today just after I had sent my second letter to you. I do not wish to be thought over-anxious but I was not sure I had the correct address.

I am sorry I was not explicit in my letter as to my arrival - I arrived in San Francisco on Oct. 14th, 8 am - I paid full fare to Portland because Mr Owen told me there were no reduced rates on the S.S. fare and I supposed this applied to the R.R. as well.

In Shanghai I talked with Mr. Mains and he did not mention the special clergy rates - He did not have any idea what the fare was. I had no idea I could get them so I certainly should have done so. I might have thought of it too - because I got them when I left five years ago - I guess I was ~~too~~ excited.

I made one stop over in Marysville. I have destroyed my baggage checks now

do not know how many pounds excess I had, but although I only had two trunks I know it was considerable.

Mr. Main did not give me the clearance sheet you speak of. I did not know anything about me or I should have asked. He gave me travelers checks for $70.

I regret that you have had this trouble in settling my account.

It is indeed good to be home and I thank you for your kind welcome.

very sincerely yours

(Mrs) Mildred T. Wright

November 30th, 1921.

Miss Mildred E. Wright,
231 Bancroft Ave.,
Portland, Oregon.

My dear Miss Wright:

We are happy to report the receipt this morning of the following letter dated November 28th, 1921, from the Secretary of the China Medical Board.

"I have the honor to inform you that the following action was taken at an Executive Committee meeting of the China Medical Board held on November 21st:

RESOLVED that MISS MILDRED E. WRIGHT be, and she is hereby, designated to received a SCHOLARSHIP for nurse training in the United States during the year 1921-22, with stipend of Three hundred dollars ($300) it being understood that there shall not be additional charges for either tuition or travel."

Very sincerely yours,

RUSSELL CARTER, Treasurer

By

GTS:M

November 29th, 1921.

Miss Mildred E. Wright,
231 Bancroft Ave.,
Portland, Oregon.

My dear Miss Wright:

We have your letters of Nov. 20th and Nov. 21st, giving us the explanations we asked for regarding your travel account. We are enclosing herewith check for $45.75, covering the balance due you on travel of $20.75, and balance of $25.00 on your home allowance. We are assuming that you received your salary from Mr. Owen for the month of September and that the $75.00 from this office covers the month of October. If this is not correct, will you advise us.

Very sincerely yours,

RUSSELL CARTER, Treasurer

By

M.

Encl.

675 Cypress St
Portland Ore.
Jan. 15 - 1924

Nanking

TRANSFER

Dear Dr. North -

Dr. Hutchison of the University Hospital Nanking, China - told me to send you my address and you would forward my salary to me, here, until other word from him -
This address is - 675 Cypress St -
Portland - Ore -

Sincerely yours

(Miss) Mildred E. Wright

Write asking how long was she to pay salary
Letter Miss Walker

675 Cypress St
Portland Ore
Feb 28th

Nanking

TRANSFER

Dear Dr. North -

On Jan 15th I wrote you asking you to please forward my Jan. salary * 75.00 to me at this address. I don't know whether or not you received my letter. Perhaps I neglected to give you my address. Or you may have been waiting 'til you heard from Dr Hutchesson.

Dr. Hutchesson wrote me that they would pay my salary for 6 months ending May 31st. I have decided however to only take two months salary - Jan and Feb. If you have not already forwarded my Jan salary - Please put the two months in one check.

I am hoping to be able to work in a few weeks. Very sincerely yours

(Miss) Mildred E. Wright

Nanking

University of Nanking.

TRANSFER

February 26, 1925.

Miss Mildred E. Wright,
675 Cypress St.,
Portland,
Oregon.

My dear Miss Wright:

In response to your letter of the 20th inst., I am enclosing two checks for $75 for your salary account. Your previous letter did not indicate the months to be covered by payments from this office, and I assumed that you had received your January salary from Nanking. As this is evidently not the case, the two checks herewith will cover salary for January and February.

May I ask if you are quite sure it is wise for you to release your right to the additional three months salary? It of course would be helpful to the Hospital for you to do so if you can, but on the other hand we do not want one who has given the service you have to be embarrassed for not having that to which she is entitled.

I am glad to note the indication of returning health and strength expressed in your hope to take up work before long.

One of these checks was already made out when your letter arrived, and I thought you would not object to the two checks.

Cordially yours,

Assistant Treasurer,
University of Nanking.

EMN/CLL
Encl/

675 Cypress St
Portland Ore.
Mar. 11-1925

Dear Dr. North.

I received your letter of Feb. 26th with the two checks enclosed. I think I am quite safe in saying that I will not need to take any more. I do not feel very much better than I did. It looks like I never shall feel really well again. I seem to be worn out. However, my doctor says he does not think it will hurt me to work, if I do not work too hard. so I am only going to take short cases enough to bring in what I need for board etc.

Thank you for your interest.

Very sincerely yours
Mildred E. Wright