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Hodgkin, Henry T.
(Letters sent by HTH)
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0556

25th January, 1918.

With reference to Minutes of the Senate of the West China Union University, I notice that the last Minute of the meeting held on 23rd September last is No. 420, but that the first Minute passed on 7th October is No. 422. I should be glad if you would let me know whether there has been a mistake in the numbering, or whether a Minute has been passed of which we have not received copies.

Rev. C.R. Carscallen,
West China Union University,
Chengtu.

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0557

- 2 -

Fred Rowntree

course, these first buildings have been particularly difficult from this point of view; but, even so, I cannot help feeling that a closer watch ought to have been kept on the expenditure. Otherwise I think that the memorandum is likely to cover the

15, Devonshire Street,
Bishopsgate,
London, E.C.

Yours sincerely,

27th January, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

I was glad to get your letter of the 25th, with various enclosures. I now return these.

I am very glad to see the line taken by Ricker in his last letter, which, I feel, is a very hopeful one. It raises the question, in my mind, whether it would not be worth while for him to come to this country on his way back to China, or during this time of special leave, in order that he might spend some weeks with you and see something of your work. His letter certainly shows an intention to deal more sympathetically with the plans which you are sending out than we had hitherto hoped, as well as a willingness to represent you to the Senate if he can fully understand your point of view. I think that we ought to take advantage of this, and make him as efficient as possible.

In regard to the memorandum, I have only one point to note. There is nothing said in it about the responsibility for keeping the buildings within the estimates. It seems to me that this is a question which ought to be quite fully dealt with, because it is one of the most difficult of all. Ricker, I understand, has, hitherto, not felt responsibility in this direction, and the result is that the prices have climbed up and up, and the Board of Governors has felt itself left in the lurch, not being able to fix responsibility either on you or him. It seems clear to me that the builder is the only man who can really watch the relation of expense to estimate, and that it is his duty to report to you if he sees that there is a danger of the estimate being exceeded. Of

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Fred Rowntree.

- 2 -

course, these first buildings have been particularly difficult from this point of view: but, even so, I cannot help feeling that a closer watch ought to have been kept on the expenditure. Otherwise I think that the memorandum is likely to cover the need.

15, Devonshire Street,
Bishopsgate,
London, E.C. 2.

Yours sincerely,

27th January, 1918.

Fred Rowntree,
11, Hammarshill Terrace,
W.

My dear Rowntree,

I was glad to get your letter of the 25th, with various enclosures. I now return these.

I am very glad to see the line taken by Ricker in his last letter, which I feel is a very hopeful one. It raises the question in my mind, whether it would not be worth while for him to come to this country on his way back to China, or during this time of special leave, in order that he might spend some weeks with you and see something of your work. His letter certainly shows an intention to do so more sympathetically with the plans which you are sending out than we had hitherto hoped, as well as a willingness to represent you to the Senate if he can fully understand your point of view. I think that we ought to take advantage of this, and make him as efficient as possible.

In regard to the memorandum, I have only one point to note. There is nothing said in it about the responsibility for keeping the buildings within the estimate. It seems to me that this is a question which ought to be quite fully dealt with, because it is one of the most difficult of all. Ricker, I understand, has, hitherto, not felt responsibility in this direction, and the result is that the prices have climbed up and up, and the heads of Governors have felt their left in the lunch, not being able to fix responsibility either on you or him. It seems clear to me that the builder is the only man who can really watch the relation of expenses to estimate, and that it is his duty to report to you if he sees that there is a danger of the estimate being exceeded. Of

Encl.

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2nd February, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

I have put into shape the draft which you sent me, with the amendment, and am sending a copy of it to Dr. Endicott. I think that this is the right way of dealing with it. I enclose a copy, so that you may have it by you in exactly the form in which I have sent it.

I am writing to Dr. Endicott suggesting that, if possible, it would be well for Ricker to come here before going back to China: but, of course, under present conditions, this is not a thing that one can very well press.

I enclose a copy of my letter to Dr. Endicott.

Yours very sincerely,

Encl.

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15, Devonshire Street,
Bishopsgate,
London, E.C.

2nd February, 1916.

Rev. J. Endicott, D.D.,
Missionary Society of the Methodist
Church, Canada,
33, Richmond Street West,
Toronto.

Dear Dr. Endicott,

Mr. Rowntree has been very much engaged in connection with our War Victims' Relief Work, where he has been rendering voluntary aid in the erection of houses for Belgians in Holland, and similar work. It has, therefore, been difficult for me to get the matter of the Advisory Committee in Chengtu put through. I am now, however, able to send you the draft which is the result of our discussions. I should be glad to know how far you think that this meets the difficulty. I hope that you will have an opportunity of discussing it with the Executive, and also with Mr. Ricker, or, if the Executive is not meeting, that you will at any rate let the members of it see the draft. If it is approved by the Executive and by Mr. Ricker, I think that it should be sent out to the Senate. If, on the other hand, you have modifications to suggest, will you let me have them, so that I may discuss them with Mr. Rowntree?

Mr. Rowntree is very pleased with the latest reports which he has received from Mr. Ricker and Mr. Morrison in regard to the building. He feels particularly anxious, if it is at all possible, to have the opportunity of meeting Mr. Ricker before he goes back to China, in order that he may more fully discuss certain questions with him. Perhaps you would consider this matter, and see whether the additional expense is thought to be justifiable. Of course, under conditions like the present, neither Mr. Rowntree nor I would press at all for any such visit to be paid to England. At the same time, it is only right to mention the matter, because we both feel that it would be a very material advantage, both to Mr. Ricker and also in

Rev. J. Endicott, D.D.

connection with the erection of the buildings as satisfactorily as possible. If there is any chance of Ricker's coming over, perhaps you would cable, so that Mr. Rowntree may be able to make his plans accordingly. He is spending a good deal of time in Holland, and would like to know in advance if there is a prospect of his seeing Ricker in this country.

Yours very sincerely,

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15, Devonshire Street,
Bishopsgate,
London, E.C.
15th February, 1918.

Rev. J. Endicott, D.D.,
Missionary Society of the Methodist
Church, Canada,
33, Richmond Street West,
Toronto.

My dear Dr. Endicott,

I received, a few days ago, your letter of the 20th January enclosing Minutes of the Board of Governors, and of the Executive Committee held on the 13th January. There are one or two questions arising out of these Minutes with which I should like to deal.

I am very sorry to note that Mr. Rhoads has declined the position of Treasurer, and much hope that you will find someone suitable who will soon be able to take on the work.

I have received word from Dr. North in regard to the money which I hold for the credit of the University, and am acting on his letter. I hope to write to him in a day or two.

I have not yet heard from our Friends in America in regard to the Middle School, though I much hope to do so before long.

In regard to Minute 180 of the Executive Committee, I note the definite instruction. I should have thought that the way of dealing with the matter, under the terms of the Minute of the Board of Governors, would be to await the scheme drawn up by the Architect, and pass upon that before giving definite instructions to the Senate. Perhaps, now that the scheme has been sent to you, you may deal with the matter again. I think that the Architect should at any rate be given the opportunity of expressing his opinion upon the personnel of a Committee which will have such considerable powers in reference to his work. The Minute of the Executive leaves the matter so entirely in the hands of the

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Senate that it is conceivable that a Committee might be appointed in which the Architect would find it difficult to place confidence.

In regard to the note of the members present at the meetings of the Board of Governors, the name of Mr. James Wood, of New York, has been omitted. It seems to me, also, that the co-opted members ought to be included with the members appointed by the various Boards, the visitors being put quite separately. The co-opted members are just as much members of the Board, with full authority to vote and act on the Board, as the members appointed by the different Mission Boards, and, as a matter of fact, have a more definite position on the Board of Governors than the President of the University, whose name is included with those representing the various Missionary Societies. This is, of course, a very small point; but I think that you might note it for future reference.

Is not Minute 146, Item 11, a duplication of the subsequent Item authorizing the payment, or have two payments of the same amount been authorized, one by the Executive and the other later by the Board of Governors? I am not sure on this point. Very likely the Minutes are correct. I just leave the question for consideration.

In further reference to the point raised above (Minute 164, Item 8) I note the definite statement that the Executive Committee are empowered to put the suggestions into force after consultation with the University Architect, the Senate, and the Superintendent of Construction. I think that, perhaps, the matter has been dealt with a little prematurely.

With regard to Item 170, I think that probably the wording, as standing in the Minutes, is correct; but it seems to me that the invitation is a very general one. Supposing that the Church Missionary Society definitely decided not to come into the University scheme, they would still, by this Minute, be permitted, or invited, to send a visiting representative to meetings of the Board of Governors. The matter can be adjusted, perhaps, when we next meet. I think that it would have been better if the Minute had simply invited them to send a representative to the next meeting of the Board of Governors, when we could have acted again in the same way, had we so desired.

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Rev. J. Endicott, D.D.

I am sorry to send anything in the way of criticism of the Minutes which, I have no doubt, have involved a good deal of time in preparation, and which, on the whole, seem to me to be very satisfactory.

With kind regards,

I am,

Yours very sincerely,

Is not minute 148, item 11, a duplication of the subsequent item authorizing the payment, or have two payments of the same amount been authorized, one by the Executive and the other later by the Board of Governors? I am not sure on this point. Very likely the Minutes are correct. I just leave the question for consideration.

In further reference to the point raised above (Minute 184, Item 8) I note the definite statement that the Executive Committee are empowered to put the suggestions into force after consultation with the University Architect, the Senate, and the Superintendent of Construction. I think that, perhaps, the matter has been dealt with a little previously.

With regard to Item 170, I think that probably the word 'ing' as standing in the Minutes, is correct; but it seems to me that the invitation is a very general one. Supposing that the Church Missionary Society definitely decided not to come into the University scheme, they would still, by this Minute, be permitted, or invited, to send a visiting representative to meetings of the Board of Governors. The matter can be adjusted, perhaps, when we next meet. I think that it would have been better if the Minutes had simply invited them to send a representative to the next meeting of the Board of Governors, when we could have acted again in the same way had we so desired.

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17th February, 1918.

Rev. Frank Mason North, D.D.,
Board of Foreign Missions of the
Methodist Episcopal Church,
150, Fifth Avenue,
New York.

Dear Dr. North,

I am much obliged to you for your letter of the 21st
January.

I was very sorry to see, by the Minutes of the Execu-
tive Committee, that Mr. Rhoads had definitely decided not to
act as Treasurer of the Board of Governors. I regret that
this means a further burden on you: but I do not think that
the actual amount of work involved in the Treasurership is
very great, and I hope that, in the meantime, you will be
able to carry it forward. I see that Mr. Wood has been asked
to try to discover some other person to occupy the position.

On your authorization I am making a payment to Mr. Row-
tree of £150, and will send you a receipt covering the trans-
action.

I will also send you a draft for the amount of our con-
tribution for last year, to be forwarded by you to China as
suggested. I will hold over further items until I hear from
you.

I am,

Yours very sincerely,

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Rev. J. Beech, D.D.

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forward, and that their money is being well used. I think that, in some cases, a further subscription might be obtained from such persons. Take, for example, a Miss Blanchard (I think it was), in Philadelphia, who gave me a thousand dollars for the work on my first visit to America in connection with it. I think that it is quite possible that, if you called on her and told her a little about what was going on, giving her an up-to-date report, you might secure a little further financial support from her.

I have sent a copy of the "World Outlook" to Mr. Rowntree, and will send one to Mr. Broomhall.

I did not see a notice of the University in "The New York Outlook" of November 10th, but am glad to hear that the matter was there referred to.

I shall be glad to hear what success you are having in your work in America. I very much hope that you are meeting with a good response.

Very sincerely yours,

This problem is, I am afraid, only getting harder here as time goes on. The situation is likely to be extremely difficult when the next Budget is passed; and I am very doubtful as to our ability to make a successful financial campaign during the next three or four years, for such an object as the University. Our most hopeful line is in connection with the Ladies of the Friends' Foreign Mission Association, when we shall be making a general appeal for funds for the work of the Mission, and shall include prominently the work in West China as a special object for gifts, and as one of the most important pieces of work being undertaken by the Mission.

I wonder whether you have done anything in the way of preparing a report on the University to be sent to subscribers. I think that only a brief report is required; but I do feel that, in the case of persons who contributed perhaps some years ago, but who have heard little, if anything, since then, of the work of the University, it is important that we should be able to put into their hands a definite report from the Board of Governors, showing that the concern is still being

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15, Devonshire Street,
Bishopsgate,
London, E.C.

22nd February, 1916.

Marshall Broomhall, Esq.,
China Inland Mission,
Newington Green,
N.

Dear Mr. Broomhall,

At the request of Dr. Beech, I am sending to you, under separate cover, a copy of "World Outlook", containing material in reference to the situation in West China, and particularly with regard to the West China Union University. He much appreciates the help which you have rendered in regard to this issue. If you want a few copies of it, I shall be glad to send them to you.

With kind regards,

I am,

Yours very sincerely,

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15, Devonshire Street,
Bishopsgate,
London, E.C.

15th March, 1918.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

I enclose a letter which I have just received from Dr. Endicott, and which bears on the memorandum drawn up by you. I think that you will be interested in seeing it. I shall be glad if you will let me have it back soon.

I hope that it may be possible for the Executive to arrange for Ricker to come here; but I do not feel at all sure that this will be so.

Yours very sincerely,

Encl.

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15, Devonshire Street,
Bishopsgate,
London, E.C.
28th March, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

Many thanks for your letter. I will let you know as soon as I hear again from America.

I sympathise very much with you in wishing that Morrison might be in charge: but I do not know how we can deal with the matter. Of course it is possible that Mrs. Ricker's health may prevent Ricker's return: but I do not imagine that her condition is as serious as that. If he does return, there is, as far as I can see, nothing for us to do in the matter. Of course if Morrison were on the Sub-Committee which it is proposed to appoint, it would be much simpler for you. But, again, we have to remember that Morrison may be wanted for a while in Tungliang, in order to build the proposed new residence there. In the meantime, of course, he will have to remain at Chengtu until he has finished the Stubbs' house.

Yours very sincerely,

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15, Devonshire Street,
Bishopsgate,
London, E.C.
6th April, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

I am much obliged to you for letting me see the two letters in reference to Chengtu. Would you be able some time to come in and talk to me on the whole subject? It seems to me that we ought to have a little more conversation with reference to it. I have not heard anything definite about Mrs. Ricker's health. I do not think that we can at all assume that she will not be well enough to return. If it were at all likely to be right for us to raise the question of Ricker's further work in connection with the University, it is important that we should do so in just the right way. I wonder whether you could come in say between two and three on Monday next, or later in the afternoon. I have an India Committee at 3.30. This will probably be over by about six o'clock.

Yours very sincerely,

Encl.

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8th April, 1918.

I am afraid that Tuesday, Wednesday and Thursday are all impossible days for me, at any rate at the hours suggested. I think that we must wait until the following week, unless Tuesday, at 12.30, would suit you.

Fred Rowntree,
11, Hammersmith Terrace,
W.

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15th April, 1916.

I should be glad to know whether you could attend a meeting of the F.F.M.A. members of the Board of Governors of the Chengtu University on Wednesday afternoon next, say at 3.30. If this is impossible, would you kindly suggest another time on that day, or, failing that, give me two alternative dates in the following week?

H. Wilson Harris.
James Edmund Clark.

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15, Devonshire Street,
Bishopsgate,
London, E.C.
28th April, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

I am very much obliged to you for your letter of the 19th inst., which I submitted yesterday to the members of the Board of Governors, along with other material relevant to the question.

I enclose a draft letter to Dr. Endicott, which is not being sent until it has been seen and passed by other members of the Board of Governors. I should be glad if you would tell me whether you think that it will in any way prejudice your position, or if it is unfair either to you or to Mr. Ricker. I am very anxious to deal with the matter in a way which will leave no sores behind. You will see that I have not made much use of the actual facts contained in your letter, which I am retaining so that I can use the facts at a later date, if the Executive decides to go into the matter.

Yours very sincerely,

Encl.

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15, Devonshire Street,
Bishopsgate,
London, E.C.
28th April, 1916.

15, Devonshire Street,
Bishopsgate,
London, E.C.
28th April, 1916.

James Edmund Clark,
Asgarth,
Riddlesdown Road,
Purley, Surrey.

H. Wilson Harris, M.A.,
7 Hill Close,
Golders Green,
W.4.

My dear Wilson,

Dear James Edmund Clark,

I enclose a draft letter to Dr. Endicott, as a result of
our discussion yesterday. I should be glad if you would let
me know whether you feel that I have gone too far in this
statement. I am sending a copy of the letter to Mr. Rowntree
also.

Yours ever,

I am,

Yours very sincerely,

Encl.

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15, Devonshire Street,
Bishopsgate,
London, E.C.
28th April, 1916.
H. Wilson Harris, M.A.,
7, Hill Close,
Golders Green,
N.W.

15, Devonshire Street,
Bishopsgate,
London, E.C.
28th April, 1916.

James Edmund Clark,
Agricultural
Hidlesdown Road,
Putney, Surrey.

My dear Wilson,

I enclose a draft letter to Dr. Endicott, as a result of
our discussion yesterday. I should be glad if you would let
me know whether you feel that I have gone too far in this
statement. I am sending a copy of the letter to Mr. Rowntree
also.

Yours ever,

Yours very sincerely,

Encl.

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15, Devonshire Street,
Bishopsgate,
London, E.C.

2nd May, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

Thank you for your letter of the 29th April.

I have made some slight alterations in my letter to Endicott, and send you a copy of it to replace the original draft, in case, by any chance, you want to keep it. I note what you have said about the terms of appointment, and have made a reference to this in the letter which is now being sent. I have not gone further into the question of cost, but am hoping to write to Endicott on other matters, and will then deal with it.

Yours very sincerely,

Encl.

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15, Devonshire Street,
Bishopsgate,
London, E.C.
2nd May, 1916.

James Wood,
Braewold,
Mount Kisco P.O.,
New York.

Dear James Wood,

I am much obliged to you for your letter of March 28th.

I am very glad to hear that Alfred Scattergood is inclined to undertake the Treasurership. I hope that, by this time, he has definitely taken it over. I feel sure that he would be a great help to us in this capacity.

I think that it would be well for you to see a letter which I am sending to Dr. Endicott in reference to Mr. Ricker. I enclose a copy of it. I do not know at all what action he will take in regard to it: but I can hardly think that, after receiving it, he will not feel that the matter ought to come to the notice of the Executive. If he writes to me for further information, I shall, of course, send it to him.

I am pleased to see that the F.F.M.A. was well up in its payments to the Board of Governors. I hope that we may be able to continue so.

I think that you will remember that, when Robert Simkin was in America, he spoke a good deal to Maria Scattergood, and other members of her family, in regard to the work of the Middle School. I had some conversation with Henry Scattergood on the subject, and he gave me to understand that there was every prospect of their doing something substantial -- not less, perhaps, than one-fourth of the cost, paying, that is, the proportion which would fall on Friends in the event of the full cost being divided amongst the constituent bodies. I very much hope that Alfred Scattergood will go forward in the matter. It would be a fine thing if, in joining the Board as

James Wood.

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519

Treasurer, he were able, either himself or with other members of his family, to make such a contribution. Of course it would be better still if the whole cost of the Middle School Buildings were borne in this way; but my talk with Henry led me to think that it was not likely that they would undertake the whole cost, though I thought that it was very likely that they would undertake a considerable portion. Dr. Beech saw them on the subject. I think that it would be well, when Dr. Beech is in New York, for you to have some further conversation with him in regard to the matter, so that, on the one hand, the question may be kept before the attention of the Scattergood family, and, on the other hand, our representations to them may not be overdone. Shortly after I came back from America I wrote to Henry Scattergood on the subject, but did not receive any answer to my letter, so that I do not know what effect it may have had.

I had a note from you some time ago telling me that you hold a small sum of money which was subscribed by Friends in answer to the statement which you so kindly put into "The Friend" in reference to the need of the F.F.M.A. I imagine that there will be no further sums coming in on this head now, so probably it would be simplest for you to send to us the amount which you hold. Mrs. Oliver told me that she also had received some subscriptions. Perhaps you would be kind enough to send her a line before transmitting any money to me, as she might be glad to forward the sums which she has received at the same time. On the other hand, she may have dealt with them as a contra account, in view of the fact that remittances are being sent from us to her; and it is possible that, if you have only a small amount, the most economical way of dealing with it would be to send it to her, and let her deduct it from amounts due to her from this Office. I should appreciate your kindly arranging the matter with her.

I am hoping that Mrs. Oliver will be present at the Annual Meetings of the American Bible Society. I am very glad that Catharine Albright also accepted appointment as a representative of the Friends' Foreign Mission Association at the gatherings. I hope that they may be successful in every way.

With best wishes,

I am,

Your affectionate friend,

Encl.

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2nd May, 1916.

Thanks for your letter. I have slightly altered mine to Endicott, making it a little more tentative, etc., but covering much the same ground.

H. Wilson Harris, M.A.,
7, Hill Close,
Golders Green,
N.W.

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0581

15, Devonshire Street,
Bishopsgate,
London, E.C.

2nd May, 1916.

Rev. J. Endicott, D.D.,
Missionary Society of the Methodist
Church, Canada,
33, Richmond Street West,
Toronto.

My dear Dr. Endicott,

I have already written one letter to you on a special subject about which we have recently been corresponding. I now want to add some notes relative to other matters that have arisen between us, and that have been raised by the Senate.

1. Constitution. I have received a letter from Carscallen on this subject, dated 29th March. It does not seem to me that the points raised by the Senate are ones which should cause any delay in the adoption of the Constitution. I imagine that the Executive would be prepared to accept all these amendments without discussion. The last-named, dealing with the question of the Convocation, does not seem to me to require an amendment to the Constitution. A Minute of the Board of Governors would, in my opinion, meet the case, with, perhaps, a footnote on the printed Constitution quoting the terms of the Minute in some such words as the following:

"By Minute so-and-so of the Board of Governors held on such-and-such a date, it was agreed that this Article should not come into operation until so decided by the Senate."

2. I do not think that I have acknowledged your letter of the 9th March dealing with various matters that arose in connection with the Minutes of the last meeting of the Board of Governors; but there was nothing in it which required an answer.

3. Treasurer. I am glad that Mr. Alfred Scattergood has been approached in the matter. I know him personally, and have reason to believe that he is the kind of man that we want. I hope that, by this time, he will have definitely signified his willingness to serve. I have no doubt that the Board of Governors would be satisfied with the appointment.

4. Administration Block. The matter which has arisen in connection with the buildings in Chengtu is with reference to the authorization for going forward with the building of the whole of the Administration Block. I should be glad to know how the matter stands. I gather that there was correspondence on the subject between Dr. Barbour and Mr. Rowntree, and that the estimates that Mr. Rowntree gave, on the basis of twopence per cubic foot, showed that the building of the whole Block would absorb a larger amount of money than that which the Board of Governors was then disposed to place in the hands of the Senate for the purpose. Mr. Rowntree then suggested that the North Wing be not proceeded with. This proposal was agreed to by the Board of Governors: but, on the recommendation of the Senate, they decided, as I understand, that the foundations of the North Wing should be dug at the same time as the other foundations, leaving the superstructure to be erected when funds permitted. Mr. Ricker informed Mr. Rowntree, by a letter dated 25th November, 1915, that Dr. Barbour had, on the 28th August, 1914, written authorizing the Senate to draw the full amount for the residences and the Administration Building. On the strength of this letter, Mr. Ricker, as I understand, proceeded with the whole of the building. Mr. Ricker's letter was in response to one written by Mr. Rowntree, on the 1st April, 1915, asking him whether he had received any authority for proceeding with the superstructure of the North Wing. Mr. Rowntree still feels doubtful whether Dr. Barbour's letter was intended to authorize the Senate to proceed with the whole of the North Wing of the Administration Block. He is in doubt on the point partly on the ground that, apparently, the amount granted for the building was not the sum estimated by him for the whole, but the estimate which had been reduced by omitting the superstructure of the North Wing. If Mr. Rowntree's assumption is correct, and authority has never been given for the North Wing to be proceeded with, we have a clear explanation of part, at any rate, of the excessive cost of the Administration Block; and, on this basis, it would appear that there is still the sum of over \$10,000 (Chinese) available, according to Mr. Rowntree's original estimate for the completion of the entire Administration Building. This is an important point for us to clear up. It looks as though there had been some misunderstanding upon it. I should be very glad indeed if you could throw light on the question.

5. Funds for further work. I am glad to see that the F.F.M.A. has paid a considerable proportion of the share of \$5,000 expected from each of the Boards for urgent building. I hope that the other Boards will speedily pay in similar amounts. I cannot, just at the moment, forward the balance from the Friends' Foreign Mission Association: but I have a strong hope that we may, before long, be able to send a further amount either direct or subscribed by Friends in America.

6. Practice School. In reference to Item 169, the China Emergency Committee has now gone out of existence. I have, however, no hesitation whatever in saying that the gift could be used for a Practice School of the Normal Department. What the Committee wanted to do was to further the training of teachers, and I am sure that this purpose would come within the terms of the original gift. As the Committee has now gone out of existence, it is impossible for us to refer the matter back to them. I could speak to the late Chairman of the Committee on the subject, but hardly feel as if it were worth while, when it is perfectly clear, in my opinion, that the purpose referred to is entirely within the terms of the gift.

7. Medical School. I am glad to see, by Item 181, that the Executive have taken a somewhat conservative line in regard to the development of the Medical School. I believe that you are perfectly right in this. We must be very careful not to overweight our work in Chengtu at the moment. No doubt we shall, in course of time, be able to develop the Medical School fully, but not, it seems to me, within the next two or three years, and perhaps not for eight or ten years.

8. Next Meeting, Board of Governors. I suppose that you will, before long, be sending out a summons to the next meeting of the Board of Governors. I am afraid that it will be quite impossible for me to be present, and I think that it is doubtful whether we shall be able to send a representative from this side.

9. Enquiry re Work in Chengtu. I have received an enquiry with reference to work in Chengtu from Professor Roderick Scott, of Oberlin, who was, at one time, Secretary of the Young Men's Christian Association in Russia. I know him somewhat personally, and believe him to be an extremely suitable man for work in the University. I hope that our Board will be prepared to proceed with the matter. He is not, I believe, actually a member of the Society of Friends, but is closely in touch with the Society.

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Rev. J. Endicott, D.P.

- 4 -

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10. Treasurer of the Senate. I note the suggestion made by Mr. Carscallen in regard to this matter. Personally I entirely approve of the Senate's proposal. It seems to me to be reasonable.

I am sorry that the Senate felt that we had not done justice to them by our action in regard to their commencement of the Medical School and the taking over of the medical work in the city.

With kind regards to yourself and other members of your family,

I am,

Yours very sincerely,

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0585

15, Devonshire Street,
Bishopsgate,
London, E.C.
2nd May, 1916.

Rev. J. Endicott, D.D.,
Missionary Society of the Methodist
Church, Canada,
33, Richmond Street West,
Toronto.

Dear Dr. Endicott,

I am much obliged to you for your letter of February 29th, which I am sorry not to have acknowledged before this. I am also obliged to you for your letter of March 30th, enclosing the Minutes of the Executive Committee. With this letter your stenographer sent, by mistake, a letter addressed to Mr. Gundy, which I return.

I quite agree with the action taken by the Executive in forwarding to the Field the memorandum relative to the Advisory Committee. Neither Mr. Rowntree nor I had any thought of its being adopted before it had been discussed by the Senate.

I have been giving a good deal of further thought to the question raised by the memorandum and the relation of the Architect to the Senate, and feel bound to raise a question which, it seems to me, ought, at some time in the near future, to engage the attention of the Executive. I only do so with very great hesitation: but I should not be discharging my duty as a member of the Board of Governors if I did not open up the question. Before writing to you about it, however, I have consulted with members of the Board of Governors here, and they agree with me that the matter ought not to be left entirely without discussion. I refer to the position of Mr. Ricker in connection with our building operations in West China. I do not know whether anything was said to Mr. Ricker, when he was first appointed, as to the term of his service. In regard to Mr. Rowntree, the matter was to come up again in five years.

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Rev. J. Endicott, D.D.

- 3 -

and perhaps the same holds good for Mr. Ricker's appointment. In any case an appointment of this kind ought to come up for reconsideration after a sufficient period has elapsed for us to judge in regard to it. There are three grounds on which it seems to me that the Board of Governors cannot be wholly satisfied with Mr. Ricker's work.

- (a) Expense. Of course you and I know well enough, from our experience in West China, how difficult it is to control expense. The matter was made more difficult in this case owing to the fact that Mr. Ricker has been building for another Architect, and one who has not an intimate knowledge of building conditions in China. I have, however, gone into the question very carefully with Mr. Rowntree, and have obtained from him his statement of the case, which I should be prepared to submit to the Board of Governors if you felt it well to raise the question. It seems doubtful, from these facts, whether Mr. Ricker has the faculty of carrying out our work on economical lines.
- (b) Organization. Considerable powers of organization are required for the carrying through of a large piece of work such as the University; and I question whether Mr. Ricker has shown that he possesses such powers. Has not our experience been that he is really better qualified to be an architect than a builder? He has, as we know, taken an architectural course, and he went out to the Field as an architect in the first place. From an architectural point of view he criticised the drawings sent in to the Board of Governors, and we had reason to be pleased with the work which he did in that connection. It does not follow, however, that he has the special gifts required for carrying out the actual buildings. On this head, also, I should be prepared to submit some relevant facts.
- (c) Sympathetic touch with the Architect. I believe that Mr. Ricker sincerely desires to carry out Mr. Rowntree's plans sympathetically; but I question whether he can really do so. He has not corresponded with Mr. Rowntree nearly as fully as the latter desired, and his suggestions have frequently revealed a failure

0587

Rev. J. Endicott, D.D.

- 3 -

completely to enter into Mr. Rowntree's ideas. I have no reason to think that Mr. Ricker has been disloyal to Mr. Rowntree, or that he has deliberately misrepresented his views on the Field. There is, however, some evidence of his not being the man to carry out the work of this particular Architect.

I assume that Mr. Ricker has, by this time, started back to West China: and we could not, of course, look to any speedy termination of the arrangement which we made with him. Ought not the Executive, however, seriously to ask itself whether we have found the right man for carrying out this particular piece of work? I have strenuously endeavoured to throw the blame on the circumstances (which have admittedly been difficult from many points of view) rather than on the individual: but, after serious consideration, I have come to the conclusion that I cannot wholly follow this course, but that I am bound, at any rate in writing to you, to open up the question. When the time comes to arrange for further buildings, should we not review the whole position, and get all the information that we can, both from Mr. Rowntree and from the Field? Of course I should not dream of pronouncing a judgment on Mr. Ricker until I had heard what he had to say himself in regard to the points above named: and I am anxious that this letter should not be regarded as an indictment of him, but simply as opening up to you and the Executive some grave questions that have arisen in my own mind, and that are shared by our members of the Board of Governors. If you feel, after consultation with other members of the Executive, that the matter is one that should claim our early attention, I will take pains to submit to you in detail the information upon which I have based this letter. I feel sure that you will acquit me of any personal feeling in the matter. I find it extremely painful to say anything which might be the means of causing one for whom I have nothing but respect and admiration to lose his job. At the same time, if it is not the job for which he is best fitted, this may be the means of helping him to discover something which will be more in line with his own gifts and capacity.

I am,

Yours very sincerely,

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17th May, 1916.

R. Huntley Davidson,
Friends' Mission,
Chengtu,
West China.

Dear Huntley Davidson,

I must, first of all, offer you my very hearty congratulations on the news received yesterday of the arrival of your first-born. I am very glad indeed to get the news. My wife and I join in very warm wishes to the young man, and hearty congratulations to you both.

Now about matters of business. I received from you, a few days ago, your letter of the 1st April, with many enclosures. I congratulate you on the way in which you have accomplished what was evidently a very difficult and tedious piece of work in disentangling the various financial threads, and taking up a complicated business when you had not the possibility of reference to all the people who had had something to do with the matter in the past. On the whole, I feel that the way in which you have made the statement is satisfactory, though it may be that, in the Balance Sheet, you have put in rather more detail than is really necessary. However, it is, of course, a very much simpler thing to reduce the detail and make a less complicated Balance Sheet out of what you have sent than it would be to work in the other direction. At any rate it will be a help to the new Treasurer in America to have as full a statement as this of the various funds and the way in which they have been expended. No doubt, when the new Treasurer takes up his work, he will have various questions to ask you, and may, perhaps, have suggestions to make in regard to the way in which certain funds should be handled. I cannot help feeling myself that we ought to be able to deal with these matters in a somewhat less complicated way.

There are certain things that appear quite clear from your statement, one of which is the necessity for some much more satisfactory arrangement in regard to building operations. I

R. Huntley Davidson.

- 2 -

am very glad that Morrison has been getting out an estimate of exactly the way in which funds are to be spent in future for completing the building. I have felt all along that the question of financial responsibility in regard to the buildings was on an unsatisfactory basis, though it seemed difficult to reach a satisfactory one, under the circumstances. I think that the experience which we have now had has to be considered, and that, on the strength of it, we have got to make an arrangement which will prove more efficient in checking expenditure, and in watching it from time to time in connection with our building operations.

I am adopting your proposal, and am sending the accounts to Mr. Rowntree, so that he may have the opportunity of looking through them, and of offering any suggestions relative thereto.

As far as I understood the question of the working capital fund, it was simply in order that you might always have a balance in hand for meeting expenditure in China. It was not intended to be a reserve for contingencies, so that, out of the working capital, you might spend money which had not been included in any estimate, and was not granted by the Board. There ought to be an estimate for contingencies quite independent of the working capital, which was simply meant to be a certain sum of money always in hand, which could be used during periods when estimates were under consideration, and before any grant had actually been made by the Board of Governors. In view of distance, etc., it seemed likely that there would be such periods, and it was not felt well to run the risk of there being times when the full estimate had been expended and the new estimate had not been granted, so that cash was not actually available for immediate use. It may be that now we have got to a point at which we can avoid the possibility of such a contingency. If so, it seems to me that the purpose of the working capital fund has disappeared. I think that it was your father's doing that we adopted the principle of having a working capital. I should like you to show him this statement of the case, and see whether he agrees with it. I rather gather that the fact of your having a working capital has, at times, led the Senate to spend money which was not included in an estimate, regarding it as a sum from which to draw for contingencies. In my opinion, the right way of dealing with contingencies is to have a definite amount included in the estimate for the purpose, and only to draw on this in cases of absolute necessity. Where it seems to me that we are not on a quite satisfactory basis in regard to the estimates and grants is that we have not an adequate check on the amount which is actually spent. It is always right that an estimate should be in

0590

R.Huntley Davidson.

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excess of the amount which is spent. It must leave a margin. Now, under the present system, I do not know what happens to the margin. Is it simply carried over as a balance into the next year and credited to the Board of Governors, so that the appropriations actually called for from them are by that amount less for the following year than the appropriations granted by them? Or is the amount held for meeting contingencies, or for doing other necessary work which has not been included in the estimates? I think that, in the case of the University, it may be better that the latter method should be used, although, in our own Mission, it is, roughly speaking, the former method that is practised. But, of course, we have not the plan of sending out appropriations quite in the same way. It may be that there is a quite definite understanding between the Senate and the Board of Governors on this point; but I have never heard of any arrangement having been arrived at, and should be glad to know how the matter stands. I think that you ought to correspond direct with Mr. Alfred Scattergood in regard to this and other subjects that arise, if, as I suppose, he has accepted the position of Treasurer. I have not yet had definite information that he has done so.

I do not know whether you have sent duplicates of all this material to America. I am writing to Dr. North, the Acting Treasurer, asking him whether he has received duplicates from you. If not, I am proposing to send to him the statement of accounts and various schedules, and your letters to the Treasurer.

There is quite another matter on which I should like to say a few words, namely the plan for the Chengtu schools. I have now had time to read this through, and have given it some consideration. I am very glad that you have drawn it up. My sympathies are entirely with you in going forward in some such direction, although I do not feel sure that we ought, at any rate at present, to aim at quite so large a school as the one which you are contemplating. However, that is, perhaps, a matter for us to wait and see about. If it is clear that, as the standard increases and the reputation of the school goes up, there is a real demand for a school of this size, I can hardly think that the Board would refuse to satisfy the demand. I can perfectly understand your desire to have one in which there were classes of a fair size, and which would prove to be a real source of supply to the Middle School. I do not feel clear, however, that, just at the moment, it would be well to embody quite so ambitious a scheme in our programme, though I am quite clear that some provision must be made for additional

0591

R. Huntley Davidson.

- 4 -

buildings in Chengtu. As I think I have already said in writing to your father, I expect that the Jubilee fund will make it possible for us to make grants somewhat on the lines of those for which you ask, although, of course, one must not go behind the C.O.M. in a matter of this kind. I hope very much that it will come up for fuller consideration at the next C.O.M. One difficulty, of course, is the strong claim that is being put in by Tungchwan in regard to the school there. I find it very hard myself to know just how to deal with this. I appreciate E.B. Vardon's desire to have a strong, efficient school at Tungchwan, and many of the points raised from his side. On the other hand, I cannot help seeing the very grave danger of our building up a work in Tungchwan which would tend to break down anyone in charge of it. Although E.B. Vardon may himself be able to stand even such a heavy pressure of work, it is a question whether those who follow him should be asked to undertake so much. When once a strong school has been built up, it must be kept going efficiently. I am afraid that the tendency would be for the work in the out-stations to suffer. My own feeling in regard to Tungchwan, Suining and Tangliang is that our chief efforts ought to be directed towards developing a large district work, and that we do not want to build up too much of a strong central station work; whereas, in Chungking and Chengtu, where we are touching big, strategic centres, our main effort should be to build up a strong work in the centre itself which will minister to the needs of the whole district.

I was very much interested in the programme for evangelistic and Church work enclosed with the programme for the schools, and particularly in the fact that it had been drawn up in consultation with the Chinese evangelists. I am also delighted to hear of the satisfactory series of meetings that you have recently held. I have heard of the meetings in Jenshow, which seem to have been very remarkable. I wonder whether this movement is spreading in other parts.

With every good wish,

I am,

Yours very sincerely,

P.S. I have to acknowledge your letter of the 12th April, just received, with financial regulations passed by the Senate. I hope to go over these carefully in the course of a few days.

0592

Rev. Frank Mason North, D.D.

appointed by the Board to receive such. I should be glad if you would let me know without delay whether or not such a statement has been received in duplicate in America. A number of important points are raised by Mr. Davidson in his report, and there are one or two comments which I should like to send to the whole question. I do not wish to bar any such comments, and will append them to the letter from you that you wish it to be forwarded to America.

Rev. Frank Mason North, D.D.,
Board of Foreign Missions of the
Methodist Episcopal Church,
150, Fifth Avenue,
New York.

Yours very sincerely,

Dear Dr. North,

I am much obliged to you for your letter of the 28th March.

I hope that, by this time, arrangements have been made for transferring the treasurership to Mr. Scattergood: but I have not heard anything definite, so am writing to you on one or two points.

I am obliged to you for dealing with the cheque for £438. 7. 5. in the way suggested. If this proves to be satisfactory, I hope that further remittances may be made in the same way, at times when the exchange rates show clearly that this would be for the advantage both of our Association and of the University. If it appears that, through money being remitted in this way, the University exchequer loses anything, you will, of course, let me know.

I have received from Mr. R.H. Davidson, Treasurer of the University, full accounts giving the present position of the Senate, and covering a period of some years. This statement of accounts is, as far as I know, the clearest and fullest that we have received from the Field, and will probably be of great assistance to Mr. Scattergood in commencing his work. I am not sending it forward to you, as I rather gather, from Mr. Davidson's letter, that he has sent it in duplicate, and that there is already a copy in America. If not, however, I shall be very glad at once to send forward this statement of accounts, together with Mr. Davidson's report and all other relevant material, to Mr. Scattergood, or any other person

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Rev. Frank Mason North, D.D. - 2 -

appointed by the Board to receive such. I should be glad if you would let me know without delay whether or not such a statement has been received in duplicate in America. A number of important points are raised by Mr. Davidson in his report, and there are one or two comments which I should like to make myself in regard to the whole question, in sending the account forward: but, at the moment, I do not wish to burden you with any such comments, and will append them to the statement if I hear from you that you wish it to be forwarded to America.

With kind regards,

I am,

Yours very sincerely,

Dear Dr. North,

I am much obliged to you for your letter of the 23rd March.

I hope that, by this time, arrangements have been made for transferring the trusteeship to Mr. Scattergood: but I have not heard anything definite, so am writing to you on one or two points.

I am obliged to you for dealing with the cheque for \$250.00 in the way suggested. It this proves to be satisfactory, I hope that further resistances may be made in the same way, at times when the exchange rates show clearly that this would be for the advantage both of our Association and of the University. It appears that, through money being retained in this way, the University expenditure losses arising you will, of course, let me know.

I have received from Mr. R.H. Davidson, Treasurer of the University, full accounts giving the present position of the funds, and covering a period of some years. This statement of accounts is, as far as I know, the clearest and fullest that we have received from the field, and will probably be of great assistance to Mr. Scattergood in commencing his work. I am not sending it forward to you, as I rather gather, from Mr. Davidson's letter, that he has sent it in duplicate, and that there is already a copy in America. If not, however, I shall be very glad at once to send forward this statement of accounts, together with Mr. Davidson's report and all other relevant material, to Mr. Scattergood, or any other person

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Rev. J. Endicott, D.D.

ever as far as you should ask him to let us have
 verbally, rather than that you should ask him to let us have
 them in writing. However, this matter will have already been
 decided, I suppose, by the time you get this letter.

I am

Yours very sincerely,

15, Devonshire Street,
 Bishopsgate,
 London, E.C.

30th May, 1918.

Rev. J. Endicott, D.D.,
 Missionary Society of the Methodist
 Church, Canada,
 38, Richmond Street West,
 Toronto.

My dear Dr. Endicott,

I am just sending you a line in order to acknowledge your
 letter re Mr. Ricker, just to hand.

I absolutely agree with you, of course, that a full op-
 portunity should be given to Mr. Ricker to make any statement
 that he has to make. In fact, I do not want any statement that
 I may make on the subject to be regarded as being, in any sense,
 a series of charges against him. I think that it is simply a
 question of considering together with him whether he really has
 the special gifts that are required for the particular line of
 service that he has been doing. I have the fullest conviction
 that he has made a very strenuous effort to carry out the work
 committed to him, and that he has sought to give his best ser-
 vice to the Board of Governors. The only question is whether
 his highest contribution to the cause of Missions can be made
 in just the appointment which we have given to him.

I hope, in the course of a week or two, to be able to
 write to you fully. I will consult Mr. Rowntree about a state-
 ment from him, though, as you say, it is difficult for him to
 send any statement on the subject.

I think that, if you arrange for Mr. Ricker to meet with
 the Executive, it will probably be well for you to have one
 session in which the matter can be considered in his absence:
 but I think that it would be well to give him the opportunity
 of stating quite fully what his own convictions on the subject
 are, and probably it would be best for these to be stated

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Rev. J. Endicott, D.D.

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verbally, rather than that you should ask him to let us have them in writing. However, this matter will have already been decided, I suppose, by the time you get this letter.

I am,

Yours very sincerely,

18, Levenshite Street,
Bishopsgate,
London, E.C.

30th May 1912

Rev. J. Endicott, D.D.,
Missionary Society of the Methodist
Church, Canada,
88, Richmond Street West,
Toronto.

My dear Dr. Endicott,

I am just sending you a line in order to acknowledge your letter to Mr. Bicker, just to hand.

I absolutely agree with you, of course, that a full opportunity should be given to Mr. Bicker to make any statement that he has to make. In fact, I do not want any statement that I may make on the subject to be regarded as being, in any sense, a personal charge against him. I think that it is simply a question of considering together with him whether he really has the special gifts that are required for the particular line of service that he has been doing. I have the latest conviction that he has made a very strenuous effort to carry out the work committed to him, and that he has sought to give his best service to the Board of Governors. The only question is whether his highest contribution to the cause of missions can be made in just the appointment which we have given to him.

I hope, in the course of a week or two, to be able to write to you fully. I will consult Mr. Bicker about a statement from him, though, as you say, it is difficult for him to send any statement on the subject.

I think that, if you arrange for Mr. Bicker to meet with the Executive, it will probably be well for you to have one session in which the matter can be considered in his presence; but I think that it would be well to give him the opportunity of stating quite fully what his own convictions on the subject are, and probably it would be best for these to be stated

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15, Devonshire Street,
Bishopsgate,
London, E.C.

2nd June, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

I enclose Endicott's last letter. I have not been able to do more than acknowledge it so far, but will deal with it when I get back to London from Dublin. In the meantime, I should be glad if you would consider whether it would be better for you to put your view of the matter into writing, and send it, perhaps through me, to Dr. Endicott, or whether you would rather that I simply used the material which you have given to me.

Yours very sincerely,

Encl.

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DUPPLICATE

15, Devonshire Street,
Bishopsgate,
London, E.C.
10th June, 1916.

Rev. J. Endicott, D.D.,
Missionary Society of the Methodist
Church, Canada,
33, Richmond Street west,
Toronto.

Dear Dr. Endicott,

I have to acknowledge your letter of the 23rd May, in reference to the Administration Building. I hope to be able to talk the matter over with the Architect shortly: but, at the moment, he is just off to Holland, in order to oversee relief work for Belgian refugees, and will probably be out of the country for a week or so. I think that it is clear that some further communications between Dr. Harbour and Mr. Rowntree, on the one hand, and Mr. Ricker on the other, covered some points not dealt with in the Minutes of the Executive or the Board of Governors. I have received the statement of accounts drawn up by the new Treasurer of the Senate, and enclose a copy of a letter which Mr. Rowntree wrote after going through these accounts. This will throw some further light on the question.

Now in regard to the question of Mr. Ricker's work. I have consulted Mr. Rowntree on this point, and have received a full statement from him covering various questions. He does not feel prepared to write himself to the Executive on the subject: but I am at liberty to use the material contained in his statement. I think that it will be best for me to quote certain portions of it as evidence, under the headings of my letter to you of the 2nd May, relative to Mr. Ricker's position.

A. Expense. In regard to this matter, I think that full allowance must be made for certain facts:

(1) Mr. Rowntree had no previous knowledge of building in West China, and the estimates submitted were based upon a calculation per cubic foot, worked out from particulars given to him by persons who had engaged in building operations on the field. These calculations were not reliable for several reasons:

- (a) The price of building has been steadily advancing.
- (b) The style of building was different; and, in all probability, building carried on by Mr. Ricker under Mr. Rowntree's directions would be more thorough and, therefore, more costly than that done by an amateur.

(2) There have been unavoidable delays in correspondence, partly due to the large amount of work that Mr. Ricker was undertaking, and to the fact that he was less able to do strenuous work on account of his wife's long illness, etc.

(3) No definite system for supervising cost was agreed upon when the work was begun, and, therefore, there has been a failure to locate responsibility.

Taking these facts into consideration, however, it still seems clear to me that the builder on the spot ought to have exercised a very rigid supervision over finance. To me it seems perfectly plain that the first step, in commencing the building, was to sit down and take out quantities, making a full and detailed estimate of the whole cost. Mr. Ricker knew very well that the cost had been worked out on a very rough basis, as referred to above, and, if he was to exercise any kind of supervision over expenditure, he certainly needed to have a detailed estimate before him, so that the whole thing might be watched from the beginning. Even in the absence of any definite arrangement, it seems to me to go without saying that a builder who was responsible for carrying out the instructions of the Architect, especially when the latter was so far away, should have begun at once, with such an estimate before him, and watched it carefully all the time, in order to see that it was not exceeded. If he had found, in taking out quantities and working up the estimate, that the amount allowed by the Board of Governors was insufficient, we should have been informed at once of the fact. It is

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evident that Mr. Rowntree was not in a position to do this work: nor would it be expected, I think, that the Architect in England should even attempt it. Furthermore, during the course of the building, the builder should surely, from time to time, have been able to check up the cost and inform the Board of Governors or the Architect of how matters stood. No such information seems to have been supplied.

I may say, in reference to the above, that Mr. Ricker did not arrive in Chengtu until too late to begin actual building before the autumn of 1914, so that he had a good deal of time which might be supposed to have made it possible for him to prepare detailed estimates, as suggested.

So far from having exercised this vigorous supervision over expenditure, it appears, from Mr. Rowntree's letter, that Mr. Ricker actually urged more expensive building, in certain particulars, than the Architect desired. I quote the following from Mr. Rowntree:

"From time to time I have impressed on Ricker the necessity of avoiding expenditure. Particularly has this been the case when he has urged the introduction of foreign fireplaces instead of the brick ones which I had designed, and which I felt were more suitable, and could be made locally: also in regard to a plea for a more commodious and better lighted attic for his house, the extension of his dining room, the substitution of stone for brick, the raising of the basement of the Administration Block, and the use of more expensive Lan-mu wood in place of pine in the two houses, the enlargement of Wallace's house, and also the use of rain water pipes and eaves gutters and numerous other matters.

I find such a sentence as this in my letter of July 23rd, 1914:

'Please remember I have to keep a very close eye on expenditure, and I must not agree to expenditure that I feel can suitably be avoided. It is not pleasant to oppose your wishes, and I hope you realize my position'.

And again, August 31st, 1914:

'As these goods have to be imported, it is quite an unwarrantable waste of money to send them out'.

B. Organization. I think that it will be necessary to go into somewhat fuller detail in regard to this side of the question. It is clear that very considerable powers of organization are required for the handling of this work; and I am afraid that experience does not show Mr. Ricker to be possessed of such powers. In fact, I think that his record shows that he is thoroughly unbusinesslike. The arrangement was made, when he went out, that he should send fortnightly reports. On March 28th, 1914, Mr. Rowntree wrote reminding him of this. The following is the record of the letters which Mr. Rowntree received: Two letters in 1913 written by Mr. Ricker on his way to Chengtu. On his arrival there he wrote, in 1914, between March 4th and December 28th, fourteen letters; and in 1915, previous to his leaving for America, he wrote only three letters. The first intimation that Mr. Rowntree received that he was leaving was a letter from Morrison, dated October 28th, 1915, telling him that he was looking after work during Mr. Ricker's absence. Morrison is now writing regular letters reporting progress. On Mr. Rowntree's side two letters were written in 1913, twenty-five in 1914, and eight up to the 13th September, 1915. In regard to the transmission of plans, I quote the following from the Architect's letter:

House 'A'. The working plans, the $\frac{1}{2}$ " scale details of all the elevations and details for all windows, doors, etc., were sent between January 8th and April 4th, 1914. The full details of the eaves February 23rd, 1915. Details of stairs May 6th, 1915. (33 sheets of drawings and details.)

House 'B'. The working plans, the $\frac{1}{2}$ " scale details of all elevations and details for all windows, doors, etc., were sent between January 8th and May 2nd, 1914. Details of eaves February 23rd, 1915. Stairs May 6th, 1915. (20 sheets of drawings in all.)

Many details for House 'A' applying for House 'B'.

Administration Block. The working plans, $\frac{1}{2}$ " scale elevations and details of windows and doors generally were sent between January 17th and April 4th, 1914.

Details of roof, main entrance porch, verandah door wings, etc., October 5th to December 22nd, 1914. Remainder of details completed and sent by March 22nd, 1915, with the exception of dado to Lecture Hall and modified details of stairs sent September 11th, 1915. (63 sheets of drawings.)

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This information will give you some idea of how the work has progressed, and how Ricker and I have kept in touch with it. He has made numerous complaints in regard to delay in receiving details: but I do not think that any delay in the actual carrying out of the work has been caused by this, and the fact that his house is only at the ground level, and the Administration Buildings, on November 15th, 1915, was only 6ft. above the ground, when he had all the particulars for this work by April 4th, 1914, is a sufficient answer."

The question of the alteration of the site of the houses, further illustrates this matter, as you will see from the following quotation:-

"On receipt of the plans of the houses and their position on the University site by Ricker in March, 1914, the plans and positions were discussed by the Senate, with the result that Mr. Bayne telegraphed me saying that the Senate unanimously recommended that the position of these houses should be altered from where shown, and placed along the Creek near the C.M.H. houses. You will remember that it was difficult quite to realize the reason for this, but, after consultation with you, I replied by wire on March 17th that the matter was receiving favourable consideration, and on March 21st I sent Ricker a plan (prepared from the lay-out of the Creek which was on the original survey supplied to me by the Board of Governors), showing where I thought these might suitably be placed: at the same time I wrote a fully explanatory letter to the Secretary of the Senate.

That letter arrived towards the end of April, and, on May 8th, Mr. Ricker wrote me that the survey of the property, on which I had based my plan, was a rough survey made by him some years ago, and that it was found to be inaccurate in important particulars, and, therefore, the Senate had instructed him to make a correct survey. Considering that Morrison and I had made a survey of the whole estate purchased by the University at the time of my visit in one week, I thought that I should receive Ricker's revised survey in a few days. As a matter of fact, he was unable to send it until June 12th. I received it on July 17th, and, on July 23rd, sent out full instructions as to the exact location of the houses, based on this new survey.

I felt it necessary to write strongly both to Mr. Bayne and Ricker as to the time this survey had taken, and I did consider that Ricker should have instinctively known the particular part of the survey I required, which could have been sent in a few days, without waiting to make a complete survey of the whole University campus, all other particulars of which, so far as they are of use at the present time, I had obtained when I was in China."

I think that one of the most serious failures in regard to organization has been in reference to the ordering of glass and hardware. Mr. Rowntree says:

"At his (Mr. Ricker's) request, I sent him, in 1913, particulars of cost of glass and ironmongery in England. He told me he could make better terms in Shanghai. Since then he has asked me to get further prices of glass in England, and I also have obtained three estimates for hardware, which I sent him very many months ago.

I was surprised, therefore, since his arrival in America, to receive a request to send him the sizes of the glass for the windows in the Administration Block, also particulars of the hardware and plans of the building. He has had himself all these particulars in China for many months, and, if he knew he was going to order these in America, he ought to have armed himself with full particulars.

Only yesterday I received a letter from him asking me to send him full size sections of windows and doors, and particulars of certain opening lights, all of which he ought to have been fully cognizant of."

This is in a letter dated the 12th April. In a letter dated the 6th June Mr. Rowntree says:

"I have just received a letter from him (Ricker) dated May 13th, in which he tells me that he has just ordered the glass and hardware, and suggesting that, in future, I should send various copies of plans and details to be deposited in New York for reference, so that the firms ordering these can come to inspect them. I think altogether there are three or, perhaps, at the most, four sizes of glass in the two houses and Administration Block. When I sent out the plans

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(now almost two years ago) I figured on the actual sizes of the squares of glass, and, very many months ago, sent him three estimates for hardware, which he can easily have checked from his plans in China. The most lamentable part of this particular business is a sentence in his letter I have just received, in which he says: 'The present hardware cannot reach Chengtu before winter, so I do not see that the building would be very convenient to use this autumn.'"

Information just received from China shows that Mr. Ricker called a halt on all the building work for a period of something like seven months, in order to enable him to make out the accounts for a period covering seventeen months. During all that time, of course, Mr. Ricker's salary was running on; and it cannot be supposed that it is good for a building to be halted in the middle of erection. The delays that have occurred are even, it seems to me, in excess of what might reasonably have been expected in work in China, which, as you and I well know, is very difficult to hurry. A further quotation from the Architect's letter will throw light on some of this delay:

"Mr. Ricker wrote me, on April 18th, 1914, that he had not commenced the Administration Building, because the lay-out had not been definitely decided, though I had sent him every detailed particular, about which he could have no doubt.

On February 6th, 1915, he wrote that, because the accounts were getting so far behind, and getting more so, and as it was within a week of the China New Year, he was closing down most of the work for two or three weeks, and hoped to have a chance to figure out something of an estimate of the cost of the Administration building. (This I have heard no more of.)

On July 29th, 1915, he mentions that House 'B' had been delayed in getting ready for the roof because he had to work out complete details of stairs, some of details of eaves instead of those I had sent, and planning out the back stairway again, because the back door would not open.

In regard to this all I can say is that, by April, 1914, I had sent him plans showing the staircases, etc., very carefully marked out, and, though I see the back door would not open by about 1 1/2", it is quite obvious that no delay should have been caused for such reasons as he suggests.

In the same letter he says that the actual building of the Administration Block had been stopped some time before at the height of the window-sills, as he found he could not get the building under cover before the summer, and could not, therefore, leave joists and frames exposed."

R.H. Davidson, in writing to me, says that he has not gone behind Ricker's return, and that he understands that the latter was accountable to the Architect for funds spent on these buildings. Mr. Rowntree has, however, never been supplied with any such statement, and did not know of the long stop on the buildings referred to above. He writes to me saying that he regards this as a very serious matter, and one with which the Senate should have had power to deal.

It may be interesting to you to know that Mr. Morrison is now engaged on building a house for the F.F.M.A. on practically the same plan as one of those that Mr. Ricker has been building, and that this is going up very quickly. It may be a useful guide in regard to the question of expense, when it is completed. Mr. Morrison is now carrying forward all the work begun by Mr. Ricker, and also building this other house.

C. In regard to the third question of sympathetic touch with the Architect, I wish to emphasize what I said before, namely that I believe that Mr. Ricker has done his very best to carry out, conscientiously and faithfully, the work given him by Mr. Rowntree; but the question does arise as to whether it is possible for a man who does not seem able to enter with thorough sympathy into the Architect's plans, to do real justice to his work. Mr. Rowntree says:

"Whilst I feel that Mr. Ricker has acted to the best of his abilities, I do feel somewhat strongly that he is not a big enough man for the work. It requires a thoroughly practical man, with powers of organization, which events have proved that Mr. Ricker does not possess."

Mr. Rowntree also says:

"I cannot help noticing the the great difference with which Morrison has approached the work: but that, I feel, is partly due to the fact that

he and I have worked together, and partly that he has carefully studied Chinese architecture and can offer practical suggestions as to meeting difficulties, which I am only too glad to leave to his judgment."

I want it to be quite clear that I have no desire to put Morrison into this job. I only use the comparison because it is the only one to hand. Morrison is fully occupied now, and we are only waiting until Ricker gets back to give him some further F.F.M.A. work. We have a house at Tungliang waiting to be built, some further work, probably, to be done at Suining before long, and our own College to be erected which we have not yet even begun: and for all of these Mr. Morrison will be wanted.

I wish to remind you again of the fact that I am not pronouncing a judgment on the question. I have not the material to do so, because I only have Mr. Rowntree's statement of the case, and have not heard what Mr. Ricker himself may have to say. Under these circumstances, I feel that it is absolutely necessary for me to reserve judgment. I have written to you in this way in order that you may have all the particulars on which I base my letter raising the issue: but I wish it to be perfectly clear still that my attitude is simply one of raising the issue, and asking the Executive to give the fullest consideration to it. I am not prepared to cast a vote in regard to the continuance or otherwise of Mr. Ricker's service for the Board of Governors.

Hoping that you will be enabled to reach a right decision on this most important question,

I am,

Yours very sincerely,

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15, Devonshire Street,
Bishopsgate,
London, E.C.
16th June, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

I think that you ought to see exactly what I have said to Dr. Endicott in reference to Mr. Ricker. You will notice that I have made considerable use of your letter. I think that this is really better than your writing direct on the subject, as Dr. Endicott suggested. I do not know when you will be back from Holland, but send this along now. I shall be glad, when you are back, to know whether you think that anything ought to be added which I could send by way of supplement.

I enclose a letter from Dr. Endicott relative to the Administration Building, and extracts from the Minutes dealing with the subject. It is clear that this does not cover all the relevant material, because there is Dr. Barbour's correspondence which bears on the subject still to be considered. I suppose that probably the matter will come up for discussion at the meeting of the Executive at the end of this month. Unless you get back from Holland very soon, it is hardly likely that I shall be able to write anything, after hearing from you, which would reach Dr. Endicott in time for that meeting: but I send the enclosed in case you are back in time and have any comment to make which you would like me to communicate to Dr. Endicott and the Executive. I wrote pretty fully on the subject, as you know, and do not think it necessary to write any more, unless you have some question arising out of enclosed letter and memorandum.

Yours very sincerely,

Encl.

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15, Devonshire Street,
Bishopsgate,
London, E.C.
21st June, 1916.

Raymond C. Ricker, Esq.,
343 So. 11th Street West,
Cedar Rapids,
U.S.A.

My dear Mr. Ricker,

I am glad that you found time to write your letter to me of the 1st June, telling me more fully about your wife's illness. This has brought me into very much sympathy with you in the prolonged and serious trouble through which you are passing, and I very greatly hope that, before long, Mrs. Ricker may be restored to health, though I am afraid that it looks as though she would take some time, even after the performance of a successful operation, to regain her strength sufficiently to justify her returning to China. I hope that the Board of Governors will deal generously with you in the matter. I would support the making of a special grant to help you in regard to the very heavy medical expenses incurred. It is our own custom in the F.F.M.A. (and, probably, in other missionary organizations) to make such grants freely in the case of missionaries who have found it necessary to incur heavy expenditure of this kind. We fully recognize the fact that a missionary allowance is not adequate to cover an emergency of this kind. I do not think that it would be any use for me to write to Dr. Endicott on the subject now, as my letter would not arrive in America before the Executive had passed on the matter. If, however, there is any question about it, I shall be very glad for you to quote my opinion on the subject. But I have no doubt that the Board will act with generosity in the matter. I certainly think that your anxiety on account of your wife's health should not be increased by financial strain.

By the time that you receive this letter, you will have been in consultation with the Executive and with Dr. Endicott in regard to certain matters which I have laid before him. I

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R.C.Ricker, Esq.

have made it very plain, in writing to him, that I have entirely reserved my own judgment in regard to the matter until hearing what you have to say, and that I have no desire whatever to reach a premature decision in regard to it. I felt that my duty to the Board of Governors made it imperative that I should raise the question, although I was very reluctant to do so, the more so because of my deep sympathy with you at the present time. As the matter presents itself to me, it is something like this. I feel perfectly sure that you have made a strenuous endeavour to carry out the work which was committed to you by the Board of Governors, and to support Mr. Rowntree in carrying through the plans which were entrusted to you for execution. I also have no reason to doubt your ability as an architect, or your faithful service to the Board of Governors. I have had reason, however, to question whether the appointment which you have held is one in which your gifts can be best used, and whether you have not really been asked to do work which is not particularly your own. If that be so, for your sake, as well as ours, it would be well that a change should be made. If it be not so, I hope that you will be able to show the Executive good reason for confirming your appointment. I think that you will understand that my action in the matter has been dictated solely by my sense of responsibility to the Board of Governors and the Missions, and not in the smallest degree by any personal feeling. I sincerely hope that, by the time this letter reaches you, the matter may have been adjusted in a way which will give satisfaction both to yourself and to the Executive.

With kind regards, and greatly hoping that Mrs. Ricker may soon be fully recovered,

I am,

Yours sincerely,

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15, Devonshire Street,
Bishopsgate,
London, E.C.
21st June, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

Many thanks for your letter in reference to the Administration Building. I am sending a copy of most of it to Dr. Endicott, as I think that he ought to have the whole matter before him, though it is doubtful whether he will receive it before the meeting of the Executive. In any case, we want to have the matter perfectly clear.

I am glad that you approve of my letter in reference to Ricker. I feel very much for him. I have just received the enclosed letter from him in reference to his wife's illness, which, of course, brings one into much sympathy with him on this account.

Yours very sincerely,

Encl.

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15, Devonshire Street,
Bishopsgate,
London, E.C.
23rd June, 1918.

Rev. J. Endicott, D.D.,
Missionary Society of the Methodist
Church, Canada,
33, Richmond Street West,
Toronto.

My dear Dr. Endicott,

I enclose a copy of a letter which I have received from Mr. Rowntree in reference to the problem of the Administration Building. Perhaps you will be able, with Mr. Ricker, and the files of Dr. Barbour's correspondence, to clear the matter up. As far as I can judge, there has been a misunderstanding. Probably it arose between Dr. Barbour and Mr. Ricker. It is clear that Mr. Rowntree never received any definite authority for proceeding with the whole building. What I think needs to be made quite plain to the Executive is that the excess in the cost of the building is not an excess on the estimate which Mr. Rowntree submitted, or, at any rate, not by any means so large an excess as would appear if it were assumed that the original grant of \$10,000 were meant to cover the whole Administration Building.

I am,

Yours very sincerely,

Encl.

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15, Devonshire Street,
Bishopsgate,
London, E.C.
13th July, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

Thanks for your letter of the 5th July returning Ricker's.

I am very glad that you are able to keep in such close touch with the work through Morrison. I only wish that you had had such a man all along. Had you had Morrison from the beginning, I believe that there would have been none of the difficulty that there has been with the Senate.

I think that you ought to see two letters which I have received, one from R.J. Davidson and the other from R.H. Davidson, in reference to the memorandum that you and I prepared. You will see from these that we are not yet out of the wood. I should like to have them back soon, in order that I might acknowledge them. I am sure that neither of us had any intention of ignoring the Senate. I had always assumed that the Senate would be able, through the local Advisory Committee, to express its own judgment relative to plans. I shall have to write to Endicott in reference to these letters.

I am,

Yours very sincerely,

Encls.

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15, Devonshire Street,
Bishopsgate,
London, E.C.
15th July, 1916.

Rev. C.R. Carscallen,
West China Union University,
CHENG TU.

Dear Mr. Carscallen,

I have received from you letters dated January 19th and March 15th, 21st & 29th, all addressed jointly to Dr. Endicott and myself. I am afraid that I am to blame for not having replied to them sooner; but I assumed that Dr. Endicott would deal with them; and several of the matters raised by you in them were specially addressed to him, and dealt with points that I could not answer.

I have also received from R.H. Davidson the University Balance Sheet and various other financial statements and memoranda. All that he has sent me has been of interest, and I am glad that you have appointed him, and that we have been able to supply for the work of the University a man who has the experience and qualifications that he possesses.

I am also glad that Morrison has been able to give a good deal of his time to University work during Ricker's absence. I am glad to hear from him that the buildings are proceeding rapidly, though I am very sorry that there has been some delay on account of financial matters.

I hope that Dr. Beech's efforts in America are being crowned with success. I have heard nothing from him for some months, however, and do not know at all to what extent he has been successful in raising funds for the University buildings.

I have no doubt that your letters will have been considered by the Executive at its meeting at the end of last month: but I have not yet received from America the minutes of that meeting, so that I do not know what action has been taken in reference thereto.

Rev. C.R. Carscallen.

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I am glad to receive the minutes of the Senate in print now. Certainly they are much clearer than the roneoed ones -- not that I was ever disposed to blame you for the fact that the latter were not very clear, knowing very well the difficulties on the field in matters of this kind. I only wonder that you were able to do as well as you did.

I hope that the Executive Committee has taken up the question of degrees. We have been a long time on the matter, and I do not myself know quite what the reasons are which have led to the delay. Of course we have left it very much with the American members, as the decision was to try to get a charter for the University in the State of New York.

I have received one or two letters in reference to the memorandum prepared by the Architect for guidance in regard to building matters. I gather that this memorandum has come under some criticism. I can only say that it represents the Architect's point of view, and that it was meant to be the basis for discussion. It will make clear, perhaps, wherein the difference in the point of view really is: and, when the view of the Senate has been stated (as I expect, by this time, it has been), I hope that we shall be able to reach a decision which will be satisfactory both to the Architect and to you. Certain circumstances into which I need not enter have, I think, made the matter a good deal more difficult of adjustment than it would have been under other circumstances, or than it should have been from the nature of the case. But, in any event, it is not easy for an Architect thousands of miles away to be responsible for the buildings: and the situation itself has inherent difficulties in it which were not, perhaps, sufficiently realized when the matter was first decided upon.

In regard to the teacher in modern languages, I am sorry to say that further correspondence has resulted in the deferring of the date of his coming forward definitely for appointment. He is still looking to go out to Chengtu if the position is open when he has completed a further course of training: but the appointment is not likely to be made just yet. I was in correspondence with another man who was offering for the same post: but, although he seemed to be suitable, in many ways, he withdrew his offer, chiefly, I think, because he was approached by another Board for a similar post not quite so distant as Chengtu.

There are various other matters in your letters which, no doubt, have been dealt with by Dr. Endicott. If, when writing

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Rev. C.R.Carscallen.

joint letters, there are any points which you wish me in particular to take up, it might be a good plan just to mention the fact. I think that, generally speaking, it is best that Dr. Endicott should be responsible for correspondence with you, as he is in touch with three out of the four Boards, and it is rather awkward to have triangular correspondence at long distances.

I do not feel myself that any difficulty would arise in regard to the suggestions made by the Senate with reference to the Constitution: but this point will, no doubt, have been acted upon by the Executive Committee before this.

With kind regards to you, and to my many other friends in Chengtu,

I am,

Yours very sincerely,

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15, Devonshire Street,
Bishopsgate,
London, E.C.
20th July, 1916.

R. Huntley Davidson,
Friends' Mission,
Chengtu,
West China.

Dear Huntley Davidson,

I am much obliged to you for your letter of the 25th May. As I have not yet received the criticism of the Senate on the memorandum, I am not in a position to answer it, nor, indeed, could I reply to it in any case without reference to the Board of Governors. I am, however, sending a copy of it to Dr. Endicott, as it is not clear that you have done so.

Personally, I sympathise with your desire to keep a closer watch on the expenditure of funds in the field, and am glad to hear that you have reached a satisfactory arrangement with J.H. Morrison. I think that there is no doubt that you had better continue this arrangement in the meantime; and I hope that it may be ratified by the Board of Governors in such a way that, when Mr. Ricker arrives, no difficulty will arise. I do not know whether it will be possible for the Executive Committee of the Board of Governors to meet again prior to the meeting of the Board itself: but, in any case, you ought to have the action of the Board of Governors before the end of the year, so as to be able to arrange the expenditure for next year and the future on a definite system agreed to by them.

If you wish to add anything in the way of detailed suggestion on this particular aspect of the Treasurer's work, I should be glad if you would send your letter in duplicate to Dr. Endicott and myself, so as to save time.

I cannot tell you how glad I am that you are getting the financial side of the work on the field into better order, and planning things out according to a definite scheme.

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R. Huntley Davidson.

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Thank you very much for your personal letter to me informing me of the birth of your son. I have already written congratulating you on the event. I much hope that he and his parents are in good health, and that the summer will not prove too trying.

With every good wish,

I am,

Yours very sincerely,

R. Huntley Davidson,
London, England,
West China.

Dear Huntley Davidson,

I am much obliged to you for your letter of the 23rd May. As I have not yet received the criticism of the Senate on the memorandum, I am not in a position to reply to you at present.

P.S. I hope that your father will show you the letter that I have written to him on the general subject of the relation of the Architect to the Senate.

Personally, I sympathize with your desire to keep a closer watch on the expenditure of funds in the field, and am glad to hear that you have reached a satisfactory arrangement with J.E. Morrison. I think that there is no doubt that you had better continue this arrangement in the meantime; and I hope that it may be ratified by the board of governors in such a way that when Mr. Ricker arrives, no difficulty will arise. I do not know whether it will be possible for the Executive Committee of the board of governors to meet again prior to the meeting of the board itself; but in any case, you ought to have the action of the board of governors before the end of the year, so as to be able to arrange the expenditure for next year and the future on a definite system agreed to by them.

If you wish to add anything in the way of detailed suggestion on this particular aspect of the Treasurer's work, I should be glad if you would send your letter in duplicate to Dr. Endicott and myself, so as to save time.

I cannot tell you how glad I am that you are getting the financial side of the work on the field into better order, and planning things out according to a definite scheme.

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Rev. J. Endicott, D.D.

I am not writing to you now on other matters relative to the work of the Board of Governors, as I am expecting to hear from you shortly in regard to the meeting of the Executive.

I suppose that you are arranging to send out a call to the Board of Governors. I am afraid that there is a possibility of my being over this summer. Indeed, it is doubtful whether anyone from England will be able to attend.

15, Devonshire Street,
Bishopsgate,
London, E.C.

20th July, 1916.

Rev. J. Endicott, D.D.,
Missionary Society of the Methodist
Church, Canada,
33, Richmond Street West,
TORONTO.

My dear Dr. Endicott,

I received, a few days ago, a letter from Mr. R.H. Davidson, of which I enclose a copy.

I have not yet heard from you as to the result of the Executive's consideration of the matter which I laid before it, relative to Mr. Ricker's work: but I am assuming that he will be going back, at any rate for the present, and I think, as Mr. Davidson says, that it is important that some decision should be reached in regard to the matter of the relation of the Treasurer and Senate to the Superintendent of Construction before Mr. Ricker returns, or as soon after as possible. I am glad to see that a satisfactory arrangement has been arrived at between Mr. Morrison and the Treasurer. This appears to be on the lines of proposal (b). I enclose a copy of the reply which I have sent to the Treasurer, and should be glad if the Executive could see its way to take the matter up at an early date. You will see, from what I have said, that I approve, in general, of the line suggested and now being followed.

I have not yet received from the Senate their criticisms in regard to the statement sent out by Mr. Rowntree and myself. As soon as these come, I hope to be able to discuss them with Mr. Rowntree, and to write to you accordingly. I have received a letter from Mr. R.J. Davidson giving some preliminary criticisms of the memorandum, and imagine that a considerable modification will be asked for.

Enclos.

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21

Rev. J. Endicott, D.D.

- 2 -

I am not writing to you now on other matters relative to the work of the Board of Governors, as I am expecting to hear from you shortly in regard to the meeting of the Executive.

I suppose that you are arranging to send out a call to the meeting of the Board of Governors. I am afraid that there is no chance whatever of my being over this autumn. Indeed, I think that it is doubtful whether anyone from England will be able to attend.

Yours very sincerely,

Rev. J. Endicott, D.D.,
Missionary Society of the Methodist

Yours very sincerely,

33, Richmond Street West,
TORONTO.

My dear Dr. Endicott,

I received a few days ago a letter from Mr. R.H. David-
son, of which I enclose a copy.

I have not yet heard from you as to the result of the Executive's consideration of the matter which I laid before it, relative to Mr. Ricker's work; but I am assuming that he will be going back at any rate for the present, and I think as Mr. Davidson says, that it is important that some decision should be reached in regard to the matter of the relation of the Treasurer and Senate to the Superintendent of Connection before Mr. Ricker returns, or as soon after as possible. I am glad to see that a satisfactory arrangement has been arrived at between Mr. Morrison and the Treasurer. This appears to be on the lines of proposal (b). I enclose a copy of the reply which I have sent to the Treasurer, and should be glad if the Executive could see its way to take the matter up at an early date. You will see, from what I have said, that I approve, in general, of the line suggested and now being followed.

I have not yet received from the Senate their criticisms in regard to the statement sent out by Mr. Rowntree and myself. As soon as these come, I hope to be able to discuss them with Mr. Rowntree, and to write to you accordingly. I have received a letter from Mr. R.J. Davidson giving some preliminary criticisms of the memorandum, and imagining that a considerable modification will be asked for.

Encls.

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0619

15, Devonshire Street,
Bishopsgate,
London, E.C.

22nd July, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

I am much obliged to you for your letter of the 15th July.

I enclose a copy of my reply to R.J. Davidson, which, I hope, will help, in the meantime, to show the spirit in which we are approaching things. I must say that I was quite unprepared for such a strong criticism of the memorandum. Perhaps this was due to my own lack of imagination. Please let me have the enclosed copy back. As soon as I hear from the Senate I will let you know.

I have received a copy of the Senate's letter to you relative to the Middle School buildings, and am glad to hear that the matter has now been advanced to this stage.

I am,

Yours very sincerely,

Encl.

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15, Devonshire Street,
Bishopsgate,
London, E.C.

20th July, 1918.

Robert J. Davidson,
Friends' Mission,
Chengtu,
West China.

My dear R.J.D.,

I am much obliged to you for your letter of the 24th May.

I am sorry that the memorandum has not been more acceptable in Chengtu. It was not, of course, composed by me, and I am afraid that I did not give the amount of careful thought to it, from the field point of view, that it deserved. The fact is that I simply regarded it as a preliminary statement for discussion, and was not very greatly concerned, at the stage which it had then reached, to get it into final form.

Of one thing I am perfectly sure, and that is that Mr. Rowntree has no intention whatever of passing over the Senate. Between ourselves, his real difficulty has been almost entirely in relation to Ricker: and, now that Morrison has the building in hand, he feels prepared to leave things very much more to the judgment on the field. There is, of course, the difficulty that he cannot serve two masters: and there must be some decision as to whether the final authority is the Board of Governors or the Senate. At the same time, if things are tactfully handled by the Superintendent of Construction, I do not believe that difficulties of any magnitude are likely to arise between the Senate, the Board of Governors, and Mr. Rowntree. Mr. Rowntree wants no change which would make the Senate any less a factor than it has been. Its views have virtually dominated the situation all along, except in regard to technical points which must be left to an architect, once he has been appointed.

R.J. Davidson.

- 2 -

On reading your letter, it seems to me that the only method which would prove satisfactory to the Senate would be:

- (a) For the Senate to send details of what they require in the buildings.
- (b) For the Architect to prepare a rough plan, giving an approximate estimate.
- (c) For the Board of Governors to see the estimate, and probably the plan, and to pass forward to the Senate.
- (d) For the Senate to consider the plan, revise it, and offer any criticisms which they may have to make, in consultation with the Superintendent of Construction and the Local Building Committee.
- (e) For the Architect, on receipt of the above, to prepare final plans and full details, and forward to the field.
- (f) For the Superintendent of Construction, on receipt of these, to prepare detailed specifications and estimates, which, if not in excess of the amount passed by the Board of Governors, could be acted on at once, but which, if they proved to be in excess, might involve the further delay of reference back to the Board of Governors.

After the receipt of the plans, it is possible, of course, that the Senate might again have further suggested alterations to bring forward, which would involve another reference.

When the plans and estimates have been passed, it seems to me clear that the Superintendent of Construction must have authority to proceed, building within the estimates, and referring matters of difficulty to a local expert Committee, except, of course, where they involved any major matter, such as the architect would have to be consulted upon. This seems to be a very laborious procedure, but yet I do not see how it is to be simplified.

0622

R. J. Davidson.

I may mention that Mr. Rowntree considers the allusion to the Canton College as unfortunate. He visited the College and found that the American Architect was not preparing the details, but that they were being done on the field, with what he regarded as very unsatisfactory results, architecturally.

I am not writing anything to Carscallen on the subject, until I hear what the opinions of the Senate are officially. Perhaps I ought to have waited, in the same way, before writing to you; but I feel that the part which you and I have to play is to try to bring about a reconciliation between different points of view, and we can only do this by the utmost frankness, and by trying, on each side, to understand the position of both parties. I am sure that you are helping in this way; and I shall do my utmost to avoid anything which would tend to make things more difficult. I am afraid that I have erred in this case. I concluded that the Committee to be set up on the field would be regarded by the Senate as satisfactory from their point of view, and, as I say, I regarded the statement as a contribution towards reaching a final agreement.

I hope to write to you again when the report comes from the Senate; but, as this may not arrive before I go away for my summer holiday, I thought that, in any case, I should like to say this much now.

Thank you very much for writing quite plainly on the matter. I absolutely count on this kind of frankness from you, and it helps immensely in getting to the heart of things. You may be perfectly sure that I should oppose anything like an autocratic decision of the Board of Governors over-ruling the wishes of the Senate in a matter of this kind. As I have said, it seems to me that a situation with certain inherent difficulties that might have been resolved by tact and mutual understanding has been made very much more difficult because the individual chiefly responsible for making the thing work well has not been conspicuous in the qualities needed.

Yours affectionately,

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Fred Rowntree

our duty to the University. I am, of course, writing to him on the subject. I dare say that you will wish to know of this fact in your further correspondence with him. I did not see any reference to it in Dr. Endicott's letter to you.

15, Devonshire Street,
Bishopsgate,
London, E.C.

25th July, 1918.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,
Thanks for your letter of the 24th inst. I am glad to have your notes. I have also received from Dr. Endicott a copy of the letter in which he asks you to send full particulars to the Board of Governors.

I am afraid that there is no possibility at all of my being able to be at the meeting of the Board, so that the matter referred to will have to be discussed in my absence. I am not quite sure, however, in regard to this particular item, whether this will not be an advantage, as I do not want to do anything which seems like bringing undue pressure to bear in regard to Mr. Ricker.

I think that it is very important that a matter such as the one which you raise about basements should be clearly stated in any memorandum that you make relative to the general question of the relation of the various persons and bodies concerned with erecting the University buildings in Chengtu. It seems to me that an illustration like this makes clear the difficulty from the Architect's point of view: and, probably, it is just on a point like this that the Senate want to have a final say. This matter, however, need not be taken up. In fact it cannot be taken up until we have received from the Senate their criticisms of your memorandum.

I have myself received a letter from Dr. Endicott today, in which he informs me that he has just had word that Mrs. Ricker has died. This makes it harder than ever for us to raise the question at the moment: but yet I cannot feel that we are absolved, even by our sympathy for Mr. Ricker, from

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Fred Rowntree.

- 2 -

our duty to the University. I am, of course, writing to him on the subject. I dare say that you will wish to know of this fact in your further correspondence with him. I did not see any reference to it in Dr. Endicott's letter to you.

I should certainly like to have a copy of the letter which you send to Dr. Endicott relative to Mr. Ricker: but I do not think that it is necessary for me to see it before you send it, or to express any opinion on it. In fact, I rather think that it would be better for my opinion of it to be quite independent of its composition, and for it to go to Dr. Endicott after your memorandum has been completed and sent in. I think that you have a copy of the letter that I sent to Dr. Endicott on the subject. It may be some guide to you to have it by you, so that you may know the lines on which I stated my difficulties. These are practically the same as those which have been sketched out in conversation between us. If you have not a copy of the letter, I can send you one for reference when you are preparing your memorandum.

Yours very sincerely,

I am afraid that there is no possibility at all of my being able to be at the meeting of the Board, so that the matter referred to will have to be discussed in my absence. I am not quite sure, however, as to the propriety of my attending, whether this will not be an advantage, as I do not want to do anything which seems like bringing undue pressure to bear in regard to Mr. Ricker.

I think that it is very important that a matter such as the one which you raise about assessments should be clearly stated in any memorandum that you make relative to the question of the relation of the various persons and bodies concerned with the University buildings in Chicago. It seems to me that an illustration like this makes clear the difficulty from the architect's point of view; and, I suppose, it is just on a point like this that the Senate will have a final say. This matter, however, need not be taken up in fact if cannot be taken up until we have received from the Senate their criticisms of your memorandum.

I have myself received a letter from Dr. Endicott today in which he informs me that he has just had word that Mr. Ricker has died. This makes it rather hard for us to raise the question at the moment; but yet I cannot feel that we are absolved, even by our sympathy for Mr. Ricker, from

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15, Devonshire Street,
Bishopsgate, E.C.

28th July, 1918.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree.

I enclose R.H. Davidson's letter mentioning the fact relative to Ricker's work, referred to in yours of yesterday's date. You will be able to take the extract you require from it.

I am,

Yours very sincerely,

Encl.

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15, Devonshire Street,
Bishopsgate,
London, E.C.
28th August, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

I have received the enclosed letter from the Secretary of the Senate, with a copy of Minutes dealing with the memorandum. I am hoping to write to him shortly, and should be glad to know what your feeling is after reading the letter. It seems to me that there is really very little of vital difference between their point of view and yours. The question of financial responsibility seems to be the most important one. So far as the question of the plans being passed by the Senate is concerned, I imagine that you have no objection to this if they are prepared to accept the delay involved: and, on the further question of internal rearrangements, I think that they want no more than you are only too glad to give. If one can once be sure that they are not going to make alterations in the external appearance of the buildings, or in their position on the University Campus, I think that very considerable latitude can safely be given. I should be glad to know your view before I write to Carscallen, and to the Secretary of the Board of Governors. The matter will, of course, come up at the meeting of the Board of Governors during the first week in October, and, therefore, I ought to write to Dr. Endicott about it soon.

Yours very sincerely,

Encl.

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Rev. F. M. North, D.D.

I am much obliged to you for your letter of the 9th August.

I am glad to know that the method of transmitting the money due from us to you was satisfactory. I hope that our next payment may be made direct in America, as there are certain sums of money being collected in America for the use of the Friends' Foreign Mission Association in another matter, and these will either have to be paid into our Treasury here, or be sent out direct to China, unless we make some such arrangement as that which I suggest. Of course, in this case, it will simply be a straight payment in dollars of the amount called for by the Board of Governors, or such other amount as is voted by our Board.

Rev. Frank Mason North, D.D.,
Board of Foreign Missions of the
Methodist Episcopal Church,
150, Fifth Avenue,
New York.

Dear Dr. North,

I am much obliged to you for your letter of the 9th August.

I am glad to have received word from James Wood informing me of the acceptance by Mr. George Vaux of the Treasurership of the Board of Governors. I hope that the appointment may be confirmed. I am not quite sure whether I have ever met Mr. Vaux, although I knew his father. I have no doubt, however, that Mr. Wood's judgment may be relied upon in regard to his suitability. But I hope that he will give members of the Board of Governors an opportunity of meeting Mr. Vaux personally before the appointment has to be made definitely.

I have received a long letter from Mr. Carscallen in reference to the memorandum sent out by the Executive relative to the relation of the Architect to the Superintendent of Construction and the Board of Governors. I do not think that the

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Rev. F.M.North, D.D.

- 2 -

matter ought to be difficult to adjust. I fancy that the difference of opinion between the Architect and the Senate is very much less than the latter imagine.

I hope to be able to give a little more attention to the questions that will come before the Board of Governors at its next meeting in time to write to Dr. Endicott before the meeting. At the moment, I am more than usually busy on account of the fact that our Association is celebrating its Jubilee during the coming autumn and winter, and a large amount of extra work falls on me on this connection.

With warm regards,

I am,

Yours very sincerely,

Dear Dr. North,

I am much obliged to you for your letter of the 9th August.

I am glad to have received word from James Wood informing me of the acceptance by Mr. George Vaux of the Treasurer-ship of the Board of Governors. I hope that the appointment may be confirmed. I am not quite sure whether I have ever met Mr. Vaux, although I knew his father. I have no doubt, however, that Mr. Wood's judgment may be relied upon in regard to his suitability. But I hope that he will give members of the Board of Governors an opportunity of meeting Mr. Vaux personally before the appointment has to be made definitely.

I am glad to know that the method of transmitting the money due from us to you was satisfactory. I hope that our next payment may be made direct in America, as there are certain sums of money being collected in America for the use of the Friends' Foreign Mission Association in another matter, and these will either have to be paid into our treasury here, or be sent out direct to China, unless we make some such arrangement as that which I suggest. Of course, in this case, it will simply be a straight payment in dollars of the amount called for by the Board of Governors, or such other amount as is voted by our Board.

I have received a long letter from Mr. Cassell in reference to the memorandum sent out by the Executive relative to the relation of the Architect to the Superintendent of Construction and the Board of Governors. I do not think that the

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0629

Copy sent to

James Edmund Clark.
H. Wilson Harris.
Dr. Sadler.
Captain T.R.W. Lunt.
Rev. F. Baylis.
Fred Rowntree.

15, Devonshire Street,
Bishopgate,
London, E.C.
1st September, 1916.

To the British Members of the Board of Governors.

Dear Friend,

I have received a call to the next meeting of the Board of Governors of the West China Union University, to be held in Toronto on October 4th and 5th. I do not suppose that any British member of the Board will be able to be present at this meeting, and it therefore seems to be worth while for us to have a meeting of such members, in order that we might consider some points on the Agenda, and, if we think best, send Minutes relative to them to the meeting in Toronto. You will remember that a similar meeting was held two or three years ago, when Dr. Goucher was passing through London, the Minutes passed proving helpful to the Board of Governors at its meeting. I enclose a draft agenda for the meeting. The matters in reference to which it seems to me that we could most profitably confer are items 11, 16, 19, 20 and 22, although, of course, there may be other matters on which British members of the Board would like to express their opinion.

Knowing that all the British members of the Board are such busy persons, I am suggesting certain dates for the meeting, and should be glad if you would let me know if any of them are possible for you, and, if so, which:

September 8th: (any time between 11 and 3).
" 13th (afternoon or evening).
" 14th (morning or afternoon).
" 15th (morning).
" 19th (morning or afternoon).

Yours very sincerely,

Encl.

0630

15, Devonshire Street,
Bishopsgate,
London, E.C.
1st September, 1916.

Rev. F. Baylis,
Church Missionary Society,
Salisbury Square,
E.C.

My dear Baylis,

I enclose a copy of an invitation to British Members of the Board of Governors of the West China Union University. According to the action of the Board last time, the Church Missionary Society was to be asked to send a member to meetings of the Board of Governors in the meantime, in the hope that the time might come when they would be duly represented as one of the constituent Missions. I should, therefore, be very glad if some representative of the C.M.S. could be present at the meeting which we are proposing to hold in the near future. Would you kindly let me know whether you are able to nominate somebody or to come to the meeting yourself? Of course there is no definite date given in this call: but I shall, on hearing from the members of the Board, fix a time, and inform you of it. In the meantime, however, I thought that I should like to know whether you proposed to fall in with the suggestion, and would appoint a representative to the meeting. Of course, under the resolution passed by the Board, it is open to you to send someone to the meeting at Toronto, and, if you see any chance of doing this, I very much hope that you will avail yourselves of it: but I have rather concluded that, at this time, it would not be likely that British members could get over. Should it be possible for you to send anyone over, however, it would be all the more advantageous for such person to attend the preliminary meeting of British Members here. We should then have a personal link with the Board of Governors at its meeting in Toronto.

Yours very sincerely,

Encl.

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15, Devonshire Street,
Bishopsgate,
London, E.C.

15, Devonshire Street,
Bishopsgate,
London, E.C.

1st September, 1916.

1st September, 1916.

Dr. Sadler,
The University,
Leeds.

11, Hammermith Terrace,
W.

Dear Dr. Sadler,

I am sending you a notice which is going to the British Members of the Board of Governors of the West China Union University. I should be glad if it were at all possible for you to be with us on the day of our meeting; but I know that it is not easy for you to come to London at short notice, and could hardly urge you to do so on purpose for this meeting. If, however, you could fit it in with other engagements, I am sure that members of the Board would be glad to have you with them.

Yours very sincerely,

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16, Devonshire Street,
Bishopsgate,
London, E.C.

16, Devonshire Street,
Bishopsgate,
London, E.C.

1st September, 1918.

1st September, 1918.

Fred Rowntree,
11, Hammersmith Terrace,
W.

Dr. Sadler,
The University,
Leeds.

Dear Dr. Sadler,

My dear Rowntree,

I am much obliged to you for your letter. I have not yet given full consideration to it, but hope to do so shortly.

In the meantime, I am sending you a notice of a meeting of the British Members of the Board of Governors, at which, as I said to you the other night, I hope that we may have your presence.

Yours very sincerely,

Encl.

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0633

James Edmund Clark.
H. Wilson Harris.
Rev. F. Baylis.
F. Rowntree.

15, Devonshire Street,
Bishopsgate,
London, E.C.

7th September, 1916.

To the British Members of the Board of Governors.

Dear Friend,

Having heard from the members of the Board, I now write to ask you to attend a meeting of the British Members of the Board of Governors of the West China Union University, to be held at my Office at 11 o'clock on Friday, 16th September. I think that, with the exception of Dr. Sadler, who is away for the whole month, and Mr. Lunt, who is on service in France, all the British Members will be present. I am also inviting the University Architect, as there are several matters that specially concern his department.

I am,

Yours very sincerely,

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15, Devonshire Street,
Bishopsgate,
London, E.C.
8th September, 1918.

Raymond C. Ricker, Esq.,
343, So. 11th Street West,
Cedar Rapids,
U.S.A.

My dear Mr. Ricker,

News reached me, a little while ago, of your great loss in the death of your wife after her long and trying illness. It has been on my mind again and again to write to you and express my very sincere sympathy with you in this great trial; but day after day it has been difficult to find time to write. I am very sorry that you have not, before this, had from me some word of sympathy.

I have just received your letter acknowledging mine of the 21st June, and am very much surprised to hear that you had not received word from Dr. Endicott in reference to the matter which has been raised by myself on behalf of the British members of the Board of Governors. As Dr. Endicott has now received fuller letters on the subject, and as he was to communicate direct with you, I think that it would only complicate negotiations if I were, at this date, to respond to your request and write independently to you on the whole subject. Had I been able to see you, I should certainly have discussed the matter with you personally. I have said quite plainly to Dr. Endicott that I do not feel able to form a judgment on the matters raised, and that I feel that it is absolutely due to you that the fullest consideration should be given to everything that you have to say. I am simply presenting certain facts which were, in my opinion, of such a nature as to necessitate some enquiry on the part of the Board. If the Board is satisfied, after such enquiry, to leave matters as they are, I also shall be perfectly satisfied, though, of course, I shall be glad to know the grounds on which the decision is reached. This is a case in which one's personal feelings and sense of duty conflict. It has been very much.

against the grain for me to raise the question at all. I have only done so after full discussion with the British members of the Board, and after very careful consideration. In the event of the Board's reappointing you for further service in China, I shall continue my hearty co-operation with you in your service, and shall feel, even then, that it was better to raise the question, and have it discussed, than to let it remain as one of difficulty, always liable to lead to questions. If, on the other hand, the Board feels that the other alternative is necessary, I greatly hope that you will find some other avenue of service, and that you will not feel that I have done you any wrong through being the instrument of raising the question. I cannot imagine that Dr. Endicott will not, by this time, have submitted fully to you the whole question: but if, by any chance, he has not done so, you should, of course, communicate with him at once direct. As I say, I think that it would only complicate the question if I went into the whole of a somewhat difficult matter again in correspondence with you. I am sorry that I shall not be at the meeting at Toronto, when I should have had the opportunity of talking things out fully with you, and hearing direct from yourself your own side of the question.

with kind regards,

I am,

Yours very sincerely,

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Rev. J. Endicott, D.D.

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Financial policy of the Board of Governors in relation to the Missionary Boards - a point raised by Dr. Pivelle at our last meeting. There ought also, I think, to be a report in reference to incorporation of the University. I do not know what the Board's attitude is. It may be that it has been left open for discussion in China.

15, Devonshire Street,
Bishopsgate,

London, E.C.

8th September, 1916.

Rev. J. Endicott, D.D.,
Missionary Society of the Methodist
Church, Canada.

Dear Dr. Endicott,

I have received your cable urging my attendance at the Toronto meeting. Unfortunately it is quite out of the question for me to be present. I am in the thick of work for the F.F.M.A. Jubilee, and, especially at a time like the present, it would be altogether wrong of me to take even a few weeks off for a visit to America.

I am calling a meeting of the British Members of the Board of Governors for next week, to which I am also inviting a representative of the Church Missionary Society. At this meeting we shall discuss certain points in the Agenda, and will let you have the Minutes dealing with them. I hope that this may be of some service, although, of course, we cannot deal fully with all questions, and must, to some extent, act in the dark. I expect to write to you, with information in reference to this meeting, by next mail, which I hope will be in plenty of time for the Board at Toronto.

Yours very sincerely,

P.S. I should have acknowledged two or three letters which I have received from you lately, namely those dated the 7th & 20th July, and 5th August. I shall have some comments to make in reference to points raised in them after the meeting of the British Members of the Board. I just want to suggest now that the Agenda might contain also a discussion of the

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Rev. J. Endicott, D.D.

financial policy of the Board of Governors in relation to the Missionary Boards -- a point raised by Dr. Flavelle at our last meeting. There ought also, I think, to be a report in reference to incorporation of the University. I do not quite know how that matter stands. It may be that it has been left over for consideration in China.

London, E.C. 4.
8th September, 1918.

11th September, 1918.

P.P.S. I have just received yours of the 30th August. I appreciate your sending me the important letter from Joseph Taylor to Dr. Franklin. I think that, as a matter of fact, the Senate has read much more into the memorandum than anybody concerned at this end intended. I will write to you giving you my full views on the whole subject after our meeting.

If you want Mr. Rowntree to attend the meeting of the Board of Governors, you will, of course, cable I believe, to Toronto. Unfortunately it is quite out of the question for me to be present. I am in the thick of work for the V.P.M.A. Jubilee, and, especially at a time like the present, it would be altogether wrong of me to take even a few weeks off for a visit to America.

I am calling a meeting of the British Members of the Board of Governors for next week, to which I am also inviting a representative of the Church Missionary Society. At this meeting we shall discuss certain points in the Agenda and will let you have the minutes dealing with them. I hope that this may be of some service, although, of course, we cannot deal fully with all questions, and must, to some extent, act in the dark. I expect to write to you with information in reference to this meeting, by next mail, which I hope will be in plenty of time for the Board at Toronto.

Yours very sincerely,

P.S. I should have acknowledged two or three letters which I have received from you lately, namely those dated the 7th & 20th July, and 25th August. I shall have some comments to make in reference to points raised in them after the meeting of the British Members of the Board. I just want to suggest now that the Agenda might contain also a discussion of the

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15, Devonshire Street,
Bishopsgate,
London, E.C.
15th September, 1916.

Rev. J. Endicott, D.D.,
Missionary Society of the Methodist
Church, Canada,
33, Richmond Street West,
TORONTO.

My dear Dr. Endicott,

We have, I am glad to say, been able to get together most of the British Members of the Board of Governors, and were also able to have with us Mr. Baylis, who represented the Church Missionary Society, and who entered very fully into the discussions which took place. I enclose a copy of the Minutes of our meeting, which you will please take as being the best that we can do towards making a contribution to the discussions of the Board of Governors at its forthcoming meeting. We quite realize the difficulty of reaching a settled judgment on matters in the absence of other members of the Board, and we hope that the Board will remember that difficulty in considering the Minutes submitted. It may be that some items would have been differently decided by the British Members had they heard arguments or facts that may be brought forward when the Board meets in Toronto.

You will notice that we have made no Minute on the subject of the Superintendent of Construction. It was felt that, the matter having been referred to you by the British Members of the Board, and as you had the full statement made by Mr. Rowntree, it was not for us to express any opinion as to the judgment which should be come to, more particularly in view of the fact that we have received no statement from Mr. Ricker of his side of the case, and were, therefore, not quite in a position to act as judges in the matter.

I have received from your secretary a copy of the cable which was sent by the Senate, suggesting Mr. Rowntree's going to America in order to attend the Board. We did not feel, on

this side, that we could approve of this expenditure of time and money, even if Mr. Rowntree had felt himself able to undertake the journey. At the same time, if, in the course of the next few days, a cable comes from you asking Mr. Rowntree to attend, he would, of course, give the matter very careful consideration. He would find it extremely difficult to get away, but did not at once say that it was quite impossible. He recognizes, of course, the fact that a different construction may be put upon his actions by Mr. Ricker from that which he would be able to put upon them were he present at the meeting of the Board, and that questions might be asked him there which it would be possible for him to clear up by word of mouth, although difficult to do so, but which it would be impossible to clear up in time by letter. At the same time he feels that he has stated all that he has to state in the full letter which you have before you: and we did not feel that we could press for him to attend in person.

In regard to the knotty question of the relation of the Senate, Board of Governors, Architect and Superintendent of Construction, we have brought together the document prepared in the first place by Mr. Rowntree, and the suggestions from the Senate, and we hope that the work which we have done on this, which took a good long time, may be of some service to the Board of Governors as a basis for discussion. We think that this statement will fully meet the view of the Senate, and the Architect is satisfied with it. It may be that Clause (1) under the third heading seems to give a little more authority to the Architect than the Senate wishes him to have: but he feels that he ought to be able to submit such full details, and see that the working out of the plan is really in harmony with the whole idea. Certain questions might arise, in connection with the preparation of estimates or the carrying out of plans, such as the use of materials, which might seem less important to the Senate than to the Architect. At the same time, the Architect is anxious to leave with the Senate a great deal of discretion in regard to detail, as will be seen by Clauses (2) and (3).

In the previous memorandum the Architect felt that his responsibility was to the Board of Governors, and only to the Senate through them. This accounts for what seemed to the Senate like going behind them, or neglecting to recognize their authority. There was no intention to do this on the part of the Architect. He did not, of course, quite realize how the matter would strike them: nor have they seen what was his point of view in preparing the memorandum. Under the scheme now submitted, in the preparation of plans the Architect will be immediately responsible to the Board, and the Senate's criticisms

Rev. J. Endicott.

will reach him through the Board, although, of course, the Board could always instruct the Senate to send its criticisms direct to the Architect, in order to save time, if it so desired, informing the Architect of their decision. In the preparation of detailed estimates, and the carrying out of plans, the Architect's relations with the Senate will be direct, or through the Superintendent of Construction, it being assumed that the Board of Governors would not wish, when once it had agreed to the main outline of the plans, and the sum to be expended in carrying them into effect, to interfere in regard to details.

In reference to the preparation of detailed estimates, it is assumed that, if these were prepared by the Superintendent of Construction, and submitted to the Senate, agreement could easily be arrived at. The third clause is simply introduced in case, for example, the Senate might urge building with, say, a cheaper material than the Superintendent of Construction felt would meet the case, or the use of which might, in his opinion, interfere with the main effect to be produced by the buildings.

In regard to the other Minutes, I do not think that there is anything which I need say.

We did not discuss the question of Constitution, as I had a copy of the cable from China agreeing to it.

We had before us the plans for the Middle School, which seemed to meet with the approval of members of the Board.

I hope that you will have a very satisfactory meeting, and that what we have done at this end will be helpful, and not the reverse, in securing satisfactory decisions.

I do not think that there is anything else in your letter of the 30th August which needs an answer.

I was interested in seeing Mr. Taylor's letter to Dr. Franklin. I think that his difficulties will be met if the Board of Governors agrees to something on the lines of what has been recommended.

I am very glad indeed to know that your income has been so satisfactory, and to see signs of advance in various missionary efforts, even at a time like the present.

With kind regards,
I am,
Yours very sincerely,

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15, Devonshire Street,
Bishopsgate,
London, E.C.
15th September, 1918.

Rev. J.L. Stewart,
West China Union University,
Chengtu,
West China.

Dear Mr. Stewart,

I am much obliged to you for your letter of the 21st June, enclosing the seventh Annual Report of the University, which I have read, as you may imagine, with a very great deal of interest. It is good to see what steady progress is being made in various directions. Looking at it from year to year, one can appreciate this perhaps even more fully than you on the Field, who watch what is happening day by day.

I am sorry to say that it will not be possible for me, or for any English member of the Board of Governors, to be present at the meeting to be held in Toronto at the beginning of next month. I am glad to say, however, that the British members of the Board have been able to hold a meeting, and have sent forward certain resolutions to the Board of Governors, which will, I expect, be of some help to them in reaching a satisfactory conclusion in regard to some of the matters pending. The most difficult one is that of the relation to the Architect, and on this, I think, we have every reason to expect a thoroughly satisfactory conclusion.

I think that it is not, perhaps, sufficiently understood that, when the Architect drew up the memorandum which has been so severely criticised, he was considering himself as the servant of the Board of Governors, and was not really entering into the question of the relation of the Board of Governors to the Senate. That is to say, if the Board of Governors required the approval of the Senate before giving its own consent, that was a matter which seemed to him outside the scope of the agreement. I am quite sure that there was no intention, on his part, to overlook the Senate. I think that you will

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Rev. J.L. Stewart.

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find that the suggestions which will emanate from the Board of Governors now will form a thoroughly satisfactory basis for co-operation, and give a full place to the Senate, both in regard to a decision, in the first place, as to the plans, and also in the detailed carrying out of them. We have had to learn, on both sides, by experience: and I hope that, now that we have so learned, we shall all be the better able to carry forward the work which has been entrusted to us.

There are a number of interesting matters that arise, in connection with the Report, on which I should be glad to write if I had time: but it seems necessary for me to take up other things which claim my attention. You may have heard that we are this year celebrating the Jubilee of the Friends' Foreign Mission Association, which naturally means a very considerable amount of work for me.

With all good wishes,

I am,

Yours very sincerely,

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15th September, 1918.

R. J. Davidson,
Friends' Mission,
Chengtu,
West China.

My dear R. J. Davidson,

I want to thank you very much for your letter of the 13th July, which arrived a week or two ago. I was very glad to have your full statement as to the local situation, although, of course, the actual information contained in it was not good reading. I very much hope that my next letters may bring me still better news than the most recent facts mentioned by you.

The main object of my writing to you now is simply to say that we have just had a meeting of the British Members of the Board of Governors, and that I think that you will be very well satisfied with the proposals which have been made. I do not think that it would be quite in order for me to send you a copy of the Minutes, as they are simply sent forward as a contribution towards the discussion of the various matters that will come before the Board of Governors in Toronto. Otherwise I should wish to let you see them.

It was quite clear in the discussion that the Architect had no wish to override the Senate in matters connected with the original preparation of plans, or with the detailed carrying out of them. He has always thought of himself as the servant of the Board of Governors, and has left it with the Board to determine what relations they should have with the Senate in connection with such matters. The suggestions that we have now made give, I believe, the fullest position to the Senate in relation to the whole matter; and I do not anticipate any difficulty arising out of them.

I am very glad to have your own assurance, and that contained in the statement of the Senate, that there is now no

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R.J. Davidson.

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wish to change Mr. Rowntree's style of architecture. I hope that, bit by bit, this will commend itself fully to all concerned, and that he may come to win more fully than ever the confidence of those on the Field. I think that the real difficulty in the matter has been one of misunderstanding.

I notice the point which you have raised as to the estimate for the Middle School. I will write to Dr. Endicott on the matter, as the question will, I suppose, come up at the meeting of the Board of Governors, although I do not find it down on the Agenda.

There are many other things about which I should like to write; but you will understand that the work of the Jubilee is making a heavy demand upon me, and that it is difficult to give as much time as I should like to correspondence with the Fields just now. I hope that you will sometimes think of me in connection with this work. My great desire is that it shall not only mean much for the work abroad, but that it may result in quickened life throughout the Society at home, and in all its activities.

I dare say that you may be interested in seeing an article which I have written for "The Hibbert Journal", which will appear next month.

I hope that, before long, you will receive a copy of "Friends Beyond Seas", and that you will find it as satisfactory as possible, considering the small amount of space in which so great a work has had to be described.

Please thank Huntley for the letter which he sent from the Monthly Meeting, and which, as you will have seen, has appeared in "The Friend".

With love and best wishes,

I am,

Yours affectionately,

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15, Devonshire Street,
Bishopsgate,
London, E.C.
18th September, 1918.

Rev. F. Baylis,
Church Missionary Society,
Salisbury Square,
E.C.

Dear Mr. Baylis,

I send herewith a copy of the Minutes of the Meeting of the British Members of the Board of Governors held on Friday last. I am posting these to America by today's mail. If you have any corrections to make in them, I should be glad if you would let me know at once, and I will forward them to America by the next mail.

We were very glad to have you with us, and your suggestions on various points were of real value to us.

I am,

Yours very sincerely,

Encl.

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15, Devonshire Street,
Bishopsgate,
London, E.C.
19th September, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

I enclose a copy of the Minutes of the Meeting held last Friday, so that you may have them for record. It is possible that you may have some suggestions to make in reference to them. If so, it would not be impossible for me to forward them to Dr. Endicott in time for him to receive them, probably, before the meeting. But I expect that the enclosed draft will be satisfactory to you, as it is on the lines of what we decided together. Of course, if you have any comment to make on the Minutes which you wish to send direct to Dr. Endicott, you will feel quite free to do so.

I am,

Yours very sincerely,

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Duplicate sent c/o Dr. Endicott.

15, Devonshire Street,
Bishopsgate,
London, E.C.
19th September, 1918.

James Wood,
Braewold,
Mount Kisco P.O.,
New York.

Dear James Wood,

I am much obliged to you for your letter of the 6th September just received.

I hope that this will reach you before you leave for Toronto. I enclose a copy of Minutes passed by the British Members of the Board of Governors, who met here a few days ago. I am very glad indeed to know that you are going to be at the meeting at Toronto. I only wish that it were possible for me to be present too, and to have the pleasure of seeing you again, and of co-operating in this service.

I have written to Dr. Endicott a letter covering the points raised in the enclosed Minutes, and do not think that it is necessary for me to write to you at any length on the subject. I believe that our third Minute will prove to be the basis of a line of agreement on the vexed question of the relation of the Architect to the various persons and bodies connected with the erection of the buildings in Chengtu.

In relation to a matter which does not appear on our Minutes, namely the question of the reappointment of Mr. Ricker as Superintendent of Construction, I think that I ought to add a word to you. I have written very fully on the subject, and so has Mr. Rowntree. We do not feel at all satisfied that Mr. Ricker is the right man in the right place. We think that the buildings have been more costly than they need have been, and that he has not shown just the qualities which are required for the work. He is more

James Wood.

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James Wood

of an architect than a builder, and should, I think, really be doing -- shall I say? -- a higher grade of work than the sort of thing to which we have put him. Whilst we feel this quite strongly, I want it to be perfectly clear, both to Mr. Ricker himself and to the Board of Governors, that, if the Board does not concur in this judgment, neither Mr. Rowntree nor the British Members of the Board will do otherwise than work with full cordiality with Mr. Ricker in the future, supposing, of course, that he is reappointed. I am afraid that it is almost impossible that, a matter of this kind having been raised, Mr. Ricker should not feel a certain amount of -- shall I say -- resentment towards those of us who have had the unpleasant duty of raising it. I hope that, if you have the opportunity of meeting him, you would be kind enough to do anything which might help to remove anything of the sort. I have nothing but respect for Mr. Ricker himself. I know that, in certain directions, his work has been good. I believe that he has been thoroughly conscientious, and most anxious to do the best he could. What I really feel is that he applied for and was appointed to a position which was not just the thing for a man with his qualifications.

I am sending this letter in duplicate to Toronto, but not a duplicate copy of the Minutes of the British Members, as you will be able to get them from Dr. Endicott if you are already in Toronto when this letter reaches you.

I hope that the meeting of the Board will be in every way satisfactory. There are one or two difficult questions to discuss: but I feel sure that you will be helped in the discussion of them.

Whilst writing, let me thank you very much for your letter in response to my last. I am sorry that I troubled you about the matter of finance, when it had already been settled. I very much appreciate your kindness in helping in the way that you have done.

I am having a copy of my book "Friends Beyond Seas" sent to you. I hope that you will find it of some interest.

You will understand that we are all very busy just now in connection with the Jubilee of the F.F.M.A., which comes at a difficult time, but yet is already awakening a good deal of interest amongst Friends.

With warm affection,

I am,

Your sincere friend,

Encl.

P.T.O.

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James Wood.

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James Wood.

P.S. I have received a line from R.R. Davidson, who is acting as Treasurer of the University in the Field, pointing out that there has never been very much communication between the Treasurer of the Board of Governors and the Treasurer of the Senate, and saying that he wished that matters might be a little more fully written about and explained. As the new Treasurer takes up his work, I hope that he will try to keep the Treasurer of the Senate a little more in touch with financial matters than has been the case in the past, and that he will at once enter into correspondence with him. I think that the Senate feels a little in the dark, and, I might say, a little neglected. Perhaps the difficulty that has arisen in connection with the Architect has rather accentuated this point.

I am sending this letter in duplicate to Toronto, and a duplicate copy of the Minutes of the British Museum, as you will be able to get them from Dr. Endicott if you are already in Toronto when this letter reaches you.

I hope that the meeting of the Board will be in every way satisfactory. There are one or two difficult questions to discuss; but I feel sure that you will be helped in the discussion of them.

What is writing, let me thank you very much for your letter in response to my last. I am sorry that I promised you about the matter of finance, when it had already been settled. I very much appreciate your kindness in helping in the way that you have done.

I am having a copy of my book "Friends Beyond Seas" sent to you. I hope that you will find it of some interest.

You will understand that we are all very busy just now in connection with the Jubilee of the P.R.A., which comes at a difficult time, but yet is already assuming a good deal of interest amongst friends.

With warm affection,
I am,
Your sincere friend,
James Wood.

P.T.O.

Prof.

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15, Devonshire Street,
Bishopsgate,
London, E.C.
20th September, 1918.

Rev. J. Beech, D.D.,
C/o Rev. J. Endicott, D.D.,
Missionary Society of the Methodist
Church, Canada,
33, Richmond Street West,
TORONTO.

My dear Dr. Beech,

I very much wish that it might be possible for me to be with you all at the meeting of the Board of Governors next month. I have only missed one other meeting, I think, since the beginning, and should have greatly liked to be present. In addition to this, I feel that we lose something at this end by not having any representative at the Annual Meeting. It is clear, however, that it would not be right for me to attempt to come. In addition to many matters connected with the present political situation that seem to necessitate one's remaining in this country, we are now celebrating the Jubilee of the Friends' Foreign Mission Association, and this means a lot of hard work. Of course the present is not an easy time for us to undertake this effort; but I believe that Friends generally are prepared to enter into the whole matter -- in some ways, perhaps, with more keenness on account of the very difficulty of the situation.

You will, no doubt, see Dr. Endicott's copy of the Minutes passed by the British Members of the Board of Governors; but, in case they should be in any way delayed, I am sending herewith a separate copy.

I hope that the suggestions contained in the third Minute may prove to be thoroughly acceptable, and provide a working basis for the future. I want the Senate quite clearly to understand that the fact that their position was not more safeguarded in the original memorandum was due to the Architect's

Rev. J. Beech, D.D.

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regarding his responsibility as being simply to the Board of Governors, leaving it with the Board to determine what authority the Senate should have in the matter. He regards himself as the servant of the Board of Governors, and considers that it is their duty to secure that the Senate has its proper position in relation to buildings, etc. Now, however, the matter has been looked into more carefully, in view of the Senate's comments, by the British Members of the Board of Governors, and I hope that the suggestions which we have made will, as a matter of fact, meet all points of view, and fully safeguard the position of the Senate, as well as secure to the Architect what it is right that he should have. I may say that Mr. Rowntree, though not, of course, joining in the making of the Minutes at the meeting of the British Members of the Board, concurs with the suggestions which we are forwarding to America.

You will have received, I think, by this time, through Mr. Sowton, the sum of £40 referred to in your letter of August 5th. I did not reply to you at the time: but we saw that the matter was put through, and, no doubt, you have received a full statement of the account from Mr. Sowton.

With all good wishes to yourself and your family,

I am,

Yours affectionately,

Encl.

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Same as below to James Edmund Clark.

15, Devonshire Street,
Bishopsgate,
London, E.C.
20th September, 1916.

H. Wilson Harris, M.A.,
7, Hill Close,
Golders Green,
N.W.

Dear Friend,

I enclose a copy of the Minutes of the Meeting of the British Members of the Board of Governors held last week. I hope that you will find these satisfactory. If you have any comment to make on them, please let me have it without delay.

On thinking over the whole matter again, I feel that the suggestions which we have made ought to prove a thoroughly satisfactory basis of working for all parties concerned. It has certainly been difficult to arrive at a conclusion; but, now that the suggestions have been made, I think that we are well on the way to a settlement of the whole matter.

Yours very sincerely,

Encl.

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15, Devonshire Street,
Bishopsgate,
London, E.C.
20th September, 1918.

Rev. C.R. Carscallen,
West China Union University,
Chengtu,
West China.

Dear Mr. Carscallen,

I am much obliged to you for your letter of the 25th July, addressed to Dr. Endicott and myself.

I am extremely sorry that it is not possible for me to be present at the meeting of the Board of Governors when all the various matters will come up for discussion.

You will be interested to hear that the British Members of the Board of Governors met together, a few days ago, and discussed several of the most important matters on the Agenda. We had a very full discussion on the question of the relation of the Architect to the Board of Governors, Senate, and Superintendent of Construction. I think that we have outlined a plan which will fully meet the point of view of the Senate. I hope that the Senate will realize that Mr. Rowntree's idea in drafting the memorandum was that he, as a servant of the Board of Governors, was responsible to the Board, and that it was for them to determine what the responsibility of the Senate should be, he accepting the Senate's authority through the Board of Governors, in such a way as the Board might determine. It is this which accounts for what seems to you like the leaving out of the Senate in the first draft. I am sure that Mr. Rowntree had no thought of passing over the Senate when the draft was prepared. I think that the general lines of the suggestion made by the British Members of the Board (with which Mr. Rowntree is in full accord) will prove acceptable to the Senate, and I hope that the Board of Governors will follow them in the main.

I am glad to hear from Morrison that things are going on well now in the way of building. I should like to hear some time what the feeling of members of the Senate is now that the buildings are at a stage at which the general effect of them can be judged.

It would hardly seem to me to be worth while to take up and discuss the particular matters referred to in your last letter, in view of the fact that they will be discussed by the Board of Governors before my letter reaches you, and decisions will, I suppose, have been arrived at in regard to most of them.

I am sorry to hear of the difficulty which you are having in relation to the Education Department. I very much wish that we had been able to fall in with your suggestion, and send E.W.Sawdon to Chengtu. We are not without hope that it may be possible, some day, to do this: but, just at present, we feel that, not only from the point of view of the F.P.M.A., but really from that also of the general educational efficiency of the work of Missions in Szechwan, it would be a mistake to accede to the request which was made.

I was glad to hear that Wallace was released by the brigands, into whose hands he fell. I suppose that he will now be back with you. I am sure that you will be glad to have him about again.

I may say that it has been a very great satisfaction to me to have the full financial statements received from the Senate; and I think that it ought to be possible for the Board of Governors to discuss the whole financial situation more thoroughly now that these statements have been presented. I myself favour the suggestion that the Boards should be definitely asked to contribute a certain sum annually, for a period of years, for purposes of construction, quite apart from the amount contributed for upkeep and general running expenses.

We had the pleasure of having Mr. Baylis, of the C.M.S., with us at the meeting of the British Members of the Board of Governors. He told us that the C.M.S. are still in the same position as they were before. They are not able to move forward, but they have no intention of going back. Until the war is over, it is not likely that they will take another step in advance; but they have every prospect of coming in ultimately. They are somewhat anxious in regard to the question of their contribution to the capital expenses of the

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University when they do come in. They quite recognize that it is hardly fair for them to come in and receive the full advantages of work into which all the other Missions have put large sums of money, without their putting some capital amount into the general fund. At the same time, they do not see how it would be possible for them to make a lump sum contribution similar in amount to that which has been given by the other Missions up to date. Mr. Baylis raised the question as to whether it would be possible for a certain sum to be fixed by negotiation, its actual payment being spread over a certain number of years. I think that this is a matter to which the Senate might give some consideration, although, of course, it is not immediate politics in regard to the C.M.S. I think that the general question wants looking into a little more carefully than has yet been done. Perhaps some suggestions originating from the Senate might be sent to the Board of Governors for their next meeting. I make the suggestion simply as a private individual, and not in my capacity as Joint Secretary of the Board of Governors.

I am glad to hear that things are going well in various directions. It is good to know that the political situation is clearing up. I hope that the new Governor may live long enough to re-establish order throughout West China. It is sad to hear that he is suffering from tuberculosis, and not likely to live long. He seems to be, from all that I hear, just the man for the work.

You will, perhaps, hear from others that the F.F.M.A. is celebrating its Jubilee this year. We are naturally pretty full up with work connected with this event. One is finding, of course, a certain amount of additional difficulty in having the celebration at this time; but we have, so far, received a large amount of response, and we hope that the results of the Jubilee may not be adversely affected by the war situation.

With kind regards,

I am,

Yours very sincerely,

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15, Devonshire Street,
Bishopsgate,
London, E.C.
7th October, 1916.

Rev. E.W. Wallace,
West China Union University,
Chengtu,
West China.

My dear Wallace,

I was very glad to get your letter of the 26th August, enclosing your report, which I have read with much interest.

I am very sorry indeed that I have not been able to be in Toronto this week, in order to be present at the meeting of the Board of Governors, where many matters of much interest, and of import for the future of the Society, will have been under discussion. I have, however, been able to arrange for the British Members of the Board of Governors to meet, as you will probably have heard, and certain suggestions have been sent forward by us to America which will, I think, be of some service in reaching satisfactory conclusions.

I am very glad indeed to hear what you think of Rown-tree's work. I have always felt that, when once we got the buildings up on the Field, there would be a more general appreciation of his ideas. I hope that this will turn out to be the case. We have recently received some photographs showing other buildings which have been put up, and your house with the M.E.M. buildings. The contrast is rather painful, and I cannot help thinking that those who have put up buildings in such a different style will, in years to come, be very sorry indeed that they did not adapt them to the ideals of the University Architect.

I do not think that you need have any anxiety about the question of relations between Architect, Builder and Senate. Of course the question of Ricker's reappointment is one on which I cannot very easily say anything at this stage.

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Rev. E.W.Wallace.

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I was sorry to hear of your misfortune in being captured, but was very pleased to hear that you had managed to escape so comparatively easily.

I hope that you have good accounts of your wife. I sympathise with you in your anxiety on account of her illness.

My wife joins in very warm regards and all good wishes.

I am,

Yours very sincerely,

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J. H. Oldham, Esq., M.A.

himself on the whole question of adaptation in architecture in
 Mission Buildings, and, perhaps, to print with it some of the
 photographs or plans which are likely to be of chief interest.
 I think that this would be well worth while, and that it would
 perhaps start some people thinking on the subject who have
 never thought of it at all before. I am sending you a few
 copies of the Middle School Building which is being erected
 near the University site, so that you will notice that
 the other buildings in the photographs which have been erected
 in purely foreign style. I am sending you a few copies of
 others which have been erected in Chinese style, or actually from
 Chinese ideas. I shall be glad to have these back at your
 early convenience.

15, Devonshire Street,
 Bishopsgate,
 London, E.C.

18th October, 1918.

J. H. Oldham, Esq., M.A.,
 1, Charlotte Square,
 Edinburgh.

My dear Joe,

I have recently received from West China a report from
 E.W. Wallace, the Educational Secretary appointed by the four
 Missions joining in the West China Union University. This
 report seems to me to be one of very great value, and I cannot
 help thinking that, if some of the most striking matter in it
 were taken out, an article might be prepared for "The Inter-
 national Review" which would be of very great stimulus to
 educational missionaries in other places. If you feel this,
 I would suggest your writing to E.W. Wallace, and telling him
 that you have seen the report, asking him to prepare an art-
 icle which would embody some of the most striking points in
 it. A brief review of what Christian educational work is at-
 tempting in West China, its actual extent, its strength and
 its weakness, with a reference to the main problems as brought
 out in the last section of the paper, seems to me to be the
 kind of thing that would be of value. I should be glad to
 have the paper back soon.

I dare say that you remember my speaking to you some time
 ago about the buildings that are being put up in connection
 with the University in West China. At your request, I sounded
 Beech, the President of the University, on the question of
 his writing for the Review on the subject. I did not feel,
 however, after talking to him about it, that he could do
 justice to it. We have recently received photographs of
 some of the buildings which are now completed, or nearly com-
 pleted, and we have gained a good deal of experience in the
 matter. In addition to that, several Chinese missionaries who
 have seen the work done, or pictures of it, have expressed
 their very keen interest in it. I think that probably the
 thing to do would be to have an article by the Architect

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J.H.Oldham, Esq., M.A.

- 2 -

himself on the whole question of adaptation in architecture in Mission Buildings, and, perhaps, to print with it some of the photographs or plans which are likely to be of chief interest. I think that this would be well worth while, and that it would, perhaps, start some people thinking on the subject who have never thought of it at all before. I am sending you a few photographs, and the plan for the Middle School Building which is to be erected near the University site, so that you may see what is being accomplished. You will notice that there are houses and other buildings in the photographs which have been erected in purely foreign style, and that there are others which have been erected under the inspiration of Mr. Rowntree, or actually from his own plans, which give the full Chinese idea. I shall be glad to have these back at your early convenience.

My dear Joe,

Yours affectionately,

I have recently received from West China a report from H.W. Wallace, the Educational Secretary appointed by the four missions joining in the West China Union University. This report seems to me to be one of very great value, and I cannot help thinking that it is one of the most striking matters in it were taken out, an article might be prepared for the International Review which would be of very great stimulus to educational missionaries in other places. If you feel that I would suggest your writing to H.W. Wallace, and telling him that you have seen the report, asking him to prepare an article which would embody some of the most striking points in it. A brief review of what Christian educational work is at-tempting in West China, its actual extent, its strength and its weakness, with a reference to the main problems as brought out in the last section of the report, seems to me to be the kind of thing that would be of value. I should be glad to have the paper back soon.

I dare say that you remember my speaking to you some time ago about the buildings that are being put up in connection with the University in West China. At your request, I sounded Hoock, the President of the University, on the question of his writing for the Review on the subject. I did not feel, however, after talking to him about it, that he could do justice to it. We have recently received photographs of some of the buildings which are now completed, or nearly com-pleted, and we have gained a good deal of experience in the matter. In addition to that, several Chinese missionaries who have seen the work done, or pictures of it, have expressed their very keen interest in it. I think that probably the thing to do would be to have an article by the Architect

Encls.

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0660

16, Devonshire Street,
Bishopsgate,
London, E.C.
19th October, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

I have just received from James Wood a preliminary statement in reference to the work of the Board of Governors. I gather from this that it has been agreed for Ricker to continue his work for a short period until the five years has elapsed, but that there is a general feeling that, when that period has elapsed, a change should be made. I shall, no doubt, be hearing more fully on the matter before long; but, in the meantime, I send you James Wood's letter.

You will note the alterations which have been made on the suggestions forwarded by the British Members of the Board. These are minor points, which I think will meet with your approval.

I shall be glad to have James Wood's letter back as soon as possible.

I have, in the meantime, kept the photographs which you sent me, as I find them very useful in interesting people in the work. I am hoping to use them in some visits to schools.

I am glad that you wrote to Morrison asking him for detailed estimates of the College Building. I also have mentioned the matter to him.

I think that you may be perfectly free to make suggestions in regard to Mr. Silcock's plans, and I hope that you will do so. I believe that Mr. Silcock would wish you to make suggestions. I am very anxious that our College Building should be in thorough harmony with the University Buildings -- more than ever since seeing the photographs, and realizing the shocking contrast that there will be between the University Buildings and some of those put up by the Missions.

Yours very sincerely,

Encl.

0661

James Wood

mother would give one-quarter of the amount required for this purpose. It was left with Dr. Beech to follow the matter up, and I hope that he has done so. I dare say that I shall hear from him about the meeting of the Board. I shall then be able to bring the matter to his notice again, in case he has not taken any steps in regard to it. It seems that, now that we have the Middle School, it would be appropriate to bring the question again to the attention of the

15, Devonshire Street,
Bishopsgate,
London, E.C.
19th October, 1918.

James Wood,
Braewald,
Mount Kisco, P.O.,
New York.

Dear James Wood,

I am very much obliged to you for your letter of the 5th October just to hand, and for the early information which you have given me about the action of the Board of Governors. I have not yet, of course, received the full Minutes from Dr. Endicott, and am, therefore, the more glad to have your particulars as to what has been done. I am pleased to note that the action of the British Members of the Board of Governors was found to be of some value in the deliberations of the Board when it met in Toronto. It was a real disappointment to me not to be present and join in the discussions.

I note what you say about Mr. Ricker, and am interested to find that your own observations coincide with what we had ourselves seen in relation to his work. I hope that, under the new arrangement, a closer check will be kept upon what he is doing, and that, even although our obligation may be to continue him in the service of the Board for the rest of the period of five years, we may still do something to improve matters, as compared with the past.

I was glad to receive from you the full agenda covering the various matters dealt with by the Board. It must have been an interesting gathering.

I have not heard from Dr. Beech as to the progress of his financial efforts. I am particularly wondering whether he has succeeded in securing the gift from the Scattergood family that we had hoped might be available for building the Middle School. When I last spoke to Henry Scattergood on the subject, he seemed to think it quite likely that his

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James Wood.

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mother would give one-quarter of the amount required for this purpose. It was left with Dr. Beech to follow the matter up, and I hope that he has done so. I dare say that I shall hear from him about the meeting of the Board. I shall then be able to bring the matter to his notice again, in case he has not taken any steps in regard to it. It seems that, now that we have definite plans for the Middle School, it would be appropriate to bring the question again to the attention of the Scattergoods.

With very kind regards to Carolina and yourself, and with much appreciation of your continued help in this particular, as in other ways,

I am,

Yours affectionately,

I am very much obliged to you for your letter of the 5th October just to hand, and for the early information which you have given me about the action of the Board of Governors. I have not yet, of course, received the minutes from Dr. Radloff, and am, therefore, the more glad to have your particulars as to what has been done. I am pleased to note that the action of the British Members of the Board of Governors was found to be of some value in the deliberations of the Board when it met in Toronto. It was a real disappointment to me not to be present and join in the discussions.

I note what you say about Mr. Ricker, and am interested to find that your own observations coincide with what we had ourselves seen in relation to his work. I hope that under the new arrangement, a closer check will be kept upon what he is doing, and that, even although our obligation may be to continue him in the service of the Board for the rest of the period of five years, we may still do something to improve matters, as compared with the past.

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Rev. F.M. North, D.D.

be a very bad time for such an effort, and, of course, respect-
 ively from the financial point of view, there are very serious
 difficulties in carrying out our campaign at the present time.
 Nevertheless, I am happy to say that we have much to be thank-
 ful for in the way in which our message is being received, and
 already a considerable financial response has been received.
 of course, makes a very heavy demand on my
 15, Devonshire Street,
 Bishopsgate,
 London, E.C.
 25th October, 1916.

Rev. F.M. North, D.D.,
 Board of Foreign Missions of the
 Methodist Episcopal Church, 150
 150, Fifth Avenue,
 New York.

My dear Dr. North,

I have not yet heard from Dr. Endicott as to the action
 of the Board of Governors in reference to the appointment of
 a new Treasurer. I am therefore sending to you a cheque for
 our share of the University expenses for last year. I am ex-
 tremely sorry that this amount has been so long delayed. It
 ought, of course, to have reached you months ago. You will
 understand that financial matters in this country are some-
 what difficult just now: but nevertheless I ought to have
 let you have it at an earlier date. I hope to be more prompt
 in sending the remittance which will have been called for by
 the last meeting of the Board of Governors. No doubt you
 will pass the enclosed sum on to whoever has been appointed
 Treasurer, if an appointment has been made. I enclose a form
 of receipt. Perhaps you will kindly see that this is signed
 and returned to me.

I was extremely sorry, as you will know, not to be pres-
 ent at the meeting of the Board of Governors. It would have
 been a great pleasure to me to be there. I also feel that I
 should have gained much by talking over with the members of
 the Board some of the knotty questions which we are now fac-
 ing. It was, however, clearly my duty to stay in this coun-
 try. I was glad to hear, from a note received from James
 Wood, that you had a very satisfactory meeting. I am sorry
 that he could not be there for the whole of the time.

We are just now engaged in celebrating the Jubilee of
 the Friends' Foreign Mission Association. This may seem to

0664

Rev. F.M. North, D.D. - 2 -

be a very bad time for such an effort, and, of course, especially from the financial point of view, there are very serious difficulties in carrying out our campaign at the present time. Nevertheless, I am happy to say that we have much to be thankful for in the way in which our message is being received, and there has been quite a considerable financial response already. The whole work, of course, makes a very heavy demand on my time, as you will easily understand.

Dear Mr. North,

With kind regards and all good wishes,
I am,
Yours very sincerely,

My dear Dr. North,

I have not yet heard from Dr. Knicker as to the action of the Board of Governors in reference to the appointment of a new Treasurer. I am therefore sending to you a cheque for our share of the University expenses for last year. I am extremely sorry that this amount has been so long delayed. It ought, of course, to have reached you months ago. You will understand that financial matters in this country are somewhat difficult just now; but nevertheless I ought to have let you have it at an earlier date. I hope to be more prompt in sending the assistance which will have been called for by the last meeting of the Board of Governors. No doubt you will pass the enclosed on to whoever has been appointed Treasurer, if an appointment has been made. I enclose a form of receipt. Perhaps you will kindly see that this is signed and returned to me.

I was extremely sorry, as you will know, not to be present at the meeting of the Board of Governors. It would have been a great pleasure to me to be there. I also feel that I should have gained much by talking over with the members of the Board some of the knotty questions which we are now facing. It was, however, clearly my duty to stay in this country. I was glad to hear, from a note received from James Wood, that you had a very satisfactory meeting. I am sorry that he could not be there for the whole of the time.

We are just now engaged in celebrating the Jubilee of the Friends' Foreign Mission Association. This may seem to

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0665

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15, Devonshire Street,
Bishopsgate,
London, E.C.
10th November, 1916.

Dr. Sadler,
The University,
Leeds.

Dear Dr. Sadler,

I enclose a report by the Educational Secretary who was appointed, some three years ago, by the Board of Governors of the West China Union University. Although it is somewhat full, I feel sure that you will be interested in it, if you find time to glance through it -- especially, perhaps, the closing section on "Present Needs and how to meet them", beginning on page 17. I should be glad to have the report back as soon as you have finished with it, as it is my only copy.

I have not yet received the Minutes of the meeting of the Board of Governors held in Toronto last month, but am daily expecting them.

With kind regards,

I am,

Yours very sincerely,

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15, Devonshire Street,
Bishopsgate,
London, E.C.
20th November, 1916.

Fred Rowntree,
11, Hammersmith Terrace,
W.

My dear Rowntree,

I received your letter a day or two ago with enclosures. I am glad to have this fuller information.

It does not seem to me to be very satisfactory that the Board should have virtually refused to go into the matter. Whilst I think that the new plans suggested will help, I have very little hope of their proving really sufficient, because I do not think that Ricker has the ability to grapple with the situation. Incidentally, I heard something about his work in China, the other day, which has given me still further cause for anxiety. However, I gather that the arrangement is only for the five-year term, and I hope that, at the end of that period, we shall be able to find someone who will be a more efficient and sympathetic helper to you in your important work.

I am glad that our proposals in reference to the relation of the Senate to the Architect were pretty much agreed to.

I think that it would be as well to ask Endicott definitely whether the second copy of the plans for the Middle School has been sent to the Senate.

I am much obliged to you for the plans for the Rachel Metcalfe Home. I talked these over with Miss Walker, and she is to write to you with reference to one or two suggested modifications which will, I think, meet with your approval. The special point which she raised was that the gateway which you designed was more Chinese than Indian in appearance. This is not much to be wondered at, perhaps, though it should be altered, if possible.

Yours very sincerely,

15, Devonshire Street,
Bishopsgate,
London, E.C.
14th December, 1918.

Rev. J. Endicott, D.D.,
Missionary Society of the Methodist
Church, Canada,
Wesley Buildings,
399, Queen Street West,
Toronto.

My dear Dr. Endicott,

I have received your letters of the 28th October and 8th November, telling me about the meeting of the Board of Governors. I have also received extracts from the Minutes. As I have not yet received the full Minutes, I have been waiting for these before writing to you: but I think that now I will not wait any longer before acknowledging your letters and communications.

I hope very shortly to be able to send to the Treasurer a further remittance covering the grant required for the current year's expenses.

I have the pleasure of informing you that, at a meeting of our Board, held on the 30th November, the Constitution of the West China Union University was approved, so far as we are concerned. I enclose a copy of the Minute dealing with the matter, which you will be able to submit to the next meeting of the Board of Governors.

I have seen your letter to Mr. Rowntree, relative to Mr. Ricker's work and appointment. I imagine that, after what has taken place, the Board will hardly feel prepared to reappoint Mr. Ricker after the five years for which, I understand, his appointment was originally made, unless they are then in receipt of a report of his work which shows a considerable improvement on the past. I am afraid that I do not wholly take your view that the new working arrangement will remove difficulties. What I have said to you already,

0668

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Rev. J. Endicott, D.D. - 2 -

and still feel, is that Mr. Ricker's gifts do not lie in the direction of organizing and carrying through this particular kind of work, that he is more of an architect than a builder, and that the buildings are, as a matter of fact, costing us more, and taking longer, than they ought to do. I shall be interested in comparing the cost of a house which we are shortly completing on the University site, and which has been modelled very much on one of the residences put up by the University, with the cost to the University of that residence. Still, this is a matter on which we can only wait and see.

I have had a note from Mr. Vaux, and hope shortly to write to him giving him some ideas in regard to the Treasurer's work which may possibly be of some help to him in fulfilling his duties. I am glad to know that he made a good impression on the members of the Board.

I have recently heard from Mr. Elkinton that he has seen Dr. Beech, and that he hopes that a contribution may be made from some Friends in Philadelphia towards the Middle School or Normal School. I very much hope that this expectation will be realized. I am sure that you will understand the extreme difficulty that we have now, growing with every month of the war, in meeting even the ordinary demands of our Mission work. It seems really too much to expect that Friends will be able, from this side of the Atlantic, to make such contributions as we ought otherwise to be able to make in furtherance of the University building scheme. I am quite sure that you will not think that any failure on our part in this matter argues the least lessening of our enthusiasm for the University work. It is really wonderful to see how many of the subscribers to foreign mission work are denying themselves in order to be able to keep up the subscriptions which they have previously given. Of course, so far as the Society of Friends is concerned, we are more hardly hit than many, because, on the one hand, we have had a number of special funds raised for work carried on by Friends for the relief of conscientious objectors, ambulance work, war victims, etc., and, on the other hand, Friends, generally, are not drawing the temporary monetary advantage from the war which many who are securing good dividends from war profits of one kind and another are doing. At the same time, the Society is going through a crisis in which many are realizing that they must look upon the whole question of worldly possessions from a different point of view: and this will, I am sure, mean the release of money for purposes connected with

J. ENDICOTT

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Rev. J. Endicott, D.D.

- 3 -

Rev. J. Endicott, D.D.

the progress of the Kingdom of God which has hitherto been spent on personal ends.

With all good wishes for Christmas and the New Year to yourself and your family,

I am,
Yours very sincerely,

I have had a note from Mr. Vaux, and hope shortly to write to him giving him some ideas in regard to the Treasurer's work which may possibly be of some help to him in fulfilling his duties. I am glad to know that he made a good impression on the members of the Board.

I have recently heard from Mr. Elliott that he has seen Dr. Bacon, and that he hopes that a contribution may be made from some friends in Philadelphia towards the Middle School or Normal School. I very much hope that this expectation will be realized. I am sure that you will understand the extra difficulty that we have now, growing with every month of the war, in meeting even the ordinary demands of our mission work. It seems really too much to expect that friends will be able, from this side of the Atlantic, to make such contributions as we ought otherwise to be able to make in furtherance of the University building scheme. I am quite sure that you will not think that any failure on our part in this matter argues the least lessening of our enthusiasm for the University work. It is really wonderful to see how many of the subscribers to the mission work are denying themselves in order to be able to keep up the subscriptions which they have previously given. Of course, as far as the Society of Friends is concerned, we are here hard-ly hit that many, because, on the one hand, we have had a number of special funds raised for work carried on by Friends for the relief of conscientious objectors, and because, on the other hand, Friends, generally, are not drawing the temporary monetary advantage from the war which many who are securing good dividends from war profits of one kind and another are doing. At the same time, the Society is going through a crisis in which many are realizing that they must look upon the whole question of worldly possessions from a different point of view, and this will, I am sure, mean the release of money for purposes connected with

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15, Devonshire Street,
Bishopsgate,
London, E.C.
18th December, 1916.

George Vaux, Jr.,
Gulph Road,
Bryn Mawr,
Penna.

Dear Friend,

I was glad to receive thy letter telling me of the appointment made at the meeting at Toronto, and of thy acceptance of the same.

The remittance of \$2,000 covers the period included in the Budget passed by the Board of Governors at the meeting before last. It should, of course, have been sent earlier: but our financial position has made it difficult to meet all our obligations in time. I am hoping very soon, however, to be able to remit the further sum called for by the Budget passed at the Toronto meeting this year.

I hope that Dr. North will soon send thee the Treasurer's books and papers, and that there will not be much difficulty in picking up the threads. I should strongly urge thy entering into correspondence with R.H. Davidson, the Treasurer of the Senate. He is a member of our Mission, and is the son of one of our most trusted missionaries, and the nephew of A.W. Davidson, who visited America some six or seven years ago. He is a chartered accountant, and has put the financial affairs of the Senate on to a much more satisfactory basis than they were. His letters dealing with various matters should be amongst the papers which Dr. North sends to thee.

There are also actions taken by the Board of Governors, and covered by various Minutes, relative to the functions and method of action of the Treasurer of the University, which thee should see. No doubt the Secretary of the Board in America will have drawn thy attention to these Minutes.

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I may just note one or two points which, it seems to me, were in danger of being lost sight of under the old regime.

1. The Treasurer did not report as to how far the Budget had been actually followed during the year. This, no doubt, is partly due to the long time taken in correspondence, and the fact that the returns for the financial year may not be complete at the time of the Meeting of the Board of Governors, and, perhaps, to different periods covered by the financial years of the Board of Governors and the Senate. The Board of Governors ought, however, it seems to me, to have submitted to it, at its Annual Meeting, some clear statement as to how it stands in relation to the Budget passed either by the previous meeting or the one before. We have hitherto voted each Budget simply on its own merits, and have not had any clear statement showing what balance remains over in the field after the close of the financial year, and how far the Budget has been adhered to in practice. I think that comparative statistics of this kind are absolutely necessary if we are to fulfil our responsibilities on the financial side.

In connection with this, I may remark that, at the last meeting of the Board of Governors that I attended (in 1915), we had not received the full amounts required from one or two of the Missions, and there was no clear way of showing whether these amounts had or had not been received. It was only by careful examination of the figures, with this in mind, that one discovered that, in one or two cases, the Missions had fallen badly into arrears, the working expenses of the Senate being, I suppose, met either out of capital funds or by economies on the amount budgetted for. There was no way, however, of showing whether there were, in point of fact, such economies or not. If, at the end of the year the Senate shows a balance as compared with the Budget, this balance ought to be taken into account in the preparation of the Budget for the year following. This was not done on the last occasion of our meeting: and I question whether it could be done with the returns in the form in which we had them. That, I think, should be adjusted between the Treasurer of the Senate and the Treasurer of the Board of Governors, and a method should be adopted which would show the financial position of the University more accurately.

2. I think that there has been a certain amount of confusion in reference to payments at home on behalf of the Senate. A certain proportion of the Senate's Budget covers amounts which have to be spent in England or America -- for example, on account of scientific apparatus, books for library, etc. This means that the Treasurer cannot send out to the Senate the whole

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George Vaux, Jr.

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of the amount budgetted for by the Senate, but must retain a certain proportion in order to meet expenses at this end. I think that the Senate Budget should clearly show what amounts are required for payment in the field; but this differentiation has not, I think, in all cases, been made. In regard to the proportion of the Senate's Budget and the additional items entered on the Annual Budget by the Board of Governors for payment in England or America, we can, of course, keep an adequate check in our own books. In reference to the proportion of the Budget expended on the field, we are entirely dependent upon the Senate; and there should, of course, every year, be some balance, as a Budget must obviously allow a margin over and above what is actually expended. We have now agreed that no money shall be paid by the Secretary of a particular Missionary Society on account of the Board of Governors, without authorization from the Treasurer of the Board; and this ought to be perfectly clear, so that the Treasurer shall not be suddenly sprung upon in regard to payments -- for example, for books ordered by the Senate through the Secretary of a co-operating Missionary Society.

These are the only points that I think of at present. I hope that correspondence with Dr. North and with the Treasurer of the Senate will clear up any matters that are in doubt in thy mind. It would, of course, be much more easy to talk to thee on the subject than to write.

May I say how much I appreciate thy willingness to serve the Board of Governors in this capacity, and how much I hope that the service may prove one of satisfaction to thyself, as well as to us.

With kind regards,

I am,

Thy sincere friend,

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