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Kilborn, Leslie  
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四川成都華西協合大學校  
West China Union University  
Chengtu, Szechwan

Address reply to Dr. L. G. Kilborn  
Department of Physiology

November 13, 1926

Mr. J. M. Yard,  
150 Fifth Ave.,  
New York City.

Dear Mr. Yard:-

I believe that you have made it known that you are at times able to secure special gifts for pieces of apparatus or equipment for various departments of the university. I am therefore writing you in the hope that a few of the deficiencies that exist around here may be made up.

Naturally to those of us who work in the Medical or Dental Faculties the completion of the new building is one of the greatest things to be desired. I expect that others have written you about this too, and so you may consider that this is a mere reminder that the money at present available will build only a little more than half of the building as planned. If you could secure a gift of about \$30, 000 gold, I believe that it would finish the building for us, especially if the present favorable exchange rate is maintained. Unless the central section of the building is completed we are going to be very short of office space, and in addition the department of Biochemistry will have to remain in the Biology ~~Dept~~ Building, where it is at present located, and thus continue to seriously crowd the Chemistry department.

The chilly weather we are having these days reminds me of the question of heating. So far very little provision has been made in any of our buildings for providing heat. Some forms of laboratory work may be possible in a temperature of 32 degrees Fahrenheit, but most of the laboratory work that will be done in the new building will be impossible without some form of heating arrangement. My own department is Physiology. In this the students carry out experiments on the living bodies of anesthetized animals. If you have ever been in an operating room of a hospital you will know how important the maintenance of an adequate temperature is regarded by the surgeons. The same holds true in physiological experimentation. Unless the room temperature is kept fairly high failure may be expected in most experiments. Because of inadequate heating facilities in the Biology Building the appearance of the building is rather seriously marred in the Winter time by various tin stove pipes projecting from windows. Some of them remind one of the Toonville trolley. The interior of the various laboratories is also criss-crossed by stove pipes seeking chimneys or windows. These come from stoves of all makes and descriptions, and their presence certainly does not enhance the appearance of scientific laboratories.

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四川成都華西協合大學校  
West China Union University  
Chengtu, Szechwan

Nov. 13, 1926

Address reply to Dr. L. G. Kilborn  
Department of Physiology

I most sincerely hope that this condition can be avoided in the new Medical-Dental Building. To provide furnaces for the heating of the whole building would be extremely expensive, although it would perhaps be the best method. However, there is another possibility. I have noticed numerous advertisements of the "Arcola Heating System" manufactured by the American Radiator Company. From the claims made in the advertisements I believe that this system would satisfactorily solve our problem. By installing one system on each floor of each wing of the building I believe that adequate heat could be provided. I hope that you will do your best to obtain some such heating device for us. Each unit should be capable of heating about six rooms.

Another serious problem that confronts most of the laboratories on the campus is water supply. Up to date, most departments have been contented with numerous earthen ware crocks sitting around in various places. But this year I believe the Chemistry department intends to build a tank in the attic of the Biology Building and then to pump water up to the tank from a well, and so supply the laboratory. A still better way would be to put a tank in the basement, and then to pump water into this, so compressing the air. Such systems are manufactured now, and I am enclosing the pictures of two of them taken from a catalogue. This type would work very well in our new building, and is much to be preferred to the tank-in-the-attic system, as the latter is liable to leak, and perhaps bring down a lot of plaster from the ceilings below. At present a hand pump would be much cheaper than a gasoline one, as labor is less expensive than imported gasoline. However, if one pump could be utilized to charge storage batteries for electric lighting and power, it would be preferable to the hand pump. One of the enclosed pictures shows such a system. I hope that it ~~will~~ will be possible to interest someone in supplying us with such a system.

If a combined water and power system is not available then I hope you will be able to get someone to give them to us separately. In most Science laboratories a supply of electric power is extremely important. At the present time we are seriously handicapped in not having electricity available. There are many experiments which are omitted from the courses for this reason. So most of us who expect to work in the new building are exceedingly anxious that electric power may be obtained from some source or other. I believe, though, that the majority would far sooner see a central power plant, which could generate power for the whole university, than a number of individual systems in the various buildings. There is one other very important reason for obtaining electricity at the earliest possible moment, and that is in order to conserve the eye-sight of our students. At present each student supplies his own lamp, and it is usually a very small one. The result is constant eye-strain and headache, etc. It also increases the risk of fire. If a

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四川成都華西協合大學校  
West China Union University  
Chengtu, Szechwan

Nov. 13, 1926

Address reply to Dr. L. G. Kilborn  
Department of Physiology

central power plant were located somewhere on the campus all the dormitories could be readily supplied with electric lighting.

Returning to the question of general equipment for the new Medical-Dental Building, another pressing need is a gas plant. A plant that would manufacture gasoline gas would probably be the most satisfactory. I believe that there are several good ones on the market, and if you can find anyone who would be willing to put up about \$500 gold, plus extra for freight, it won't take me long to find a few catalogue quotations to send you.

So far I have mentioned general equipment. Now I would like to suggest a few smaller items for use in my own department. I am enclosing an advertisement from Arthur H. Thomas Company, Philadelphia, describing several pieces of apparatus which are badly needed. Perhaps first on the list I would place the gas analysis apparatus, no. 5932-N, price \$95.00. This is badly needed. Next in order would be the gasometer, no. 6440 price \$300.00, or the Roth Metabolism Apparatus, no. 6442, price \$200.00. A gift of any of these items would be very much appreciated. I have some slight ambition to determine the metabolic rate of as many Chinese as possible in order to obtain a standard for the race, (it is known to be quite different from that of Anglo-Saxons), but the work is impossible without the apparatus.

When my department moves into the new building an analytical balance will be essential, as I will then be located at a considerable distance from the Chemistry or Biochemistry Departments and their balances. The Troemner no. 35 would be a quite acceptable balance, and ~~is~~ it is not expensive. A.H. Thomas call it no. 1840 in their catalogue, and price it at \$50.00. A good set of weights would also be essential, probably another \$25.00.

Still another useful, and almost essential, piece of apparatus would be a colorimeter. At present I use that belonging to the Biochemistry Department, but that will be very inconvenient after moving. I enclose pictures and prices of two or three very useful types.

If someone should hand you \$16.50 some time, and you had no particular use for it, a hand centrifuge would be most acceptable. A.H. Thomas Co., no. 2921, Bausch & Lomb Hand, Double Speed Centrifuge is priced at \$16.50.

If such suggestions as I have made are of use to you, I can send you more of them, as lib. The above are a few of our most pressing needs, and I see no hope of getting any but the smallest of them from our regular budget. So your help will certainly be welcome.

With kindest regards,  
Very sincerely yours, *Leslie G. Kilborn.*

0376

Dec. 31, 1936.

Dr. L. G. Kilborn,  
West China Union University,  
Chengtu, West China.

Dear Dr. Kilborn:-

This will acknowledge your letter of November 13th. Under present conditions I can only thank you for the information and say that if possible, I shall try to get some of the things which you so much need.

I think you will all have to settle down to the fact that you will have no new buildings for from three to five years. It would be simply impossible to ask anyone to give money for a building in China at the present time. Money in small amounts can still be secured from the people.

I dislike to send such word to people who must be already more than discouraged because of local conditions, but my first job is to get money actually needed for the current expenses and the Board Of Governors are insisting that I do this.

With every good wish,

Sincerely yours,

James M. Yard

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West China Union University  
Chengt'u, May 23, 1939

The Board of Governors  
West China Union University  
New York, U.S.A.

Gentlemen:-

At the last meeting of the faculty of the College of Medicine and Dentistry I was requested to write you seeking permission to change the order of erection of the new hospital buildings, so as to provide for the immediate building of the dental clinic. The reasons for our request are as follows:-

Dentistry forms an integral part of our work here, there being no separation between medical and dental work in either college or hospital, in either academic work or in clinical work. Under our present arrangement the university dental clinic and the Canadian Mission Dental Hospital have been merged in the United Hospital. Administration and finances are pooled. We look forward to the same arrangement in the new university hospital, where the dental clinic will be but one of many hospital services, and will not have a separate superintendent or a separate financial arrangement.

This being the case the dental clinic building should not be regarded as a separate institution but as an integral part of the hospital, participating in all funds raised for the hospital that have not been designated for some special building.

The order of building has largely been determined by the Board of Governors, and the College has been trying to closely follow instructions received in letters from Dr. Beech. However, in this case the College feels that the need for the dental clinic is more urgent and more immediate than is the need for some of the buildings placed higher up on the list. At present the dental clinic is crowded into a room in the teaching building that was never intended for clinical work. When classes were small and patients relatively few this accommodation was sufficient, but now that patients and students have both increased to such an extent the accommodation provided is entirely inadequate. The faculty of the College was unanimous in its opinion that the dental clinic should be built as soon as possible, leaving some other portion of the hospital buildings uncompleted if the funds are insufficient. We request that we be given the authority to decide which section or sections be left unbuilt or incomplete, it being understood that we shall not exceed the money available for the whole project. It is well understood, of course, that the OPD building is a separate project, and its costs are being kept separate from the remainder of the hospital buildings. But we wish the dental clinic to be regarded as a part of the hospital, and not as a separate entity. When funds have been obtained that are earmarked for the dental clinic building, these may then be used to complete whatever portion of some other building that may have been left incomplete.

In putting up buildings we shall, of course, leave no building in such a state that it will suffer from the weather.

We shall appreciate a cable reply to our request for permission to immediately build the dental clinic building.

With greetings to all members of the Board.

Sincerely yours,

/s/ Leslie G. Kilborn

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BAG-wrote Beech - Aug 21, 1940 -

四川成都私立華西協合大學醫牙學院  
WEST CHINA UNION UNIVERSITY 27  
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CHENG TU - SZECHWAN 16  
OFFICE OF THE DIRECTOR 22

Copies sent  
Dr. Beech  
Dr. Decker 8/22/40  
July 2, 1940.

Rev. James Endicott, D.D.,  
Rev. J. H. Arnup, D.D.,  
✓ Dr. B. A. Garside.  
Board of Governors,  
West China Union University,  
New York.

ACK  
9/18/40

Gentlemen:-

The minutes of the May meeting of the Board of Governors have just been received in Chengtu, and I am writing to express my surprise at Minute No. G-1466. The ~~report~~ minute referred to a report written by Mr. Small on April 13, 1940.

I am not sure whether Mr. Small has a personal relationship to the Board of Governors that permits him to send in reports without reference to the Faculty of the University, or the president. However, even if he has such a special relationship I wish to point out that the report sent in was ~~taken~~ based on a recommendation of the Hospital Building Committee made to the faculty of the College of Medicine and Dentistry, and was written before the faculty had acted upon the report of the Hospital Building Committee, and therefore long before Mr. Small could possibly know whether the College Faculty would accept the committee's recommendation or not. For the Board of Governors of the West China Union University to spread upon its minutes a note such as that contained in the first paragraph of minute G-1466 is rather surprising in view of the fact that at that time the faculty had not yet received the report of the Building Committee.

The faculty of the College of Medicine and Dentistry on March 21st. deferred action on the recommendation of the Building Committee, and only finally took the matter up on April 25th. (two weeks after Mr. Small wrote his report, which evidently was prophetic rather than historical). The original plan of the hospital building committee for enlargement of the lobby of the hospital was modified, and although the lobby is now to be more spacious than the architect originally planned, the plan is not nearly as drastic as the original recommendation of the Hospital Building Committee.

The second ~~part of the first~~ paragraph of Minute G-1466 calls the attention of the University and Building Committee to the necessity of obtaining competent professional advice on any proposed changes in buildings. Evidently Mr. Small did not mention in his "prophetic report" that such advice had been obtained before the committee made the recommendations. Mr. Canning Young, the architect whom the university has engaged believed that the change was perfectly safe. Also a large and modern company of building contractors in Chengtu were consulted by Dr. Brown, and their report was that the change was quite feasible. (This company is building larger and more modern buildings than any erected by our university, including the new hospital). Thus we had obtained all possible available advice.

The third paragraph of the same minute states that the "Dental Faculty has borrowed money with which to erect the Dental Clinic." For the

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Board of Governors to be talking of the "Dental Faculty" ten years after it amalgamated with the "Medical Faculty" to become the faculty of the College of Medicine and Dentistry indicates that the Board has not kept up with the march of time. The amalgamation took place in 1929, and since then the "Dental Faculty" has had no official existence as a separate body. Hence, it obviously could not borrow money.

No money has been borrowed. Evidently the Superintendent of Construction has again drawn upon his imagination in writing this report. The fact is that the president and administration of the university agreed to "advance" (not lend) the necessary money for the construction of the Dental Clinic from funds received from the Associated Boards. This money is advanced from undesignated funds. It is hoped, of course, that some benefactor will in the future provide the money as a designated gift. But if this should not be forthcoming no one will find himself in debt over the building of the dental clinic building. The president was quite willing to make the allocation of funds referred to, and there was no special pressure put upon him by the eleven year defunct dental faculty.

In view of these minutes having appeared upon the records of the Board of Governors it seems to me that some definition must be made of the channels of correspondence between the university and the Board. If every member of the faculty and staff of the university has the right to send in "reports" to the Board and have the Board act upon these without reference to the university administration, then let us have that plainly stated. Otherwise, I believe it should be plainly stated as to what persons have official access to the Board.

In regard to the hospital building I hope that the members of the Board will try to meet with Dr. R. E. Brown, whom we have elected as director of the new hospital. He will be able to explain much for he took time and effort to become familiar with the plans and buildings so far constructed before he left Chengtu. Dr. Beech could also add much.

While speaking of REPORTS I notice that the Board made note of reports from the Theological College, from the Woman's College, and from the Middle School. The College of Medicine and Dentistry went to some trouble and expense to have a report printed and sent to every member of the Board. But no reference in the minutes is made to this report, which was perhaps the most complete of those the Board received.

I am sending this letter to you three gentlemen as I believe that the actions of the Board are probably considerably influenced by you. In any case I know that you will see that care will be exercised in the future in accepting "reports" from individuals on our staff without reference of these reports to the administrative officials in the university. From Mr. Cressy's report you will have learned again of the tendency of some members of our staff to believe that the university should be run on the principle of the old town meeting, with every person having an equal say in everything. If the Board of Governors supports this method, we shall be glad to know, so that the postage bills of all members of the staff may be increased to send in frequent letters to the Board.

Sincerely yours,

*Leslie G. Kilborn*

Leslie G. Kilborn  
Director of the College of Medicine and Dentistry

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September 18, 1940

Dr. Leslie G. Kilborn  
West China Union University  
Chengtou, Szechuan  
CHINA

Dear Dr. Kilborn,

My copy of your letter of July 2 reached me some weeks ago. I have, however, delayed sending any acknowledgment until I had had an opportunity to consult by letter with Dr. Arnup and Dr. Beech. Dr. Arnup has kindly sent me a copy of the letter Dr. Endicott wrote you on September 5, and I understand that Dr. Beech is also writing to you.

I am sure that Dr. Endicott and Dr. Beech have sufficiently discussed the pros and cons of Mr. Small's report to the Board of Governors, and of the action which the Board took at its annual meeting on May 15 with regard to this report. If any further steps should be taken by the Board of Governors in regard to the matter, they would be taken on the initiative of Dr. Endicott and Dr. Beech. I will therefore confine my own comments to questions of general procedure which are raised by the problems you discuss rather than the merits of these specific problems themselves.

It seems to me that it is always most unfortunate to draw the Board of Governors into controversial matters which ought to be thrashed out and settled on the field. Always in a live and growing institution, there are - and should be - vigorous differences of opinion as to plans, policies, and procedures. It is normal and healthy that there should be lively debate, and even that sometimes arguments may become a bit acrimonious. This is all part of the democratic process. The important thing is that such discussions should be carried by the field to a final decision, in which every person with a proper interest has a fair opportunity to express his or her opinion, and to cast a vote in arriving at the final decision. After ~~the~~ the discussing and voting is over, those who participate, under the leadership of the administrative heads of the institution, should arrive at a consensus of opinion in which all should loyally cooperate. Moreover, this process should be carried to a conclusion before the debate goes beyond the confines of the University campus.

It is rarely, if ever, possible for the Board of Governors to reach any intelligent and adequate decision on controversial matters which are submitted to it by the field. At best the information on which the Board can act is bound to be incomplete, and may even be inaccurate and prejudiced. Even if the Board had full or complete information, its members are too far away from Chengtu, and not in sufficiently close touch with all the details of the situation, to pass reliable judgment of complex and changing problems. Moreover, the introduction of such controversial matters into the deliberations of the Board of Governors not only interferes with the performance of the Board's proper function, but is apt to be discouraging to the members, and detrimental to their interest in and enthusiasm for the work of the University. My own personal feeling is that we were all somewhat at fault in regard to Mr. Small's report. Probably the report should never have been written in the form that it was.

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Dr. Kilborn

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It should not have been sent from the field without being accompanied by some parallel statement of the position and views of those who took opposite sides in the controversy. And it probably should not have been dealt with by the Board of Governors in just the way they did, without first securing a more adequate presentation of all the differing viewpoints.

For some time I have been suggesting to some of the officers of the Board of Governors that we should encourage the field to simplify and clarify the channels of communication between the University and the Board. Some years ago, when Dr. Beech was President of the University, he was the normal channel of communication between the University and the Board, and all of us looked to him as the unifying and interpreting influence. As Dr. Beech has gradually withdrawn from University leadership, there has been a growing multiplicity of channels of communication, and corresponding growth in confusion and sometimes misunderstanding. At the present time, at least half a dozen different individuals are writing to the Board of Governors about various matters; and sometimes it is obvious that communications are not only sent from widely different viewpoints but also without consultation and without adequate knowledge of what others have written. This is bound to be confusing and discouraging to the Board of Governors, and demoralizing to the unity and effectiveness of the University administration.

The solution of this problem, it seems to me, must lie in the direction of establishing a more closely unified channel of communication between the field and the Governors. In most of our China Colleges, the one recognized channel of communication is through the President. Most of the letters to and from the University dealing with all matters of administration are addressed to or come from the President. Matters having to do with details of finance are delegated to the Field Treasurer, though general financial policies are discussed with the President first, and when agreements in principle are reached the details are delegated to the Treasurer. Deans and heads of departments either send their communications through the President's office for him to pass them along to the Board of Governors with his comments and recommendations, or if in special cases such communications are sent to the Board direct, copies are supplied to the President before such letters are mailed, and a complete understanding between him and the administrator concerned is reached before any letter leaves the campus. Likewise, from the standpoint of the Board of Governors, the Secretary is the official channel of communication. In matters of financial detail, after the Board has agreed upon general financial policy, correspondence may be delegated to the Treasurer's office. Where a Board has an Assistant Secretary, he may relieve the Secretary of some details of his activities in line with clearly defined understandings. Of course the Chairman of the Board is always at liberty to communicate with the field, and when matters of special importance arise, the Board often requests the Chairman to act as its channel of communication.

In a number of our Colleges where we have a Chinese President and a Western Chancellor, the procedure indicated above has been modified to the extent that the President and the Chancellor work out an ar-

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Associated Boards for Christian Colleges in China

Dr. Kilborn One Hundred-fifty Fifth Avenue . . . New York, N. Y.

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Associated Boards for Christian Colleges in China

Dr. Kilborn One Hundred-fifty Fifth Avenue . . . New York, N. Y.

agement between themselves as to the division of correspondence with the Board of Governors. The President is always recognized as the superior of the two officers, and it is he who should take the initiative in deciding what portion of the correspondence he wishes to keep in his own hands, and the portion that he wishes to delegate to the Chancellor. Our Boards in America are always glad to cooperate in whatever division of responsibility between these two officers may be worked out in China.

With Dr. Beech absent from China, our problem ~~at~~ West China becomes somewhat more complicated. We assume, however, that whoever is designated as Vice-Chancellor, or as Acting Chancellor, is expected to carry on in the same way that Dr. Beech has done in the past.

If this type of arrangement is worked out, we would look to President Dsang and Mr. Robertson to take the initiative in carrying on the field correspondence with the Board of Governors, delegating to the Bursar correspondence concerning financial details after general policies have been worked out. Deans, heads of departments, and other administrative officials would send their communications and reports either through the President's or Chancellor's office or at least would clear these communications and reports with the President or the Chancellor (or Vice Chancellor) and would have a satisfactory understanding with them before anything was put into the mail. Under such an arrangement, the Superintendent of Construction would proceed in the same way as do the Deans and heads of departments. While the Superintendent of Construction is appointed and supported by the Board of Governors - as are also the Bursar and some of the other administrative officers - the President and the Chancellor of the University are considered the immediate representatives of the Governors on the field, and the Superintendent of Construction should work in the very closest cooperation and harmony with them, as do the other administrative officers.

These are merely my personal and informal thoughts on these matters. Whether the field would find such policies feasible and desirable, and whether the Board of Governors would wish to adopt such a set of general principles, we will not attempt to say.

We hope that the work of the autumn semester has begun under favorable conditions. We are anxiously awaiting word from Chengtu as to the size of your opening enrollment this fall.

With all good wishes, I am

Very cordially yours,

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*from L. Kilbourn*

March 12, 1941

Dear Dr. Beech:-

Just a short note to go with this letter and statement re x-ray. These were approved by the building committee yesterday.

In a recent letter to Harold Robertson you said that you had been able to secure \$400. for Dr. Hsieh to spend four months with the General Electric X-Ray Corporation. This is excellent. With Dr. Greene now here, we can easily get along for a time without Dr. Hsieh.

Some time ago Mr. D. F. Pen, of our staff in physiology who is now completing his second year in the University of Toronto, and who is to return this summer to Chengtu, wrote asking if about \$150 gold might be found for him to visit a few universities in the U.S.A. before returning here. If there is any possibility of your finding this for him from some special fund I believe that it would be a valuable experience for him. Perhaps you could write him anyway, to Toronto, care of the Department of Physiology, Medical Building, University of Toronto.

Dr. Balfour has just made us a visit. We may be able to get another fellowship or two, and the Rockefeller Foundation will continue its support of our Public Health work in Wenkiang Hsien, 40 li west of Chengtu. Here there three medical colleges unit with the provincial government, the local county government and the Rockefeller Foundation in carrying on a town health center and three rural village stations. Our internes are all receiving a month each there. Dr. Balfour did not hold our much hope of a second year being granted to Mr. Lan in Rochester. We are very anxious that he secure this additional year there, and I would much appreciate any assistance you can give in this matter, either by securing an additional fellowship from the R. F. or by getting the University of Rochester authorities to grant a fellowship, or to get such from the Associated Boards, or from some other source.

Dr. Beh, about whom I wrote you once before, has secured a fellowship in the University of Toronto to study microscopic anatomy. But we need about \$400 U.S. Currency for him for travelling expenses. Once in Toronto, he will receive \$100 Canadian money per month. Dr. Yang Gia-liang of our Surgery Department, is also being sent to Toronto for surgery, the cost being paid by the Canadian Mission. I approached Dr. Balfour in regard to Dr. Clifford Tsao, for whom I asked your assistance in receiving a Mayo Foundation fellowship. It is possible that the R. F. will help, but not certain. He is one of our key men, and it is important that we get him abroad for at least a year to acquire prestige if nothing else. I regard him as a likely first Chinese dean in Medicine.

The situation in regard to costs of living is still just as urgent, if not more so. I wrote you something along this line a few weeks ago. If money can be found for the relief of our teachers at this time it will be well used. Chengtu and Chungking are now reported to be the most expensive places in all China. Kunming can no longer compete. Shanghai is regard as very cheap.

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## SUGGESTED X-RAY EQUIPMENT FOR UNIVERSITY HOSPITAL

(Prepared by Dr. Ted Greene of Cheeloo and Dr. Khoo of United Hospital. Approved by E. C. Wilford, and others who are sufficiently familiar with x-ray needs to express an intelligent opinion.)

Note: It is probable that the transportation of this equipment will not be possible until facilities improve. But, we feel that funds should be collected, so that it may be brought in immediately the way opens.

1. Radiographic Unit: (For exposing films) Double focus tube; large focus for chest and gastrointestinal films, small focus for bone work; 100 milliamperere capacity at 100 kilovolts peak would be desirable. The unit now in the Men's Hospital Chengtu is smaller (Fisher, 60ma. at 88 kv.p.) in capacity, but would do good work if the Canadian Mission made it available for the university hospital. This is doubtful.
- 2.. Fluoroscopic Unit for general work in the Department of Radiology; chest gastro-intestinal, fractures, foreign bodies, etc. With this unit one should be able to expose "spot" films while making gastro-intestinal examinations. The Fisher unit now in the E. E. N. T. Hospital should do this work reasonably well, if available, with the possible qualification that I am not sure how easily one can move the tube and screen for fluoroscopic examinations. The motions, definitely, are not as easy as a unit made primarily for fluoroscopy. It is true that a tilting table (fluroscopic) such as sold by the General Electric, is rather expensive.
3. Fluoroscopic unit for examining chests in the medical outpatient department. For examining patients (question of pulmonary tuberculosis, heart disease), controlling pneumothorax treatments, for chest examination of students, staff, servants. This unit, a vertical fluoroscopic, would save the fluoroscopic unit mentioned in paragraph 2 ( a more expensive unit) from the wear and tear of many thousand examinations a year. Both units should be able to be operated continuously, with a good margin, without fear of over-heating tube or electrical parts. Such a unit would have to be added to any equipment now in Chengtu.
4. Therapy Unit: capable of delivering at least 200 Kv. P., that is, for deep therapy. An ionization chamber for measuring the output would be very desirable. With this unit we should be able to administer superficial therapy. (A separate unit for superficial therapy would be desirable, but this may be something to wait for.) A therapy unit would have to be added; there is none in Chengtu at present.
5. Mobile Unit: for use in wards. This we already have, the best I know of personally. The unit can aldo do bone work, and is sold by the General Electric for sinus work, but it is not designed for chest, gastro-intestinal, or fluoro-scopic work (except for a few examinations.)
6. Dental Unit: This we have in operation in the dental clinic.

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All equipment should be shock proof. I doubt if much else is sold. (A vertical fluoroscope with open wiring, but with the back of the unit all enclosed, may be considered shock proof) All of the units should be able to be used with very humid weather.

Equipment sold by the General Electric X-Ray Corporation is probably the best. It is not cheap. Westinghouse and Kelly-Koett stand high. Other manufacturers doubtless make reasonably good equipment or they could not remain in business. The matter of installation and servicing is important. I do not know what the General Electric contemplate in this respect in this part of China. With peace, and the opening of the communications, servicing by expert x-ray engineers should be easier. Mr. Foss (agent for Fisher equipment in Shanghai) has a representative in Kunming.

All of the companies will probably have newer models on the market by the time such units could be shipped here. One might receive quotations from some major company for equipment along the lines suggested above, and try to obtain the necessary funds to be used when peace and transportation come, details of equipment and companies to be decided later.

7. Another Unit: I wish very much that we had now, and such a unit would be useful when peace comes. I refer to a portable unit (such as that sold by General Electric) with a portable generating unit, motor and generator (such as the Onan unit). With an adjustment, these can be started by gasoline and can then be run on alcohol. Such a unit, portable x-ray unit with its motor and generator, would be useful (1) as a reserve in case of damage to one's main units of city power plant, or when the city power plant is "off duty." (2) for extension work in visiting hospitals elsewhere in the province without x-ray units. The unit could stay for a while in each of the several hospitals. (3) For showing students here what can be done with simple equipment.

Additional Note on Radiographic and Fluoroscopic Units: It is very desirable to be able to carry on radiographic work (exposing films) in one room while fluoroscopic work with patients is in progress in another room. It would be desirable to have the radiographic unit, and the fluoroscopic unit for general work in the Department of Radiology, separate and independent units.

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April 7, 1941

Dr. Leslie Kilborn  
West China Union University  
Chengtou, Szechwan, China

My dear Leslie:

I have a number of things that should go to you on the next Clipper and here they are placed in order so that you may reply to them by number rather than by reference.

1. Telegram from Dr. Brown regarding American Bureau contribution.

Upon arrival in New York I found a telegram forwarded from Chicago from Dr. Brown at the Pacific Coast. The first words in this telegram are as follows: "American Bureau contributing trucks and supplies grant total about \$10,000". It was on the strength of this telegram that I wrote you that I had word that the American Bureau had contributed about \$10,000. The American Bureau had phoned the Associated Colleges office here that they were making a contribution and that message was forwarded to Dr. Brown I am informed, but there was no such figure indicated as appeared in his telegram that misled me in writing to you. Later I had dinner with Dr. Ko-Tui and Mrs. Ko-Tui. They stated that their response to Dr. and Mrs. Brown's appeals were a truck, a station wagon, and a diathermy to be delivered at Rangoon. I state this case in order to correct the impression made in my letter.

2. Re Dr. Cheer's payment of \$1200 U.S. to Miss Priest.

One of the shipments that I brought out of West China was an order placed at the request of Dr. Cheer for E.B.N.T. equipment. He desired to make delivery of this shipment for his own or the Central Medical School account, at which I agreed subject to repayment of the New York invoice, which was twelve hundred and some odd dollars. The exact account cannot be stated because that figure is in Chicago. Please ascertain if this payment was made to Miss Priest. I have been unable to get a reply from her to date.

3. Renewal Cheer's agreement.

In a cable from Evans, I requested that he include the words "Beech hopes renewal Cheer agreement". This request was made following receipt of a letter from Dr. Wilford in which he stated that the agreement with Central might not be renewed but if it is renewed it must take place in the near future as three months' notice before its expiration should be given. This next statement that I am about to make is entirely "off the record". The gentleman through whom I negotiated the \$3500 grant from R.F. plans to visit West China this coming autumn or winter. I am of the opinion that he would be disappointed if the agreement set up with Central was terminated before the war ended. He may be going at my request since I have urged this upon him. I believe that we might hope for support from this quarter for his report was in all respects acceptable. I will tell him about part of the O.P.D. building being used by Ginling.

4. Accounts of Joseph Beech in Chengtu and Shanghai.

I mailed to you a blank check authorizing you to draw all funds to my credit in the Bank of China. I also sent to Dr. Brown at San Francisco a similar check amounting to over \$2,000 for all funds that I had with the Associated Mission Treasurers to be used for the same purpose, hospital equipment. This clears up my hangovers from West China and the Coast, all applied as you will see to a beneficent purpose.

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April 7, 1941

5. Dr. Kate Campbell Mead Memorial Library. When I was in Chengtu, and by correspondence, I have stated that I hoped to secure funds for the Library in the hospital and to make the hospital library section in the special patients' division the Mead Memorial. Mrs. Dr. Kate Mead gave for this library memorial about \$600.00. Other gifts sent in from her and her husband have now brought the sum to slightly over \$1000. Since her death, I have visited Professor Mead and suggested that it be called the Dr. Kate Campbell Mead Memorial rather than the Mead Memorial. He is pleased with this change and I think will continue to make gifts toward it as he may be able. Perhaps I can raise funds in addition to what he may give from her friends. In all events I would like very much for you to bring the matter before the proper authorities and set up a Memorial to Dr. Kate Campbell Mead. Dr. Mead, aside from her medical practice is the author of several volumes; one a large three-volume history of women in medicine, one volume published, one ready for printing, and the other in preparation--the last being largely devoted to doctors in mission fields.

6. Statement of hospital building and hospital building funds. I have been unable to get any statement of building funds since I left China. When I arrived here I reported to the Board of Governors that there was over \$18,000 here to the credit of the hospital building fund. I supposed that there were funds on hand in Chengtu which, together with the supplementary grant from the R.F., would complete the buildings under construction. When the action of the Board of Governors was passed regarding delay in building the South section of the hospital buildings it was done again with the idea that we had \$18,000 for the construction of this section. Then Mr. Evans informed me that \$11,000 of the \$18,000 had been drawn by the field and we had a letter from Mr. Robertson implying that he would be drawing the \$7,000 that still remained in this account. Because of the financial condition prevailing in the world in general both Mr. Evans and myself considered it inadvisable to have drawn <sup>on</sup> this building further until such time as you were ready to actually proceed with the uncompleted building. I am assuming that this \$11,000 was drawn because you expected to go forward with that South Section of the hospital. I hope I am correct. In all events please put us straight so that when the matter comes up before the Board of Governors at their September or October meeting, we will have all the facts before us.

7. Regarding the erection of the South Section of the Hospital. Mr. Evans informed me that he had cabled to you regarding the erection of this building quoting the action of the Executive Governors. For reasons that I have stated I deemed it wise to support the resolution passed by the Executives; namely, the possible threat of Japanese bombardment, second, to give Dr. Brown time to return to the field before building operations. I have no other reasons for deferring this building. Dr. Brown is now on the Pacific and according to his schedule he should be in Hongkong the latter part of April. I hope that you will encourage him to come immediately to Chengtu. With what I believe to be his consent I am endeavoring to secure goods from the headquarters of the Red Cross and from other sources to be shipped to Rangoon with the understanding that he will take delivery and escort to Chengtu. The date of arrival of these goods and also the time of arrival of truck, etc., is so uncertain due to shipping difficulties as well as other factors that I believe it would be economical for Dr. Brown to go to Chengtu and then return to Rangoon by the time the goods arrive.

I do not find myself in agreement with Dr. Brown's position regarding the erection of this section of the hospital. I have stated to him the only reasons that I have for delay on the building. Namely, the two reasons given above. In his reply to me he gives several reasons why he would like to have this section of the hospital put off to some indefinite future time for what I regard as rather indefinite reasons. I believe that he has not taken into full consideration the fact that this is not a hospital but a teaching hospital. He states that he can accommodate a lot more patients than

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was provided for in the section of the hospital now being erected. That may be possible, but I doubt if it would contribute to effective administration of a teaching hospital. In view of what I have written regarding funds and what I have here stated and together with what you may have from Dr. Brown, I believe that the Executive Committee would like to have the Faculty's position stated by cable and otherwise if possible for their Executive Committee meeting on the 7th of May.

8. I cannot answer your letter for I did not bring that with me here.

The good lady who has been taking this dictation has begun to appear hungry because the noon hour is a thing of the past so I am without further apologies saying goodby on these eight facts.

Cordially yours,

JB:JP (Dr. Joseph Beech) 7

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WEST CHINA UNION UNIVERSITY

COLLEGE OF MEDICINE AND DENTISTRY

Kilbourn

April 9, 1941

Dear Dr. Beech:-

Your two good letters of March 15 and 19 respectively both arrived recently, the latter just yesterday. To reply first to the question re William Small and the bursarship, personally I would very much favor his appointment. I know that some people do not favor the idea of father and son being in the same institution, but personally I am not opposed to the appointment of more than one member of a family to one mission or one mission station, unless there were special reasons against it. From all that we have heard of William Small, I believe that he would be eminently suitable for this work. Since you asked for a cablegram one will probably be sent within the next few days. I am consulting H.D.R. and the president. Mr. Robertson tells me that he has already written urging his appointment, and that he suggested a few months in New York in the Board Office there as preparation for his work in Chengtu. That seems like a good idea.

It was good news you gave in regard to the promises from the American Red Cross, etc. Just in case Dr. Brown did not have all this information I had a copy of your letter made, and today am mailing it to him in Hongkong. I presume that this will make it certain that he comes around by Rangoon.

I have not yet seen the bank about the cheque you sent, but will do so. When I called around a couple of days ago they were "closed for three days for a Spring vacation." But they are probably open again today or tomorrow. The next letter will let you know the exact amount in the account, and this I shall have transferred to a special account, as you suggest. If this money is your personal property as I assume it is, please accept the sincere thanks of the college for this additional gift, added to the many you have already made.

I fear that in recent letters I have overlooked one item, about which I was asked to write you. You will recall that the old ambulance, the gift from Wesleyan University was rapidly approaching the retirement age. An opportunity came for its sale, and we sold it for \$7000. I was asked to write you of this, and hope for your approval, and to secure from you suggestions as to the use of the money. In view of the fact that the Red Cross is contributing a new ambulance, as per your letter of March 19th it may not be necessary to hold this for a new ambulance. Our faculty would very much appreciate knowing what you think should be done with the money.

Of course Dr. Brown's going via Rangoon will still further hold up building of the south section of the hospital. Wages for carpenters masons, etc. are now \$6.00 per day, and as rice is still rapidly rising we do not know what they will be after the summer. Rice is now \$40.00 per dou, or even more. It was only about \$28.00 when the last increase in wages was made. All sorts of costs are going up at the same time. Lime is now especially high, over \$40.00 per basket, where it was formerly about \$2.50. However, we are pushing the interior finishing of the other sections.

Central University has given us formal notice of their withdrawal from the United Hospital and also from our campus. They plan to open near the north gate. They pleaded in the first place insufficient accommodation and when we promised to open a portion of the new hospital in September, they merely pleaded a desire to have a home of their own. They are having many internal difficulties, and this year they have lost four departments heads:

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WEST CHINA UNION UNIVERSITY  
COLLEGE OF MEDICINE & DENTISTRY

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Anatomy; Pharmacology, Public Health and Surgery. All were very good men. In addition they have had many other resignations. Some are very much opposed to Dr. Cheer as dean. Others have had personal friction with especially Cheeloo men, fortunately not much with W.C.U.U. men, practically all of whom have shown an exceptionally fine spirit. We have tried to prevent them from breaking up the union, but have been unsuccessful. They actually wanted to rent the new university hospital from us and let the W. C. U. U. and Cheeloo staffs and students confine themselves to the city; or alternately rent the Men's Hospital, and let the other two colleges confine themselves to the other sections. But they insisted on financial and administrative independence.

*from L. Kilborn*

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四川成都私立華西協合大學醫牙學院  
WEST CHINA UNION UNIVERSITY  
COLLEGE OF MEDICINE AND DENTISTRY  
CHENG TU · SZECHWAN  
OFFICE OF THE DIRECTOR

April 11, 1941

Mr. C. A. Evans,  
Treasurer, Board of Governors,  
West China Union University,  
150 Fifth Ave., New York, N.Y.,  
U.S.A.

Dear Mr. Evans:-

One of our staff members who is now in Toronto, Canada, for advanced study, will be returning to the university in the summer of this year. I do not wish to send his return travel money to Canada, or he will have great difficulty in getting the money out of the country again. So I am writing to you, on the request of Mr. H. D. Robertson, to arrange for his return travel to Hongkong. From Hongkong we can make arrangements for his travel to Chengtu.

Normally he would be returning via Vancouver, but with all the Canadian ships off the run I hope you will be good enough to arrange for his passage from an American port.

I am writing to Mr. Pen, whose address is c/o The Department of Physiology, Medical Building, University of Toronto, Toronto, Canada, to inform him that travel arrangements will be made through you. If you prefer you might write to Dr. Arnup of the United Church of Canada Board of Foreign Missions, asking him to get into touch with Mr. Pen. Or my sister in Toronto, 42 Dalton Road (Miss Cora A. Kilborn) is in close touch with Mr. Pen.

I presume that you will secure the special clergy rates for his railway ticket from Toronto to the coast, or ask Dr. Arnup to secure them for him on the Canadian railways, while your office will do so for the American lines.

No doubt Mr. Robertson has already written you regarding the account to which this travel allowance should be charged. If he has not done so he will be writing very soon.

Sincerely yours,

*Leslie G. Kilborn*

Leslie G. Kilborn

Mr. D.F. Pen,

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WEST CHINA UNION UNIVERSITY  
COLLEGE OF MEDICINE AND DENTISTRY  
CHENGTU - SZECHWAN  
OFFICE OF THE DIRECTOR

October 22, 1941.

Dr. Co Tui, First Vice-President  
National Headquarters of the American  
Bureau for Medical Aid to China,  
1790 Broadway  
New York City,  
U.S.A.

Dear Dr. Co Tui:

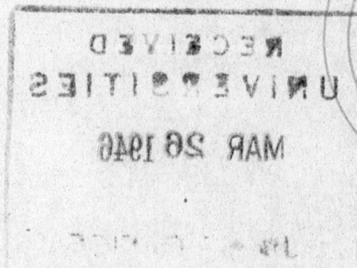
At a recent meeting of the Faculty of the College of  
Medicine and Dentistry of the West China Union University, Dr. R. E.  
Brown reported the generous action of your Bureau in granting a truck  
an ambulance -station wagon, and a surgical diathermy apparatus to our  
new hospital.

The College Faculty recorded its appreciation of this  
generous gift, and asked me to write you an expression of its gratitude.  
This I do with pleasure. I know that this equipment will be well used  
and will contribute much to the efficiency of the hospital.

You will be glad to learn, I am sure, that a portion  
of the outpatient department is already in use, that some wards for  
needy tuberculous students will be opened very soon, to be followed as  
soon as possible by other services.

Sincerely yours,

(signed) Leslie G. Kilborn,  
Director of the College and  
Dean of Medicine.



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Chengtu, Szechwan  
Jan. 9, 1942

Dear Dr. Beech:-

Soon after the outbreak of the Pacific war I sent you a letter air mail via Rangoon. Since then we have learned that letters may be sent air mail to Durban, and by surface transport from that place to destination. So I am again writing, as it is quite possible that my first letter may not have reached you. Also, after mailing that letter I discovered that I had neglected to enclose the statement of the hospital building account, so am enclosing it this time. It is possible that you had received this from someone else, anyway. Since this statement was received we received information of the depositing of the \$3000 for the dental clinic. We have requested Miss Priest to arrange for its being brought to the field immediately, but as the rate is less than before the new war, at most it will bring only about \$55,000 Chinese currency. From the enclosed statement, you will see that the dental clinic building (including the tower) cost us over \$77,000, with a few accounts still to be adjusted. Hence, to really balance that account we shall need another \$1500 or \$2000 U. S. currency. Is there any chance of such a sum being forthcoming?

We are now proceeding with the central connecting service section, (marked 10 on the latest Plans), although we are not certain whether our funds are sufficient for finishing it. This includes the central water tower. As it connects the hospital with the kitchen, we decided that it was necessary. Also, the building committee decided to put a second storey over the part of the kitchen adjacent to this section 10, so as to provide a staff dining room on the second floor. This seemed to be essential in view of our inability to at present build the main south block. We have sufficient brick, tile, lumber and lime on hand for these buildings. Our only extra expenditures will be for labor and some hardware, I believe. As we are now out of glass, we shall have to use either native glass for the windows in this section 10, or even just oiled paper for the time being.

In my last letter I mentioned that both Cheeloo Medical School and the National Central College of Medicine had both received letters from Dr. Balfour stating that each had been given U.S. \$5000 by the Rockefeller Foundation to assist them in holding their staffs under present high cost of living conditions. It seems to me that the giving of such a grant to Cheeloo without in any way making a similar (or larger) grant to W.C.U.U. is grossly unfair. Cheeloo Medical School has in Chengtu on its medical staff about 13 Chinese, of whom one is paid by the United Hospital and one is on a government fellowship. We have 28 medical and 14 dental Chinese staff members, of whom three are on government fellowships. We carry more teaching for Cheeloo students than Cheeloo teachers do; in some departments Cheeloo has no staff at all, notably in Obstetrics & Gynecology and in Ophthalmology. And yet our men are given no help, although living costs are just as high for them as for the Cheeloo people. \$5000 U.S. currency divided among the dozen or so Cheeloo staff members would mean a very high bonus to each person. Naturally our staff are feeling hurt over what they regard as discrimination, and are wondering why they invited Cheeloo here anyway. If it is argued that the Cheeloo staff are refugees coming from occupied areas of the country, then that argument applies equally to some of our staff. I would mention in particular such men as Dr. Eugene Chan, professor of ophthalmology, whose home is in Hongkong and who has been desperately trying to support a mother and sister (in part) living there, and Dr. J. Y. Ch'uai, whose home is in Manchuria, and whom I know to be in serious financial difficulties. In addition some of our Szechwan staff have had their homes and personal possessions destroyed by bombing raids, some right here in Chengtu, and others in such cities as Chungking, Suifu, Luchow, Kiating, Etc.

January 5, 1942

This question of more help to our staff is now a very serious one indeed. I believe that practically without exception every member of our staff is rapidly going deeper and deeper into debt. It is only their sense of real loyalty to the W.C.U.U. that is holding them together. They see their class-mates in private practice making as much as \$10,000 in a single month, whereas not one of them has an income of more than \$500 to \$600 a month, including all bonuses both cash and rice. Most of them receive much less than this. We are stretching the demands of loyalty pretty far when we ask a man to borrow \$300 to \$500 per month, and this is what they are doing. The actual cost of food is probably at a minimum of \$150 to \$200 per person per month. And this leaves out all such children's necessities as milk, which most of these men have been accustomed to getting for their children. Milk is now \$1.00 per cup, and that is usually diluted one half with water. A single electric light bulb costs about \$60.00 now. Coal oil is absolutely unobtainable, so the choice is between electric lights at prohibitive rates or the primitive chin yiu lamps, at an extremely high price for the oil. To give a few items, rice is now around \$50.00 per dou and is supposed to be government controlled. It used to be about \$2.00. Flour is \$140.00 a bag. It used to be about \$3.50 to \$4.50. Milk is \$1.00 per cup. It used to be 4 cents. Firewood is about \$3.50 to \$4.00 per bundle. It was formerly from 10 to 25 cents. Coal is about \$3000 a wan. It used to be about \$140. A new bicycle costs \$7000. It was formerly around \$100. Rickshaw fare from the campus to Sze Shen Tsi is from \$1.50 to \$3.00 depending on the weather. It used to be 10 cents. Everything is from 20 to 30 times as expensive, but salaries including all bonuses have risen only by three or four to perhaps five times the prewar rates. In view of the extreme seriousness of the situation I hope that either the Rockefeller Foundation, the Associated Boards, or some other organization or all of them, can make a substantial grant to assist our men in remaining in academic work. At least the R.F. might make a grant to W.C.U.U. since it has done so to the two other medical colleges in Chengtu, both of whom have for several years depended upon us for their very existence.

You will be interested to know that the Central University is now running its medical school in three sections, preclinical departments, library and dental clinic at Bu Hou Gai; general O.P.D. and medical wards at the former Tien Fu Middle School in the north-west corner of the city, and surgical, obst. & gyn. wards outside the west gate. They have about 70 beds there, I believe. Their university administration in Chungking has been putting a great deal of pressure on them to move to that city, but so far Dr. Cheer has succeeded in remaining in Chengtu. The move out from our institution has been a very costly one for them, and they have spent from half a million to a million dollars in making the transfer. Had they been willing to contribute a fraction of this amount to our union effort, both they and we would have benefited enormously. As it is, things are really much simpler for us from the point of view of administration. I fear they have suffered a good deal from lack of equipment in some departments, lack of staff in some, and lack of patients in all. Also, they were so late in getting under way last Fall that their students this year will have to work late into the summer to cover the year's work.

It is a long time since anyone in Chengtu has heard from you. I hope that you are well, and all your family also. Janet joins me in best wishes to you all. Our fur-lough, due in 1942, is now a real problem. We do not know whether we or anyone else will get away. We are very anxious about the Sewells and Dr. Mullet caught in Hongkong.

Sincerely,

(Sgd.) Leslie G. Kilborn

/JP-3-3-42  
For the China Colleges

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RECOMMENDATIONS MADE BY DR. LESLIE G. KILBORN  
in an address on  
UNION IN MEDICAL EDUCATIONAL WORK IN CHINA UNDER CHRISTIAN AUSPICES

In regard to the future medical education of China --

1. The Christian movement has no hope of making any considerable numerical contribution towards the new medical profession in China. Our resources, compared with those that will be at the disposal of the Chinese Government and possible post-war international, but secular, agencies for reconstruction, will be extremely meager. Hence, I believe we should endeavor to make our contribution one of quality rather than of quantity. To do this it seems obvious that further concentration is yet required. Instead of trying to maintain six medical colleges in China, not one of which has been really adequately supported in the past, let us concentrate on one, or at the most two, and then let every Protestant Mission Board operating in China get behind these one or two institutions with their whole-hearted support in providing personnel, buildings, library, equipment and maintenance.

2. We must recognize that in the face of local demand and in view of the control exercised over Christian universities by Boards of Directors in China, as well as by government educational authorities, it may be impossible to close schools already in operation. In such cases these should be either turned over to the Government to become National institutions or else the entire responsibility for their support placed in the hands of the Boards of Directors in China.

3. The schools to be maintained by the mission boards should be university schools, operated as the medical faculties of existing union universities. These should have their bases broadened by the inclusion of all the mission boards willing to support a program of medical education in China, even though such boards may not be contributing at present towards the support of these universities.

4. By adequate support, including the payment to professors of salaries equal to those paid by the best non-mission institutions in China, it will be possible to attract to these Christian colleges many of the best qualified medical scientists

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in the country. It is well known that they would sooner work in institutions free from the possibility of political interference than in those where constant thought must be given to "wire-pulling" in order to maintain their position, secure promotion or obtain a fair share of the departmental budget. Furthermore, the opportunities for international contacts by association with British and American colleagues on the staff is much appreciated by many Chinese scientists, especially when these contacts are on a non-competitive basis. This non-competitive basis must be guarded by insistence upon the promotion of Chinese whenever one is found capable of filling a given position, coupled with the retirement of his western colleague into an honorary position if necessary.

5. The international nature of these schools must be recognized as of great significance. This can be done by the appointment of an adequate number of properly qualified missionary personnel to the staff; by the granting of sabbatical years for advanced study to the Chinese faculty; and by invitations to distinguished medical scientists to come for short periods as visiting professors to these colleges. Furthermore the support of the institutions should be placed upon a firm basis by the formation of endowment funds or special foundations in the United States, Canada and Great Britain to care for their maintenance and future expansion, thus further developing international interest in these colleges. It might be suggested also to China that as a reciprocal measure similar organizations should be formed in China to establish and maintain Departments or Schools of Chinese Studies in American, Canadian and British universities.

6. In the schools selected to continue we should include the whole field of medical education in the broadest meaning of the term, to take in dentistry, nursing, pharmacy and hospital technology. Our public health program should be closely linked with that of the government, so that our graduates will be prepared to enter national service. While a high minimum standard of quality should be insisted upon for every department, each institution should specialize in a certain few departments to such an extent that they will attract to their institutions the best men and

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women seeking opportunities for post-graduate work in these specialties. If two medical centers are developed it is advisable that they specialize in different departments. One might build up a nationally known eye, ear, nose and throat clinic, while the other become the Mecca of all seeking advanced work in say neuro-surgery.

7. The whole-hearted acceptance of a program of quality instead of quantity would allow us to make such an impression upon medicine in China as that already made by the Peiping Union Medical College, or that made by Johns Hopkins upon the history of medicine on this continent when that galaxy of stars, Welch and Osler, Halsted and Kelly, Howel, Abel and Mall, set the standard for a new advance some decades ago. The graduates of these institutions will be sought as professors in the many new schools that the government will found; they will become the superintendents of the new state hospitals to be established by the hundreds or the thousands; and they will through their positions of acknowledged leadership determine the moral as well as the professional standards for the profession of medicine for the whole nation.

8. Our work can still be extended quantitatively by once again recognizing the educational functions of our station hospitals. Not only should many of these have schools of nursing, but by accepting graduates of non-mission medical schools as internes and residents, and by giving them one or more years of intensive guidance under competent missionary and well-trained Chinese staff we shall make a wider impress than if our work stopped with the medical school. However, without the strong union college we shall not have the station hospital staff qualified to continue the training of internes and residents, hence this latter program is dependent upon our adoption of the former, unless it were confined to relatively few institutions.

9. In regard to the number of medical colleges we should continue to support, although I have suggested that it might be two, I feel that it is improbable that the mission boards will be able to adequately support this number. It would be better to have one institution, as good as the best that the government or the Rockefeller Foundation can provide, than to have two mediocre schools. Only in this

way can we produce graduates who will have the prestige necessary to exert the maximum amount of influence. It is true that regardless of the quality of the school some especially brilliant graduates will be able to step into positions of great influence, but the majority of the graduates of a mediocre school will be given routine jobs, and will not possess anything like the influence in the country that those coming from such colleges as the reconstructed post-war Peiping Union Medical College, the National Central University College of Medicine or the National Shanghai Medical College. If we want the majority of our men to stand on a par with the men from those institutions only the best possible must be provided. Two second bests will not equal one best.

10. Finally, a word as to cooperation with non-missionary agencies. I believe this should be as extensive and as cordial as possible, consistent with the Christian character of our institutions. But it is always true that the man who pays the piper has the right to call the tune. If we cannot or will not pay, and so have to ask for increasing amounts of government subsidy as has been the case in recent years, we must not complain if the tune is sometimes not to our liking. But I believe that an adequately supported union program such as I have tried to indicate will make such a valuable contribution to China along vital lines that for a very long time to come the authorities there will be most happy to have us not only pay the piper but to call at least some of the tunes as well. And in time their tastes may become so conditioned that the Christian spirit of service and the Christian principle of recognition of the needs of suffering humanity as every man's responsibility will be indissolubly linked with scientific medicine. Then we shall have achieved our aim, the implantation of the spirit of Christ into the very heart and soul of the new medical profession in China.

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TELEGRAPHIC ADDRESS: "WUATA"

# WEST CHINA UNION UNIVERSITY

私立華西 協合大學



COLLEGE OF MEDICINE DENTISTRY  
DEAN OF MEDICINE

CHENG TU, SZECHWAN

*Copy sent to  
Dr. Looney  
2 Am. Medical  
Women's Hospital  
Acron. 8-10-42  
JP*

July 4, 1942

*ack  
8/2/42*

Mr. C. A. Evans,  
Associated Boards for Christian Colleges in China,  
150 Fifth Avenue,  
New York City.

Dear Mr. Evans:-

I have before me your letter of January 24th. addressed to Mr. H. D. Robertson and that of March 9th., to Mr. William Small. These letters and your cablegram of Jan. 23rd. announced the very welcome gift from the American Women's Hospitals for our work here in Chengtu.

We have already secured the services of six women doctors and six nurses whom we are paying from these funds. We shall increase this to the ten of each you suggest, if possible, but the cost of living is rising so very alarmingly, and with the exchange rate fixed, this may not be possible. I shall keep you informed on this matter.

We are trying to arrange for some of the refugee nurses especially, from mission hospitals in the newly occupied territories to come to us in Chengtu. Our need for nurses is acute, and the difficulty is in getting them here. With the opening of our new hospital, in part, this summer our need is even greater than before, and hence this gift was doubly welcome.

We are having some more badges made, like the sample one enclosed, in your letter, and as soon as these are completed we shall have them worn by the people whose salary is paid by the American Women's Hospitals. Then we shall secure some pictures and send them to you. (I suppose some of our problems are not realized in the U.S.A., for example it is extremely difficult to secure films for the taking of pictures).

Our College Faculty asked me to write you, requesting you to express to the American Women's Hospitals our very sincere thanks and appreciation for this very fine gift, and to assure them that it will be used to full advantage.

I am leaving tomorrow for a two weeks vacation, but as soon after my return as possible I shall see that some pictures, etc. are sent you.

Sincerely yours, *Leslie G. Kilborn*  
Leslie G. Kilborn

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0401

COPY

West China Union University, Chengtu, Sze.  
August 3, 1942.

file  
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Dear Dr. Beech:

I fear that a very long time has passed since I wrote you last. Dr. Brown was supposed to keep you in touch with all developments along the hospital building line, but just in case he did not do so, I'll mention some of the items that he may not have stressed.

1. You will be glad, I know, to learn that the first part of the hospital to open for inpatient work will be in operation on or about September 1st., just a month from now. We have decided to close the temporary hospital for women that we have been running on Fang Djen Gai ever since the burning of the Women's Hospital, and to transfer all our work in Obstetrics and Gynecology to the new hospital. This means between 40 and 50 beds. In addition we now have about 25 students with tuberculosis housed in wards in the hospital, so we shall have about 70 inpatients.

2. We have decided to open a fully departmentalized O.P.D. as from Sept. 1. For the past year we have had the university health service in the new O.P.D., using only the south end, ground floor, for this purpose. We now propose to use most of the building, not using all the space assigned to E.E.N.T. as yet, as we cannot transfer much equipment from Shensi Gai. But to begin with those departments will occupy rooms in the medical section. We are now trying to get sufficient furniture made to begin work.

3. The new hospital has been incorporated into the United Hospital as one unit, and we look forward to it rapidly becoming the central unit, with Sze Shen Tsi taking a subsidiary place. It is possible that Shensi Gai may withdraw from the union, as the Chinese church members there are anxious to have it as a purely mission hospital. I don't think they realize what they would be up against. However, they have given tentative consent to that hospital remaining within the union this year.

The Chengtu Hospitals Board has been reorganized as a Board of Advisors only, and all the missions have agreed to the change. The control for the whole United Hospital now rests in the hands of the College Faculty, which has really become the Board of Control. It recommends the various officers to the president for appointment in the same way as it does its deans.

The hospital (that is the United Hospital) will have a Director and unit superintendents, as at present.

(Dr. Brown refused to become either director of the United Hospital or Unit Superintendent of the University Hospital Unit. We finally elected him as associate director. He has been very much opposed to opening the hospital until after the war, and has made matters rather difficult for those most anxious to get work actually started in the new buildings. In fact his relations with a considerable number of folk here have not been very amicable. I don't know just how things are going to finally turn out.) Dr. Best has agreed to become Unit Superintendent of the University Hospital Unit for the three months, July, August and September. Then we shall probably make another attempt to get Brown to accept the position. If he again refuses, I am not sure what we shall do. Ted Wilford continues as Director of the whole United Hospital.

4. In regard to the building operations we have erected the shell of the central service unit, including the water tower. In addition we have finished up various odds and ends around several other buildings formerly left unfinished for various reasons. The most important of these (not yet completed) is the operating room floor. We hope to have two operating rooms in commission by the first of September.

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5. Finances: As you can probably guess, we have about exhausted our money. Recently Ginling College has presented us with another N.C. \$50,000, and in return for this we are permitting them to occupy more space for the duration of the war. They will now have all the second floor of the private patients' building and internes' quarters (except the south end of the latter, now occupied by some of our own staff). We propose to use this \$50,000 to complete as much as possible for the central service block, of which we have the shell completed.

We have just secured another gift, from the Friends Ambulance Unit this time, also for N.C. \$50,000. With this we propose to erect the boiler house, and give them the use of it for the duration of the war as a garage. Our machine shop is now doing their service work for them, and they wished to have a garage in the immediate neighborhood. So we came to this agreement. The large doors left for the entry of trucks will have to be bricked up when the building later on becomes a boiler house, but otherwise we gain most of a building by this arrangement. The whole thing will cost in the neighborhood of N.C. \$75,000, but we agreed to supply brick and tile from those we had on hand, which come to a little less than \$25,000, with the F.A.U. supplying the two thirds. Of course the large smoke stack is omitted for the present.

Our furniture money is entirely exhausted. We need a lot more here, and very much hope that something may be forthcoming on this line. Please do what you can for us. Costs keep rising, but we still need a lot of things made, chairs, tables, cupboards, beds, etc. Is there any more furniture money on which we may draw? from any source at all? We have electric wire, and are installing it now into those parts of the hospital we plan to open. We shall need many more fixtures, and some are en route. I fear we shall have to buy some, as they show no signs of arriving.

The Cunninghams have now moved to the campus, coming out only a few days ago. This brings one more family close to the new hospital. I wish we had more residences for our Chinese staff. That is one of our pressing problems at present.

Accommodation for nurses is also a very urgent problem. The nurses who will be coming out for the new unit will, at present, be housed in the isolation block. In this block we also have our library and x-ray at present. These are, of course, very temporary locations. But we shall need ample room for nurses later on, and where they are to go until we get our proper accommodations I really don't know. The Baptists will let us have their Middle School Dormitory provided we build them another of equal capacity on the middle school grounds. The original dormitory will then have to be torn down and rebuilt, as a two or three storey building in order to provide sufficient room for all the nurses, graduate and undergraduate whom we shall need. The Canadian W.M.S. will, I am practically certain, be willing to help, but we shall need a larger sum than they can provide. Surely some nurses' organization at home might be persuaded to help. The nurses will not accept the very uninviting attic accommodation that was suggested for them. It is very hot in summer, cold in winter, and would require large sums of money to floor and ceil anyway. They have looked at all such space, and have turned it down flat.

In regard to the main building program we still need the chapel and the big south ward block. I think most people are agreed that the south ward block wait until after the war, and then we can make it into a more or less fire-proof building, when cement again becomes available. But the chapel could be built any time we had the money. It is much needed, both because of the use to which it would be put, and also from an architectural point of view, to balance up the other wing. We also need that admitting section, the low one storey building that would come west of the central service unit. So I hope you will keep on looking for money for these four buildings: Nurses Dormitory and School; Chapel; Admitting Building; Main South Ward Block. All but the last named could be built immediately if we had funds.

8-3-42

Then we need the money for (1) more furniture; (2) modernizing the building with proper plumbing and heating arrangements; (3) replacing many of the ground floor wooden floors with terrazo. Some of these wooden floors are already rotting out.

In addition we shall always need money for endowment of free beds so that we shall be able to admit whatever patients we find most suitable for teaching purposes.

So you see we are still expecting much, and hoping for much. I know your heart is with us, and we are doing our best here to create the type of medical center of which the Christian Church may be proud. But we shall need money, lots of it!

It is now eleven months since we had even an air raid warning, so everything has gone along very well. In spite of the very high costs (living is about 30 times the prewar level) mobs of students are trying to enter the institution. Nearly 1900 are trying our entrance exams, of which we expect to admit about 200. The other universities are also having great crowds try their exams. But we do need money for teacher relief. Our staff is suffering keenly from their low salaries, and many of them are going badly into debt. Some are resigning, as they find it impossible to live on their salaries. I do hope that more money may be found to help them. I wrote you twice before in regard to the grant that the Rockefeller Foundation made to Cheeloo and to four other medical schools for staff help, but not to us. Our men are still feeling very badly over the slight, and also are finding increasing difficulty in making ends meet. The Cheeloo staff are getting big bonuses with this money, and our men are in real distress. Can something be found to help our staff? I have had no reply from either of my previous letters to you, but I am sure that much mail is lost. The R.F. gave Cheeloo U.S. \$5000. Can we get anything like that?

Best wishes in which Janet joins.

Sincerely yours,

Leslie G. Kilborn

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August 12, 1942

*File*

Dr. Leslie G. Kilborn  
West China Union University  
Chengt'u, Szechwan, CHINA

Dear Dr. Kilborn:

I wish to thank you for your letter of July 4th which came through with remarkable promptness.

I agree with you that there are grave doubts as to the possibility of securing as many doctors and nurses as envisioned originally. It is worth while, however, making an effort to make the most of this appropriation as probably they will wish to maintain their interest in this work, seeing that they have no other outlet.

The program which you have outlined fits into the situation and, if possible, some pictures will help. We have tried to make it plain to this organization that there are many difficulties which are not easily overcome. However, we will do our best to keep them interested and your letter is one thing which helps immensely.

With every good wish, I am

Most sincerely yours,

C. A. EVANS

CAE/B

Via China Clipper  
c.c. via next Clipper

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## WEST CHINA UNION UNIVERSITY

私立華西



協合大學

COLLEGE OF MEDICINE DENTISTRY  
DEAN OF MEDICINE

CHENG TU, SZECHWAN

October 15, 1942

Mr. C. A. Evans,  
Associated Boards for Christian Colleges in China,  
150 Fifth Avenue,  
New York City.

Dear Mr. Evans:-

I am enclosing two pictures taken in our hospital wards, one showing nurses supported by the American Women's Hospital Association, and the other one showing two young women doctors supported by the same association. The third doctor is another one on our staff. Dr. Wilford, director of the United Hospital, appears in both pictures.

We now have a very considerable number of refugee nurses on our staff, many more than those supported by this donation. Nevertheless, we are most grateful for this money which makes possible not only better work in our hospital here, but also provides employment for some of these refugees under conditions of work somewhat similar to what they have been accustomed in eastern China. We very much hope that this grant will continue.

I very much regret to report that one very able nurse, whom we had engaged as head nurse for the Outpatient Department in the new hospital, and who was a refugee from east China whom we expected to pay from this fund, was found to be seriously infected with tuberculosis. She has gone down hill very, very rapidly and her chances of living much longer are very slim. This is but one example of what happens to many refugees who have been exposed to hardship on their way into the interior. By the time they get here they are ready to occupy a ward as patients rather than to go on duty in the hospital. This is also true of many of the refugee students, and we have a ward of over 20 tuberculous university students in the new hospital. For these we need much more support than we have yet received, for we are finding the financial burden of maintaining these a very serious one. With the rapidly rising costs of living the amount coming in from student relief funds is insufficient to cover the costs of this work, and we may have to reduce it, unless more money is forthcoming.

Sincerely yours,

*Leslie G. Kilborn*  
Leslie G. Kilborn.

RECEIVED  
OCT 11 1942  
ACK  
11/27/43

photo sent  
to Dr. Sawyer together  
with copy of  
this letter 12/1/42

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0406

January 5, 1943

Dr. Leslie G. Kilborn  
College of Medicine Dentistry  
West China Union University  
Chengt'u, Szechwan, CHINA

Dear Dr. Kilborn:

We are grateful indeed for your letter of October 15th which was passed on immediately to Dr. Lovejoy of the American Women's Hospital Association.

This letter was exceedingly acceptable and should form the basis for further information along the same line. The only way this group has of collecting money is through stimulating the interest of its members in definite activities which are being carried on. Therefore, the more of this same kind of data which we receive the better it will be.

It is to be regretted that severe illness has overtaken the one selected as head nurse of the Out-patient Department. Of course, we understand the difficulties involved and still this is a very important connection which should be nurtured as much as possible.

With the Season's Greetings to you, I am

Most sincerely yours,

C. A. EVANS

CAE/B

Via China Clipper  
c.c. via next Clipper

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January 8, 1943

Dr. Leslie G. Kilborn  
West China Union University  
Chengtu, Szechwan, CHINA

Dear Dr. Kilborn:

I quote you herewith a letter just received from Dr. Lovejoy,  
Executive Secretary for the American Women's Hospitals:

"We were very glad to get word through you from Dr. Leslie G. Kilborn together with two photographs, and we immediately sent the check for the month of December.

I sincerely hope that further and more detailed reports may be received before long for it is very embarrassing to have nothing whatever to show from fields where we contribute for service."

These people are anxious for any publicity material which they can secure as they desire to keep this project before their constituency.

Very sincerely yours,

C. A. EVANS

CAE/B

Via China Clipper  
c.c. via next Clipper

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June 7, 1943

Dr. Leslie G. Kilborn  
West China Union University  
Chengtu, Szechwan, CHINA

Dear Dr. Kilborn:

There have been repeated requests from several sources for a list of graduates from the Medical and Dental Departments of West China Union University and no one here in America knows much about it. Shantung Christian University Medical School prepared such a list, which is of infinite value to us.

If it is known, therefore, the locality and present status of these graduates, we would appreciate receiving such a list as soon as possible. This may be a task which cannot be accomplished immediately, but we hope that some sort of list can be prepared at a very early date.

Very sincerely yours,

C. A. EVANS

CAE/B

Via China Clipper  
c.c. via next Clipper

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250 Golfdale Road,  
Toronto 12, Ontario,  
December 17, 1943.

*ack.  
12/24/43*

Mr. C. A. Evans,  
Board of Governors,  
West China Union University,  
150 Fifth Avenue,  
New York.

Dear Mr. Evans:-

Since reaching Toronto a short time ago I have seen in Dr. Arnup's office the minutes of the Planning Committee of the Associated Boards for Christian Colleges in China.

If it is possible to secure a copy of these minutes, and also the various appendices accompanying them, for my personal use I should very much appreciate your assistance in obtaining a set.

I should also appreciate receiving a copy of the Memorandum regarding Lingnan Medical Work, being in the main a copy of a report prepared by Dr. Frank Oldt.

If extra copies are available of the minutes of our own Board of Governors meeting I may find them useful too.

I shall send you within a day or two a letter of appreciation of Dr. Beech. I have recently received your request for such. Before I left West China the Faculty of the College of Medicine and Dentistry requested the Board of Governors through the university president to take steps to have a portrait of Dr. Beech painted in oils, the same to come to West China after the war to be hung in the lobby of the new hospital, towards the creation of which he did so much. I wonder if this request reached the Board of Governors. I saw no mention of it in the minutes.

Sincerely yours,

*Leslie G. Kilborn*

Leslie G. Kilborn,  
Director, College of Medicine  
and Dentistry.

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December 22, 1943

Dr. Leslie G. Kilborn  
250 Golfdale Road  
Toronto 12, Ontario, Canada

Dear Dr. Kilborn:

I was glad to receive your letter of the 17th and hope that the time will not be far distant when we will have an opportunity to visit at length regarding the work at West China.

I am sorry that the complete minutes of the Planning Committee were of such a voluminous nature that we ran off only a limited number of copies and at the instruction of the Chairman a synopsis was prepared which covers in general the activities of two days. I am enclosing one of these copies.

I have tried to get an extra copy of the Lingnan Medical work, but the Lingnan Office likewise has no extra copy but expects to run off some additional ones within the next few days.

I am also enclosing a copy of the minutes of the Board of Governors' meeting.

We shall look forward to receiving a testimonial letter for Dr. Beech shortly. I do not recall any mention of a request for Dr. Beech's portrait.

Field reports were distributed to other members of the Board and I am sure someone would have called attention to this had I overlooked it. I shall make a memorandum of this for our Executive Committee meeting to be held in the near future.

In the pleasant anticipation of seeing you personally, I am

Very sincerely yours,

C. A. EVANS

CAE/B

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December 22, 1943

Dr. Leslie G. Kilborn  
250 Golfdale Road  
Toronto 12, Ontario, Canada

Dear Dr. Kilborn:

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C. A. EVANS

CAE/B

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