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SECRETARY

PEKING UNIVERSITY

INCORPORATED

PEKING, CHINA

NEW YORK OFFICE  
156 FIFTH AVENUE

OFFICERS OF THE  
UNIVERSITY

J. LEIGHTON STUART  
PRESIDENT  
HENRY W. LUCE  
VICE-PRESIDENT  
W. REGINALD WHEELER  
SECRETARY

2459 Ashby Avenue,

Berkeley California. August 9 1920

My dear Mr Wheeler:

Please find enclosed copy of a letter to Leighton Stuart. This partly covers what I promised to send you i.e, the list of all those that are likely to be of any service of those I have already met. Later I shall add on to the list.

With best wishes to Miss White, and hoping that you have struck some wealthy millionaire who has repented and wishes to observe the injunction of Jesus "Lay not up for yourselves treasures on earth.....  
.....for.....there is your heart also"

Sincerely yours,

*Joseph Bailey*

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2459 Ashby Avenue,  
Berkeley, California, August 9 1920.

My dear Dr. Stuart:

To-day finishes a month since my arrival in Berkeley from my trip to New York to meet the Trustees, and begin the Campaign for the Bureau of Industry. I had hoped to write you a sort of Report of my whole trip before now, but various hindrances coupled with the relaxation which came as a sort of reaction to the strain that I had when meeting some of those with whom I had to confer, have kept me from sitting down and revising the past months' work, so as to let you have an intelligent ~~and~~ idea of the bearing of what is done on the plans that I have for the future. Uncertainty concerning what action the Board of Trustees might take concerning my support, also had some influence on my silence. As they have now taken definite action, I can all the more easily also make definite arrangements.

I don't know the origin of the expression, 'putting one's hand to the plow and looking back', but I think that there is no harm in turning around and looking to see that your 'Breaker' is actually turning a sod, especially when one is plowing among roots that throw the plow out and make her~~th~~ keep constantly hitting you in the ribs. One can at least learn what stumps to avoid, and what he may hope to be able to turn over and pack into place. I have had a good look back, and am now turning around, spitting on my hands and catching the handles for the Fall plowing. God speed the plow!

My plan is to get in touch with the Heads of Industrial Plants, cultivate their friendship, and show them as plainly as I can, the bearing of our University on the future relations of these two mighty republics. Then give them an opportunity to help as may seem good to each one. My previous trip has just given me enough information, and encouragement, as to have a fairly clear idea of what I want, with a reasonable hope of making a beginning in accomplishing it.

My attendance on the meeting of the Taylor Society in Rochester, was the the first real move, to meet the type of men that I must meet. Mr. Dennison, the President of the Society, introduced me to several of the delegates, as well as to Mr. E. F. Gay Editor of the New York Evening Post. As a result of my meeting Mr. Gay, an Article has appeared in that paper by Miss Allen whom you know. A copy of that Article will be sent you, and I am having reprints made of it to use in my campaign this Fall, even though it contains one or two mis-statements. Dr. Eric M. North writing to me concerning the article says 'It is a very fine Article. There are one or two mis-statements in it concerning the work of the University, but the impression in it is very fine'.

Mr Gay also introduced me to Mr Howard Caswall Smith 45 Wall Street New York. Mr Smith has given me several introductions, the most promising of which is that to Mr W.W. Heroy Pittsburg Plate Glass Co. 193-219 Hunters Avenue Long Island City N.Y. Mr Heroy will see that I meet some of the foremost Glass manufacturers in Pittsburg. He is really interested in the work planned for our Bureau and the University in general. I am trying to place some of the Students now in America in plants both for bottles and window glass, and Mr Heroy will do his best to help me. Of course I do not look on the mere placing of boys in plants as an end or rather as the only end sought. This is one of the easiest means I can now think of for forming a bridge between some plants and our University, while at the same time we are preparing young men for work in China, with the possibility of interesting the heads of the Firm in opening plants in China.

At the Rochester meeting, I was advised to get in touch with The Goodyear Company. After getting definite information about what was going on around that Company, I wrote to Mr A.C. Horrocks just as I was leaving New York, and received the following answer after reaching Berkeley.

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(Copy)

The Goodyear Tire & Rubber Company Akron Ohio. June 30 1920.

Mr. Joseph Bailie,  
etc,

Dear Sir:

If it is possible for you to stop off at Akron on your way thru, I shall be very glad to talk the Industrial University over with you. We are considering building a plant in China. I am also interested in getting hold of a real live young Chinaman, who has the Economic Situation of his own Country in hand, and can appreciate our problems in rubber.

I think we might find we had many things in common, and in co-operating might find that there are many things we can both do that will prove of Mutual interest.

Yours very truly,

THE GOODYEAR INDUSTRIAL UNIVERSITY

(Signed) By A. C. Horrocks

Educational Director.

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In answer to this, I expressed my regrets that I had not received this letter before leaving New York, and offered to make a special trip to Akron if the return trip that I had planned in September would be too late. I also sent the application of a young man for the position mentioned in his letter, suggesting that any action on the application be postponed till we met. The following reply has been received.

(Copy)

The Goodyear Tire & Rubber Company, Akron Ohio, July 30 1920

Mr. Joseph Bailie  
etc,

Dear Sir:

There is nothing urgent in our Chinese proposition, and nothing that we wish to do in a hurry, at the present time.

If you care to stop on the First of September on your return East, I shall be very glad to talk our proposition over at that time.

I should rather wait till I have a talk with you, before acting on the application of Mr. Y. S. Tsen.

Sincerely yours,

THE GOODYEAR INDUSTRIAL UNIVERSITY

(Signed) By A. C. Horrocks,

Educational Director.

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This proposition is in my estimation one of the most promising that I now have on my docket. If you have "a real live young Chinaman who has the Economic situation of his Country well in hand, and can appreciate these problems in rubber" please send me an application from him, with testimonials. In the meantime I am doing my best to find the man here. This and the placing of men in plants involves quite a little correspondence. I shall not be in a rush to give any man my final recommendation for this position, as it is a very important one. We need a man of integrity as well as a wide awake man. It is for this reason that I would like to get a Christian man into the job. There are also great possibilities in it for co-operation with our University. Please do not neglect to keep this in mind. I know how many things are thrust on to you. Perhaps you could delegate some one to look after this.

The situation with the Ford people is as far as I know excellent. I shall visit that place again on my return East. I made two calls while East on my previous trip. On the first trip I merely had a shake from the hand of Mr. Ford himself, but spent several hours with his chief Lieutenants. Mr. Liebold will admit as many as 200 Chinese to the Tractor

0054

August 11, 1920.

Editor, Evening Post,  
New York City.

Dear Sir:

I am writing to ask you to send me half a dozen copies of your issue containing an article about Mr. Joseph Bailie in connection with the work of this university in China. The article appeared in your Saturday issue of July 17th, I think. We shall be glad to pay the necessary amount for these papers.

Very truly yours,

WRW:W

Secretary of the University.

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2459 Ashby Avenue,  
Berkeley, California, August 19 1920

Ethelbert Stewart Esquire,  
Commissioner of Labor Statistics,  
U. S. Department of Labor,  
Washington. D.C.

Dear Sir:

Your good letter of August 13, has been forwarded to me here. I am sorry that I was not in New York at the time of its arrival there. I hope however to return to New York in a few weeks, when I shall be glad to go to Washington, to take up the matters that Dr. Baldwin was so good as to discuss with me, and those other matters of which you make mention in your letter

One matter weighs heavily on me and this work now. I mean the ruling of the Immigration Bureau that Students who come here from China, are not permitted to enter Industrial Plants on wages, the Ruling, as I understand it, classes them as Coolies as soon as they earn wages.

Now you may not understand how this is now and will hereafter affect the Industrial relations between this nation and China. Because Industrial Students will not be allowed to come to this country, there is now a stream of these young men flowing into France. They prefer to come to the United States, but they will not be allowed. Now what will be the result of this diversion of the very type of young men that we should by all means have come to our coasts? Of Course when they return to China they will be more attached to Frenchmen than to Americans, and will purchase the machinery that is needed for the new plants that are put up from the French. A man in your position does not need that I write a long letter showing the consequent evil results flowing from this short-sighted policy. These students are not in any way interfering with the spirit of the Exclusion Laws. They will all go back to their own country, and the few thousands that would come would not interfere with the wage problem. On the Contrary if they came to this country to learn, they would purchase machinery from this country and make it necessary to employ many times their own number of American workmen to manufacture this machinery. But outside of this the ideals that they would get here which they can never get in France, make it our duty to draw them to this country

But you will say, China is now sending a great many students to this country. Yes! So she is. But the sad condition remains, that of the Re-turned Students to China, only a small percentage of them finds its way into real employment. In Peking there are over 2000 of them, all graduated from Foreign Universities, lying idle, and wasting their life. Why is this? The young men that are being sent have been of the official and literary classes. We must have Artisans trained if we are to succeed in the Industries. We want these young men to earn their living here as young Americans of like sort do here now. We want Industrial democracy taught in China, and a blind man can just as easily teach perspective drawing, as these young snobbish returned students teach anything democratic. We are playing into the hands of Bolshevism, if we train men that inevitably manufacture bolshevists.

Sincerely yours,

0056

September 3rd, 1920.

Mr. Joseph Bailie,  
Palmer House,  
Monroe & State Streets,  
Chicago, Illinois.

My dear Mr. Bailie:

Your letters of July 19th and of August 9th, with copy of a letter to Leighton Stuart, were received while I was out of the city. It was good of you to send me a copy of your letter to President Stuart, it contained just the information that we ought to keep on file at our office here.

Since my arrival here your note to Miss White from Chicago, dated August 28th, has come in and I have forwarded to you three or four letters to your Chicago address, but will hold other mail that comes in after today.

You asked me for three or four names of people in Chicago, who might be of service. I suggest

Dr. John Timothy Stone, Pastor, Fourth Presbyterian Church,  
Dr. J. G. McClure, President, McCormick Theological Seminary,  
Dr. Shailer Matthews, of Chicago Divinity School.

The McCormick's are in Chicago, but Dr. Luce has the inside track to them and I think it would be better for you not to try to see them, unless you get in touch with Dr. Luce first.

In regard to the amount of money Mr. Vincent will need for his tannery, I suggest you write directly to him, addressing him in care of the University.

Mr. Becker does not expect to sail now until spring. I have heard nothing from Mr. Dean, although I have had a letter from his family asking his whereabouts.

We will have a meeting of Trustees about the 10th and I shall take up again the matter of your salary. I judge that you will be here before very long and we shall be glad to see you. I am taking up with our Executive Committee your expense account.

With best wishes, I am

Sincerely yours,

WBN-NJM

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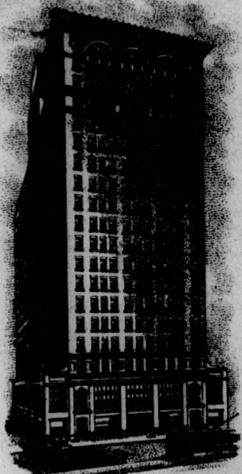
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# YMCA Hotel

A DEPARTMENT OF  
THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF CHICAGO

Sept. 1 1920

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ABSOLUTELY FIREPROOF  
WABASH AVE. NEAR 8TH ST.

Rev Reginald Wheeler,  
Peking University,  
156 Fifth Avenue,  
New York.

My dear Mr Wheeler:

Please find enclosed the copy of a letter that I have just written to Leighton Stuart, together with the copy of the letter from the Paramount Hosiery Form Drying Company, referred to in Dr Stuart's letter.

I hope you are all very well and making excellent progress in your campaign on behalf of our Institution. Only one thing will endanger the unqualified success of our undertaking, that is, if we allow ourselves to be discouraged by any little hindrance. They that are with us are more than those against us. "how shall he not with him give us all things?" I forgot the word "freely".

I shall try to be in New York as soon as I am through with the items that I have laid out between here and there.

Sincerely yours,

*Joseph Baile*

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Y.M.C.A. Hotel  
Chicago, Ill. Sept. 4 1920.

Dr J. Leighton Stuart,  
Peking University,  
Peking China,

My dear Dr. Stuart:

I left Berkeley on August 24, and reached Chicago Aug 27. I then went to see relatives that I hadn't seen for thirty one years.

Before I left Berkeley, I received a letter from Mr Adams, who used to be in China, and is now Manager of Andersen and Meyer's Office in New York, asking me to call at the Moline Plow Works, to see the Manager regarding what to ship to China. As I had already purchased my ticket to Chicago, and as I wanted to get cleaned up a little before calling on any one after my trip across the continent, I came on to Chicago, and as I was returning from seeing the folk in Wisconsin, I dropped down to Moline.

At Moline I was placed in a rather awkward fix. Mr Evans, the Export Manager, has a long list of implements that he wants to send to China, in duplicate, one of the sets being intended for The University of Nanking, and the other set to be put on exhibition at Tientsin by Andersen and Meyer. I saw at once that they were going to send out a lot of things to rust and be lumber both to the University and the Company. I was afraid that if I went a cutting down the list, that the people in the University of Nanking, might think that I was exceeding my duty. I brought up the difficulty of housing so many implements, and stated the likelihood that only a few would be used. I went so far as to say that I had seen a good many of these implements in China already at different points, and that in all cases they were lumber and were rusting for lack of use. I said also that for a good many of the implements, it would be far better to send them to that Farm of Gordon's than to Nanking, as the breaking up of Manchuria, Mongolia and Siberia, placed the Peking University in a good position at which to exhibit farm implements. Mr Evans is going to take this matter up with Mr Adams. What I would like would be for Reisner and myself to go together to Moline, and make the selection. I may suggest that course to Mr Adams, and if I do I may save them a lot of waste. I shall also take up with Adams the possibility of sending an outfit to Peking, of course after consulting Mr Gordon.

The one definite matter that I had laid out for negotiating in Chicago, was to try to arrange with the Paramount Hosiery Form Drying Company, at Hunter Building, 337 West Madison Street, about donating as many of their forms as would match the Machinery to be placed at our disposal by the Scott Williams Mfg Co. Mr Pope the President to whom I had secured a letter, was away on holidays. Mr Oswald the Manager was away from town and would return to town in three days. As it was indispensable to have the forms if we were to manufacture hose, and as the other machinery would be useless without this I decided to remain here till Mr Oswald returned. The intervening time has not been wasted. This morning I called again at Mr Oswald's office, and all is satisfactorily arranged. At my request he gave me a letter, a copy of which I enclose. I shall keep going after the remaining indispensables of the knitting Plant till I get them all pledged. As I wrote you unless you

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pretty soon send me word of some young man that you have ready to take charge of the knitting outfit, I shall select some man from among the students here and hand him over to Scott and Williams for training. The one item that will cause delay in inaugurating this plant, is the time necessary for the training of this technical expert. I am glad to say that I have on file a goodly number of graduates of the M.I.T. and of other schools, so that when I get to New York, and have the advice of my colleagues, we shall not have much trouble in selecting the proper man or men, for I made arrangements with Mr Toy to take on two men lest something might happen to one, and that would postpone our beginning our work.

I wrote you before leaving New York of my visit to Mrs Florence Kelley, of her interest in the Bureau, and of how she enjoined me to call on Jane Addams of Hull House, so as to get in touch with some of the young Quakers who have done so much reconstruction work in the devastated regions in France and Belgium, and are now doing such noble work in Poland. Mrs Kelley wrote to Miss Addams about me preparing the way. Miss Addams was away at Colorado when I called a couple of days ago, but her private Secretary, Mr William Byron, gave me quite a good deal of information. He advised me to call on "The American Friends Service Committee" 20 South 12th St. Philadelphia, of which Mr Vincent Nicholson is in charge in the absence of its President Mr Wilbur Thomas, who is now visiting the regions where they have been working. He also advised me to visit Professor Rufus M. Jones President of Haverford College near Philadelphia, and who is just now the life and inspiration of the Service Committee.

Mr Byron believes that as the work of our Bureau is along the same lines as the Friends have always worked, we are likely to have some sort of co-operation, and especially so as I have already been associated with Miss Butler of Nanking and others of their Missionaries in China, in helping the poor.

Do not be discouraged if I do not make a big showing in the way of money received this fall. The whole place is in commotion over the coming Presidential election. The issues involved together with other problems such as the Irish, Polish, Russian, Chino-Japanese etc situations, keep people fully preoccupied. Still I have no fear that we shall have a response from the type of men that I intend to meet.

After leaving Chicago I shall go to Akron, Ohio, where I shall visit the Goodyear Rubber and Tire Co. who, as I have already written you, intend to open a branch somewhere in China, and are not opposed to co-operate with our Bureau. There are a great many plants in the vicinity of Akron which I must visit. Some of these I have introductions ready for. I shall try to visit Cincinnati where there are a great many interesting things in our line, among others, the Proctor Gamble Soap Works.

I was sorry to hear that you have failed to secure the land on which the Zoological Gardens are located for the site of the University. Only one who has gone through the process of securing land in China, can appreciate the annoyances that you are having. I really sympathize with you, and hope that the land will be available as soon as the means of erecting the buildings is ready.

I send my best regards to Mrs. Stuart, your good mother, and John and to all our co-laborers

Sincerely yours,

Paramount Hosiery Form Drying Company.  
Manufacturers of  
Hosiery Drying and Shaping Forms  
Hunter Building,  
Madison and Market Streets,  
Chicago. Ill. Sept 4 1920

Mr. Joseph Bailie  
etc, etc,

Dear Sir:

In an effort to assist you in the establishing of the Technical Department, we shall be more than glad to furnish drying equipment suitable for the drying of stockings, which will be manufactured on machines furnished by Scott and Williams.

We are glad to lend our full cooperation to this move, and after hearing from Scott and Williams, as to just what equipment will be required, arrangements will be made, to promptly despatch said equipment to your University.

Yours very truly,

PARAMOUNT HOSIERY FORM DRYING CO

By (Signed) L. H. Oswald  
General Manager

RECEIVED OF  
UNIVERSITY OF CHICAGO

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September 8, 1920.

Mr. Joseph Bailie,  
Y.M.C.A. Hotel,  
Chicago, Illinois.

Dear Mr. Bailie:

I write to acknowledge your note of September 4th, with copy of a letter to Leighton and of the statement from the Paramount Hosiery Form Drying Company.

Please keep us informed of your itinerary.  
We shall be glad to see you when you reach New York.

With best wishes, I am

Sincerely yours,

WRW:W

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0062

Indianapolis, Sept, 11 1920

Dr J. Leighton Stuart,  
Peking  
China.

My dear Dr. Stuart:

Some time ago I wrote you that Dr. Hall, one of our Secretaries of the Board told me that Mr. Hugh H Hanna of Indianapolis had expressed a desire to meet me. I have just seen Mr Hanna, and while he made me welcome, and treated me fine, Dr Hall's estimate of the urgency of my calling on Mr Hanna, was a little overdrawn. Nothing financially, for the present at least is going to come of the visit.

Mr Foster had given me the name and address of The International Machine Tool Co, as one of the companies that had agreed to place some of the students that he had intended to bring along with him to America as he was returning, but was prevented from doing so by Tenney. The idea came to me that as Mr Foster already had made connections with these manufacturers, I might be made welcome in trying to place some of the students now in this country, instead of those that could not come. This is the first attempt that I have made to hitch on to Mr Foster's plants, and it has been successful. We have got permission to place two properly qualified students in this plant. The proprietor is interested in what we are doing, and may one day pay a visit to China with a view to starting the manufacture of the LINDX lathe. He thought that it would be advantageous to both parties, for our Bureau and his plant to co-operate. He has now no plans to start to China, and may never will. Any way we are in touch with him, and the Students will have an excellent opportunity to get practical training.

I had the great pleasure of renewing my acquaintance with my old Classmate at Union, Rev A.R. Miles, and of getting acquainted with Mrs Miles. We had many things to talk about, as I had not seen him since we graduated. He spent thirteen years in Bogota as a Missionary, and told me some very interesting facts about the situation there. He is now devoting his time to teaching in the Missionary College here conducted by the Christians.

Since I wrote you from Chicago, I have Visited Paducah, to secure one of the knitting machines that must be secured if we are to start that unit in our Polytechnic. Mr. Paxton, the Manager, gladly granted the machine, and gave me a letter corroborating the promise, so that now we have all the absolutely necessary equipment for starting that unit, if we only had the man trained to run it. The placing of that man in training will be one of the first things that I must attend to when I reach New York. There are still two machines that can be secured in Philadelphia or Boston.

I shall try to clear up all the odds and ends that have not been looked after in Ohio before I make a bee-line for New York. I am typing this letter on the train, going from Indianapolis to Cincinnati. I have several things of interest there, and after that I must go to Detroit taking in Dayton and several other places. Then I must go to Pittsburgh, where I must spend several days. I am glad to say that as I see the outlook now, the farther I go the more openings will appear.

Sincerely yours,

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OFFICERS OF THE  
TRUSTEES

LUTHER B. WILSON  
PRESIDENT  
ARTHUR PERRY  
VICE-PRESIDENT  
EDWARD LINCOLN SMITH  
CHAIRMAN, EXECUTIVE  
COMMITTEE  
E. M. MCBRIER  
TREASURER  
ERIC M. NORTH  
SECRETARY

PEKING UNIVERSITY

INCORPORATED

PEKING, CHINA

NEW YORK OFFICE

156 FIFTH AVENUE

OFFICERS OF THE  
UNIVERSITY

J. LEIGHTON STUART  
PRESIDENT  
HENRY W. LUCE  
VICE-PRESIDENT  
W. REGINALD WHEELER  
SECRETARY

Cincinnati Ohio.

Sept. 12<sup>th</sup> 1920.

My dear Mr. Wheeler.

Enclosed please find a copy of a letter to Dr  
Stuart. Typing on the train has knocked my typewriter out of commission.  
I suppose grit has got into it & it won't budge when I strike it.

If you have any information or letters for me please send all  
to c/o Hotel Fort Shelby, Detroit. but please send no letters  
to that address after 18<sup>th</sup> Sept.

I thank you for the addresses of people in Chicago. When your  
letter came I was on the point of leaving for Paducah.

I'm very sorry to hear that Sam Dean isn't to be found.  
I fear the Japs have kidnapped him. No man was doing more for  
China & the Chinese than Sam & I know he went to Yokohama.

Coming home I didn't commit myself to their tender mercies. I am very  
anxious about Sam. If you hear of him please let me know.

What a pity it is that Mr. H. H. Hanna is a broken (financially)  
man. It pains me to hear him talk. He is full of sympathy but can't help. He  
was more pained in sending me away empty than I was myself.

It will be near the end of Sept. I fear before I reach New York.

Sincerely yours

Joseph Beale.

Cincinnati, Sept. 14 1920

My Dear Dr. Stuart:

Yesterday I called on Mr. A.H. Broxterman President of The John Steptoe Co. Manufacturers of High Grade Shapers and Millers 2951-2961 Colerain Ave. Cleveland. I carried a letter of introduction from Mr. Foster, and was well received.

Mr. Broxterman has been well informed by Mr Foster, and knows the situation in China much better than I expected he would. He has been trying to introduce Chinese Students to this country, but as you know he has failed for so far to make arrangements that would satisfy the immigration authorities of this country. He has corresponded with the authorities in Washington. Among the letters that he showed me was one in which the statement was made that if arrangements were made with a recognized University, whereby scholarships were guaranteed the Students entering this country, they would be admitted without further trouble. He proposes that the different manufacturing firms that wish to have students sent to their plants, sit down and reckon how much wages would be paid by the Firm to each student that is to come, if he could receive wages as any non-Asiatic, then to place that money with the Peking University, as a grant for Scholarships. Then we having those Scholarships provided for can secure and send to this country students of the proper qualifications, and leave the training to the Firms agreed upon, in accord with arrangements drawn up between the University and some representative committee. We might also make arrangements for some Bank in the city where the plants were situated to pay a certain monthly sum to these students.

Mr Broxterman has given me letters to the most important manufacturers in Cincinnati. I made the first shot with one of his letters to-day, when I presented his introduction to Mr. J.B. Doan, Pres. of American Tool Works, cor. Pearl St. & Agleson Ave. of this city. It is a great pleasure to meet men that understand what you are driving at without having to explain the crossing of the T's and dotting of the I's. A few sentences from me were sufficient to put the whole matter before Mr. Doan. I put the matter of their depositing sufficient money with our University to cover the three or five years as the case might be of all the students that they might need, or rather could assimilate in their plant. He agreed to write me a letter stating what his firm was prepared to do in case we as a University could arrange matters with the Bureau of Immigration.

When I receive Mr Doan's letter and letters from as many others as I can secure on my trip from here to New York, then I shall have a definite proposition to bring before the Executive Committee of the Board of Trustees through Mr Wheeler. If the plan is approved, then the University will be ready to receive the Funds and begin to secure proper men for the different openings.

I also called on Dean Snyder of the University of Cincinnati to-day. Though he was very busy, he gave me some time and made an appointment for to-morrow at 3 p.m. He is working on this same problem of devising a plan whereby we can keep the letter of the law as well as the spirit in admitting students.

I made an attempt to have boys admitted to a plant where Chemicals, paints, inks, dyes etc, are made. I had a letter from the Chamber

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of Commerce. The Firm is the Ault Wiborg Co., of which Mr. Robert Hilton is the vice-President. Mr. Hilton had no difficulty over my statement of the case but soon told me that they wanted to teach no Chinese any of the secrets of their manufacture. He gave me a letter however, after I explained to him that it might be possible for him to co-operate with us in the matter of providing an opportunity for some of our Students to be trained along the commercial lines necessary for developing his business in China. That letter is to Mr. Roberts, c/o The Ault & Wiborg Co #37 Canton Road Shanghai.

We are going to have a little trouble getting the confidence of some people here because of the manner in which the Y.M.C.A. has failed to carry out some of the promises made when they threw some students on to the hands of the people here and then left those on whom they put them to find their own way out. I heard some bitter remarks about this. I was astonished that they would do that. It opens the door for questioning the motives of ones work.

I am beginning to think that as soon as I have arranged for the unit of Knitting Machinery, and have placed the two young men in Scott & Williams Plant, it might be wise for me to run over to Peking and get the Machinery ready in place for working when the young men was ready so as to waste no time. This Unit though small is very important, as a good many of the Mission Stations all over China will likely want to send some women to learn the knitting, and then put in a small plant in their Stations. It is likely that several will do this inside the next few years, but nothing can be done till our plant starts. Tho the separate machines are not large, they amount to a big thing when multiplied by a big number.

There are other things that I could do there. I could interest the Chinese in some phases of the work in our Bureau, and get them to finance some plants. I do not consider that we have started anything worth while till the Chinese take hold themselves. I also want to interest some of the returned Students. Moreover if this matter of arranging scholarships is properly arranged, I would like to do as you said viz. to go myself and select the boys sent over here.

I hope you will not be disappointed that I have not thus far done any great thing. We just must make up our minds to do the little things as they come, and then some day we shall find that we are where we can tackle the big thing. I have no fear but that opportunities for doing big things will come, my only fear is that we shall be unprepared when they arise.

I have requested that a copy of the Official Report of the National Machine Builders Association be sent you. Maybe Foster has already sent you a copy, where you can see the good piece of advertising that he has done for the University.

For so far I have not mentioned to any of the gentlemen that I have met in Cincinnati that the proper carrying out of this looking after the Scholarship Students referred to in this letter, will take the greater part of the time of some one in our Faculty, and that we would need help to pay his Salary and Expenses. This if divided among a number would amount to only a trifle to each. I shall bring this matter to the notice of Mr. Broxterman.

Sincerely yours,

OFFICERS OF THE  
TRUSTEES

LUTHER B. WILSON  
PRESIDENT  
ARTHUR PERRY  
VICE-PRESIDENT  
EDWARD LINCOLN SMITH  
CHAIRMAN, EXECUTIVE  
COMMITTEE  
E. M. MCBRIER  
TREASURER  
ERIC M. NORTH  
SECRETARY

PEKING UNIVERSITY

INCORPORATED

PEKING, CHINA

NEW YORK OFFICE

156 FIFTH AVENUE

OFFICERS OF THE  
UNIVERSITY

J. LEIGHTON STUART  
PRESIDENT  
HENRY W. LUCE  
VICE-PRESIDENT  
W. REGINALD WHEELER  
SECRETARY

109 Garfield Place

Cincinnati Ohio. 14<sup>th</sup> Sept, 1920.

My dear Mr Wheeler,

I spent practically the whole of yesterday with O. H. Brosterman President John Steptoe & Co. "Manufacturers of High Grade Shapers & Millers" of this city

Mr Brosterman is a member of the National Machine Tool Builders Association and has been appointed by that body to take care of bringing in students from China for thorough training in workshops in this country, & who can go back to China to act as teachers in Technical Schools, factories &c.

He has had no success yet as the Emigration Bureau of the Department of Labor has ruled against bringing in students who when they come here have to live ~~fast~~ on wages. In the correspondence that he has had with the Bureau it is stated that if he brings in students that have scholarships provided for them, and who are vouched for by a reputable University as bonafide students who come here to learn and will return to China on the completion of their course, & so not interfere with the Labor market here, there is no objection to their coming. <sup>seeing they are provided for and of course I can not bind the University to any course & what I am doing will be provisional till I hear from you.</sup> will not be compelled to go out hunting wages.

Now Mr Brosterman has made the proposition to me to have our Bureau take this as a part of its one of its functions. He and other members of the Machine Tool Builders Association will endow a definite number of scholarships in the Peking University. The <sup>selection of the</sup> students that are to come here will be left with us. The Training of the students in U.S.A. will be left in the hands of Mr Brosterman &

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whatever committee we may appoint.

In this way we as a University can have a control over the students while in this country. When we see from the Reports either of their shop work or their school work or both that they are not doing as they should, we can warn them, & if the persist we can dismiss them or withdraw the scholarship. <sup>you see the many advantages that will accrue to the student from being treated after</sup>

I should have stated that these scholarships are proposed to be for the <sup>yearly</sup> amount that a successful young man can earn in the shops where the students are coming to, so that the young men can feel that they are earning their way for what they are receiving.

As this is the first opening for service for our Bureau seems a natural development. I am going to act upon Mr Brosterman's suggestion, and try to secure the support of other members of this association <sup>some of</sup> to whom Mr B has given me letters.

I am now informing you at once of this move so that if you see anything wrong in it you can call a halt. You will have time to catch me in answer to this at Hotel Fort Shelby, Detroit.

As my typewriter is out of Commission, I have no copy of this letter and would take it as a great favor if you would kindly have copies of this letter made and send me two copies along with your answer.

I shall try to have a copy of last Official Report of the National Machine Tool Builders Association sent to you so that you can see what Mr Foster has been doing for our University. It is on Mr Foster's foundation that I am building when doing what I refer to in this letter.

Sincerely yours

Joseph Bailey.

In sending a copy of this Article of mine I'llow to all my correspondents.

Cincinnati Ohio  
September 17 1920

My dear Dr. Stuart:

Enclosed please find the copy of a letter that Dean Schneider has given me.

*important  
was*

The two important points in this letter are 1st that he will hereafter accept no Chinese Students in his College, without our having passed on them. This decision is on account of his having had dumped on him students of the wrong type. 2nd He recognizes the method we have arrived at for financing the scholarships, as a solution of the impasse that was preventing Chinese students from earning their way through College. As I wrote in my last the President of the Plant that will admit a student calculates ahead of time what the student would earn all year. As soon as the student reaches his Plant he deposits to the credit of Peking University that sum, in a local Bank. We then direct the Bank to pay that student a monthly allowance, taking care not to allow him to draw more than what he has earned by the work he has done. To make sure of that every cheque presented by the student must be vised by some one appointed for that purpose by the firm.

Dean Schneider is this year allowing two Chinese students to enter his co-operative classes on this basis, but this year the University of Cincinnati itself is taking care of the scholarships, as our University has not yet got into running order.

Now do not be alarmed at my undertaking what we have no money to put through. I believe in doing for the Chinese and Americans, what they themselves most want, and not something that I had made up in my mind that I would do for them. I believe that when I have the arrangements made for carrying this matter out, that when I approach our constituency, they, that is both the Chinese and the heads of the American firms will gladly shoulder the expense necessary for carrying out efficiently, what we have undertaken.

It is just at this point that I have nearly made a mistake. I began to think that now was the time to talk of the expenses that our Bureau would be put to in carrying out our agreement. One thing at a time. In the meantime I shall be meeting the Presidents of these firms who are no fools and who will undoubtedly themselves ask me who is financing the Bureau. By this time we shall have confidence in each other, and any one of two firms each of which has agreed to take students could finance the whole Bureau without feeling it. The LeBlond Machine Tool Company, with the principal officers of which I had lunch to day, is a multi-million plant. During the lunch I was peppered with questions and when we left the dining room we were pretty close together. Incidentally I was able to give a little mission talk, and it was about an hour and a half from the time that we went in till we came out. These young men are interested in the problems that we are trying to solve, and will no doubt see to it that we as a university will not be asked to go into debt in carrying out a plan which is invaluable to them. We will be giving them the most effective form of advertising for which they will not be paying a cent in the giving of the scholarships, as the students will be giving them an equivalent return in work.

Yesterday I saw Mr. Geier, President of The Cincinnati Milling Machine Company. He is a millionaire several times. We had a very interesting time. To day I had a letter from him telling me that they will take two students at once. He also wishes to discuss further with me the matters that we talked over when I first called. So My first call to-morrow morning will be on him. He is going to send a man from the Company to China to look around and wants all the information that he can get both as to where and what to look for. It is astonishing how ignorant these people are of the wonderful resources of China. We can be of help to them, and they will not take that help free unless I am very much astray. I shall try to have the one who visits China call on you.

I have now called upon the most influential men in Cincinnati,

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page 2

and the beauty is that they are either actively with me or say that of course they will do as the others will do.

Dean Snyder has not only given me this letter, but has introduced me to Assistant Dean Burns, who has charge of all the students that are out in all the co-operating shops. Mr Burns is giving me the names of the leading co-operating firms not only in Cincinnati, but in Middleton Dayton etc, so that I can get in touch first with the leaders, and then the others will naturally fall in line.

Now Dr. Stuart, do not think that I am such a fool as to think that all these hard headed business men are going to meet me with outstretched arms. I'm going to have many a rebuff, but I have now made a beginning enough to give me momentum enough to carry me over the dead points. The one beauty is that none of my failures hang around my neck while every success sticks as fresh snow on an avalanche. Besides we know that we are right in what we are attempting, and that gives one fearlessness.

The first money that was given me by anyone to help when I started to work the poor around the University of Nanking, over ten years ago, was William Kite of this city. You may guess that I was not long here till I surprised him. He is a Presbyterian Elder and Head of a Sunday School. It was that Sunday School that collected the money that he sent to me. Well I am going to tell them on next Sunday something of what their help enabled me to do, and what has grown out of that seed. Mr. Kite was very glad to see and talk with me after years of mere correspondence. This meeting will stimulate the interest and prayers of the members of that Bible Class or rather Sunday School. It will also be an inspiration to myself.

I have got something practical for them now to do in the form of taking to their homes the young Chinese that I hope to place in the shops here. If we can only get all of these young men, both christian and non-christian, placed in good christian homes, we may hope that when they return to China they will bring along something even more substantial than even the technical skill that they will acquire in the shops. If this matter pans out as I hope it will, our University may yet find itself in charge of all the Chinese students in America. As you are aware, though there is nominally a staff in Washington in charge of this very work, that staff can always be found at the Chinese Legation or in one of the fashionable restaurants in Washington, but not near enough for any of the Students in the outlying cities to lean on it. Nothing has grieved me more than to see the ignorance of the young men in charge of this extremely important matter of all matters affecting the students. This is as much a matter for the United States to look after as it is a matter for the Chinese to look after, and what institution is more appropriate to take charge of this utterly neglected crucial matter than an American University in Peking, especially as the Bureau of Industry, will have the Machinery to carry out efficiently this very matter when we are in running order. There is no more important function that we as a university can perform. I am quite sure no one will be more delighted than the Chinese themselves, if we can do this. The work that I am doing here just now, no Chinese could do, and this ought have been done years ago. If it had it would have saved many a student from returning to China to lie idle. I do pray that now we will be enabled to remedy the enormous waste involved in this inefficient system or rather lack of system. We must not be afraid of it because it is a departure from precedent. None of the precedents that have been established have been such howling successes that we are called to kneel down and worship them. The students are writing me from all sides for help that they need and which heretofore has not been rendered. We simply must do it, or at least do our best to do it.

Sincerely yours,

Joseph Bailey

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UNIVERSITY OF CINCINNATI  
College of Engineering and Commerce

Cincinnati, Ohio.  
September 15 1920.

Prof. Joseph Bailie,  
Peking University,  
Peking, China.

Dear Sir:

*impractical*  
*WRW*  
*Sept 26*

This letter is to confirm my statement of this date, that in my opinion the soundest and most expeditious way of handling Chinese students in America, is by having the whole matter organized under the direction of the University of Peking. This College will welcome some sort of responsible organization, through which a limited number of Chinese students would be sent to us. At the present time we are ~~as~~ being called upon by a great many sources to admit Chinese students; when the students come to us we find sometimes that they have inadequate preparation, no funds, and no knowledge of the English language. Our experience has been such as to warrant us in feeling that if your university would undertake to certify students from the various schools of China, to us on the basis of scholarships of a fixed amount, the whole matter would be more intelligently and effectively handled. The intent of this plan is to obtain a neutral and responsible clearing house in China.

I trust that during your stay in the United States, you will be able to obtain sufficient scholarships for this purpose, and also the ~~acth~~ authority of your university to handle the matter in this way. ~~\*~~ If you do, you can be assured that this college will send all persons requesting admission of Chinese students, to you for action.

Yours very truly  
(Signed) H. Schneider

Dean, College of Engineering  
and Commerce.

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ABSOLUTELY FIREPROOF

## NEW SOUTHERN HOTEL

TORRANCE C. MELROSE, MANAGER

275 ROOMS. WITH BATH \$1.50 AND UP

September 27 1920

*Columbus, O*

My dear Mr Wheeler:

I reached here on Saturday. It has been sweltering hot, and I am prepared for the blizzard weather that I expected. I suppose a change will come soon, and may be it will be too cold then

The enclosed copy of a letter which I have just typed to Leighton Stuart will let you know that I am having a very interesting time. It would be madness for me to begin a begging campaign at this stage. I have no fear that later there will be offers of support from some of these very people. You can see from the character of the men as described in my letter to Stuart, that we are getting in touch with men who can when they will to help us.

Sincerely yours,

*Joseph Bailie*

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New Southern Hotel  
Columbus, Ohio, September 27 1920

My dear Dr. Stuart:

It proved that the Church of Mr. Wm. Kite is out beyond a place called Anderson's Ferry outside of Cincinnati. They had me address the Sunday School and afterwards talk to the people of the church. It is a regular old type of Presbyterian Church. I felt as if I might have been talking to people away back in Ulster.

I had a very pleasant time in the home of Mr & Mrs Kite. He is of Quaker descent, and she is of good old North of Ireland forbears.

This is another case of reversion to type. The visit ended up by Mr Kite giving me an order for 1200 teapots of Nyl Hsing terra cotta. These he will send out on the trade as samples to try to foster import of Chinese products. He wants 200 sets of 12 each. By the way that makes 2400. I think our Bureau can help him out in his attempt to help us help ourselves.

From Cincinnati I went to Dayton.

The first place I visited there was the National Cash Register co of which Mr. J.H. Paterson is Head. Unlike some places that I visited the longer I stayed the better they liked it. They have a regular outfit for showing people through the Plant and giving full information, which includes a lecture with moving pictures showing the development of the company from the Log Cabin to the White House. Mr Paterson was good enough to spend the evening over me taking me to the Club for Supper. Evidently he was suspicious that I was going to pop the question, for when I began talking about placing students in his plant, he said that he was glad to do so but added that he would not give any money. Any way he now knows that there is a University called Peking University, and some of the things that it stands for. I'm glad that he endorses our policies. That is something, besides the way is open to keep him informed as to what we are doing.

He is a public spirited man and has given to the city of Dayton several hundred of acres of Parks etc., without attaching any string. He told me that his main object in life is to improve the condition of the working man, and the reason that he spent so much in showing people over the plant was to educate the sordid rich who are now grinding their employes so far as the law allows. He truly remarked that the greatest menace to civilization was these very people, and if ruin came they would drag him down along with themselves. They're so blind that they cannot see it.

I called on Mr O.J. Reemelin, President of the Dayton Power & Light Co. He is President of a Bunch of Dayton Business men, who have spent \$18,000.00 for a Club House for outside co-operating students, and are going to spend \$55,000.00 more enlarging and beautifying it.

He asked me to write formally applying for the admission of our students, and assured me of his sympathy in this work.

I then called on Mr. E.G. Sharkey, Principal of The Co-operative Industrial High School. He is another Mr. Small, and was enthusiastic about his work. His School is in the same Building with the Stiver's High School a regular Academic High School and with the Principal of which, Mr. W.H. Meek, Mr Sharkey co-operates in the most cordial fashion. This gives assurance that co-operating students at that school, will not be made one-sided. I was lucky enough to be there just as an orchestra of the students, including some of the co-ops, was practising.

Mr Sharkey will admit two or three pairs of co-operative Chinese. He is afraid to admit more till he finds out how they will mix.

He then took me in his machine to see Mr F.O. Clements, Director of the Dayton Research Laboratories Co, and also the President of Mr. Sharkey's Advisory Committee. While we were there Mr Chas. F. Kettering came in, and as I had an introduction to him from Dean Schneider, he got the history of what we are doing. He is Director or rather President of the one big covering Company which includes the Delco, The Delco Light and the Dayton & Wright Airplane Co. He promised to consider the admission of our students to his plants asking me to write applying formally.

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page 2

This I have already done.

Next I called on the Ohmer Fare Register Co. and saw Mr. Paul G. Rohr, who like all the heads of the Company is Catholic. They are interested, and after I explained that I would send either Catholic or Heathen students he thought that possibly we might co-operate. This concession was on my part, as I said that we preferred to have the students connected with some church rather than have them loose running about. He also asked me to write which I have done.

Next I had the pleasure of meeting Mr. Arthur E. Morgan, Chief Engineer Miami Conservancy District.

Mr Morgan is the President of Antioch College, newly elected. This was founded by Horace Mann, but has been allowed to run down in the heels, Mr Morgan is going to make out of it a College for training Administrators. But that is not all. He says that American Colleges have been directing their training looking unduly towards Latin America and that he will direct his attention to preparing men for China.

He has already begun his work by sending to Mr. Chang Chien, in place of the Dutch Engineer that used to be with Mr. Chang, but who died a few months ago, Mr. E.W. Lane. If Mr Lane comes up to half of what Mr Morgan says is in him, he will be not only a rare Engineer, but a real Missionary. I congratulate both Mr. Chang and the Nan Tung Chow Missionaries.

You can see how much Mr Morgan was interested in our work. As I see it now, we should try to have Peking University affiliate in some way with Antioch. He mentioned the names of his new Board of Advisers, & included the most wide-awake business man of America, Mr Dennison, Mr Gay of the N.Y. Evening Post, and others of that type.

Mr Morgan is a recognized authority on educational problems. He was pressed for time but made time to tell me his plans as well as to listen attentively to what we are doing and hope to do. I am quite sure that it would be a mistake not to cultivate the closest possible relations with him and his Committee. We have all the same aims.

He may co-operate with us from the beginning as he intends to teach the Chinese language and history and Art, and it is possible that he can do as Dean Schneider is already doing let some of our students earn their way by teaching his 500 selected Americans the Chinese language. He says that he will select the 500 in his school from amongst 30,000 students, and then he thinks that perhaps a high percentage of them will be successes.

He advised me to see Mr J.C. Haswell, President of The Dayton Malleable Iron Works, and Mr George M. Verity President of The American Rolling Mill Co at Middletown.

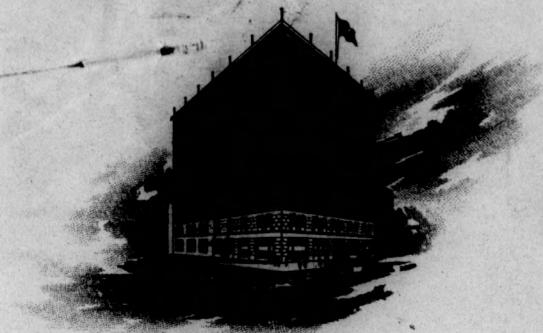
Called at The Dayton Malleable Iron Works. As Mr. Haswell was away saw Mr. Runyan, who off hand wanted me to send him two husky Chinese as co-operators in the Foundry Course. He would pay them \$36 a week to begin with and later as much as \$60 a week if they remained and did well. I heard later that they have trouble to get Americans to do Foundry work at any price. Any way there is an open door there.

On Saturday, I went to Middletown and saw Mr. Rectanus, who was not in as I called on my way up to Columbus from Cincinnati, but who was there on this visit. He and the people there are the most outspoken self seekers that I have met yet. He said that they wanted to get the sort of men that I was trying to place with them, but that they preferred to wait till others had brought them here and then to go around among those in the other firms and make their own selection. I frankly told him that he wanted others to do the pioneering and for them to reap the advantages. He admitted it. What a policy for such an enormous plant and what a contrast to that of Mr Patterson. This is the Plant of which Mr Verity is the President. I did not know this when I was there.

I must now dress and tackle Columbus.

Sincerely yours,

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**HOTEL FORT SHELBY**  
LAFAYETTE BOULEVARD AT FIRST ST.  
**DETROIT**

October 3 1920

My dear Mr Wheeler:

Please find enclosed a copy of a letter that I have just written to Leighton Stuart.

I am very glad that the uncomfortably hot spell that we had is past. I was not prepared for the heat.

Please be patient with me in not bringing in cash. We will have better luck later. What I am now doing is getting in touch with men, with whom it would be impossible for me to link up, if I sent in word on my first visit that I wanted a contribution. They simply would not see me.

If there is any mail that you want to forward me before I reach New York Please send it c/o Mr Robert Bailie, 1610 Maple Avenue, Turtle Creek, Pa. as I hope to spend a day there on my way east.

My itinerary now is Toledo, Cleveland Akron & maybe Alliance Salem & Steubenville. Then I go to Pittsburg & Turtle Creek. It will be ten days before I leave Turtle Creek as I have quite a number of places in Pittsburg that I want to visit.

Sincerely yours,

*Joseph Bailie*

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Hotel Fort Shelby  
Detroit Michigan, Oct 3 1920

My dear Dr. Stuart:

In Columbus I called on Dean Hitchcock of the College of Engineering of The Ohio State University, to find out whether he was working along the co-operative plan with the Industrial Plants in Columbus that Dean Schneider is working with those of Cincinnati. He is not. His reason is that they have a very extensive outfit of their own on the Campus which he claims is sufficient without any outside co-operation. This I think is a debatable question. I was afraid that the publicity given to Dean Schneiders work may have made some others a little sore. I heard quite a little knocking of Dean Schneider from men in this Department.

I called on Mr Whittridge of the Buckeye Steel Castings. He is willing to admit a husky Technical Graduate, to a mapped out Course, 6 mos. in Foundry, 3 or 4 mos. Furnace etc. making a full course of one and a half or two years. Begins with 40¢ an hour.

Mr W.A. Grieves, Assistant Secy and Welfare Employment Mgr. of THE JEFFRY MFG CO, is a man of high ideals, but as he is afraid that there will be little development in China in the near future, he was unwilling to commit himself to any course re admitting students, but will let me know later on. They Manufacture Mining Machinery, Tractors etc. This is a big concern.

At the KILBOURNE & JACOBS MFG CO which manufactures Railway Carriages Dumping carts Wheelbarrows etc. I saw Mr H.B. Hileman. This is a really good man. He is sympathetic, and wants to do all that he can to co-operate with our University but at present at least he is unwilling to tie himself up in the way of promising to give scholarships for any students according to the plan which I have already outlined.

They have already a representative in Peking, Mr. David Green, who lives at the Wagon Lits Hotel. He wants me to get in touch with him and thinks it probable that Mr. Green may want to send students home to have them trained for the Sales Department of this Firm. It is just possible that you have already met Mr. Green. If not it is worth while for some one there to get in touch with him. The University School of Commerce can be of service to Mr Green.

One of the most interesting men that I have had the pleasure of meeting is Mr James L. Love, Manager of both the Plants of Fertilizers & Sulphuric Acid, of THE FARMERS FERTILIZER CO. He wants an ambitious worker, who must be full of pep, and will be congenial, and Mr. Love will be glad to make a companion of him and teach him all about both of these Plants, only he must be not afraid to dirty his hands. He is more interested in the type of man, than in his scholastic qualifications, though, Mr. Love himself knows the chemistry of his Industry from a to z. He says he's still learning himself.

Not far from THE FARMERS FERTILIZER CO is THE FEDERAL CHEMICAL CO with Mr C.M. Rose at its head. Mr Rose is not the man with whom I would like to see any of our Students placed. He is a pessimist & has an extremely narrow outlook on life. Tho this is an offshoot of the former plant, it has none of the tone that one finds at once in meeting Mr Love.

One thing to be remembered in placing boys, is that this is very dirty work, and unless a boy has a love for the profession, there the slightest chance of his working long enough to know his job. Love says the trouble with students is that when they have learned operations they think they know it all. He wants no one that is going into the Industry to come.

Another man who is a giant of body and intellect, is Mr. G. R. Kittle, Mgr of THE OHIO MALLEABLE IRON CO. As a boy he worked in the

Foundry to support himself and keep his brother in College. His brother though he has had more opportunities than himself is like a child beside him. He and I got so much interested in a number of things of mutual interest that we talked little on the main subject, but we'll have enough time later I hope as he is anxious to keep in touch with me, and is very much interested in China & the Chinese & will take 4 or 6 husky Boys and give them a thorough course in Foundry work.

In showing me over the Plant we came across a pile of castings for the bearings of Ford Machines. He complained that the Ford treated his workers well, he would not pay them enough for these castings to enable them to pay their workmen as well as Ford was paying his. Still I saw a young man that was making cores who made \$9.00 a day, but he went like a spinning jenny all the time. He really enjoyed his work, as did all the women and men workers in that Factory. Mr Kittle is one of themselves and that too without the slightest taint of patronage. I do want to get some of our boys get in touch with the big soul of this man, who he professes to be reactionary in the sense of managing his own business. He has the finest Lavatory for his men that I have seen, and they need it.

I called at the Office of THE AMERICAN ZINC OXIDE CO. cor. of High & Chestnut Sts. Mr. Wemple the President was out, and Mr Wall the second in command told me that he would consult his chief and let me know by letter. This is an Industry that we ought be connected with, as we have plenty of the raw material in China.

Before leaving Columbus I had the pleasure of meeting about a dozen of the Chinese Students attending the Ohio State University. They were all interested in the work that I am doing and as it affects them directly thanked me for opening the gate to the way to finish their technical courses in such a way as to make them of practical use when they go back. Mr Shen President of the Chinese Club, is going to keep me in touch with any of them that would like to take advantage of any of the openings that I am finding.

As I have already written you, I sent over a dozen of Chinese to Ford's Plant. On reaching this place the first thing I did was to meet Mr Cameron who introduced me to Mr Wilson who is the Super-charge in charge of these boys as workmen and students. He introduced me to his subordinate Mr B Berghoff who is more directly connected with them, and who gives them lectures on the construction of Tractors including the electric attachments. I was greatly relieved when Mr Berghoff gave me a report of the boys (he calls them students & treats them as such). He had nothing but good to say concerning them, so much so that he said the foremen were all anxious to get them onto their special jobs. Now this is what I was afraid would not happen & because I was afraid that either they would not like the job or the officers of the plant would not like them that I was slow to send a big number from California till I saw how they did. I shall have no compunction of sending the full number of 100 as soon as applicants to that number come.

I have spent two days among both the students and those in charge of them. Every one is pleased. But I thought that the amount of teaching that they were receiving at the Plant was far too little, so I have after a couple of conferences both with the School authorities and with those in charge of the boys in the plant, made arrangements for them to be taken in along with the discharged soldiers in what is called a vestibule school conducted at THE CASS TECHNICAL HIGH SCHOOL. This is a thoroughly efficient practical school. Mr Allen vice Principal who went through training under the old regime as an Apprentice tells that our boys having their two hours a day at this school while they are working as they now are in the shops can get just as thorough a knowledge as he did, but that if he had had this opportunity, he would now be ten years ahead of what he now is.

page 3

The man who will be responsible for the boys in Cass will be Mr Hinman the Principal of the Night School, but as our boys will sometimes be changed to night shifts Mr. Allen and he are trying to see how they could arrange to have them get continuous instruction without wasting the time of any of the staff.

The young man in Ford's that is responsible for them as students, is Mr Sefton Secy. to Mr Bergheff. He is what you would call a do all he can for them, and likes the boys, which is half of the battle. He has charge also of Mexican Students, students from Argentine and other places. I think he likes ours best as they don't mind the work, are regular, and anxious to learn. That young man has a good opportunity to study the traits of the different nationalities. I'm glad that our last batch of boys have made good. Now I am besieged to admit others, all do so as soon as the Ford people have moved the machinery from the old plant at Dearborn to the new and bigger plant at Highland Park, which will be in about a month.

I am booked to go out to-day to see the Chinese students at Ann Arbor and expect to see Dr King before I return to Detroit.

Sincerely yours,

*Joseph H. ...*

P. S.

I enclose copy of letter sent to Mr. Hsueh of Fudan College Shanghai re sending samples of teapots to Messrs Dean & Kite Cincinnati.

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October 6, 1930.

Mr. Joseph Bailie,  
In care of Mr. Robert Bailie,  
1610 Maple Avenue,  
Turtle Creek, Pa.

Dear Mr. Bailie:

I have received your letter of October 3rd from Detroit, and your other letter of September 27 from Columbus. If any mail comes in we shall forward it as you suggest to Turtle Creek.

I want you to visit our timber plant in Pennsylvania. I wish it might be possible for you to stop there on your way from Pittsburgh, but perhaps it might be better to wait until my brothers return, as they are now in the West.

I am taking up with our Presbyterian Board the matter of your expenses and salary. The Trustees at their last meeting voted to pay your expenses to New York and back to California, this to cover your trip already completed; but they said they could not go beyond that. We will take up this whole question when you come here.

You are certainly covering a lot of ground and seeing a lot of interesting men; and I am sure that eventually some of this hard work will bear fruit.

With best wishes, I am

Sincerely yours,

WRW:W

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**PALMER HOUSE**

**CHICAGO**

Akron October 9 1920

My dear Mr Wheeler:

Please find enclosed a copy of my last letter to Dr. Stuart, together with a copy of my Report for Toledo & Akron.

At Cleveland I had a terrible job to pass one night. You Americans are having quite a few Conventions, base ball games etc, and these have all the available accomodation tied up in many places.

I have come up against them more than once since I started on this campaign.

I would like to be in New York soon, as I'm getting tired physically.

If Mr William Kite calls to see me at your office, before I reach N.Y. please ask him to leave the address of Mr Johnson from Staffordshire England with you so that I may call on him on arriving in New York

I hope you are all doing great things in the way of financing the University.

Sincerely yours,

*Joseph Bailie.*

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Akron Ohio, October 9 1920

President Stuart  
Peking University  
Peking  
China.

Dear Dr Stuart:

Enclosed please find the report of my work in Toledo & In Akron. The people in Toledo treated me personally fine, but as I say in the report I have nothing tangible there, unless I reckon the good wishes of all which is not to be despised.

In Akron on the contrary, There is every reason to expect co-operation of a very close and practical kind with the Goodyear Co. The longer I meditate over the conference with Dr. Horrocks the more I am convinced that we can be of real help to him, and he is wide-awake enough to see that we can. He spoke with no uncertain sound in wishing to co-operate with us. Besides when I called at the office and asked to see him, as he was then in the factory with the students teaching the production himself & evidently had told the Secy to allow no one to disturb him, as soon as the Secy heard who I was, at once said that he would call Dr Horrocks for a Conference at 1 p.m. as he said he knew that he was anxious to see me. Mr J.E. Fields the Secy had of course read all the correspondence between Dr Horrocks & myself.

As I see it Mr Horrocks wants a man who is a thorough Chinese scholar, while at the same time he wants a man who can talk English fluently. As he gives to next June to find the man, I refer this matter to you, while I shall also try to bring some of the best young men here in touch with him. The man or men he wants are just of the type of men that Mr Morgan of the Miami Conservancy wants. It is just possible that among the returned Students in Peking you have the right men that would willingly come here. Please tell Jack Childs about these openings.

You will see that I am not attempting to gather any money now. I believe that if the Goodyear Co. comes along with us, as I expect they will, money will not be any consideration, if we only make good on our part to do those things that fall to us. They have a lavish hand, at least in their own plant, and in the outfit of the Industrial University.

While I was in Detroit, Mr Liebold was away on holidays, and Mr Cameron told me that he had not had an opportunity for so far to put this matter to Henry Ford. I believe they are waiting to see how I am going to fill the vacancies for Chinese in their plant before any action is taken. Any way Ford is very busy & is hard to catch.

I intend to start to-day or to-morrow for Pittsburg, where there Plants & Colleges of various sorts that I must approach.

If you are still looking for land, I think if I were in China that I could get the ~~the~~ Inunghui to get for you all the land you want, that is if you and the Boards would be willing to let the ownership of the lands be in a Board of Trustees all of whom are Chinese. You know that the Inunghui can get land in any part of China, and have never been turned down by the Ministry of Agriculture. I believe it would be better to have the Chinese own the land, as in that case they would likely foot the bill for its purchase. But if the land is secured, then go ahead & good luck.

Sincerely yours,

Joseph B. ...

TOLEDO October 6 1920

Took Mr. Heroy's letter to The Owens Bottle Co. & saw Mr Eichmann, He took me to see Mr A.E Fowles vice-President & Treasurer of the Libbey Owens Sheet Glass Co. Along with Mr Fowles was Mr Horace Allen, son of former Minister to Corea & who had a great many things Japanese to talk about. Mr Fowles explained the new or Owens method of making glass a la the method of making paper & cutting in lengths with very little labor in contrast with the old method of blowing into cylinders, cutting off the ends of the drums, slitting the cylinder, heating & spreading out flat. He informed that they had already sold the patent to Japan for the manufacture in that country, and were now negotiating with Andersen & Meyer about securing purchasers of the patent for China. Until that had been settled, he would not admit any one into the factories operating this special machine, but that as soon as that had been settled, he was sure Andersen Meyer would gladly take up the matter with us. Mr Frank Couche chief of the Engineering Dept of Andersen & Meyer is the man negotiating.

Next saw Mr H.H. Baker of the Owens Bottle Co (Treasurer) There is not the slightest chance of obtaining permission to place any one in their plants unless some one purchased a definite number of their machines, each of which cost over \$30,000.00. Mr B. said moreover that even if students could be admitted to this factory he would advise against putting them there, as they would not gain the real knowledge of the manufacture of glass that they would learn in one of the other old-type ones. He gave the following names as good. Coshocton Glass factory, at Coshocton. S. Thatcher Mfg Co. Elmira N.Y., Hazel-Atlas Glass Co Wheeling W. Virginia. where both the Owens process and the old process are carried on together. Kearns-Gorsuch, Zanesville, O. for flasks Grape juice bottles,

Visited Mr Young of the Finance Dept of Henry L. Doherty & Co. 1126 Ohio Bldg. who referred me to Professor N.J. Dicks, Head of the Training College of Cadets in Toledo, whose office is at the Rail-Light Bldg cor. of Supr. & Jefferson. I first met Mr. G.C. Kay his Asst. who after giving me considerable information re the management told me that any students coming would have to be referred to Mr H.B. Shaw, Secy of the three Doherty Schools, whose office is at 60 Wall St. N.Y.

This Company is now operating 81 Railways, and a great number of other public Utilities, Gas, Electric Light, etc.

That the Cadets while in Training are a loss to the Company, which is made up in after life when they are officers in the Co. Mr Dicks is willing to take some Chinese if Mr Shaw approves the policy.

Mr. Dickstook me to the Club for Cadets for the night, where Mr. Garrett read a paper before the Cadets explaining all about the keeping & distribution of the stores, which in Toledo amounts into several millions of Dollars yearly. After he was through, I was called on, and spoke on our work. I have met none more interested in China than these men. Some of them had had their attention called to China in their Senior year by the representatives of the Standard Oil but had turned down the offers as going out there would mean marooning themselves for the rest of their lives, as they put it. My address kindled the old wander-lust of some of them & it was Near Midnight before they left my room.

Though I have made some good friends in Toledo I have made no direct progress in the matter of placing Students, except it be in the references they gave me.

We Must not neglect asking Adams of Andersen Meyer & Co re co-operation.

Akron Ohio.  
October 8 1920

Saw Dr. A.C. Horrocks, Educational Director of the Goodyear Tire

& Rubber Co.

He wants a man who can come to Akron, and act as a sort of big brother to the Americans who are to go out to China. He is to be their teacher in the language, religions, customs, History, Mythology, natural capacity, and what not of the Chinese. He ought to be above above all things, a good fellow, who can be a friend to each and every one of these men while in this country, and after they return to China. His salary will be to begin with, ~~\$25,000.00~~ \$2,500.00 or \$3,000.00 a year and later \$4,000.00 or \$5,000.00 a year. In order to make sure that the proper man is secured, two will be taken on at the beginning, tho this is not fully certain.

Outside of this man of encyclopaedic knowledge, 4 or 8 others will be admitted to the Plant. These young men must be perfect in physique, have the spirit of co-operation, good fellows, and if possible graduates of some recognized technical school. The moral character of the young men is to count for more than any other item including the advancement in studies.

These young men, he wants to go into his flying squad. By that is meant, those pick, workmen that are trained to do everything in the factory from the simplest operation performed by the commonest workman, to the building of a dirigible balloon. I may say that when we were talking, & at this very point, a new dirigible came burring up on her maiden trip. I remarked that if our students could only see this that we would have hundreds of applicants to be admitted to the course for dirigible construction, whereupon, he said that this and all their balloons were made by the boys of the flying squadron when they had finished the course making them masters of every other thing in the factory.

As Dr. Horrocks travels considerably, he can make arrangements for meeting the men who aspire to either of these two posts at the following places. New York Cleveland Columbus Chicago, Boston & Perhaps at other places including of course Akron.

He wants to co-operate with Peking University in carrying out the high ideals that he wants to foster among the employes. Whether it will be possible to introduce in China the complete system of Industrial Democracy that is being worked out with so good results at Akron, will depend on whether we can man his plant with men of such intelligence and enlightenment, as will be competent to carry out the plan. My breath was almost taken away, when I heard that out of the body of the workmen in the plant, a senate and house of representatives had been elected who under a President managed the whole business. Talk of soviets and all the rest! here they are with all the objectionable appendages shorn clean. If we can get just one plant like this for China, we shall have a concrete example of the best that now is.

In connection with this educational work, an Industrial University has been built up with Dr Horrocks at its head, for the training of those who enter the workshops of the Company. The building & Equipment has cost over \$3,000,000.00. This outlay moreover, is all as a sane investment by the company & as Mr Horrocks explained in no sense as a philanthropic enterprise. When I walked through the Senate Chamber, The Chamber of the House of Representatives, the Magnificent Opera House, and the other reclining rooms for women, and meeting rooms for men, I could hardly credit my senses when I was told that every cent invested paid good dividends, and that not merely in human beings of a high type, but in cash. Oh! that all employers who want to keep their employes in their proper place would come and see the refutation of their theories worked out practically.

When this plant will be started in China, large quantities of long-staple cotton, gasoline as solvent for rubber, white lead, zinc oxide besides the crude rubber will be needed

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page 2

I forget to mention that the lowest wages paid to the men entering the flying squadron is \$6.00 pr day, and as soon as they earn more they will get what they earn.

The demand for long staple cotton right there in China will stimulate the work that Mr Griffing is now doing in connection with the University of Nanking. The need for Zinc oxide in large quantities will make possible the opening of a plant for that product. The other materials used will in the same way affect thousands of the Chinese people who will thus have several new industries brought in when this enterprising firm comes to China.

We talked over the best location. I suggested that as Central China was well supplied with canals roads would be developed more slowly than in North China where there is already a system of roads such as they are. Some of these roads at a small expenditure could be made to serve as roads for automobiles in the dry season & in winter. This would point to placing the Plant in Tientsin, or if closer contiguity with the University, were considered advisable, Peking.

While the securing of the plant as a co-operating plant with the University, would be the making of our University as far as the Bureau of Industry is concerned, the one great addition to the University would be Dr. Horrocks himself, for he is coming to China in person, & when the co-operating would begin, his whole soul would enter into it as he sees possibilities in it that only a practical man like himself can see. He would be the guide and inspiration to us all, for he would not be frightened by small or great difficulties. One cannot meet and talk with him without feeling his powerful mastery of the whole problem of production with the other problems connected with it. His practical accomplishments far exceed my rosiest dreams. There are the concrete facts to make one stand amazed.

While speaking concerning the young man who is to act as big brother to those going out to China, I forgot to mention that Dr. Horrocks said that all this is simply in the cause of efficiency. One to do business with another must know the psychology of his mind, and not run bump against his religious ~~pre~~ or any other prejudices. This does not mean that he wants to foster Buddhism or any other religion or cult, but in approaching business matters, one must not for example on a holiday when the mind of your client is entirely absorbed in some rite or bent on some pleasure, lug in business matters, but as far as possible render one's self persona grata.

AKRON October 9 1920

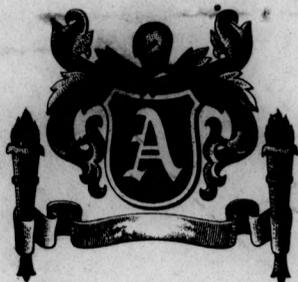
According to appointment, called at Dean Fred. E. Ayer's Office. Saw R.W. Rogers, who teaches in Dept. of Mech. Enging. Thomas L. McJannet is Prof. of Co-ordination and corresponds with Prof Burns in U.C. where he has been Prof. for years before coming here. He read Dean Schneider's letter & endorsed putting the matter of supplying students into the hands of a responsible University.

Dean Ayer came in on time. He is from Lafayette & knew a Bailey who graduated there and went to China when he was young. He is willing & desirous to do all he can to help, if we can only get the boys placed in the Plants. He referred me to the Univ. Catalogue for the names of firms that are now co-operating with him, but mentioned specially Goodyear, Goodrich, Firestone, Miller, all tire & rubber Cos. & The International Harvester with head office in Chicago.

If we want any to be entered for next Fall, we should have arrangements made in March to May, so that the boys could commence shop work ahead of the opening of the University, and have already proved their fitness for the openings at the disposal of the Univ.

Dean Ayer advises to go to the Georgia Tech. as that is in the cotton belt, and a great many plants of textile Machinery are located there. He also advises calling on the Univ. of Pittsburg, where Prof. Bishop is in charge of the co-operation work. Also College of City of New York, as

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# HOTEL ANDERSON

SIXTH STREET AND PENN AVENUE

WILLIAM E. MORRIS  
MANAGER

PITTSBURGH, PA.

October 12 1920

My dear Mr. Wheeler:

Your letter of 6th October informs me that you have secured from the Board of Trustees money to cover my expenses till I reach New York, and my return trip to California. I am very much obliged to both you and them. After the notification you previously gave me, I recognized the fact that I had no claim on them to pay for expenses incurred. I thank them all the more on this account for refunding this money expended.

I thank you personally for doing all you can for me in season and out of season, though I am not attaining all at once the desired end. Did I not believe that I am on the right track, I would stop at once. If I am spared only five years, I have no doubt of what will be the result of the work that I am now doing.

I shall take your advice and omit the visit to your brothers' place till after I go to New York, but I want to do all I can before reaching there as I may have to undergo a rather serious operation when I go there.

I am not running around as aimlessly as might be supposed by an outside observer, but it is impossible that one blazing out a new track will make mistakes in getting the nearest track to the point sought. If one out of every ten of the visits made on this trip proves a permanent contact for our University, it will pay for all that I am putting into it. Indeed if even one single one pans out it will pay for all. I have no doubt of the reality of the wish of the Goodyear People. Mr Horrocks is very much in earnest & I am going to try to get the men that he wants just as fast as I can.

As my account in The Corn Exchange Bank, has gone below the minimum that I was told to keep there if they were to continue to let me have a cheque account. I request that you pay to my a/c there \$200.00, and after I reach New York I can present the full a/c and have full settlement made.

Thanking you again for not deserting me in this discouraging time.

Sincerely yours,

Joseph Sailer

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# HOTEL ANDERSON

SIXTH STREET AND PENN AVENUE

WILLIAM E. MORRIS  
MANAGER

PITTSBURGH, PA.

Washington, D. C.  
October 16 1920

My dear Mr Wheeler:

Enclosed please find the copy of my last letter to President Stuart, and the copy of the letter to Commissioner Stewart referred to in mine to Dr Stuart.

I have not much to write concerning my attempt in Pittsburgh, as I was under the weather while I was there. That is a very oppressive atmosphere. Still we must put a great stock in Pittsburgh if we are to get anywhere in industry.

Perhaps you will not agree with me in my opinion about the type of young men that ought to come to this country for industrial training. But you see that tho I believe as I do I am doing my dead best for those now here.

I shall try to write up my work in Pittsburg to-morrow.

Sincerely yours,

*Joseph Bailie*

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Washington, D.C.  
October 16 1920

My dear Dr. Stuart:

Some time ago, I wrote you that Ethelbert Stewart, the new Commissioner of Labor Statistics, had written me, asking me to call upon him. He then thought that I had not gone back to California, for the summer.

As I had already gone to California, I wrote as answer a letter, a copy of which I enclose.

To-day I called on Commissioner Stewart, who treated me with every courtesy, and informed me that when he received my letter, he took it to the Assistant Secretary of Labor. After they had read it over together, they took it to the Secretary of Labor. They three discussed the matter together. The general drift of the discussion was that they agreed among themselves that it was better to open the door for young artisans to be sent here to earn their way as half time students, with proper guarantees from some responsible University like Peking University, ~~than that~~ that when they had completed their course they would return to China, than to open the doors to the type of students now in the United States.

Commissioner Stewart added that there was something not candid about even the agreement which the Seattle Club had entered, and that the real issue in that case was the introduction of Chinese Labor. Perhaps I'm putting it a little strong when I say that he had no faith in that special attempt, but he gave me that impression.

I requested that he would dictate a letter to me making the statements that he made to me verbally. He thereupon showed me a bundle of typed material, which had been sent him by the Secretary of Labor, and in which bundle he included my letter, and stated that he was to reduce the whole to a concise statement, and after submitting it to the Secretary, publish it as the position to be taken by the Department. He added that as soon as the Secretary endorsed it he would send me a copy.

I do not know what information the Department has ~~re~~ attempts to smuggle into this country, coolie labor, but after my trip through the seat of Pittsburgh, and hearing some of the complaints of workmen against their masters for unfairness, I have no doubt but that some would try to import contract labor, if the law did not strictly prohibit it.

At first I thought it strange that the proposition that I made ~~re~~ sending artisans in, should be treated with more confidence, than the proposition for bringing in boys as the Seattle Club is doing. As I now look at it, I think it all resolves itself into having confidence in us, whereas he thought he saw through the other a scheme to "do" the Department, by admitting others. Any way they have a distrust of that Seattle affair, and they have no such fear of the proposition that we are ~~after~~ bringing before them.

In the whole interview, Commissioner Stewart manifested the spirit of wanting to help the Chinese in every way.

One enquiry that he made, showed that he thought only rich Chinese became Christians, as is the case in America among Americans. The question was, would not the taking up of industries to help the poor, prevent people from accepting our religion. Of course I told him that on the contrary, it did a great deal of good, and commended our religion to the Chinese who are very practical people.

Commissioner Stewart is very anxious to get information about Chinese Industrial Guilds for publication in the Monthly Labor Review.

I told him that the students in this country could hardly be trusted to write articles on that subject, but that I knew that some good articles had been written about the Industrial Guilds by Missionaries who had given time & thought to investigate the matter & that I would write to you requesting that you put the findings of such material into the hands of some one in Peking. This I know is taking great liberties with such a busy man, but as the old saying goes, when you want a thing done, get a busy man on to it. I hope you will see your way to secure for Commissioner Stewart this information.

Sincerely yours,

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Philadelphia, October 18 1920

On arriving here from Washington, I called at the office of the Philadelphia Textile Machinery Co., which by the way is a misnomer, as the only machinery manufactured is Drying Machinery.

Mr Dickinson, one of the officials of the concern, came and heard all that I had to say. He then went & consulted with the Secretary-Treasurer and returned to inform me that for so far they had never donated one of their machines even to an American Institution, & that it would be unseemly for them to begin by giving to a Chinese concern. He said moreover that the selling price of their machines was \$3,840.00 each, and this in itself made the donation of even a single machine prohibitive.

As this machine does only what the drying forms that we are to receive from the Paramour Co will do, we will not be prevented from going on with setting up a complete plant without it. True it does by machinery many of the operations that are done by hand on the Paramour forms, but in a small establishment like what ours will be for many years, that will not mean very much.

Mr Dickinson took me through his plant. They manufacture machines for drying yarns, tobacco, match sticks, stockings, & many others.

I next went to the office of Smith Drum Co, on 5th & Alleghany. Mr Drum, after hearing what I had to say, and having read the letter given me by Mr Toy, said that he could not off hand say what his Company would be prepared to do. He wanted more data as to what we were entering upon. He asked me to inform him (1) what method we intended to use both in bleaching & dyeing. (2) Amount of silk and cotton stockings that we expected to produce, (3) about how many hours a day the Machines would be in use.

The first of these three questions is very important, as an entirely different machine is called for, for bleaching with chlorine or other means.

He does not promise to donate right out any of the machines, but from what he said I gathered that they were prepared to quote us reduced rates. As the smallest machine that he thinks will be the sort of dyeing machine that we will use, costs \$1,500.00, I fear we shall have difficulty in putting in the dyeing outfit as we shall need at least two machines. However, we may be able to get around this difficulty in some way, perhaps by some other manufacturer coming to our help, or by using some other method. Mr Drum has not committed himself, but is sympathetic with missionary enterprises. He showed me the picture of an Industrial Institute, started by a Mr Deal, at Spartansburg N. Carolina. Mr Deal was formerly a missionary to China. From what he said, he had either donated machines to that institution or given them at a reduced rate.

The Smith Drum Co manufactures other machines besides dyers. One is the Floating thread cutting machines, which cost \$70.00 each, mercerizing machines & I think some others.

Mr Drum showed me pictures of the Plant of Wm. F. Talbot, at Riverside N.J. where immense machines of their make are installed. This he said is the greatest manufactory of knitted goods in the world.

Philadelphia, October 19 1920

Called at the office of the American Friends Service Committee, 20 South 12th Street, Philadelphia. Saw Mr Wilbur K. Thomas, Executive Secy. a big man and evenly balanced. Heard my tale, and asked me to write out a statement giving (1) what has already been done (2) what can be done (3) what we propose to do and the expense of same. He wants this statement so that he can present it to his council at its next meeting.

Mr Thomas made an appointment for me to see Prof. Rufus M. Jones at 2.30p, m. to-day.

I next called on Edward C. Woods, Houston Hall, 35th & Spruce Sts. Mr. Woods did not see where he could be of assistance to me. He spoke of having two friends in Peking University, Dr. H. J. Howard, Eye Specialist, & Dr. A. H. Woods, Nerve Specialist.

Mr Wilson of the National Stamping & Enamelling Co told me to call at their head office, 413 Fifth Ave New York.

Philadelphia October 19 continued.

In afternoon called on Prof. Rufus M. Jones, who very patiently listened to what I had to say, but informed me that all the money that they had had been given for the definite purpose of use in the devastated regions in Europe, and that they had now all that it was possible for them to do.

On my asking him how soon he thought they would have aided the peoples of the devastated regions over this emergency, he told me that -- though they hoped to have the worst in Europe relieved next winter or Spring, still they had undertaken to respond to the request of Soviet Russia for help. These poor people had expressed absolute confidence in the Friends and in their unselfish work, and Prof. Jones said that they were determined to do all they could for Russia, and there was no saying when their work there would be accomplished. The only answer that I could make was that I did not want one cent of the money that was to be spent in Russia.

Professor Jones advised me to approach Dr Cadbury, John Wanamaker, Cyrus Curtis and Albert Johnson, all of whom I think he said are Presbys. I could only reply that without proper introductions, it was useless for me to attempt to see any of these men.

In coming away I remarked to Mr Thomas that as matters were as Prof Jones stated it was useless for me to write and submit a statement to him but he said that if I had time to do so, it would do no harm. Mr Thomas is very much interested in the work of our Bureau, and in the great necessity for it. I shall therefore write out a statement, in the hope that he may have the opportunity of showing it to some one who is looking for a place to use some of his excess money.

On October 20 I came on to New York and got in touch with the office of Peking University once more.

I should have said that before I left Philadelphia I called at the Office of Dr Hollis Godfrey, President of Drexel Institute. He was out of town, and I saw Mr. Eyanson, Professor of ~~Engineering~~ Engineering Drexel Institute.

He told me of the great success they were having with the co-operative methods inaugurated by Dean Schneider of Cincinnati. He also gave me a Newspaper clipping, showing how the leading industrialists of America are co-operating with them in an attempt to make the education given in the Universities efficient in preparing people for life.

The Council of Management Education, was formed to study the mutual problems in order that the colleges may render the greatest possible service to industry

Joseph Dail  
New York October 21 1920.

OFFICERS OF THE  
TRUSTEES

LUTHER B. WILSON  
PRESIDENT  
ARTHUR PERRY  
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CHAIRMAN, EXECUTIVE  
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ERIC M. NORTH  
SECRETARY

PEKING UNIVERSITY

INCORPORATED

PEKING, CHINA

NEW YORK OFFICE

156 FIFTH AVENUE

OFFICERS OF THE  
UNIVERSITY

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PRESIDENT  
HENRY W. LUCE  
VICE-PRESIDENT  
W. REGINALD WHEELER  
SECRETARY

Colonial Hotel  
New York October 21 1920

My dear Mr Wheeler:

Enclosed please find the remainder of the report of my trip from Berkeley to New York.

I should have spent more time in Pittsburgh, and Philadelphia, but for various reasons had to come on to New York.

If you have time to look over this report, and find anything not clearly stated or otherwise unsatisfactory, I shall do all I can to clear the fog and explain what I can.

Sincerely yours,

*Joseph Bailie*

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October 27 1920

William L. ~~Minor~~ Esquire,  
President,  
American Window Glass Co.  
Pittsburgh, Pa.

Dear Sir:

In the interview which you granted me while in Pittsburgh, I understood you to say that the Japanese had purchased the patent right for using your new process of manufacturing window glass. In this new process I understood you to mean the process by which it is not necessary to first make cylinders, then split the cylinders and flatten out under heat, but the process by which the molten glass is picked up, laid on a table and rolled into the required thickness of flat glass, after the fashion ~~that~~ paper is made.

To-day, I had an interview with Mr C. C. Nieh, one of the Chinese gentlemen that were negotiating with your company regarding the patent right for China, at the time when the Japanese succeeded in getting in a day ahead of them. This is the transaction that you spoke of to me, which occurred some five years ago.

Mr Nieh told me to-day that he understood that you had sold to the Japanese, not the process by which the molten glass was picked up and made into flat glass without the process of making it first into cylinders, as that process had not then been quite perfected, but an improved cylindrical method. Mr Nieh was quite certain on this point, so much so that he has asked me to write telling you that if the direct flat method is now fully developed, he is interested in getting in touch with you with a view to securing the patent right for China.

I therefore request that you let me know how this matter stands. Your letter I shall at once take to Mr. Nieh, who is now stopping at the Hotel Pennsylvania, 7th Ave & 32nd Street, New York. I would request you to write him direct, only I am not sure how long he will be there, while the address at the head of this letter will always find me.

Mr Nieh is very anxious to hear from you concerning this matter. If you can find time to reply you will  
very greatly oblige

Sincerely yours,

0091

October 28 1920

Professor William Adams Brown  
Union Theological Seminary  
New York. N. Y.

My dear Brown:

As you are aware, Peking University has authorized me to organize a Bureau of Industries as a part of the University. One of the functions of this Bureau, will be to place Chinese boys of the industrial classes in industrial plants in this country, and oversee them while serving their apprenticeship, so that they will return to China practically equipped each in the special industry selected.

This will involve visiting a great many industrial plants (1) to get permission to place the boys in the plant & (2) to oversee them after they are so placed, to see that they are not exploited by the firms who admit them, but to co-ordinate the work done in the shops with the education they will receive in the schools they are attending while not at work.

To carry this out will involve having an American traveling around all the time, and some one in the Office in 150 Fifth Avenue as a Secretary. This Secretary should preferably be a Chinese, who could not only keep an account of the students brought over under this new scheme, but keep in touch with all the Student Clubs that the Chinese Students have formed at all the places where they are attending school in this country. We shall do all that we can to help every Chinese who wants to acquire skill in any industry.

The training of these Chinese Students in these plants, will have other and in many cases more important results than the mere equipping of the students for their life work. Friendships will be formed, business connections between the manufacturer here and the returned student will be developed, and by our co-ordinator constantly visiting the firm, our University will gain substantial men at least as our friends. We shall thus be widening the field of possible help in any emergency that may need help in China. What a pity that we have not this friendly relation already established already! Famine is facing over twenty million people this winter in northern China. I know from the character of the men that I have met these two months, when I have been meeting the Managers & Directors of some of the biggest industrial plants in the United States, that if we only had cultivated a closer acquaintance, we could easily approach them for help in this awful calamity, and they would respond liberally.

The placing of students in these plants, is I confess, merely the entering wedge of what I hope to be a movement to have the industries form a co-operative union with our University, whereby we can serve them and be of such advantage to them that it will pay them to support us in the work that we are doing. For example, The Goodyear Rubber Company is going to open a Branch manufacturing Plant in China. I am negotiating a plan for co-operation between them and our University, whereby we shall assume the responsibility for their educational and other work for their employes. I have visited and looked into the wonderful welfare work they are now doing for their people. If we only can get this one firm to join

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Dr Brown page 2

as in a co-operation such as I speak of above, we shall have many others. By doing this the problem of support for our institution will be solved permanently. We shall also prevent these firms from developing schools in China in connection with their works like those that they are developing in this country. I agree with them that our Universities are not fulfilling their duty in preparing the youth of the country for the life ahead of them, but the leaders of Industry are swinging too much to the other extreme and not giving enough time to those subjects that lay the foundation for intelligent citizenship. If our University can only get hooked on, the compromise between the extreme idealism that we heretofore have been following, and the extreme, may I call it practicalism, that the leaders in industry are inclined to introduce into their industrial colleges in this country, will result in a good media via. I say this after having seen the Goodyear Industrial University, The Ford School, The School of Mr Paterson at the National Cash Register Co. & others. The pendulum is swinging too far towards the practical. Now, Brown, you know me too well to think that I'm a strong supporter of the ultra-idealistic type of education. We simply have got to humanize the industries, and in doing that if we can also humanize our educational institutions all the better. We shall have gained doubly. The Culture in our Universities has to be spelt with a C & not a K. Peking University will be the gainer if this can be accomplished just as much as the workers in the plants will be advantaged by what is done to help them.

I should have said that this negotiation with the Goodyear Co has gone so far that they have asked me to secure teachers for those of their number that will go over to ~~China~~ to start the plant, and to secure several apprentices to help when they go to China. These teachers are to teach them the language laws customs manners religion etc of China.

As you are aware were I at this juncture to approach this company or any one of the other companies that are now considering opening plants in China, and ask them for the running expenses of our Bureau for one or two years, they would in all likelihood balk at the request, while if we can tide over the first two or three years till we have got into real running shape, these same companies will not stop at a few thousands of dollars to push the good work. As Dr. Horrocks of the Goodyear Co says, 'we are not doing this from the motive of philanthropy but because it pays -- from a production standpoint.' We shall be worth the support given us and just as in the College of Agriculture & Forestry in the University of Nanking, we shall be supported by our beneficiaries. The experiment station and professors in both silk and cotton in that college are now supported by the silk and cotton mill owners and guilds in China. In this new venture in the Bureau of Industry in Peking University, we shall have both American and Chinese Manufacturers at our back, only we have to get things started just as we had a hard time in starting the College of Agriculture & Forestry in the University of Nanking.

By looking into the Rough Draft of what we hope the Bureau to accomplish, you will see that we need at least two persons in China, all the time. We have to keep tab on all the returned Students, and at the same time to find out from all the mission stations what the needs are in all of the stations. This will require one who knows China to be constantly going around.

Then there will be the selection, and trying out of those students who want to come to this country, for we shall not send any one as an industrial student before we have satisfied ourselves that he is not making industrialism a blind to get over to America for some other purpose. We shall thus need two persons on the field in China, thus making with the two needed in America, four in all. That will require about ten thousand dollars a year.

Last spring before I left for California, Professor I.L. Kandel, of the Carnegie Foundation, whom I visited expecting help, told me to call on Professor Stephen P. Duggan, of the Institute of International Educn.

0093

Dr Brown page 3

stating that he knew Professor Duggan would be in sympathy with the Bureau and that he believed this was a cause that fell directly within the scope of Professor Duggan's Institute.

It was impossible for me to meet Professor Duggan before I returned to California.

Among the people that I met during my trip from California to New York, this fall, I had the pleasure of meeting Dr. W.V. Bingham, who is professor in the Carnegie Institute in Pittsburgh. We had not conversed long when he said that the one man that I should see was Professor Duggan, that he knew that he would be sympathetic with the scheme, and that it fell right into the field covered by his Institute. So much was Dr. Bingham assured of this position that he wrote to Professor Duggan telling him that I would call upon him, and telling something of the errand that I was on.

When I called on Professor Duggan, he was glad to see me, and after hearing what I wanted, said that he would gladly recommend the granting of money to help us in the initial stages of our Bureau, but that he had no power over the finances. He then referred me to Dr. Angel, President of the Carnegie Corporation.

Later I called on Dr. Angel, who listened to me a long time. As he said himself, his reason for letting me go on so long, was to see whether I would not bring in some material that would warrant him in recommending the Corporation to give a sum of money directly to help us. He said that after hearing me, he could not himself make that recommendation, but that if Professor Duggan, through The Carnegie Endowment for International Peace, made the recommendation that the money be granted, he thought that the money would be forthcoming. He mentioned \$10,000.00 as the sum that he guessed that would be sufficient. I replied that was the sum that I had calculated as sufficient.

Duggan  
Angel

I then returned to Professor Duggan's Office, who was absent, but met Miss Waite his Secretary. She gave me to infer that the only thing that would prevent Professor Duggan from proposing to the Carnegie Endowment for International Peace, of which his Institute is a Branch, was the fear that his proposal would be turned down by the President of the Endowment, Dr. Nicholas Murray Butler.

My mind immediately turned to you, knowing that you were well acquainted with him. I now leave this matter in your hands to use your own judgment as to the best course to pursue.

In quoting the substance of the remarks of Professor Duggan and of Dr. Angel, I am giving what my impression was, and do not want to say that was absolutely what they said. I got mixed up a little about what finances Professor Duggan referred to when he said that he had no power over them. Dr. Angel told me that he had no control over the finances already granted the Endowment for International Peace, but that if they applied for further grants, such application had to go through him.

Whatever you do please do not put Professor Duggan in any awkward position. I know you will not do so, but perhaps I have already gone farther in the matter than I should have done without further consulting him.

Thanking for your constant sympathy in my work, and for the will with which you so readily respond to my annoying requests.

Sincerely yours,

0094

October 29 1920

C. C. Nich Esquire,  
Hotel Pennsylvania,  
7th Avenue & 32nd St.  
New York, N.Y.

My dear Mr Nich:

Please find enclosed the copy of the letter that I sent to Prof Hsueh regarding those teapots about which I spoke to you.

Will you pardon me for not rewriting the whole and putting it in a letter direct to yourself? By sending you the copy of my letter to Mr Hsueh, you can know better how to arrange not to have the possibility of having the order duplicated. Besides if I waited to have time to write to you as fully as I have written to Mr Hsueh, it would mean considerable delay.

I am very anxious that you make plain to those gentlemen in Washington, who have charge of the students in this country, that I in no way desire to meddle with their functions, but supplement as far as I can what is impossible for them to do. It is much easier for me to approach the heads of firms in this country than it is for them. Add to this the impossibility of their leaving their present duties to look after these details. Besides I may as well confess that my visiting these concerns, is not merely to place students there. I am using this as an entering wedge, and hope that they and we can be of mutual help in fostering the good relations between America and China. Besides I want the co-operation of these firms in developing the type of University that will be best for China.

I am sending also enclosed, the copy of 'The Reorganization Program for Antioch College' which I have just received from the new President Arthur H. Morgan. This corresponds so closely to what we in Peking are aiming at that I may say it represents us. Mr Morgan told me when I saw him that he shall make the school a special training ground for men looking to organizing business and industries in China. As he expressed it, he said that he believed that an undue weight was being given to developing trade & industry with the Latin American Peoples, while there was too little preparation being made for co-operation with the four hundred millions of China. He is going to make China the one field for which he is to work. He has already sent a man to take the place of the Dutch Engineer that used to be with H. E. Chang Chien, but who died some time ago. He looks forward to going to China, at least for a visit, and is intensely interested in China and the Chinese. He is also looking for a thoroughly competent Chinese Scholar to teach the Chinese language in his school. He did not however delegate me to seek the man for him as Dr Horrocks of the Goodyear Rubber Co did. I suppose he expects Mr Chang to secure the proper man

Sincerely yours,

0095

October 2 1930

Professor Hsueh,  
Fa Tan College  
Shanghai, China.

My dear Mr. Hsueh:

I have thought many & many a time of you since we had the pleasure of seeing you in Berkeley. I hope you are making good progress in the good work of co-operation, and that your other propositions are coming along to your satisfaction.

I am still on the job of organizing & developing the Bureau of Industry in Peking University. The special phase of the work that I am now working most upon, is the placing of students now in this country in Industrial Plants. For so far I have nearly twenty in the Ford Tractor Plant in this city. I should have said that I am now in Detroit. But in writing me please address me according to the letter head.

I am going to ask your assistance and co-operation in a matter which is small, but which may lead to large & important consequences. Before I entered the University of Nanking, over ten years ago, I brought samples of that terra cotta ware that is made at I Shing west of the Great Lake, over to this country, and received an order for about 2400 teapots from Messrs Deen and Kite, Wholesale Dealers in Chinaware, Cincinnati, Ohio, U.S.A. These were samples which they put up in dozen packages, each pkg with a dozen different teapots in it. These they set out to the trade, and later received orders for them. Mr Kite wrote to me in China to secure more and forward them, but I had already joined the University of Nanking & was deeply immersed in my duties there & in the beginnings of my colonization work. I wrote Mr Deen regretting that it was impossible for me to go on with this business and told him something of the poverty of the refugees. He brought the matter before friends with the result that he sent me a donation of money the first that I had received from any one for the poor. This money came at a critical time and tided me over till money began to flow in faster than I could administer it.

Of course the first man that I went to see on arriving in Cincinnati, was Mr William Kite, and we have taken the thread up where we left off ten years ago. Mr Kite wants me to secure samples of those same Nyi Hsing teapots. He wants to select out of the samples sent a dozen. Then he wants to order 200 of each of the dozen selected, to be sent around among his constituency next June or July.

Now what I request you to do is to get hold of a reliable person who will select from the many varieties of Nyi Hsing teapots that are made two each of about twenty four varieties, then number these keeping one set in Shanghai and sending by Parcel Post to Deen & Kite the other set. Before sending make a price list out giving the price of each number.

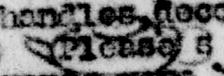
It is at this point that I want you to take special care. You know that the vendors of those teapots in Shanghai sell them at an enormous profit, and unless you can get them at a low rate, though a little profit may be made on this first sample order, later on the pots can not compete with the Japanese ware that is now flooding this country. Another precaution is to make sure ahead of time that on receiving Mr. Kite's answer to your letter, you can have the goods on hand to ship at once. You see the distance and chances in shipping may delay any shipment you may send and make it too late for use next year. So be a month ahead.

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Use your own judgment as to whom you appoint to do this. I would like the person to take it up as a patriotic duty. If among the students at your school there are some that understand this line of business, then it might be wise to give this into their hands. It is more likely however that it would be better to secure the services of a regular dealer as he would know how to secure the goods in number and at the lowest rate.

If you can secure a set of teapots manufactured at Kin teh Chin near Kiu Kiang please purchase two sets of them also number, and send one set to Dean & Kite holding the other set to guide you in filling the order if any, sent from Dean & Kite.

Select also a few of the little Kiu Kiang vases and those teacups that have translucent figures cut into them, but do not send much of this KiuKiang ware along with the samples. If they want more samples they can tell from the few you send now and can order what samples they may like. Send no heavy things.

I forgot to say that there are two grades of Nyi Hsing Terre Cotta what I want most particularly, is the cheap grade. Still we want the decorated ware. It is possible that some plain cheap teapots might appeal to you. If so send samples. The second or rather the finer grade of Nyi Hsing ware is hardly ever decorated with colored designs, but are made in really artistic shapes with exquisite workmanship, and some of them have embossed designs, while others have chasing with just enough coloring to show off the art. These I know will be hard to secure in quantity, but please secure a few pieces, and among them put a few small vases, not exceeding eight inches or thereabouts in height. Some are like the design on the margin, others have a rather Egyptian appearance. Any way send only a few of these vases. In this ware there are low flat tea pots with high handles, decorated with coils of branches of trees and fruit like this  and one of these along with the sample lot and if Mr Kite wants more he can order some. Only please see that this pretty piece is well packed in a separate box which is placed in a larger case.

Please write me as soon as you receive this letter stating whether you can do as I request or not. I am afraid that if I wait till I go to China it will be too late to first send samples and wait for an order, but I would be compelled to send the shipment on my own judgment, without having the proper selection made by Mr Kite himself.

If it means delay to wait for the fine Nyi Hsing ware or for the KiuKiang ware then please send the 24 samples of cheap decorated Nyi Hsing ware ahead and later send the others at your leisure. This will not involve a loss in mailing as you will have several packages any way.

I am very anxious to have this cheap line here in time, for Mr Kite thinks that if they will stand a fair amount of knocking around he may be able to sell large quantities of them.

Please mail in such a way that it will not be necessary for the pkgs. to get into the hands of the Japanese. The best plan is to put them on an American bottom. This also applies to the shipment of the goods later on.

Thanking you in advance.  
Sincerely yours,

P.S. Mail the samples direct to Cincinnati, sending me a copy of the letter and invoice. It would be well if you could put large numbers on the pieces and then take a photograph of the whole. In this way I would have a pretty clear idea of what all the things are.

~~PALMER HOUSE~~

~~CHICAGO~~

Colonial Hotel

New York Oct ber 29 1920

My dear Mr Wheeler:

Please find enclosed the copy of a letter to Wm, Adams Brown which is self explanatory. It is concerning the possibility of getting money from Prof Duggan.

Also the copy of a letter to Mr C.C. Nieh, with copy of the letter referred to in Mr Nieh's letter to Prof Hsueh regarding importing some Nyi Hsing earthenware.

Also the copy of a letter that I sent to Mr Mr Munro at the request of Mr Nieh.

Sincerely yours,

Joseph Bailey.

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0098

*What's this  
"Industrial University"  
program? Not in  
China? Taiwan*

October 29 1920

Dr. A. C. Horrocks,  
Educational Director,  
The Goodyear Tire & Rubber Co.  
Akron, Ohio.

Dear Dr. Horrocks:

Since I had the privilege to talk with you, the one thing foremost in my mind, has been to find that young Chinese, who could act as big brother to you and those who are going with you to open the new plant in China. I think I have to-day met the man, Mr. William Hung, 633 #600 West 122nd Street New York.

Mr C. C. Nieh, is now in New York, and when I mentioned your need he sent me to see Mr Hung. I may say that Mr Nieh was the vice-President of the Industrial & Commercial Commission that came from China to this country about five years ago. Mr Nieh is now the Chairman of the Shanghai Chamber of Commerce & the Chairman of the Cotton Mill Owners Association of China, and is now in this country and has also visited Europe, purchasing equipment for a new type of cotton Mill to be manned by boys who will work six hours a day and spend the rest in school etc. When I attempted to lay before Mr Nieh Your Industrial University, his eyes opened wide. He is absolutely the most progressive manufacturer in China. If you come to New York before he leaves, I would like you to meet him. He is stopping at Hotel Pennsylvania.

You said that before you talked to any young man about making an engagement to be your teacher in Chinese language, customs, laws, etc. you wanted to meet him. In talking to Mr Hung to day about your Industrial University, he was as much electrified as was Mr Nieh, and would have been glad to run off to see the working of such an Institution, only it is not possible for him to get off now. I told Mr Hung that I was most desirous for him to meet you. Please let either him or me know when you will be in New York next time and where you can see him, and he will surely call on you.

The address on this Letter-head will always find me.

Sincerely yours,

*Joseph ...*

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*Ok  
noted up  
to Perry  
EMN*

October 30, 1920

E. G. Liebold, Esquire,  
Ford Motor Company  
Dearborn, Mich.

My dear Mr. Liebold:

This is an appeal, to your Chief, Mr. Henry Ford, at the suggestion of perhaps the most representative citizen in China, Mr. C. C. Nieh, who is now in this city, and who has authorized me to write in his name, Mr. Nieh is none other than the same Mr. C. C. Nieh, of whom you spoke to me when we last met and who was the Vice President of the Chinese Industrial and Commercial Commission which you and your Chief treated so royally. He is now Chairman of the Cotton Mill Owners Association of China and Chairman of the Shanghai Chamber of Commerce.

The appeal is for Mr. Ford to create a Ford Fund for the construction of roads in China.

The reason for this appeal at this time is that the greatest famine China has witnessed for many years is now facing the population of several of the northern Provinces of China which will affect between twenty and twenty three million people. Relief must, if possible, be given and even the famine sufferers themselves prefer to work for what is given to keep them alive rather than to be pauperized by gifts.

Mr. Nieh prefers that the administration of this Ford fund, be kept in the hand of a man sent out by Mr. Ford, and that Mr. Ford also send out an engineer who will decide both on what roads shall be made and on how they shall be constructed.

Mr. Nieh on his part will guarantee to secure some of the most influential and trustworthy of the Chinese, to cooperate in this road construction. It is not suggested that all the expenses connected with the construction of the roads shall come from the Ford Fund, but that, say the wages of the workmen be paid from that fund while the Chinese Committee provide the land and materials for construction. And where it is possible to have the material hauled by rail, to do this hauling.

The Ford Fund should bring to China the proper equipment and machinery for modern road construction and several tens of miles of

light railway with the necessary rolling stock. This outfit could be disposed of when the Ford Fund wound up its accounts after having finished its program of road building.

Some arrangement like this can be entered into whereby the Chinese people will do a substantial share of the work to show their appreciation of the beneficence of Mr. Ford.

Mr. Nieh mentions his friend Yen Tushun, the good Governor of Shansi, as one of that committee on the Chinese side. He also mentioned Mr. C. F. Wang who has earned so renowned a name for his defense of the rights of China at Versailles. He also mentioned other famous good men. But the one man that should be on that committee is Mr. Nieh himself. He no doubt will gladly serve - though this suggestion is mine, not his.

Governor Yen of Shansi, Mr. Nieh tells me, has this year built roads of considerable length in his own province and has sent to Europe for the purchase of tracks that had been used during the war. He is looking forward to gridiron his province with roads. Some one may say why does the Chinese Government not appropriate funds for the construction of roads. Sad to say, the Treasury in Peking is empty. The President and his present cabinet would gladly appropriate sums worthy of the occasion but the Government has been held by the throat by a notorious gang of robbers until within little over a month ago, when they were ousted. They did not leave a single cent in the Treasury. This is the infamous Anfu Club that has been the tool of the Japanese and through some of their club are guilty of murder, the Chinese Government is not permitted to punish them. They are at this very minute protected right on Chinese soil in Peking, having fled for asylum to the Japanese Legation. The very fact that the American Government has been unwittingly wiled into further strengthening the grasp of Japan on China, is just another reason why all Americans and especially representative Americans like Mr. Ford should do all in their power to succour the Chinese people.

The Chinese are greatly handicapped in the construction of railroads. Concessions have been given to different nations for construction of railroads in different localities and if any attempt is made to construct a road in that locality by any other than that nationality, at once there is diplomatic pressure brought to bear on China. Consequently the development of railroads has been slow and is likely to be slow for many a year. This means that if roads are constructed the gauling for a

long time will be by motor trucks.

The coming winter is going to prove a dreadful winter for North China in spite of all preparations that could possibly be made during the next four months. What might be done during the winter months would be hauling stones for the construction of roads and bridges and bringing in fodder for animals. If the owners of animals could have some work provided during the winter whereby they could earn their own food and enough to purchase fodder for their animals, it might be possible to prevent their selling the animals in some cases for less than one-tenth of their real value.

But bad as this winter will be, next Spring will be the time when most of the doomed will die of hunger. It is possible, if this Ford Fund were founded, to have all arrangements made for the beginning of road construction immediately on the beginning of the thaw in Spring. Then tens of thousands of these refugees could be put to work on a road connecting the Province of Shansi with Tientsin, across the great famine district. The road from Tungchow to Tientsin should also be completed thus opening the road the whole way from Peking to Tientsin.

Should this Ford Fund be formed, I can promise the cooperation of the Missionaries in carrying out the oversight of the workmen and in every other way that it is possible for them to help. I myself have been engaged in such work for several years and had a hand in the construction of the Peking-Tungchow road. I always held myself in readiness for famine relief work and the organization to which I belong has never attempted to prevent my going. Others already in China are ready for the call so that as far as the thousands of missionaries in China are concerned, all the help that they can possibly give will be given.

May I urge a reason for asking Mr. Ford and not some one else for forming this fund. The very fact that Mr. Nieh, a man who knows more of the outside world than any other man in China, selects Mr. Ford as the one man to form this Fund, is, in itself, proof that the Chinese people are looking to Mr. Ford as the leader in this matter. Mr. Ford is known in China as the advocate of peace and the enemy of war. His glorious failure to win the European nations from the field of slaughter, though a failure in Europe was not a failure in China. Thousands there bless his name because they know the heart that prompted the peace expedition and should he now add to the efforts put forth for the dying in Europe, this effort to save the dying in China, his name in that country will shine as that of Gordon and others of their own national heroes.

But this is not the only reason why he should feel drawn to form this fund. The Chinese are looking to America as to no other nation for counsel and help. They have faith in America. The return of the Boxer Indemnity by President Roosevelt and the using of it to equip and send to this country thousands of Chinese Students, has been so successful in cementing the two nations that other European nations envy America and some of their nationals attribute motives other than pure love for humanity for the action taken. The Chinese however see the thing in its true friendly light. Everything that we as Americans can do to knit this nation to America by bonds of friendship, we should do. China in perhaps less than a century is destined to become, if not the greatest, at least one of the greatest nations on earth. Nothing will make more for the future peace of the world than to have the two greatest Republics in the world, not filling the Pacific Ocean with fleets of battleships as the Atlantic has been filled, but mutually helping and trusting one another, thus making that ocean really Pacific. In bringing about this much-to-be-desired end, no man living can work as efficiently as Mr. Ford. Indeed so generally is this felt that I have heard many Chinese in China wishing that he would come and apply his wonderful talents to this much needed road building and other nation building projects.

Another point to be considered is that the man in China who builds even a few yards of a road, is supposed to be a sort of saint, so much so that a certain sect of priests make this form of service their one work. Temples are put up in many parts of China to the men who have built roads.

I do not adduce these as reasons in themselves for the forming of this fund, but to show the appreciation in which road building is held in China and to urge on Mr. Ford the importance of forming this fund. Add to this the present emergency arising out of the famine.

If Mr. Ford is not prepared to go on with this fund alone, and will offer to appropriate a given amount for the fund in case other Americans will contribute some amount stipulated by him, then we shall do all that we can to meet the conditions set down by Mr. Ford.

As the lives of practically a nation are at stake, we are desirous to hear the decision of Mr. Ford as soon as possible. If you desire me to go to Detroit to talk further about this matter, please telegraph me and I shall be there by the first train.

Be assured that what I write is not a mere letter from me. It is from a real representative of the Chinese. My first eight years in China were spent in Soochow where Mr. Nieh's father was the Governor of that Province. I shall never forget how that proclamation that he issued when the lives of missionaries were endangered and mission property was being destroyed in several of the adjoining provinces, saved our lives and property. That was in 1891. It is only fair that the son of such a father when pleading for the lives of his people should be heard.

May I also add my own appeal? When we first met, you introduced me to Mr. Cameron, Editor of the Dearborn Independent. Mr. Cameron asked me for material concerning myself and my work, intending to write an article which might later be used to raise funds for Peking University. Please request Mr. Cameron to place at your disposal whatever he thinks of value in what he has. All I mean to imply in turning your attention to this source of information is to show that it is perfectly in keeping with my whole life in China, that I should at this time appeal for the poor. I feel it a great honor to associate my name with that of Mr. Nieh and especially so when our combined appeal is addressed to the man who has done more than any other man in raising the standard of living of the American working men and who is beloved by all well-wishers of the human race, your Chief, the man, Henry Ford.

Sincerely yours,

October 30 1920

Mr W. J. Cameron  
Dearborn Independent,  
Dearborn,  
Michigan.

My dear Mr Cameron:

Please find enclosed the copy of a letter that I have just written to Mr Liebold, and which is an appeal to Mr Ford to help China in attempting to relieve suffering in the terrible famine now raging in North China.

As you will see the appeal is originally from Mr Hieh, about whom we have several times spoken, but I have added my personal appeal and request that you represent me to Mr Ford in the light that the evidence before you warrants.

I am asking nothing for myself or even for the Peking University. The one thing that I have been living for is to attempt to ameliorate the horrible state in which so many human beings are compelled to spend their existence. I believe you believe me when I say this. I now request that you now combine all the effort that you can combine both on account of myself, on account of the University, and on account of all held sacred by both of us, and concentrate it all on the attaining of the granting of this Fund by your worthy Chief. Make this the one object for which you collected all the information about myself and my work.

Thanking you for the interest that you have taken in me and the poor attempts at work that I have made,

Sincerely yours,

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October 31 1920

My dear Mr Wheeler:

Enclosed please find the copy of a letter that I have sent to Henry Ford's Secretary Mr Liebold. You see from the letter that it is at his suggestion that it is written. Before sending it off I submitted it to Mr Nieh and he suggested some additions and some slight changes all of which are part of the letter as you see it.

At the same time that I sent the letter to Mr Liebold, I sent a copy also to Mr Cameron. The letter which I sent to Mr Cameron, I copied and enclose a copy

To-day I have had a great treat. Mr Nieh gave me a ~~2~~ card to meet Mr William Hung at Union Theological Seminary. I got there early and it was nearly noon before he and I got separated. He is one of the finest young men that I have met. As a result of the meeting I have written the letter to Dr Horrocks a copy of which is also enclosed in this letter. If you consult my letter to Stuart giving an account of my visit to Akron you will see the importance of the position that I am recommending Mr Hung to fill. I only wish that Mr Hung was a better specimen of flesh and blood.

I have been very busy since I struck New York, and instead of recopying that letter to Liebold myself I took it to Miss Caldwell, and I went out for a walk while she was copying it. The bill will appear on your account.

Pardon my being so formal as to write letters to you when I am here in New York, but I want to have an account of what I have sent you, so that when I look over the account and find that I have omitted sending you anything I can then send it.

Sincerely yours,

*Joseph Bails*