Yenching
Corres.
Frame, Alice Browne
1928

Addressed to EMM

From Mrs. Frame to Mrs. Lee under date of January 12, 1928.

You will see that we have been doing our best to cooperate with the Yenching College Committee in their desire for a Chinese Dean. I have made personally every possible inquiry of any qualified people from South or Central China, and finally appointed a committee of our Administrative Committee to searchother fields with which I was not familiar. The secretary of the Committee, Mrs. MacMillan, has just sent me a letter, asking me to forward it to the Yenching College Committee, which I am doing at once. You can see that they lay down two principles. I think they are quite right in feeling that no Chinese woman of the quality and experience which we demand would feel like accepting such a very small salary, as mine of $750 Gold is. Mrs. T. C. Chus, who was for a time the Vice-President of the Women's University in Peking, actually received in cash a salary of $6000 L.C. a year. The average Chinese salary in the Men's College is about $3,000. To the Chinese, the sixe of the salary is a matter of self-respect, and is considered much more important as an aspect of one's abilities than I think is always the case among foreigners, especially among the missionary variety. Hence a salary of $3,000 L.C. is really very moderate. The minimum salary for a stenographer in the Peking Union Medical College is $3600 per year. If the Yenching College Committee is thoroughly committed to a serious desire of securing a woman of superior qualifications, I think that a larger than missionary salary must be offered. I do not know what Ginling has offered Dr. Wu but, of course, she is one of their own graduates. The Committee asks to have a cable answer, since, if any one is to be secured for 1928-1929, they should be able to offer a definite salary as early as March 1st.

If it should be possible to find someone in Peking or elsewhere who is thoroughly acquainted with our Christian educational viewpoint and in thorough sympathy with our methods and aims, it is quite possible that she might be persuaded to undertake office in September 1928. If, however, we were to secure someone who is not thus familiar with our ~~methods and aims, it is, if, in, the, line~~ special function in educational lines, the committee felt it very important that I be here for the first few months, at least, of her initiation into her duties. I know that various members of the Yenching College Committee have also expressed their feeling that an outsider should be allowed a certain length of time to get gradually accustomed to our history, methods and problems before being expected to take complete responsibility. If such an outsider were secured to take office at once, or in case no one is secured before summer, the committee feel very strongly as on Page 2, Article 2, that I should take as short a furlough as possible and be back not later than October 1, in order to insure continuity of administration in these initial years of our like on this campus..... This would mean a complete change in the plans which Rosamond and I have been so happily making, but our personal plans should come second. The idea is so new to me that I have not even considered whether we would go to Europe at all, or whether we would simply go straight to America. It is not to the advantage of the College, under ordinary circumstances, even if I were returning, for me to have such a short furlough after seven years of strenuous work in China, because I am tired, but under the peculiar circumstances, it may be the best thing to do. In any case, I will be glad to follow the opinion of the Yenching College Committee whether they agree with this very strong feeling of the committee, or not.

P.S. I just want to tuck in one hasty word, to tell you how very deeply I appreciate the affectionate loyalty of the Yenching College Committee to me personally. Please help them to see it. But if we can get a No 1. Chinese woman, how much better! There are people mentioning Mrs. T. C. Chu, a Wellesley graduate, charming, capable, and a Christian. If she can park her family somewhere! I think most of the building, etc., details will be taken care of before a new dean comes, so she will not need to slave over those. However, a good (Chinese) salary is quite important. One cannot ask too much sacrifice from a Chinese woman of position and reputation. One doesn't, in America. And a certain standing adheres to a higher salary, in China. The adjustment of other salaries at once comes to the front. But might not a dean, not a missionary, have a larger salary than the rest of the staff? Though it might be necessary to raise the scale of the other salaries, somewhat. If you can get hold of Dr. Stuart, to discuss the salary proposition, he would be able to throw light on it.

I am eager to cooperate. If Mrs. Chu proves to be the right one, she may be able to come this year, in which case I could wait till June before leaving. I am still not quite sure whether I am necessary next year if Mrs. Chu or some other competent person is not secured. Perhaps.

The mail messenger is waiting. I do love you all. Please don't doubt it.

Yours,

(Signed) Alice

January 26, 1928.

My dear Alice:

Yesterday I looked into a drawer where a number of letters had been put and discovered yours among them. This happened when I was clearing my desk before starting on a holiday jaunt to the South. After returning from which, I intended to reply to yours first. Since that time, however, I have had a desk littered up on the surface with other matters waiting to be attended to whenever I was in the office between trips in various direction. This explains though it does not excuse my negligence in not replying earlier to a letter which was full of interesting information. It is just the sort of a letter that one reads with avidity when so far away and speculating as to what is happening.

I believe the only item that calls for special reply is regarding Miss Yao Tsit Law as a possible future dean. She is quite a superior young woman, not too young any longer to be disqualified by you. She has had a good experience in school administration and has the whole background of Christian work. In some respects, it would be a strategic move to have a Cantonese in so influential a position on our faculty. I hope to see Miss Woolley in a few days and shall get her judgment which would be quite worth while as she knows Miss Law both as student and in working together on the Educational Commission. The inability to speak Pekingese would be a handicap but we have had others from South China and if Western people can learn it the Chinese ought to be encouraged to make the attempt. I think it would be well to write her and see what happens. If you care to use my name as agreeing to any proposal you make, be ffeerto do so, of course. The Yenching College Committee havereached the point where they are willing to consider putting in a Chinese dean if a suitable one can be found. It would cheer you, however, to have had the evidence I had when discussing this with them, of their absolute satisfaction with you and their conviction that you are ideally the best person for this position. This feeling is unanimous and enthusiastic among them. Needless to say, I told them how fully I shared it. I want to be square with you in exploring all possibilities and in endeavoring to find a suitable Chinese

if one exists and can be prevailed upon to succeed you and yet I cannot conceive of any one who would be anything like as efficient and in every way qualified as you have proven yourself to be, nor do I feel concerned in the least about the fact that you are not yourself a Chinese and will, therefore, be involved in any nationalistic criticism or injure the welfare of the Women's College.

I wrote Dr. Galt at some length about my own problems and he will doubtless share this letter with you. Shall I go to Jerusalem as I am being strangely urged to do after declining definitely at least three times? Shall I admit that the quest for money is the supreme purpose of my existence and stay here in a tedious and rather unproductive effort? Or shall I act upon the conviction that my real job is on the Yenching campus and return there regardless of importunities to attend an International Conference or to help in the campaign here?

We have engaged for three months a Dr. Chester Jenney who is doing good work. The Yenching College Committee has been unable to discover a woman to help on the Women's College side. Dr. Jenney's wife will soon be free from other responsibilities and with a long experience as pastor's wife he feels that she might be a valuable help in our campaign, taking special care of this phase of the campaign. I am to meet her next week and shall discuss the possibility with some of the ladies most interested. Thus far, there is very little of definite achievement to report except the extra half million from the Hall estate which was, of course, worth coming here for. The Harvard-Yenching Institute is also now an accomplished fact and I hope Lucius has found his metier.

The dip down into the South was all that I could have hoped for. Jack is developing nicely. It was certainly good to be with him for those two weeks.

I do not know whether there will be an opportunity for you to reply to this letter so as to reach me in America as I hope that I shall be by then on my way back. This is a belated thanks for the delightful news from you and another assurance of my desire to help in your share of the task which I hope, despite your present intentions, will be in one way or another continued as a common one for both of us.

Very sincerely yours,

Mrs. Murray S. Frame,
Yenching University,
Peking, China.

JLS:O

March 1st, 1928.

Mrs. A.B. Frame,
Dean of the wom. College
Yenching College.

Dean Mrs. Frame:-

I have before me your letter of Feb. 10th, in which you request that you be furnished with figures, showing the amount of the heat, light, sewage and water account that the Wom. College should pay. I have spent considerable time on this matter, and I am now able to advise you as follows and list hereunder the items into which this account can be sub-divided:

	M. College	Wom. College	Total
Heat, Trenches & Mains M$	151.770.45	72.702.38	224.472.83
Electric lines & poles	32.032.95	14.272.10	46.305.05
Campus Lighting	1,431.17	637.64	2,068.81
Dom. Hot water Mains	18,580.45	10,259.43	28,839.88
Cold water Mains	11.663.83	5.196.74	16.860.57
Sewers	42.970.32	40.179.20	83.149.52
Water Tower	39.813.21	17.738.56	57.551.77
Power Plant Bldg.	71.280.78	38.473.54	109.754.32
Power Plant Machinery	189.074.87	102.052.49	291.127.36
			M$860.130.11

In the first column is shown the amount, which in my opinion should be charged to the Men's College, in the second that of the wom. College, while in the third appear the totals. In regard to the items opposite heating trenches and mains, electrical lines and poles, Campus lighting, Domestic Hot Water Mains, Cold Water Mains and sewers, it has been possible to check up, and get a very close approximation of the materials used for the servicing of the Wom. College buildings.

In regard to the water Tower I have divided the cost in the same proportion as for the Cold Water Mains. In regard to the Power Plant Building and Power Plant Machinery I have charged the Wom. College in the same proportion as the total of all other items bear to each other.

In summarizing these accounts you will note that the wom. College's share is a little in excess of one-third of the total cost. The fact should not be overlooked, however, that all of these lines, including electrical, heating, water and sewage are supposedly sufficient in size and adequate in capacity to service the Wom. College Buildings, even when their building program is ultimately completed, the only additions necessary being added machinery in the Power Plant.

Just how we arrived at these figures is a little too lengthy a matter to try to discuss in a letter, but I should be glad to call upon you at any time to explain it to you.

Very truly yours,
(signed) Carl Hildabrand

CONFERENCE WITH MR. HILDABRAND, MARCH 13,1928

REGARDING HIS LETTER OF MARCH I, 1928

WOMEN'S COLLEGE SHARE IN HEAT, LIGHT, WATER, SEWAGE

CONSTRUTION ACCOUNT

1. The figures given in the first six items in his letter-

heat trenches and mains
electric lines and poles
campus lighting
dormitory hot water mains
cold water mains
sewers

are based upon the cost of the actual number of feet of construction.

2. The item for campus lighting only includes the cost of installation to date. The installation at present is not complete.

3. With the exception of sewage lines, the installation of the other items is sufficient for the proposed (8 more) expansion of the Women's College. If the proposed dormitories of the Women's College are built, it will only be necessary to instal branch sewage lines.

4. The South Compound is supplied with the pumps charged to the women's College. No pro rata charge was made to the University on this, for the Women's College houses in the South Compound and East Compound were not charged with sewage lines; Mr. Hildabrand being of the opinion that these two items balanced each other.

5. The Women's College is charged with water lines to the north boundary of the South Compound, but not beyond.

6. The last three items were charged pro rata according to the Women's College share of the other items to the total cost.

7. The Water Tower is not yet completed. It will cost about $13,000 more, which the Women's College will have to share in paying.

Copy for Mrs. Lee

March 13,1928

Dear Mrs. Williamson:

I have received the enclosed letter, in answer to an inquiry of mine, from Mr. Hildabrand, the Director of the Construction Bureau.

In my letter to you, I begged the Finance Committee to come to a final understanding, if possible, as to the actual proportion of expense, both in campus and in the cost of the central heating and lighting plant, before Dr. Stuart leaves New York. The letter I enclose will give the figures which Mr. Hildabrand thinks should be assigned to the Women's College We are enclosing a list of a few comments on these figures.

Will you also please find out whether the Women's College Construction Accounts were ever credited with a pro rata share of $166,000 given last year to complete the central heating, lighting and water plant, and also whether the Women's College was credited with its share of the money given by Mr. James Porter of La Mesa, California, to the University for the water tower?

It would help greatly if we could have a written statement on all these items.

Sincerely yours,

Copy sent to Mr. Wiant
Mrs. Lee
Miss E.C. Boynton

燕京女學校

YENCHING WOMEN'S COLLEGE
YENCHING UNIVERSITY
PEKING, CHINA

March 5, 1928

Dear Mrs. Lee:

Your last letter of February 4th came through promptly, and there are one or two matters to which I would like to write an answer.

Recently I had a short note from Dr. Stuart, which did not seem very encouraging as to the progress of the financial campaign. Apparently he plans to stay on until they really see some fruit from their efforts. We are, of course, very much hoping that the money for the gymnasium will be forthcoming. Since Mrs. Gamble was willing to have her gift used where most needed, I would judge that it ought to be used as endowment. It would probably be easier to secure the whole gymnasium as a gift from some one person.

Our Women's College Landscaping Committee has been very active of late in making plans toward putting the athletic fields down nearer the gymnasium in the expectation that this will soon be completed. It also makes for our being able to make what is now the athletic field a very attractive place. On the strength of encouraging remarks in various letters, we are going ahead with plans for laying out the academic quadrangle and the athletic grounds and the space around Sage, Even if we cannot complete the planting this year, we want to get some of the more slow-growing trees started. We are in constant touch with Mr. Sohtsu King, who is our landscape specialist. We do not think this will cost very much money, but certain parts ought to be done this spring to take advantage of the growing weather soon to come.

Miss Edith Boynton is working on making a complete inventory of all our furnishings, academic and residence, and we hope soon to be square with the world.

I have asked Mr. Hildabrand, the head of the Construction Bureau, to prepare a statement of the proposed one-third share of the Women's College in the central heating and lighting plant, a copy of which I will enclose, as you may wish to look it over before you send it to Mrs. Williamson or Mr. Bowman. The letter from Mr. Wiant I have sent before. As I have written before, now that Dr. Stuart is in the States would be an excellent opportunity to come to an understanding with him on the following fundamental matters:

$460 000

1. The actual Women's College share in the central heating and lighting plant.

2. The Women's College share in the campus. Does this mean the academic campus, or does it also mean the total acreage, which includes the two compounds, in which we have two faculty houses and the Giang-Li house. The Men's College have houses in these two compounds.

3. Can you find out from Dr. Stuart, and get a statement in writing, if possible, as to whether the Women's College is to share in the University Infirmary, given by Mrs. McKelvey? $7000 given by Sidney Gamble for landscaping?

We have been told all along by Dr. Stuart that this gift by this old lady was to be shared by the Women's College, and certain wards have been definitely planned for the women students. For some reason not clear to us on the field, only enough money has been sent to the field to put up the central third of the infirmary. This naturally is being used by the Men's College, and we are obliged to equip and run a temporary infirmary of our own. Dr. Learmonth of the Men's College now says that even when the other two-thirds is built, the Men's College will need the entire building. This has a good deal of bearing on the plans of the Women's College. Could some one of you, official members of the Yenching College Committee, ask Dr. Stuart as to the precise conditions of the gift, and plan for its use, so that we may know how to proceed in planning?

Dr. Stuart

Mr. Bowman did send a long and detailed statement as to building funds, which Miss Boynton is working on. I agree with you that it will need to be taken up by some one in the New York office. The question is, who. If you secure a promotion secretary, or if in the end you invite Mrs. MacMillan to undertake this job, she can do it herself, or see that it is done. I know that Mrs. MacMillan has written to Mrs. Roys on the subject of the whole proposition, but I do not know what she has said.

I hope you did not misunderstand my suggestion that Miss Mills or some one else visit Wellesley. Of course, I appreciate the fact that the invitation must come from the College, and I wondered whether they had succeeded in finding any opportunity for people to present the claims of the college. Two of our students, Miss Tsao and Miss Chang, who are now at Ann Arbor, are planning definitely to transfer to Wellesley next year. In that case, Yenching will certainly be more constantly in the minds of the students than it is now. Of the five women students who passed the Tsing Hua examinations, the three highest were Yenching girls, and these two girls came out ~~first and~~ second and third. I did not write you particularly

about the fine showing Yenching made at the Board of Education examinations, as I knew the cable would be reported to you. No. 1 in the Board exam. was a girl!

Thank you for your information about the members of the Yenching College Committee. Mrs. Lyman wrote me as if she feared that her many other activities might cause her to resign. I hope this will not be so, because any one who has visited the field, and is so deeply interested, is too valuable a member to lose. I have thought once or twice of the possibility of asking Mrs. Sidney Gamble, who is now in New York, to serve on the committee, but I hear she is expecting an addition to her family, and so may not be able to serve. Miss Margaret Mead was a great help during the short time she served on the committee, but I do not know whether she is still so rushed as not to be able to help. Miss Wagner and Miss Speer suggest Miss Helen Hoyt, 900 Park Avenue, New York; Mrs. Henry Sloane Coffin, the President's House, Union Theological Seminary; Miss Katherine Olcott, 322 West 75th Street, New York, and Mrs. Charles Brown (daughter of Mrs. William Jay Schieffelin). I think Mrs. Finley knows them all, and you might consult with her and others who would know whether they would really have the time to give themselves to Yenching, as we hope committee members would do. Mrs. Speer, of course, would be wonderful.

We are very grateful for the cable which came on February 28th, saying that you authorize the raising of the salary for a dean (Chinese). I reported this fact to the small committee of the Administrative Committee, which is searching for a dean, and I know now they will feel able to make definite propositions to any one whom they may find suitable. The faculty have also elected a small committee to look over the field, and to cooperate with this special committee of the Administrative Committee. There are one or two names which I think they are considering, and it may be that before long, we shall be able to send you the good news that this dean for whom we have been looking has been secured. Her nomination would have to go through the Council and the Board of Managers and the Trustees to you, but I take it that this confirmation would be more or less formal. Dr. Stuart wrote me that he would tell you about Miss Law and Mrs. Chu, who seem to be the most likely candidates at present, and who have individual excellences.

Miss Wagner sent me a copy of the letter which the faculty wrote to your committee. It was very kind of them to put their opinions in this form, but I know that you will be glad to receive this formal confirmation of the feeling of all of us that if we can secure a Chinese Dean, it will be the best thing for the college.

It is almost three weeks since I sent a cable to Miss Woolley about the Mt. Holyoke position. Since I have heard nothing since, I take it that the Yenching College Committee did not raise any objection, and I will plan my summer and homecoming route accordingly. I am still hoping that we may be able to get across Siberia to Switzerland for a few weeks there, though by this cutting down of our time there, I doubt whether Rosamond will be anxious to keep still! She will probably prefer a gay life.

Bertha Reed asked for a little talk with me last week. She has finally made up her mind that the Bible School needs a very thorough reorganization, and that it would not be easy to do so if she were there. She is, therefore, planning a long leave of absence. I agree with her that under the circumstances this is probably the best thing all around. She further urged that I be willing to consider a call to teach in the school, and to do other things connected with our Peking Station. I told her that I was particularly interested, if there is plenty of work to do, in going down to T'ung Hsien, but she said she felt that the claims of Peking should also be presented to me informally, pending a formal invitation later. I merely pass this on to you, as I mentioned once before the advisability of a reorganization of the Bible School.

I gather from a letter from Dr. Stuart that the Men's College has taken out the $100,000 pledged by the Trustees. Will you accordingly leave out the Gamble $10,000 for endowment? In that case, would the income be available for the next academic year 1928-1929 to help out in adding a Chinese member to our Department of Education in place of Miss Ch'en K'e Ming, who is resigning in June? You will see from my letter to Mrs. Lyman why we would like to do this, although the request from the Department of Education came in after our budget was completed and sent in. So this is in addition, but if there is additional income, would it be possible for the committee to add this to the budget at its April meeting? One of the main reasons is that we do not wish to diminish the number of Chinese members on our faculty. There are many young Chinese women studying education in the States, and it may be possible to get one in education more easily than in some other departments.

Please remember me to all in "The Rooms."

Sincerely yours,

Alice B. Frame

TRANSFER

PEKING

March 9, 1928.

Dear Alice:

Perhaps the simplest and the fairest way in which to report on my attitude to the matter of your going to Mt. Holyoke next year is to enclose a copy of the letter written to Mrs. Lee on the subject. With these comments from myself and others, you are to decide according to your own preference - not too much interfered with by well-meaning advice or argument from others. I expect to see Miss Woolley in a week or so and the subject will doubtless be discussed between us.

I am staying on here in the rather unpromising effort to complete the whole $400,000 objective or at least to get the first $200,000 without which Mr. Boyd's pledge is nullified. It seems worth while waiting until the people with money get back from their various winter resorts which means leaving here some time early in May. The Women's College gymnasium, etc. are all part of this "house of blocks" all of which will tumble unless we get the full amount. Thus far it has been impossible to get any active co-operation from members of the Yenching College Committee not because of lack of interest but other causes. Mrs. Speer made a number of efforts which so far have had no results and she has gone to Jerusalem; Mrs. Boyd is sick and in Florida; Mrs. Finley is always absorbed in many other activities; and most of the others have their own responsibilities as Board secretaries. However, the real problem is how to get access to any potential giver.

With sincere remembrance to all on the campus

Very cordially yours

Dean M. S. Frame
Yenching University
Peking, China

JLS:O
Enc.

Dear Allen:

Perhaps the enclosed has the interest for you to hold to report on my activities to the member of Yale Radio to Mr. Holyoke next year. Let me have a copy to the letter writtten of Mr. Lee. Nothing has been decided - but you know of Yale's connection with the Harvard-Yale Radio to which the Yale men are interested. Yale is also a member of the Radio Broadcasting Corporation of America. Yours ever

James Bryce

TRANSFER

燕京女學校

YENCHING WOMEN'S COLLEGE
YENCHING UNIVERSITY
PEKING, CHINA

OFFICE OF THE DEAN

March 9, 1928

PEKING

Copy sent to Eric - 3/31/28.
ans. 4/3/28.

Dr. Eric North
150 Fifth Avenue
New York City

My dear Dr. North:

I am very sorry to trouble you about an old matter, but you are the only person who at the time was directly concerned with it. You may recall that while Jean Dickinson was home in 1925-1926, she made a good many efforts toward securing gifts for the institution. Among others, she secured a gift of either $3000 or $5000 for the Primary-Practice Schools under the Department of Education. People out here seem to know nothing about it, and there seems to be some agitation as to where the fund is. Will you please report to Mr. Wiant, who is now Acting Treasurer both for the University and the Construction Bureau, as to where the money is, for it certainly was made available some years ago?

We are having considerable difficulty in discovering the whereabouts of certain specified sums which have been given from time to time for various projects out here. There have been so many changes of personnel in the New York office that it is not always easy to unearth the data, for which we are looking. We know that the books were kept so carefully that it is only a question of finding out the heading of the memorandum as to the donor and purpose of the gifts, in order to set them free, but at this end, we are quite helpless.

I would be very grateful if you could point out to the accountant in the China Universities office where this item was entered, and how the money can be gotten at. Even though you are not in the office yourself, I am sure that your thoughts and interests are still there in a large measure.

Cordially yours,

Alice B. Frame

Mrs. Williams
Chairman Y. Gen. Com.
records to
mrs Boyd
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[illegible]

3
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燕京女學校

YENCHING WOMEN'S COLLEGE
YENCHING UNIVERSITY
PEKING, CHINA

OFFICE OF THE DEAN

March 30, 1928

Dear Mrs. Lee:

On March 14th I received the cable bringing the approval of my accepting President Woolley's invitation to Mt. Holyoke. I am not sure but that Rosamond was the person most interested, because she has been so eager to be there next year! I do not know why she has seemed so thrilled over the prospect, but she certainly has. I was a little surprised that the cable came so long after my cable of February 14th to Miss Woolley, but it may be that you were waiting to receive letters before answering definitely. I appreciate very much the permission of the Yenching College Committee thus to give my time to the work at Mt. Holyoke, without having any help in raising funds or in speaking. I need hardly say that I do not expect to stop being a missionary when I get to South Hadley, and I do hope that my being there, even those few months, is going to count toward helping some of the girls, at least, toward having another attitude toward people of other races and continents. Perhaps they will not even hate the name missionary as much as they do now! I can just imagine how furious they will be that a missionary will be their dean next year!

Thank you all for your kind thought in insisting that I have a good rest this summer. Considering everything, it still seems the best plan for us to go by Siberia and spend some weeks in Switzerland very simply and quietly, reaching the States the last of August, or the first of September. That would give me the opportunity at least to see several members of my immediate family before going to South Hadley.

Mrs. MacMillan is starting for the States in ten days or so. Her address in Detroit is care of C.F. Adams, Esq., 7222 Sylvester Avenue. She is coming out once more to go over the campus, and to ask as many questions as she can think of.

Another point which I would like to mention is that of the Hall Estate. In my letter of September 15, 1927, I wrote about its being not only understood but put down in writing that the Women's College should have a pro rata share in any amount of general endowment that accrues to the University from said Hall Legacy. You see the usage

is beginning to be established that the Women's College is to pay a certain pro rata charge for instructional costs, the president's, treasurers', registrar's, and business office. If the Men's College can use the income of the $500,000 toward their share of these expenses, why should the Women's College not have some of this income to pay toward their share of these expenses? The question is connected with the one I raised before, as to the sum which Dr. Stuart raised a couple of years ago to clear up the whole indebtedness on the central heating and lighting plant. If this large sum was applied only to the indebtedness of the Men's College, then the Women's College still has got to produce alone $50,000 Local Currency in addition to the enormous sum already paid in toward this. In other words, does this pro rata payment toward common expenses only take effect on the Women's College, or should the Men's College also be liable? In a recent letter from Miss Miner to Mrs. Wilson, she says that she had either seen or written to Mr. H.H. Johnston, one of the Trustees of the Hall Estate. He is an old college classmate of hers. Not knowing that she had severed her direct connection with Yenching, he said to her that he expected that the money accruing to Yenching also benefitted the Women's College. It seems to me that this point is well worth clearing up and putting in black and white with signatures. With the changes in administrative personnel liable at any moment to overtake an institution in China, these important matters should not be left to memory or good-will alone.

I am writing a long letter to Mrs. Lyman. She has not written me directly, but sends me enormous documents.

My incidental remarks about Miss Mills' coming out for a short term was not because we desired her only for a short term, but because she herself wrote that for various private reasons, she might not be able to come back for the full term. I hope that this matter may be fully and definitely cleared up. We are delighted to learn that Ch'en I is going to be here next year, as we are hoping to develop some valuable courses, which need technical knowledge.

I am sorry that my summary of the comments of the Yenching women faculty on the basis of the present financial campaign disturbed you. I was merely reporting their remarks, based on the experience of some years in dealing with the financial officers of the Men's College. Your arguments for going in with them are certainly good, for Dr. Stuart and his friends aim first at women, and they naturally are our constituency as well. It was only that we hoped that every possible safeguard would be taken.

I hope that Mrs. Roys is thoroughly recovered. I presume Miss Calder will be back with you when you receive this letter. Please remember me most warmly to her.

Sincerely yours,

Alice B. Kanner

P.S. March 21. Your cable has just arrived. We are all wonderstruck. Have you found a new dean in America?
Our special faculty com. was to meet with the Ed. Com. this Saturday for a further conference. Mrs. Chu still seems the most favored candidate. She is lovely.

燕京女學校

PEKING

YENCHING WOMEN'S COLLEGE
YENCHING UNIVERSITY
PEKING, CHINA

OFFICE OF THE DEAN

April 2,1928

TRANSFER

Mr. Benjamin A. Garside
150 Fifth Avenue
New York City

Dear Mr Garside:

Thank you for the check for $100 covering the remittance from the Sunday School of the Third Presbyterian Church of Rochester. I am so glad that you have finally straightened out the Sunday School treasurer, so that he knows how and where to send the money. I am sorry you did not send me the name of the gentleman, but I can send a letter to the pastor.

I expect to start on my furlough in June, so any further remittances can be made out directly to E.C. Boynton, Treasurer, here at the Women's College office.

We hear good news of the joint campaign for Yenching, and we hope it will soon be finished triumphantly.

Sincerely yours,

Alice B. Frame

燕京女學校

YENCHING WOMEN'S COLLEGE
YENCHING UNIVERSITY
PEKING, CHINA

OFFICE OF THE DEAN

April 16,1928

Mr. Benjamin A.Garside
150 Fifth Avenue
New York City

Dear Mr.Garside:

Miss Boynton has sent you a receipt for the check for $100 Gold from the Third Presbyterian Church of Rochester, and I am enclosing herewith the receipt for $70 for the secon semi-annual payment on the Frances H. Goodridge Scholarship Fund. I wrote to the Third Presbyterian Church under date of March 31, but I will not write to the Frances H. Goodrich Fund donors until the annual award has been made.

May I remind you that hereafter all checks should be made out to Edith W. Boynton, Treasurer?

Sincerely yours,

Alice B. Frame

Rec. #815 enc.
Rec. att. to no. #3867

April 17, 1928

Mrs. Alice Browne Frame, Dean
Yenching College for Women
Haitien, Peking West
China

Dear Mrs. Frame:

Here are the minutes of the April 9th meeting of the Committee of Yenching College for Women. Many of the votes are self-explanatory and call for little comment.

The special sub-committee to study the functions of a cooperating committee is still at work. The representatives of Ginling and Tokyo are the two bodies that seem to feel most reluctant to do away with the Cooperating Committee. I think, however, it is practically certain that it cannot continue its work if or when Yenching, Vellore, and Madras withdraw.

You may be surprised that action was not definitely taken as to inviting Mrs. Macmillan to [redacted] promotional secretary for Yenching College. I think an invitation may be given her very soon after she lands in America, though the Committee hesitates very much to undertake a $4,000 salary. There is a pretty strong feeling that such a salary is out of all proportion to the salaries received by most women engaged in similar work.

You may be surprised to see that the Committee reconsidered the question of a $3,000 salary for the Chinese Dean of the Woman's College if such a Dean is found. The reason for such reconsideration is, I think, evident from the minutes. Dr. Lew said something to the effect that the policy of Chinese-foreign cooperation without race discrimination in the matter of salaries was already well established in Yenching. He also suggested that many of the Chinese felt it to be unjust to pay an administrator a larger salary than a professor of the same training and ability, and both he and Dr. Stuart felt that it would be well for the Administrative Committee to study this question further. The vote giving authorization for the engagement of a Chinese Dean at this salary was therefore rescinded, and instead the Committee request the Administrative Committee to give further thought to the matter.

Your letter of March 20th comes this morning with its postscript written the next day, saying that you were wonder-struck because of our cable asking you to delay in inviting a Chinese. What I have already

written on that subject has, I am sure, made it clear to you that our doubt is in regard to the ability of Mrs. Chu in particular. President Pendleton spoke very appreciatively of her and of the caliber of her mind. We have been told, however, from serveral sources that she is not a good cooperator. We believe the best solution for the interim before the securing of a qualified Chinese Dean and after your departure lies in the creation of a Woman's College Executive Committee.

You will notice particularly the matters related to finances and especially to the parts of the plant in providingfor the College for Women cooperats with the University that are set forth on pages 4 and 5. I am sending Dr. North today a copy of the minutes and asking him to make correction or revisions in regard to these points if he thinks them necessary. Otherwise these statements will stand and it may be convenient for us from time to time to refer to them. The Trustees agreed to appoint two members of the committee suggestive in Vote 369 but I do not yet know who they are.

Mrs. Lyman may have written you that she has presented her resignation to the American Board as one of its representatives on the Committee of Yenching College for Women. This resignation has not yet been acted upon. The Nominating Committee consisted of Mrs. Finley, Mrs. Lyman and Miss Gouldy, but Mrs. Finley went to the Pacific coast to attend the Y.W.C.A. Convention and so it happened that Mrs. Lyman actednas chairman of the Nominating Committee. She evidently did not quite understand the basis of membership in the Committee and of her own accord invited Professor Kendrick of Wellesley to become a member of the Yenching Committee to do the candidate work. Some of us have been feeling very strongly that we must get some people of considerable means on the Committee and that the coopted members should be of this class. As Miss Kendrick had been invited to come and as she is always a most valuable person, it seemed best temporarily to make her the one coopted member we had authorization for this year. If it really seems best to accept Mrs. Lyman's resignation I think we will make Miss Kendrick the third representative of the American Board, and there will still be a vacancy to be filled by a coopted member.

I must go not to a meeting of the Foreign Department Council but shall be writing you again within a few days. I will try to enclose with this a more official word to the Administrative Committee.

Affectionately yours,

(Mrs. Lucius O. Lee)

written on that subject has, I am sure, made it clear to you that we have come to believe that the best solution for the coming year at least probably lies in the creation of a Woman's College Executive Committee. Had the Administrative Committee been able to secure just the right woman qualified not only in training and character but also in being able to give her whole time and strength to the College, the matter would have been quite different. Possibly such a woman may still appear but highly as we think of Mrs. Chu, we cannot believe that any mother of several children, whose first duty must be to her family, could in addition carry successfully the exacting work of the Dean of Yenching College for Women. In the discussion of the salary question last Monday, one of the questions raised was whether if a woman with children were engaged, it would be on a part time and hence part salary basis.

You will notice particularly the matters related to finances and the parts of the plant in providing which the College for Women cooperates with the University that are set forth on pages 4 and 5. I am sending Dr. North today a copy of the minutes and asking him to make corections or revisions in regard to these points if he thinks them necessary. Otherwise these statemmnts will stand. They were included in the minutes on the ground that it might be convenient to have them there for reference. The Trustees agreed to appoint two members of the committee requested in Vote 369 but I do not know yet who they are.

Mrs. Lyman may have written you that she had presented her resignation to the American Board as one of its representatives on the Committee of Yenching College for Women. This resignation has not yet been acted upon but I think it will be accepted. We are sorry to lose her but her doctor is insisting that she cut out a largepart of the work she has been carrying and Yenching will always have her interest and she will be ready to help as she can.

Frankly, we were a little disappointed in the work of the Nominating Committee. That committee consisted of Mrs. Finley, Mrs. Lyman and Miss Gouldy, but Mrs. Finley went to the Pacific coast to attend the Y.W.C.A. Convention and so it happened that Mrs. Lyman acted as chairman. She, evidently did not quite understand the basis of membership in the Committee and of her own accord, invited Professor Kendrick of Wellesley to become a member of the Yenching Committee and to do the Candidate work. Some of us have been feeling very strongly that we must get some people of considerable means on the Committee and that the coopted members should be of this class. As Miss Kendrick had been invited to come and as she is always a most valuable person and deeply interested in Yenching, it seemed best temporarily to make her the one coopted member we had authorization for this year. If Mrs. Lyman's resignation is accepted, I think we will make Miss Kendrick the third representative of the American Board, and there will still be a vacancy to be filled by a coopted member of the kind we had in mind.

Please assure the Administrative Committee that we do most cordially appreciate their devoted work for the College and that we are eager to cooperate with them to the best of our ability.

Faithfully yours,

(Mrs. Lucius O. Lee)

燕京女學校

YENCHING WOMEN'S COLLEGE
YENCHING UNIVERSITY
PEKING, CHINA

OFFICE OF THE DEAN

May 1,1928

Dear Mrs. Lee:

There is no letter from you since my last letter to you, but there are one or two matters, which I would be glad to send on for your consideration.

My letter to Mrs. Lyman has brought us up-to-date as far as any questions of personnel of the staff. We are still hoping against hope that Miss Brayton of Szechuan, who felt it would be impossible for her to return to the work and conditions which now obtain in Szechuan, may be available for Yenching. With her technical qualifications, and her knowledge of China and the Chinese, she would be a wonderful acquisition. I would gather from Mrs. Lyman that all that I wrote to you, Mrs. Avann, and Mrs. Nicholson, was snowed under while Mrs. Lyman was away, and never reached her until I mentioned Miss Brayton again this autumn. I am so very sorry, because it never occurred to me, but that the matter was still in the works.

Our last suggestion (and it is only a suggestion) is that if no one is available in America, we ask Miss Stella Greaves, formerly at Kobe College, to delay her furlough for one year, and to come over and be here temporarily. This would give the Yenching College Committee a little longer time to find the right person, if she is not yet available. Miss Greaves may be wholly unwilling to consider this possibility, for I think her experience in Japan has made her long for a rest. Conditions here, however, are so pleasant and different in a way from Tottori, that she might possibly consider it. We do not wish to do anything, however, until we know certainly as to the possibilities of a new permanent person coming from America. May I therefore ask you to cable me on receiving this letter as follows:

If Miss Brayton can come, just cable the word "Brayton." If there is a strong possibility of her coming, cable "Brayton possible." If someone else is available and will come, cable "Coming." If there is a possibility of some one else coming, cable "Possibility." If no one is available, cable "Unsuccessful." If you use the word possible or possibility in any of these combination, we would take it to mean that it was quite probable that this person would come.

Quite aside from the growth of our Music Department and the fact that Mr. Wiant with whom Miss Stahl cooperates, is going on furlough next year, another reason has come up

* If we can get no one from the States, we shall have to do what we can out here; and that will certainly be unsatisfactory.

which makes it imperative that there be some assistance in this department by September. As I wrote you before, the special committee appointed by the combined meeting of the Administrative Committee and a special meeting of the faculty to secure a temporary Chinese Dean rather came down to one name. This was Miss Tseng, with whom Dr. Stuart and I had had some correspondence last year; who has very fine qualifications either for temporary or permanent Dean. Unfortunately, she is at present traveling in Europe, and a recent letter from her sister in Shanghai says that she is not expected back before Christmas. She went with the purpose of raising money for her school in Changsha. This means that there is not any one available to take over various administrative duties when I leave in June. We felt that even if Miss Tseng, or some one else, comes to be permanent dean next year, that some member or members of the faculty ought to be taking things over now. We accordingly met on April 26th, and listened to the nominating committee, which proposed various plans, a copy of which I enclose. In the end, the actions resulted in the election of Miss Ruth Stahl as acting dean, with Margaret Speer and V.K. Nyi as a Dean's Committee which would act in close cooperation, and to whom she might delegate definite and clear-cut responsibilities. This is, of course, a modified form of the commission plan, but would seem to promise to obviate the chief difficulty of the commission plan, which is the difficulty of reaching final decisions except by committee action. I think our plan has great possibilities, and I feel sure that all the members of the faculty will stand behind Miss Stahl and the committee very loyally, and that there will be united action all through the year. Speaking frankly to you, I would not have chosen Miss Stahl as the responsible head, though I think it was done chiefly due to the fact of her long years in China and her beautiful spirit in all staff matters. The Women's College has been trying to prove itself a factor in the academic standards and standing of the University, as well as in other administrative and financial ways. This cannot be done by a constitution, or much talking in meetings, but by the academic standing and personality of those who represent the Women's College in academic matters in the Council or as Associate Dean of the whole university. At this juncture I feel this to be important, because it is not matters of sentences in a constitution, or the opinion of a committee in New York, but of the actual persons who have to bear this duty. With all her very fine qualifications, (and I am first to recognize them,) Miss Stahl has never studied beyond a high school. This is bound to have an effect on her point of view, and her knowledge of academic standards and procedure. I am not putting this requirement at the head, or to the exclusion of others, but I do feel that at the present time, when the position of the Women's College is more or less delicate and tentative, that there are possibilities of complications which may or may not be fulfilled. I know from something you said in your letter that Miss Stahl had been in your mind, perhaps suggested by Mrs. Avann, and so you will not be surprised at the majority motion of the faculty. Her name will be reported up through the various

bodies for confirmation, and will come to the Yenching College Committee finally. I shall try to urge the Administrative Committee and the faculty not to relinquish their earnest efforts to find the right permanent Chinese or foreign Dean. I shall be on the lookout while I am in America next year, as it may be possible that I may be able to come in contact with fine young Chinese women of some maturity and experience, though I confess they are rare.

I am very regretful again to be forced to say what I have said so many times during the last year, that I think there is nothing to be gained by a waiting policy, but that the issue will be much more easy to meet and clear-cut, if Yenching and I part company this June. Many problems will then be solved, both for myself and the College, and it will be much easier to make definite future arrangements than to make those ~~tentative~~ dependent on uncertainties.

Some time ago I raised the question with Mr. Garside of the New York Office as to the exact way in which a sum of either $3000 or $5000 Gold, secured by Jean Dickinson in 1925 for buildings for a primary practice school in connection with the Department of Education, was secured. Mr. Garside writes he cannot trace it. Will you please find out from Miss Dickinson what happened to that money, which as I recall it, was one of the few sums actually paid in in response to her various efforts? ?

We are having a very difficult time "suspending" the Practice Middle School. The students have tried every possible conceivable method of getting us to change our minds, and have made it very embarrassing for all of us. There is no use going into the history of it all, but these last few weeks have been very hard.

I had a brief letter from Dr. Stuart not long ago, in which he makes a statement something to the effect that one of the chief reasons he was staying on in the States was to raise money for the Women's College!!! This strikes me as a most extraordinary statement, for various University authorities from New York have told us that the Trustees were holding Dr. Stuart for their own purposes. I imagine that Dr. Stuart said this because he was so insistent that the Women's College authorities should combine with the University authorities in the united campaign. I suppose that this has already necessitated the paying of fairly large sums by the Women's College toward the campaign. He would naturally feel somewhat responsible for seeing that the Women's College, in addition to paying for the campaign expenses, should get a <u>little</u> remuneration over and above. I have heard indirectly of some rather large gifts for the Men's College which T.T. Lew was instrumental in getting in Chicago. Has the <u>actual</u> plan been for the men on the campaign to secure designated sums for the Men's College, and hence Dr. Stuart feels that unless he makes the effort at least to

to raise certain amounts for the Women's College, that people will question the good faith of the whole committee? He remarked rather pathetically that no one from the Yenching College Committee had succeeded in raising any funds, or had helped in the campaign, except Mrs. Speer! Of all of this we are totally ignorant. Probably letters are on the way, telling us more in detail.x

I presume that papers now-a-days are giving lurid details of the fighting in Shantung and in parts of Chihli. We are feeling the effects, of course, and some people are getting very nervous. The reports of the Southerners' advance up through Shantung seem to have been somewhat exaggerated, and it is still possible that we may be able to pull through the term according to schedule.

Some of us are hoping to get off on June 18th or 19th. I think I wrote you that if you care to address me in Europe, you could write either care of Dora Demierre, 1 rue des Communaux, Vevey, Switzerland, or care of the American Express, Geneva. I suppose we will be reaching there the first or second week in July. When I hear about my Atlantic passage, I will of course, notify the Board when I will reach New York.x I doubt whether I need to go to South Hadley until about the tenth of September, so if I reach New York the last of August or first of September, there would still be time for a little glimpse of my family before settling down for the winter.

Cordially yours,

Alice B. Frame

Copy of first page
to Mrs. Lyman

✓ sailing on S. S. "California", Aug. 21, Havre, France

x I hope you succeeded in getting written signed statements as to Women's College share in endowment funds?

May 10,1928

Mrs. Albert J. Lyman
Apartment 10a
36 Plaza Street
Brooklyn, New York

My dear Mrs. Lyman:

Your very brief but important letter of April 12th with many enclosures reached me yesterday, and I am hurrying to get off a brief answer by today's American mail.

Let me first of all express my regret that your doctor insists on your resignation from the College Committee, and hence from the Candidate Committee, on which you have worked so hard and so devotedly. Perhaps in your discouraged moments you have felt that nobody has appreciate the enormous amount of work and detail which has had to go into that, but I think I can guess a little, and I do thank you from the bottom of my heart for all that you have done for Yenching during these last years. Even though you may feel that a great deal of it has been unrewarding in the sense of not having secured some of the teachers whom you hoped to get, I do feel that every bit has counted in making people know about Yenching, its standards, and our work here in China. I feel sure that it has counted in many ways of international appreciation and friendliness.

Since you feel that you absolutely cannot go on, I am very glad that Miss Kendrick has been willing to take on this very important side of the College Committee work. Since I have not been officially notified, I am writing this letter to you, but sending a copy to Miss Kendrick in case she has already begun on her new duties, and has in her hands your bulky files. There is not time for a long letter today, so I will answer as briefly as you wrote.

1. We have heard nothing more about Miss Ritter. She impresses me as one who is looking for travel and interesting experiences, and is not qualified to teach English any more than the rest of us. Did you ever write to the names of the people I sent you from Mr. Barker about Miss Cherry. We have not heard anything more about her. Have you found out from these people that she is the sort of person we want? You do not tell us what happened to Miss Owen or Dorothy Mateer. I will not write further about the English teacher, until we receive Mrs. Lee's letter.

2. We are terribly disappointed that you have not succeeded in hearing anything from Miss Brayton. Could not Mrs. Avann give you her address? Miss Brayton was so approachable when I wrote her here in China that I cannot understand how she would ignore any correspondence that reached her. The W.F.M.S. office at 150 Fifth Avenue, would surely have her address. She is so far and away the best candidate of whom we have heard that we are much cast down that nothing has been heard from her. You do not mention Miss Veghte again or Miss Rebecca Burgner who was recommended so highly last year by Mrs. Lee. Perhaps she accepted the appointment under the American Board for Constantinople College. I sent you a copy of my letter about Miss Greaves, but I have not heard whether she would even consider delaying a year going on furlough, even if we invited her to do so. Miss Stahl's probable election as acting dean certainly threatens our Music Department very seriously, and we do not know what emergency arrangements can be made locally.

3. Thank you for the information about Miss Bei. We have ways of looking her up here, and will write you later. We do not know whether the committee voted us her salary, or not.

Thank you for all the copies of the correspondence.

Sincerely yours,

(signed) Alice B. Frame

Copy to Miss Kendrick
Mrs. Lee

May 11, 1928

Mrs. Alice Browne Frame
Yenching College For Women
Haitien, Peking West
China

Dear Mrs. Frame:

I write on two important matters this morning. My first purpose is to tell of the developments within the last two or three days as to the proposal of Mr. and Mrs. Boyd in regard to the Woman's gymnasium.

You perhaps know that the General Conference of the Methodist Episcopal church is now being held in Kansas City and that it extends through the entire month of May. I knew that Mrs. Avann expected to be there but I did not have it clearly in mind that the Boyds and also Dr. Eric North would be there. I therefore made an effort, as I told you, to get a meeting of the Committee of Four to study financial relations between the Woman's College and the rest of the University, my thought being that a meeting of this sub-committee should precede a special meeting of the full Yenching College Committee at which action would be taken. Telegrams and letters received yesterday and today, however, make it clear that the Trustees and the Boyds themselves think the first step is for the Yenching College Committee to accept or to reject the offer of the Boyds on the conditions they name, and that the sub-committee of four should then study detailed questions of changes that would be involved. I still think there is a good deal to be said for my thought of the course of procedure but I am of course ready to abide by the judgment of the majority.

I find that the Campaign Committee on April 26 voted as follows:

"C-2293 VOTED to approve with hearty appreciation the proposal of Mr. and Mrs. William Boyd as contained in their communication of April 23, 1928, subject to the approval of the Committee of Yenching College for Women and the Board of Trustees; and with the understanding that in the event of such approval being given the proposal will be referred for the formulation of necessary details to the Special Joint Committee created by Action T-2274 of the Board of Trustees."

I am therefore this morning writing to Mrs. Avann and Mrs. Boyd and also to Mrs. Roys asking whether in their judgment a called meeting of the Yenching College Committee is necessary, and if so, that they suggest a date. If it does seem necessary for the Committee to have a special meeting, my hope is that it can be held sometime just after the middle of June, perhaps one day during the week of June 17, as we may hope by that time to hear from the Administrative Committee by cable whether in the judgment of those of you on the filed who are immediately responsible for the administration of the Woman's College, there is any real objection to the acceptance of the gift on the conditions named.

Perhaps I should say a word further in regard to the feeling that Mr. and Mrs. Boyd have in regard to the matter. My understanding is that Mr. Boyd as a business man thinks the present method of two treasuries with separate administration of the Woman's College is an expensive and unbusinesslike method of carrying on an institution whose work is already very closely linked with the work of the University as a whole. The difficulty which gave immediate rise to the proposition was his unwillingness that Mrs. Boyd should continue to carry the responsibility she has had for the current expenses of the Woman's College. It does not seem to me that that particular phase of the question should have too much influence in determining what we should do, as if it is really best that the financing of the Woman's College should continue to be a responsibility of the Yenching College Committee rather than of the Trustees, it would be up to us to find someone else to take Mrs. Boyd's place.

There are other considerations that must necessarily have weight. A chief one of these considerations is the fact that the University now has considerable endowment and that as long as the Woman's College insists on having its own separate financial management, the Trustees do not think that the Woman's College should benefit from general endowment funds. More fundamental even than this consideration is the question in many minds whether it is not really the best thing for the whole University to be administered jointly on the financial side as it really is now on the academic side. Another consideration is the fact that in the mind of the friends in America, Yenching College for Women is more and more being considered as a part of Yenching University. It is of course presented thus in all publications and especially during the recent campaign. So far as I am able at present to sense the attitude of the members of the Yenching College Committee, all will be unanimous in favoring the change.

I have this morning copy of a letter Mrs. Boyd wrote Dr. Stuart from Kansas City. In this she says, "Mrs. Avann and I both agreed that it would not be wise to allow this matter to drag out too long as it would be sure to develop more rather than less difficulties in the minds of the many concerned. We feel that if the Woman's Boards can still elect their members to the University Board of Trustees, and these women can serve as a Committee for the Woman's

College, and if there can be a proportionate number of women both on the Board and in the faculty of the College, we will have no difficult in holding the Woman's Boardsof Missions to the proposition as now. We decided to test this out by presenting the matter to our W.F.M.S. which is meeting here at the same tims as our General Conferance and just see what the attitude of the women of our church is. I am sure we can hold it to the new idea."

She then refers to her hope that Dr. Stuart will talk the whole matter over with you and the Administrative Committee as soon as possible after he reaches Peking. If the W.F.M.S. approves the change I do not believe any of the other boards concerned will object for both Presbyterians and Congregationalists are much more strongly committed to merger in general than are the Methodists women.

Whether or not it is finally decided that a special meeting of the Yenching College Committee in June is necessary we will expect a cable from you sometime near the middle of June if you see any real objections to the proposed plan.

On second thought I will write of the other matter to which I referred at the beginning of this letter separately.

Always faithfully yours,

(Mrs. Lucius O. Lee)

L:S

燕京女學校

YENCHING WOMEN'S COLLEGE
YENCHING UNIVERSITY
PEKING, CHINA

OFFICE OF THE DEAN

May 21,1928

Dear Mrs. Lee:

I have delayed acknowledging your letter of April 17th, accompanying the minutes of the annual meeting of the Yenching College Committee,until we had out meeting of the Administrative Committee to consider the matters which you reported through the minutes and in your letter. The attendance at our meeting was very small, but as two people at least were hindered from coming because of the military situation, I think that the next session will vote to allow these matters to stand as officially passed.

You will be interested to note that we are hoping that the earnest search for the right Chinese woman dean will be continued under the united effort of the Administrative Committee and the Women's College Faculty. We noted that your committee felt it necessary under representation by Dr. T.T. Lew to rescind your action previously taken, authorizing a minimum salary of L.C. $3000. The members of the Administrative Committee present reiterated their feeling that in getting any representative woman of the educational standing and requisite experience for such a position as the Dean of Yenching College, she could not be offered less than $3000. However, out of courtesy to Dr. Stuart and Dr. Lew, who will soon be back in China, they felt that further discussion of the matter should be kept in abeyance until these gentlemen arrive, and the matter can have further consideration,with all available evidence in hand. I think I wrote you that the lowest salary of a stenographer-secretary at the P.U.M.C. is $3600 per annum, and most of them get a good deal more! The Chinese members of our committee felt as strongly as before, that it is little short of laughable to invite any woman worthy of this task at a salary lower than this. Although Dr. Lew told you there was no discrimination of race in the payment of salaries in the Men's College, it is true that most of the Chinese get as much, if not more salary, than the foreigners, and on a special salary scale. The basis for salary payment of the Chinese men and women teachers is on a distinctly more generous basis than we missionaries get; but perhaps Dr. Lew had forgotten this point!

You will note that the Administrative Committee confirmed the action of the University Council and the Women's College faculty in nominating Miss Ruth Stahl as Acting-Dean for the coming year. This will be passed on to

the Board of Managers for its official approval but, of course, there is no question about that. They will not meet probably until their annual meeting on June 11th, but I hope that the Yenching College Committee will confirm this as soon as possible.

Thank you for the copy of Article 5 of the Committee of Yenching College for Women, as revised. You may recall that I asked you if it might be possible for us to receive a complete copy of the by-laws of the Yenching College Committee, as now printed. Could you send this out to Miss Stahl? I will enclose a copy of the by-laws of the Administrative Committee, as they now stand here on the field.

We are waiting to hear why our name has been changed. —It is a pity that you left my name on the new letterhead which you have had printed, but I suppose this was an oversight. —

Vote 3 on page 3 of the minutes refers to your vote Y 363. I am going to write rather fully on this subject to Mrs. Williamson, and will send a copy of my letter to her to you. We do not at all understand why we should pay one-third of the told administrative expenses, when we have only between one-fifth and one-sixth of the number of students, who are in the purview of this "administration." I will not go into this further, but I will try to make our position quite clear in my letter to Mrs. Williamson.

I have written both to Mrs. David Damble and Mrs. Sidney Camble in appreciation of their gift toward the endowment and the gymnasium funds. May I call attention again to the fact that a year ago Mrs. Lyman and Mrs. Moore made a joint gift of Gold $500 toward the gymnasium? Perhaps Mr. Bowman forgot to record this fact.

We are sorry that Mrs. Roys has finally decided to leave the work of the Presbyterian Board. I judge, however, that she is willing to keep on as a member of the Yenching College Committee, and I am sure that she will still be able to render very valuable help. Will someone else be put on officially to represent the Presbyterian Board, or will she still act as their representative?

I feel I must speak with great caution when it comes to making comments on the plans of your committee for financial promotion. Inevitably, we do not appreciate all the factors entering in and conditioning such efforts, in America. My first feeling is, that to entrust to Mr. Wannamaker all effort for continuation and promotion of the interest of the women specifically in our Women's College, is only a step toward a very speedy merging of the promotional work of the Men's and Women's Colleges in one. This will mean

that the Women's College direct income will gradually diminish. When we are not able to be self-supporting, the question of our relation to the Men's College is solved by the logic of circumstances, without any further remarks on our part. The committing of the Women's College to paying one-third of the total administrative expenses of the University, including the Men's College and Theological College plus the Women's College, is also a step toward reducing our independence and committing us toward paying a share in a very large budget, in deciding which we may have a voice, but far from a deciding one. Your experience with the Men's Boards must have showed you that strict economies which women can exercise, go for naught when they have to pay rather large expenditures authorized by groups of men. This matter also is connected with the whole question which I am taking up with Mrs. Williamson in detail.

We are most grateful to you for making so small a reduction of our budget. We have been going through great difficulties in making final arrangements for the suspension of the Middle School, because the students there called to their aid the self-government associations of the Men's and Women's Colleges. The men students, particularly, have made things as difficult as possible.

With reference to the new members of staff, we have been writing you and Mrs. Lyman lately. We are waiting to hear whether even yet there is anyone for music. I had a very nice letter from Miss DeForest, which makes it quite possible for us to ask Miss Greaves to come here for this year, but I have not heard whether Miss Greaves would consider postponing her furlough one year. We have received very enthusiastic letters about a Miss Lily Ho, who would like to come to the Music Department, but Miss Stahl feels very reluctant to take on an unknown Chinese who would have to take so much responsibility as she must, this next year, when Miss Stahl will be busy with other things. I cannot understand why Mrs. Lyman was not able to get in touch with Miss Brayton. She seemed most friendly and approachable in the one letter I received from her in China, Did Mrs. Lyman write to the right people to get her address?

I am very sorry that Mrs. Lyman does not seem able to secure a teacher of English of the highly specialized qualifications, for whom we are looking. In the original list which I suggested to her, there was the name of a Miss Maude Cherry, though I presume her qualifications are no higher than those of Miss Speer or Miss Boynton, and they feel very strongly that there ought to be a more specialized person to join the staff. They were deeply interested in reading Miss Wood's academic qualifications, but feel that she is better prepared to do teaching in a middle school than in college courses, which

are becoming more and more highly specialized. In the past, almost anyone who was a good teacher could be asked to teach English, and of course, in a middle school it does not make so much difference, but in a college whose standards are advancing constantly, it is increasingly important that a very high grade of specialization be called for. Such a teacher would, we hope, keep on here for some years, and with the constantly advancing standards, unless she had taken advanced courses in English literature and composition, she would not be able to do what we would like to have done. We are counting, however, on having some one come out this summer. So much English work is required that it must be handled by an adequate staff.

May I ask you to thank the Yenching College Committee for their kind parting gift of $200? As you would know, I am very reluctant to receive this, but since you make it quite clear that it is a farewell gift, and does not in any way detract from the resources of the college itself, I can only ask you to thank those who had had this generous thought.

I am very much interested that you are considering an official relationship between the Yenching College Committee and those sister colleges who are interested in Yenching. Perhaps you have forgotten that Orgeon State Agricultural College, where Miss Ava Milam is Dean of the School of Home Economics, was most generous in paying the travel and study expenses for two years of Irene Hê, now become Mrs. Homer Lew, who is teaching in our Home Economics Department. At the time Miss Milam wrote that Dr. Stuart in one of his visits thither had talked to them about considering themselves as one of our sister colleges. Perhaps nothing need be done about it, except that I am reporting this action to you as a matter of information.

Dr. Galt has not yet received the official report of the annual meeting of the trustees. I am eager to know whether they accepted the agreements which were reported on pages 4 and 5 of your minutes as follows:

1. That by payment already made of Gold $125000, the Women's College has met in full its payment toward the central heating and lighting plant.

2. That the Women's College has not yet paid its total obligation of Gold $25,000 toward the library. (May I ask the reason for this?)

3. That it has met in full the cost of one of the two science buildings and equipment, namely Gold $95,000

4. That the Yenching College Committee accept responsibility for that share of the Laura Spelman Rockefeller fund which was given as one-half of the amount alloted in the women's share in the Wheeler Memorial Chapel. (I did not realize that this sum was as high as Gold $18,750).

5. According to my regollection, the Women's College Committee agreed to buy one-third of the college campus, expecting one-third of the ultimate number of student body. The University authorities have purchased quite large pieces of land for residence compounds, men's athletic field, etc. I have been trying very hard to get a complete list of these extra pieces of land, plus a statement of their location and ultimate use. It has to go through several hands, but when I finally get a statement, I will be glad to send one for your files. My recollection also is that some small pieces of property adjoining our Women's College part of the campus, Mr. Gibb paid for and charged to the Women's College fund. He is not here, but I hope to be able to find this out from the record on the books. I think that the Women's College has paid more already than the Gold $15,000 that Dr. North knew about.

6. We are attempting to find out how much money given for improving the entire university campus has been allocated to the Women's College campus. Our Women's College Executive have felt that it would be very much better for them to allocate a certain proportion of these funds for the use of the Men's College and a certain proportion for the use of the Women's College. This could be done after certain proportion had been put aside for those parts of the campus used in common by both. Adequate consideration of plans for landscaping and for carrying out these plans cannot be handled by too large committees, and since sub-division must be made in the interests of beauty and practical carrying out of plans, such a division of funds would be most valuable. We may have to wait until Dr. Stuart gets here to come to a thorough understanding on this.

7. We are gratified to find that Dr. Stuart and Dr. Lew and Dr. North apparently assented to the fact that the infirmary, made possible by the gift of Gold $25,000, should provide for both men and women students. A good many considerations have come up of late which make us think that it would be more desirable in the end for the Women's College to have a small infirmary of its own. Dr. Brown is finding the handling of men visitors a difficult problem, even with our infirmary which is quite separate, and if it were in the same building with the men, there would probably be a good many more problems. Dr. Learmonth is very eager to have the whole

infirmary for the men students and faculty. He thinks it would be much too crowded to have it for both men and women. About this I will write later, but I would be glad if you could be thinking about this. The question would be whether by relinquishing our share in the infirmary, the Men's College would be willing to give us a sum of money which could be used toward our own infirmary. Dr. Brown and Dr. Learmonth are both in favor of this.

Action Y 369, relative to a clear and definite statement of the financial relation of the Women's College and the rest of the University, is a step in the right direction. I am very sorry that it was only just before Dr.Stuart had to leave that it was possible for this official action to be taken. I do not know how many more months will be necessary to make a statement which will be acceptable as a working basis for a certain term of years to the bodies controlling the finances of the two colleges. We had hoped to make definite recommendations to the bodies here on the field relative to the share in the instructional cost to be borne by both colleges. The Women's College staff asked the University Commission on Studies to give us an opinion from the point of view of educational values and procedure, and the basis of such a proportion. They handed on to us a motion like the following:

> In view of the benefits which the University and the Women's College mutually contribute to and enjoy from each other;
>
> And with the understanding that the Women's College shall contribute annually to the university treasury a definite proportion of the total cost of university administration and of the cost of operating the power plant (these amounts to be mutually agreed upon for a term of years);
>
> And with the further understanding that the Women's College shall maintain the present numbers of its staff until there is a notable increase in the number of women students, and thereafter increase its staff so as to maintain approximately the proportion of 1:10 to the number of women students;
>
> RESOLVED: That the Commission on Studies recommends that no attempt be made to estimate proportionate costs of instruction but that all charges in respect to instruction be mutually waived.

We knew at the time that the Yenching College Committee would be discussion the matter with Dr. Stuart,and have held it up, waiting such definite word from you. It now looks as if it would be held up for some time longer.

I will not write further with regard to these official matters, but may I make the correction, that if it is necessary to write to me this summer, please address me care of the American Express Company, 6 Lowenstrasse, Lucerne, Switzerland, instead of the other address I gave you. Rosamond and I are still hoping to be able to go on June 19th via Siberia, but we may have to go across the Pacific after all.

Sincerely yours,

Alice B. Rawne

June 6, 1928

Mrs. Alice Browne Frame
C/o Dora Demiérre
1 rue des Communaux
Vevey, Switzerland

Dear Mrs. Frame:

I think of as I begin this letter not in quiet Switzerland but in the midst of exciting and strenuous days in Peking. There is not time to get another letter to you there if you really get off on June 18 or 19, and I am sure that you will not even have time to read letters received during these last busy days.

Your letter of May 1 reached the office a few days ago and about the same time came a good letter from Grace Boynton. Yesterday we received a cable message which we translated to read: "Write fully. Await letter before acting. Do not approve of the proposal." We understand this message to refer to the proposed changes in administration of the Woman's College, that is questions relating to the conditions laid down by Mr. and Mrs. Boyd in their offer of $90,000 for the gymnasium. As you know, plans had been partially made for a meeting of the Yenching Committee sometime in June. In the light of this cablegram that meeting will doubtless be postponed. I am very glad that you are writing fully and hope that Miss Stahl and others who will be on the field will also write. We assuredly need the fullest possible understanding of the feeling of the faculty and the Administrative Committee as we at this end attempt to reach any decision relating to Yenching affairs.

I am surprised that Mrs. Lyman had not told you definitely that Miss Brayton cannot be considered for Yenching. I do not know the story in detail but Mrs. Avann told me some time ago that all thought of that should be given up.

As you doubtless know before this your letter to Miss Graves suggesting that she postpone her furlough for a year and come to Yenching for that period in case we have not a new music teacher to send reached here after she had arrived in America. We are not unwilling to think of Miss Graves as a possibility for service in Yenching later if that should seem wise, though it does seem a great pity for her not to be used in Japan as she has spent so much time on the study of the Japanese language.

I cannot yet speak with certainty but we are very hopeful that we have found an exceedingly fine music teacher for Yenching. She is a friend of Miss Smiley who is now, as you know, acting as Woman Candidate Secretary of the American Board, and Miss Kendrick is greatly please with her. I think we shall be able within a few days to send a cable to the field in accordance with your request. At present the most we could say would be "Possibility." Perhaps within a few days we can say "Coming."

I am taking up with Jean Dickinson the question about the $3,000 or $5,000 gold which you think she secured in 1925 for a primary practice school.

I will not write further of College affairs and feel that I should apologize for having written so much as we do want you to drop all the responsibility for Yenching on leaving Peking. It seems only right, however, for me to reply briefly to the points in your letter of May 1st.

I do so hope that the weeks in Switzerland will prove to be both delightful and restful. What is your plan for the days immediatly following your arrival in America? I think Miss Woolley wrote me that you would not need to be in South Hadley before the middle of September. Will you not have a few days in Boston, and may not the Missionary Home at Auburndale be the most suitable place to leave your bag during those few days? It would be worth a great deal to us to see and talk things over with you when you first arrive and I know how your father is counting on a visit with you. He could probably go to you but we would surely like to have you here for a little while.

With much love and the best of good wishes for your journey and your vacation.

Sincerely yours,

(Mrs. Lucius O. Lee)

L:S

July 5, 1928

Mrs. Alice Browne Frame
C/o The American Express Co.
6 Lowenstrasse
Lucerne, Switzerland

Dear Mrs. Frame:

We were so glad to have the cable message a few days ago saying that you and Rosamond and Miss Sewall had started from Peking hoping to make the journey as planned through Siberia. It really seems little short of miraculous that the great political changes that have taken place recently in Peking and vicinity could be accomplished with so little bloodshed. It is certainly a cause for profound thanksgiving that it is so.

I went to New York on June 18 for a meeting of the committee representing the Trustees and the Yenching College Committee, and we discussed possible changes in method of financing and administering the Woman's College. Those present were Mr. Warner, Dr. Eric North, Mr. Garside, Mrs. Boyd and myself. Mr. Evans also came in soon after we had begun to talk. We of course recognize the desirability of waiting for definite action until we could receive the letters from the field which the earlier cablegram had promised. The discussion resulted in a more or less clear conviction that one of two methods must be followed in the administration of the Woman's College in its relationship to the University. The first would be the continuance of the present method of proportionate representation and proportionate charges with entirely separate treasuries. The second would be to have a common treasury and have the interests of the Woman's College put on an equal basis with those of other parts of the University. In that case the Woman's College would share in the income from undesignated endowment funds but would have no preferred claims. Its interests and needs would be considered equally with those of the other parts of the University and determined on their merits. The feeling of the sub-committee was strongly in favor of the second plan and I think the great majority of the Yenching College Committee would prefer this method also. The constant discussions as to what the proportionate she of expenses and other obligations of the Woman's College should be is felt to be irksome. Also there is a clear-cut and increasing conviction that it is practically impossible at the home end for the Woman's College to raise money as a separate institution. Those

who are interested in Yenching and interested in the University as a whole do not take kindly to having one appeal for the University budget and another for the Woman's College.

Two days ago we received another cablegram, which is evidently intended to cover the sentiment of the Woman's College faculty and presumably of the Administrative Committee there had been consultation with President Stuart. The cablegram reads:- "See no reason to alter policy. After consulting with President of the University think it would be very unwise to hurry. Can not too strongly urge on you the necessity of delaying action until you hear further. (Signed) Stahl."

As soon as I had had time to think a little I wrote to Mrs. Boyd as you will see by the enclosed copy. Whether the Boyds will be willing to keep their offer of the gymnasium open until September I am not sure, but I very much hope they will. I hope you do not think we are unduly prejudiced in our thinking by this offer of the money for the gymnasium. Should there really be an issue between an important principle and the receiving of this gift there is no doubt that the Yenching College Committee would feel it necessary to reject the gift for the sake of retaining the principle. It does not seem to me, however, that we need or should come to that issue. All the questions of possible change in administration which are now under discussion were mor or less actively before us before the offer of this gift was made. I very earnestly hope that it will seem right to Mr. and Mrs. Boyd to let the matter lie where it is until September and that we can arrange for a meeting of the Yenching College Committee as soon as is convenient after you reach America. A few days ago I sent to Mrs. Avann, Mrs. Williamson and Mrs. Roys copies of my letter to Mrs. Boyd asking them to supplement it by writing personally to Mrs. Boyd if they cared to do so, and also suggesting Thursday, September 6 as a possible date for the meeting of the Yenching Committee. Will you, as soon as you have had time to get rested and make plans, let me know whether that date will be convenient for you?

Your letter of May 21st has come since I wrote you last. Most of the points therein discussed have I think been sufficiently answered in letters sent you before this arrived.

I am particularly sorry for the mistake in the first copies of the minutes that went out by which the Woman's College is made responsible for one-third rather than one-fifth of the total administrative expenses.

You ask that a complete copy of the By-Laws of the Yenching College Committee be sent to the College. The only changes that have been made are those which I indicated. As there may be further changes in the not distant future, I think we will not now make the copy which you request but will leave that until we are surer that we have reached something fairly stable. The same reasoning applies to the letter-head.

You ask whether Mrs. Roys can still represent the Presbyterian Board. That Board has I believe made her one of its

corporate members and she is to continue on the Yenching College Committee in a representative capacity.

Miss Kendrick has, I am sure, kept you informed as to the problems relating to a music teacher. She certainly is making heroic efforts and we are still hopeful that someone will be ready to go by fall, though we have not yet anyone definitely in sight.

The various questions you raise as to specific funds may I think lie until you have reached America and we can talk. I am sorry to trouble you with Yenching matters while you are supposed to be resting, but the Committee really has no other means of understanding the mind of the faculty and the administrative committee fully. I do hope you are already beginning to rest.

With the very best of greetings to Miss Sewall if she is still with you and much love to you and Rosamond.

As always,

(Mrs. Luvius O. Lee)

L:S

MOUNT HOLYOKE COLLEGE

SOUTH HADLEY, MASSACHUSETTS

OFFICE OF THE DEAN

DIGEST AND QUOTATIONS FROM PERSONAL LETTERS TO MRS.FRAME FROM
Miss Wood and Miss Stahl,dated Aug.11,1928

1.Discussions with Dr.Stuart and each other had not changed the opinion of ~~every~~ any member of the Women's College faculty (save one),that the best contribution of the college can best be assured and made by preserving a certain measure of entity. Principles,not personal opinions,are at stake:these,keenly felt,must be defined more clearly, by each one & together.

2.Rather useless to try to maintain present position by safeguards:present conditions too vague and liable of varied interpretations,as well as unsatisfactory, Conditions change rapidly,vitiating present safeguards.

3.Advisable for the whole university to consider together harmonious cooperation between men and women on the staff,discovering a working relationship. (Perhaps a statement of such principles and methods might be made at the presessional conference held just before the university opened.) The women's college faculty heartily and unanimously eager to find a way to cooperate more satisfactorily than in the past.

"Necessary to define our vision of an entity, separately working, but in cooperation with another separate entity (men's college?) for the mutual good of the whole;this vision needs to be defined in terms of actual arrangements simultaneously on the field and at home;viz.,the sharing fully with the members of the men's college the fundamental principles involved in the whole question of merging,to the end that those principles shall be incorporated in the daily life and work of the university, with the men's cooperation, and not in spite of their antagonism. Simultaneously, these principles shall be safeguarded in the constitution in operation at home and in China;that until the "majority" has fully appreciated and can be trusted always to keep in mind the principles involved in the treatment of the "minority",these principles shall be safeguarded by laws. These safeguards shall be observed in the spirit of sympathetic cooperation both in America and China."-------

Miss Wood.

4.Dr.Stuart is at last realizing more clearly that the desire of the women's college faculty to consider all the implications of this momentous step is caused by

a.A feeling that vital principles are at stake,and also

b.a sincere desire to cooperate in what is best for the university as a whole, and to work with the men in finding the best way of cooperation.

Nevertheless,he gives the impression of being determined to carry his own point of complete unification and merging,hoping to overcome all oppostiion in the end,even if it takes a long time.

5."There are no unsurmountable difficulties in facing the problem here in the university at present,for 2 reasons, (1)we are running according to the new constituion passed here in the spring,and that provides all the ~~necessary~~ safeguards necessary for daily administration here. (2)because these principles are essentially right,God will open up capacities of vision in all members of the university,men as well as women;we have but to have a conviction and to share in loving cooperation. But there will doubtless be difficulties at home in facing this problem. Some new kind of adjustment has got to be made,a reaffirming of the old constitution or making a new one,with a view to preserving the separate entity of the women's college

while at the same time cooperating more closely with the men's college."

--- Miss Wood

6."The key lies with the Yenching Colleg Com. If it desires the complete merging, for financial or other reasons, of course we must acquiesce., and to plan accordingly. If it wishes to make changes in its present by-laws and organization, (to bring about closer cooperation with the university) much is involved. It would need much thought and work by some one closely in touch with our field experience and problems. You (A.B.F.) are loaded up with a big job.-------Margaret Speer sees most clearly, thinks straight, and would be a great help to any reorganization, if contemplated.----Ought she to go home to do this?--The Y.C.C. are tremendously busy people.--It would save their time."----

--- Miss Wood.

7."How can the field faculty cooperate better in these crucial times with the Y.C.C.?"
"Ignorant of the attitude on these points except as represented by Dr. Stuart." Miss Stahl.

(This difficulty was overcome by letters sent at once after Sept. 6, assuring them of the devoted interest and enthusiasm of the Y.C.C., and willingness to stand by through thick and thin. This will prove most heartening to them. A.B.F.)

MOUNT HOLYOKE COLLEGE
SOUTH HADLEY, MASSACHUSETTS

OFFICE OF THE DEAN

November 2, 1928

RECEIVED
FOREIGN DEPARTMENT
NOV 5 1928
Ans. Nov 5

Mrs. L. O. Lee
14 Beacon Street
Boston, Massachusetts

My dear Mrs. Lee:

I hope you had a rewarding trip to Chicago and Milwaukee. I can imagine how busy you are picking up the threads again after being away.

President Woolley thought it would be wise for me to go to the China Universities' dinner in New York, so I did go down, and it proved a very delightful occasion. I saw a good many of my own and Yenching friends, and sat at a table with Anson Phelps Stokes on my right, and Dwight O. Day on my left. Unfortunately Dr. Speer, who was presiding, called on me for an impromptu speech, which was a little awkward, but, in any case, Yenching was represented.

I read through Miss Stahl's letter with great care, and I am very glad to see that ~~they~~ we are all apparently working together, though the details, both financial and administrative, will need to be settled with considerable care.

I agree with you in having some anxiety as to the best way to present (1) the possible bylaws and amendments embodying our closer co-operation, and (2) our recommendations as to the arrangements for the final payments on the H. S. L. W. plant and land. These are capital payments, and any final settlement ought to be approved by the trustees.

It seems to me that there ought to be a preliminary and authoritative meeting, either of the Executive Committee of the Y. C. C., or of a special committee with power, including at least you, Mrs. Williamson, Dr. North, and Mr. Garside. It would appear that this small group, with perhaps two or three others, ought to consider the matter, even before a full session of the Y. C. C., or, in any case, before any meeting of the trustees. I do not recall the reasons why Saturday seemed the best day for the Y. C. C. If the special financial committee suggested above could meet on Thursday evening, or very early Friday morning, then there might be something to present to the trustees, and, if it needed the authorization of the Y. C. C., they might have a session from eleven to twelve, Friday morning. Other matters could be taken up on Saturday morning in a more leisurely session. In fact, if the trustees do not approve of the recommendations of the small committee, it might be necessary for the Y. C. C. to meet on Saturday in any case, to reconsider or to take up new recommendations made by the trustees. I do not know how full the agenda is, aside from these reconsiderations of recommendations, and these two financial problems. It certainly looks as if there ought to be a session after the meeting of the trustees, and also before, unless a committee with power could meet before, and present matters to the trustees.

Mrs. L. O. Lee 11/2/28

There are one or two matters I would like to speak of. Can it not be made quite clear to Mr. Garside and the Finance Committee of the trustees that Mr. Bowman has never been empowered to make payments on any demand from the university authorities, either here or on the field? They seem to feel that it is a personal unwillingness to honor their drafts, but they should understand that he has not the authority to do so. I have had to tell this to the Acting Treasurer, Mr. Wiant, many times, but it does not seem to have reached the financial authorities in New York. Could you tell Mr. Garside that Mrs. Williamson, as Chairman of the Finance Committee of the Y. C. C., is the only person who can authorize the drawing of large sums which have not been already voted by the Y. C. C.?

If the Y. C. C. Executive or Special Committee meets on Thursday, or Friday morning, it ought to have before it the following facts: any written statement of the trustees made in 1920-1921, when the affiliation between the two institutions took place, that the Women's College is responsible for one-third of the campus. I attended a meeting of the trustees in April, 1921, in which this was asserted ~~favorably~~, distinctly but I have never found a printed statement. It may exist in the documents of the trustees. On the field this was always interpreted to mean the academic campus, and not the large residence compounds, in which the Women's College has insisted on being responsible only for the building of its own houses and the purchase of its own share of the plots of land.* The "one-third" interpretation was adopted tentatively at the time, as the thought was that ultimately the number of women students would be approximately one-third of the total enrollment. This "one-third" could be interpreted (1) to mean one-third of the whole academic campus, exclusive of faculty residences, or (2) as the payment of the entire price of that southwest section of the campus, which is occupied by the Women's College dormitories, athletic field, etc. I tried very hard to get from the field an accurate account of all sums of money paid by Mr. Gibb for little plots of land bought after the first initial grant was secured. I do not know whether any such statement is on file with Dr. North or Mr. Bowman. You can see that these two interpretations of the one-third clause make a difference with the sum for which we are liable. It is a rather important detail to know how much money we have, if we are held responsible for the $10,000 and the $55,000 as mentioned in Miss Stahl's letter. However, the first matter is to decide what we can rightly be called on to be responsible for, and I suppose the securing of the funds is the next step.

I will be interested to learn what you think about the date of the meeting.

Sincerely yours,

Alice B. France

Acting Dean of Residence

ABF:DEH

* Because we house many of our faculty in dormitories & the Dean's Residence.

MOUNT HOLYOKE COLLEGE
SOUTH HADLEY, MASSACHUSETTS

OFFICE OF THE DEAN

November 12, 1928

RECEIVED
FOREIGN DEPARTMENT
NOV 13 1928
Ans.

Mrs. L. O. Lee
14 Beacon Street
Boston, Massachusetts

Dear Mrs. Lee:

I was quite overwhelmed yesterday to receive the bundle of material, which you sent by special delivery, and I have only had time to go through it rather cursorily. Certain points, however do occur to me, and, since you ask me to make any comments, I am going to be frank enough to do so..

Before starting on detailed comments, may I say that I have just received a copy of the letter which Mr. Bowman sent you? His main contention, that it would be a breech of good faith, is, of course, one of the reasons that has held very strongly with me the last few years, and has made me refuse ~~to~~ many of the concessions which Dr. Steward asked for. The whole question should perhaps be discussed as a fundamental one at our meeting, but I would say here that it seems to me we are safeguarding the interests of the Women's College by such adequate representation on all important committees that the spirit of the understanding is observed. The North China Union Women's Medical College counted as one of the seven colleges at the time of the campaign, even though it was more completely a constituent part of Shantung University than we contemplated. A second consideration is, that of the action of the Council on Higher Education in Women's Colleges, which is recommending a closer co-operation and amalgamation of institutions such as that group in East China, which are even more separated than are that Women's College and the rest of the University. Apparently the Boards of Trustees are going to approve this, which has a good deal of bearing on the question of the ethics of our closer co-operation. One strong argument Mr. Bowen adduces is the one marked three in his letter, but that will have to be taken care of.

Now as to the questions raised by reading the numerous documents. One big questions which seems to me has not yet been dealt with is the matter of the number of women on the Board of Trustees as finally constituted, and the method of their election. It seems to me a vital point that if we are to conserve the interests of the Women's College, there must be an adequate and able group of women always in attendance at the Board of Trustees meetings, and those eligible to those committees of finance, instruction, and budget, which was the crux of the matter. I do not think that the trustees will be willing to put on those rather small, important committees women who are not conversant with the whole problem as faced by the whole Board of Trustees. I am

inclined to think that the most workable plan would be something as indicated by the bylaws of the Board of Managers, which directs that at least one-fifth of the board will be women. Thus the constituent boards, which appoint representatives on the Board of Trustees, would have the privilege of appointing women as their representatives, as is actually the case in some instances now. It would seem to me that in the constitution of the Board of Trustees, Article 3, Section 1, there should be some special statement as to the number of women, and, it might be added, some adaptation of Article 5, Section 1b, which could cover the matter quite adequately. The qualifications given in Article 5, Section 1, could be condensed and brought into harmony with this of Article 3, Section 1, so as to include representatives of the W. F. M. S., Wellesley, or other colleges who make regular contributions to the Women's College. In the case of the Administrative Committee of the Board of Managers, these women members of the bigger board may co-opt three other members. It would be possible for the Y. C. C. to thus co-op a given number of women in addition to the regular members of the Board of Trustees. This change in the composition and method of election may not seem wise to you, and there may be some better way to insure an adequate number of women on the Board of Trustees who shall be eligible to the important committees I named.

I think you did wisely to make the change in the constitution, page 2, Article 4, so as to make it quite clear that we expect all funds for the Women's College to be designated and held separately.

I would suggest that on page 3, Article 5, Section 5, a phrase be inserted as I have written in in pencil. There may be a better form of expression of my idea that it is to be understood very clearly that the trustees must promote the interests of the Women's College as well as the Men's College.

Page 5, Article 8, Section 3, seems all right as far as it goes, but it is very general. I notice also that the corresponding Article 9 in the revised constitution of the Board of Managers does not include anything relative to the engaging or the supervision of the engaging of women staff members* on the field. Does this mean that the Administrative Committee has no power or interest in this important duty, and that it is left entirely to the general faculty executive of the university faculty? Parenthetically, I was rather interested that, according to the constitution of the trustees, Article 9, Section 2, the salaries are settled by the Board of Managers! I thought that these were settled at the home end in the case of foreigners?

*Especially Chinese

Mrs. L. O. Lee 11/12/28

In the draft of the bylaws of the Board of Trustees I would like to make one or two comments. Why is the Yenching College Committee not considered a standing committee? Its constitution is different from that of the other standing committees, yet it seems to me that it ought to be recognized somewhere as a permanent committee.

I agree with you that Article 3, Section 3, ought to indicate that there should be some women who are responsible for the seeking out and deciding on the women staff members who are sent from America. Either there should be a number of women on the Committee of Instruction, or the women candidates are to be sought out and approved by the Candidate Committee of the Yenching College Committee, subject possibly to the approval of the Committee on Instruction. It might be the best was to have all requests for men and women staff members sent from the field passed on by the Committee on Instruction, and then the task of securing women candidates passed over to our Candidate Committee. From practical experience on the field it is certainly true that men are not so canny in picking good women staff members as are the women! It seems to me that the matter of securing such members ought not to go very far without the judgment of a group of qualified women. What do you think is the best way of arranging for this?

The inclusion of women on the Committees of Finance and Budget seems to be safeguarded, though these facts are not suggested below in Sections 7 and 8, which should be harmonized with the additions Mr. Garside suggests in Section 3.

Under Sections 7 we the second addition suggested by Mr. Garside I wonder why he did not add some of the other constituent parts of the University, such as the School of Religion, etc.?

Under Section 9, I also doubt whether it is wise to include in this particular place the latter part of the suggested addition. Perhaps provision it should be in the University bylaws as well as that of the Yenching College Committee. It is important.

It would almost seem as if there should be one woman at least in New York on the Executive Committee. Mr. Garside can tell us how important that would be, when the Yenching College Committee still has so much power with reference to the Women's College. Still, it would keep us in touch with the many ad interim actions of this committee. Even the trustees meet only once a year, I understand. The Dean of the Women's College would not be in the States very often, and though she might be ex-officio a member, she would not be able to keep in touch with changes of policy or important current action.

Mrs. L. O. Lee 11/12/28

Since I hope to see you at breakfast on Friday morning, I will not say much further, but I have gone into this in detail because I suppose you and Mr. Garside will have a session on Thursday afternoon, and I wanted to make these suggestions for your consideration.

Rosamond, if she goes, will not stay in New York, but with my brother in North Plainfield.

Until Friday, then,

Affectionately yours,

Alice B. Frame

Acting Dean of Residence

Encs.
ABF:DEH