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Harvard-Yenching Institute
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FOR FOREIGN MISSIONS

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INSTITUTE

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BOSTON, MASSACHUSETTS

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PUBLISHING AND PURCHASING AGENT

July 1, 1926

Dr. Eric M. North
156 Fifth Avenue
New York City

TRANSFER

My dear Dr. North:

I have just read through with considerable care the correspondence that you sent me on the subject of the Harvard trust. This includes the letter of Dean Donham to you, Donham's letter to Johnson and Coolidge's letter to Donham.

I must confess that it does not strike me wholly favorably. After finishing it all it looks as if Harvard University regards itself as practically in control of a million dollar endowment for a School of Oriental Studies in Peking and other parts of the world. They are creating a trust in which Harvard men dominate and make provision that that trust may be continued for a period of five years which should be sufficient time to get the whole plan into working order under the direction of Harvard University. Points in it would indicate that they plan possibly to hold titles to properties acquired abroad, and at one point it is clear that they regard themselves as authorized to use the principal of the endowment fund which is quite contrary to my original understanding. I had supposed the million dollars to be given was to be a permanent endowment fund, but (e) under B authorizes the use of the principal.

I am not at all inclined to be suspicious -- I am not made up that way -- but it has seemed to me from the beginning as if the Harvard people have got an inside track on the Hall Trustees and are pressing to the utmost limit to dominate this Board of Trustees in the interests of Harvard University. I am writing for you only. I would not like to put myself on record as saying these things. But it is only the remote impression it has made upon me by most that I have seen and heard since the plan was first considered; in fact, way back in one of my earlier conferences with the two Trustees of the Hall Estate they asked what my opinion would be if they should endow Harvard University for this purpose, and I told them that in my judgment they could not

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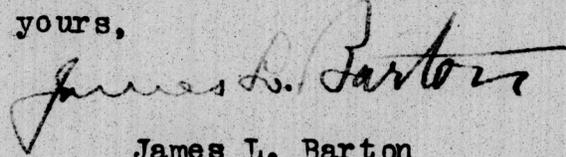
Dr. North--2

do this under the terms of the trust imposed on them by the Hall will, and they both agreed at that time that I was correct and I know that they knew I was correct even before I spoke.

X
I am, however, quite willing to leave the whole matter to you. I shall not be long involved in this anyway in the natural course of events. I know you will use your influence to safeguard the interests of Peking University, always bearing in mind that the condition of the Hall trust was that the money should be used for education, not in America or Cambridge, but in Central Asia, Turkey and the Balkans. I am confident that Peking University and all of those Asiatic institutions would be quite within their right if they should use funds secured from the Hall trust to prepare teachers and investigators in other countries than those named, but always with a view to their service in the countries named. I do not want to raise an issue that has been practically settled, but I think in dealing with the details of the Harvard trust we need to keep these facts very clearly in mind, that the funds are not diverted from the purpose for which Mr. Hall created his trust.

I remain,

Very sincerely yours,



James L. Barton

JLB/M

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INDEXED
HARVARD-YENCHING
Peking University

PEKING
July 6, 1926

Mr. James L. Barton,
14 Beacon St.,
Boston, Mass.

My dear Mr. Barton:

I have your letter of July 1st concerning the Harvard-Peking Trust. I do not feel the same disturbance about it which you do. The form of Trust is shaped so as to cover not simply the anticipated gift of the Hall Estate Trustees, but also the gifts given under other terms and from other sources for the work at Harvard University itself, so that the scope of the Trust which is to turn into the corporation is made wider than the terms of the Hall will. I have no doubt that after the Trust is established the Hall Estate Trustees will send a communication to the Trustees of the Trust defining the terms and range of application of their gift in particular. We already have on our side of the matter the fact that Mr. Davis and Mr. Johnson insist that no such proportion of the income of the endowment could go to Harvard as Harvard was contemplating, and that they would have to raise extra funds themselves, and I am quite sure that the Harvard men understand that extra funds must be raised by them for the purposes specifically at Harvard. I think that, when the Hall Estate Trustees convey the endowment to the new Trust, they themselves may not interpret definitely the extent to which income of the Trust may be used at Cambridge, but will expect the Trust to take the responsibility for acting in accordance with the terms of the will so far as this particular endowment is concerned, and this may eventually require a legal or even a judicial construction.

I note, as you have, the paragraph with reference to the use of the principal of the endowment funds, and I have had it in mind, after I heard from you and Mr. Barber, to say to Dean Donham that it seems to me that that section ought to have included in it some such phrase as "subject to the provisions of any donation to this trust", or some such phrase as will safeguard this point. I do not know how far the Hall Estate Trustees themselves will insist that the funds stand as endowment. I think it is their desire very definitely that it be so treated, but they might feel that they did not have the power under the will to insist upon that.

I am very grateful to you for your caution and attention to this matter.

Cordially yours,

Secretary
Peking University

EMN-H

0005

CHAMBERLIN, KAUFER, WILDS & JUBE
COUNSELLORS AT LAW
2 RECTOR STREET, NEW YORK

WARD B. CHAMBERLIN
LESTER S. KAUFER
PERCIVAL WILDS
ALBERT R. JUBE

TELEPHONE: 5070 WHITEHALL
CABLE ADDRESS:
CHAKAWILD, NEW YORK

HARVARD-YENCHING
INSTITUTE

July 13, 1926.

TRANSFER

George G. Barber, Esq.,
225 Madison Avenue,
New York, N.Y.

Dear Mr. Barber:

We have examined the enclosed Trust Agreement, drawn by Messrs. Ropes, Gray, Boyden & Perkins, of Boston, Massachusetts, designed to administer the funds contributed by the Hall Estate for administration by Harvard University and Pekin University.

We find the Trust Agreement in proper form as far as we are able to determine without a copy of the Will under which the Hall Estate is being administered.

We have, however, the following suggestions for the attention of the attorneys in charge of the matter:

1. Article 3. Last line, page 1. After the word "trustees", we suggest that the words "shall be filled" be inserted.
2. Article 3. Last paragraph. This paragraph provides that whenever a vacancy may occur, the remaining trustees shall administer the funds. It might be well to repeat here that vacancies which may occur by death, resignation or otherwise, shall be filled within a reasonable period, in the manner set forth in the preceding paragraphs of the instrument. While this is undoubtedly the intention, its present form without such additions, might permit the administration of the funds by very few trustees.
3. Article 9. Paragraph "B"; subdivision "e", which appears on page 4. We presume the will of Hall permits the expenditure of the principal of the trust fund, since this subdivision expressly authorizes it. It might be well to verify this power through Messrs. Ropes, Gray, Boyden & Perkins, who, undoubtedly, had the will before them.
4. Article 10. The sentence beginning "all contracts" and ending "shall refer to this instrument" might be rephrased so as to more clearly express the meaning. This is merely a suggestion.

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George G. Barber, Esq.,

(2)

7/15/26.

since reasonable clarity has been attained, but the latter part of the paragraph leaves one somewhat in doubt what *the* contracts shall contain as to the power of the trustees.

We return the Trust Agreement herewith.

TRANSFER

Very truly yours,

Chauncey Kaper Wilder Jube

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JOHN B. H. ...

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HARVARD-YENCHING
INSTITUTE

TRANSFER

July 13, 1928

Dean V.B. Donham,
Graduate School of Business Administration,
Harvard University,
Cambridge, Mass.

My dear Dean Donham:

I have delayed answering your letter of June 25th with the draft of the Harvard-Peking Institute Trust rather longer than I desired in order that I might have the judgment of one or two of the Trustees particularly interested in this matter, but as this has been delayed so long I will not hold up the matter further but send along those suggestions which I have in hand and will forward the others if and when they come. However, I do not think that we need wait for the latter.

I wish to say first of all that I am very much pleased with the whole layout of the form of Trust. It seems to me very comprehensive and very satisfactory, and the only points which I have to refer to are entirely minor.

On page 2 at the bottom, next to the last line, I presume the word "persons" should be singular: and in the last line, should not the sentence be - "The filling of vacancies in the Board of Trustees and removals therefrom shall be effected", etc.? As it reads, I should think the sentence referred solely to the matter of creating vacancies and not to the matter of filling them.

With reference to the three lettered paragraphs at the top of page 3, they seem to me to be entirely satisfactory, and I think the wording of the paragraph relating to Peking University is very good indeed. The point you made in your letter about the importance of casting no shadow upon the permanence of the Harvard relationship with a view to sustaining the interest of possible donors is quite sound, and on the other hand, the use of the phrase "political conditions in China" in the paragraph concerning Peking University puts any future change on the basis not of Yenching University affairs solely, but upon the basis of the national situation which is, I think, quite

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7-13-26

broadly and adequately covered by the phrase "political conditions". I am personally very much pleased with the way this has been worded.

On page 5, Article 9, section A, paragraph (a) would it not be better to use the phrase "research worker" instead of "research men" in order that there may be no question as to possible employment of women if that is desirable. In paragraph (d) the word is, I believe, "germane" and not "germaine". In paragraph (b) at the bottom of the page I have wondered whether it would not be better to strike out the phrase "as additions to this trust fund" with the idea that it might be assumed by future donors that that meant adding to the Hall Estate fund and not establishing a separate fund under the general terms of the present trust. Would this also be strengthened by adding at the end of the paragraph "in accordance with the terms of such additional gifts or trusts?"

On page 7, paragraph (i) I had a query as to whether the terms of some future trust might not limit the discretion of the Board with reference to matters treated in this paragraph, and whether it might not clear up a possible query in advance if there were added a phrase such as "all subject to the provisions of any donation for the purposes of this trust."

The two points I have just mentioned are, of course, legal points and I have no conclusive judgment on them, but offer them as ideas that occur to a layman.

On page 8 in Article 11 the name of the new corporation is specified as Harvard-Peking Institute. I am wondering if you felt that the longer name originally agreed to, viz: "The Harvard-Peking Institute for Chinese Studies" is inadvisable in order that the unlimited breadth of the trust may be assured, or whether this is simply an accidental abbreviation of the longer title. In either case, would it not be desirable to provide in this paragraph some freedom for the final determination of the name of the corporation in case it should be found to be actually desirable to do so? As it stands now, I take it that whatever name might be adopted under the provisions of Article 1 of the trust, the name of the corporation as defined in Article 11 could only be "Harvard-Peking Institute"; in other words, the provisions of Article 1 would not enable the Board of Trustees to change the form of the name of the corporation as stated in Article 11. Would it not therefore be desirable to have in Article 11 some phrase providing for that limited degree of freedom in the naming of the corporation that appears in Article 1 with reference to the naming of the trust?

I presume that it will be possible to modify Article 11 by the action provided for under Article 12, but I wonder whether Article 12 and Article 1 are not in conflict as to the proportion of the Trustees whose vote is required to amend the declaration of the trust. It would appear from Article 12 that a majority could amend the provision of Article 1 requiring a two-thirds vote to change the name.

I very much hope that this matter can be completed soon and that your group in Harvard will be ready to approve sending forward to Dr. Stuart

W.B. Donham-3

7-13-26

some such letter as I sent to Professor Wood enabling Dr. Stuart to perfect the arrangements for organization in Peking.

Cordially yours,

Secretary

EDN-H

SUGGESTIONS FROM MR. BARBER ON OUR HARVARD-PEKING TRUST
AGREEMENT TEXT

1. Article 3. Last line, page 1. After the word "trustees", we suggest that the words "shall be filled" be inserted.
2. Article 3. Last paragraph. This paragraph provides that whenever a vacancy may occur, the remaining trustees shall administer the funds. It might be well to repeat here that vacancies which may occur by death, resignation or otherwise, shall be filled within a reasonable period, in the manner set forth in the preceding paragraphs of the instrument. While this is undoubtedly the intention, its present form without such additions, might permit the administration of the funds by very few trustees.
3. Article 9. Paragraph "B": subdivision "e", which appears on page 4. We presume the will of Hall permits the expenditure of the principal of the trust fund, since this subdivision expressly authorizes it. It might be well to verify this power through Messrs. Ropes, Gray, Royden & Perkins, who, undoubtedly, had the will before them.
4. Article 10. The sentence beginning "all contracts" and ending "shall refer to this instrument" might be rephrased so as to more clearly express the meaning. This is merely a suggestion, since reasonable clarity has been attained, but the latter part of the paragraph leaves one somewhat in doubt what the contracts shall contain as to the power of the trustees.

July 13, 1926

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HARVARD UNIVERSITY
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
GEORGE F. BAKER FOUNDATION

Wm

OFFICE OF THE DEAN

HARVARD-YENCHING
INSTITUTE
CAMBRIDGE, MASSACHUSETTS

July 14, 1926

TRANSFER

Dr. Eric M. North, Secretary
Peking University - American Office
150 Fifth Avenue
New York City

Dear Dr. North:-

Thank you very much for your
letter of July 13 and for your suggestions in
regard to the draft of the Harvard-Peking
Institute Trust. The situation is now awaiting
the approval or comments of the counsel for the
Trustees and I have word from Mr. Johnson that
this may be expected in the immediate future.

Very truly yours,

W. B. Dornham
W. B. Dornham
Dean

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[Faint handwritten text]

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JOINT OFFICE

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PEKING

TRANSFER

LABYAN
INSTITUTE

Peking University

July 16, 1926

Dean W.B. Donham,
Graduate School of Business Administration,
Harvard University
Cambridge, Mass.

My dear Dean Donham:

Thank you for your letter of July 14th. I have a letter from Mr. Johnson of the same date, saying that their counsel is away for the rest of this month but he thinks that shortly after the first they "will be able to iron matters out and draw checks for you".

I have also had in mind your letter of June 25th referring to Dean Edsall's interest in the Institute and its relation to certain research in medicine. I am sure our own interests, together with those of Peking Union Medical College will be most favorable to cooperation in any plans that may be worked out.

Cordially yours,

Secretary
Peking University

MIN-H

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For letters enclosed see attached
James H. Woods - 6/1/26

WEEKEND

INDEXED

HARVARD-YENCHING
INSTITUTE

TRANSFER

Peking University

July 28, 1926

President J. Leighton Stuart,
Yenching University
Peking, China.

My dear Leighton:

As I wrote you in the early June, I have been trying to get the consent of the Harvard group to a provisional authorization to you with reference to the Institute's program. I have been unable to get this yet because, as I take it, they do not feel sure of the Hall Estate Trustees until actual income is in hand, and I do not see any hope of getting a definite authorization out of them, and therefore out of the prospective Trustees of the Institute, until the money is paid in, which, as present indications are, may be sometime in August, but after our many experiences in delays I do not think we ought to count on anything definite in the way of time until we see the actual checks.

Although this authorization has not been given, it seems to me now that it would be wise for me to put the matter before you in a personal way so that you may have an understanding of developments and of what is projected, and so that we may proceed the more rapidly when the actual funds are in hand. Therefore, what I am writing now, and what I am enclosing is simply for your own use in thinking the problem over, and I do not believe at the present stage of things it ought to go beyond your own consideration. To show the situation I enclose copies of my letter to Prof. Woods under date of June 7th and the draft of the letter to you which I hoped and tried to have them approve.

The first page and a half of my letter to Prof. Woods you may disregard as the points stated there have all been satisfactorily cleared. The actual text not only of the by-laws but of the trust itself has been drawn up and seems to me to be in excellent form. One or two changes have been suggested. Mr. Barber was kind enough to have his attorneys examine it and it is now awaiting the consideration of the attorney of the Hall Estate;

The more important item for your present consideration is that referred to toward the bottom of the second page of my letter to Woods and in the draft of my letter to you. Let me be quite frank with you in stating that the reason I have not sent these forward before is that I have genuinely feared that any word to you that Mr. Davis had said that they would draw checks for specific amounts would mean that you would, as I am afraid has been the case with the current budget of the University for 1925-6, proceed to be committed to expenditures, and in our present financial situation I am not interested in any more expenditures. For example, as a matter of fact we have authorized

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Dr. J. L. Stuart-2

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you to draw the \$6000. for the museum aid, and this you have drawn and we have paid for, but we at this end have had to borrow the money to meet your draft, because the Hall Estate payments were not in hand. I have thought it wise not to press them for this \$6000. with the other items involved.

Therefore I beg you to stand by me in sending you these letters before they are authorized by not going further into any expenditures which they may seem to you to justify.

The information about the amount for houses for the Institute staff will be good news to you, I am sure, especially the fact that this amount is not to be charged to the current budget either of ourselves or of the Institute.

I have had your letters indicating how you have laid out the program affecting our budget and indicating the amounts which Mr. Pettus feels he wants. These are informing but very tentative and do not contain adequate information under each item. You will realize that we have to educate the whole group of trustees as to who the people are that are appointed, why they are appointed, what their duties are, what contribution they are expected to make to the whole program of the Institute; and everything else that is necessary to fuller immersion in the atmosphere of the Institute program as it would appear on the ground in China. I do not believe that it is yet wise for you to take action in accordance with my draft of letter to you enclosed here. We must play fair with our Harvard friends by not handing them too many fixed arrangements before the Institute is really set up. I think, however, you personally can begin to study the suggestions made in the letter and could write me as to how your own mind moves upon them. It is very important for my cultivation of the entire group, and for the cultivation of further interest on the part of the Hall Estate Trustees that you give me all the data and local color practicable.

In this connection it seems to me that there are one or two things you can definitely do now.

First, send me a list of persons who are already upon your budget whom you propose to have financed by the Institute. In the case of each of these persons give us their scholastic history, the record of their professional attainments, any interesting personal information that may be available, and a statement as to the range of work they are to undertake in the University and the contribution which you feel they will make to the Institute. You have already indicated this briefly in the case of one man, and Will Hung sent us some Chinese books for the edification of Mr. Davis. This information can all be gotten in hand and sent to us while we are waiting for definiteness here.

In the second place, write me fully, and if you like, confidentially, as to what the \$6000. for the museum aid is really accomplishing, with enough local color to show the setting and to give interest to the contribution that has been made in this way, and to justify further con-

tributions in the future if this should seem desirable. One of the disadvantages of not providing full information on some of these items is indicated by the fact that nothing that I ever knew or heard from you or from anyone else, until your letter of July 3rd just at hand, provided me with the information that you and Mr. Davis had an understanding that the funds for this museum aid were to be over and above the Hall Estate gift to the Institute and to the University, and Mr. Davis in referring to the payment of the \$6000. to us to cover our advance of \$6000., referred to this payment as a charge against the appropriations to the Institute for the year. I have had absolutely no knowledge of this museum aid detail except what I have gained from Davis and Johnson to whom you have written direct. This is one of many illustrations that have been coming along lately of the importance of our having precise records of conversations held with important people on financial matters. This relates not simply to the Hall Estate but to conversations with other individuals by various members of our campaign group. I have not any doubt we have lost money by failure to observe this practise.

I have noted in Mr. Pettus's program that he proposes to cover some of the expenditures he has made between January and July 1926 from the income to the Institute. It is, of course, problematical as to whether the Trustees of the Institute will feel that appropriation should be made from income about to be received or from income that is already received and in hand. If they should decide that the income for the first half of the year, that is for the January to July period, was to be made available to cover appropriations only for the period after July 1st, a program for these back expenditures would be knocked out. I think, however, that if there have been expenditures for the prospective staff of the Institute incurred by you in getting hold of the people for this, especially if you have had to pay any salaries prior to July 1st, and if Mr. Pettus has had to also, these may be covered if the persons involved are approved as appointees by the Institute. I believe it would be very wise for you to send me at once a full statement of expenditures made for this purpose prior to July 1st which, I presume, are included in the deficit which your drawings have forced us to carry here for the fiscal year ended June 30, 1926.

Another thing that can be done is for you to make a definite statement as to how you propose to use the \$22,000. for houses. I have an idea that Mr. Pettus expects to have one house put up out of this fund, and we want to know just how many houses are erected with it and just what rights therefore in the occupancy of such houses the members of the Institute staff may have.

As it is possible that the Institute group, when the money is paid over, may approve some such statement as I have made in this draft of letter, it seems to me to be wise for us to have an understanding that if I cable you

"Letter July 28th Harvard-Peking approved"

you will understand that this means that the drafted letter enclosed herewith represents substantially the procedure which you are authorized by the cablegram to put into effect. This will save a month of delay if the

Dr. J. L. Stuart-4

7-28-26

final action of the Trustees of the Institute does not deviate too largely from what I have outlined here.

What a relief it will be when the wheels at last begin to turn even though they give us plenty of problems to deal with as they revolve.

Faithfully yours,

Secretary
Peking University

EMN-H

Enc. 2

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HARVARD-YENCHING
INSTITUTE.

ETAS

TRANSFER

August 5, 1926.

Dean Wallace B. Donham,
Graduate School of Business Administration,
Harvard University,
Cambridge, Mass.

My dear Dean Donham:

I am distressed to learn by a clipping in the paper this morning of Professor James H. Woods' tragic loss. What a hard and baffling experience he must have been having in the last few weeks.

As Professor Woods has undoubtedly been profoundly preoccupied, you will probably be taking care of some of the Harvard-Peking Institute items which were initiated with him when you were away. I am, therefore, sending you a copy of my letter to him of June 7th with the proposed letter to President Stuart, as he may not have put these documents in your hands. You will know the state of the developments well enough to decide whether you feel that anything ought to be done in line with the proposals that I have made therein.

The Harvard Club of Peking, through its President, Mr. F. S. Chien, has written to me concerning a suggestion of the Harvard Club of Peking as to the use of money by the Harvard-Peking Institute. He has sent a copy of his letter to President Lowell who will, no doubt, pass it on to you. If he does not, let me know, and I shall forward you a copy of it. I now enclose a copy of my reply to him. It seemed to me well that you should have this in hand, so that we will remember to bring it up in connection with the study of the plans of the Institute.

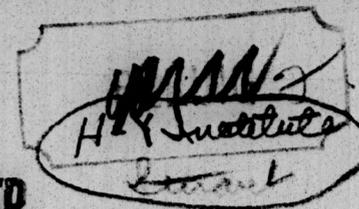
Cordially yours,

Secretary.

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學大京燕
YENCHING UNIVERSITY
PEKING, CHINA.



TRANSFER

OFFICE OF THE PRESIDENT

INDEXED

September 2, 1926.

TELEGRAPH ADDRESS:
"YENTA"

Doctor Eric M. North,
Peking University,
150 Fifth Avenue,
New York City.

HARVARD-YENCHING
INSTITUTE

Harvard-Peking Institute

My dear Eric:

I have your interesting and encouraging letter of July 28th, and shall send you this preliminary statement of plans, supplementing it later with further details.

As already written you I took it to be the definite intention of the Hall Estate Trustees that we should begin to budget for this feature from July first, and announce courses that would be in the direction of building up a student body from which advanced students of Chinese could be prepared for the graduate and research studies. This was assumed in all the conferences, and there seemed to be no objection to my recommendation that the interest for the first half year be put into residences and library, so that there would be less demand on the current budget for these permanent features.

It is very gratifying to know that developments to hand seem to confirm this expectation. Meanwhile with this in mind and with the messages from New York that dealt with this matter, we felt not only justified, but almost under obligation to attend to our part of the program. If we had not made engagements with teachers last spring, it would have been futile to start up anything in the way of classes until a year from this autumn. We kept these tentative, however, in most cases until the early summer, by which time the news seemed so reassuring and the issues so urgent, that we made these commitments and issued announcements. From our own University standpoint it also seemed advantageous in that we could charge to this fund all the expense of a Department, a very large proportion of which we should have had to care for out of our own budget in any case.

I am enclosing herewith a memorandum regarding the personnel of the Chinese side of the Institute work, which I hope will cover the first point under the things asked for from me. I shall also send you, either with this letter or as soon as possible afterwards, a memorandum of the Museum and the use that has been made of the \$6,000 given for that purpose.

In regard to the back interest, January 1 - June 30, we had not originally thought of using that to meet budget needs, and I have tried to make this quite clear to Pettus who is exceedingly

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eager to get all he can from this fund to reduce a rather serious deficit he is facing. It occurs to me, however, that it would be quite within the spirit of the program as discussed among us last autumn if we drew upon this source for the Chinese books paid for out of our own funds prior to June 30, 1926. You will recall that Mr. Krause met a deficit on the previous year for the time being out of library funds. I find that we have spent \$8,053.28 for Chinese books, which are now actually in the library. To these I should like to add as another item certain Buddhist classics, already contracted for at advantageous rates, amounting to about \$600. It would, therefore, seem quite feasible to reduce the deficit on the past year's budget by silver \$8,700 by this process. Pettus will, of course, press for any relief that can be given and a proportionate grant might be allowed him, although this had better not be proposed by you until something more formal comes from this end.

The special grant of gold \$22,000 for residences is indeed welcome news. I find myself "put to it" in attempting to make up a list of houses built or bought by the University for the accommodation of these special teachers. We have had a very difficult problem in making provision for our own staff and were long stopped from doing any more building. Meanwhile, by leasing a garden and renting houses in the villages around us, and more or less renovating and equipping all of these, together with such buildings as have come into our possession, we will be able to accommodate a great many more teachers than would have been possible if we had attempted to build a new house for each one. The teachers in the Chinese Department have, however, been among the last to be provided for, and most of them are being accommodated in the less expensive houses. Some of them prefer the old style Chinese houses.

What I should like to ask for as a temporary procedure would be the allowance of gold about \$15,000 toward our entire residence construction, in turn for which we would undertake to provide for these teachers and others who will be more or less called upon to work for the Institute either here or at the Y.S.C.S. This amount would have actually built only two foreign staff houses, whereas we are providing for a much larger number of families. If this seems unsatisfactory to you, be free to indicate this, and I shall try to make another presentation. *This leave about \$7,500 for Porter's house at the Y.S.C.S.*

I am enclosing herewith the details of the budget for the current year as we are actually operating. We have kept the figure named in our previous budget, but have increased the item of supplies and have added the one for publications out of what has been saved in the salary list. This would still seem to be considerably below that proportion of the annual interest which would naturally come to us; not only so but Doctor Fung really belongs on the Y.S.C.S. staff.

Our Deans' Committee has recommended as the tentative Administrative Committee the following:

Pettus, Stuart, W. W. [unclear], Wang Chung-hui, and [unclear] added by [unclear]

- | | |
|--------------------------|--------------------------|
| ✓ J. L. Stuart, Chairman | ✓ Wu Lei-chuan |
| W. B. Pettus | ✓ Hon. J. A. V. McMurray |
| ✓ (Hon. Wang Chung-hui) | ✓ Mrs. T. C. Chu |
| Mrs. E. S. Frame | Dean William Hung |
| D. W. Edwards |) added by the Y.S.C.S. |
| Dr. H. S. Houghton) | |

0022

9-2-26

On receipt of Pettus' approval, I have today written inviting them to do so.

Doctor Wang is one of the best known and most highly respected returned students in political life, having been Premier, Minister of Education, representative at the Washington Disarmament Conference, the Hague, Geneva, etc., Minister of Justice both in Doctor Sun Yat-sen's provisional government and in Peking. He is almost entirely responsible for the codification of Chinese law on a modern basis. It happens that this Committee is entirely made up of members of our present Board of Managers with the exception of Doctor Houghton who was formerly a member.

Very sincerely yours,

J. Houghton Stewart

JLS:B
Enclosures

*Edwards is the Senior Secy. of M.C.A.
Houghton, as you know, is Director P.M.C.
W. Murray is U.S. Minister*

0023

MEMORANDUM ON TEACHERS OF CHINESE SUBJECTS TO BE RECOMMENDED BY YENCHING UNIVERSITY TO SERVE IN THE HARVARD-PEKING INSTITUTE OF CHINESE STUDIES.

Session 1926-27.

HARVARD-YENCHING

INSTITUTE

TRANSFER

Wu Lei-chuan

吳雷川
副校長

Vice-President, Yenching University.

Mr. Wu is a member of the Han Lin Academy, the highest honor that could be won by a Chinese scholar under the system of literary examinations, which was the only road to official preferment under the imperial regime. He was formerly President of the first provincial college of Chekiang Province. Since the beginning of the Republic he has been in the service of the Ministry of Education, having been for the past two years Councilor, a position next in rank to the two Ministers. During the past spring he was offered the position of Vice-Minister, but declined preferring to become Vice-President of Yenching University, which position had been offered him a few weeks previous.

Mr. Wu is a very accomplished Chinese scholar, thoroughly trained in classical learning, and famous as well for his penmanship as for his style of composition; but he has kept up his reading, and despite his fifty-six years, is so youthful in outlook and so conversant with the new currents of thought and literary style, that he is greatly admired by scholars and students of all types. He has been asked to act as Head of the Department of Chinese and Chairman of the committee especially appointed to organize graduate studies in Chinese subjects. Both of these tasks have been entrusted to him especially with the thought of equipping the University to meet its new responsibilities in connection with the Harvard-Peking Institute.

Wang Tung-ling

王桐齡
歷史教授

Professor of Chinese History, Department of History.

Mr. Wang was a graduate under the old literary examination system. He has also received the degree of M. A. in History from the Imperial University, Tokyo, Japan. He served for a time as an officer in the Ministry of Education, and during the last fifteen years has been teaching History in the National Teachers' University, being for a part of the time Head of that Department and also Dean of the College.

Mr. Wang is a prolific writer on Chinese historical subjects. Among his best known books are, The History of Eastern Asia and Historical Studies in Chinese Political Cliques. At present he is working on a college text-book on the general history of China, in four volumes, of which three have already appeared.

Chou Tso-jen

周作人
國文教授

Associate Professor, Department of Chinese.

Mr. Chou has had both the old and the new type of training in Chinese scholarship. He studied several years in Japan, and in addition to speaking and reading Japanese, he is able to read in several European languages. He is considered by a large number of Chinese scholars the foremost prose writer in China today, and has from the beginning been a leader in the so-called Chinese Renaissance Movement or Literary Revolution.

Fung Yu-lan

馮友蘭
哲學副教授

Associate Professor, Department of Philosophy.

Doctor Fung is a graduate of the National University of Peking. He took his doctorate in Philosophy at Columbia University, and before coming to Yenching was Professor of Philosophy and Dean of the provincial university in his native province of Honan. Doctor Fung is especially interested in the study of Chinese social and intellectual ideals, and has written a great deal on the subject, most of his writings appearing, however, in current periodicals. He has published a book in English, A Comparative Study of Life and Ideals.

Shen Ssu-yuan

沈士遠
國文副教授

Associate Professor, Department of Chinese.

Mr. Shen is one of three well known brothers, all of whom have been professors in the National University of Peking, and experts in their various subjects. Each of these Shen brothers has in the past taught for us under a part-time arrangement, and we have now chosen Mr. Shen Ssu-yuan to be full-time teacher on our faculty because of the special ability he seems to possess for discovering and developing literary talent among his students.

Chen Yuan

陳垣
歷史副教授

Associate Professor, Department of History.

Mr. Chen, formerly Vice-Minister of Education, and for some years past ranking as a Professor in the National University of Peking where he frequently lectures, is one of the best informed scholars in Bibliography and the History of Religions in China. His original researches on the introduction of western religions into China during the Middle Ages and subsequently have attracted much attention from experts in this field.

L. T. Huang

黃禮中
國文副教授

Assistant Professor, Department of Chinese.

Doctor Huang has the rather unusual combination of being a graduate under the old Chinese literary examination system, and of having won a western Ph. D. He studied under Chang Tai-yen, one of the outstanding

masters of Chinese style. After studying in England, he majored in Philosophy at Toronto University, where he received his doctorate in June 1926.

Yung Keng

容庚
國文襄教

Assistant Professor, Department of Chinese.

Mr. Yung came to us from the Bureau of Sinological Research, National University of Peking. He was trained under the famous Chinese archaeological scholar, Mr. Lo Chun Yu. Mr. Yung's works on Bronze Inscriptions (five volumes) are considered an important contribution to archaeological philology.

Kiam Ma

馬鑑
國學襄教授

Assistant Professor, Department of Chinese.

Mr. Ma was formerly in charge of the Department of Chinese at the Peking Union Medical College. After teaching one year at Yenching he went to Teachers' College, Columbia University, on a P.U.M.C. scholarship, and has just received the degree of M. A. from that institution. He is especially interested in the educational aspects of the teaching of Chinese, his purpose being to equip himself further in the technique of teaching the Chinese language. His facility in English as well as in Chinese enables him to adapt western methods of linguistic instruction to Chinese education.

Liang Chi-chao

梁啟超
講師

Lecturer.

Mr. Liang has served several times as a Cabinet Member of the Republic. He is probably regarded today as the most famous writer in China, and is thoroughly well trained in the old scholarship while conversant with modern developments. Before the Republican regime, while a political exile from China, his writings were widely read and were among the main forces in bringing about the Revolution. It would take too much space to give the titles of all the books which Mr. Liang has written. His special interest lies in the History of Chinese Civilization. Mr. Liang is on the staff of Tsing Hua College (the American Indemnity College), the campus of which almost adjoins our own, and has agreed to give a series of lectures to our students during the coming session.

Margaret Hsieh

(Hsieh Wan-ying)

謝婉瑩
國文助教

Instructor, Department of Chinese.

Miss Hsieh is a graduate of our own Women's College, 1923, and has taken her Master's degree at Wellesley College. She is one of the most popular writers in the new literary movement, and her poems and short stories are cited as among the best models of the modern literary style.

Hsu Ti-shan

許
地
山
國
文
助
教

Instructor, Department of Chinese.

Mr. Hsu is a graduate of our own Men's College. For the past three years he has been studying in America and England, and is the first Chinese to have received the degree of B. Litt. from Oxford University. He has been spending the last summer in India, doing research in the origins of Buddhism, his special field being comparative religions. He is advocating the establishment of a new department in our University of Social Anthropology, especially as related to his favorite studies, and has secured from a Chinese friend a gift of several hundred volumes in English and other western languages on this subject. Mr. Hsu's writings on historical and religious subjects appear frequently in current periodicals, and he was recognized as a student of unusual promise even before he went abroad for further study.

Chang Hsing-liang

張
星
娘

This name has recently come to our attention through the enthusiastic recommendation of Mr. Chen Yuan mentioned above. It seems that Mr. Chang, after studying in Germany, where he also mastered French and English, and specialized in Chemistry, returned to China and has been teaching Chemistry. All the time, however, he made an avocation of tracing the early contacts between China and the West, which of course means chiefly the Mediterranean countries of Eastern Asia and Southern Europe. He has translated into Chinese numerous works from English, French and German, and has been comparing these with Chinese material. He seems to have unearthed a great deal of information hitherto not available, but which ought to prove of great interest to Western and Chinese scholars.

After carefully inquiring into the matter, we are very desirous of adding Mr. Chang to our faculty and arranging for the immediate publication of this material as reviewed and edited by Mr. Chen himself and the Committee which will direct the affairs of the Institute. Its publication in Chinese ought to attract immediate attention in this country, thus giving prestige to our new undertaking at the very outset. Such material as would be of value to Western readers could be prepared for publication in English without much delay, and ought to prove of no less interest to Western students of this subject.

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0028

Institute of Chinese Studies Budget

*up Stuart
9/2/26*
PERKINS

Salary

Wu Lei Chuan (1/2)	\$960.00
Wang Tung Ling (History)	3000.00
Yung Keng (Philosophy)	2400.00
Chen Yuan (1/2 Honorarium)	500.00
Liang Chi Chao (1/2 Honorarium)	1000.00
Chou Tso Jen (5/6)	2000.00
Y. L. Fung	3000.00
L. T. Huang	3000.00
K. Ma (1/3)	1000.00
Shen Shih Yuan (1/2)	1350.00
Hsu Ti Shan	1680.00
Margaret Hsieh	1200.00
Scholarships	<u>1000.00</u>

TRANSFER

Books

Expense & Supplies

Publications

Grand Total

\$22090.00

16000.00

500.00

3040.00

\$41630.00

RECEIVED
UNIVERSITIES
JOINT OFFICE

0030

MEMORANDUM

THE NATIONAL MUSEUM OF HISTORY IN PEKING

During the summer the staff in the Museum of History have been working at full speed in getting ready to have the Museum opened to the public in the fall. It was found impossible to renovate the buildings which are now more than 600 years old. No contractor would dare to undertake the job and estimates are in terms of hundreds of thousands of dollars; but some of the most necessary repairs have been made and the place is already largely rid of the atmosphere of deterioration. A large number of new display cases have been made and a staff of volunteer workers spent all summer in creating an artistic arrangement throughout the exhibit rooms.

Two new departments have been added during the summer. One of these is devoted to the making of historical maps. Many of these are now done. Some of them are relief maps. Another department is devoted to the making of models of ancient weapons, utensils, carriages, etc. These will be on display for the first time when the Museum is opened to the public. During the summer there have been also a number of new acquisitions, largely gifts from Government institutions and private sources.

The plan now is to have the Museum open to the public on the National Day, October 10th. At the same time will begin the Journal of the Museum and editors are already busily editing the articles.

The generous financial contribution which the Museum has received seemed to bring about a new life. Even the financially defunct Ministry of Education has now become interested in this object of its own creation. The Director of the Museum has just received \$1000. from the Ministry and this must be considered as altogether extraordinary for the Ministry of Education is literally bankrupt. The salaries of its officials are many months in arrears.

Further details of the Museum will be obtainable after the public opening, October 10th, when there will be many new photographs taken and new accounts given to the public.

September 29, 1926

EX-100
Extract from letter from D. S. Edsall.

Peking, China

W
TRANSFER

22 September 1926.

"Mr. Pettus took me out to Yenching yesterday and I had a long talk with him and President Stuart, and had also a talk with one or two other men who are familiar with the situation here, whose opinion I value. I would say in the first place that both Stuart and Pettus said that the reason that they had not made any direct communication with the Harvard group, or taken any further action, was that they have not been authorized from America financially, and in order that any activity may be pushed, it seems well, as promptly as possible, to get the money in hand and to inform the people here of that fact. That, I understood when I left you, could not be done until the trustees, or at least a responsible governing committee, were appointed and could receive the money. I think that is the first step in order to get things in motion. I told them both of the desire of the Harvard group to have a frank statement as promptly as possible as to the personnel, plans, policies, etc., that they have in mind here, and I think you will get that. I am sure that there is every evidence of entire good will and cooperation on their part and that nothing need be feared to the contrary.

"As to the personnel that might be available in Cambridge, everybody that I have spoken to here has told me that they believe that it would be very much better to consider seriously at least, and they believe to carry out, the idea of having not an American or European sinologue at the head of the work in Cambridge but to have one of the distinguished Chinese scholars actually in the position there. And they all consider that really deeper and more profound students of Chinese literature and culture can be found here in a few men, who have

0032

had Western training, than in any of the sinologues in Europe or America. I, of course, mention that without knowledge as to its correctness but with a considerable degree of emphasis because I have had it from quite diverse and unprejudiced sources and it has impressed me distinctly. Furthermore, it impresses me from the following standpoint, which all of them emphasize: There is a great deal of nationalist feeling here now, of course, and it is both very desirable to get this study of Chinese culture started here promptly in order to get the favorable reaction amongst the educated Chinese that that may be expected to produce, and, on the other hand, there would be likely to be a distinctly favorable reaction if a Chinese were to be in charge, temporarily at any rate, of the situation at Harvard, whereas it might be a distinctly unfavorable reaction if a foreigner were to be in charge of such a new and interesting venture and a Chinese were only an assistant. From the political standpoint, in the proper sense, that is very seriously to be considered, it seems to me. There is a way out of this now that occurs to me, and everyone that I have discussed it with thinks it would be desirable and feasible, namely, the particular man whom they all mention as probably the most desirable man of all, Hu Suh (or Suh Hu--President Stuart is not sure which way he writes it when in Western countries) is now either in England or on his way there and could be reached there through the Chinese Legation in London. He is on the committee to make arrangements concerning the employment of the British Boxer indemnity, and is likely to be in London until late in November. Everyone here considers him one of the finest scholars in China. He is a relatively young man, extremely influential amongst the scholars and amongst the moderately radical or highly progressive group. He is persona non grata consequently to the very conservative and to the very radical. There is a considerable probability,

I am told, that he will be therefore in retirement for a time. They all believe that he could give very wise advice, at any rate, and would be an extremely valuable man if he could be secured, even temporarily, to conduct the work. Therefore, it seems to me that since he will be in England, it might be desirable to get in contact with him there and arrange if possible to have him come back through America, and, at any rate, give advice and discuss matters with the group there: and to consider the possibility of holding him then or later for a year, at least, in charge. He is too superior a man to be retained in a subordinate position. Obviously, I am ignorant in this matter and am taking it second-hand, but I am impressed by all this as I get it. I consider it important to discuss it with Langdon Warner and with Roger Greene as a possibility both in a scholarly way and in a tactful political way of starting the institute in its early progress. They all thought that there were several other men who could be obtained who would be perfectly satisfactory if Hu Suh were not available and who would be very superior Chinese scholars. They thought Choo would be a good man but not of the same grade as Hu Suh, though a very fine fellow."

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MAY 15 1946
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HARVARD-YENCHING
INSTITUTE

WMM

INDEXED

TRANSFER

October 30, 1926

Dean W.P. Donham,
Graduate School of Business Administration,
Harvard University,
Cambridge, Mass.

My dear Dean Donham:

We received yesterday afternoon a check from the Charles M. Hall Educational Fund two items of which were the following:

- For the erection of buildings on the property of Peking University, said buildings to be devoted to the staff of the proposed Harvard-Peking Institute \$22,000.
- To be used by the local committee of the proposed Harvard-Peking Institute for the development of the art or archeological collection in Peking in which the Institute will be interested, or for personal services therefor 6,000.

The \$22,000. item is to be used for the provision of residences for such members of the staff as will be upon the budget of the Institute. My understanding with Mr. Davis, based on his telephone conversation with me last day, is that this \$22,000. is not to be deducted from the first year's income of the Institute.

The second item of \$6000. is really a refund to Peking University for \$6000. which I advanced to President Stuart, with the approval of the Trustees of the Hall fund, to enable Dr. Stuart to assist the Chinese who are trying to develop a national historical museum in Peking to protect and maintain their collections. I have word from Stuart that this money has been very useful and that a detailed description of how it has been used will be on the way shortly. In May Mr. Davis indicated that this \$6000. was a charge against the first year's income of the Institute. Whether he and Mr. Johnson finally decided to treat it as suggested or to make it

Dean W.B. Donham-2

an extra may perhaps be indicated by the amount which you have presumably received from them, representing the whole or the balance of the first year's income. Mr. Davis stated to me in May that the income for the Institute would be paid to you *pari passu* with the payment of the income of a similar amount for the general uses of Peking University, and the check from the Fund included the full income for this calendar year of \$60,000. If you have received \$60,000. it is evident that they have decided that the \$6000. will be an extra as it was Dr. Stuart's expectation that it would be. If you have received \$54,000. it is an indication that the last word I had from Mr. Davis in May holds and that this \$6000. is a part of the first year's income of the Institute. In the latter case, this amount and its use should, of course, be promptly reported to the Trustees of the Institute when they meet, and its use made a part of the records of the corporation. In any case, I presume that it will be desirable that both the \$6000. item and the \$22,000. item be reported to the Trustees of the Institute.

So far as I know, the status of the trust agreement is as it was when you wrote me your letter of July 28th. Have there been any changes since then?

I have some data from Dr. Stuart giving tentative recommendations as to the personnel of the local committee and an indication of the men whom he suggests for members of the staff, and some other matter. I think that most of it is in shape for some provisional action being taken by the Trustees, enabling matters to proceed, but I think that we shall wish to get the thing in first rate form and define our regular procedure as soon as we can.

In the development of what promises to be a very happy and fruitful program I want you to know how much we appreciate your share in the whole matter.

Cordially yours,

Secretary.

WBN-H

* Monday

Mr. Davis called me this morning and suggested some changes which Mr. Johnson will take up with you. *Very truly* EdM

0037

HARVARD UNIVERSITY
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
GEORGE F. BAKER FOUNDATION

WMMW

OFFICE OF THE DEAN

CAMBRIDGE, MASSACHUSETTS

November 2, 1926

TRANSFER

Dr. Eric M. North
Peking University-American Office
150 Fifth Avenue
New York City

Dear Dr. North:

I have just received a check to my personal order for \$60,000 for purposes of the Harvard-Peking Institute which answers part of your questions I assume to your entire satisfaction.

We are having a conference this afternoon about next steps and I think we should shortly have a meeting of the men who will be Trustees of the Institute. Before doing this it seemed to us wise to get the ideas of the men who form the Educational Committee in shape so that the Trustees could have something concrete to consider, and unless you object we shall go ahead on that basis.

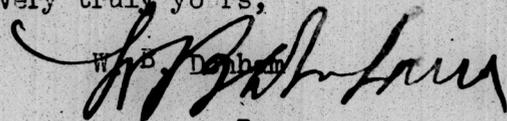
Incidentally, you will be interested to know that Dean Edsall of the Medical School is spending

0038

North-----2

a few months in China and we have already had
an interesting preliminary report from him.
I shall be glad to show it to you when I get
an opportunity.

Very truly yours,

A handwritten signature in cursive script, appearing to read "W. B. Dabbs".

Dean

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0040

HARVARD UNIVERSITY
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
GEORGE F. BAKER FOUNDATION

CAMBRIDGE, MASSACHUSETTS

OFFICE OF THE DEAN

TRANSFER

November 3, 1926

HARVARD
INSTITUTION

Dr. Eric M. North
Peking University-American Office
150 Fifth Avenue
New York City

Dear Dr. North:-

Won't you cable President Stuart that we have our money in hand and that we would like very much their ideas on organization? I have taken the responsibility, since the Trustees of the Hall Estate have put it on me, of sending a cable to Hu Suh and asking him if he can come here for a conference on the way home.

We are also informally organizing the Educational Committee in the University in an effort to focus thought on the subject. This is all with no intention of trying to anticipate the action of the Trustees but to make a program, which can be put up to the Trustees when they are appointed, somewhat more concrete than would otherwise be practicable. My understanding is that President Stuart is taking a similar attitude toward the problem in Peking.

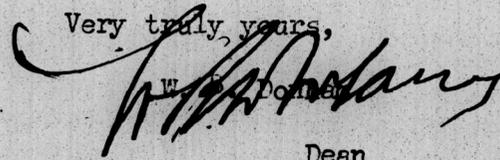
0041

North-----2

As soon as the University group here has its ideas a little more carefully thought out, we are planning to ask for a conference with the men who are expected to serve as Trustees. On the other hand, I have some doubts about the wisdom of such conference until we have received from President Stuart a memorandum which he is preparing at our request through Dean Edsall.

I enclose a significant extract from Dean Edsall's report which I mentioned to you yesterday in my letter.

Very truly yours,



Dean

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HARVARD-BUSINESS
INSTITUTE

TRANSFER

November 4, 1926

Dean W.B. Donham,
Graduate School of Business Administration,
Harvard University
Cambridge, Mass.

My dear Dean Donham:

You are quite right that your receipt of check for \$60,000. from the Hall Estate answers my questions with very real satisfaction

From what Mr. Davis discussed with me on Monday, it seems to me that we cannot proceed to the signing of the Trust Agreement and the setting up of the new organization until Mr. Johnson sees you and goes over the suggestions of Mr. Davis. As to his suggestions looking to a change in the name and to some change in the proportion of representation, I will leave it to Mr. Johnson to lay these before you definitely. Meanwhile, it seems to me that it is very important that, if the Advisory Committee is to consider any proposals, those proposals ought to be the result in the first instance of a conference of two or three of us as to the general procedure as a whole, and the tentative recommendations which I already have in hand from President Stuart. I do not see, at the present stage, very much that the Advisory Committee has to act upon other than these recommendations unless recommendations of this kind have come to you from China directly as I presume they have not. Are you likely to be in New York soon? If so, could we not arrange for a conference on this? If not, I would think it important that I come to Boston to see you. It might be that my coming to Boston could be made to coincide with a visit on the part of Mr. Johnson which might save time for us all in conferring on the problem.

I shall be very glad indeed to see the report of Dean Edsall. I have already from President Stuart word of his visit to them.

Cordially yours,

Secretary

EMN-H

0044

HARVARD-PEKING
INSTITUTE

WANG

TRANSFER

November 8, 1926

Prof. James H. Woods,
Emerson Hall,
Cambridge, Mass.

My dear Professor Woods:

I am most happy to accept your invitation to meet with others to discuss the organization of the Harvard-Peking Institute at one o'clock on Friday.

I have been in touch with Dr. Roger Greene and it is his feeling that, inasmuch as the Trustees of the Hall Estate have said nothing to him of any kind with reference to his relation to the Institute, it would hardly be appropriate for him to be present and that he is not yet clear as to whether, if they should name him, he would be able to accept. I shall, however, try to have some chat with him before I come up in which he may be able to make some suggestions that I can bring to the conference.

I am certain that you are making no mistake in an invitation to Dr. Hu Shih to lecture at Harvard for a half year or more. His place in the intellectual revolution in China is outstanding and, as a scholarly student of Chinese culture from the modern point of view, there would be few who could equal him in his chosen fields.

I shall be getting some material together from letters from Dr. Stuart and if possible will send these on to you and Dean Donham in advance so that you may have some of his suggestions in mind when we gather.

Cordially yours,

Secretary

BMH-H

0045

HARVARD-YENCHING
UNIVERSITY

mm

TRANSFER

November 1, 1936.

Dean Wallace W. Latham,
Graduate School of Business Administration,
Professor James W. Woods,
Emerson Hall,
Harvard University,
Cambridge, Mass.

My dear Dean Latham and Professor Woods:

I have not taken action yet upon the suggestion in Dean Latham's letter of November 3d as to calling President Stuart with reference to the ideas in China as to the organization of the Institute, partly because I felt that I already had from President Stuart something that would, for the time being, meet this need and perhaps should be dealt with before our taking up the matter more extensively with him. I have also delayed because of the expectation of the conference which is now called for Friday.

In going over the matter with his counsellors in Peking, and in accordance with a suggestion from me that he send us nominations for a tentative administrative committee, President Stuart has sent me the following recommendations which have been made by the committee of the Deans of the University:

Chairman: J. Leighton Stuart.

Hu Tai Chuan, vice-resident of the University;
for fuller information about him, see a memorandum enclosed in this letter.

Dr. W. S. Yen, sometime Premier of China.

The Honorable J. S. S. Murray, American
Minister to China.

Mrs. T. C. Chu, a member of the Board of Managers.

Dr. R. S. Houghton, Director of the Peking Union
Medical College.

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Dean Wallace B. Donham,
Professor James B. Woods

November 10, 1926.

Mr. D. W. Edwards, Senior Secretary of the Y. M. C. A.
in Peking.

Mrs. Murray . Crane, Dean of the Women's College of
Yenching University.

Mr. J. B. Pettus, Director of the Yenching School of
Chinese Studies (Language School).

William Fung, Dean of the College of Arts and Science
of Yenching University.

With the exception of Dr. Houghton, these are all members of the Board of Managers
of the University. Dr. Houghton was formerly a member.

Dr. Wang Chung Kai, formerly Premier, Minister of Education and Minister
of Justice in various Cabinets, almost entirely responsible for the modern codifica-
tion of Chinese law, was originally named in Dr. Yen's place. I presume the change
has been made because of recent responsibilities which I see by the press have been
put just now upon the Honorable Wang.

If this group is acceptable to the Trustees of the Institute, it is the
group with which we would at once begin to take up matters of policy and procedure.
If the complexion of the group seems to consist too heavily at present of University
representatives, as time goes on, it may be modified, but at this stage, when the
problems of organization are foremost, it would seem to be a very satisfactory group.
I am sure the whole group would represent a thoroughly broad-minded approach to the
interests of the Institute.

I have at present comparatively little from Dr. Stuart as to the general
problems of policy and procedure. No doubt he has been awaiting the word that we
are prepared to take up the issue of it actively.

It is clear, however, that he has felt that our general policy was definite
to the extent of our planning at first to add to the staff of the University men
whose standing and promise in the field of Chinese studies would make them acceptable
under any policy and whose work in the direction of research students, both Chinese
and foreign, would be of unquestioned value. You will recollect extracts from Dr.
Stuart's letters which I sent you last spring in which he indicated, as he has in
other letters also, the importance of securing such men as these while they were
open to negotiation in the present chaos in Chinese education.

In selecting these men, Dr. Stuart has been able to secure several scholars
who would rank either first or among the foremost in their chosen fields, together
with a few younger scholars, some of them western trained, who are of considerable
promise. It is recognized that to a certain degree the attention of some of these
men must for the present be focused upon the better development of the teaching of
Chinese subjects in the undergraduate departments. This is because the development
of native research scholars for the future must come in part at least from the
stimulation of present generations of undergraduates. As time goes on and the demand
created by a larger body of students qualified for graduate work arises, these men
will do less and less undergraduate work and their present schedules will give them
opportunities to carry on personal studies that will prepare them more effectively
to serve both in the present and in the future. Dr. Stuart has written that it was
necessary to come to agreements, late last spring, with some of the men whom he had
in mind, in order to be sure of securing them. The costs involved were astonishing-

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HARVARD UNIVERSITY

DEPARTMENT OF PHILOSOPHY
AND PSYCHOLOGY

mmw

HARVARD-YENCHING
INSTITUTE

Emerson Hall
Cambridge, Massachusetts

November 5, 1926

TRANSFER

Dear Dr. North:-

At Dean Donham's suggestion, I am writing to ask whether you could come on next Friday to meet with Dr. Barton and the rest of us to discuss the new organization at the Dean's house, 183 Brattle Street, at one o'clock for luncheon. I am writing Dr. Barton. I shall be obliged to you if you could ask Roger Greene to join us if he has returned to this country.

In accordance with Dr. Stuart's and Dean Edsall's suggestion, I have sent a cablegram and a letter to Su Hu suggesting that we might arrange a lectureship for him here for the second half year.

I shall be delighted when we can all meet again.

Sincerely yours,

James H. Woods

Dr. Eric N. North
150 Fifth Ave.
New York, N. Y.

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HARVARD UNIVERSITY
DEPARTMENT OF PHILOSOPHY
AND PSYCHOLOGY

mmw

HARVARD-YENCHING

Emerson Hall
Cambridge, Massachusetts

INSTITUTE

November 5, 1926

TRANSFER

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Sincerely yours,

James H. Woods

Dr. Eric N. North
150 Fifth Ave.
New York, N. Y.

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HARVARD-YENCHING
INSTITUTE

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INDEXED

TRANSFER

November 1, 1929.

Dean Wallace E. Donham,
Graduate School of Business Administration,
Professor James H. Woods,
Emerson Hall,
Harvard University,
Cambridge, Mass.

My dear Dean Donham and Professor Woods:

I have not taken action yet upon the suggestion in Dean Donham's letter of November 3d as to cabling President Stuart with reference to the ideas in China as to the organization of the Institute, partly because I felt that I already had from President Stuart something that would, for the time being, meet this need and perhaps should be dealt with before our taking up the matter more extensively with him. I have also delayed because of the expectation of the conference which is now called for Friday.

In going over the matter with his counsellors in Peking, and in accordance with a suggestion from me that he send us nominations for a tentative administrative committee, President Stuart has sent me the following recommendations which have been made by the committee of the Deans of the University:

Chairmen: J. Leighton Stuart.

Hu Lei Chuen, Vice-resident of the University;
for fuller information about him, see a memorandum enclosed in this letter.

Dr. W. W. Yen, sometime Premier of China.

The Honorable J. V. Macquarrie, American
Minister to China.

Mrs. T. C. Chu, a member of the Board of Managers.

Dr. H. S. Houghton, Director of the Peking Union
Medical College.

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Dean Wallace B. Douham,
Professor James B. Woods

November 10, 1926.

Dr. D. W. Edwards, Senior Secretary of the Y. M. C. A.
in Peking.

Mrs. Murray L. Frame, Dean of the Woman's College of
Yenching University.

Mr. S. S. Lettus, Director of the Yenching School of
Chinese Studies (Language School).

William Hung, Dean of the College of Arts and Science
of Yenching University.

With the exception of Dr. Houghton, these are all members of the Board of Managers
of the University. Dr. Houghton was formerly a member.

Dr. Wang Chung Hui, formerly Premier, Minister of Education and Minister
of Justice in various Cabinets, almost entirely responsible for the modern codifica-
tion of Chinese law, was originally named in Dr. Yen's place. I presume the change
has been made because of recent responsibilities which I see by the press have been
put just now upon the Honorable Wang.

If this group is acceptable to the Trustees of the Institute, it is the
group with which we would at once begin to take up matters of policy and procedure.
If the complexion of the group seems to consist too heavily at present of University
representatives, as time goes on, it may be modified, but at this stage, when the
problems of organization are foremost, it would seem to be a very satisfactory group.
I am sure the whole group would represent a thoroughly broad-minded approach to the
interests of the Institute.

I have at present comparatively little from Dr. Stuart as to the general
problems of policy and procedure. No doubt he has been awaiting the word that we
are prepared to take up the phase of it actively.

It is clear, however, that he has felt that our general policy was definite
to the extent of our planning at first to add to the staff of the University men
whose standing and promise in the field of Chinese studies would make them acceptable
under any policy and whose work in the direction of research students, both Chinese
and foreign, would be of unquestioned value. You will recollect extracts from Dr.
Stuart's letters which I sent you last spring in which he indicated, as he has in
other letters also, the importance of securing such men as these while they were
open to negotiation in the present chaos in Chinese education.

In selecting these men, Dr. Stuart has been able to secure several scholars
who would rank either first or among the foremost in their chosen fields, together
with a few younger scholars, some of them western trained, who are of considerable
promise. It is recognized that to a certain degree the attention of some of these
men must for the present be focused upon the better development of the teaching of
Chinese subjects in the undergraduate departments. This is because the development
of native research scholars for the future must come in part at least from the
stimulation of present generations of undergraduates. As time goes on and the demand
ejected by a larger body of students qualified for graduate work arises, these men
will do less and less undergraduate work and their present schedules will give them
opportunities to carry on personal studies that will prepare them more effectively
to serve both in the present and in the future. Dr. Stuart has written that it was
necessary to come to agreements, late last spring, with some of the men whom he had
in mind, in order to be sure of securing them. The costs involved were astonishing-

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Dean Wallace B. Donham,
Professor James H. Woods

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November 10, 1926.

ly slight, considering the quality of the group which he has secured.

The quality of the men whom Dr. Stuart has secured, together with one or two whom he would like to secure, if the budget justifies it, is indicated by the memorandum which I enclose. I really think that this is an exceptional body of scholars.

I may, in another letter, jot down a series of notes on problems which it seems to me we should deal with very soon for the effective establishment of the Institute. I recognize that perhaps a number of these should be settled before we deal at all with the matter of budget, yet because of the fact that Dr. Stuart has already secured this personnel, it would seem to me to be desirable to take some measures at least to enable him to meet the financial requirements of this group and one or two others, and for library books, without waiting for the settlement of all the preliminary questions. In fact, we might be able the better to understand what some of these questions are, if we begin to face them actively in dealing with the provisional budget for this period.

In order that the suggestions from Dr. Stuart on this matter may be seen in the light of the whole income for the Institute, it is worth while noting that we do not now have to take from the \$30,000. that represents the income for the period January first to June thirtieth, 1926, either the \$5,000. advanced for the museum aid by the Trustees of the Hall Estate or the \$22,000. which it was presumed we would have to take out for residences, so that in a sense this \$30,000. is free and clear. I presume also that it is the plan of the Trustees of the Hall Estate that the principal of the endowment shall be paid over to us soon enough to enable us to approximate the full earning on the endowment for the period of January first to June thirtieth, 1927. It may be that we shall not be able to secure so favorable a rate of earning as 5%; assuming for the moment that we do as well as 5.2%, there would come to us in this latter period, approximately \$25,000. This we would have as income applicable to budget for the academic year July first, 1926, to June thirtieth, 1927, approximately \$50,000. Dr. Stuart has urged the importance of using not a little money at the present time for the building up of collections of books. There are a number of important series of Chinese books which can be purchased advantageously at the present time, as the prices are beginning to rise because of their rarity and increased demand for them. For the purchase of books up to June thirtieth, 1927, Dr. Stuart and Mr. Pettus suggest the sum of Mex. \$35,000. which would call for from \$15,000. - \$18,000. Gold. I think it would be safe at the present exchange to assume a figure of \$18,000. Gold. I am not able to be quite so definite upon the matter of personnel, for this depends, in part, upon how much further we ought to go to secure additional staff. Approximately \$25,000. would cover the services which it is planned would be given by the staff named on the memorandum enclosed. This does not provide for some others who ought to be included in the program in interest of the foreign student group. I should presume that an allotment of Mex. \$35,000. would be a good provisional figure to set. This would call for another \$18,000. Gold. Thus, out of the total income for the academic year 1926-1927, the two groups of items I have named above would call for about \$35,000. Gold. This leaves \$20,000. of this income and \$50,000. of what might be called prior income that would be available for the Cambridge phases of the enterprise, for scholarships and fellowships at Cambridge and Peking, for a publication fund and for further aid to Chinese museums, if this should seem desirable.

It would seem to me very desirable that when we send forward letters resulting from our conferences and meetings here on policy and organization we state definitely that these items I have suggested are available and that within them, for the present year, the committee in Peking is requested to shape a specific and detailed budget, covering the matter of books and personnel. I do not know whether it will be

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Dean Wallace B. Donham
Professor James H. Woods

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November 10, 1926.

possible for the Trustees to get to the point where these funds can actually be paid over, in view of the delay which Mr. Davis's proposal for the change in organization may cause in getting the Institute legally set up, and I presume that we shall not be able to disburse funds until that is done. This covers, I think, in the main, the organization items affecting the making end of the program at this time.

I am grateful to Dean Donham for sending me the statement by Dr. Edsall as to his conference with Dr. Stuart and Mr. Pettus. I should not think that we needed to wait for the statement to which he refers. I think that in this explorative stage, it is very worthwhile for both ends of this long line of communication not to wait for each other in digging into the problems.

You may be interested in the enclosed sketch of the situation at the Museum of History at Peking which special aid from the Trustees of the Hall Estate, to the extent of \$5,000, would make possible.

Faithfully yours,

Secretary,
Peking University.

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JHW/L

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TRANSFER

HARVARD-YENCHING
INSTITUTE

November 10, 1934.

Dean Wallace W. Donham,
Graduate School of Business Administration,
Professor James H. Woods,
Emerson Hall,
Harvard University,
Cambridge, Mass.

My dear Dean Donham and Professor Woods:

As I do not know whether you will see Mr. Homer H. Johnson on or before Friday, I have thought it best to write you more fully of my conversation with Mr. Davis last week, especially as it may delay the final action on some of the matters which will come before us on Friday, although I do not think it need at all delay the active formulation of plans. If you have already seen Mr. Johnson, or expect to see him, please ignore this letter.

As you may or may not know, the Trustees of the Wall Estate have in their minds the possibility of a distribution of funds to other colleges in China. In Mr. Davis's thought, the use of these funds by these colleges might in a certain degree serve to strengthen the undergraduate Chinese departments of these institutions, with the hope both that better qualified men would be prepared for postgraduate study at Peking and that the work of the Institute might serve to set a standard for these phases of the work of these institutions, provided they were really conscious of their linking with the Institute.

Mr. Davis feels that the present plan of the organization of the Trustees of the Institute is inadequate for this purpose and that its name is also unsatisfactory. His proposal is for two trustees named by Harvard, two trustees named by Peking University, two trustees named in some manner to represent the interests of these other colleges in China, and three to be named by the Trustees of the Wall Estate, of whom two would be named with distinctly Harvard leanings and the third would be a man related to no distinct interest in the group.

He feels also that the term "Peking" in the name of the Institute would lead those trustees who would represent other colleges to have less interest in the

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Dean Wallace B. Doherty
Professor James H. Woods

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November 10, 1926.

Institute, in feeling that its interest would be purely local.

These questions raised by Mr. Davis will, of course, have the effect of making it impracticable to sign the deed of trust and to proceed at the present time until they are ironed out, but I do not personally see any serious objections to his proposals. The difficulties seem to me to lie in finding the way to work them out.

Faithfully yours,

Secretary,
Peking University.

RWS/L

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HARVARD-BUSINESS
INSTITUTE

WMM

TRANSFER

November 23, 1926

Dean W.B. Donham,
Graduate School of Business Administration,
Harvard University,
Cambridge, Mass.

My dear Dean Donham:

I enclose a copy of a letter I have just sent to Mr. Johnson, and request that you send him any comments upon the proposition I have made which seem to you desirable. It has occurred to me that this arrangement would perhaps meet all of the difficulties a little better than those which we worked out in Cambridge.

Since our Cambridge meeting I have been held up by
an absence from the city in getting to you the items for the budget, but hope to have these on the way before long.

Cordially yours,

Secretary

EMN-H

Enc.

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HARVARD-YENCHING
INSTITUTE

WMA

TRANSFER

PEKING UNIVERSITY

November 29, 1926.

Dr. J. Leighton Stuart, President,
Yenching University,
Haitien, Peking West, China.

My dear Leighton:

There are two or three points which occur to me to emphasize or state directly to you with reference to the Harvard-Peking Institute, simply as items that might be in the thought of both of us, whether they are in the thought of others or not.

Mr. Wu is Head of the Chinese Department of the University; Dr. Porter, I presume, is still Dean of Studies at the Yenching School of Chinese Studies. Is it not likely that we shall look to cooperation between these two, with others in consultation, for the shaping of the real academic part of the program? It seems to me extremely important that the Institute's budget should represent as far as possible a genuine advance in the quality of our work in Chinese studies with provisions for sound academic work involving not only instruction but research. The freedom which the University's staff will have to have for some research will naturally make teachers in other departments jealous of having this same freedom for their own work. I believe that we should steadily press toward a strengthening of staff that will not put too heavy a load of instruction on individuals who could do effective work in research.

Can you tell me whether, as at present named in Peking, the committee that is to direct the Institute contains any Harvard men?

I was much disturbed by the fact that you and Mr. Pettus sent to me here budgets that were independent and not related at all for this year. I realize that you may have had difficulties in the formation of a consolidated budget, but in any presentation that is made to the Institute trustees, the program must appear as a unit. I think I have already written to you and Mr. Pettus on this before, but as we are approaching closer to the time when affairs will actually take shape, it seems important to stress this again.

It also seems important to have closer cooperation between the libraries of the University and of the School of Chinese Studies. While it will be necessary to duplicate books in some instances where the use of the books is such as to make this desirable, nevertheless, it seems to me that in a good many ranges, it will

0055

November 29, 1926.

not be necessary to purchase duplicates and some of the rarer books might well be purchased from one budget and held by one library for the students of both groups. It also seems to me important that all books purchased by the budget of the Institute should carry a supplementary bookplate showing that they have been purchased with the funds of the Institute. This is a matter of sound library administration, and it will enable us to satisfy easily any inquiry as to what books really represent the investment of the Institute.

I am somewhat disturbed by having heard over here that the arbitrary manner of Mr. Lettus has been alienating the Legation folk from the School of Chinese Studies. How much ground is there for this and what must we be prepared for here?

Do you foresee any likelihood that the burden of the School of Chinese Studies and its Peking plant will, in some way, fall upon the University? This is a problem that I think we must, in the future, be prepared to face, although I should be willing to have it postponed for quite a while!

Our Harvard friends are conscious of deficiencies in their library and they are likely to want to undertake quite a buying program as soon as they can get more funds for it. It is their thought that perhaps they can give some indication to you in Peking as to what they ~~sketch~~ have in their library, and that you might suggest other things they ought to have and to assist them in making such purchases as could best be made in China.

As I have written you, we have had \$22,000. for the housing of the Institute's staff. In your letter of September 2d you refer to the matter of making up a list of houses assigned to this special staff. I think perhaps this can be done as we go on to get more houses, as I am sure we will. I should think that you would be justified in your suggestion that for the time being \$15,000. toward our entire residence construction would mean that we could undertake to provide for the Institute's workers who will be in residence at Haitien. I think this is satisfactory, but I think it will be much to our advantage to indicate definitely the personnel for whose housing we are providing, even though the actual houses concerned may not be easy to specify. Can you give me some clear statement of this kind so that we can take care of any inquiry by the Trustees of the Hall Estate?

In this connection, you may wish to have in mind that a special gift of \$1,000. from the Bronsons to Dr. Luce has been assigned by us to cover the cost of the alterations of the house occupied by Vice-President Wu.

You indicate in a written note your thought of having about \$7,000. for Dr. Porter's house with the Yenching School of Chinese Studies. This presents a difficult problem, in a sense. You may not know that the church which provided Dr. Porter's house heard a rumor that he was going to some other work, and thought he was going out of the University and wanted to know what had happened to the house they were providing. As this happened some months ago, I was able to tell that Dr. Porter was then related, and, so far as I knew, would continuously be related, to the University, and that his appointment at the Yenching School of Chinese Studies was a University appointment for University work. I was also able to say that none of the staff were in the new houses erected at Haitien because the University had not yet moved out. I do not know whether the church people will feel that if Dr. Porter stays in town their money will have to go toward his house in the city or whether they will agree that having erected a house for him in Haitien and there being a house available in the city when his work is in the city, the matter can be looked upon merely as an exchange of facilities and not as a breach of understanding with them. It is pretty arbitrary to assume that a missionary always has to live in the same house.

Dr. J. Leighton Stuart-

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November 29, 1926.

There is a rather delicate technical question raised by your proposal to assign \$7,000. of the \$22,000. to a house at the Yenching School of Chinese Studies, that is the fact that this \$22,000. was given for houses to be erected "on the property of Peking University"; I do not suppose that the house for Dr. Porter in the city will be erected on such property. It may be that the way out of both of these questions could be to have it understood that the whole \$22,000. of the Hall Estate was applied to making residence facilities available at Haitien and that the gift of the church would be applied to the residence for Dr. Porter in Peking. This would then make necessary the acknowledgment by the Yenching School of Chinese Studies, if this house were erected on their property, that this house was owned by Peking University and some understanding should be reached to insure the preservation of our equity in the matter. Have you any suggestions on this?

These are random thoughts for your personal consumption.

Faithfully yours,

Secretary, Peking University.

EMN/L

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WAG

HARVARD-YENCHING
INSTITUTE

TRANSFER

November 29, 1926.

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

My dear Leighton:

You will have recognized, no doubt, that the delay upon the part of the Hall Estate in making payments upon the income to us has been paralleled by a similar delay in making payments to the Harvard-Peking Institute. On the same day on which they paid us, they paid over to Dean Bonham for the Institute \$80,000.00.

A little further delay has been caused by some suggestions from Mr. Davis for changing the plan of the organization of the Board of Trustees of the Institute, it being his feeling that the Institute should be so shaped to enlist from other colleges to which they might give funds an interest in the graduate work which the Institute will be doing at Peking, as it is his theory at least that the work at Peking is the apex of their interest in China. With this in mind, it is his proposal that we get into the membership of the trustees two persons representing other colleges and that we eliminate "Peking" from the name, and put in some term of broader scope.

We had a conference a few days ago in Cambridge, and it was our conclusion that one way or another these changes could be made to meet Mr. Davis's feeling on the matter, and our suggestions are in Mr. Johnson's hands for discussion with Mr. Davis. It is probable that the name will be "The Harvard-Orient Institute". It has not seemed to me that this mattered very much to us, inasmuch as there is no change whatever in our agreement with Harvard as to the character and extent of the work which is to be done at Peking, and as the Institute will, to some degree at least, appear in China through the work of the Chinese and graduate departments of the University and the affiliated School of Chinese Studies.

I do not think that at the present stage you need spend any time or energy in dealing with this phase of the problem, except to be careful not to call the Institute by anything in particular, especially in public, until the decisions are finally made here.

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November 29, 1938.

It has been agreed, with Mr. Johnson's approval, that even though the consideration of this matter of organization and name affects the establishment of the deed of trust which is the first legal step, we are, nevertheless, to proceed with the shaping of the budget and getting things into operation and making commitments and expenditures at once. Our Harvard friends have already cabled Dr. Hu Shu at London asking him to lecture at Harvard the second semester of this year which will give them opportunity to counsel fully with him regarding the organization of that department; this, as you know, is the result of your suggestions to Dean Edsall, when he was in Peking. I have supported strongly their plan to secure Dr. Hu Shu and have let them see that we felt no embarrassment about their going ahead with this at once (especially as we trust and believe that they have felt no embarrassment about our having gone ahead as far as we have).

At present, we are at work upon a tentative budget based upon what you and Mr. Pettus have sent us, together with the ideas of the Harvard group as to what they would need for their end of it for the current year, and I hope to send you definite word and funds before very long upon this.

There was an indication in Dean Edsall's letter to Dean Donham that you were shaping or would shape some statement as to the plan of academic organization for the Institute at the Peking end, or at least something that would indicate to them how you propose to organize the work at Peking which will be some suggestion to them as to how to organize the work at Cambridge. I was not clear as to what they wanted by this until after our Cambridge conference, and I think I have now a part of it, at least, based upon what they stated at Cambridge was the way in which they were going to shape their program.

What they want to know is what courses are to be included in the program and how they are to be grouped and shaped in the way of academic organization. This is at least a large part of their idea. Therefore, will you not proceed at once to give me a lay-out or conspectus of courses? This should show all the courses at present offered in the University and in the School of Chinese Studies on the following subjects: Written Chinese and Chinese Composition, Spoken Chinese, Chinese History, Chinese Literature, Chinese Philosophy, Chinese Art, Chinese Genealogy, Chinese Philology (and any others which you feel fall within the scope of the Institute). The statement of courses should give the titles, and where the titles do not make it clear, additional statement should be made indicating the range of the work in that course. The conspectus should also show which of the courses are undergraduate, which are graduate, and should be marked to show whether the courses are given for the Chinese in the University or for foreigners in the School of Chinese Studies. In addition to this, those courses which are offered under the support of the Institute as laid out in your proposed budget should be especially designated. I should presume that the courses would be grouped by departments or divisions, somewhat as they are in a college catalog. This will then enable us to inform our Harvard friends what resources we are able to offer to students, how we have arranged the courses, and how the Institute's budget is related to them. It may be that the shaping of this will raise questions as to the present organization of courses. I do not know that the finality of this present conspectus matters very much so long as we can see what is your present lay-out and program of courses. This can be done, at least, and sent back to us; there is, I take it, no necessity for your local committee acting upon this which is primarily a descriptive statement. Facts such as this will provide will help our Harvard friends who are not familiar with the University's work to see just what sort of thing we are trying to do in Peking in the way of instruction.

I think also that at your end of the line you should begin at once the study of policy with reference to the following matters, in order that when word

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comes to us as to the budget and as to matters of inquiry as to policy, you may be able to proceed rapidly with your committee in determining these points:

1. The general conception of what at this stage the Institute's courses (i.e., courses offered by the Institute) should try to do (a) for the Chinese student (b) for the foreign student.

This might carry with it some indication of the particular lines to be stressed at the present time.

2. Lines in which the scholarly research of the Institute's teaching staff will probably be carried on at the present time.

I can well see that in the future it may be likely that the program of research for the Institute's staff will be correlated for a period about some major problem of Chinese studies, but it may be that at the present time the research will be individualized. What we would be interested in learning here is the general range of studies that will be carried on.

These two preceding inquiries deal solely with the present stage. The next two look somewhat into the future.

3. What other or further things should the Institute's courses seek to do for the Chinese and foreign students as the work grows out of the preliminary stages?
4. What are some of the lines of investigation for the future in which the directive group, presumably Dr. u, Dr. Porter, Dr. Lettus and yourself, think the Institute's staff might carry on which might bring the most distinctive contribution to the whole range (international) of Chinese studies with the adding of prestige to the work of the Institute?

The next group of questions seems to be a group relating to particular matters.

5. What is your feeling as to the desirable number of scholarships for Chinese and foreigners that should be set up now? What amount should each of these scholarships be worth? How should awards be made? What provisions will be made for keeping track of the records of the holders of scholarships so that it may be seen whether the policy of awarding these scholarships is bringing fruit in the field of Chinese studies?
6. The same questions as above as to fellowships, for Chinese and foreigners, with the added question as to whether some fellowships should be with travel and some without it.
7. Publications.
 - (a) What standards should be applied to prospective publications and who should decide whether the Institute will support them?
 - (b) Is an Institute series desirable or at least a publication number?

7. (Continued)

- (c) Who should publish and how should they be published?
- (d) Who should market and how should they be marketed?
- (e) Should there be a distinctive institute imprint?
- (f) Might there be two series, Chinese and English, not necessarily identical, and containing, sometimes, translations from one to the other?
- (g) What should be the policy as to subsidy, free-list, etc., etc.?

I am sending a copy of this letter to Mr. Pettus directly.

Faithfully yours,

Secretary,
Peking University.

ESJ/L

0061

PEKING

TRANSFER

November 29, 1926.

Dr. Henry S. Houghton,
Peking Union Medical College,
Peking, China.

My dear Dr. Houghton:

I wish to write you this personal note about the Harvard-Orient Institute's program because I know that you will understand that the matter of which I write is one to be dealt with carefully, yet with definiteness. You are so familiar with both the University and the Yenching School of Chinese Studies I am sure that you will understand the issues involved.

I do not think that Mr. Pettus realizes that the Trustees of the Hall Estate and the Harvard contingent in Cambridge all desire and prefer to deal with the University as such, and that the part which the School of Chinese Studies plays in the program is something to be determined primarily by the judgment of the University group in China rather than by the Trustees of the Institute or the Harvard group here. In other words, the relation between Yenching University and the Yenching School of Chinese Studies is a local problem. I have, in all my negotiations with the Hall Estate and the Harvard group endeavored to look at the matter in the manner of representing the whole interests and not that of the University alone, although the form of my action is necessarily conditioned by the attitude of the Hall Estate and the Harvard group. I have a feeling and a fear lest the financial problems which Mr. Pettus is facing, and, perhaps, in turn, the financial problems which Dr. Stuart is facing, may result in possible conflict between these interests in the shaping of the budget, and the program of development.

I need not say to you, of course, that the thing that is fundamental to the whole business is not either the interest of the University alone or that of the School of Chinese Studies alone, but the furtherance of the interests of the Institute itself, in which, in a real sense, the University and the School of Chinese studies are beneficiaries. What seems to me important is that any issues that may arise between the two contingents in Peking should not be permitted to reflect themselves in sending to us divided counsels or what might appear to the Trustees of the Institute to be conflicting recommendations. The tentative budget which was sent on from Peking some months ago came to me in two sections - one Dr. Stuart's recommendations as to the Institute itself and the other Mr. Pettus's recommendations

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Dr. Henry S. Houghton

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November 29, 1926.

for the staff of the School of Chinese Studies. They were not in such similar form that it was possible for me to make a clear amalgamation of them, and I have had to do the best I could in presenting them as a unified budget to the Trustees of the Institute, but I have no doubt that when the organization is more definitely carried out, the budgets will be recommended to us not by Dr. Stuart and Mr. Pettus, but by the administrative committee of the Institute in Peking, and my only interest in writing to you about this is to get your help in seeing that what comes out of the work of the committee represents a unified budget and in so far as possible a common policy in the interests of the Institute itself. I have already said this in substance to Dr. Stuart and to Mr. Pettus, but I have desired that someone on the committee whom I know personally should have in mind the importance of this thorough coordination of interests.

I may add that it is my judgment that Mr. Pettus's proposal that the income of the Institute should be divided two-thirds to the University and one-third to the School of Chinese Studies is thoroughly unsound and is a process which would not be approved by any of the trustees here. The income of the Institute is not to be divided like an estate, between heirs, and cannot be confined to such arbitrary and artificial channels. The budget that the trustees adopt for the work in Peking must represent, of course, the best possible program for the interests of the Institute, irrespective of the proportions that may be given to one institution or another.

Faithfully yours,

Secretary,
Peking University.

EMH/L

0063

HARVARD-BEIJING
INSTITUTE

November 30, 1926.

Dean Wallace B. Donham,
Graduate School of Business Administration,
Harvard University,
Cambridge, Mass.

My dear Dean Donham:

This is merely to convey to you in a written statement that Mr. George G. Barber was one appointed by the Trustees of Peking University to represent the University on the Board of Trustees of the proposed Institute. I quote the following action which was taken on January 23, 1926:

"that J. L. Barton, G. G. Barber and E. W. North be named as the three trustees named in the first instance by the Trustees of Peking University as the trustees of the Harvard-Peking Institute for Chinese Studies ..."

For your information, Mr. Barber, whose office is at 285 Madison Avenue, New York City, is President of the United Bakeries Corporation, Chairman of the Board, Continental Baking Corporation, a member of the

General Council of the General Assembly, Presbyterian Church in the U. S. A., a member of the Trustees of Peking University, and as such has exhibited considerable interest in the organization of the Institute and all the development of the project.

I am sorry that word of his appointment was not sent you earlier.

Cordially yours,

Secretary.

EMN/L

0064

TRANSFER

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HARVARD-YENCHING
INSTITUTE

November 30, 1926.

Dean Wallace B. Donham,
Graduate School of Business Administration,
Harvard University,
Cambridge, Mass.

My dear Dean Donham:

I have been delayed by absence from the city in sending you the schedule of budget based upon the recommendations sent forward by Dr. Stuart. I enclose a copy of it herewith and trust that you will find it possible to include this in the data which you are preparing so that we may have an early decision as to the tentative budget for the present year. It means a good deal to us to have this decided fairly soon and to have the funds come along, as a good part of this budget is being financed from our non-university elastic University funds.

I have written Dr. Stuart quite fully suggesting that in case he has not already done so, he shape for us, with the directors of the Chinese studies in the University, a full memorandum as to the courses and academic program which the Institute's budget will make possible, so that we can send on to you a full indication of the general lay-out of our instructional work, both for Chinese and foreigners, in Peking, as it stands at present.

As soon as we have word from you that the budget is approved, which I suppose means something in the way of a written indication from those who are at present named as members of the Board of Trustees of the Institute, I shall write Dr. Stuart fully and ask him to set his administrative committee at work to act upon the personnel which he has recommended, to fix the budget in detail, and to send forward to us suggestions as to general policy for the work of the Institute in Peking, and as to scholarships, fellowships, and also as to publications.

Cordially yours,

Secretary.

W.B.D.
WBN/L.

(Copies were sent to Mr. Arthur H. Barton)

0065

SUGGESTED BUDGET FOR THE PEKING ACTIVITIES OF THE
HARVARD-ORIENT INSTITUTE - PERIOD ENDING JUNE 30, 1927.

Nu Lei Chuan (1/2) - Head of University Dept. of Chinese, Chairman of the University Committee on Graduate Studies in Chinese Subjects	\$ 960.00
Wang Tung Ling - Chinese History	3,000.00
Yung Keng - Archaeological Philology	2,400.00
Chen Yuan (1/2) - History of Religion in China	500.00
Liang Chi Chao (1/2) - History of Chinese Civilization	1,000.00
Chu Tso Jen (5/6) - Chinese Language and Literature	2,000.00
Fung Yu-lan - Chinese Social and Intellectual Ideals	3,000.00
L. T. Huang - Chinese Language and Philosophy	3,000.00
Kiam Wa (1/3) - Chinese Language	1,000.00
Shen Ssu-Yuan (1/2) - Chinese Composition and Literature	1,350.00
Hsu Ti Shan - Comparative Religions	1,580.00
Margaret Hsieh - Chinese Literature	1,200.00
For appointment of Chang Hsing-lang or other additional expert, should the administrative committee be able to arrange it	3,000.00
For the salaries of staff needed this year at the School of Chinese Studies for foreigners, amount and distribution to be subject to the action of the administrative committee in Peking (See Note #1.)	12,000.00
For Books, University Library	25,000.00
" " Foreign Students' Library	10,000.00
	<u>35,000.00</u>
Total of budget in local Chinese currency	Yuan 71,090.00

Assuming probable average rate of exchange, at not less than "two for one", this budget will require

US\$36,000.00

Note #1. This item is stated as it is as the word from the field at this point does not make clear that specific appointees have been named and the amounts suggested should be sufficient to provide for what has been done or has to be done, until we can secure more exact recommendations.

0066

Notes on Proposed Budget for Peking Activities of the Harvard-Orient Institute. - 2.

Note #2. The library amounts are named with the thought that if this whole amount is not expended within the current fiscal year, it would stand until the amount is entirely expended.

If, however, the salary items are not expended by the end of the budget period, it would seem to me that these should lapse for consideration in connection with the budget for the next period.

Note #3. I should assume that in sending forward the action of the Institute upon this budget, we would indicate to the administrative committee that should they wish to make to us specific recommendations with reference to scholarships for the second semester, or for other supplementary items, we would be ready to receive them and deal with them as we might find possible, as supplements to the budget here outlined.

ERIC M. NORTH

November 30, 1926.

EMN/L

0067

AMERICAN BOARD OF COMMISSIONERS
FOR FOREIGN MISSIONS
INCORPORATED 1912

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MAY 11 1926

FOREIGN DEPARTMENT
JAMES L. BARTON, D.D. SECRETARY
WILLIAM E. STRONG, D.D. SECRETARY
ERNEST W. RIGGS, ASSOCIATE SECRETARY

HOME DEPARTMENT
CORNELIUS H. PATTON, D.D. SECRETARY
D. BREWER EDDY, D.D. ASSOCIATE SECRETARY

CONGREGATIONAL HOUSE, 14 BEACON STREET
BOSTON, MASSACHUSETTS

EDITORIAL DEPARTMENT
ENOCH F. BELL SECRETARY

TREASURY DEPARTMENT
FREDERICK A. GASKINS, TREASURER
HAROLD B. BELCHER, ASSISTANT TREASURER
HARVEY L. MEEKEN, PUBLISHING AND PURCHASING AGENT

TRANSFER

December 1, 1926

TRANSFER

Dr. Eric M. North
Peking University
150 Fifth Avenue
New York City

My dear Dr. North:

I want to thank you for the copies of two letters, one to Dr. Stuart and the other to Dean Donham, which you have recently sent me with a suggested budget for the Peking activities of the Harvard Orient Institute.

I concur with the decisions you have taken both in your letter to Stuart and to Donham and earnestly hope that they will get together quickly there in Cambridge and make the appropriation of \$36,000 called for and be ready to supplement it with other appropriations as circumstances indicate.

Sincerely yours,

James L. Barton

James L. Barton

JLB/M

0068

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UNIVERSITIES
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JOINT OFFICE

0069

HARVARD-YENCHING
INSTITUTE

W.M.W.

TRANSFER

Peking University

December 22, 1926

Dean Wallace B. Donham,
Graduate School of Business Administration,
Harvard University,
Cambridge, Mass.

My dear Dean Donham:

You and your Harvard friends will be very much interested to know that I have word from President Stuart that Bishop Logan H. Roots has been added as a member of the local Administrative Committee in Peking. Although Bishop Roots is not constantly in Peking, I am sure that his counsel will be of real helpfulness to the group there.

I wonder whether it is not possible for you to send around for approval the items in the budget as they are at present drafted with an understanding that the items that have yet to be determined can be sent later as a supplementary budget. The reason I am asking this is because we have been carrying the salaries of some of the Institute staff for a bit more than six months and I would very much like to cover our expenditure in this matter with Institute funds as soon as I can. Can you let me have some word as to the possibilities in this direction?

I enclose under another cover copy of a little pamphlet just produced at Peking which will give you some impressions of the start off of the University on its new site. You may find some of it quite interesting.

Cordially yours,

Secretary
Peking University

EMN-H

0070

HARVARD UNIVERSITY
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
GEORGE F. BAKER FOUNDATION

MM

OFFICE OF THE DEAN

CAMBRIDGE, MASSACHUSETTS

December 24, 1926

HARVARD-YENCHING
INSTITUTE
TRANSFER

Dr. Eric North
Peking University- American Office
150 Fifth Avenue
New York City

My dear Dr. North:-

In accordance with my telephone conversation this morning I am assuming the responsibility which I understand has been imposed on me by the Trustees of the Hall Estate to the extent that is required to send \$15,000 on account of the Institute activities.

This money I am sending you to be used for the following purposes: \$10,000 to carry the general expenses of the work which you are doing in connection with the Institute activities in China until such time as we can get a formal budget approved, and \$5,000 to start the purchase of books. I am likely to send you in the immediate future a small increment to this latter amount to be expended in purchasing books for use in Cambridge.

a \$15,000.

0071

North----- -2

I take this responsibility with the definite belief that every member of the proposed Board of Trustees will approve the action, and I understand that you concur in this belief.

Very truly yours,

W. B. Donham
W. B. Donham
Dean - Fiscal Agent

0072

UNIVERSITY OF
DEPT. OF
1900

0073

HARVARD UNIVERSITY
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
GEORGE F. BAKER FOUNDATION

W.W.

OFFICE OF THE DEAN

CAMBRIDGE, MASSACHUSETTS

December 27, 1926

HARVARD UNIVERSITY

TRANSFER

TRANSFER

Dr. Eric M. North
Peking University - American Office
150 Fifth Avenue
New York City

Dear Dr. North:-

I am perfectly delighted at the choice of Bishop Roots. I thought of suggesting him but felt it was not quite within my province, particularly as he was connected with another university. I have no doubt, however, that everyone here will be greatly pleased.

I think I have answered the rest of your letter by sending you the check which I mailed the day before Christmas.

Very truly yours,

W. E. Johnson

Dean

0074

RECEIVED
UNIVERSITIES
DEC 26 1926
JOHN F. ...

0075

PEKING UNION MEDICAL COLLEGE
PEKING, CHINA

OFFICE OF THE DIRECTOR.

December 28, 1926

Handwritten: H.S.
TRANSFER

My dear Dr. North:

This will acknowledge with thanks your personal letter of November 29, 1926 concerning the program of the Harvard-Orient Institute.

During the past few weeks I gather that the situation between the Language School, under Mr. Pettus' leadership, and the administration of Yenching University has become very much strained. I am not, of course, a member any longer of the Board of Control of the Language School, so that my position is that of an interested outsider; but through conversation with Dr. Edsall, who has been in Peking as a visiting professor of this College and also as a representative of the Harvard group connected with the new Institute project, I have been able to follow the difficulties which are now being faced. You are doubtless in close touch with the controversy which has been growing up and which is just now coming to a focus over the relation which exists and is planned to exist between the Language School division as such and the University division of graduate work. My own feeling is that in the light of this difficulty, which is in part a personal one, the wise and conservative thing to do would be to dissolve the connection which now exists between the two institutions and to seek some other location for the proposed Institute. I have ventured the suggestion that it might be well to affiliate the new enterprise (informally perhaps) with the new Metropolitan Library, which is being organized and supported by the China Foundation. I have a feeling that the Chinese group in charge of the policies of this new Library would welcome a university connection, even of an unofficial character, and would be disposed to co-operate in a free and thorough-going fashion. The Library has

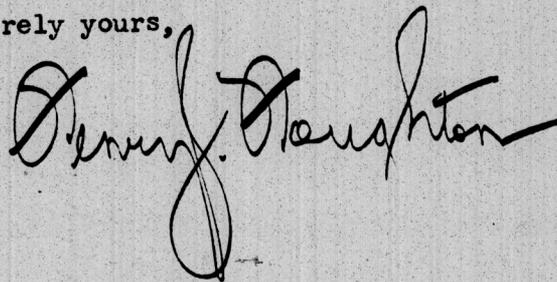
0076

December 28, 1926

very large resources and is now planning a large new plant. It would be entirely possible, I think, for the Institute to secure modest but suitable quarters nearby the new buildings and to make use of the very large resources in books and manuscripts which the Library can offer, to say nothing of having the advantage of intimate contact with the able Chinese scholars who will be working there. To attempt to patch up the difficulty which now exists between the Language School and the University might only serve to perpetuate a heritage of ill-will and divided counsels.

The main difficulty, I think, is that Mr. Pettus is anxious to expand the Language School into a much larger organization which will take up cultural studies as an integral part of his program. Dr. Stuart, on the other hand, believes (as I do) that the Trustees of the Hall Estate are much more interested in developing their program as a university function and that the main idea is to utilize in common, if a suitable arrangement can be found, the facilities which the School of Languages offers in its library and physical plant. I gather from Dr. Edsall also that this is the general desire of the Harvard unit, and if this be the case, my own judgment would be that it would be far better to dissolve the tenuous bond which now exists between the two institutions and to make a fresh start under other auspices.

Very sincerely yours,



Dr. Eric M. North
Peking University
Peking

HSH:MC

EX-111

MMW

HARVARD-YENCHING
INSTITUTE

TRANSFER

TRANSFER

December 28, 1926

Dean W. B. Donham,
Graduate School of Business Administration,
Harvard University,
Cambridge, Mass.

My dear Dean Donham:

I certainly am grateful to you for your prompt action in sending forward the check for \$15,000. on account of the expenses of the Institute activities in China and for books, pending the adoption of a formal budget. This is a very genuine help to us and we appreciate your readiness to proceed.

With best wishes for the New Year, I am

Faithfully yours,

Secretary

EMN-H

0079