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YENCHING UNIVERSITY

(Incorporated 1889 as Peking University)

燕 京 大 學

PEKING, CHINA

Christian — International — Co-educational

AMERICAN OFFICE

150 FIFTH AVENUE

NEW YORK CITY

OLIN D. WANNAMAKER
Assistant to the President

OFFICERS OF THE TRUSTEES

FRANKLIN H. WARNER, *President*
WILLIAM P. SCHELL, *Vice-President*
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E. M. MCBRIER, *Treasurer*
ERIC M. NORTH, *Assistant Treasurer*

B. A. GARSIDE
Secretary and Assistant Treasurer

OFFICERS OF THE UNIVERSITY

J. LEIGHTON STUART
President

WU LEI-CHUAN
Vice-President

HENRY W. LUCE
Vice-President in America

October 30, 1928

To the Members of the Campaign Committee;

Dr. Chester E. Jenney has requested me to inform him definitely in the very near future - if possible by the first week of November - whether the University wishes to engage him for a longer term of service than the present term which expires January 1, 1929. Dr. Jenney informs me that he has been invited to take one or more other positions. He feels that he must know very shortly how he will spend at least the year 1929.

My very definite recommendation is that the University should retain Dr. Jenney for the coming year. I respectfully request that the Committee take the matter under consideration at the earliest possible date and appoint one of its own number to confer with Dr. Jenney unless the Committee prefers that I should do this.

My reasons for recommending the continuance of Dr. Jenney's services are very definite. First, I think it essential that Yenching should have a representative spending a large part of his time in various parts of the United States making new friends for the institution, renewing the interest of others whose connection with our work might be broken, and securing contributions. Dr. Stuart and I endeavored for some weeks to find such a representative for the University before we finally decided to recommend Dr. Jenney to the Committee. We found no one more promising than Dr. Jenney and I do not know at the present time any one whom I would recommend in preference to him.

But I do not mean at all to imply that I am recommending Dr. Jenney only because I have nobody more satisfactory to suggest. I think the University really should be very well pleased with the results of Dr. Jenney's efforts up to date. It must be borne in mind that a new man taking over this extremely difficult task and one who has never been in China could not be expected to show very large results within a period of some months. I have read with great care Dr. Jenney's recent reports of his efforts in various places and I have been with him when he has been working for the University in one of these cities. I am impressed with his unusually large circle of acquaintances, with the very friendly relationship he has established with many men, and with his ability to win a friendly hearing from new acquaintances. He is working with the utmost zeal and determination. Such efforts as he is now making cannot

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10/30/28

fail to produce at least reasonable results.

Up to the present date it is impossible to state precisely what Dr. Jenney has accomplished. This office has analyzed the results of his work while associated with President Stuart and while working alone and we find that he has secured entirely alone sixteen contributions and pledges aggregating \$51,270. In addition to that, he has had a share in securing more than \$30,000. Moreover, he has established contacts, since Dr. Stuart returned to China, with a considerable number of very important persons from whom we may reasonably expect to secure some very generous contributions in the future.

In case the University sees fit to invite Dr. Jenney to continue his services, he will wish to establish a home somewhere within reach of New York City and then to spend approximately two-thirds of his time travelling and one-third of his time in this city following up his own contacts by direct personal correspondence. I think such a proportioning of time is desirable. No one can continue permanently away from his home in this most arduous type of work without losing his enthusiasm and freshness. I feel confident that Dr. Jenney will render his maximum services to the University if the Committee reposes confidence in him, expresses appreciation of the very earnest effort he has been making, and treats him during the time of his continued service as a member of our inner circle committed thoroughly to the best service possible in behalf of the University.

In case Dr. Jenney's success in the early half of 1929 should justify the expense of a visit to Peking, I would recommend that he might well be invited to go to Yenching in September 1929, familiarize himself with the University through a period of some weeks, lecture in the School of Religion, and thus gain a certain prestige for more effective service upon his return to America. Moreover, if he were on the campus during the formal opening of the University on its new site and had previously become familiar with everything during a short period of residence, his effectiveness in cultivating later the wealthy friends of the University who attend the opening ceremonies would be greatly enhanced.

Sincerely,

ODW-BB

Assistant to the President

0385

George G. Barber

GRAYBAR BUILDING
NEW YORK

October 31, 1928.

Mr. Olin D. Wanamaker,
Assistant to the President,
Yenching University,
150 Fifth Ave., N.Y. City.

Dear Mr. Wanamaker:

In reply to your letter of October 30th about Dr. Jenney, I would say that if it is necessary for the University to have a field representative to continue the work which Dr. Jenney has been doing, it would be foolishness to dispense with Dr. Jenney's services after having gained the experience he has, in favor of one who might take a year or so to accumulate the experience Dr. Jenney has gained. I therefore recommend the continuance of Dr. Jenney for another term but I am not so sure that I agree with the suggestion in the last paragraph of your letter. It seems to me that unless Dr. Jenney were to continue his work with the University indefinitely, that such a trip as you propose is unnecessary.

Very truly yours,

George G. Barber

GGB:DN

0386

ARTHUR J. STOCK
INSURANCE AGENCY
2226 FIRST NATIONAL BANK BUILDING
DETROIT

November 1, 1928

Mr. O. D. Wannamaker,
Yenching University,
150 Fifth Avenue,
New York, New York

Dear Mr. Wannamaker:

I have your general letter to the members of the Campaign Committee in reference to Dr. Jenney continuing with the University. I have had no intimate contact with Dr. Jenney outside of what I have seen of him here and for this reason am rather backward about having anything to say as to his future relation with the University. However, what I have seen of Dr. Jenney has pleased me very much and I am inclined to think that all that you say about him is true and that he would be a very good asset for the University.

Personally, I am against contracts for an indefinite period of time. Any man who takes up work such as this should do it with the same spirit as he does missionary work or that of the pastorate. I would say that a year to year contract is the best thing for the University insofar as it applies to work such as Dr. Jenney's. Of course, as long as he made good and he was satisfied with his relations to the University, his position would continue on from year to year the same as it does in any organization.

I think it would be very wise for Dr. Jenney to go to China next year, if he is to continue with the University. I heartily concur in all the things that you have said in your letter insofar as they have come to my attention.

Very truly yours,


ARTHUR J. STOCK

AJS:MLW

0387

PATRONS ARE REQUESTED TO FAVOR THE COMPANY BY CRITICISM AND SUGGESTION CONCERNING ITS SERVICE

12018

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable sign above or preceding the address.

WESTERN UNION

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DL = Day Letter
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NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

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Received at

UC1377 47 NL=LOCKPORT NY 22

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OLEN D WANAMAKER=

YENCHING UNIV 150-5 AVE NEWYORK NY=

GARSDIE LETTER TODAY COPY HE CAN SHOW YOU IS A REFLECTION
ON ME SORRY BUT MUST SAY WILL BE UNABLE TO DO MORE FOR
YENCHING FROM NOW ON HAVE GARSDIE SETTLE MY ACCOUNT I AM
WRITING BARBER WARNER AND STUART WILL RETURN ALL MATERIALS I
HAVE TOMORROW=

CHESTER E JENNEY.

THE QUICKEST, SUREST AND SAFEST WAY TO SEND MONEY IS BY TELEGRAPH OR CABLE

0300

November 23, 1929.

Dr. Chester E. Jenney,
Corner Church and Ontario Streets,
Lockport, New York.

My dear Dr. Jenney,

I am still a bit breathless from that solar plexus punch in your letter and telegram of yesterday! You caught us with our guard down, so to speak, for we were hardly expecting you to lay off and take a swing in our direction without any known casus belli! I'm still somewhat puzzled over what it is all about.

The information I asked for in my letter of the 21st was asked for simply as a routine detail of clearing your expense statement of November 18th. All I needed, or expected, was a note or a card saying "Left Lockport Sunday night, returned Saturday afternoon", or "Left Lockport 9:00 p.m. Nov. 10th, returned 1:00 p.m. Saturday afternoon, Nov. 15th." If you can find any reflection on yourself in my letter of November 21st, you have keener vision than I possess.

Sometime when you can spare a few weeks time, I'd like to persuade you to take my job as general office boy for half a dozen China colleges, while I go off and get a few breaths of fresh air. You would discover first of all that each college has a rigid set of by-laws, which you are bonded for \$20,000. to \$25,000. each to observe, which instructs you to pay no bills except for expenditures within approved budgets, or for special purposes approved by your Finance Committees. You are required to examine every bill carefully, and to verify every item thereon. From time to time your University treasurer, or some other financial officer- in the case of Yenching Mr. McBrier or Mr. Barber- has to go through the voucher for each check drawn, and countersign it after satisfying himself as to the correctness of the payment. During the process he would ask you every few minutes "Jenney, why did you pay this \$100 when the budget called for only \$94.75", or else "Where are the details for this expense statement submitted by Mr. Smith". Later on the auditing firm of Lybrand, Ross Brothers and Montgomery would send around their men to do the annual audit, and for about three weeks they'd be coming into your office every few minutes asking that you get this letter out of the files to verify your payment to Bill Jones of \$1.75 for a dental bill, or to show them the action of your finance committee approving paying Sam Hill \$250 special al-

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lowance. I suspect that occasionally you, like myself, would get restive under the need for such meticulous checking up of details. I am sure, however, that you would in the end agree that it is only by constant and rigid oversight over finances that our Universities are kept as going concerns. If we ever released the brakes for a few months our expenditures would gain such momentum we'd end in a smash-up that half a dozen campaigns couldn't repair.

One of the most tedious jobs is that of going over expense statements. I have been interested to note that of the expense statements received by our office during the last two years about one-third have mistakes of one sort or another, - errors in dates, errors in rates used, errors in addition, errors in extension of totals, and about every other mistake that could be made. The more important the personage submitting the statement, the greater the likelihood of error. The University Presidents make the most mistakes of all - their heads are too filled with important matters to wrestle over the difference of a few cents. On the average the mistakes would just about counterbalance themselves, though I have always noted that in case of doubt almost everyone tends to undercharge to his own disadvantage. But you can picture the mess our books and vouchers would soon be in if we didn't verify all figures and seek for all missing information.

In the case of your expense statements we have, on instructions from the Finance Committee, simplified the process as much as possible, to save you as much as we could of accounting minutiae. You have always been particularly careful, and there are not often items not fully explained by the supporting material, but where any doubt has lingered in our minds as to the exact facts on any particular item we have as a rule passed the statement as rendered without asking for any further information, feeling sure that further inquiry would simply confirm the figures you give, and that there was no use troubling you about the matter. I do not see how we could possibly have gone further than we always have in this handling of your travel accounts.

Under the new arrangements, however, where you are giving only a part of your time to Yenching, and where your expense statements cover both expenses and salary during the period you were engaged in Yenching work, it is obviously necessary that we have on our records quite accurate data as to the days covered by your statement. If this information were not available, not only would we be going blindly in making the payment, but we would quite properly be called into account later for not having secured the essential facts. I do not see how any personal factors can be inferred from such a procedure, which is simply rudimentary accounting.

The question of the relation of expenses for pulpit supply under these new arrangements is one on which I have no authority to rule without further instructions either from the Finance Committee or the special committee appointed to confer with you. The proposal of the special committee, as reported in my letter of November 21st, was briefly that we continue on a part-time basis the same arrangements as were previously in effect on a full-time basis. This includes the payment of the usual travel expenses and salary at the rate of \$23.75 per day while you are engaged in Yenching work. I am not a member of this special committee, and do not know just what their discussions have been or what consultations they have had with you, but I have gone on with the

understanding that this arrangement is satisfactory to you. So far as I know, the special committee did not make any special ruling on the matter of expenses for pulpit supply but simply assumed that in this case the usual business rule would hold that where a man is dividing his time between two positions and drawing a certain amount of salary from each the two salaries together would be sufficient to cover the expense of any temporary assistance in one task while the principal was engaged in the other. I believe that in the business world it would be a bit unusual to provide salary for part-time employment and also to provide for a supply for other work in which such an appointee might be engaged. I suspect, however, that the special committee does not know all the factors involved in the present situation, and I am confident that they will give careful thought to these factors if they are acquainted with them. I will be glad to bring up the matter if you wish, and no doubt Mr. Wannamaker would also be glad to bring the matter to the Committee's attention. But either of us would need a somewhat fuller understanding of the situation to make an intelligent presentation.

Since your telegram of last night requests a settlement of your account, I have today gone through your November 18th statement, supplemented by the information in your letter of yesterday, with the following result:-

Travel expenses as rendered	\$70.09
Salary, six days, @23.75	<u>142.50</u>
Total	\$212.59

This differs from the statement as submitted only in that the salary is computed at \$142.50 instead of \$150.00. I will be happy to ask instructions from the Finance Committee concerning this \$7.50 if you so desire.

A "settlement of account" implies the adjustment of all outstanding items, so I have deducted the \$200.00 travel advance which you have had since early in your Yenching promotional work.

It is always the privilege of any of our University personnel to ask for a settlement of account, and in complying with such requests our Treasurer's office does not thereby make any implication as to continuance or discontinuance of the relationship between the University and the person concerned. These matters lie in the hands of the proper committees and officers.

Personally, I would be sorry to see you give up your work for Yenching, for you have been rendering splendid service these last two years in helping build up the finances we must have if this part of the Kingdom of Christ in China is to continue to develop. Also, I'd be sorry to be the unfortunate umpire who was forced to call a pitch a ball when you thought it out the corner of the plate. But even a ump has to call them as he sees them, and follow the rules as he understands them. No umpire is particularly interested in popularity anyway. And this particular umpire never believes in trying to persuade any players to stay in the game when they think it is time to withdraw.

Since your telegram states that you are writing Mr. Barber and Mr. Warner, and also Dr. Stuart, I am sending copies of this letter, together with your statement of November 18th and your telegram and letter of yesterday, and also my letter of November 21st, to Mr. Barber and Mr. Warner. Dr. Stuart is already burdened by too many cares, so I am not sending him a copy. He will be with Mr. Warner on the west coast and can see the material there if he desires.

With best wishes for Thanksgiving, I am

Very cordially yours,

BAG/G

Enc.

Copy for O.P.W.

November 27th, 1929.

Friend Jenney,

Thanks for your good letter of November 25th.

You are absolutely right in feeling that you should have had fuller and earlier information as to the arrangements approved by the special committee appointed to confer with you. Also we should have consulted with you more fully before decisions were made. I know that the special committee went on the theory that what they were doing was simply to continue the previous arrangements on a part-time rather than a full time basis, but no doubt this is not a wholly satisfactory explanation.

Since you decided not to write to Barber, Warner, or Stuart I held up sending them copies of my letter of November 23rd.

As I stated in my letter of November 23rd, our Treasurer's office considers your status as unchanged unless and until the special committee or the Finance Committee gives us new instructions. We will be glad to make any new travel advances required, or to pay expense statements in the usual way.

I appreciate most sincerely the sacrifice you are making in helping along with the Yenching promotional work as well as caring for your pastoral duties in Lockport. I hope, however, that you will be able to continue to carry this additional burden a bit longer, particularly to the extent of helping Dr. Stuart from time to time.

I am grateful for the frank and cordial way in which your letter of November 25th is written. It removes entirely the red-haired reaction I described in my letter of the 23rd. You can always count me among your keenest admirers and your warmest friends.

Cordially,

BAG/G

Copy to Promotional office ✓

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FIRST PRESBYTERIAN CHURCH
COR. CHURCH & ONTARIO STS
LOCKPORT, N. Y.

CEJ
RETURN TO
YENCHING UNIVERSITY
150 FIFTH AVENUE
NEW YORK CITY

PASTOR'S STUDY

February 7th, 1930.

Mr. Olin D. Wannamaker,
Princeton-in-PeKing,
150 Fifth Avenue, Room 903,
New York, N. Y.

My dear Mr. Wannamaker:

I was glad to get your long distance telephone call yesterday. It relieved my mind a great deal. I tried to get away last Sunday night but funerals and acute illness on the part of some of the people of the Church whom I could not afford to neglect made it impossible for me to do so. I feared just what you told me over the phone that the conditions in California were not favorable for our work there. I will be glad to help you and Dr. Stuart in the East when he returns. It is so much easier for me to get away between Sundays than it is to be gone over Sunday as I think you can readily understand.

*copied
for C. E. J.
contact
file*

I trust that the earliest opportunity you and Dr. Stuart have, you will work out my relationship to the University and let me know about it. The financial conditions that has prevailed since the 1st of October have made any real promotion work on the part of the University very difficult. Neither you or Dr. Stuart should be discouraged. I think by Spring things will be much different.

I am returning to-day to Mr. Garside the \$300.00 he sent me for traveling expenses. I have \$100.00 travel expense money now that will be sufficient for eastern trips.

Shall be glad to hear of Dr. Stuart's movements and the date of his return to the East that I may know about when you will be ready to take up your work here. Let me hear from you.

With great regards, I am,

Most sincerely yours,

Chester E. Jenney
Chester E. Jenney.

CEJ/H.

0394

ANALYSIS OF GIFTS AND PLEDGES SECURED BY CHESTER E. JENNEY
in 21 months January 1928 - September 1929

A. Secured without direct assistance by anyone else, except through publicity:

- 1. From new contributors - - - - - \$ 3,415.00
- 2. From former contributors - - - - - \$49,475.00

(Note, however, that those from whom this \$49,475.00 was secured in 1928 had in the previous five to seven years given more than \$200,000.00)

Among the donors were the following:

- Miss Laughlin, who had given \$5000 in 1928 and \$7000 in 1924; besides other gifts
- The Berry sisters, who had given \$50,000 in 1924 and 1925; besides other gifts
- Mrs. Marmon, who had given \$10,000 in 1926; besides three \$1000 and two \$500 gifts
- Mr. Bemis, who had given \$1000 in 1924, \$1000 in January 1928, and \$1000 in December 1928
- Mr. Wallace, who had given \$100,000 for the campus in 1925 and \$7000 for a residence in 1923 and 1925
- Mr. Gribbel, who had given \$2500 in 1924 and 1925; and other gifts
- Mrs. Torrance, who had given \$10,000 in 1925; besides other gifts.

B. Secured with direct help of others, or helped others to secure:

- 1. From new contributors - - - - - \$50,000.00

There are only three such contributors, as follows:

- Mrs. and Miss Gillespie, long cultivated, promised Mr. Wannamaker by telephone in spring of 1928 a contribution as soon as estate should be settled. C.E.J. visited Pittsburgh in spring of 1929 and secured \$10,000.00
- Mr. Chas. F. Ludington was won to warm interest by Dr. Stuart. OEW called later and he promised "a minimum contribution" until his investments should become profitable. C.E.J. called later and Ludington again used the same expression and pledged \$10,000. Again, just before the time limit on the Boyd pledge, C.E.J. secured second \$10,000 pledge.

- 2. From former contributors - - - - - \$15,800.00

Among these contributors were the following:

- Mrs. McKelvey, who had given \$25,000 for the infirmary in 1922, 1925, 1926
- Mr. John P. Weyerhaeuser, who had given \$5000 in 1925 and \$5000 in 1926
- Mr. Winters, who had given \$3000 in 1924, 1926, and 1927
- Mr. Lockhart, who had given \$1000 in 1924, and to Princeton-in-Peking \$25,000 earlier. O.D.W. presented the matter accompanied by C.E.J.

Comparison with Appeals from the Office

During the same 21 months we secured through the use of letters and telegrams a total of \$60,000.00. In some cases the donor may have previously been visited personally.

NOTE: In my judgment, the above analysis indicates that Dr. Jenney is a very desirable financial representative. It does not, however, indicate his effectiveness in such a marked degree as to justify a five-year binding contract. My experience shows that men engaged in such work tend to become stale and ineffective with the passage of time.

O.D. Wannemaker

FIRST PRESBYTERIAN CHURCH
COR. CHURCH & ONTARIO STS.
LOCKPORT, N. Y.

CU 069
YENCHING UNIVERSITY
150 FIFTH AVENUE
NEW YORK CITY

PASTOR'S STUDY

February 17th, 1930.

Mr. Olin Wannamaker,
Yenching University, Room 903,
150 Fifth Avenue,
New York, N.Y.

My dear Mr. Wannamaker:

Your letter of February 15th came yesterday. I read it very carefully. I do not feel that in fairness to myself I care to make any statement rather than the one I made to Dr. Stuart when he was here. I think you can appreciate my position. I would be glad to meet with the Finance Committee and yourself to talk the matter out. Taking everything into consideration I think this would be the better way. I think I would come to New York pretty nearly any time you would want to see me for a day. I wish you would write me as per my letter of Saturday giving me as nearly as you can when you would want me on Dr. Stuart's return to help between Sundays here in the work of the University.

My work is going very well. There is amazing amount of it. Right now we are in the midst of our Financial Campaign for the year beginning April 1st, 1930. After this is over I would be glad to discuss with you and Dr. Stuart, William Hum's proposition as regards Dr. Vincent. Let me hear from you.

With great regards, I am,

Most sincerely yours,

Chester E. Jenney
Chester E. Jenney.

CEJ/H.

0397

April 5, 1930

Dr. C. E. Jenney
50 Spruce Street
Lockport, New York

Dear Doctor Jenney:

This letter is intended to record the substance of the conversation of Thursday, (April 3rd) between you, Mr. George Barber and myself. When countersigned in approval by Mr. Barber in behalf of Yenching University and by you, it will be considered as fixing in general the conditions under which the Trustees of Yenching University and you renew the relationship terminated at the end of September, 1929. If I am inaccurate in my memory of any detail, please inform me. Otherwise, will you kindly sign in the space indicated and return to this office one copy of the letter?

1. The responsibility to be undertaken by you will be essentially the same as that pertaining to your service during the previous period.
2. It is understood that instead of traveling alone in behalf of the University and spending only brief intervals at any one stopping point, you will establish a temporary residence together with Mrs. Jenney at a main center and remain there for some weeks or until you feel that it would be more advantageous to postpone further activity at this point until a later period. From such a main center you will naturally be able to make brief visits into the surrounding area. You will then establish a residence in a similar way at another main center.
3. Your salary is to be identical with that under the previous agreement--\$8550 per year. Since it will not be practicable for you to render itemized expense statements under the conditions now outlined, the Trustees of Yenching University undertake to pay you \$200. per month to cover all expenses incidental to your service to the University, except all railway and pullman tickets for yourself, and all such tickets for Mrs. Jenney, required by trips between the main centers referred to.

0398

April 6, 1930

It is understood that if you see fit to provide an automobile for your use, the Trustees of Yenching University will pay the cost of railway tickets and pullman tickets between the points covered by you in an automobile.

4. The Trustees of Yenching University look forward with satisfaction to a long term of service on your part. Because, however, of the uncertainty of conditions in China and especially as regards the raising of funds in America, it is mutually agreed that after the expiration of one year from the time of the beginning of your service under this new agreement, either party to the agreement may terminate it after six months' notice given, or longer notice up to a maximum of twelve months in case such longer notice should be absolutely necessary in order to do justice to either party to the agreement.
5. It is mutually agreed that in case the Trustees of Yenching University should enter into any sort of joint campaign with another China University or a group of such institutions, you would continue your service in such a joint financial effort without detriment to your own interests as set forth in this agreement and under such terms as the Trustees of Yenching University might find acceptable.
6. Since we failed to discuss the date for the beginning of your renewed service, it will be necessary to determine this date in a mutually satisfactory manner through correspondence.

Assuring you of my confident expectation that you will materially strengthen the financial position of the University through your efforts and that you and I, personally, shall be able to cooperate with the utmost mutual satisfaction, I remain

Cordially yours,

Assistant to the President

Approved and Accepted for
the Trustees of Yenching University

Acting President

Approved and Accepted

Yenching University
New York

RECEIVED
YENCHING UNIVERSITY
140 FIFTH AVENUE
NEW YORK CITY

July 1, 1930

Memo to C.E. Jenney:

To avoid loss of time and arrive at satisfactory decisions,
I jot down the following points which I think we should be clear about:

(1) I shall arrive here from Europe September 23rd. I presume no active direct personal cultivation can be undertaken much earlier than that date. What do you think? At what date will you be ready to devote your time to Yenching University? Shall we say Sept. 25th? Or do you prefer some other date? *1 Oct.*

(2) Does the plan as outlined in my letter of April 5th to you seem practicable and desirable, or have you some change to propose? This plan contemplated your settling down with Mrs. Jenney for a period of varying length, from several weeks up at main centers, and working the environment. On the basis of such a plan an arrangement for a special grant in place of the usual expense statements and reimbursement was adopted. If the plan as proposed is not practicable or desirable, are the changes you think necessary of such a character as to invalidate the proposed arrangement for expense funds?

(3) A contract with Pierce & Hedrick for general promotional cooperation has been adopted. In studying this contract, Dr. Stuart, Mr. McBrier, and I all gave careful consideration to the relationship between your effort and the assistance we hoped to have from Pierce & Hedrick. I shall have a detailed conference with Hedrick on July 7th on the present condition of mailing list; all forms of publicity, including schedule of steps to be taken in that respect; areas to be especially cultivated, etc., etc. This discussion will naturally include the problem of Pierce & Hedrick's cooperation with you. I thought of asking you to postpone our conference till July 7th and share in the general conference, but decided not to do this, fearing to waste your time with much detail in which you would not be interested and also being anxious not to risk failing to have a satisfactory conference with you before I go to Europe. (I have been struggling to get off on the 9th, but now think I shall be forced to delay until the 16th.) I am, however, requesting Hedrick to be ready to have a brief talk with you and me on the 2nd if this should seem desirable.

Let me have your judgment about this point.

(4) I have no doubt you are prepared to discuss the question of first places to attack, and various other details.

O.D.W.

0400

RETURN TO
YENCHING UNIVERSITY
150 FIFTH AVENUE
NEW YORK CITY

December 19, 1930

Dear Chester:

Leighton has been writing rather blue letters because of the financial depression in this country, the failure to put through his proposition with the Chinese banker, and the conservative policy adopted by the Finance Committee here regarding immediate promotional effort. I wrote him that I would discuss that situation again with members of the Finance Committee and see whether they were disposed to advise a more aggressive policy.

Since that time, I have talked with two members of the Committee and both were emphatic in expressing the conviction that aggressive effort at the present time is not only likely to bring negative results, but might even irritate friends and prospective friends. Thus far, the Lingnan effort in Philadelphia has netted almost nothing. I have just had a conference today with Mr. Hedrick and Dr. Henry. We have decided to continue the effort in Philadelphia ~~for~~ somewhat longer, although without any expectation that the total result will be highly encouraging.

I am writing all this only to assure you that I am thinking constantly of the need of such help as you can give the University when conditions alter for the better. We will both keep our eye on the weather vane and take advantage of the first change in the wind.

I hope everything is going reasonably well with you in spite of the continued bad behaviour of the stock market. I found myself thinking a day or two ago how nice it would be to join you at Lake Placid Club for a few days of winter recreation. Unfortunately, my luck does not include such an item.

With every sort of good wish for the Christmas Season to you,
Mrs. Jenney, and Ruth.

Cordially yours,

Dr. Chester E. Jenney
50 Spruce Street
Lockport, New York

ODW:KK
- 4098

0401

April 22, 1931

Memorandum of Interview with Dr. Jenney

Dr. Jenney stated that there were certain factors in his first relationship with Yenching University that were not entirely satisfactory.

1. Certain prospective givers whom he developed were not properly handled. In cases where he alone should be the one to follow up prospects whom he secured, others called and spoiled the prospect. In some instances Dr. Stuart, and in other instances others called on these prospects.
2. Dr. Jenney does not enjoy working under instructions of the Promotional Office. While he entertains the highest regard for the personnel, and has a positively friendly feeling for everybody, he does not think the high pressure salesmanship idea in work of this kind is the proper method for him to employ. He does not think directions and instructions given to him are productive of the best results. He prefers to exercise his own judgment as how to handle matters, make calls, etc. He is glad to take suggestions under consideration but the modus operandi should be left to his judgment as to time, method, etc.
3. Dr. Jenney does not feel that he should receive letters from Miss McCoy requesting information regarding lists, etc. when he is out in the field. He will be glad to cooperate in any possible way but to correct lists and check up individuals for the sake of records in the office is not the sort of service that he thinks is the best use of his time.
4. Dr. Jenney feels his best service would be rendered if he is provided with a competent secretary on whom he has first call. This secretary will open his mail, convey information to him, receive instructions from him, write letters at his direction or dictation, attend to making his dates, all of which responsibility devolves upon Dr. Jenney. She will keep the Promotional Office informed of Dr. Jenney's engagements, will pass information on to Miss McCoy, and will serve as a go-between, acting for Dr. Jenney in all promotional matters.
5. Dr. Jenney desires to retain a relationship with Princeton-in-Peking and desires to cooperate with them in raising their endowment fund.
6. Dr. Jenney believes in getting a definite pledge, signed by contributors, but does not care to do anything further after securing the pledge. He desires the Promotional Office to do the follow-up work, acknowledge subscription, express appreciation for same, and make the collection. In cases

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where the Promotional Office does not make headway in securing payment, he is glad to cooperate.

7. Although Dr. Jenney's secretary will handle his work direct for him, he wishes Mr. [redacted] and Miss McCoy to know all that is going on and desires that they be kept fully informed of all details.

8. Dr. Jenney wishes one or two members of the Promotional Committee to keep in close touch with him and cooperate with him. He desires to map out a program of a month or more, talk it over with the delegated members of the Promotional Committee, and then carry out this program, making report at the end of the month.

9. Dr. Jenney desires a salary of \$9,600 per year, ~~from constituents to take care of all expenses~~. He will keep an expense account which will be reported to the office weekly and payment of said account will be promptly made.

10. Dr. Jenney suggests that our promotional literature should be more pointed and definite in advising our constituents just what is going on. He feels that the tenor of our literature has been that of an apology for Christianity rather than a definite outspoken conviction and he feels only the latter will win with our constituency.

11. Dr. Jenney raises the question whether there has been all the follow-up work with past contributors that might have been employed. For example, in the case of those who give money for residences, have they been supplied with photographs of the residence and has their interest been maintained so that the approach to them has been kept open? Do they feel that their contribution is a closed incident or do they feel that, having obtained the contribution, that is the end of our interest?

c 29

- C O P Y -

April 27, 1931

Dr. Chester E. Jenney,
50 Spruce Street,
Lockport, N. Y.

My dear Dr. Jenney:

This is the first opportunity I have had to write you. All day meetings on Thursday and my absence from the office on Friday and Saturday compelled me to defer writing you until today.

Referring to the memorandum which I handed you, let me summarize, if I may, the terms and conditions under which you would favorably consider a relationship with the Promotional Office of Yenching University.

Providing you renewed your relationship with us, it would be on the understanding that while no iron-bound contract for an extensive period of time would be expected, it is to be hoped that the relationship would be one that would extend through the years for such time as the University and yourself could advantageously and helpfully work together in promoting the interests of Yenching. A form of understanding, which might be termed a contract, would be drawn up for a limited period, say a year; and this could be written so that it might be self-renewing without the necessity of revision year after year.

It is to be understood that in case either party wishes to discontinue the relationship, same may be accomplished upon giving proper notice, say three months or six months, or whatever time seems mutually agreeable.

It is also understood that you are to work in close collaboration with a small committee, consisting of one or two individuals representing the Promotional Committee of the Trustees; and that you will be left largely to work out your own plans and program, conferring of course with this committee. It is taken for granted that you and Mr. Wannamaker will collaborate in every possible way so that the whole promotional plan may be harmonized and maximum results obtained. It is not to be expected, however, that you will be asked to gather detailed information regarding persons, etc. for the office files, but that you will be glad to report and cooperate in any possible way and give such information to the office as you may obtain in reference to the parties on whom you call and other matters that you may wish to report.

You desire a competent secretary to whom you will give instructions and who will cooperate with you in keeping the Promotional Office advised regarding your movements, and through whom you can pass any information to the various departments of the Promotional office.

You also desire a relationship with Princeton-Yenching Foundation and wish to cooperate with these Trustees in helping secure their endowment fund.

You request a salary of \$9,600 a year and expenses.

You thought that possibly you might be released from your present engagement about July 1st; and it was thought that, in preparation for your work, a trip to China would be very helpful. Dr. Stuart desired that you should leave for China not later than August 1st, going direct to Peking and remaining there

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Dr. Chester E. Jenney

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4-27-31

until after the Yenching opening of the fall term, about September 15th. He would then travel with you to visit other important points in order that you might have a birds-eye view of other schools, etc.

One point that I should have covered in my conversation with you is in regard to the amount of your salary during the trip to China, which will probably cover part of July, August and September. Inasmuch as you very generously suggested, during your previous engagement, that a reduction be made during the holiday season, and inasmuch as a considerable sum will be required for your trip to China, perhaps it will not be out of place to ask if you had in mind some reduction from the amount mentioned for the months when you are actually employed in making this trip and which will be somewhat in the nature of a vacation, and at the beginning of your renewed term with us. I will be glad if you would express your mind freely in regard to this. I refer to this matter with some hesitation but know you will appreciate that our expenses will be extremely heavy for a time before any returns will begin to come in.

Of course, we expect the expenses of the Promotional Office will be paid from the income received as a result of the promotional activity. There is no other source from which same can be paid. I intended to ask you if you had any suggestions in regard to any underwriting or pledges to take care of this Promotional Office expense. It is a matter we should have brought up in conversation rather than introduced into correspondence. I will merely mention it now and, when I see you again, we will talk it through.

I understand that you expect to meet Dr. Stuart in Philadelphia on Monday, May 4th, and cooperate with him while he is there, visiting certain parties whom you both know. I know you can be very helpful in assisting him. I wish it were possible for me to be in New York so that I could see you upon your return; but this cannot be arranged, as I am obliged to leave this week Friday and will not be back until May 11th.

There is no reason, however, why the final arrangements in regard to your engagement cannot be completed without my presence. At this time I wish to say that I am personally quite satisfied to conclude arrangements with you along the line of your proposal, and am of the opinion that the Promotional Committee will approve my recommendation that you be engaged on the basis suggested.

I wish, moreover, to say that I shall be delighted to be associated with you in a more intimate relationship than existed in the previous engagement and look forward with pleasure to the beginning of our active work together. I wish to assure you that I shall do everything in my power to cooperate, and, if at any time I can be of any help to you in visiting different points and giving my own personal testimony or relating my experiences in connection with the University, I will be glad to undertake this additional responsibility.

Now perhaps I have not said in this letter just what you expected. I have, however, tried to outline what I understand to be your desires, and wish to say that all the suggestions you made as to the terms and conditions of your relationship to us are perfectly acceptable to me and I have no doubt will be to the Promotional Committee when they take the matter up in a formal manner.

Can you soon definitely advise us when you will begin with us so that I may bring the matter before the Promotional Committee for their action.

Sincerely yours,

EMMcB.A

EMMcB

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May 19, 1931

My dear Dr. Jenney:

In the name of the Trustees of Yenching University I write to invite you to enter the service of the University at the earliest date practicable - on or about October 1st next - for such cooperation in the strengthening and developing of the institution as you were rendering during your previous term of service, and with the following as the basis of mutual understanding, briefly summarized, between the trustees and you.

1. There will be no detailed contract for an extensive period of service, but it is the mutual hope of the University and of you that the relationship will continue so long as the trustees and you can work together advantageously and helpfully in promoting the interest of the University. The mutual relationship once entered into will continue from year to year unless either party to the agreement should desire to discontinue it. In that case, notice of at least three months, or, if necessary, six months, would be given before the severance of the relationship should occur.

2. A small committee of the trustees delegated by the promotional committee would cooperate specially with you and serve as a means of easy communication between you and the Board. Your program and plans would be left, in large measure, to your own judgment subject to mutual conference with this small committee. It is taken for granted that you and Mr. Wannemaker will collaborate in every possible way so that the whole promotional plan may be harmonized and maximum results obtained. It is understood that you will assist the promotional office in general in any practicable manner, but will not be called upon for gathering of detailed information regarding personnel on the mailing list, and other similar routine matters.

3. An office secretary will be delegated to receive instructions from you, to take your dictation, and cooperate in keeping the promotional office informed concerning your plans and movements, and in passing on to the promotional office any information you may desire to transmit.

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May 19, 1931

4. It is the understanding of the trustees of Yenching University that you will cooperate also with the trustees of Princeton-Yenching Foundation, especially in the matter of raising endowment funds.

5. Your salary is to be at the rate of \$9,600.00 a year arrangements mutually satisfactory are to be made for covering all traveling expenses.

6. It is the mutual intention of the trustees, and of you, that arrangements will be made for you to visit China at some convenient time probably during the late summer and autumn of 1932.

7. It is the understanding of the trustees of Yenching University in thus inviting you to enter the service of this institution, that the trustees of Lingnan University desire to share in this invitation and in the service that you are to render, and that the Lingnan Board of Trustees will assume an equal portion of your salary and your expenses. This matter is being referred now for formal ratification to the President of the Board of Trustees of Lingnan University. Should that Board for any reason not share in this invitation to you, the Trustees of Yenching University would wish to resume conversation with you with a view to engaging your entire service for the single institution.

May I request that you state your decision with reference to this invitation as early as convenient, since the situation of the University requires prompt planning to meet its needs.

Assuring you that the Trustees of the University value the service you rendered in the past, and look forward with hopeful expectation to the fruitful results of your renewed connection with the University, I remain,

Cordially yours,

For the Board of Trustees
of Yenching University

E. H. B.

*Our file.
c e g*

Memorandum of Telephone Conversation with Dr. Chester E. Jenney

September 28, 1931

Doctor Jenney wished, before my return from Europe, to come to New York for an interview with Mr. McBrier, representing Yenching, and Mr. Osborn, representing Lingnan. It did not prove practicable to arrange for this interview. Upon my return, I wrote him at once and he wished to come to New York today. I arranged immediately for him to see Mr. McBrier and Mr. Osborn, and telegraphed him to that effect.

He telephoned this morning to say that because of a very long sermon preached by a visiting minister at his church Sunday night he missed his train from Buffalo to New York. He stated that what he had wished to communicate to us was that it would be utterly foolish to add his budget to our expenses at the present time -- in fairness both to the Universities and also to him. He was emphatic in expressing his prediction that no one can at the present time raise money for the universities in China except from a very few individuals long interested and still having available funds. He felt that it would be far wiser for him to limit his service to such occasional special visits as he and I might arrange with reference to a few such promising prospects for present assistance.

I reported to Doctor Jenney the very urgent desire of both Doctor Stuart and Doctor Henry to have him begin immediately full time service to the two universities, and that they even wished one other man in addition to spend his whole time in seeking prospects and soliciting funds. Doctor Jenney stated that such an arrangement might be entirely in order later, but that in his judgment it would be a great mistake at the present time.

I told him that I would confer with Mr. McBrier and Mr. Osborn within a few days and write him.

Olin D. Wannamaker

ODW*KK

*copies to:
JLS
Mr. Hadrick
Emm. Brun
Dr. Wang Thompson
Mr. Osborn
Dr. Henry
Lingnan.*

*ODW copy has not sent since
ODW did not think it
necessary*

0408

FIRST PRESBYTERIAN CHURCH
Cor. Church and Ontario Streets
LOCKPORT, N.Y.

Stuart

c 29

October 26, 1931

Pastor's Study

My dear Olin:

Attached you will find names of people I saw on my recent trip to Boston. I learned three things.

1. People would not see me if I talked to them about new gifts. They would see me to confer about Yenching.
2. They all felt that there was a danger that pledges already made would be cancelled if some attention was not given to the matter. This should be thought out carefully by you at the office.
3. Most of the people I saw expressed a deep interest in Yenching and Dr. Stuart stating that it would be hard to get new gifts now. All felt that those who had given or were giving should be called on that their interest in Yenching might be kept alive-- with new gifts in view when business conditions were right. I think they are right. I know I saved some money for Yenching by persuading people to continue their payments.

This should be carefully thought out by you. If you want me to come to New York to go over this matter with you then go on to Philadelphia to see Miss Laughlin and others-- best you would write me what you think.

There is a great danger just now that people forget us or drop us out for some more pressing call that is local. This should be guarded against.

Write me.

Sincerely yours,

/s/ Chester E. Jerney

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Yenching University

Calls on Boston Prospects Reported by Doctor Chester E. Jenney

October 22nd, 1931

<u>Name and Address</u>	<u>Reported by Dr. Jenney</u>	<u>Notations in this column Made in Praxational Office.</u>
Agassiz, Mr. E.L. 14 Ashburton Plade	Interested. Discouraged because of price of capital Will pay pledge as soon as possible.	No pledge - Gave \$1,000 in 1930.
Mr. John L. Grandin 31 Milk St.	Thought outlook none too promising Interested in Yenching	No pledge. Has given nothing since 1924.
Mr. Clement C. Houghton 60 State St.	Felt Yenching interest should be kept before people.	No pledge - last gift was \$500 in 1928.
Mr. Henry Perry 31 Milk St.	Mr. Perry said must keep Yenching interest before people lest they forget it.	No pledge - last gift \$20 in April 1931.
Mr. Henry Day Day Bank & Tr. Co.	Will pay pledge. Thought people should be called on to prevent falling off of subscriptions.	Pledged \$700 in 1930 - has paid two annual payments of \$100 each.
E. S. Webster, Sr. 49 Federal Street	Stone and Webster - hard hit. Laid off a great many men and women. Obligation to them first.	No gifts.
Mrs. Wm. Sutton Vendome Hotel	Will consider a gift if income improves. A woman in middle (70) seventies. Good prospect.	On mailing list only.
Mrs. J. E. Jewett Cambridge, Mass.	I also called on Mrs. Jewett and Lucius Porter.	Mr. Conant reported in Feb. 1930 that Mrs. J. is quite wealthy; they were loaded with pledges but were very cordial and would like to meet Dr. Stuart. Good Cultivation will win them for Yenching. They were on Dean Bonham's list of those invited to the faculty club luncheon 1-15-30. Dr. Luce said in 1927 "Mrs. J. is one of the Weyerhaeuser group of fine brothers and sisters."

I think I should see you to talk it over and arrive at definite plans.

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FIRST PRESBYTERIAN CHURCH
Cor. Church and Ontario Streets
Lockport, N. Y.

-COPY-

Pastor's Study

Mr. E. M. McBrier,
Yenching University,
150 Fifth Avenue,
New York, New York.

My dear Mr. McBrier:

So glad to see you last Monday. Saw Miss Munger. She will increase her gift to Yenching University very materially. I hope by \$200,000 but will not be able to do this before 1933. She thinks she might be able to make a pledge to this end next year, the latter part of the year, all of which is very fine. Nothing must be said to Miss Munger about this by anybody in the office or anywhere else. It needs careful cultivation and can be lost almost as easily as it can be gotten. I have her confidence and will keep in touch with her from time to time and at the right time will secure her pledge if possible. You can convey this information to Mr. Wannamaker telling him that I said that anything said or done now would ruin the whole deal. This is one of the cases that should be left to me and my judgment. I will talk it over with you from time to time and let you know how I am progressing.

I have been asked by one of our college presidents to visit some hundred people that contribute to them (it is their own list and clientele) sometime in January taking a week to do this. If I go I will inform Mr. Wannamaker of the places I shall visit and will at his and your suggestion call on any of the friends of Yenching and Lingnan as I have time in the interest of these two institutions. It would cost Yenching and Lingnan nothing and I might get some money.

I will send you the list we talked about in a few days. Appreciating your fine courtesy and friendship, I am,

Sincerely yours,

Chester E. Jenney

CEJ/H.

C. E. Jenney

*X to Miss Munger
Special OK in
Munger file
December 28th, 1931*

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Dec. 28, 1931

uncertain conditions prevailing, it is mutually understood that either party might find it necessary to terminate this working relationship. In such an event, it is mutually agreed that an effort will be made to give one month's notice in advance, but the right is reserved in case of necessity, to terminate the agreement after two weeks of notice duly given.

At the earliest possible date a committee of the Trustees of Lingnan University will be given an opportunity to share in this arrangement for the use of your services. It is mutually understood by you and the Trustees of Yenching University that should the Trustees of Lingnan University desire so to participate in this arrangement, you will to the best of your ability serve the two Universities equally and impartially. All details in regard to the practical carrying out of such a joint effort to the equal advantage of each institution will be determined through conference and correspondence between you and myself acting as executive and representing both Boards of Trustees, or through a conference in which some one representing Lingnan University on the Pacific Coast may discuss these details with Mr. Warner and you jointly. In the event that such a joint service is arranged, it is understood that Lingnan University will assume responsibility for its portion of the salary and expense connected therewith.

Although this memorandum does not become a binding agreement on Yenching University until the Finance Committee of our Trustees can pass upon it, we expect to secure such approval at a meeting of that Committee scheduled for December 30th. Unless, therefore, the Committee should fail to approve some detail of the agreement, we shall be able to telegraph Mr. Warner immediately after that meeting that it is ratified by the Committee. In that event your signature, indicating your acceptance of the terms of the agreement, and Mr. Warner's signature as President of the Trustees of Yenching University, will make it mutually binding upon you and the Trustees of the University.

Assuring you that we are pleased to have your enthusiastic interest and that we look forward to a large measure of success in our effort in behalf of the University, I remain

Cordially yours,

Assistant to the President

Mr. P.L.Wills
7515 DeLongpre Avenue
Hollywood, California

ODW: KK

The above memorandum constituting an agreement between Yenching University and P.L.Wills is hereby accepted and confirmed, to become effective on

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For the Trustees

.....
P.L.Wills

.....
Franklin Warner
President

0412

December 28, 1931

Dear Mr. Wills:-

In the light of recent correspondence between Mr. Warner and Mr. McBrier, and your and Mr. Warner's conferences, I shall endeavor to state my understanding of the terms and conditions under which you are about to begin work. Since it will not be definitely determined until the responsible committees shall have taken action here whether this service is to be for Yenching University alone, or for Yenching and Lingnan Universities jointly, I am drafting the memorandum, for the sake of simplicity, as if it pertained to Yenching alone and shall in the final paragraph make provision for the inclusion of Lingnan in case such an arrangement is determined upon.

We understand that you will devote yourself to the service of the University especially with a view to gaining and developing the interest of persons able to contribute to its financial support, and securing actual pledges or cash contributions for this purpose. It is our understanding that so long as this relationship between you and the University continues you will devote your full energy to this one service.

The Trustees and others connected with the University will in turn cooperate with you to the fullest extent practicable, as will also members of the faculty or administrative officers while temporarily in America.

For the sake of close cooperation and satisfactory records, you agree to report once each week to this office and will confer with me regarding the general objectives and program of promotional work as well as all important details.

The Trustees of the University undertake to pay you a salary of six hundred (\$600.00) dollars per month so long as this contractual relationship continues. It is understood that for a considerable period of time most of your activity will be conducted in Southern California, and that you will be able to live at your own home. It is agreed that you will provide a small automobile, inexpensive in operation, for use in carrying on your work. The Trustees undertake to pay a reasonable price for the cost of operating this car, the charge per mile driven to be _____ cents. The Trustees further agree to bear the cost of any approved trips requiring railway travel. The Trustees will, furthermore, bear the usual items of expense incident to such service as you are about to undertake, such expense to include, whenever you are not able to be at your own home, such items as hotel accommodations and meals, but not anything else of a purely personal character, such as laundry, valet service, etc.

In accordance with the practice prevailing at the office of the Trustees in New York City, your salary will be paid bi-weekly. You will be reimbursed promptly for all expenditures incurred, or, if you so desire, an advance fund will be provided estimated to cover expenses for one month, this to be considered a revolving fund and reimbursement to be sent you upon receipt and approval of reports of expenditures once every week.

It is the hope and expectation of the Trustees, and we understand that such is your hope and expectation also, that this working relationship may continue for an indefinite length of time. Because, however, of the

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December 30, 1931

Memorandum Regarding Promotional Work since report to
the Trustees on November 4th, 1931.

A report for the period from April 15th to October 28th, 1931 was submitted to the Trustees on November 4th. There is very little to report during the short interval since that date.

Collections and new contributions. Since the last report, which included October 28th, the total amount of new gifts secured (almost entirely in cash - only a small portion in pledges) amounts to \$5,106. During the same period \$4,122.50 has been collected on pledges previously held. An appeal letter to our mailing list, dated December 7th, brought in \$961 of the new contributions just mentioned. A second appeal to the same list will be mailed with the expectation of a considerable increase in the result from this mail appeal.

Dr. Jenney and Mr. Wills. Dr. Jenney recently came for a conference with Mr. McBrier and the President of the Lingnan Trustees. He plans certain special calls during the coming weeks and holds himself in readiness to begin continuous work whenever financial conditions seem to warrant such a decision on his part and on that of the Trustees.

After Mr. Wills and Mr. Warner returned to California from a conference here, Mr. Warner reported that Mr. Wills was unhappy in working under the direction of Messrs. Pierce & Hedrick and preferred direct connection with Yenching University or Yenching and Lingnan together. After prolonged correspondence between Mr. McBrier and Mr. Wannamaker on the one hand, and Mr. Warner on the other, a proposed working agreement has been drafted for the use of Mr. Wills either by Yenching alone or by the two universities together. This has been mailed to Mr. Warner to be signed by him with Mr. Wills, provided the Finance Committee approves. Draft of the agreement is submitted herewith for consideration by the Committee.

Women's College Committee. Early in November that Committee accepted the resignation of Miss Alice Keep Clark as chairman of their promotional sub-committee and as a member. Dean Lucy J. Franklin has accepted appointment as chairman of the Committee. This office is working in the greatest possible cooperation with that promotional sub-committee of the Women's College Committee.

Request of Lingnan University that Mr. Wannamaker make a trip to Canton. For months past Dr. Henry has urged me to come to China to share in drafting the terms of a relationship between the local Directors and the American Foundation for a second period of five years to begin July 1st, 1932. I have urged, repeatedly, that a visit by me to China be postponed to a more favorable time. Dr. Henry, however, is so earnest in his request for this cooperation, and the Executive Committee of the Lingnan Trustees are now so eager to have me make this visit to Canton, that the matter must be discussed within the next few days with the Executive Committee of the Lingnan Trustees and a definite decision reached. This decision may be

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December 30, 1931

unavoidably in favor of the trip to China. I have kept both Mr. McBrier and also the Executive Committee of Princeton-Yenching Foundation informed of this situation. Although I have tried to avoid this visit to China at the present time, I feel assured that my usefulness to Yenching University would be greatly enhanced by such a visit. President Stuart is evidently eager for a closer cooperation with Lingnan University. He has recently alluded in a letter to me to the hope that he might see me soon in China, though he has not pressed the matter at all. Dr. Henry writes that President Stuart said he would make a trip to Canton, if necessary, for a joint conference with Dr. Henry and myself regarding a closer collaboration of promotional work in America.

I suggest that the Finance Committee authorize the Promotional Sub-Committee to take action in the name of the Finance Committee as regards this visit to China, decision in regard to which must not be longer deferred. Dr. Henry desired me to reach Canton before the end of December. The usefulness of my visit to Lingnan University would be largely lost if I should arrive there later than early March.

Olin D. Wannamaker

0415

C E G

MINUTES OF MEETING
COMMITTEE ON FINANCE, PROPERTY, AND INVESTMENT
TRUSTEES OF YENCHING UNIVERSITY

Friday, May 6, 1932

Room 606, 150 Fifth Avenue, New York City

CONFERENCE WITH DR. JENNEY

Mr. McBrier reported that a conference was held with Dr. Jenney on April 19, 1932. At that time Dr. Jenney was urged to secure a temporary release from his church and devote the months of May and June in an intensive effort to match the first Rockefeller gift for Natural Sciences, the salary to be \$750.00 per month plus traveling expenses. Dr. Jenney indicated his willingness to cooperate in every way and stated that he would endeavor to secure a short leave of absence. It was

F-3060 VOTED to receive the report on conference with Dr. Chester E. Jenney.

CONTINUED SERVICES OF DR. JENNEY

The Committee noted with some concern that Dr. Jenney has not been working under the terms of agreement as entered into at the conference of April 19.

During the past two weeks only portions of his time were spent in the interests of the University. After further discussion it was

F-3061 VOTED that the Committee notes with regret that Dr. Jenney has not carried through the plan decided upon in devoting his entire time to the campaign and authorizes the Treasurer to arrange a conference with Dr. Jenney in Mr. Barber's office on May 9 at 9 A. M.

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file CEJ Personal

FIRST PRESBYTERIAN CHURCH
COR. CHURCH AND ONTARIO STREETS
LOCKPORT, N. Y.

June 13, 1933

Mr. Bayard Hedrick
Yenching University
150 Fifth Avenue
New York City, N. Y.

My dear Mr. Hedrick:

Enclosed you will find my report as you asked. I think my work will be profitable in good results in the future. In it all I was so terribly hurried, having time for only one day in a place most of the time, and being called back to Lockport for funerals and what-not that before I finished this itinerary as agreed upon by us I was in a hectic state of mind. However, I did my best and feel that I did a great deal of good. I know the situation in many of these cases very well and would be most glad to turn over Miss Munger, Miss Laughlin, Mrs. Blair, The Gillispees, Mrs. Torrence, and Mr. Webster to someone else. They are the best on our list that I know anything about and yet I do feel that until such time as they are turned over by me to someone else in the way of a formal introduction they should be left to me if the University so desires. I say this not because I am anxious to go to see them or from any personal point of view but solely for the Universities good.

I want to thank you for all your personal courtesies and kindness to me. For me it is a pleasure to work for you. I will be glad to explain to the best of my ability anything you may wish explained further, and to answer any question that might arise in your mind through this report. I am glad to get it off my mind for I find it very difficult to do two jobs well.

Sincerely yours

Chester E. Jenney
Chester E. Jenney

CEJ:DT

0417

FIRST PRESBYTERIAN CHURCH
CORNER CHURCH AND ONTARIO STREETS
LOCKPORT, N. Y.

ac 8/17/34

August 14, 1934

Mr. B. A. Garside
Yenching University
150 Fifth Avenue
New York City, New York

My dear Garside:

I have your letter of August 11th and in reply let me say that you are perfectly right in your interpretation of Miss Smith's pledge to Yenching. There is \$3000.00 still due. It is very evident from the photostat of the two signed pledges and the letter which she gave me on June 23, 1932. The circumstances that led to these two pledges were on May 18, 1932 and the other June 23, 1932 are as follows: I called on Miss Smith on May 18, 1932 and she gave me a signed pledge for \$2000.00. I called on Miss Smith on June 23, 1932 and she gave me the letter indicating her pledge of \$3000.00 extra to help in the claiming of the Rockefeller gift of \$250,000.00.

I do not know what the best method of approach of Miss Smith is. I think your letter, a copy of which was enclosed to me, is very well written. I think that if you sent her that and a photostatic copy of both her cards that it will be very evident to her that she owes the additional \$3000.00.

Miss Smith is not easily approached. She is a maiden lady of uncertain years and is like many women of that type. She is very subject to a rather subtle flattery and feels her Wellsley College affiliations. She has a great belief in Professor Pendleton and follows after her judgment rather closely.

I had arranged with Dr. Gee and Mr. McBrier to visit Mrs. Marmon at Culver, Ind. the last few days of August endeavoring to finish up her suggestion that she may give or bequeath \$100,000.00 to the University. I have this visit to her on my schedule before my fall work starts in my Church. I can get away easily through the month of August. If you prefer to have me and send me all the information I will go and see Miss Smith and talk with her about this

n.54

0418

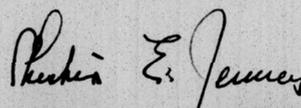
additional \$3000.00 pledge. You follow your own judgment in the matter for I have found that whatever you do is usually right. This is only a suggestion. I am enclosing this photostatic copy in my letter thinking you might wish it back.

It is interesting to note that not a single line of my own writing appears on either of these three pledges and that they are all written out in her own hand. I am confident that if she could see the photostatic copy that the question would be settled in her own mind as to her obligation to the University.

She is rather valuable to the University and to the work in China. She has a missionary mind and nothing should be done to offend her. I would feel that if she were offended that the cause of Christian education in China had lost a real friend and one who might do very much more in the future. She is a fine woman and has an interesting personality and needs much more careful cultivation than we have been able to give her. She lives in a very inaccessible place in Alton.

I trust you and your family are well. I returned from my vacation last Friday and am trying to pick up the threads of my work again. I also find it difficult to get my mind adjusted to my task.

Sincerely yours


Chester E. Jenney

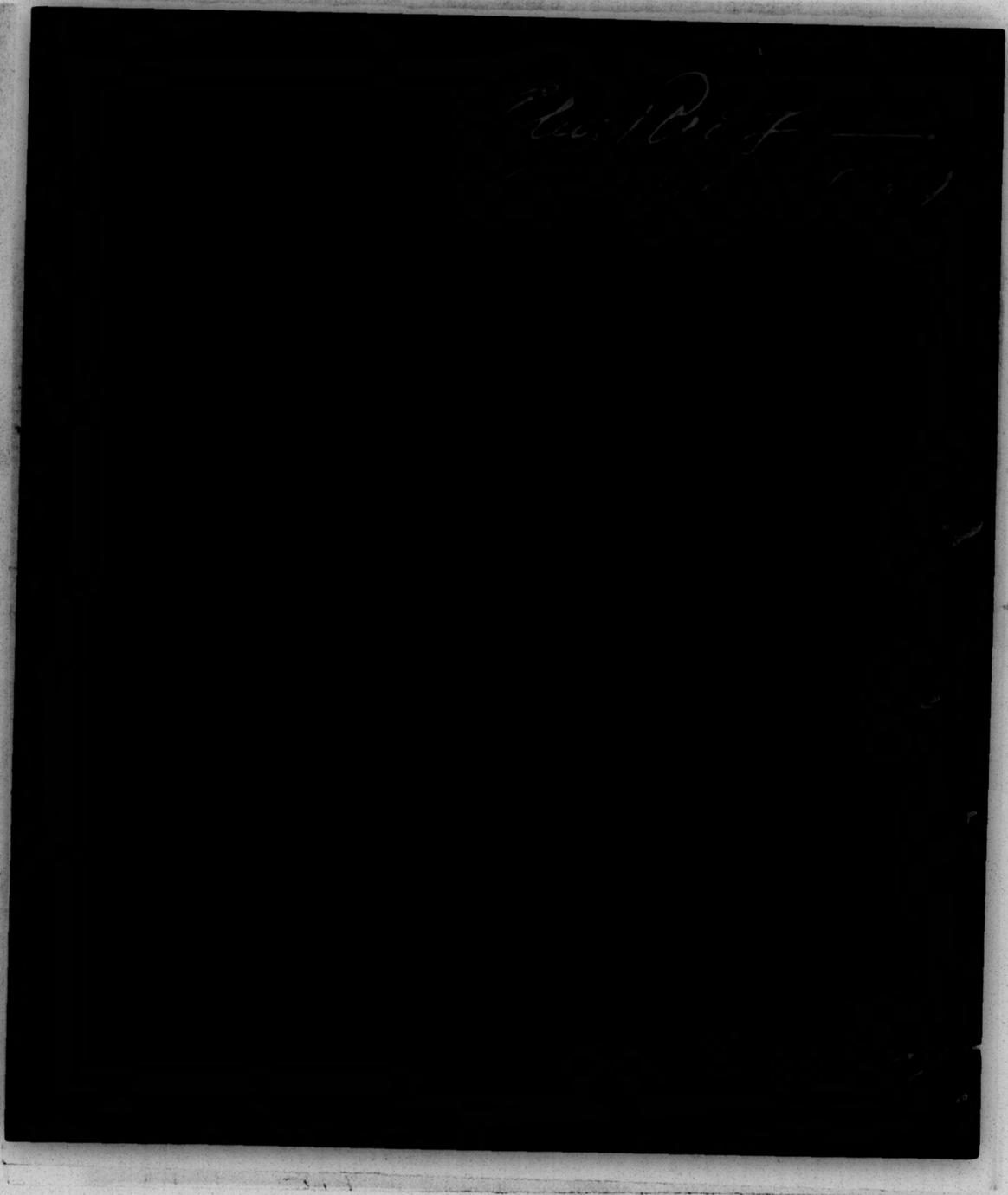
CEJ:DT

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EMERGENCY SUBSCRIPTION
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3
3
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0420



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Handwritten characters or symbols arranged vertically on the right edge of the page.

0421

January 5, 1935

Dr. C. E. Jenney
50 Spruce Street
Lockport, N. Y.

Dear Dr. Jenney:

We have been greatly encouraged by the word from Mr. Garside that you have been successful in securing a \$5,000 gift for Yenching from some generous but unknown person. We want you to know how very much we appreciate all your efforts for Yenching. Such help as this is greatly needed.

We would be glad to know if you were able to make the visit to Mrs. Marmon and what the prospects are for securing the large gift which you believed would be forthcoming from her.

With all good wishes to you for the New Year, I am

Very sincerely,

N. Gist Gee

NGG

0422

February 8, 1935

Mr. E. M. McBrier, Treasurer
Yen Ching University
150 Fifth Avenue
New York City

Dear Sir:

It is with deep regret, but I consider it necessary to inform you at once, that there seems to be no possibility of your receiving any money now or ever from the Torrence Fund on the representations of Dr. Chester E. Jenney.

I have not been able to discover evidence of any existing fund or trust.

I am writing this letter to you at the earliest possible moment in order that you may know the facts in this matter.

My brother is in the hospital and is suffering from a severe nervous breakdown. I shall be able to give you a physician's diagnosis sometime next week.

I wish to say again that I regret to write you to this effect, but feel that I should inform you in order that you may be aware of the situation as it really exists.

Very sincerely yours,

RJ/W

Ray Freeman Jenney

116 Concord Place
Syracuse, N.Y.

Dr. Lee is not replying
to this letter. a.

0423



Feb 13/31

Dear Dr. J. -

Thank you for yours of Feb. 11 enclosing letter from Mr. Jenney. Isn't this a queer business? What do you make of it?

Keep the letter on file. I am returning it by regular mail as we don't want to run any risk of losing it "in the air", though the risk is not so great these days.

Better send a copy of same to Dr. Strait and write him conditions as you know them. Dr. Jenney has always been pretty much of an enigma to us all, - a very peculiar man. This last development certainly looks peculiar.

Thank you for the names. I shall try to call on some of them as I find time.

I am writing direct to Mr. Ray Freeman Jenney a brief note acknowledging his letter, expressing my concern for Dr. J., telling him nothing, asking for further information to be mailed to me c/o New York office.

Most sincerely

EMM Prier

0424

Cheeloo University (Shantung)
Fukien Christian University
Ginling College
Hangchow Christian College
Hua Chung College

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E. M. MCBRIER, *Treasurer*

Confidential

February 13, 1935

Dr. J. Leighton Stuart
Yenching University
Peiping, China

My dear Dr. Stuart:

We are sorry to have to report a serious break-down in the health of Dr. Chester E. Jenney. It seems that the case is of such a nature as to mean that he will not be able to render any further assistance to our Yenching promotional work.

Ever since Dr. Jenney established his first connection with us we have all recognized him as an extremely eccentric individual, but have borne with his eccentricities because of his unquestioned abilities and his great devotion to our cause. During the last year or two these eccentricities have grown somewhat more pronounced, but we have been inclined to treat the Doctor with more tact than ever because of our hopes that Yenching and the other China Colleges might in time receive substantial sums from the "Torrence Fund" of which Dr. Jenney was supposed to be one of three trustees.

Early in January Dr. Jenney called me over to the Pennsylvania Hotel, where he introduced me to a young woman whom he told me had been made the Executive Secretary of this Fund, and had also been elected as a third trustee to succeed one of the original three who had recently died. At that time he also said that the trustees had appropriated \$5,000 each to Yenching and Lingnan. He told me that the trustees were asking a certain man who would soon be starting out to China to inspect all of our Colleges while there and to make a report to the trustees which they would use in determining final appropriations.

At the time I saw Dr. Jenney he was obviously quite ill, the result, he told me, of a case of influenza aggravated by several days of travel on the business of the Torrence Fund. He returned to his home in Lockport that night and since then we have been receiving reports of his serious illness, with a threat of a recurrence of the serious nervous break-down he experienced while a pastor in St. Louis about a decade ago.

On Monday of this week we received from his brother Dr. Ray Jenney, who is a pastor in Syracuse and whom you possibly know, the startling letter of which we attach a copy hereto.

Dr. Ray Jenney came to the office in person today and told us in full detail just what has happened.

0425

2/13/35

About ten days ago legal counsel representing various individuals to whom Dr. Jenney has made promises on behalf of the "Torrence Fund" came to Dr. Jenney after making some exhaustive investigations, and told him that in their judgment such a fund had never existed. The shock of this announcement threw him into such a state that psychiatrists were called in. Their formal diagnosis has not yet been announced, but it is their general opinion that he has for some time been afflicted by a developing case of paranoia, manifesting itself in various "delusions of grandeur" of which the "Torrence Fund" seems to have been the most startling. The indications now are that Dr. Jenney will probably have to receive permanent institutional care.

Dr. Ray Jenney's investigations have shown that a great many level headed individuals around over the country have been convinced of the reality of Dr. Jenney's statements with regard to the "Torrence Fund". But at no point has there been any indication that Dr. Jenney has used this "Fund" for his own personal benefit. On the other hand he has apparently been dispersing from his own limited personal resources somewhere between \$5,000 and \$15,000 which he gave as coming from this source. The whole case is a very disturbing one, and we are all anxious to do what we can to avoid any further difficulties for Dr. Jenney and his family. We are also anxious to do what we can to shield Dr. Ray Jenney from any unmerited injury over the affair. He has for some time been under a tremendously heavy strain, and is doing everything humanly possible to clear up the entanglements created by Dr. Chester's delusions. We feel deeply sympathetic for them both, and for the members of their families.

So far as Yenching University is concerned, we feel that Dr. Jenney has served us well, and that he has given us more than a fair quid pro quo. We have always guarded ourselves from placing much reliance upon any gifts from this fund of which he has talked so much of late, for we have learned from sad experience that one dare not rely on pledges until they are actually cash in the bank. We are more concerned about some of the recent contacts Dr. Jenney has told us he has made, and which we have been hoping would eventually be productive of substantial sums to the University. I am afraid that we will find that some or all of these promises of which he has told us will likewise prove unreal. We will have to see that tactful inquiries are made as opportunities offer, to discover just what the actual facts are. For the sake of Yenching University as well as Dr. Jenney and all the members of his family, we will give these matters as little publicity as possible. We will keep you informed of any further developments which may occur.

Very sincerely yours,

M. G. G. G.

BAG:MP
Encl.

Copy to

Dr. Gee
Mr. McBrier

0426