YENCHING COLLEGE COMMITTEE

14 Beacon Street, Boston, Mass.

TRANSCRIPT

January 16, 1928

To the Members of the
Yenching College Committee

Dear Friends:

During the period of the Foreign Missions Conference last week the members of the Yenching College Committee there present were invited to meet with the Trustees in Atlantic City for a further conference in regard to the campaign now being undertaken. Those present were Mrs. Boyd, Mrs. Lee, Mrs. Noys, Mr. McBrier, Dr. Schell and Dr. North.

A gift of $100,000. as endowment for the university was reported and the suggestion was made that the announcement of this gift as a part of the present campaign for funds would be of real value in the conduct of the campaign. It was therefore voted to make, subject to the approval of the Finance Committee of the university and the Yenching College Committee, the total objective of the present campaign $500,000., one-third of which amount should be designated to the Women's College on the understanding that the Women's College would also meet one-third of the expenses of the campaign. The funds would be used as indicated in the following table;

I. MEN'S COLLEGE

Undesignated Special Current Expenses		
Standing Deficit	$45,000.	
Campaign expense	56,667.	$101,667
Dormitories		135,000.
New residences to be built and others paid for		40,000.
Improvement of campus		10,000.
Special Endowment		100,000.
		$366,667.

II. WOMEN'S COLLEGE

Undesignated special current expense		
Current budget	$10,000.	
Campaign expenses	18,333.	28,333.
Gymnasium		90,000.
Model School-practice Teaching House		5,000.
Improvement of campus		10,000.
		$133,333.
		$500,000.

Kindly indicate on the enclosed slip whether you approve this plan. Mrs. Boyd, Mrs. Hoys and I felt it to be in accord with the conclusions reached when the campaign was discussed by the Committee on December 9, and therefore thought that we were justified in expressing the approval of the Yenching Committee, especially as Dr. Schell and Dr. Eric North are both members of the Women's College Committee which thus had five representatives.

Sincerely yours,

Emila B. Lee.

(Mrs. Lucius C. Lee)

Enc.
L:S

AMERICAN BOARD OF COMMISSIONERS FOR FOREIGN MISSIONS

Foreign Department

January 19, 1928 TRANSFER

To the Members of the
Yenching College Committee

Dear Friends:

I am sorry to inflict another note upon you all but Dr. North calls my attention to some confusion in the statement recently sent out as to the objective of the present campaign for Peking University.

The total amount which Tamblyn and Brown are to help us raise is $400,000, not $500,000. The Women's College Committee is assuming one-third of the expense and is to have one-third of the receipts on the basis of a $400,000 campaign,not a $500,000. The $100,000 gift for the University has it seems been in prospect some time and this amount is added to the total of the campaign because of the psychological effect of being able to say that one-fifth of the total objective is in hand.

Unless I hear to the contrary, I will assume that all who vote in the affirmative on the slips recently sent around are approving our sharing in the $400,000 rather than the $500,000.campaign.

Sincerely yours,

(Mrs. Lucius O. Lee)

L:S

AMERICAN BOARD OF COMMISSIONERS
FOR FOREIGN MISSIONS
INCORPORATED 1812
14 BEACON STREET · BOSTON, MASS

Foreign Department

Addressed to Board C.

AMERICAN BOARD OF COMMISSIONERS FOR FOREIGN MISSIONS

INCORPORATED 1812

14 BEACON STREET · BOSTON, MASS.

Foreign Department

February 8, 1928

To the Members of the
Yenching College Committee

Dear Friends:

I am herewith sending you copy of a letter that has just come to me in a letter from Mrs. Frame. As you will see, the Administrative Committee of Yenching College has appointed a sub-committee to study the question of a successor to Mrs. Frame as Dean, and this sub-committee is asking from the Yenching College Committee in this country a cabled reply to two questions.

This committee wishes to know first, what salary we can offer the new Dean if she is a Chinese woman and not a missionary of any Board. They ask secondly whether we will approve a short leave for Mrs. Frame from about May 1 to October 1 in lieu of her regular furlough that she may return to Peking to work together with the new Dean during the college year 1928-1929.

Apparently the thought of this committee is that Mrs. Frame and Rosemond should take a brief vacation in America this year, return to China for another school year, and then come again on regular furlough. Mrs. Frame, however, in commenting on this second proposition seems to imply that the short leave this summer would take the place of a full furlough, and that her return to Peking next October would mean the beginning of another seven years term of service for her. I enclose a copy of Mrs. Frame's own letter also.

It happened that Miss Miner was in my office when this letter reached me. I asked her if she knew Mrs. T. C. Chu. She said she did slightly. She felt she hardly knew her well enough to express an opinion as to her fitness for the Deanship. I asked for her thought on the salary question. She agreed that any Chinese woman accepting this position should have a salary somewhat larger than Mrs. Frame has received. She agreed with me, however, in feeling that Chinese Christians as well as missionaries should be willing to work in our Christian institutions for a salary somewhat less than they could command in the commercial world. Will you not, each of you, as soon as possible after receiving this letter let me have your thoughtas to the salary the Yenching College Committee can offer and as to the advisability of Mrs. Frame making only a brief trip to America this summer and being back in Peking by October 1?

It would no doubt be very helpful to the new Dean and of great value to the College for Mrs. Frame to be there while the new Dean is being initiated into her task. There is equally no doubt that Mrs. Frame

needs at least a year of furlough. Might it be possible for some member of the present faculty, perhaps Miss Ruth Stahl who acted as Dean during Mrs. Frame's absence when she came to receive her degree, to be made Acting Dean for a year, and for the new permanent Dean not to be installed earlier than the fall of 1929?

As soon as I have heard from the members of the Yenching College Committee I will summarize the various opinions expressed and if necessary, start a correspondence vote in the hope that we can reach the right decision in these important matters in time to cable Peking by the end of this month.

Sincerely yours,

Eula B. Lee

(Mrs. Lucius C. Lee)

Encs.
L:S

COPY

Peking
January 9, 1928.

Dear Mrs. Frame:

The special committee of the Administrative Committee appointed to consider the matter of your successor (Mrs. T.C. Chu, Mrs. Far T. Sung, and Mrs. T. D. Macmillan) has had several meetins and conferences. It is clear that nothing definite can be done toward securing a Chinese Dean for the Women's College of Yenching University until we know what we have in the way of a salary available for any candidate whom we may consider suitable. We shall count strongly on being able to appeal successfully to some Chinese woman, well trained in both Chinese and foreign educational ideas, yet we consider it highly improbable that the right woman can be obtained without a provision in salary beyond that which is now made. We do not propose a salary equal to similar salaries in the Chinese government institutions, but such an amount as we believe will be considered commensurate with the qualities we shall expect to find in the future Dean, who will be a woman in sympathy with Christian education and willing to sacrifice something of financial advantage for service at Yenching.

In view, also, of the importance of having some assurance that strong leadership will be continued in the Women's College, and of the present uncertainty that a Chinese Dean can be found before the beginning of the academic year 1928-29, we think it highly desirable that you plan to take short leave, beginning as early this spring as possible, and that you be back at Yenching on October 1, 1928. In the event that a Chinese woman Dean can be found in the very near future, it may prove unnecessary for you to change your original plans, but we consider it highly important that you be ready to return for 1928-29 to assist in the search for your successor and in her induction when found. We make this suggestion reluctantly - since we know how much you need definite release from the burdens you have carried for so many years without a furlough - and we make it only because of your great value in the present situation.

We hope, therefore, that you will ask the Home Board to consider these two proposals, and to signify by cable their approval of them. We should be prepared by March first at the latest to approach candidates for the Deanship, and it is impossible to do this without knowing what we have to offer as salary for the position.

(1) An initial salary for the Deanship of the Women's College of $3000., local currency, with a continuation of the present special allowances for hospitality and upkeep of the Dean's residence.

(2) Short leave for Mrs. Frame, from May First, 1928 (April first, if possible) to October First, and her return for the remainder of the college year 1928-29.

Respectfully submitted,

(Signed) Ningsa Lu Chu
Grace C. Sung
Eva B. Macmillan
Special Committee of the Administrative Committee
of the Women's College of Yenching University

TRANSFER

PEKING

February 11, 1928.

Mrs. Lucius O. Lee,
14 Beacon Street,
Boston, Mass.

My dear Mrs. Lee:

I have your letter of February 8th with reference to the return of Mrs. Frame and the salary of the Dean. It would seem to me that the salary suggested, $3,000. Local Currency, is sound, taking all circumstances into consideration.

The plans for Mrs. Frame's return would seem to me to depend very largely upon how promptly the new Dean would be secured. If the new Dean could be found before June and be installed in time for Mrs. Frame to be with her for a month or two, it would seem that Mrs. Frame ought to have her full year's leave of absence. If it is necessary, however, for Mrs. Frame to be present in the fall at the time of the inauguration of the new Dean and to remain on for two or three months, it would seem to me that she ought to get a break as soon as possible for as many months as possible and get an additional break later.

It seems to me, that as they say in the army, the travel expense is authorized and necessary in the public service.

Cordially yours,
Secretary.

EMN/L

AMERICAN BOARD OF COMMISSIONERS FOR FOREIGN MISSIONS

A.L.S.

Foreign Department

February 21, 1928

To the Members of the
Yenching College Committee

Dear Friends:

Thank you for your prompt and helpful replies to my letter setting forth the requests of the Sub-committee of the Administration Committee of Yenching College in regard to a new Dean. I have had twelve replies to my letter and all except one favor agreeing to a beginning salary of $3000 for a suitable Chinese Dean. The one exception is Dr. Scheil whose secretary wrote for him saying that he was so busy with last minute work before starting to the Jerusalem Conference that he had been unable to give any thought to the matter. President Pendleton says that she was about to suggest $4000 but is willing to accept the judgment of the Committee, though she thinks $3000 should be the minimum. President Stuart replying to my question as to what salary he thought would be right for a suitable Chinese Dean says that he thinks we shall have to face the fact that the Christian Chinese do not look upon the minimum living salary as the truest expression of Christian service. He refers also to the fact that most Christian workers have relatives who have claims upon them. He says that before he left China the University had asked a Chinese Committee to prepare a schedule of salaries for Chinese teachers; this schedule which would be recommended to the Board of Managers was to be based on (1) Christian ideals of citizenship and service, (2) academic efficiency so that teachers can do their work without financial anxiety and without seeking outside remunerative employment, and (3) Chinese conceptions of social obligations of persons in such a position.

As there seems to be such unanimity of opinion in regard to the salary that can be offered, I will, unless I receive objections from some of you before that date, on Monday, February 27, cable Mrs. Frame saying that the Committee agrees to a $3000 salary.

On the second question the general opinion seems to be that Mrs. Frame needs a full year's furlough. Mrs. Evans thinks that if the right Dean is found, others should be able to give the necessary help in initiating her, though she suggests that Mrs. Frame might stay on for a few months if that is thought best. Several have suggested a vacation out of China but at some point nearer than America for the summer months with the thought that Mrs. Frame might return to Yenching for a few months in the fall, coming home for her furlough near the beginning of 1929. You all understand, I think, that her hope is to continue as a missionary in China after she withdraws from Yenching. Her furlough should therefore give her time for recuperation and for such preparation for her future work as she may desire. Probably

this question of her individual plans can wait for further discussion at the time of our April meeting. I will therefore not touch on this point in my cablegram but will say in a letter that we hope the Administrative Committee will take into account Mrs. Frame's need of a full year of furlough and will try to plan for the College, and especially for the initiation of the new Dean if found, without asking her to stay a full extra year before furlough.

In regard to Mrs. Chu Dr. Pendleton writes as follows:

"Mrs. T. C. Chu graduated from Wellesley College in June, 1913. Mrs. Chu is the person whom I suggested at the meeting in April as a possible candidate for the deanship. Mrs. Chu is, I think, by far the most brilliant Chinese student who ever graduated from Wellesley College, and we have had some excellent Chinese students. She would compare favorably in scholarship with any American graduate of the College. She is well fitted to undertake any academic and administrative position, and I should endorse her candidacy most cordially. I am sorry to say that I do not know what her husband's business is at present, but the last I knew he was connected with the railroads in China. When I was in Shanghai in January 1920, Mrs. Chu's third child was only about two weeks old, so that I saw her only in a brief call which I made at her house. Her oldest child had died. I judge from Mrs. Frame's letter that there is now another child living. Probably her oldest living child is somewhere from twelve to fourteen years of age, and the second nine.

Whether it would be possible for Mrs. Chu to take the position or not I am not prepared to say, of course, but I should consider Yenching most fortunate if any arrangement could be made to secure her."

President Stuart also says "Mrs. T. C. Chu is the best person we can hope to find for this position. I did not suppose that she would consider it." He speaks again of his hope that Mrs. Frame can be kept in the institution.

The question of how the Yenching Committee is to find the salary for the new Chinese Dean will naturally be one of the questions to be discussed at our April meeting.

Sincerely yours,

Eula B. Lee.

(Mrs. Lucius C. Lee)

L:S

Extract from letter from Mrs. Lee to Dr. Stuart - February 25, 1928.

(Concerning the anticipated endowment from the Hall Estate)

"There are a number of questions more or less relating to the relation of the Woman's College to the rest of the University and to other educational institutions in China that I would very much like to talk over with you. On one of them I think I will say a word here. I refer to the share of the Woman's College in such endowment funds as those received or to be received from the Hall Estate.

"I talked a little on this subject with Miss Miner a few days ago. She is, as perhaps you know, a college friend of Mr. Johnson's and has been in more or less close touch with him through the years. Fifteen years or more ago she wrote him suggesting that Yenching Woman's College should be one of the beneficiaries of the Hall Estate fund and he at that time and a number of times since then, has expressed to her his interest in the education of Chinese women and in Yenching College in particular. She thinks there is no doubt at all that Mr. Johnson at least, and probably both the trustees, consider that in giving money to Yenching University, the Woman's College will naturally share in the gift. They may not understand that the treasury of the Woman's College is distinct from that of the rest of the University. The question of the relationship of the Woman's College to a gift from the Hall Estate has been tentatively raised more than once in the meetings of the Yenching College Committee, and a separate presentation would indicate lack of harmony, which does not really exist, and our further thought that the Woman's College would naturally have its proportionate share in such a gift in any case. Possibly there is no need of my even raising the question but we would appreciate assurance from you at this time that the Woman's College will so share in the gifts from the Hall Estate. In regard to what the proportionate share should be, are we right in assuming that the proportion coming to the Woman's College will be the same as the proportion of general administrative expenses assumed by the Woman's College, namely one third? It would certainly mean very great encouragement to the Yenching Committee if,

(Extract from letter from Mrs. Lee - February 25, 1928) 2

"at this time of greatly increased expenses, including the new item of the salary of a Chinese Dean, we could be assured of regular income from our share of an endowment fund."

Y.C.E. — Confr

March 6, 1928.

Dear Mrs. Lee:

I have delayed replying to our letter of February 25th chiefly because of continued absence from the city. I should be glad to talk with you about the different issues affecting the relation of the Women's College to the rest of the University. I hope that this may be possible before very long. Meanwhile, I am very much concerned over the present financial campaign. I am enclosing a copy of a little pamphlet which you may have seen already. It describes the objectives. Mr. William Boyd has made a gift of $50,000 on condition of our securing the entire amount, and Mrs. Boyd is undertaking to raise $50,000 for the Women's gymnasium on condition that an equal amount be secured from the Presbyterian women. This shows how the different items stand or fall together. We are trying to make a beginning now in work among Presbyterian women for that feature.

As to the adjustment between the University and the Women's College of the Hall Estate endowment, the Board of Trustees ought to deal with this at the annual meeting on April 10th. I shall report the contents of your letter on this subject to our Finance Committee at its next meeting. For myself personally I need scarcely assure you that I want the whole institution to share in the benefits that come to us through this and all other resources that we possess.

I have no present plans to be in Boston until the latter part of next month but if occasion arises for my being in the city before then I shall certainly arrange to see you.

Yours in this challenging task,

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

JLS.O Yenching
Enc.

For Central Office

TRANSFER

COPY

150 Fifth Ave
New York City
March 8, 1928

My dear Mrs. Lee:

I have your letter this morning regarding the invitation to Mrs. Frame from Mt. Holyoke and am very much interested. My first impulse is to encourage her acceptance. I believe she would enjoy the expefience and if she returned to Yenching this ought to be quite valuable in her administrative duties; even more so perhaps in the attitude and ideals she would have toward future developments of our Women's College. In a way, it would furnish a rest which for an active persons such as she is does not always mean inactivity but can be secured by change of work and environment. However, if she is advised to accept this offer she ought, as you suggest, to have the summer by all means for an absolute rest in some such place as Switzerland and the work to be followed by a period of at least partial freedom from definite responsibilities before returning to China.

As far as temporary maintenance of the Women's College is concerned, even though Mrs. T. C. Chu or some other Chinese is not found, a Commission form of government or the election of an acting Dean, for instance, Miss Margaret Speer, would be possible. We should in any case have had to find some such solution during Mrs. Frame's regular furlough. The experience this year in the Men's College would probably make our own group less keen for the Commission method than before it had been tried but it can at least be considered. If Mrs. Frame should be absent for all or part of a second session, there would in any case be a longer trial of other solutions; thus aiding in the final decision as to the extent to which she is really needed a Dean of our Women's College or in some other capacity.

To me, the primary question in relation to the Mt. Holyoke invitation is the bearing it will have on Mrs. Frame's permanent connection with Yenching. As you already realize, she is in my mind by all odds the most valuable person connected with the College; in every way a very nearly ideal Dean. The fact that she is an American is of disadvantage only in the psychological effect upon herself. Even if Mrs. Chu should accept and should want to continue in the capacity , Mrs. Frame's presence would be a big asset not only to the Women's College but to the whole institution. Would therefore the position now offered at Mt.Holyoke led to something permanent in this country or reduce the chances of our keeping her with us? However we may think of the gamble this involves, we ought to approve of her accepting it if it is what she would like to do; arrange for the rest next summer; and probably ask her to stay for part or all of the following session in this country in order to complete her furlough and to help in such financial efforts as may then be needed in the hope that conditions will be a little easier for raising money for China than they are now. Mrs.Frame can be counted on to do the right thing and in the expressive slang phrase "it will be up to us" to make our case in the light of developments.

Very sincerely yours,

(Signed) J. Leighton Stuart

Mrs. L. O. Lee
14 Beacon Street
Boston, Mass.
JLS:O

COMMITTEE OF

YENCHING COLLEGE FOR WOMEN

of

PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*

PEKING, CHINA

March 13, 1928

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

Dear Mr. Garside:

We of the Yenching College Committee are feeling much distressed because we seem unable to give more efficient help in the financial campaign. We are of course sorry that Mrs. Boyd is not in better health and that she has had to be away for a month at just this time, though we have nothing but appreciation of her being willing to carry as much responsibility as she is doing when she is so far from well.

You will remember that Mrs. Roys and Mrs. Lyman were named as other representatives of the Yenching College on the Campaign Committee. Might I suggest that notices of all meetings of this Committee be sent to these two members also? Mrs. Roys is overworked and has not been very well and possibly she will not be able to attend meetings. I think, however, Mrs. Lyman could do so and I believe her keeping in close touch with the plans of the Campaign Committee would be of real help.

Cordially yours,

Emma D. Lee.

(Mrs. Lucius O. Lee)

L:S

Peking University

March 14, 1928

Mrs. Lucius C.Lee,
14 Beacon St.
Boston, Mass.

My dear Mrs.Lee:

Thank you for your letter of March 13th commenting on campaign matters.

We appreciate the difficulties which have beset the ladies who have been most directly assisting in the campaign. I feel that they have done everything possible under the circumstances. Although the campaign has been a difficult struggle I feel that it has made some most remarkable progress. For this by far the greatest share of credit goes to Dr.Stuart who has been ceaseless and tireless in his activity. If we can all help him during the next few months there is every ground for hope that the campaign will be quite successful.

We have not forgotten that Mrs.Boyd, Mrs.Roys and Mrs.Lyman are the Yenching College representatives on theCampaign Committee. With Mrs.Boyd and Mrs.Roys both in rather poor health and away most of the time, and with many of the men on the University Finance Committee out of the city or extremely busy, no formal meetings of the full Campaign Committee have been held for some time. In fact, the last meeting of the Campaign Committee as such was the one held in Atlantic City during the Foreign Missions Conference. The necessary conferences in regard to campaign matters have been held as it has been possible to assemble smaller groups of those particularly interested. Dr.Stuart has kept in very close touch with both the Yenching Women's College Committee and the Finance Committee of the University. From time to time the Finance Committee has appointed one or more individuals to confer with members of the Yenching Women's College Committee on matters in whichboth were interested.

We must, however, arrange for one or more meetings of the entire Campaign Committee sometime in the near future. The date and place of such a meeting will have to be decided after consultation with the members.

Very sincerely yours,

BAG-H

CC: Dr.Stuart

AMERICAN BOARD OF COMMISSIONERS FOR FOREIGN MISSIONS

INCORPORATED 1812

14 BEACON STREET - BOSTON, MASS.

Foreign Department

March 14, 1928

TRANSFER

To the Members of the
Yenching College Committee

Dear Friends:

Most of you already know of the invitation that Mrs. Frame received to be Acting Dean in Mt. Holyoke College during her furlough year 1928-1929. The latter, copy of which I enclose, gives the information that she has already tentatively accepted the invitation.

As the Yenching College Committee has accepted her resignation as Dean of Yenching, she is under no technical obligation, I suppose, to secure our consent to her acceptance of this work. Because we do however still think of her as belonging to Yenching in a very special way and because of her own expressed desire to have our approval, I yesterday cabled "Committee approves Holyoke provided summer rest." I trust that you will not think me to have exceeded my authority in so doing. The word about summer rest was included because we all feel so keenly that Mrs. Frame is in need of rest and because we knew the Administrative Committee on the field had asked her to postpone her furlough that she might help to initiate the new Dean into her duties at Yenching in case the Dean was found. If Mrs. Frame is to carry the responsibility of her position at Mt. Holyoke, she should surely have not less than two months of rest this summer. It seems to me also that we should not expect her to do any speaking for Yenching or missionary speaking of any kind during her period of service in Holyoke. The supporting constituency here in America certainly does need the kind of inspiration and information that Mrs. Frame could give through speaking, and I think we may well at our meeting on April 9th consider the question of asking her to continue in America a second year that she may have time for speaking and for such other purposes as missionaries hope to accomplish through their furlough year.

I have at this time nothing further to report as to progress of the Administrative Committee's efforts to find a Chinese Dean.

Sincerely yours,

Eula B. Lee

(Mrs. Lucius O. Lee)

Enc.
L:S

AMERICAN BOARD OF COMMISSIONERS FOR FOREIGN MISSIONS

INCORPORATED 1812

14 BEACON STREET · BOSTON, MASS.

Foreign Department

Mrs. Frame to Mrs. Lee, February 17, 1928.

I am going to type you a little letter myself, to tuck in the envelope.

I sent a cable to Miss Woolley two days ago, saying:

"ACCEPT, YENCHING COLLEGE COMMITTEE CONSENTING,"

for on thinking it over, in spite of all the drawbacks to taking on a full year of work after all these years in China in a similar office, I didn't really see how I could refuse! And there are many elements of pleasure and benefit to be derived from such an arrangement. Yet I knew that your Committee might have a very decided view about the matter, and though I have resigned, the wishes of the Yenching Committee are very important with me, and I could not consider making such an important decision without your consent. I told Miss Woolley in a letter that I would hold the matter open till I heard from you all, so I hope I may hear soon, as I must make plans for the route and time of my return to America.

Rosamond is still very eager to go by way of Switzerland, and if we started immediately after commencement, (June 15) and went by Siberia, we could have a month there. Of course I do not know at what time I ought to report for duty at South Hadley, if I finally go there. The relation of the whole plan to my seeing my father and sisters and all the rest of my family and friends is another element which will have to be considered.

And of course the question of where I shall go on working when I return to China is still in the air. Miss Wood has brought me, most faithfully, all the loving messages and urgent requests of the Committee. She almost makes me feel that I ought to postpone the date of my final leaving of Yenching, -- but not quite. The work at Tungchou does appeal to me very strongly.

COMMITTEE OF

YENCHING COLLEGE FOR WOMEN

of

PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*

PEKING, CHINA

March 15, 1928

Dr. J. Leighton Stuart
150 Fifth Avenue
New York City

Dear Dr. Stuart:

I do most sincerely thank you for your letters of March 6th and 7th. A note received two days ago from Mrs. Roys leads me to think that you have had a frank talk with her on various questions related to the Woman's College. For that I am glad also.

The letter from Mrs. Frame, copy of which I enclose, makes it clear that she has already tentatively accepted the Mt. Holyoke invitation. The members of the Yenching College Committee also all seem to feel that her having a year in Holyoke will be valuable to her, especially if she should eventually return to Yenching, that she will render a real service to Mt. Holyoke, and that in any case it is right for her to be free to accept the invitation if she cares to. I therefore cabled her two days ago saying, "Committee approves Holyoke provided summer rest." This last phrase, of course, means that we think Mrs. Frame should not delay her furlough but should leave as soon as possible after the close of the present school year, and should have at least two months of complete rest before beginning her work at Mt. Holyoke.

As to the Deanship, I am glad you think that some satisfactory method can be found for maintaining the work of the College even if the right Chinese Dean is not secured. With such information as I now have, I am personally hoping that the Administrative Committee will not push the effort to secure a Chinese Dean too rapidly.

It occurs to me that we may have failed to send you an official notice of the annual meeting of the Yenching College Committee on Monday, April 9th. We do very earnestly hope that you can be with us in that meeting. I know how busy you are and I continually regret that we of the Yenching College Committee have been able to give so little real help in the campaign work. Perhaps at the April meeting we may discover a way for doing better.

Thank you for what you say about the Hall Estate endowment. That will be one of the important matters to be discussed at this meeting.

Cordially yours,
Eula B. Lee

(Mrs. Lucius O. Lee)

L:S

Central Office

March 19, 1928

My dear Mrs. Lee:

I have your letter of the 15th and am looking forward to attending the April meeting of the Yenching College Committee.

I note that Mrs. Frame is very much disposed to accept the Mount Holyoke invitation and the more I have thought of it the more I am glad that she has this opportunity. Frankly, however, I have an increasing misgiving as to the proposed solution for the new Chinese dean. Dr. Lew tells me that he talked quite plainly to you about certain characteristics of Mrs. Chu. The very fact of Mrs.Frame's absence makes it the more risky and I shrink from the responsibility I should have to face if friction arose between Mrs. Chu and other Chinese in her faculty. On the whole, I am inclined to feel that a committee to act tentatively with Mrs. Chu continuing on the Administrative Committee, rather than becoming a paid member of the staff, is a better solution. If this misgiving is shared by yourself and others, it might be well to cable asking that decision as to the election of the Dean be deferred until letters can reach Mrs. Frame.

Very sincerely yours

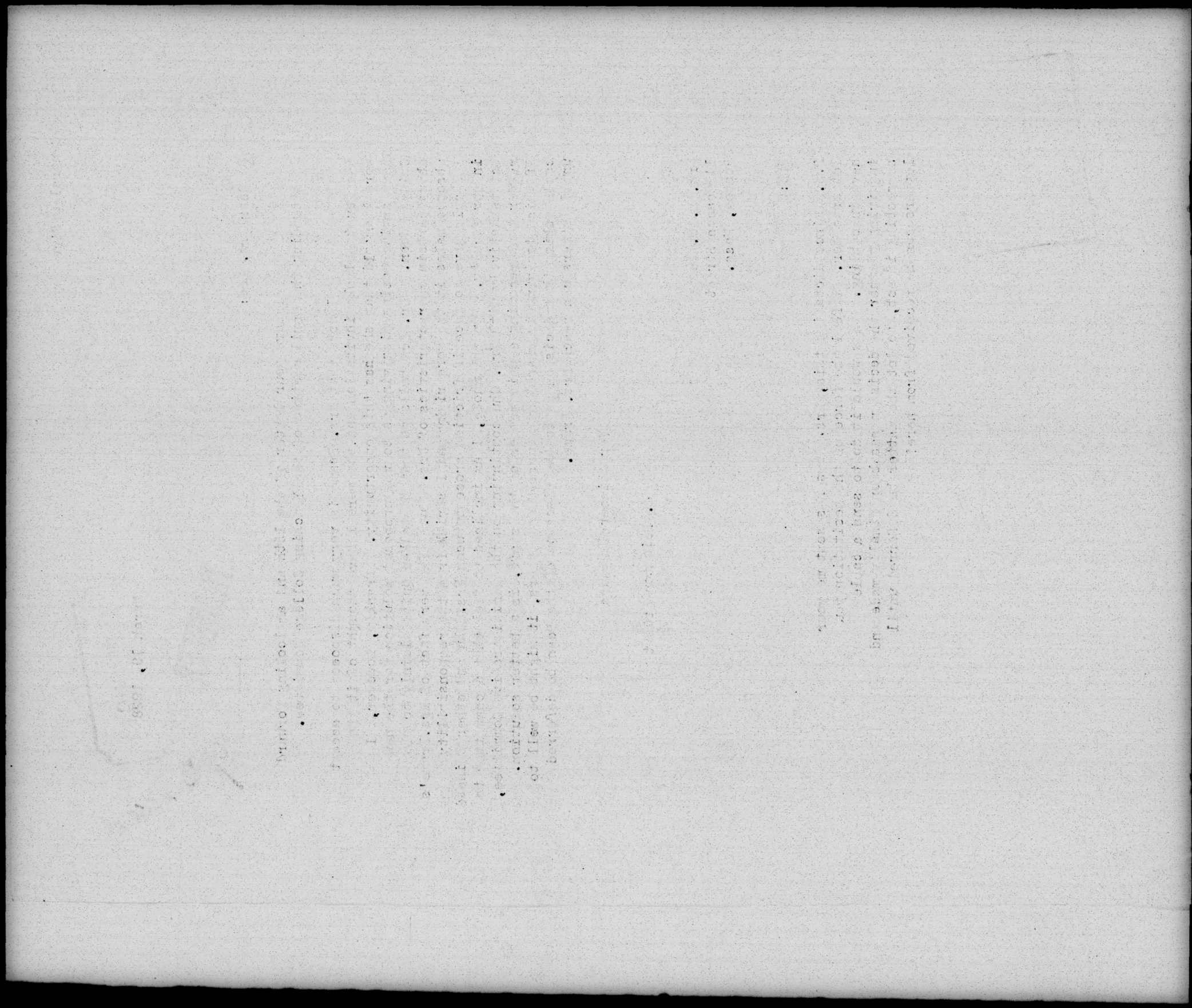
J. Leighton Stuart

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

JLS:O

P.S. Since dictating this, Mrs. Roys has sent me your letterto her. I feel the force of the hesitation you have in cabling. How would it do to send a cable inquiring whether the decision has been finally made and suggesting if not, to let the matter be deferred until letters can be received from here?

JLS



Peking University

March 29, 1928.

Mrs. Lucius O. Lee,
14 Beacon Street,
Boston, Mass.

My dear Mrs. Lee:

Yesterday we sent you a rather bulky letter containing a re-draft of the constitution of Yenching University and of the By-laws of the Board of Trustees. In the covering letter accompanying these documents we mentioned that the sections which related to the Yenching College for Women are subject to further consideration or modification by the Committee of the Yenching College for Women before such sections become finally effective.

Mrs. Roys, of the Yenching College Committee, was one of the members of the Reorganization Committee appointed to undertake the re-drafting of these documents, so we had hoped that we would have a representative of the Women's College present at the meetings of the Committee. Unfortunately, however, Mrs. Roys' other engagements, together with her absence from the city for a time because of ill health, made it impossible for her to attend any of the meetings of the Committee. The only thing the Committee could do therefore was to prepare a tentative revision of the sections dealing with the Women's College in accordance with the general plans being followed for the rest of the institution, with the understanding that the Committee for the Women's College would go over these sections and make any further changes desired before any final form was adopted.

We have sent copies of this material to the following members of the Committee of the Yenching College for Women who are also members of the Board of Trustees or intimately associated with the work of the Reorganisation Committee:- Mrs. Avann, Mrs. Clark, Mrs. Jenkins and Mrs. Roys, and Mrs. Williamson as well as yourself. If you desire, we will send you additional copies of this material so that you can supply the other members of the Women's College Committee; or else we can mail out copies from this office to whatever members of this committee you wish. We will do this as promptly as possible so that members of the committee will have a maximum opportunity to study this material before your meeting on April 9th.

We are anxious to invite to the meeting of the Yenching Board of Trustees on April 10th all members of the Yenching College Committee who are likely to be in the city. If you will let us know whom you are expecting at the meeting of the Committee on April 9th, it will help us in sending out such invitations.

Very cordially yours,

BAG/A

COMMITTEE OF

YENCHING COLLEGE FOR WOMEN

of

PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*

PEKING, CHINA

April 17, 1928 Boston, Mass.

Dr. J. Leighton Stuart
150 Fifth Avenue
New York City

Dear Dr. Stuart:

I was disappointed not to see you again for a few minutes before I left New York last week. Unfortunately I had hurt my knee and was sufficiently uncomfortable to want to get home.

There are two questions in my mind about which I should have been glad to talk with you a little. First, I should like to know what your own advice would be to the Committee for the Woman's College as to sharing in Mr. Wanamaker's work. Will the official participation of the College for Women make any particular difference either in the work he does or in the appeal he makes to possible donors? So far as I can see, any work that he might do would not obviate the desirability of the Woman's College having a promotional secretary of its own. If we can secure Mrs. Macmillan or someone equally good, and she should work in close conjunction with and to a considerable degree under the direction of Mr. Wanamaker, would that be the full share of the College for Women? Please tell me frankly what you think in regard to this.

The second matter I wanted to talk with you about was the possibility of making an appeal to the Trustees of the Hall Estate directly for the Woman's College. They are giving sizable amounts for the benefit of a number of colleges distinct from Yenching University, the income from all of which, as I understand it, is to be used for graduates of those colleges. If they understood that the College for Women does not share in the $500,000, whose income is to be used for advanced work by Yenching University graduates, do you not think they might consider designating a sum, perhaps $250,000, for graduate work for the alumnae of the Woman's College? If I remember aright, President Pendleton knows Mr. Johnson personally. I do not recall whether she knows both Mr. Johnson and Mr. Davis. In any case the thought that came to me as I listened to the discussion last Tuesday was that possibly you and President Pendleton could and would be willing to go together to the Trustees of the Hall Estate in behalf of Yenching College For Women. Does this seem to you possible and desirable?

It was such a help to us to have you with us last Monday. I very earnestly wish that we of the Woman's College Committee were able to render more real help in the work of the present campaign.

Cordially yours,

Eula B. Lee.

(Mrs. Lucius O. Lee)

Enc.
L:S

TRANSFER

PEKING

COMMITTEE OF YENCHING COLLEGE FOR WOMEN

of

PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*

PEKING, CHINA

INDEXED

May 9, 1928

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

Dear Mr. Garside:

Can you tell me whether the Board of Trustees of Yenching University has appointed its two members to confer with two representatives of the Woman's College Committee in regard to financial relations? If so, will you please let me know at once who they are?

You may have learned from Mr. Moss that the Commission on Policies and Methods in China has expressed its wish that Miss Miner might share in the work of that Commission which is to meet in Hartford June 1 to 4. Mr. Moss asked whether the American Board would consider bringing Miss Miner back with him and letting her go to China from here next fall instead of her spending the summer in the Lebanon Mountains as planned. Our Board has now authorized her to come for this work and we have had a wire from her saying that she will arrive on the steamship Majestic which sails from Cherbourg on May 23d. I think the steamer is due in New York on May 29 or 30. I do not know that the Shantung University Office will care to have her help in any way but I thought you would at least like to know of her coming and that possibly you might wish to confer with her.

Cordially yours,

Eula B. Lee.

(Mrs. Lucius C. Lee)

L:S

P.S. I do not know just what Miss Miner's plans will be after the conference in Hartford. I think she may wish to come on to Boston and then go on to her sister's in the state of Washington for the summer. If you wish to see her before she goes to Hartford, I think you can reach her or get into communication with her through Miss Jessie E. Payne, 99 Claremont Avenue, New York City.

COMMITTEE OF

YENCHING COLLEGE FOR WOMEN

of

PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*

PEKING, CHINA

May 10, 1928

Dr. J. Leighton Stuart
150 Fifth Avenue
New York City

Dear Dr. Stuart:

A telegram from Mrs. Roys' secretary tells me that Mrs. Boyd and Dr. North are both in Kansas City. The present is therefore obviously an unsuitable time for any conference with them on Yenching matters and I have given up all thought of going to New York tomorrow. I should have been glad of a chance to talk things over once more with you before you sail but I really think we understand each other and that there is no real need for another conference. I am hoping the Yenching Committee may definitely accept Mr. and Mrs. Boyd's offer of the gymnasium on the conditions named in the very near future. So far as I can see, doing so would involve no real change in the by-laws of either the Trustees or the Committee of the Woman's College.

***Just as I got so far in dictating this letter your telegram arrived. Thank you for wiring so fully. I quite agree with the positions taken in this particular message.

I have already written one tentative letter to Mrs. Frame telling of the Boyds' possible gift and will write her again, so that she and the Administrative Committee may hear by the time you arrive.

There remains for me today only to wish you a very happy and restful journey back to Peking. I am sure you are tired and I hope the Atlantic passage will be good to you. It always gives us new courage and inspiration to see and talk with you. I only hope that you are not going back to China with a feeling that the Woman's College Committee has failed to be of any special help in the campaign now closing. I will admit that we have seemed a rather "weak sister" but I still do not see just what more we could have done. And happily, the campaign has come to a successful issue.

With the very best of good wishes and with very great pride and interest in and love for Yenching, I am

Cordially yours,

Emla B. Lee.

(Mrs. Lucius C. Lee)

L:S

Peking University
Shantung Christian University

May 10, 1928

Mrs.Lucius O.Lee,
14 Beacon Street,
Boston, Mass.

My dear Mrs.Lee:

We have your letter of May 9th, the appointees of the Yenching Board of Trustees on the special Joint Committee to confer with the Yenching College for Women are Mr.C.G.Barber, Dr.Eric M.North and Mr.E.A. Evans as alternate for either Mr.Barber or Dr.North.

I have not as yet heard whether the Committee of the Yenching College for Women has taken any action in regard to the conditions under which Mr.and Mrs.William Boyd make their conditional pledge of $90,000.00 for a gymnasium and social building for the women students of Yenching College. You have received a copy of the minutes of the Campaign Committee of April 26th and have, of course, noted the action taken at that time as follows:

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

It was the general understanding at the meeting of the Campaign Committee that the first step would have to be taken by the Committee of Yenching College forWomen, approving in general of the changes in organization of the Yenching College for Women suggested in Mr.and Mrs.Boyd's pledge. As soon as such a meeting has been held, then the Joint Committee should probably arrange for a meeting as promptly as possible to formulate the necessary details. We have not as yet heard whether any meeting of the Committee of Yenching College for Women has been arranged. We are anxious to do anything possible to cooperate in expediting settlement of the matter.

The news that Miss Minor is returning to America this spring came as a distinct surprise. I understood that Miss Miner's physicians had advised a complete rest between the time of the Jerusalem Conference

and the date of her return to China this summer. Certainly Miss Miner's presence here in America will be of great value to the China Conference and I am sure that we can make good use of any spare time she may have in connection with Cheeloo affairs, provided the situation in Shantung makes any work along those lines possible. I am a little concerned, however, lest the strenuous days of this trip to America will interfere somewhat with Miss Miner's getting into the best possible physical condition before her return to China. At best the work in China will involve a heavy strain on all of our staff for the next few years.

Very sincerely yours,

BMG-H

COMMITTEE OF YENCHING COLLEGE FOR WOMEN of PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*
PEKING, CHINA

May 11, 1928

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

Dear Mr. Garside:

Thank you for your letter of May 10 and the information contained therein. This letter of yours and others received yesterday and today make it clear that in the minds of the Trustees of Yenching University the first step is for the Committee of the Yenching College for Women to take action in regard to the proposed gift of Mr. and Mrs. Boyd. My thought had been that the Committee of Four should first study the question of changes that would be involved in the acceptance of the gift. However, that may be unnecessary and I will proceed to get action by the Yenching Committee as soon as it seems feasible.

As to Miss Miner's physical condition, you are right in understanding that the American Board Medical Secretary and the doctor Miss Miner consulted do wish her to have a quiet restful summer. We realize that the work of the Commission on Methods and Policies may be somewhat strenuous but as it will cover only a few days and as we hope that Miss Miner can have two months of quiet rest with her sisters in the state of Washington, we are hoping that the trip to America on top of the work of the Jerusalem Conference will not prove to have been too much.

I certainly agree with you in hoping that she will be in good physical condition to return to Cheeloo if it is possible for the University to open at the usual time next fall. We have felt some anxiety about Tsinan and other points in Shantung during the last few days, but as trouble in the University itself has not been reported by cable, we are hoping that the workers there are safe.

Cordially yours,

Eula B. Lee

(Mrs. Lucius O. Lee)

L:S

May 17, 1928

Dear Mrs. Lee:

Dr. Stuart was naturally exceedingly anxious as the time arrived when he was forced to leave the campaign in America that the goal should finally be reached. He realized vividly that there is still quite a long distance to travel. The total amount of money given or pledged to date toward the $500,000 goal has been only $353,000. There are interesting and hopeful possibilities of two other gifts which would greatly encourage us to believe that we shall finally succeed. These additional gifts, however, are in no way pledged. They are only hopes as yet unrealized. We must, therefore, put forth every possible effort to avoid a discouraging report at the end of June.

It is important to remember that the gift of Mr. and Mrs. Boyd has a time condition as well as other conditions. A time limit for fulfilling the conditions required is July 1st. We still need to secure before that date $37,000 more than is at present pledged if we are to meet the conditions of Mr. Boyd.

Dr. Stuart will certainly be grateful if you and other members of the Women's College Committee can help us to cover this big deficit. We feel his absence keenly and need all the more the help of everyone who can lend a hand.

I am sending you this somewhat discouraging statement of the situation because I know your very deep interest and your willingness to help in every way possible.

Very sincerely yours,

Assistant to the President

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

Copy to JLS and EAE

ODW:LM

COMMITTEE OF

YENCHING COLLEGE FOR WOMEN

of

PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*

PEKING, CHINA

May 21, 1928

Mr. Olin D. Wannamaker
150 Fifth Avenue
New York City

Dear Mr. Wannamaker:

I have not only read your letter of May 17th with deep interest but have given considerable thought to the question of any possible help I could give in the raising of the $37,000 still needed for the completion of the $400,000 fund. I am sorry to have to add that I have as yet nothing definite to suggest.

So far as the gift from Mr. and Mrs. Boyd is concerned, I think there is no doubt that the Yenching College Committee will gladly and gratefully accept the gift on the conditions laid down and that definite action from the Committee can be reported considerably earlier than July 1st. It is also true I think that Mr. and Mrs. Boyd fully understand that the delay in action on the part of the Yenching Committee in no way indicates failure to appreciate the gift. The fact that Mrs. Avann and other members of the Yenching Committee have been absorbed in the Methodist General Conference during this month has led to some delay in our reaching a conviction as to the steps that should be taken. I think we will have action to report in the not distant future.

Very sincerely yours,

Eula B. Lee.

(Mrs. Lucius O. Lee)

L:S

TRANSFER

May 29, 1928

Mrs. Lucius O. Lee,
14 Beacon Street,
Boston, Mass.

My dear Mrs. Lee,

We attach a copy of a cablegram just received from Peking. We are somewhat puzzled as to the exact meaning of the message, so are seeking further light before we attempt to take any action. I showed this cable to Mrs. Roys this morning, and find she is also in the dark as to what is intended.

As far as we can see, the reading of the cable should be about as follows:- "Inform Bieder, Smith College, (that) French and German appointment(at)Peking University should be fulfilled without delay. Will she consider call? Reply by telegram direct to Miss M. Wood." I have found with Mrs. Roys help that there is a Miss Gertrude Bieder at Smith College, who is a graduate student and is Swiss in nationality. Evidently she is the one referred to.

It is not clear whether the appointment for the position in French and German is to be made by Peking University or the Yenching College for Women. As far as I can discover from our correspondence we have had no request from the field to make such an appointment, nor any intimation that a vacancy exists in that department. If an appointment is to be made, whence will the support come? Do you have any information on these points? Which of our offices ought to communicate with Miss Bieder? We are anxious to serve but don't want to confuse the relationships between the two branches of the work at Yenching. I suppose that the Candidate Committee of the Board of Trustees or of the Committee of the Yenching College for Women should be informed of this request if any appointment is to be made.

Very sincerely yours,

BAG/G

COMMITTEE OF

YENCHING COLLEGE FOR WOMEN

of

PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*

PEKING, CHINA

May 31, 1928

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

Dear Mr. Garside:

Your letter of May 29 with copy of a cablegram from Peking has just come. I do not think this message was intended for the Committee of Yenching College for Women as there is no call for a French and German teacher among the positions the Yenching College has been asked to fill. The two needs in the line of American faculty that are urgently before the Woman's College Committee are a teacher of English and a teacher of Music. The former we have in Miss Gertrude Wood who is now under appointment by the American Board and expects to go to Peking this summer or fall. The Music teacher we have not yet definitely secured but Miss Kendrick of Wellesley College, who is now chairman of our Candidate Committee, is quite hopeful that we have the right person in sight. All other needs for the Woman's College faculty that have been reported to us are for Chinese teachers. I think, therefore, the question of sending this teacher of French and German is one that pertains to the Yenching Trustees rather than the Yenching College Committee.

Cordially yours,

Eula B. Lee.

(Mrs. Lucius O. Lee)

L:S

COPY

Yenching Women's College, Peking,

June 5, 1928

Dear Mrs. Lee:

During the months since my arrival I have found myself increasingly concerned with the fundamental principle underlying the relationship between the women's and men's colleges here. As I think you know, I have from the beginning advocated cooperation. Since Miss Miner first spoke to me on the subject, some ten years ago, I have affirmed my belief that only in actual practice could Chinese men learn the implications of their new attitude to women adopted in theory at the establishment of the Republic; and also that only in practice could women bring to full fruition and contribute to a whole life their personality..

Now a middle course is always the most difficult to take; it would be very much easier for the Women's College here to conform to one of the two universally recognized and logically efficient methods for the higher education of women:- either assume that women require intensive treatment, consideration and training for the full nourishment of their peculiar gifts, so that after graduation they might go out into the world and make their fullest contribution to Society; or else assume that since the world is a world of men and women, the University should recognize the fact, make no distinction anywhere, and deal out uniform treatment to all. In China, Ginling College conforms to the first standard pattern, and most of the Government Higher Institutions to the second.

Before proceeding to speak of the difficult middle course that Yenching has taken, I would express two thoughts on the general situation (born out of my own twenty years' experience of working with men in China):-

1. The every day decisions of life by which atmosphere is created and traditions built up are not controlled by theories but by assumptions. One can give readily an emotional and intellectual consent to a theory but that theory is valueless until by practice with persistent care and consistent conviction the theory has been changed into an assumption. All the world over, the theory of the equality of women with men has received intellectual assent, but we see in the West that not readily nor easily can the assumptions of centuries be transformed, and this is at least as true for the Oriental as for the Occidental.

2. There is a very great deal of difference in the practice of equality, dependent upon the previous history of the organizations involved. In the one where the assumption of cooperation of women with men on a basis of equality has been a matter of actual practice since the beginning of the organization, the conditions are ideal, and fullest contributions from women and men alike are available. But very different is the practice after the 'merging' of women's and men's organizations, or the admission of women to a men's concern. The natural thought seems to be that 'equality of women' means the conforming of women to methods and standards already settled by men, and adjustments seem to be possible only after weary struggle and

constant friction. I readily testify to the fact that women's organizations like Ginling and the Y. W. C. A. are giving in the quickest and most efficient way to Chinese women the training they so much need today.

Further, I would mention one fact peculiar to the situation in China now, viz.- New terms were accepted at the time of the establishment of the Republic and are in constant popular use, such as freedom, equality, democracy, but China is only slowly beginning to build a content into those words. History provides many instances of the ease with which freedom can be confounded with license, equality with uniformity, and democracy with the autocratic rule of the majority.

The essence of the Yenching experiment is that it is attempting to build up in miniature the Christian ideal relationship between men and women, not as a theory but as a fundamental assumption for every day life. It is teaching men as well as women, faculty as well as students, the practice of cooperation as the alternative to segregation or absorption; the practice of difference in harmony as opposed to individualism or uniformity; the practice of careful nourishment of a weak minority to enable it to make its fullest contribution not at some future date but here and now in daily practice to life as a whole, showing to the majority the enrichment of life that comes from care of the minority, as opposed to that which comes as a result of the elimination of the minority.

How difficult the experiment is and how strong the forces working for absorption, I am only now coming to fully realize. I am convinced of two things:-

1. The sheer necessity to safeguard the economic independence of the Women's College during the time of the experiment. We have to take women and men as they are with their age-long inherited assumptions and their human frailities. Theories and promises cannot stand against the forces at work. Financial independence alone gives to the Women's College the standing and the freedom necessary for the carrying through of the experiment.

2. The tremendous value of the experiment and the need for its being carried through to fruition. I do not know how many years it will take for theory to be translated into assumption; for Yenching to grow the tradition (with all its implications) of the true meaning of equality of women with men. I do not know that I believe Yenching has a God-given opportunity of making an essential contribution to the building up of new China.

I would urge the Yenching College Committee to believe in us still, to work with us in the doing of this unique and supremely difficult and tremendously worth while task, and at least to take no definite action looking towards 'merging' until you have all met with Mrs. Frame and heard from her the full story of the position here.

With kindest regards,

Yours sincerely,

(Signed) Myfanwy Wood.

-COPY-

Campaign Office

COMMITTEE OF

YENCHING COLLEGE FOR WOMEN
of
PEKING UNIVERSITY

June ,7, 1928

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

Dear Mr. Garside:

Although your letter of June 6 asks me to telegraph you I prefer to give my answer in the form of a letter as I think the slight daley will jeopardize no important plans.

Two days ago we had a cablegram from Yenching College for Woman which being decoded reads, "Writing fully. Await letter before acting. Do not approve of the proposal." We understand this message to refer to the proposed plan of uniting the financing of the Woman's College with that of other parts of the University, and on this understanding we are thinking it may be wise to postpone the proposed meeting of the Yenching College Committee. We could not possibly have by June 18 the letters which the faculty members say they are sending, and I think we should not go ahead until we have heard what those on the field have to say oh the subject. If Mrs. Avann and the others agree with me in this judgment, the thought of a full meeting of the Yenching Committee on June 18 will be given up. As July and August are inauspicious months for committee meetings, it may seem wise to let this whole matter lie on the table until September.

I think, however, the Committee of Four should meet, so please proceed with the plan for a meeting of that Committee Monday morning, June 18. I should think 10 o'clock might be named as the hour as I feel sure we will try to put a meeting of the Yenching Committee into the same forenoon.

Thank you so much for your help.

Cordially yours,

(signed) EULA B. LEE.

(Mrs. Lucius O. Lee)

L:S

"Faculty"

Copy for Mr. Garside

June 9, 1928

Mrs. William Boyd
250 West Tulpehocken Street
Germantown, Penn.

Dear Mrs. Boyd:

Your two letters of June 4 and June 5 are here and I surely appreciate your willingness to give all the time and strength needed for this Yenching work.

Since I wrote you on June 4, however, a new factor has entered into the plans in the shape of a cablegram from Peking, which being decoded reads: "Writing fully. Await letters before acting. Do not approve of the proposal. Faculty." My understanding of this message is that it was sent very soon after the receipt of a letter I wrote Mrs. Frame on May 3d, in which I told of the proposal you and Mr. Boyd had made with reference to the gymnasium for the women students and the conditions laid down. I feel sure that Dr. Stuart had not yet arrived and that the faculty and the Administrative Committee had therefore had no opportunity to consult with him and to understand the proposal fully.

It seems to me that now that this cablegram has come from the Woman's College faculty it would hardly be right for the Yenching Col- Committee to decide an important matter affecting the College without first hearing what the faculty has to say. Do you not think this is true? We may possibly receive the letters they say they are sending by or before July 1 but I am not sure of this, especially as war conditions may have seriously interferred with China mail. My first question is then, are you and Mr. Boyd willing to extend the time by which the Yenching College Committee must act in regard to your proposed gift somewhat beyond July 1? We would greatly appreciate your doing so as I am confident that the difficulties the faculty sees in our accepting the conditions named are such as can be easily adjusted when those on the field and we at this end understand each other more clearly. It is possible that the conference with Dr. Stuart will be sufficient and that we may before June 30 receive a cable saying the faculty acquiesce. In that case no extension of time will be necessary. It may, however, be that letters will need to pass back and forth. Please, therefore, let me know whether you and Mr. Boyd are willing to extend the time by which you must know the answer of the Yenching College Committee, perhaps until September 1.

I think all will now consider it unnecessary and unwise to attempt a meeting of the Yenching College Committee on June 18 and I will, as soon as I have heard from you, send out notices that the proposed meeting is postponed to give time for hearing further from the field and that the date of the postponed meeting will be announced later.

My second question to you is whether it is not worthwhile for the Committee of Four to meet even though the full Yenching Committee meeting is postponed. That committee was appointed, you will remember, not specifically to study any question connected with your proposed gift but to "seek the principles and processes which may permanently guide the College and the rest of the University in these relations." It seems to me that some work along this line must be done before a meeting of the Yenching College Committee can be held as the sub-committee is expected to formulate "findings" which can be presented to the Yenching College Committee. I therefore hope that the plan for an early meeting of the sub-committee will hold even though the larger meeting is postponed. As I am to be in New York Wednesday, June 20 for Cooperating Committee work, I would be glad if this Committee of Four could meet about that time. Monday afternoon at 2:30 or Tuesday A.M. at 10 would either one be a convenient time for me.

May I ask you then to let me know at your earliest convenience first as to the possible extension of time and secondly, as to your preference as to the day and hour of the meeting of the sub-committee.

I am sorry for all this change of plan but it is a part of the price we pay for attempting to do work on the other side of the world.

Most cordially yours,

(Mrs. Lucius O. Lee)

L:S

EXTRACT OF MR. GARSIDE LETTER TO MRS. LUCIUS O. LEE.
OF JUNE 9, 1928

I am wondering whether the cablegram requesting your Committee of the Yenching College for Women to await a letter before taking any action, and at the same time implying disapproval of the proposal, will not make it very difficult for the joint Committee to do very much before the letter from the field gives us a clue as to the attitude there. I suppose they will be particularly hesitant about acting now if the Committee of Yenching College for Women decide to ta ble the proposition until after the summer. Yet certainly some decision should be reached as speedily as possible, both to assure Mr. and Mrs. Boyd of our interest and appreciation and also because of the relation of this pledge to the remaining objectives of the campaign. Although Mr. and Mrs. Boyd state that a certain total for other contributions must be reached by the time the campaign closes officially on July 1st, I believe they do not intend that the acceptance of the conditions of their pledge must be made before that date. However, any uncertainty as to whether their pledge would be accepted would seriously complicate a number of problems, For example, Tamblyn & Brown's contract calls for payments when contributions pass $200,000, $300,00 and $325,000. We could hardly include the Boyd pledge in our calculations if its terms had not been met, but Tamblyn and Brown might well object to our withholding payments, particularly those for current expenses, until final action on the Boyd gift was taken sometime in the fall. Then too,,there are various other pledges conditional upon the full amount of the campaign being raised. Some specify a time limit. I suppose all such conditional donors would not object if the final acceptance of the Boyd pledge came after July 1st, but if this pledge were not accepted later on because of our being unable to meet its conditions it might mean that we would not only lose this $90,000 but other gifts as well, and might find too late that our campaign was seriously short of its goal. Briefly, we might put it this way- if we are certain that the Boyd pledge will ultimately be accepted, there is no great urgency in the matter even though it is advisable to clear it up as soon as we can; but if there is a probability that we will not be able to accept its conditions we ought to know it as soon as possible, for the whole success of the campaign is involved.

Yenching
Colle
Corre

contr.

June 18, 1928

My dear Mrs. Lee:

You will be very glad, I am sure, to know of a gift of $500 from Mrs. L. C. Colman of La Crosse, Wisconsin toward the Women's College fund. This has come in response, presumably, to Dr. Jenney's recent letter to the people on the Women's College list which you furnished him.

We are enclosing the envelopes of letters which were returned unclaimed as you may wish to correct your list by these.

Sincerely yours,

Office Secretary

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

LM:BB

COMMITTEE OF
YENCHING COLLEGE FOR WOMEN
of
PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*
PEKING, CHINA

June 20, 1928

Miss Louise McCoy
150 Fifth Avenue
New York City

Dear Miss McCoy:

I am indeed glad to know of the gift of Mrs. Colman of La Crosse, Wisconsin toward the Woman's College fund. I am grateful also for the information you send which will help to bring our mailing list up to date.

I am enclosing herewith a letter from Miss Howard of Worcester. Will you please let Dr. Jenney see it when there is opportunity? He asked me especially to write Miss Howard as he had approached her for a considerable gift.

Sincerely yours,
Eula B. Lee

(Mrs. Lucius C. Lee)

L:S

COPY

YENCHING WOMEN'S COLLEGE
Yenching University
Peking, China

June 30, 1928

My dear Mrs. Lee:

I am writing you today particularly about the proposed merger of the Women's College treasury in that of the University. By this time you will undoubtedly have received our first letter, in which we tried to express clearly our feeling that such a merger would be a mistake, and tried to explain to the Committee at home how we felt it would affect us in our work here. At that time we had only your letters, and so we anxiously awaited Dr. Stuart's return to hear his account of conditions at home, and his interpretation of the Boyd offer. As you know he was delayed in getting here due to the turnover in government, and so the faculty could not have a meeting with him before Mrs. Frame left. She did, however, have one or two conferences with him. Mrs. Frame tried to get the Administrative Committee together before she left, and then when Dr. Stuart returned, I tried to get them together for a conference with him, but because of the disturbed political conditions, it was impossible to do so.

We did, however, have a faculty meeting with Dr. Stuart in which he gave us to understand that the financial resources of the Women's College were so weak under the present organization, and the future financial prospects so dark, that this plan had been suggested by Mr. Boyd to preserve the Women's College. He said that the Women's College went into the joint campaign, but had been of very little help in securing funds; that they had been unable even to furnish the right woman secretary as agreed upon; that they did not seem to know where to turn to secure new money, or even to suggest promising financial prospects; that Mrs. Boyd had been the only member on the committee to make any active efforts to raise money, and that she could no longer do this. All this portended a dark future for the Women's College financially. It had been suggested that a woman promotion secretary be engaged for the Women's College, but this was at best a doubtful venture. It would be very expensive, and open to criticism on that score. Also such a promotion secretary would have to have the active support of the committee in making contacts, and he did not think the committee was in a state to do this. Mr. Boyd had felt all this strongly, and took Dr. Stuart to task for being indifferent to the precarious financial condition of the Women's College, stating that from his point of view it was the weakest part in the organization, and that it was in an effort to meet this situation that Mr. Boyd had suggested that the Trustees be responsible for raising the extra money each year needed by the Women's College outside of the contributions from its present sources.

Our distress over the possible state of the Committee is great. If what he says is true, and the committee cannot carry on

financially as at present organized, we will be glad to cooperate, and be good sports in working out a plan to relieve you of the financial burden, to be assumed by the Board of Trustees. If it is not as he has represented, if you do not feel as gloomy about the future as he does, we wish to cooperate in any way we can. At our last faculty meeting, it was voted to write and ask the committee at home whether it would not help them to have one of our number go home to act as an interpreter for us and them. If the Committee is to go on with its present method of securing finances independently, such a person might help in the reorganization of the committee in an effort to put it on a firmer financial footing. If the committee feels with Dr. Stuart that it cannot go on independently, and there must be some sort of a merger, she could help in setting up the new organization there in an effort to preserve the things we care about for women's education in China. Seven of the twelve people present expressed themselves as thinking it important that such a person should go in time for the November meeting of the committee. What do you think of this proposal? Margaret Speer would be the person that we would ask to go, if you would welcome such help.

Dr. Stuart desires the merger because a unified treasury from the point of view of his administration is easier to administer - it will eliminate some points of friction and antagonism - ; also because of the Boyd gift involved; and also because there is and will be more and more, pressure from the Chinese men for it. But I think that if we decide to maintain the present organization and work toward some more harmonious relationship between the Women's College and the rest of the University, he will cooperate to the full extent of his ability. He does, however, feel that our present relationship is not a satisfactory or happy one, and is anxious to work toward bettering it.

Dr. Stuart agrees with us now that it would be unwise to hurry this matter, so there is no need to proceed until we have further advice from you. You can imagine with what interest we await your letters of what is transpiring at home.

Sincerely yours,

(Signed) Ruth Stahl

LETTER FROM YENCHING COLLEGE FACULTY TO THE YENCHING

COLLEGE COMMITTEE

Rec. Boston, July 6, 1928

The faculty of the Women's College learns of the projected plans for the future financial management of the college with deep interest. We are not surprised that the suggestion of combination has been made; the years of experience in attempting cooperation with the Men's College have shown that from their point of view consolidation of executive, academic and administrative and financial interests is the only logical outcome. We are somewhat startled however at the readiness of the Yenching Committee to adopt the suggestion, even though it carries with it such a generous offer as that of Mr. Boyd's. We feel with Mrs. Lee that the question of the financial support of the Women's College should be settled as a principle; and the question of the method of carrying out the principle should be dealt with separately.

The adoption of this policy will mean, in our opinion, the eventual disappearance of the Women's College as an entity. The opinion of one member of the committee has been that autonomy consists in due proportion of representation upon certain administrative bodies, and a due proportion and a proper recognition of women on the University faculty. We must register a complete disagreement with this judgment. We do not say that the disappearance of the Women's College as an entity is something that must be opposed in the interests of higher education for Chinese women. It may be, that the Committee will feel that the adjustments which such disappearance will mean will be for the best in a large policy for Christian education for women in China. We are sure that President Stuart believes this, and it is a possible position. But it does not seem to us that the facts warrant the supposition that the Women's College can be maintained as an organization without the independence assured by the control of separate funds.

We wish to call attention to the consequences which we believe will follow the adoption of the proposed plan. These consequences may be divided into positive and negative results.

Among the positive we may include the following:

1. Duplication of treasury staff, and a large amount of committee work and correspondence will be eliminated; thus saving both time and money.

2. The policy of Yenching will be more unified, and many members of the Men's College Faculty, especially among the Chinese will be gratified by the step and will cease to press upon the President their desire for such unification.

3. The Yenching College Committee will be relieved of a cruel burden which will not grow lighter if it is continued in the future.

4. The Yenching women will be benefitted by a splendid gymnasium.

5. Confusion at home in regard to two institutions bearing the name on Yenching will be eliminated.

6. There will be no lessening of academic benefit to Yenching women in any studies which are of common interest to both men and women.

7. There is a tendency toward union among Boards at home. It would facilitate dealings with them if we were unified.

8. The women students would share in the benefits of the endowments which the University has secured.

It would therefore appear that some benefits are to be anticipated from this arrangement for the faculty of the Women's College, the faculty of the Men's College, the Yenching College Committee, the public at home and the women students of the College.

It is no wonder that the suggestion offers many attractions and inducements. But there are other considerations. The negative results involve the following:

1. <u>Few women will in the future be engaged by the University.</u>

a. Agreements to the contrary cannot, in the nature of the case, be kept. Staff is engaged by the different departments. It will be beyond the power of any controlling body to cause the varied needs and emergencies of these different departments to conform to a general theory that women are desirable in a coeducational institution. Under the present autonomy, it is difficult for the Dean to keep salaries designated for women instructors for that purpose. Special cases where it seems best and logical to engage men are pressing and frequent. There is no experience to justify the idea that the disappearance of the Women's College treasury would result in more women on the University faculty.

b. Furthermore, the women engaged by Departments - as is already true in some instances - are likely to be women who prefer men students and men colleagues. Such women are often superior teachers, and are of great value to their men students, but they are not of value in attempts to minister to the limitations and needs of younger women students. They are in no sense a compensation for the women who have the sacrificial patience and devotion to undertake the more complicated and less rewarding tasks incident upon instruction and care of young women who are often no more than girls.

c. Thirdly, women ~~will~~ will disappear from the committees and places of authority where they now are by virtue of the separate organization of the Women's College. The University has been very generous in permitting the Women's College a third representation upon the Council and in nominating the Women's College Dean, Associate Dean of Studies. If there is no Women's College the appearance of women in such capacities will be encouraged to offer suggestions in personal conference, and they may always count upon a courteous hearing, in Yenching, but they will have no way of making their suggestions effective. It should also be pointed out in this connection that Chinese women of ability and distinction will not be attracted to the service of an institution where there will be no

scope for their initiative. The deans of women in State Universities at home are in a fairly parallel position to that in which a woman administrator in Yenching would find herself. We may expect to lose competent Chinese women administrators from our number if this policy is pursued.

It is necessary to emphasize that promises/to keep women in such and such positions -- however sincerely made -- cannot be kept because it will be found more illogical and cumbersome to work in such artificial ways than it is found to be under the present system; and there will be no imperative money consideration to prevent adjustments to special cases and emergences. No one of us doubts the good faith of those who would make such promises. No one of us anticipates the miracle of favorable circumstances which would make the execution of such plans possible.

2. The corporate life of the women students would disappear with the disappearance of the Women's College staff.

It is generally admitted that the Women's College knows its students better than is possible for the men professors to know the men. It is generally admitted that the College makes a contribution to the steadiness of the student body which is likely to be subject to storms of radicalism from which our girls have been notably detached. In student strikes our girls come back before their brethren. It is also generally admitted that we have been able to maintain a religious life which is of benefit to the group as a whole. Our contribution in conservative measures with regard to the social relations of the men and women has brought the coeducational experiment along so far without serious ship wreck. And these various contributions are such that they cannot be made by men however chivalrous and sympathetic, or by women of the type likely to be chosen by the heads of Departments in Yenching who will naturally have in mind requirements of a very different sort and who will take for granted that these other things will follow without any special effort. A young girl arriving in Yenching five years from now might under these circumstances find herself in a place where she is outnumbered six to one by men whose selfgovernment association will be the arbiter of her personal life; where there are few older women either interested or able to guide her outside her classes, and where she will be hustled about in a man's world -- sometimes kindly -- sometimes critical -- but always impatient of conventions and traditions, always bewildering and sometimes alarming. The present existance of a life among the women students where the newcomer may try her wings slowly to which she may retire when the larger University world is too much for her, will no longer exist, for it is carefully organized and maintained by the Women's College staff and we have the men clamoring at our heels all the time even now. Why should we have Chapel services for girls? Why not worship altogether? Why should there be a Women's college selfgovernment association? Why not work altogether. It is not logical. That it is a benefit for the girls is a suggestion that does not impress our critics.

3. The equipment and funds of the Women's College would naturally be used for "the greatest good of the greatest number" if we ceased to exist as a financial entity. The greatest number would be men, and their needs will always be greater than their resources.

Our entire history so far has been one of explaining that this residence and that office space, or this reserve fund and that, cannot be utilized in an emergency of the Men's College, because it would be a misuse of gifts designated for a different purpose.

In referring to this fact we do not mean to accuse anyone of prejudice against the girls, or of lack of honor in dealing with us. It is simply that we cannot expect a man who is thinking in terms of a whole to give special favors to a part of the whole. To an administrator of a growing plant like this, pressing needs for offices, residences, funds, are ever present. Why should he not take the resources of a minority and turn them to account for the majority in which of course he expects benefit to the minority to be included. Is it not even his duty to do so -- if he can? We cannot see why one group should have a bank balance when another group is facing a desperate crisis. It is not logical. Only women who have themselves experienced the peculiar needs of women will feel deeply that one hundred girls need a margin and a safeguard if they are not to be lost in the shuffle of 600 vigorous and acquisitive men.

4. <u>There will not be any development of sentiment or of activities or of policies especially favorable to women students.</u> We cannot expect deficits and plans for expansion which do not affect the men to be objects of interest to those whose hands and heads are full of fascinating ventures in wider fields. Funds might be given us for some vocational development like the Department of Home Economics; but if women are to be utilized in advisory capacities alone, who will carry forward the investment and proper use of such funds? The moment a woman is put in charge, can it be supposed that the funds will be effectively administered by preoccupied men? Donors to women will not be slow to perceive this. It is likely that Mr. Eddy's gymnasium will be among the last considerable gifts which our women college students may expect.

To sum up these four points, we maintain that the proposed plan carries within it the eventual disappearance of the Women's College as an organization; and with this disappearance will go the conditions which make Yenching a favorable environment for the Chinese girl just out of Middle school. We recognize that for older women who will wish to be graduate students, or for mature women who want special work looking to professional training, these social considerations do not hold. It may be wise to convert Yenching women students into this more developed group, who can stand on their own feet and who look to the University for academic training and nothing more. But this was not the ideal with which we started, and if it is the thing to which we are going on, we need to be clear upon the point.

We therefore ask the Committee to weigh very seriously our sober belief that this step means the end of the Women's College as an organization, although it does not mean the end of women students and teachers in Yenching, and to decide whether this is the time to take a step looking toward such a conclusion. We do not agree that it is.

Comments by Faculty Members on the Official Letter

Page 1 - Par. 1 & 2. Augusta Wagner.

This saving may be effected at the New York end, but out here the Women's College treasury staff consists of half the time of one person, which would be duplicated in the University treasury office when the merger went into effect. When the registrar's office was unified, whereas formerly we paid only for the half time of a person in the Women's College office, now we have to pay as the Women's College share more than the salary of a full time person.

Page 1 - Par. 1 & 2. Margaret B. Speer.

Treasury staff and correspondence at home. I do not believe there will be much saving here.

Par. 4.

This is the result of Mr. Boyd's offer, not of the merger of University and Women's College. The two should be considered separately.

Page 2 - Par. 7.

It would be in line with their policy, but not necessarily facilitate dealings with them.

Page 2 - 1 a-c.

Men teachers are obviously better than women teachers for the men students.

Page 3 - c. Grace M. Boynton.

This point about Chinese women of ability is especially true of women administrators. I think of such a woman as Mrs. T. C. Chu. She would not consider a position as Dean under the proposed change.

Page 3 - 2. Augusta Wagner.

Not always detached, but rather bringing to the councils of the men, a certain saneness, fairness, loyalty, judiciousness, which has been fostered in the Women's College, and could only be so tended and cared for because we were a small group of students and teachers intimately in touch with each other. This corporateness, we believe, we will lose, and by it, the University will lose.

There is a spirit in the Women's College students, a certain quality of character among its students that is not found in the larger, amorphous Men's College group. If we receive value for our money, is that not economy? Granted that there might be economy by merging

(which is questionable) it will not be economy if we do not get Christian character and fine young men and women.

Page 3 - 2. Mrs. Frame.

The Men's College Self-government Association has taken over practically complete control of all men's dormitories; they would be in a position to exert enormous pressure in dictating regulation of women's dormitories.

General

Miss Hancock

I think it will be a catastrophe for the women of North China if the proposed change is made now.

Jane Newell

I think I would, in some very emphatic place, cut under their general economy idea with a general humanity proposition. Educational institutions exist to train minds and mold characters; and the form of organization that furthers these ends is more economical than the one which does not perform the function so well. Any one with experience in American colleges and universities can remember many arguments and persons opposed to the large and rather amorphous masses into which many of our institutions have developed on grounds of "administrative efficiency." The older universities of England still wisely retain their separate colleges as more effective educationally; and there are many in America who begin to appreciate their wisdom. Let us not too completely "Americanize" Yenching.

Grace M. Boynton

It should be borne in mind that if Yenching is devoted to the interests of mature women alone, our **numbers** will be very small, five or six. Most girls desiring graduate work now go abroad.

Augusta Wagner

It was stated in the meeting that the labor turnover in the Women's faculty is great, that a large proportion of women faculty is new, and therefore at bottom of the ladder, difficult for them, if there is no Women's College organization, to get representation on University Councils and Committees.

Augusta Wagner in letter of July 1 to President Pendleton:

In his discussion with us, he made clear some factors of which we were unaware, which if his interpretation of the situation is correct, may make it necessary to have a merger of the finances, even

though from our point of view we might wish it otherwise. He says that the days of the Women's College affluence are over, that the present committee cannot carry on financially, that there is no one on the committee able to direct the financial promotion of the Women's College now that Mrs. Boyd is compelled by ill health to give up active work; that the chances of adding to the Committee new members who would be responsible for the finances are exceedingly slim. The only other alternative is to employ a promotional secretary, which would be open to criticism on the grounds of the expense it would involve. Furthermore, this secretary could only work effectively under the direction of members of the Committee, who would have to make the financial contacts for her, but this the present Committee could not do, for they are all absorbed in other work, making it impossible for them to take on the burden of directing the raising of the finances for the Women's College. It was in an effort to remedy this condition, that Mr. Boyd made his offer with its proviso for merger of the two treasuries.

If Dr. Stuart's interpretation of the condition of the Yenching College Committee is an accurate one, and the Committee cannot continue to carry the financial burden for the budget of the Women's College, then I think that although ideally at present we think it would be better to have separate treasuries, we must meet conditions as they are, and try to work out some arrangement whereby the interests of the women students in the University may be preserved. Is the Committee in such a perilous way financially now? Is the future financial prospect so dark? We need information from the Committee on these points. If it is so, we must be good sports, and do everything in our power to cooperate. It seems to me that when we hear from the Committee what the state of affairs at home is, we will be in a position to act more intelligently. If the Committee cannot assume the financial burden as it has in the past, then we must work out a plan jointly with the men out here in a spirit of harmonious cooperation for a joint treasury, but so organized that the women will get due consideration. I think the men will work out such a plan with us on a basis of equality. After all the carrying out of any agreement will have to be done here, and so the plan must be worked out here. Some of us feel very strongly that it is not necessary for us to send some one home from here as has been suggested by some members of the faculty, for Mrs. Frame will be at home, and although she will have her responsibilities at Mt. Holyoke, she will be at the service of the Committee for consultation and advice, and this next year we need all the members of our faculty here to work out things at this end.

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

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August 13, 1928.

Mrs. Lucius O. Lee,
14 Beacon Street,
Boston, Mass.

My dear Mrs. Lee,

I have been keenly interested in your letters of August 6th and August 9th, with their extensive comments by the faculty of the Yenching College for Women on the proposal that the University and the Women's College seek some closer degree of financial cooperation.

I know all of us heartily agree with the consideration obviously uppermost in the minds of the faculty - the preservation of the distinctive character and contribution of the Women's College. The College has during the twenty-three years since it was organized in 1905 rendered an invaluable and unduplicated service to the young women of North China, and for that matter of all China. Every effort should be made to combat any reorganization which would threaten the character or scope of this unique contribution. Any change in either policy or organization deserves no consideration except insofar as it provides the opportunity to enlarge or perpetuate this distinctive educational service for the young women of China. Acceptance of this view is presupposed in all our consideration and discussion.

When we turn to the immediate proposition before the Women's College for an increased amount of financial cooperation with the University, we discover that we are not faced by the necessity of choosing between only two alternatives, but find rather that we have at least six possible types of organization from which to select. Each of these six types is quite distinct, and might be made as permanent as is desired, so that the selection of any one would not need to imply later evolution into a different type. In reading over the comments of the Women's College faculty one sometimes gains the impression that some members feel they have only two alternatives from which to choose; while others see but three possible types of organization, of which the second would be but a transitory state leading inevitably to the third and more extreme type.

Let us examine briefly these six possible types of organization of the Yenching College for Women, and the advantages and disadvantages of each:-

1. Complete Independence of the Women's College. This is the type of organization of the Women's College from the time it was founded in 1905 as the North China Union Women's College until it became affiliated with Peking University in 1920 as the Yenching College for Women. It is probably unnecessary to discuss the relative advantages and disadvantages of complete independence of the Women's College as this type of organization has now been discarded and is not likely to be resumed.

2. The Present Type of Organization. At the present time Yenching College for Women clearly maintains its own distinct identity but cooperates in many ways with Yenching University. It has its own Dean, Treasurer, faculty, committees, student body, and student groups. It has its own dormitories, recitation buildings, science buildings, administrative buildings, and residences. It prepares its own budget, has practically complete charge of the disbursement of its funds. The Women's College Committee has been almost wholly independent of the Trustees in approving the Women's College budget and in collecting and disbursing funds therefor. Yet the Women's College and the University share the same campus, the construction of the physical plant has on the whole been a joint undertaking, same administrative officers have duties in both the University and the Women's College, and certain of the Committees on the Yenching campus have representatives from both the University and the Women's College. There is a substantial amount of cooperation between the University and the Women's College in the work of instruction.

The advantage of this present arrangement is that the Women's College maintains a large degree of independence, and at the same time profits in economy of operation and enlarged educational and cultural facilities through its cooperation with the University.

The outstanding disadvantage which has been primarily responsible for the proposals now before the Committee for a change in the present organization, has been the difficulty of adequately supporting the Women's College as a separate financial entity.

3. Reorganization to the Extent of Having the Committee of the Yenching College for Women and the Yenching Board of Trustees Combine their Resources to Support the Current Work of the College and the University. Under such an arrangement the organization on the field could remain exactly as it is today. The Women's College would continue to submit their budgets year by year to the Women's College Committee here, and would continue to administer independently the funds that it receives either through the Committee or through local income. Likewise the University would independently submit its budget to the Board of Trustees and would independently administer all funds received. The only change would be that the

Women's College Committee and the Board of Trustees would year by year study jointly the financial needs of the Women's College and the University and would then divide between the separate budgets of the two institutions all the income receivable by the Committee and the Board, using whatever method of distribution they might jointly decide upon as best meeting the need of both institutions. That is to say the budgets of the two institutions would still be kept quite separate on the field, but would be supported by the Women's College Committee and the Board of Trustees from the combined resources of these two groups.

The advantage of this type of organization is that it would to a considerable degree unite all the financial resources of the Women's College Committee and the Board of Trustees for the support of all the work being done at Yenching. It would, I believe, meet the condition in Mr. and Mrs. Boyd's pledge that the Trustees become responsible for any deficit in the College for Women. At the same time it would not require any changes in the field policy or organization of the Women's College. Perhaps the main disadvantage of the plan would be the difficulty of harmonizing here in America all the varying needs of the College and the University, of justly apportioning available funds, and of equitably deciding where reductions must be made if needs exceeded resources. All these matters ought, if possible, to be settled in Peking, rather than in New York or Boston.

4. Reorganization to the Extent of Having the College and the University Adopt a Combined Budget, without Making any Further Change in their Organization or Policy. At the present time the University prepares a budget for the School of Arts and Science and the School of Religion, while the College for Women prepares a separate budget for its needs. Under this reorganization these two budgets would at some point be combined by a committee composed of representatives from the College and from the University. When adopted on the field it would be studied, approved either with or without amendments, and finally supported jointly by the Women's College Committee and the Trustees. In the administration of funds under such a budget, the Women's College could, if it desires, continue to maintain its separate financial entity and could have its own Treasurer to receive and disburse all funds of the college. Whether it would be more desirable to keep the financial administration of the University and the College separate under such a reorganization is a point deserving of very careful study. Whatever decision might be reached as regards the method of receiving and disbursing the funds of the Women's College under this type of reorganization, the separate entity of the administration, faculty and student body of the College could be retained as at present.

The chief advantage of this type of organization is that it would provide a long forward step in the direction of unifying the financial needs and resources of the University and the Women's College, and would, I believe, be of very real financial benefit to the Women's College. The plan would also offer many possibilities of simplification and economy

of financial administration on the field. Perhaps the main disadvantage of this type of reorganization is that it might be considered as lessening in some degree the independence now enjoyed by the Women's College.

5. Reorganization to the Extent of Making the Yenching College for Women definitely one of the colleges of Yenching University, without destroying its entity. Under such a reorganization the Yenching College for Women would become coordinate with the College of Arts and Science for men and the School of Religion, as one of the three collegiate branches of the University. As one of the colleges of the University, it would participate in the general University administration, and its funds would be received and disbursed by the Field Treasurer of the University. Such a reorganization could be effected, I believe, without seriously impairing the identity of the Women's College. The entity of its faculty and student body would remain very much the same as at present. The duties and responsibilities of the Dean would not be greatly lessened. The budget for the Women's College would become a part of the general University budget, but probably any loss of independence on this point would be more than compensated by the gain which would accrue. If I understand correctly the implications in the proposals of Mr. and Mrs. Boyd, it is this type of reorganization which they would like to see ultimately effected by the Women's College, although they do not require this as a condition of their gift.

The advantage of this type of reorganization is that it would provide the maximum of economy and efficiency in carrying on the work of the Women's College. Its disadvantage is that it might involve giving up a larger degree of independence than the Women's College would care to yield.

6. Reorganization to the Extent of Making Yenching a completely Co-educational Institution. Under such a reorganization as this, the identity of the Yenching College for Women would probably be lost or at least seriously impaired.

While such a reorganization might offer some advantage in the way of efficiency and economy of operation, the disadvantage resulting from the loss of the distinct contribution of the Women's College would be so great that such a radical reorganization as this is not worth serious consideration.

Of the six possible types of organization summarized above, we can at once discard the first type - complete independence - as representing a stage that is now past. We can also immediately discard the sixth type - complete co-education - as going farther than we will ever wish to go. That leaves, therefore, the present organization of the Women's College as described in the second type, and three other possible kinds of organization as summarized in types 3, 4, and 5. The change necessary to adopt type 3 would affect the field very little, if at all, so they would probably not object to the changes which would be made in our organization and procedure here in America to put this plan into effect. It is likely, however, that the Board of Trustees and the Women's College Committee would find this third type of organization

rather unsatisfactory. The fourth type - combining the budget of the University and the Women's College, but keeping the two organizations as at present in other respects - would probably be acceptable to the administrative groups here in America and to Mr. and Mrs. Boyd. It would probably also be acceptable to the faculty of the Women's College if they were assured that once this plan were adopted it could be retained in this form and would not later on lead to a further amalgamation to which they might object. The fifth type - making the Women's College definitely one of the units of Yenching University - would, if I understand correctly the comments of the members of the Women's College faculty, go further in unification than the Women's College desires to go. This type of organization has proven highly satisfactory in certain other places in China, but possibly the conditions at Yenching are so different that one could not be sure of the same results there. There has been general satisfaction, both on the field and at home, with the organization of the women's department at Shantung Christian University, which is conducted on practically the plan outlined in type 5, but in Shantung most of the women students are quite mature, as the majority of them have come for a medical course.

I am very hopeful that the Committee of the Yenching College for Women and the members of the Yenching College faculty will be able to find somewhere in the third, fourth, or fifth type of reorganization a plan that will meet the needs of the present situation. I believe that if they can find some such plan which they feel would be satisfactory if it can be protected against further developments unsatisfactory to the Women's College, that it ought to be possible to devise ample safeguards which will insure as much permanency as is desired. If the Trustees and the Women's College Committee and the field authorities of the University and the Women's College all agree on some plan of reorganization and provide that no changes in this plan will be made without the approval of all four of the groups involved, there should be no danger of the Women's College finding itself forced unwillingly into any further changes that would imperil its independence.

I pass all these comments on to you for whatever they may be worth. If they accomplish no more, they will at least assure you that I am keenly interested in this particular problem now facing the Women's College, and am anxious that it may be solved in the way that will enable the College to continue in the future to render its maximum service to the young womanhood of China.

Very cordially yours,

B. A. Garside

BAG/A

cont'd

September 14, 1928

My dear Mrs. Lee:

Just while we are in the throes of endeavoring to interpret money secured during our campaign in such a way as to meet the Boyd conditions and thus secure the $90,000 for the Women's College gymnasium, we have come across an item in the Yenching Faculty weekly of March 1st, 1928, which perplexes us. Is it a bit of erroneous news? The item reads, "The news has come from the Yenching College Committee through Mrs. Leigh (Lee?), that the Women's College has received a gift of Gold $10,000 from Mrs. Gamble, in shares of the Proctor and Gamble Company. Mrs. Gamble has already made very generous gifts to the Women's College. We congratulate the Women's College."

We have in our campaign records only two gifts from persons by the name of Gamble - $3,000 from Mrs. D. B. Gamble which came in response to a letter from this office, and $5,000 from Mrs. S. D. Gamble which was secured by Dr. Stuart. The latter, however, is a pledge (on which we have received $2,500 cash), and there is no indication that Mrs. Gamble intends to give stock of Proctor and Gamble. I shall be glad if you can either correct this report or confirm it.

I am endeavoring now to arrange by long distance telephone for a conference with Mr. Boyd at which Mr. McBrier will be present. If we can arrange such a conference, we will report immediately thereafter to the Women's Committee, since we know that you are all deeply concerned to know how things turn out.

Very sincerely yours,

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

CDW:LM

0318

COMMITTEE OF

YENCHING COLLEGE FOR WOMEN

of

PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*

PEKING, CHINA

September 17, 1928

Mr. Olin D. Wannamaker
150 Fifth Avenue
New York City

My dear Mr. Wannamaker:

I have your letter of September 14th asking about a gift from Mrs. Gamble to Yenching College for Women. She did send such a gift to Mr. Bowman, treasurer of the Woman's College Committee last January and it was in the shape of shares in the Proctor and Gamble Company. As you will understand from the date when it was made, this gift had no connection with the University campaign for funds which was put on two or three months later. You may not know that Mrs. Gamble has for years been especially interested in the Woman's College and the Dean's residence bears her name as she gave money for this building at the time of the Building Campaign for the Union Colleges for Women some years ago.

Sincerely yours,

Eucla O. Lee

(Mrs. Lucius O. Lee)

L:S

COPY

September 20, 1928

Miss Ruth Stahl
Acting Dean
Women's College
Yenching University

My dear Miss Stahl:

We have spoken from time to time of the deficit, calculated on a one-third basis, against the Women's College for the heating and lighting plant of the University. You remember that I told you some weeks ago that it was not my intention to press for any settlement of this account in view of what I supposed was being done in New York. I have, however, received correspondence from our New York office, calling attention to this matter, and it seems only right to report to you what Mr. Garside has written.

Under date of June 26th, he wrote as follows: "3 Deficit on Account Ref't - Women's College H.L.P.&W. Your Construction Bureau deficit of Yex. $4,853.11 on this account is seriously complicating our whole Building Operation finances. What are your thoughts as to how we shall be able to clear this up? Will the field take the matter up with the Treasurer of the Yenching College for Women, or do you wish to have the matter handled through our New York office? The former procedure would, of course, be by far the simpler. I am not certain to what extent the Yenching College for Women has funds in hand to meet this deficit and to what extent they would have to procure additional contributions, but at least it seems that the matter ought to be brought to their attention as strongly as we can."

Again, under date of August 6, he wrote as follows:

"I believe that I have already made inquiries as to the procedure you are contemplating in seeking an adjustment of the extremely large deficit in the Women's College H.L.P. & W. account. On your May 31st summary we note that this amount is over-expended $55,547.45 Mex. Any adjustment here will also have to be handled entirely from the field end for we have found the Treasurer of the Women's Committee extremely reluctant to take up any of these matters with our New York office. I suppose this particular deficit may require special action by the women either on the field or here in America, or both."

I have written to Mr. Garside that I would take the matter up with you here, and report to him whatever might result. I should be glad to hear from you in due time, if there is anything further to be said regarding the matter.

Very sincerely yours,

(Signed) Howard S. Galt
Acting Treasurer

COPY

YENCHING WOMEN'S COLLEGE

YENCHING UNIVERSITY

PEKING, CHINA

September 21, 1928

My dear Mrs. Lee:

As you may well imagine, we are anxiously awaiting the letters from you, which will give us the results of your discussions at the September 6th meetings. We had a most interesting faculty pre-sessional conference this year when the relationship of the Women's College to the University was freely discussed for one afternoon and part of one morning. The spirit of the men throughout the discussion was very fine. It was the consensus of opinion that from the point of view of women's education in China, we had a most ideal arrangement here at Yenching, where the women students had all the advantages of the much wider curriculum and the more specialized staff of the University, and yet where they had all the chance for initiative in the conduct of their own student government affairs and their social life, as well as having a group of women faculty members devoted to their special welfare and needs, such as is possible usually only in a separate Women's College. The men expressed themselves as not only willing to maintain that relationship, but offered to do everything to strengthen it. The Vice-President read that part in the University Constitution, dealing with the Women's College as follows, and they all reiterated their agreement with it.

Section 5. Dean of the College for Women.

14. The College for Women shall elect a Dean, who shall hold concurrently the office of Dean or Associate Dean of the Undergraduate College.

A. The Dean of the College for Women shall be responsible for the general administration of the College.

B. The Dean of the College for Women shall supervise the work of members of the staff appointed by the College, and promote their efficiency and cooperation.

C. The Dean of the College for Women shall have general charge of the financial administration of the College, and of the appointment of members of its staff. She shall be directly responsible to the Yenching College Committee in America.

D. The Dean of the College for Women shall be ex officio a member of the Board of Managers, Chairman of the Women's College Administrative Committee established by the Board, and Chairman of the Faculty of the College for Women.

The experiments in complete coeducation in China have not been very successful, in fact the results have been rather bad in some cases,

and I think we now have the sympathetic support of the men in trying to offer equal opportunities of education for women, but under such special conditions as we have worked out here. Tsing Hua, the indemnity college, our near neighbor, has just opened its doors to women. What problems that will present for us in the future, we have yet to see.

We have an unusually large registration, and our dormitories are taxed to capacity. We were afraid at one time that we would not have room enough to accommodate all those the Entrance Committee had accepted, but some of those who have been accepted have not registered. At present the registration in the Women's College is 156, of which 67 are old students and 89 are new ones. The new girls seem a very fine group, however, and we look forward to a good year. We had a reception last night at the Dean's Residence when the new students and faculty of the Women's College met the old students and faculty, and we had a very good time.

Our opening convocation this year was most interesting too. Dr. Stuart made the opening address, and laid particular stress on our Christian purpose, and I had a chance to explain the relation of the women students and faculty to the University, and what the relation of the women's faculty to the women students was, and the necessity for training Chinese women for Christian leadership in China. Perhaps it was due to the lack of political disturbance, but the spirit that pervaded our convocation this year was finer than any other previous year.

Miss Fei is working in very nicely, and so is Miss Ch'en I. We are rejoiced to have Miss Mills back to take hold of our Home Economics work again. Mrs. Homer Dew is giving half time, and we have yet to see how that will work out. Miss Gertrude Hood arrived in Peking Monday night. We are all very happy about her coming, and she is already fitting in beautifully. We are still searching the highways and byways for a music teacher. The very fine Chinese musician we tried to get sent us word that she had made other plans.

Referring to the allowance of $300 made to Miss Fei, the arrangement now in operation is that passed by the Administrative Committee on April 1, 1927, as a tentative working arrangement until the Board of Managers could work out a policy for the men members of the faculty. You will find this report in the minutes of the Administrative Committee of April 1927. I am enclosing a copy of the contract we use for Chinese members of the staff, and I am also sending Miss Kendrick a copy. Miss Fei has signed the contract for two years, and so is entitled to Gold $268 for travel. The remaining Gold $32 advanced her, she is to refund within the two years, or if she stays three years, will be credited to the additional amount that will be given to her as her travel allowance. We did not have in the Budget any item for Miss Fei's salary or for travel, but since we have an item for a music teacher, we can make the adjustment at this end.

I have just had a letter from Mr. Galt, the Acting Treasurer, regarding the deficit on the Women's College account for the construction of the Power Plant, a copy of which I enclose. I am also enclosing my answer, which you will see embodies what you wrote me in your

last letter. It seems to me that this is a matter which must be settled by the Yenching College Committee and the Trustees. Will you please let me know what the final action is with the Trustees?

Now there is also coming up what the agreement is regarding our share of the purchase of the land. As Mrs. Frame has always understood it, and as I have understood it from her, the Women's College is responsible for the payment of one-third of the land. In looking through the minutes I can find no statement of this, but perhaps at your end, you have a statement. The question now comes up, because there are some squatter families at the Women's College end of the campus, who must be bought out. The University is beginning negotiations, and the purchase of the land will cost about $10,000. The University authorities are asking that I obtain the authorization of the Yenching College Committee for the purchase of this land. The question (on which there seems to be a difference of opinion) is: Does the Women's College pay one-third, or does it pay for all, since the land is on the section of campus allotted to us? Can you clear this up for us? It will help if you will send us a statement of what you and the Trustees originally agreed to on this. The land must be purchased, for the families and buildings, right in the heart of the Women's College campus, are not only a nuisance, but a distinct menace to health, but it does seem to me that we should not be asked to bear the entire cost, if the agreement has been made with the Trustees that we ~~are to pay one-third~~ of the University campus, and we have done so.

We have taken up with the University authorities again the question of the University purchasing our Women's College faculty house in the East Compound (not the Dickinson House!), and thereby releasing funds with which we could build another faculty residence. This house is being occupied at present by the Meads, a Men's College family, and we are using the Porter house, a Men's College House, in exchange, to house some of our Women's College faculty. Next year when the Porters come back, we would either have to have House #30 again (it is not very satisfactory for our present needs) or begin to make other plans. I have just had an answer from Dr. Stuart in which he says, "I have your letter of September 17 regarding House No. 30 in the East Compound. It seems to me that we ought to ask the Women's College to let this be taken over by the University as a permanent residence for the Meads. I am writing to the Trustees asking that the cost of this be credited to the Women's College in the adjustments which are probably in process at this time." Will you let us know what the action of the Trustees is in regard to this, for if we are going to build, we ought to begin to make plans soon?

I did not mean to write you a book! But I found as I went on that there was always one more matter that needed attention.

Sincerely yours,

(Signed) Ruth Stahl

COPY

September 21, 1928

My dear Mr. Galt:

I thank you for the copy of the correspondence with Mr. Garside regarding the supposed Women's College deficit of $55,547.45 Mex. on the Power Plant. After our conversation early in the summer regarding this, when I showed you the action of the Yenching College Committee on April 9th, stating that they considered the payment of $135,000 as payment in full for the Women's College share in the Power Plant, I wrote at once to Mrs. Lee to ask if this matter and this action had been sent on to the Trustees. Mrs. Lee's answer is as follows:-

"Your letter of July 5th in regard to the Women's College share of the cost of the power plant has just come. The action taken on April 9 was as reported to you in the minutes. Dr. Stuart was present when this action was taken, and both he and Dr. North definitely agreed that the Women's College had met its full obligation on account of the Power Plant. This was reported to the Trustees in the minutes, but apparently the Trustees have failed to inform the Treasurer's office of the University. I am therefore sending a copy of your letter to Mr. Garside and am asking him to see that official word reaches the Treasurer's office in Peking."

I have sent Mrs. Lee a copy of your letter to me, and I am sending her a copy of this letter. There is nothing further to be done at this end, is there, except perhaps to ask Dr. Stuart what his understanding is.

Sincerely yours,

Acting Dean

COMMITTEE OF

YENCHING COLLEGE FOR WOMEN

of

PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*

PEKING, CHINA

December 5, 1928

Miss Louise McCoy
Yenching University Office
150 Fifth Avenue
New York City

My dear Miss McCoy:

I should have told you earlier that I received and sent on promptly to Miss Clark the list of people to whom we thought she might appeal for gifts toward the present campaign. I have also myself written to Mr. and Mrs. Kimball of Waterbury, Connecticut, and Mr. Talcott of Talcottville, Connecticut in addition to the names I brought with me from New York the day I was there. As yet I have no gifts to report, I am sorry to say, though I haven't given up hope. The name of Mr. F. H. Tuthill, 760 Polk Street, Chicago, I added to the list for Miss Clark.

May I take up another matter with you? Mr. McBrier some little time ago sent me a list of donors of $1,000 or more to Yenching with the request that I give any information I could about any of them which was not included on the list and also that I send the names of others who might well be invited to share in the dedicatory services next fall. I can tell you the church affiliation of a few of those whose names are on the list herein returned, which you will find on the margin.

Sincerely yours,

Eucie B. Lee.

(Mrs. Lucius O. Lee)

L:S

Mrs. L. O. Lee

COMMITTEE OF

YENCHING COLLEGE FOR WOMEN

of

PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*

PEKING, CHINA

December 7, 1928

Mr. E. M. McBrier
150 Fifth Avenue
New York City

Dear Mr. McBrier:

I am herewith enclosing my check for $25 thus completing the pledge I made to the campaign for the University.

In your letter of October 28th you asked me to suggest names of others to whom an invitation to attend the dedication services of the Yenching Campus might be extended. I would suggest that an invitation be sent to Mrs. Fritz W. Baldwin, 35 Riverview Terrace, Springfield, Massachusetts. Mrs. Baldwin has not yet to my knowledge been a contributor to Yenching but she is becoming interested and I understand that she has ability to help. I would be glad also if you would send an invitation to Miss Delia S. Jackson, The Concord, Washington, D. C. Miss Jackson and her sister have traveled in the East and I think have seen Yenching, though I do not know that they have ever made a contribution.

Sincerely yours,

Eula B. Lee.

(Mrs. Lucius O. Lee)

Enc.
L:S

P.S. I would suggest also that an invitation be extended to Mr. and Mrs. F. F. Ferry, 391 Sheridan Road, Winnetka, Illinois.

E.B.L.

Yenching Women's College
Yenching University
Peking, China

December 11, 1928

My dear Mrs. Lee:

I am enclosing the minutes of the Administrative Committee held last Saturday, which are largely self-explanatory, but I will add a word or two.

First with regard to the question of the dean. The Administrative Committee at a previous meeting asked the faculty to take the initiative in making recommendations. The committee appointed by the faculty went over the whole field, but there just is no Chinese candidate available. The Committee talked with Dr. Stuart and with numbers of influential Chinese in the University, and they all agreed with the committee that there is no Chinese woman available, and they all expressed the sincere hope that Mrs. Frame would come back. At the meeting of the faculty at which the committee reported, there was a full attendance, and it was the unanimous action of the faculty to invite Mrs. Frame to come back. Both Chinese and foreign members of the faculty beg the Yenching Committee to urge Mrs. Frame to come back. Dr. Hodgkin was speaking on Sunday of the need for sensitiveness in our friendship with the Chinese. He pointed out how in some parts of China, the foreigners in order to give their Chinese friends an absolutely free hand in developing the work have stepped out and let them build up a work as best they could. The missionaries have been most sincere in their desire to give their Chinese friends absolutely free rein, but they have not been sensitive to the Chinese feeling that the Chinese felt that it would be more of a cooperative Christian enterprise if the missionaries came and helped. I think that is the way our faculty feel. They know that Mrs. Frame is absolutely sincere in her desire to further the cause of women's education in China, and that she has felt that one way to do this is to step out of the deanship and let a Chinese woman take the reins. They feel, however, that she can help Christian education for women in China more by coming back now than by stepping out, that Yenching Women's College urgently needs her. I do hope that you can make her see that she can render a great piece of service to her Chinese friends by coming back to Yenching at this time. We have said for a period of two years, because this is in accordance with the constitution, and of course, this does not preclude reelection, and if a Chinese woman is found, there will always be a place in the University for a woman with Mrs. Frame's gifts. We are becoming more and more convinced as the plans for reorganization go on that the best safeguards for the interests of women's education in the University will be to have a strong faculty, numbers will help in some measure, but in the last analysis, it is the influence that these women exert in the University, that will count, and for

this reason also we need Mrs. Frame. Please make her feel very sure that we all want her to come back, and that her not coming back would be a great loss and a weakening of the Women's College in the University.

In regard to the matter of uniform salaries for men and women in the University, there has been considerable feeling and much discussion, as well as regards what policy we should adopt in employing married women. The matter came up because women working in the same department with men, with the same training and experience, were receiving a considerably lower salary than the men. However, when the special committee appointed by the Administrative Committee recommended that the Yenching College Committee consider establishing a salary scale equal to the University's, the Chinese members of the faculty, realizing that their salaries would then be at a higher rate than the salaries paid to the foreign teachers of the Women's College, were not willing to approve that recommendation. They feel that as long as we are a separate financial organization from the University, it is more important that there should be no distinction between the foreigners and the Chinese than that they should ask for equal pay with the men. At the faculty meeting they expressed very beautifully their missionary purpose in coming to Yenching. In consideration of their wishes, the action of the Administrative Committee was taken that while we have separate financial administration, we recommend that foreigners and Chinese women be paid on the same schedule of salary and allowances. The feeling is, I believe, that when we are one organization, and the salaries are paid from one treasury, it may be necessary for the Chinese women to ask to be paid on the same scale as the men in order to establish their position of equality, but that at present they do not wish to ask this.

The policy in regard to employing married women is a matter of internal administration, but I thought you might like to know about it. The consensus of opinion is that for the sort of work demanded from members of the Women's College, a married woman could not give full time, that is to be on call at all times and live right here with the girls. Further the matter is complicated by the fact that when their husbands are employed by the University, that family would be drawing a double salary. We have had most unsatisfactory service from Mrs. Homer Lew, who has been on our faculty this year, and as a result of all this, the Administrative Committee voted to employ married women only in exceptional cases and then for part time only.

We have appointed a committee of the faculty to study the proposed plans for reorganization, the suggestions your committee have made and those that our Administrative Committee have made, and try to coordinate them. You will hear from us later on this.

We are in the midst of Christmas preparations. There is a small group of men in the Men's College who are trying to stir up some trouble in opposing plans to make the Christmas celebrations somewhat Christian in tone, and are trying to make difficulties for the Christian Fellowship which has the plans in hand. The Women's Student Association has been very fine in upholding the right of the Christian Fellowship. Yen Hsi Shan has left Peking and there are all sorts of rumors abroad of political changes afoot, and this activity of a small group who are politically powerful makes us feel that perhaps political affairs are not running so smoothly as they have the last few months.

With best wishes from us all, believe me

Sincerely yours,

(Signed) Ruth Stahl

Acting Dean

COMMITTEE OF

YENCHING COLLEGE FOR WOMEN

of

PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*

PEKING, CHINA

December 12, 1928

Mr. Olin D. Wannamaker
150 Fifth Avenue
New York City

Dear Mr. Wannamaker:

I have just received a letter from Miss Mary H. Porter of La Mesa, California in response to one I wrote her ten or fifteen days ago, asking whether she could make an additional gift to the campaing fund. She says that she will give $1000 and her brother, Mr. James W Porter, will give another $1000 early in January 1929. If we should have this in the shape of pledges more official than the words contained in a personal letter, kindly send me a few pledge blanks and I will ask Miss Porter and her brother to fill them out and send to you.

Will you also send me a few copies of the little folder, "Herald of a New Dawn in China?"

Sincerely yours,

Eula B. Lee.

(Mrs. Lucius O. Lee)

L:ejs

December 13, 1928

Dear Mrs. Lee:

Your letter of yesterday is certainly like a Christmas gift to me personally. The $2,000 you report reduces the amount we still require to about $23,000. If a few other friends will accomplish as much as you have done, we shall make a touchdown.

I am sure your written report of the letter you have in your files from the two friends will be accepted for the purpose of this campaign in lieu of a written pledge in our files. Nevertheless, I think it would be much better to have the usual form of pledge. We shall be the less likely to make any mistakes in correspondence with these friends. If you have no objections, therefore, I shall be grateful if you will send to each two copies of our pledge card, asking that one be returned to you with full information and that a duplicate be kept by the donors in order that their records may precisely correspond with ours. This is the practice adopted in the office here to avoid errors in correspondence.

With sincere appreciation,

Gratefully yours,

Pledges rec'd

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

ODW:BB

P. S. Miss McCoy is sending you under separate cover the literature for which you asked in your letter.

Mrs. L. O. Lee

COMMITTEE OF

YENCHING COLLEGE FOR WOMEN

of

PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*

PEKING, CHINA

December 21, 1928

Mr. Olin D. Wannamaker
150 Fifth Avenue
New York City

Dear Mr. Wannamaker:

I write to express my warmest congratulations on the successful outcome of the campaign. It is no small achievement to have raised over $500,000 within a few months in a year when so many other appeals were in the field. We all rejoice too in the sums received to meet other needs of the University that are not counted as a part of the campaign.

Cordially yours,

Eula D. Lee

(Mrs. Lucius C. Lee)

L:ehs

Extract from Miss Stahl's letter dated January 25, 1929.

"There are, however, certain items which we have not put into the budget, items for which we had no authority, but which we think you may want to include. If the new salary scale for Chinese members of the faculty recommended by the Administrative Committee is put into effect, that is, they are put on the same salary scale as the foreing women on the staff, this will mean an increase of $2000 Mex. to the budget. If the foreign women's salaries are raised in line with the university scale, it would mean a basic salary of $1800 instead of $1680, and the increase in Chinese salaries would then be $2960 and not $2000."

"With regard to the salaries of foreign members of the Women's College staff who are under appointment of the Yenching College Committee, I would like to point out that the University is including in its budget an increase of $10 a month for single members of its staff, and $20 a month for married members of the staff, in an attempt to bring salaries in line with the increased cost of living. As you will see from the copy of the University salary scale which we sent you, the University scale also allows for an automatic increase with each new term of service, so that there is an increase for second term, third term, etc. The single men and women on the university budget are budgeted for $1800, the second term single men and women $2088. The Presbyterian Mission single salary is Gold $900 guaranteed, plus any additional amount that may accrue when exchange is above 2:1. The Methodist salaries have been increased to Gold $900 at 2:1. The American Board salaries are $1650 Mex. with some additional vacation allowance, I believe, that the others do not have. Does the Committee wish to bring our Women's College foreign salaries in line with the University salaries? If so it will mean an increase in the budget."

"While we are on the matter of salaries, the Administrative Committee has asked me to point out to you the great discrepancy in Miss Wood's (London Mission) salary and the other salaries. She is receiving only $1320, which is considerably lower than any of the other foreign salaries. In a University community where there are many additional expenses for student entertaining, etc., the committee felt that this salary was inadequate. There has never been a word of complaint from Miss Wood, and the committee was not aware that her salary was so small until they saw the budget. They ask if it would be possible for the Yenching College Committee to make some arrangement with the London Missionary Society, whereby the London Missionary Society would be willing to allow the Yenching College Committee to ~~make some arrangement~~ pay Miss Wood an additional sum to bring her salary more in line with the rest of the salaries in the Women's College and other parts of the University. If the Yenching College Committee makes such an arrangement with the London Missionary Society that will mean an increase in the budget."

CHINA UNION UNIVERSITIES

Fukien Christian University
Lingnan University
University of Nanking
Shantung Christian University
West China Union University
Yenching University

Cable Address
Nanfushan, New York

CENTRAL OFFICE
150 Fifth Avenue, New York City
B. A. GARSIDE, Secretary and Treasurer

Telephone:
WATkins 8703-4-5

March 1, 1929.

Mrs. Lucius O. Lee,
14 Beacon Street,
Boston, Mass.

My dear Mrs. Lee,

Ans. Mar 4

I am happy to say that the Finance Committee this afternoon voted to make available as needed up to G.$6,000. as partial payment to the Women's College for Residence No. 30. We are prepared therefore to advance to the field when and as needed funds up to this amount. Our usual procedure with Dr. Galt has been to authorize him to draw on us at three days for amounts up to a specified maximum. Since without doubt the field will wish to begin operations at once for the erection of the Chinese residences which I understand you plan to build with this you may wish to get off a cable to that effect at once. If so you have our permission to add as a part of such a cable some such expression as the following (put it into mission code as may see best) Garside authorizes Galt to draw at three days as required funds not to exceed G.$6,000. for Womens College residences. I am sure you have both my name and Dr. Galt's in the supplementary Yenching code, but it case you don't have, here they are:-
Garside, OCYCB, Galt OCYBD.

Will you let me know your method of handling the matter, so I can adjust our plans accordingly?

Cordially,

BAG/G

B A Garside

March 2, 1929

My dear Mrs. Lee:

Am I correct in my understanding that our promotional office is now responsible in equal measure for the interests of the Men's College and of the Women's College? I am sure you will understand that I am asking this question not because of any desire to add to our work. On the other hand, I should be somewhat embarrassed if I should discover some months hence that our office had neglected duties supposed to have been placed upon it.

If we are responsible to the Women's College just as we are to the Men's College, then we ought to have just the same sort of files for the Women's College as for the Men's College. In other words, we ought to have your mailing list, your file of contribution cards, and everything else needed by a promotional office.

Please do not suppose that I am making a request for these things. This note is purely an inquiry. If this office is, under the new constitution of the University, the promotional office of the entire institution including the Women's College, we offer you our maximum services and await your pleasure as to information at your disposal which we may need in order to make the services effective.

Sincerely yours,

Assistant to the President

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

ODW:BB

March 4, 1929

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

Dear Mr. Garside:

That is fine news that your letter of March 1st brings to the effect that the Men's College is ready to purchase from the Women's College Residence #30 and will make money available as needed up to Gold $6000. I am today cabling Miss Stahl in code as follows:

TRUSTEES WILL PURCHASE HOUSE #30. GARSIDE AUTHORIZES GALT DRAW AT THREE DAYS IF IT DOES NOT EXCEED $6000 GOLD WOMEN'S COLLEGE REDIDENCES.

I fear you will sigh when I tell you that various aspects of the work the Trustees and the Women's College Committee have done relative to reorganization of the relations of the Women's College to the rest of the University seem to need further study. The Women's College, on receipt of letters reporting actions taken at this end, appointed a special committee to study the proposed changes in the light of the Women's College needs, and after this committee had reported to the faculty as a whole and to the Administrative Committee, those bodies unitedly make certain requests and recommendations.

As it happened Mrs. Frame was in Boston Saturday and I asked President Pendleton and the other Boston members of the Yenching College Committee to meet her here in my office that we might together go over the recent letters from the field. The suggestions I am about to take up with you all have the approval of that group of five which, though of course it was in no way official, does we think truly and somewhat adequately represent the Yenching College Committee.

The first point raised is as to Article I of the Constitution of the Board of Trustees which defines the term "Yenching University." The comment as to this, Vote T-2384 is as follows:

> "We would like to point out that these various units are not on a co-ordinate administrative basis. As we see it, the co-ordinate administrative units which make up the University are the College of Arts and Science for Men (which is at present not organized as such) the College of Arts and Science for Women, the School of Religion, and the Graduate Division. The units as mentioned seem to us to be the financial units. We would, therefore, suggest that this article make the distinction as to which are the financial and which the administrative units of the University."

The little group about my table Saturday morning felt the position the Women's College faculty has taken to be right, and that the statement as to which are financial and which administrative units of the University should be made. Miss Stahl's accompanying letter comments further on this point as follows:

> "In regard to Article I of the Constitution, we think there will be confusion unless there is a distinction as to which are the academic and which the financial units of the University. As the units are listed now, they would appear to us to be financial divisions of the budget, although at present there is no College of Arts and Sciences for Men with a separate budget. The Princeton-in-Peking Unit cuts across the College of Arts and Sciences for Men (we understand the money for this unit is given only for men) and the Laura Spelman Rockefeller fund might cut across both the College for Women and the College for Men if the Women's College were given a share in these funds. According to the present Constitution of the University, with which Mrs. Frame will be familiar, since she represented the Women's College on the Constitution Committee, the academic divisions of the University are two: the Graduate Division and the Undergraduate College, with the College for Women as an Administrative Division. There is to be a meeting on Friday of the entire faculty of the University to make changes in this document, and one of the changes to be suggested is that the Undergraduate College shall have two administrative divisions; the one, the College for Women, the other, the College for Men. If it is meant that the units you mention in Article I are budget divisions, we think this needs clarifying."

Regarding Article IV, Section I, (Vote T-2387) the faculty requests, and the group who studied the matter Saturday morning seconds the request, that the following phrase be added:

> "It shall not alienate nor permit to be alienated for any other use or purpose the property or funds of any of the constituent units."

Miss Stahl's comment on this is as follows:

> "Regarding Article IV, Section I, we would like to suggest a little further safeguard, so that Women's College property may be reserved for the use of women students and faculty. Although Women's College property might be held in trust for the Women's College and appear on the books as such, its use might be diverted to other ends out here on the field unless there were some such safeguard as we suggest. But you would know better than we whether it would be necessary to include this additional safeguard."

In regard to Article III, Section 8, of the By-Laws (Vote T-2396), questions are raised relating in part to the budget. The committee especially asks for an interpretation of the sentence, "It shall also give an itemized list of the estimated expenses of the University for the year, showing separately the expenses of the general university administration and operation, and of each of the constituent schools and colleges." The chief question in their minds is whether the Women's College will continue to pay a share of the general university administration and operation expenses as it has in the past from its special Women's College funds, or whether all such expenses are to be provided from funds belonging to the University as distinct from the funds of any one of the constituent schools or colleges.

Those of us who were here Saturday morning felt surprised that this point should still be questioned on the field, as we thought that in the various conferences between the Trustees or thwir representatives and the Women's College Committee the point had been made very clear that the general administrative and operating expenses of the entire university, including the Women's College, were to be met from university funds, and only such administrative and operating expenses as pertain to the Women's College exclusively should be met from exclusively Women's College funds. Miss Stahl's comment on this point is as follows:

> "In regard to Vote T-2396 to amend Article III, Section 8 of the By-laws, you will see that we particularly question the sentence 'It shall also give an itemized list of the estimated expenses of the University for the year, showing separately the expenses of the general university administration and operation, and of each of the constituent schools and colleges.' After the expenses of general university administration and operation are determined, does it mean that the Women's College is to pay its share out of its separate funds, or will the Trustees take care of this out of a central fund? I think it is the consensus of opinion of the faculty that if we could be assured automatically a share in all joint income, they would prefer to go on as we are paying

our share in general expenses, feeling that this would give us a greater degree of independence. They did not wish to express themselves in any formal vote until they knew what your interpretation of this article is and what the possibilities are of devising some way whereby a proportion of all joint income automatically goes to the Women's College. The Administrative Committee, however, recommends that general university expenses be paid out of general funds, but that operation and maintenance of Women's College property be paid out of Women's College funds, as well as Women's College separate administration.

You will see that we also suggest that a proportion be established for the Women's College share in joint income, or general income. In the matter of endowments what is the Women's College share? What would happen to the Women's College budget in the case of diminishing joint income? At present we do not share or share only indirectly in the Hall Endowment, the Laura Spelman Rockefeller Fund, the Princeton-in-Peking fund. We understand that the Princeton-in-Peking fund was given to the men, but what about the other endowments? The salaries of men faculty are taken care of through these funds, but not a single woman's salary. We have fears for any future development of the Women's College unless something is established, for this year, as a matter of courtesy, we reported our budget to the Budget Committee. Dr. Stuart asked how much specifically Women's College income we were sure of, and then how much our budget was. When he heard that our budget was more than our assured, specifically designated Women's College income, he said, that we would have to cut our budget to meet our cloth, as the Trustees could not be burdened this year with any increase over assured funds. We took exception to this, and Dr. Galt and the other members of the co mittee upheld us, in saying that it was up to the Administrative Committee and the Yenching College Committee to say whether the budget needed to be cut. Every year the Committee has attempted to secure the additional funds needed beyond the designated funds. Does this now mean that the Trustees will grant us nothing beyond the specifically designated Women's College funds?"

As I said, it surprsied us that there is apparently still question on the field, even in Dr. Stuart's mind, as to whether the Women's College budget should continue to include a sum for general university administration and operation. I am right, am I not, that it is the clear understanding of the Trustees as of the Yenching College Committee, that general administration and operating expenses of the university on the field will be met from general funds of the university, and that the Women's College shall share as other academic units share in general endowment funds of

of the university? If there is any doubt on this point, it should be brought to the attention of the Finance Committee at once for clarification as it has a vital bearing not only on the budget of the university as a whole and on that of the Women's College but also on the whole question of whether or not we can accept the Boyd gift and other gifts contingent upon that. You will remember that the question of revising the relationship of the Women's College to the rest of the university was brought to a head because of the feeling of Mr. and Mrs. Boyd that the Women's College Committee should be relieved of the burden of raising the amount needed each year by the Women's College over and above the amounts it can count upon from regular sources. If relieved from the necessity of making each year a large contribution toward the administration and operating expenses of the university as a whole, the Women's College income from regular sources will be sufficient or nearly sufficient to cover its budget. It seems to us, therefore, that in addition to the present paragraphs of Vote T-2396 a statement should be included providing that the Women's College should share in free and undesignated endowment funds of the university.

Another request of the Administrative Committee is that the present arrangement of a separate treasury on the field for the Women's College funds be continued. Those of us who were together Saturday morning felt that a separate treasury on the field should be maintained for the Women's College until the following principle already agreed upon, has been in operation sufficiently long to be understood on the field as well as in the New York office, viz, that expenses of the general administration of the university on the field should be paid from general funds of the university, and that the Women's College should share as other academic units share in general endowment funds of the university.

The Women's College faculty and Administrative Committee do not approve of our wording of Article III, Section 9, (Vote T-2397) and recommend that the following be substituted:

> "If in the future, the University finds it advisable to limit the total number of students, the total number of women students shall be considered to be one-third of the total student body.
>
> In order to assure an adequate number of qualified women for teaching, administration and extra-curricular advice and companionship with the women students, the number of Women's College faculty members shall bear as nearly as possible the same proportion to the total university faculty, as the number of women students bears to the total number of students in the University."

On this paragraph Miss Stahl comments as follows:

"With reference to Vote T-2397 amending Article III, Section 9, you will see that we suggest a substitute article. We felt first of all that to establish a ratio of one woman teacher to ten women students without establishing a ratio of women students to men students in the university would not be a sufficient safeguard for maintaining a Woman's College if there should be a pressure of men students in the future. So we suggest that if there is to be any limitation of students, a ratio of one-third women students should be maintained. We then suggested that instead of one faculty member to every ten women students, we adopt a ratio whereby the Women's College faculty shall bear the same relation to the total University faculty, as the number of women students bears to the total student body, that is, approaching one-third as the limit. We thought that this would keep the Women's College faculty more in line with the faculty of the rest of the University, so that if there is a decrease in the University faculty, we would proportionally decrease, and if there is an increase, we would proportionally increase."

You will agree with us, we are sure, in feeling that the questions raised are of great moment and should have prompt and careful consideration. I am not clear as to just what steps should be taken preliminary to the April meetings. Please let me know what you think. I will also be glad if you can at once give us assurance that our position in regard to the expenses of University administration and operation is correct.

With kind regards, I am

Sincerely yours,

(Mrs. Lucius O. Lee)

L:ehs

COPY

Yenching Women's College

Yenching University

Peking, China

April 2, 1929

Dear Mrs. Lee:

The plans are all drawn up for our new faculty residence and have been passed by the Grounds and Building Committee. The present plan is to put up a Chinese house of two units to house three people each, the thouse being so arranged that it can be used as two distinct houses of three each, or can be used to house six people in one housekeeping unit if so desired. In this way, too, one dining room can be used for those desiring Chinese food, and the other for foreign food. At present the Chinese members of the faculty have a dining room in one of the dormitories, but they have not been altogether pleased with this, because it means that they must have dormitory food, and although they may order special food, they are in the hands of the dormitory cook, whose main responsibility is supplying the dormitory dining rooms and not their special dining room. Of course, they live very much more cheaply this way, and it may be that they will keep on in this way, but they have asked for other arrnagements. At any rate, the entire faculty have discussed the plans, and they meet with their approval, as giving us the degree of flexibility we need. The only fly in the ointment is the cost. It is now estimated that the house will cost between Gold $9500 and $10,000. Mr. Hildabrand assures us that this is a very generous estimate and will cover the cost. He is making the estimate generous because in the past, the estimates on much of the construction work have been too low, and then there has been difficulty in getting the work completed because of lack of funds.

The Grounds and Buildings Committee have authorized us to go ahead and put up one unit of the house, since we are only authorized to draw on the Trustees for $6,000 Gold, and we are getting under way on that. I am writing today, however, to ask if you will authorize us to put up the other unit. Unless we have this additional accommodation next year, I do not know how we are going to house all our faculty. There are 21 members of the faculty for whom we know housing must be provided. I f the other people come whom we expect - Miss Cookingham, the new secretary, the two Wards, a sociology person and the doctor, that means six more people to provide for. Our present accommodations are as follows:

Dean's Residence	5
Dormitory Suites	8
House #53	4
Practice House	1
New House	3
	21

With a possible faculty of 27, we have housing only for 21. However, three members of our faculty will probably live outside; Miss Cochran and Miss Grace Boynton with members of the Men's College faculty and Miss Wang in a place of her own in the village. That leaves 24 to be housed. If we could put up that additional unit, it would take care of the extra three people for whom we have no provision at present. What we would do if the three people who are now living outside should want us to house them and if dormitory #3 is not opened up next year (you will see we have counted on it housing two people in our list of present accommodations), I do not know. In view of our need, could the Committee authorize the extra expenditure of $4,000 Gold to put up the other unit? If the committee approves, could we ask you to cable us at once, so that we might proceed with the building?

I have other matters about which to write, but they must wait for another day or two.

Sincerely yours,

(signed) Ruth Stahl

Acting Dean

COPY

Yenching Women's College
Yenching University
Peking, China

April 12, 1929

My dear Mrs. Lee:

We have been attending meetings day and night -- first because of the reorganization necessitated by the government regulations, and secondly because of some student trouble with which we have had to cope within the last few weeks, -- so I have not had as much time to write you as I would have wished. Of the reorganization I have written you. Regarding the student trouble, a group of men students (a very small group, but powerful) out of personal animosity and jealousy, as well as to assert their power, made public attacks on Dean Leonard Hsü and demanded that he be ousted from the University. Posters were publicly posted everywhere and much unpleasant newspaper publicity was given to it without a word being officially communicated by the Student Association to President Stuart or the administration. The girls held a mass meeting, protesting against this action of a small group of men going out in the name of the students of the University and protesting against the method of procedure used. Some of the men students also protested against the legality of the action which supposedly represented the Men's Student Association, and altogether it was, and still is, a most unpleasant situation. The Faculty Executive Committee took the position that the regular channels of communication between the students and faculty are always open at Yenching, and that they would not countenance such a public attack on any member of the University, faculty or student, that if the students had any legitimate complaint they could always be assured of a hearing by making their complaint known to the Administration. The students were asked to withdraw their public statements and to apologize for their procedure, or be expelled. After many meetings, back and forth, they finally did so. They were forced to resign from the Student Council by the opposition group of students, and there has been all sorts of difficulty in getting a new council elected. A great deal of this has a political undercurrent. Poor Dean Hsü has been made the victim, and it has been very hard for him. He has resigned, but the Faculty Executive has not accepted his resignation. Being Chinese, the only thing for him to do under the circumstances is to resign, but if we can persuade him not to, we may yet win a victory that will not only help us, but all the other educational institutions in China. But the end is not yet!

Another matter which I wish to report to you is the matter of the Women's College gate. The following action of the Women's College faculty was taken at its last meeting:

> Voted to recommend that we do not wish a separate Women's College gate for the following reasons:
>
> 1. The Women's College entrance and the main University entrance are so close that there does not appear to be any need for a second gate within such a short distance.

2. In addition to building the gate, there will be the cost of a gatekeeper.

3. Since the proposed Women's College entrance is nearer Peking than the main University entrance, the main traffic will come through the Women's College gate, which will be a nuisance.

The above is the general feeling of the faculty. If you still feel that we should go ahead with the gate to make us architecturally complete, we can do so, but we did want to point out to you our feeling that it would be better not to have a separate gate.

A matter about which I am much concerned is the Presbyterian Board's action with regard to our request that Miss Speer antedate her furlough one year and go home this June. They have not given their approval, since they feel that they must uphold their manual of regulations, regardless of the situation in the college. When we discovered that Miss Speer, Miss Cheney, Miss Edith Boynton and myself were all scheduled to go home on furlough in 1930, we asked Miss Speer to request her mission for permission to antedate her furlough, so that she would be back when the rest of us were scheduled to go. This also met the wishes of the English Department, since in 1930 and 1931, two other members of the department were also scheduled to go, and she would make a third, if she went in either year. The North China Presbyterian Mission gave their approval, but the Presbyterian Board did not approve. Dr. Speer's position is that the five year term is short enough and that if an exception were made in the case of his daughter, it would be difficult for him to uphold the manual in other cases. We can understand the Presbyterian Board's position that the manual must be upheld, but we feel also that the needs of a particular institution should be taken into consideration.

We are anxiously waiting to get the last word from home on our gymnasium plans, and we shall also awit with eagerness your word in a couple of weeks whether or not we may proceed with the two units of our faculty house.

We are having a shower this afternoon for Miss Nyi who is to be married the first week in June, and soon we are to have one for Miss Hsieh who is also to be married in June. So we lose our Chinese faculty!

With best wishes from us all, and with constant appreciation of your interest in us,

Sincerely yours,

s/ Ruth Stahl

Acting Dean

COMMITTEE OF

YENCHING COLLEGE FOR WOMEN

of

PEKING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*
PEKING, CHINA

June 18, 1929

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

Dear Mr. Garside:

A special Boston holiday, "Bunker Hill Day," on June 17th has caused slight delay in my reply to your letter of June 14th.

You write in regard to the source of general plant funds for Yenching and say that you do not find recognition of any initial contribution from the American Board whereas specific sums are credited to the Presbyterian Board and the Methodist Board. You will remember that one of the conditions originally named for any Mission Board wishing to become a cooperating board in the support of Yenching College was a contribution of at least $100,000 toward plant. You will also remember that before this condition had been met on the part of any cooperating board the campaign for the Union Colleges was undertaken and carried to a successful outcome. On November 6, 1923 the Yenching College Committee passed the following votes:- (Y.149)

"THAT INASMUCH as the Presbyterian Board of Foreign Missions, the Woman's Foreign Missionary Society of the Methodist Episcopal Church, and the Woman's Board of Missions of the Interior of the Congregational Churches all took an active part in promoting the united campaign for the seven union woman's colleges in the orient, and

INASMUCH as the money received by Yenching College as its share of the results of this campaign is far in excess of the $300,000. which would have been realized from an initial gift of $100,000. for plan and equipment from each of the above societies,

BE IT RESOLVED that the Presbeterian Board of Foreign Missions and the Woman's Board of Missions of the Interior be recognized as having met in full the initial obligation for plant and equipment accepted in becoming cooperating boards in the support of Yenching College and that the Woman's Foreign Missionary Society be recognized as having met the conditions of becoming a fully cooperating board so far as the number of teachers and the initial gift toward plant and equipment are concerned"

I do not know that my explanation of the fact that there is no credit of specific amounts to the American Board while amounts are credited to the other two Boards is right, but my impression is that the W.F.M.S. received in the campaign gifts specified for Yenching to the amount of $49,862.95, and the Presbyterian Board gifts specified in the same way to the amount of $31,304.99, whereas the Congregational gifts toward the campaign went in without being handled by the American or the Woman's Board of the Interior and therefore were not so specified. I know this to be true in regard to considerable sums given by Congregational women. In Evanston, Illinois, for instance, the largest gifts toward the quota of that town were made by Congregational women but the whole was reported as the gift of Evanston with no specification at all as to the church affiliation of the donors.

Your second question is whether there would be any objection to the gifts toward the Wheeler Memorial Chapel, $12,500 from Mrs. Wheeler and $6,250 from the Laura Spelman Rockefeller Fund being set up as a special fund. I think there would be no objection to this method of procedure.

Your third question is whether I think it would be possible for us at this date to find the source and, where given, the designations of the contributions received through the Joint Committee. I fear it would be impossible.We do have record of certain sums given during the campaign for specific buildings or rooms and we had correspondence at different times with Miss Olsen and Mrs. Peabody in regard to gifts made in this way. We never succeeded in getting what seemed an adequate statement. The best summary we were able to make was made in connection with the action of the campaign committee in regard to tablets. According to the findings at that time, the Administration Building was to be named for Miss Luella Miner, and rooms in that building were to be named as follows:

Dean's office -- The Ellen F. Pendleton Room.
Secretary's Office -- The Elizabeth Kendall Room.
Treasurer's Office -- The Susan A. Jeffries Room.
Doctor's Office -- The Georgia and Harriet Leonard Room.

Some room in that building was also to be named for Miss Mary H. Porter in recognition of a gift which was, if I remember correctly, $2,000. My list indicates that the Office of the Education Department should be named, "Carolina Close, Christian Educator & Faithful Friend to the Chinese." I know nothing whatever about this gift. This list likewise indicates that House No. 53 was given by the Women in New York, the entrance to Dormitory No. 1 by the Women of Washington State, the Sitting Room by Mrs. Lee H. Wakefield, the Dining Hall by Plymouth Congregational Church, Seattle.

There are other similar designations for rooms but as we have no specific information as to the amount given or as to any vote asking for the naming of the rooms, I doubt whether it is worth while to send you the entire list. I did endeavor to secure from Miss Olsen the name of a person in each church, state or group with whom I might correspond

and from whom I might secure the information needed, but I did not succeed in getting such names from Miss Olsen. I really think that we cannot hope at this time to list accurately gifts given for specific objects.

Cordially yours,

Eula B. Lee

(Mrs. Lucius O. Lee)

L:ehs

CHINA UNION UNIVERSITIES

Fukien Christian University
Lingnan University
University of Nanking
Shantung Christian University
West China Union University
Yenching University

Cable Address
Nanfushan, New York

CENTRAL OFFICE
150 Fifth Avenue, New York City
B. A. GARSIDE, Secretary and Treasurer
C. A. EVANS, Associate Secretary-Treasurer

Telephone:
WATkins 8703-4-5

~~Yenching University~~

July 1, 1929.

Mrs. Lucius O. Lee,
14 Beacon Street,
Boston, Mass.

My dear Mrs. Lee:

We acknowledge receipt of your letters of June 24th and June 27th.

I am very much interested in Miss Stahl's comments as to the difficulties she fears will come from having a swimming pool in the Woman's College gymnasium if there is none in the men's college gymnasium. Of course none of us here in America are in close enough touch with the situation on the Yenching campus to accurately judge just how serious a question this is. I can state quite positively that on the campuses of most of our Christian colleges in China, such a situation would not create any serious problem. For example in Shantung Christian University, where both the administrative and instructional relationship between the women's unit and the rest of the University is somewhat closer than is the case at Yenching, there is a very distinct, even though invisible, line between the section of the campus where the women students dwell and the section occupied by the men students. The women students have their tennis courts, their basketball courts, and recreational rooms in their dormitories but I have never known of any men students being there except on special invitation and for such purposes as refereeing games or things of that sort. If the women students at Cheeloo should by some good fortune fall heir to a swimming pool, I am positive that no one of the men students would ever think of using it. I find it quite difficult to visualize a situation at Yenching where the men students would insist on invading a gymnasium for young women students on any pretext whatever. The whole proposal seems to me quite foreign to the whole social background of Chinese life. But, as I stated in the beginning, I must frankly admit that I don't know the situation intimately enough to pass competent judgment.

As you know, only one of the three sections of the Warner gymnasium has as yet been erected. The central section and one wing are still to be constructed. I have not seen architects' plans for these two remaining wings and doubt whether such plans have been completely formulated. I am pretty sure that if they have been drawn, no copies have been sent to us here in America. I should think it is quite probable that a swimming

pool will either be included in the men's gymnasium or will be provided elsewhere on the campus.

I am sorry to learn of Miss Boynton's decision to withdraw from the Woman's College. Since Miss Cookingham is definitely planning to go out this summer, I trust the situation will not, however, create a serious problem.

At the time Jean Dickinson Potter asked Mr. James H. Post for $5,000 for a Department of Education Practice House, I think it was generally understood that this amount would be sufficient to erect a satisfactory plant for this purpose or at least to construct a sufficient part of such a plant to do effective work. When the field drew up its building plans for the practice school, it was clearly understood that only G$5,000. was available. We were all very much disappointed therefore to find on an examination of the plans and the explanations which came with them that they were drawn on such an elaborate scale that it was impossible to construct even one complete unit with the funds available. The Finance Committee frankly took the stand that if it approved the partial construction of this plant, it thereby opened the way for immediate appeals from the field for more money to complete what had been begun. The Committee visioned urgent letters stating that the $5,000. had only constructed the shells of one or two buildings so that the Committee must immediately have another five or ten thousand dollars before they could even make use of the buildings that had been undertaken. Experiences of this sort have been met with during the last few years and the Committee has now gotten a bit more decisive in its treatment of such problems as this. For that reason it authorized the field to begin only such construction as could be completed, including necessary heating and plumbing installations, whenever the sum was available. At the present time, so far as I know, there are no immediate prospects of additional funds for this object. If the field finds that additional money is needed, they should send us a definite statement as to what will be required to complete the project, and the Finance Committee will consider this information and if possible include it within the objective for which the promotional office is seeking funds. As you know, however, our promotional office already has before it enough approved objectives to keep it busy for several years, so the only possibility of getting new funds for this Practice School in the near future would be to enlist the interest of some friend who would be willing to make a contribution to this object.

I think that the matter of the Woman's College system for fire insurance is one that will require further study and correspondence with the field before any final policy can be adopted with confidence. I confess that I am somewhat hazy as to just what the field means by keeping the $3,000 fund for "self-fire-insurance". If the $3,000 is considered as a reserve fund to meet possible loss by the Woman's College on account of fire, it is of course entirely inadequate because a serious fire in any one of the larger buildings of the Woman's College would cause many times this amount of damage. On the other hand, if we consider that the income from this $3,000 is to be used to pay the premium on fire insurance for the Woman's College, the amount is probably quite inadequate for the income will be only approximately $150. a year and this is not sufficient to pay a premium on a very large insurance policy. If the thought has been that this $3,000 should be considered a nucleus for an insurance reserve fund and that it should be augmented by the interest accruing thereon,

obviously it would take a great many years for the fund to grow by the addition of interest alone to dimensions large enough to give any real aid in replacing a possible fire loss. The policy of the rest of the University is to take out regular insurance policies on the University buildings, paying the premiums from current funds, as well as the regular budget obligations of the University. If such a policy were adopted by the Woman's College, then $3,000 could be considered a part of the regular endowment of the University and the cost of insurance premiums could be made one of the regular budget items on expenditure.

Since the Executive Committee has now taken formal action approving the appointment of Mr. William Band and Mr. Samuel Groff, I have not sent you additional copies of these papers, as I presumed you would not care to take the trouble of studying them closely when a decision has already been reached.

The recognition by the Finance Committee of the item of $5,000 for a Home Economics Practice House as one of the objectives of the recent campaign does not mean that this $5,000 is as yet actually in hand. Most of the gifts included in the 1928 campaign were in the form of pledges payable over a period of five years. As yet we have received only about enough cash to clear off outstanding deficits and to pay for the cost of the campaign itself. As rapidly as possible we will, however, distribute into the various accounts the money to be received for the other specific objectives such as the erection of new residences and construction of new dormitories, the payment of this $5,000 for the Home Economics Practice House, and so on.

I am glad to have your confirmation of the procedure we have followed with regard to Miss Cummings' outgoing travel.

We also note your explanations as to arrangements being made with Miss Marguerite McGowan. When Mr. Willard send us his statement of the amount advanced for her travel expenses we will reimburse him and will charge the amount to our regular budget account.

You will note that the Executive Committee on June 19th formally approved the appointment of Miss Veghte. Neither the Executive Committee nor the Committee on Instruction have, however, taken any formal note of the appointment of Miss Cunningham or Miss Cookingham. Do you understand that under the present policy these two names should be brought before our Committee on Instruction for approval? If so, I believe the matter can be handled by circular vote, as could no doubt also be done in the case of Miss McGowan if she is approved by your Woman's College Committee.

Very sincerely yours,

BAG:A

CHINA UNION UNIVERSITIES

Fukien Christian University
Lingnan University
University of Nanking
Shantung Christian University
West China Union University
Yenching University

Cable Address
Nanfushan, New York

CENTRAL OFFICE
150 Fifth Avenue, New York City
B. A. GARSIDE, Secretary and Treasurer
C. A. EVANS, Associate Secretary-Treasurer

Telephone:
WATkins 8703-4-5

FOREIGN DEPARTMENT.

Yenching University

SEP 17 1929 Rec'd
Ans'd Sept 17th.

September 16,1929

Mrs.Lucius O.Lee,
14 Beacon St.
Boston, Mass.

My dear Mrs.Lee:

I enclose herewith copy of a letter we are today sending to Dr.Galt. You will note that we are cabling him today in reply to a cablegram received from him on September 11.

We are very much disappointed at this request from the field that further funds be appropriated for completing the Gymnasium Building. You will remember that when the matter was before the Boyd Gymnasium Committee and the Finance Committee early this spring, it was thought that Gold $77,500 would be ample to meet every possible expense connected with the completion of the structure itself, leaving G$12,500 as a reserve for equipment, landscaping, maintenance and repairs during the first few years. It has always been the policy of the University to include architect's fees as one of the items of expense in the construction of the building, and that policy was followed in this instance. During the month of July I received a report of the Grounds and Buildings Committee which indicated that the field might not be including the architect's fees in their estimates for the cost of theGymnasium, so I wrote Dr.Galt on July 26, stating that I was sure the Finance Committee intended to include these fees in its estimate of G$77,500 as the maximum to be expended in completing the Gymnasium. These architect fees amount in all to G$6,878.46. The amount is quite high because, as you know, the plans were redrawn, in part or in whole, at least three times.

Since Mr.and Mrs.Boyd will be in Yenching during the latter part of September we hope the field will be able to secure their opinion and cable it to us in time for the Finance Committee meeting we should hold during the last part of this month.

I am anxious to get your judgment as to the other question affecting the finances of the Boyd Gymnasium:- viz: whether we should include in the Boyd Gymnasium Fund any of the smaller gifts received before Mr.and Mrs.Boyd made their pledge of $90,000. The situation is set forth in detail in my letter to Dr.Galt.

What dates would it be possible for you to come to New York for a Finance Committee meeting? There are a number of extremely important matters now pending on which decision should be reached at the earliest possible date. Mr.Wannamaker is expected to return to New York on September 25. Since a number of promotional matters must come before the Com-

mittee we should hold the meeting after Mr.Wannamaker arrives. The three available days before the end of September would, therefore, be Thursday, September 26, Friday, September 27, and Monday, September 30. As far as I can judge from preliminary inquiries, September 27 would be more satisfactory to most of our Committee members, although September 26 and 30 would also be possible. Can you be in New York City on any of these three days? What other dates would you suggest?

Very sincerely yours,

BAG-H

Enc.

Yenching University

September 16, 1929

Dr. Howard S.Galt,
Yenching University
Peping, China.

G29-9-16-2

My dear Dr.Galt:

We are enclosing herewith a copy of a cablegram we are sending today.

Boyd Gymnasium. The first part of the message is in response to your cable of September 11 which we have decoded as follows:-

"REFERRING TO YOUR LETTER OF JULY 26 WOULD SAY ARCHITECTS FEES WERE NOT INCLUDED IN ESTIMATED FIELD EXPENDITURES OF GOLD $77,500. THIS WILL NECESSITATE INCREASED FUNDS. TELEGRAPH IF THIS IS POSSIBLE".

As we attempted to make clear in our cable, nothing can be done to increase the appropriation of G$77,500 for completing the Woman's College Gymnasium except by some further action of the Finance Committee. I am very doubtful whether the Finance Committee would be willing to increase this appropriation except on the specific recommendation of Mr.and Mrs. William Boyd. As you know, Mrs.Boyd was a member of the special Gymnasium Committee, as well as the Finance Committee, and was present at practically every session where financial matters connected with the Boyd Gymnasium were discussed. I understand that both she and Mr.Boyd felt that Gold $77,500 should be sufficient to complete the building and that the remaining G$12,500. should be reserved for essential equipment, landscaping and maintenance and repairs for the building during the first few years. If Mr.and Mrs.Boyd feel that less than G$12,500 will be sufficient to provide for equipment, landscaping, etc., the Finance Committee would probably take action at once, making whatever readjustment of figures Mr.and Mrs.Boyd would suggest.

This year we have based all our estimates for the Boyd Gymnasium on the general understanding that Mr.and Mrs.Boyd's gift of G$90,000 represented the entire amount available for the construction, equipping and landscaping of the Gymnasium. Several years ago the Yenching College for Women received a few small gifts which were either definitely designated for the Gymnasium or informally understood to be available for this purpose. Mr.Bowman's books show the following entries:

June 1,1927,	Mrs.J.H.Moore for Gymnasium Bldg.Fund	$500.00
" "	Mrs.Elizabeth Hill Lyman " " "	200.00

So far as we are able to ascertain, these are the only gifts credited by Mr.Bowman to the Woman's College Gymnasium Fund. In the minutes of the meeting of the Committee of Yenching College for Women held on April 9, 1928, we find the following statement:- "Mrs.Boyd.....spoke of the hope for money for the Gymnasium but had no definite subscriptions to report except Mrs.Sidney Gamble's G$5,000 and a gift of G$600 from Pittsburgh." This meeting was held before Mr.and Mrs.Wm.Boyd made their pledge of $90,000 for the Woman's College Gymnasium. As you will remember, the pledge was written on April 23, 1928. In this pledge they made the following statement: "We will contribute in the name of the Boyd family the sum of Gold $90,000 for a Gymnasium and social building for the women students of Yenching College under the following conditions:.....Second, that the building shall be called 'the Boyd Gymnasium' or other building designation by which it may be named."

Mrs.Gamble's gift of G$5,000 was made in March, 1928. In the pledge she sent to the Promotional Office of the University she stated simply that her gift of G$5,000 was "for the Woman's College of the University". No reference was made in her pledge to the allocation of this money to the Woman's College Gymnasium. I have not been able to identify exactly the "$600 from Pittsburgh" referred to by Mrs.Boyd. A number of gifts for the Woman's College were received from Pittsburgh about this time, but none of them were specifically designated in letters and pledges received from the donors as applicable to the cost of the Woman's College Gymnasium.

When the Campaign Committee met at various times during the latter part of 1928 to review the cash and pledges received during the campaign and to see that all designated gifts were properly allocated, everyone went on the assumption that Mr.and Mrs.Boyd would wish that their gift of G$90,000 would represent the entire cost of the Gymnasium and that no other small gifts would be added to this fund in a way that might be unacceptable to them. Since the name "the Boyd Gymnasium" was to be given to the building it would have been quite unusual to have others than the Boyd family contribute to the fund. The question of allocating to the Gymnasium Fund Mrs.Gamble's $5,000 and the "$600 from Pittsburgh" was, therefore never raised. At the present time the G$500 received from Mrs.Moore and Mrs.Lyman in 1927 ~~is~~ are technically still included in the Gymnasium Fund. We will ask the Finance Committee to instruct us whether this $500 should be placed with the Boyd's $90,000, or whether we should ask these two donors if they are willing that their gifts be placed with the general building funds of the Woman's College.

Mr.Hung's message to Dr.Porter. I have included the second part of the cablegram in the message to you for the sake of economy. The interchange of messages between Dr.Porter and Mr.Hung in regard to the librarianship has become somewhat prolonged and expensive. I trust, however, that this message will clarify the situation sufficiently to promote further adjustments to be made by correspondence.

Very cordially yours,

BAG-H
Enc.
CC: Mrs.Lee

September 17, 1929

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

Dear Mr. Garside:

Your letter of September 16th is here this morning.

My understanding in regard to the Boyd gymnasium questions is exactly what you have set forth in your letter to Dr. Galt. The only point on which there might be some question is whether the fees of the architect at the American end should be included in the amount assigned for the building of the gymnasium, Gold $77,500. I am glad Mr. and Mrs. Boyd will so soon be able to discuss these questions with the friends on the field.

As to the additional amounts in the minutes referred to as gifts for the gymnasium is that all of these came in as a part of the general campaign and the gymnasium was referred to only because that was the one of the Women's College objectives most definitely in our minds. It was the largest single need and was therefore talked about. I feel very confident that both Mrs. Moore and Mrs. Lyman would be quite ready to have their gifts assigned to some other part of the Women's College building program.

You ask for my preference as to a date for a Financial Committee meeting. I would have been very glad if this meeting could have been held on Friday, September 20th. As that seems however to be out of the question, I will conform to any date that seems best. I have not at present definite engagements for any of the three dates you mention, though I have for the days immediately preceding and following. Friday, September 27th, would suit me.

Sincerely yours,

(Mrs. Lucius O. Lee)

L:ehs

YENCHING WOMEN'S COLLEGE

Yenching University

Peking, China

October 29, 1929

To the Chairman of the Finance Committee
Yenching College Committee
New York, N.Y.

Dear Madam:

Mrs. Williamson has written that she no longer is acting as chairman of the Women's College subcommittee of the Finance Committee of the Trustees, and so I am sending to Mrs. Lee a brief statement of certain matters which have come to my attention. I am sure she will be able to forward it to the right person.

1. SAGE MEMORIAL EQUIPMENT FUND

I find that the final painting and decorating of the halls in the Margaret Olivia Sage Memorial Hall have not been completed. The chapel is practically finished, and also the southern lecture room on the second floor, although the walls there also are not tinted. I asked Mrs. Lee to discover whether the Yenching College Committee had received the last $2,000 Gold of the $6,000 Gold originally given to Sage Memorial Hall for furnishing and equipment, as stated in a letter from Mrs. Charles K. Hoyt, July 16, 1925. According to her letter of May 22, 1926, $4,000 Gold should have been forwarded, and I believe was so received, and designated for the equipment and finishing of Sage. In a letter from Ruth Elliott of the Presbyterian Board of New York, dated July 23, 1926, she states that the last $2,000 Gold had been sent to Mr. Bowman for the furnishing of Sage Hall. On consulting our treasurer's books here at the Women's College and also a statement of Mr. Bowman's regarding his building fund disbursements from May 7, 1921 to June 20, 1927 inclusive, I find the following two items:

August 3	Trustees of Peking University, Building Fund	$8,934.78
August 27	Trustees of Peking University, Building Fund	3,500.00

The total is $12,434.78 Gold. The money as received to the credit of the Women's College according to the treasurer's books here is as follows:

August 1, 1926

AP 122 f5 - other building operations	$ 1,002.53
AP 122 f6 - H L S W	11,432.25
G	$12,434.78

totalling the same amount as appears on Mr. Bowman's own statement sent to our office. These sums were disbursed in regular building operations, so far as I can discover, and have been audited and some of the accounts closed. This would indicate that Mr. Bowman did not realize that the $2,000 Gold sent him by Miss Eliott on July 23, 1926 was a special fund given by the Sage Legacy Committee for the furnishing and decorating of Sage and for no other purpose. Apparently he sent it out to the field with other sums required by the central heating and lighting plant, and for other building purposes, and thus was lost in the general disbursements incidental to the Women's College building. There is still a small balance on the proceeds of the selling of the first payment of $4,000 Gold towards the furnishing and equipping of Sage. Now that we are drawing up plans for a final finishing of Sage and other buildings, would it not be well to reimburse the $2,000 Gold which apparently was swallowed up through Mr. Bowman's lack of understanding, and send it out to the field for Sage? I do not quite understand how this extra $2,000 Gold slipped out here to the field three years ago and made no difference in the accounts of the receipts and disbursements of the original building fund at home. In any case, the Women's College has never received the $2,000 Gold direct, and as nearly as I can investigate, the real occurence was that the $2,000 was sent out three years ago and spent for general building operation, as I have indicated above. Like the architect's fees paid on the Gymnasium plan, 1925-6, and now debited to Boyd General Account, I suppose this $2,000 should be debited to the sum already paid toward the heating and lighting plant and sent to us here for such expenditures as may be necessary in completing Sage Memorial Hall. Perhaps the Finance Committee has some other explanation of the fact that the money was sent to Mr. Bowman and that the $2,000 as such has never been sent to the treasurer of the Women's College direct, as was the original sum, but this is the solution, as nearly as I can guess.

2. WOMEN'S COLLEGE : NEW RESIDENCE ACCOUNT

From records of votes and from correspondence which has passed between Mrs. Lee and Miss Stahl, I gather that it was the original expectation of the Yenching College Committee that the new double house, #57 and #58, be erected at approximately the same cost as house #30 in the East Compound, which was sold to the Men's College at L. C. $17,394.62. At various times Miss Stahl expressed to Mrs. Lee her anxiety lest the total cost be greater than this sum, since building operations are now more costly. Finally as per vote of the Finance Committee meeting on June 7, 1929, in New York City, the Women's College was given permission to use up to $10,000 Gold. I know that the Grounds and Building Committee, which has general supervision of the contracts, and also the persons delegated by the Women's College to supervise the building, all had it in mind to be as economical as possible. On May 3, 1929, I find a record that the contract for the general construction of the two half houses would amount to L. C. $17,206, which is approximately the same as the price received from the Men's College of house #30. In addition, I find the estimates for the heating, plumbing, hardware, painting, electric lighting connections, architect's fees, and general overhead were estimated at approximately more than $9,000 L.C. Even this irreducible minimum of expenses amounted to more than $10,000

Gold, even if it had been possible to sell all of this sum at the present favorable rate of exchange. Accordingly, on my arrival at Yenching, I was faced with the unpleasant fact that though we were only authorized to spend sums up to the equivalent of $10,000 Gold, plans for the general construction and for the hardware, electric lights, etc, made in May and June of this year, already called for an amount considerably more than the sum authorized. It looks now as if the total expenditure, apart from furnishing, will amount to about L.C. $28,000. Miss Stahl was very busy in May and June, and ill during July and part of August, and apparently the amount necessary for the buildings as contracted was not reported to the Y.C.C. We are all very apologetic that this state of things should have happened, but as both houses are practically completed, there seems to be nothing to do but pay the bills as contracted earlier in the year. We will take this out of such funds as may be available here on the field and will communicate the total to you as soon as the houses are finished. Whether the final amount of the deficit is taken from our little savings fund here on the field or from the capital building fund in the United States, is for the Committee to decide. There is still a balance in the general equipment fund which can be used towards the furnishing of the two houses. The two houses themselves are very attractive, sunny, well-built, of excellent quality brick, and the general expert planning and usefulness of the rooms surpasses that of any of the other residences I know. Miss Speer has been kind enough to take the general supervision of the construction upon her shoulders, and has made daily or even more frequent visits to check up on the quality of the material used, and the various details which are all-important in building. She has been untiring in her supervision and patient over-sight of details, and the real success of this experiment in adapting Chinese domestic architecture to modern conveniences is largely due to her effort. There is no doubt that these buildings have achieved a real distinction, not only in their convenience and adaptation to modern housing requirements, but also in meeting a need for just such elastic conditions for single women such as largely compose the Women's College faculty. Dr. Galt assures me that the buildings have been very economically put up, and it is only that there was no early notification of the Finance Committee of the Y.C.C. of the increase in cost that causes any regret.

3. SALARIES OF STAFF OF WOMEN'S COLLEGE

Another matter which needs immediate attention is the matter of salaries for the staff of the Women's College. Miss Stahl wrote to Mrs. Lee giving the vote of the Administrative Committee of the Women's College faculty on January 25, 1929. On page 2 she points out that an increase of $2,000 Mex. might be called for at least. At that time since the finances of the Women's and Men's Colleges were separate, the Administrative Committee acquiesced in the willingness of the Chinese members of the Women's College faculty to receive no more salary than that received by the foreigh members of the Women's College faculty. Not knowing just what attitude the Y.C.C. would take on this, it was not inserted in the budget for 1929-30, as submitted to the Y.C.C. in April. I find it was, however, here expected that the Y.C.C. would at least authorize such a minimum advance of the salary schedule of the Chinese members of the faculty, and that the home Finance Committee would change the budget accordingly. However, nothing was done, and the fact remains that in the current budget practically all the Chinese women members are not only not receiving what their confreres in the Men's College receive

in the same position and doing the same work, but they are not even receiving as much as the foreign women staff members. Hence, I find a very real problem, and a possible source of friction here, when I arrived in September. I tried to explain to the Executive Committee that I was sure that the Y.C.C. did not realize, any more than I did from the correspondence which had come to me, that the question was left to the Y.C.C. to decide and act upon immediately. I find in the minutes of the Y.C.C. April 10, 1929, Y 404, that the whole question of salaries was referred to a meeting of the Finance Committee. I find nothing about this question in any minutes to which I have access. On April 11, 1929, I recall it was voted to add $10 monthly to the salary of each foreign man and woman member of the Yenching faculty, but this has not been authorized by the Y.C. C., and I believe only applied to the foreign members, anyway. It is undoubtedly true that although exchange is favorable to those of us who get our salaries in gold, that many of us, nevertheless, receive it at a fixed rate of two to one, and prices of local commodities are steadily rising. In the case of the Chinese women members the case is rather different. Now that Mr. McBrier and others inform us that the budget for the men and women will be one budget at both ends, it will be even more invidious to have Chinese men and women of the same degree and amount of teaching experience drawing very unequal salaries. Very soon we must begin to draw up the budget for the next adademic year, but the problem as to what to do for the current year is an even more pressing one. The amount of salary given to the Women's College foreign staff members on contract is L.C. $150 per month. Should this be given to all the Chinese members, according to the vote which Miss Stahl forwarded to Mrs. Lee last January? This would increase the current budget by L.C. $2,000. The high cost of living has precipitated quite a universal feeling among the faculty of the Men's College as well, that a thorough re-study of the scale of salaries should be undertaken. This would take time to be done scientifically and carefully, and the general faculty executive is recommending that as an emergency measure that such foreign members as pay insurance premiums or children's tuition in gold, should be allowed to draw that amount of salary in gold. I think we should also follow suit. You can see from this rather wordy discussion that the whole matter of salaries is going to be studied afresh, but I would urge the Committee to take some sort of action for the current year as regards Chinese women staff members.

4. BOYD GYMNASIUM

Possibly Dr. Galt will have communicated to you the good news that Mr. and Mrs. Boyd gave another $5,000 in order to save us from having to economize by way of using cheaper material in the construction of the building. This still does not take care of the matter of the swimming-pool, though we are getting estimates on it. The foundation work for that is being put in, but we see no immediate possibility of being able to go any further in the immediate present. The concrete work on the Gymnasium will soon have to stop as the weather grows colder. I think I wrote that for various reasons the construction of the Gymnasium was begun very late and so it is not even up to the first floor. This will mean that the finishing of the building will be delayed for many months. I am sorry for Mr. and Mrs. Boyd's disappointment, as they were not able to see very much of the fruit of their gift.

5. CONTRACTS

I note that all the new-comers this year have come out here either

under a Board or with a definite contract. Unfortunately Edith C. Boynton came out without any contract in January 1926, but with the understanding that she come for five years and possibly more. She resigned before her five-year term was actually up, and now raises the question of the amount of travel allowance granted her for her home journey. Such discussions are always a little difficult, and we have not yet come to any definite understanding. The matter is now being referred to the Finance Committee only to reinforce my urgent pleas that hereafter no one who does not come from an accredited Board come to Yenching without having signed a definite contract. Such contracts might also well include definitely the amount of money paid for travel coming and going. I find on looking at the books that Dr. Barlow-Brown and Augusta Wagner each received $600 Gold as travel allowances. I think that the University contract gave $525 Gold, but I would suggest that the Finance Committee of the Trustees ought to settle this matter for all and at once.

Mrs. Lee wrote of a coming Finance Committee meeting in New York. It may be that some of the matters touched on in this letter were settled at that time, but I thought it best not to wait any longer, in sending these matters on for your consideration.

Would it be possible to send me a copy of the minutes of each meeting of the Finance Committee for perpetual reference?

Sincerely yours,

Mrs. Murray S. Frame

ABF C

COMMITTEE OF

YENCHING COLLEGE FOR WOMEN

of

YENCHING UNIVERSITY

MRS. MURRAY S. FRAME, B.A., B.D., *Dean of the College*
PEKING, CHINA

November 25, 1929

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

Dear Mr. Garside:

A letter has just come from Mrs. Frame enclosing a long letter addressed to the Chairman of the Finance Committee of the Yenching College Committee. As you know, the Yenching College Committee now has no Sub-committee on Finance and I judge the matters about which Mrs. Frame writes should come to your attention.

The first question as you will see relates to the appropriation for Sage Hall. My understanding in regard to this is that the Presbyterian Board made an appropriation for this building from funds it had received from the Russell Sage Foundation. None of that correspondence went through my hands, but the letters that were exchanged between Mrs. Frame and Mrs. Roys or other officers of the Presbyterian Board are no doubt in the files of the Presbyterian Board.

The second matter is the cost of the new Woman's College double residence. That matter was I think sufficiently covered by the action taken, Vote 440, at the November 5th meeting of the Yenching College Committee. The total cost of the new double residence appears likely to be greater than we had expected, but as I see it, it remains for the field to inform us what the difference between the amount received from sale of House No. 30 and the total cost is. As soon as that information is secured, the money will be sent out from the Woman's College General Building Fund.

The third matter discussed by Mrs. Frame is the amount of the salary for Woman's College faculty, both foreign and Chinese. In regard to the foreign salaries I notice that the action of the Yenching College Committee, Vote 438, expressed the conviction of the Committee that the foreign members of the Woman's College faculty who are supported by the Yenching College Committee are entitled to "the 10% increase" in salary. Mrs. Frame's letter seems to say that the Trustees' vote was not for a 10% increase in salary but for an increase of $10 a month to the salary of each foreign member of the

faculty. If this is true, our Vote 438 should be corrected, should it not, to read, "the foreign members of the faculty who are supported by the Yenching College Committee are entitled to an increase of $10 per month in salary, this increase to begin July1, 1929." I have looked up Miss Stahl's letter of January 25th and enclose what she says in regard to salaries and their relation to the 1929-1930 budget. Please let me know just what procedure you think best in regard to this salary question. I think the action really taken by the Yenching College Committee was that which is recorded in the minutes, and the minutes have of course now gone to the field as well as to the members of the Yenching College Committee.

In regard to the salaries of the Chinese members of the Yenching faculty, I wrote to Mrs. Frame at the same time the minutes were mailed saying that it is the conviction of the Yenching College Committee that a schedule of salaries for Chinese faculty should be prepared by the Administrative Committee on the field and submitted to the Yenching College Committee. Do you think this is all that we need do now or should we take up actively the question of making the Chinese salaries for the current year the same as the foreign salaries? As the last year ended with a considerable balance, should the increases in salaries, whether foreign or Chinese, be provided for outside of the authorized budget as appropriations from the balance in hand?

Questions relating to the Boyd gymnasium probably require no further consideration at this end just now. It is certainly very fine and generous of Mr. and Mrs. Boyd to add the $ 5,000 to their gift.

In regard to contracts with new faculty members we will try to be very careful in the future. All who were appointed in the summer of 1929 have signed the contract.

As Mrs. Williamson did most of the preliminary work on the budget for 1929-1930, I am sending her a copy of Mrs. Frame's letter and also of this to you. I am sorry all this did not come in a little earlier so that you might have these matters before you in the meeting of the Finance Committee tomorrow.

Always sincerely yours,

Eula B. Lee

(Mrs. Lucius O. Lee)

L:ehs

December 17, 1929

Mr. B. A. Garside
130 Fifth Avenue
New York City

Dear Mr. Garside:

A letter came yesterday afternoon from Mrs. Frame enclosing a copy of Dr. Galt's letter of November 16th to you. I herewith send you a copy of Mrs. Frame's letter.

I am sorry that questions as to the realtion of Yenching Woman's College to the rest of the University have come up again but it is apparently necessary that we come to a very clear and definite understanding as to how financial matters are to be handled. My own thought has been that under the agreement reached last spring the Woman's College finances should be kept separate, the chief differences between the present arrangement and that of the past years being that the Trustees would consider themselves ultimately responsible for meeting the financial needs of the Woman's College as well as those of other parts of the University and that the Woman's College would be relieved from separate contribution to the maintenance of administration of the University as a whole. I cannot help feeling that it will prove more satisfactory in the long run for the Woman's College accounts to be separate and for the Woman's College Committee to continue to feel responsibility for financing that unit of the University. Otherwise I do not see that there is really any particular work for the Woman's College Committee to do. Possibly the time has come when we should all consider Yenching as completely merged, simply a university that has opened its doors to such young women as can qualify academically and financially. That would mean for the young women students all the inabilities resulting from being a minority group in a great institution. It would also, I think, soon mean that the Yenching College Committee would go out of existence -- unless indeed our Committee might be willing to become a sort of Ladies Aid to the Trustees.

I am sure none of the members of our Committee wish to be drawn again into long discussions of relationships, but we do want to protect the highest interests of the women students. You want that too, I know. Do you think the Trustees who were in Peiping may have raised questions unnecessarily?

I trust that you are not too tired and worn as you get back to your work. I am sure these recent days have been very hard ones for you.

Cordially yours,

(Mrs. Lucius O. Lee)

L:ehs

Yenching University

December 19, 1929

Mrs.Lucius C.Lee,
14 Beacon Street,
Boston, Mass.

My dear Mrs.Lee:

I am writing in reply to your letter of November 25 in which you discuss various matters concerning the Sage Memorial Building, the new Woman's College Residence, and salaries for the Woman's College faculty. With your letter of November 25 you enclose a copy of Mrs.Frame's letter of October 29 and also an extract from Miss Stahl's letter of January 25, 1929.

Sage Memorial Building. Mrs.Frame's letter of October 29 contains a great deal of detailed information as to receipts and expenditures for the Sage Memorial Building. In particular Mrs.Frame is seeking "to discover whether the Yenching College Committee had received the last $2,000 Gold of the $6,000 Gold originally given to Sage Memorial Hall for furnishing and equipment". According to the Woman's College records the following amounts were received for the Sage Memorial Building and its equipment:

April 1, 1921,	from the Presb.Board for buildings from Sage Foundation	G$35,000.00
August 3, 1926	" Presb.Board, balance of Sage Legacy Fund	G 2,000.00
		G$37,000.00

As you know, the Woman's College records are vague as to the details of certain general building funds received through the Joint Committee for the seven woman's colleges in the Orient. Our books credit this Committee with receipts amounting to G$428,093.58. It has not been possible for our office to secure detailed information concerning the items included within this total. I think it very unlikely, however, that any of the money from the Sage Foundation received through the Presbyterian Board is included among these Joint Committee receipts. Our books also show that G$31,504.99 was received from the Presbyterian Board for general building funds. I think it likewise unlikely that any of the Sage Building funds are included in this general Presbyterian Board's account. Therefore, to the best of our knowledge, G$37,000 is the total amount received from the Sage Foundation for this building. If you or Mrs.Frame have any impression that more than G$37,000 was received from the Sage Foundation for this Building I will be glad to seek further information

from the Presbyterian Board or other sources in an effort to discover what changes should be made in our records.

The disbursements made by Mr.Bowman for the building operations of the Woman's College were in general divided into four classes:-

1. Construction and equipment of Second Science Building
2. Heat, Light, Sewage and Water System
3. Architect's fees paid in United States.
4. "Yenching College Other Building Operations" including the bulk of the building operations of the Woman's College.

Within the last few months our office has reconciled our figures for Woman's College Building Operations with those of the Field Treasurer of the University. We agree exactly as to the total funds sent to the field either by Mr.Bowman direct or through the New York office for the general building operations of the Woman's College. We have taken the Field Treasurer's figures for the distribution of this total cost among the buildings of the Woman's College. Dr.Galt's letter of April 4, 1929, (letter #2923) gives the following figures as the cost of the Sage Memorial Building:

Construction of Sage Memorial Mex.	$89,198.77	G$47,412.96
Furniture	169.95	90.35
	$89,368.72	$47,503.31

According to these figutes the total disbursements for construction and equipment of the Sage Memorial Building amount to G$47,503.31. Accordingly, there is at the present time a deficit of G$10,503.31 on the Sage Memorial Building. This deficit has in effect been met by the use of general Woman's College Building funds.

If our accounts are correct there could be no question that the last G$2,000 received from the Sage Foundation has long ago been expended for the construction and equipment of the Sage Memorial Building. It is, as a general rule, difficult or impossible to trace each specific gift for some building objective through our New York books and the books of the Field Treasurer to some specific item of expenditure for the building involved. So long as our books show that all the money received for a building has been expended in the construction and equipment of that building there could be no question that the funds have been properly expended. However, we find that our friends on the field are continually calling our attention to certain specific gifts received in the past, with a statement to the effect that they have no concrete evidence that this particular gift was transmitted to the field and used for the purpose designated. I am sure you will at once see how impossible it would be to maintain the identity of each specific gift of this nature in such a large scale of building operations as Yenching University has carried on during the past five or six years.

I believe that the question of thisG$2,000 is raised primarily because the field is in need of about this amount for the final painting and decorating of the halls in Sage Memorial Building. You will remember that on April 10, 1929, by action Y-408 the Yenching College Committee passed the following motion:-

"VOTED that $2,000 from capital funds be appropriated to cover the cost of painting in buildings which have not yet been completed, this being considered a part of the original cost of the buildings."

The Yenching College Committee minutes do not indicate whether this $2,000 is gold or Mexican, but an investigation of the requests coming from the field last spring indicates that this action was taken in response to a request from the field for Mex.$2,000 for this purpose. It is our understanding, therefore, that the appropriation made by the Committee in action Y-409 is for Mex.$2,000. Our office has been ready to transmit this Mex.$2,000 to the field at any time it is requested by the field authorities. Possibly the ladies in the Woman's College have looked to us to take the initiative. In order to facilitate the matter, I am at this time writing Dr.Galt calling his attention to the fact that this Mex.$2,000 has been appropriated by the Yenching College Committee, and authorizing him to draw the amount whenever the finds that the Woman's College so desires.

New Residence Account. Mrs.Frame reports that the cost of the new double residence for the Woman's College will exceed the original estimates and that the final figure will be approximately Mex.$28,000. As you pointed out in your letter of November 25, the Yenching College Committee at its November 5 meeting, by action Y-440, voted "that the balance needed for the construction of the new double faculty house, over and above the Mex.$17,334.62 received from sale of House #30, be appropriated from the general building funds held in this country". Since this action does not limit the amount of the appropriation made from the general building funds in this country to complete the construction of the new double faculty house, I presume that our office is authorized to disburse to the field any reasonable amount they may need to complete the construction of this residence. I am, therefore, writing Dr.Galt,, calling his attention to action Y-440, and am authorizing him to draw on the Yenching College Building funds for whatever amount may be needed to complete this residence up to the maximum of Mex.$11,000. I am asking that, if the final cost of the double residence is so great as to require more than an additional Mex.$11,000, the field send us detailed information which we may submit to the Yenching College Committee and to the Finance Committee Board of Trustees. Incidentally, the Finance Committee should have approved action Y-440 at the meeting it held on November 26. I note, however, that the Committee overlooked this item. We will bring the matter up at the next meeting of the Finance Committee.

Salary of Woman's College faculty. It has been my understanding that the increase in general University foreign salaries for the year 1929-30 was not exactly ten per cent but approximately ten per cent. The action of the Board of Trustees at the annual meeting on April 11 took the following action:

"T-2556 VOTED to approve President Stuart's recommendation for an increase of approximately ten per cent in the salaries of the University paid foreign teachers".

In passing on the 1929-30 budget, the Trustees indirectly gave their approval to the revised scale of salaries as set forth in the 1929-30 budget. It it is clear that the increase for foreign members of the Woman's

would be quite in order to amend action Y-438 to read as you suggest in the first paragraph on page 2 of your November 25 letter. I do not see how any of us here in America can do more than has already been done in the way of determining the schedule of salaries for the Chinese faculty of the Woman's College. It has for many years been the invariable rule of the Yenching Board ofTrustees, and the Boards of Trustees of our various colleges, to avoid attempting to decide here in America on questions affecting Chinese scales of salaries. Our Boards of Trustees feel themselves wholly unqualified to pass judgment on what is an equitable scale of salaries for our Chinese members of staff. The Trustees in America have no first-hand information as to living conditions and expenses of our Chinese staff and feel that they must leave to the field all decisions affecting Chinese salaries. The only way in which our Boards deal with Chinese salaries is in passing on the budgets as they are submitted from year to year. If available income is insufficient to cover the Chinese salaries as set forth in the budget the field will probably have to either reduce salaries or reduce the number of the Chinese personnel. If the income is more than adequate to meet the budget needs the field may find it possible to increase salaries or employ new personnel.

It seems to me that the Yenching College Committee would be starting a most unfortunate precedent if it should attempt to take any action either approving or disapproving any specific scale of salaries for Chinese members of the Yenching College faculty. It seems to me this is a matter we must leave entirely to the field. I do not see that the Committee can do any more than make every effort to supply the funds needed to provide whatever scale of salaries the field authorities of the Woman's College consider equitable.

Mrs.Williamson was in our office about ten days ago and at that time I talked over these various matters with her. I believe that she agrees with most of the views I have expressed, however, on all three of the topics discussed. No doubt Mrs.Williamson has written to you direct and has stated her views in some detail.

I am enclosing an additional copy of this letter for your use in case you should desire to transmit any of this information to the field.

Very sincerely yours,

BAG-H

Enc.