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**AMERICAN BOARD OF COMMISSIONERS
FOR FOREIGN MISSIONS**

INCORPORATED 1812

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Foreign Department

January 14, 1932.

**YENCHING COLLEGE
FOR WOMEN**

ASSOCIATE SECRETARIES

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WYNN C. FAIRFIELD, D. D.

ASSISTANT SECRETARY
HERBERT E. B. CASE

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

Dear Mr. Garside:

I have read your letter of January 12 and its enclosures with much interest. It hardly seems worth while for me to think of going to New York for the proposed meeting of the Executive Committee of the Yenching Trustees. I therefore enclose a card saying that I will not be present.

On the question of the advisability of President Stuart's coming to America for the conference he suggests, I have no information except what is contained in his letters to Dean Donham and Dr. North. If there is really a prospect that a conference with the Yenching-Harvard board at this end will result in money for the erection of the building proposed, and if the same result cannot be hoped for through correspondence alone, I should think it desirable for Dr. Stuart to come. As to the part of the cost of his trip which cannot be expected from the Harvard-Yenching foundation, I have no wisdom at all. I shall be interested to learn the decision reached by the Executive Committee next Monday.

Cordially yours,

Lucius O. Lee

(Mrs. Lucius O. Lee.)

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January 21, 1932.

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

Dear Mr. Garside:

I am not sure whether you know Miss Nancy Cochran who has been for the last five years one of the Presbyterian quota of teachers at Yenching Womans College. I have understood that there has been a question in the mind of the Presbyterian Board as to her continuance as a missionary of that Board and some time ago I wrote Dr. George T. Scott just what the attitude of the Board was in the matter. He has not replied to me directly but has just sent me a copy of a letter he wrote to Miss Cochran on January 13. The substance of the letter is that the Board will fall in with the judgment of the North China Mission that Miss Cochran should resign as a member of the Mission and that if she returns to Yenching it should be as a member of the faculty, appointed directly by the Trustees. He says that the attitude of the Presbyterian Board is that "The failure of the Mission to invite you to become a regular member and represent it on the University staff should not militate against your serving under other auspices either at Yenching or elsewhere." He then speaks of the minute that will be passed at the Board meeting of January 18 and as a part of that minute says that the fact will be noted "that a financial vacancy is created in our Presbyterian quota at the University as of October 17, 1931 when your support by the Presbyterian Board ceases."

We have had a letter from Miss Speer urging the Yenching College Committee to return Miss Cochran to Yenching. Miss Boynton has also assured me that Miss Cochran is a very successful and highly valued teacher and that she feels that the action of the Presbyterian Board should in no way militate against her appointment to Yenching. Miss Cochran has, I understand, during her five years in China, been supported by an uncle who pays the amount of her salary to the Presbyterian Board to whom her relation has been the same as that of any other missionary. I take it that if this uncle continues to pay the amount of Miss Cochran's salary it will be paid to the Board and not to the Trustees directly, but that the Board will recognize its financial obligation to provide a salary which the University can, if it so desires, assign to Miss Cochran's support. In other words, I do not see that in sending Miss Cochran back to work in Yenching the financial obligations of the Womans

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Mr. B. A. G.--2.

College Committee on the Trustees would be increased.

I notice that Dr. Scott suggests that Miss Cochran cease to be a missionary of the Presbyterian Board on October 17, 1931 and that the obligation of the Board for her support therefor also ceased at that date. I take this to mean that any furlough allowance that she is receiving would from October 17, 1931 have to come out of the Woman's College funds, but if the Presbyterian Board pays into the College treasury the equivalent of that support there is no special problem there so far as I can see. I have met Miss Cochran and like her. Now that this letter from Dr. Scott has come I will have another talk with her soon. In the meantime, will you let me know whether in your judgment there is any reason why the Woman's College Committee should not encourage Miss Cochran to expect to be returned to Yenching at the close of her furlough year? If her furlough salary is to be paid by the University office it should naturally be at the rate agreed upon for those who come on furlough after a first term of five years. Can you let me know what that rate is? Thank you for your help.

Sincerely yours,

(Mrs. Lucius O. Lee.)

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YENCHING COLLEGE
FOR WOMEN

INDEXED

Yenching University

January 23, 1932.

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

My dear Mrs. Lee:

I have your letter of January 21st in regard to Miss Anne Cochran. I have also received a letter from Dr. Scott dated January 21, dealing with this same matter.

I presume that we can consider Miss Speer's letter, urging Miss Cochran's return to Yenching under direct university support, as being a formal request from the proper administrative authorities of the University on which we can proceed in making the appointment. If we agree that this is satisfactory authorization to proceed, I do not see any special difficulties in the way of Miss Cochran's appointment as a University supported Western member of staff. Undoubtedly Miss Cochran has many excellent qualifications for the work, and we all hope that a second term of service in China will find her rendering highly valuable and satisfactory service.

From a technical standpoint I presume that her appointment will follow the routine procedure of having the Yenching College Committee recommend to the Board of Trustees that she be appointed a member of the University supported staff, and then having the Board of Trustees take the necessary final action.

As to support, the amount the Presbyterian Board allows in lieu of a member on the staff is Mex. \$5,000 per year, payable in silver on the field. Several years ago this was a very satisfactory amount, but at the present price of silver it probably will be inadequate to cover salary, allowances, travel, and other expenses connected with Miss Cochran's appointment.

As to the method to be used by Miss Cochran's uncle, Mr. H. J. Cochran, in continuing the payments from which Miss Cochran's support is ultimately derived, it seems to me that if at all possible we should encourage the continuation of the present method of having these payments made through the Presbyterian Board rather than direct to the University. In the first place Mr. Cochran has long been a staunch supporter of the Presbyterian Board, and I believe his contributions date back before the time Miss Cochran became a missionary of that Board. His interests lay originally in the Station, Hwai Yuen, where two of

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Mrs. Lucius O. Lee

January 23, 1932.

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Mr. Cochran's brothers - Miss Cochran's father and her uncle - rendered such long and distinguished missionary service. His interest in Yenching has largely been incidental to the fact that Miss Cochran went there from Hwa(Yuen). Any move on the part of Yenching University to wean away Mr. Cochran's interest in, and support of the work of the Presbyterian Board would seem to me to be a very improper treatment to one of the major cooperating Mission Boards at Yenching, and might lead to misunderstanding. That Board would probably find it impossible to make a cash grant for this vacancy in its quota if Mr. Cochran's support were deflected into other channels outside the Presbyterian Board, and as a result we might easily have a permanent reduction of one place in the Presbyterian quota at the University, and on the other hand whenever Miss Cochran terminates her connection with Yenching University it would probably mean that the University thereafter would get nothing for this place either from the Presbyterian Board or from Mr. Cochran.

I am in doubt as to the best way in which to proceed with regard to Miss Cochran's support after she resigned from the Presbyterian Board on October 17, 1931. Presumably the Presbyterian Board will begin payments for this quota vacancy at the rate of Max. \$5,000 per year from the date her resignation became effective. Since however, this amount will be paid in Peiping and in silver, we should have some authorization from the office of the Field Treasurer before making any disbursements on the account here in New York, both in order that we may have an understanding as to how these payments will affect the current year's budget, but even more in order that we may know what amount we are authorized to pay Miss Cochran as furlough salary. Our salary schedule at Yenching is in such a complicated situation just now that our office does not have sufficient information available to figure out how much salary any specific individual is entitled to receive. If however, this discontinuation of support is an embarrassment to Miss Cochran, we might clear the matter by cable.

There is just one question in my mind which I would like to have checked up before we complete all the formalities of Miss Cochran's appointment. Several years ago when Miss Cochran first went to Yenching Dr. Stuart stated that he would much prefer to have a married couple under the Presbyterian Board than to have this vacancy existing under conditions where the University received only \$5,000 per year. A quota vacancy always has unsatisfactory features both to the University and to the cooperating Board. From the standpoint of the University the amount received from the quota vacancy is very small, and experience has shown that when a vacancy exists too long a time a Mission Board is apt to discontinue it entirely. The net result is that the University loses a potential staff member and receives only a small amount of cash, and that often times for a short period. From the standpoint of the Mission Board the payment of a cash grant does not give anything like the satisfaction of having a missionary of the Board serving on the field. Our Mission Boards realize that their main contribution to the Christian character of our China Colleges is in the men they send rather than the cash grants they supply. Usually it is easier for a Board to obtain support for a missionary, than it is to secure the equivalent cash grant when no worker is available (although this last consideration does not apply just now to Miss Cochran's case).

For several months we have been urged by our friends at Yenching to secure an additional staff member for the Department of English. One possibility

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Mrs. Lucius O. Lee

January 23, 1932.

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of filling such a vacancy has been that of asking the Presbyterian Board to appoint some qualified person, or perhaps to send out a man and wife, to fill this quota vacancy. I do not know what may be the wishes of the field in this regard. It is quite possible that they would prefer to have Miss Cochran return under funds provided by this quota vacancy, rather than to have it filled in some other way. I do believe, however, that it would be desirable to have all such matters pretty clear before we reach final decision. I am afraid that my letter has raised more questions than it has answered. If, in your judgment we can proceed more rapidly than I have indicated above, I will be happy to go ahead as fast as you think best, and to reduce red tape to the minimum.

Since I have written very frankly in this letter, and some of the things I have said might cause misunderstandings if they were quoted, I would appreciate it if you would keep this communication confidential.

Very cordially yours,

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COMMITTEE OF
YENCHING COLLEGE FOR WOMEN

of

YENCHING UNIVERSITY

COMMITTEE

MRS. O. R. WILLIAMSON, *Chairman*
The Wellington, Philadelphia

MRS. L. O. LEE, *Secretary*
14 Beacon Street, Boston, Mass.

MR. E. M. MCBRIER, *Treasurer*
150 Fifth Ave., New York

MR. B. A. GABSIDE, *Assistant Treasurer*
150 Fifth Avenue, New York

PRESIDENT ELLEN F. PENDLETON, *Wellesley, Mass.*
Chairman of Budget Committee

MRS. J. M. AVANN, *Chicago*
Chairman of Nominating Committee

PROFESSOR ELIZA H. KENDRICK, *Wellesley, Mass.*
Chairman of Candidate Committee

MISS ALICE KEEP CLARK, *Evanston, Ill.*
Chairman of Promotion Committee

MRS. WILLIAM BOYD, *Philadelphia*

MISS MARGARET E. BURTON, *New York*

MRS. SAMUEL MCCREA CAVERT, *New York*

MRS. JOHN H. FINLEY, *New York*

DEAN LUCY JENKINS FRANKLIN, *Boston, Mass.*

MISS JENNIE A. GOULDY, *New York*

MRS. HELEN H. JENKINS, *New York*

MISS MARION A. KENDALL, *Cambridge, Mass.*

MR. ERIC M. NORTH, *New York*

DEAN MABEL M. ROYS, *Aurora-on-Cayuga, N. Y.*

MRS. F. LOUIS SLADE, *New York*

MRS. ROBERT E. SPEER, *New York*

MR. FRANKLIN H. WARNER, *New York*

MRS. CHARLES C. PARLIN, *Tenafly, N. J.*
Representative of Wellesley College Alumnae

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

PEIPING, CHINA

January 23, 1932. #2
ack-2-2-32

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

YENCHING COLLEGE
FOR WOMEN

Dear Mr. Garside:

INDEXED

Let me thank you most sincerely for your letter of January 23 in response to mine about Miss Anna Cochran. I am sure you are right in your attitude toward the various phases of this question.

Since I wrote you I have received the letter from Dr. Scott under date of January 21 of which he sent copies to you and to me. This letter

gives the official action of the Presbyterian Board. I agree with you in feeling that it is much better for Mr. H. J. Cochran's payments for Miss Cochran's salary to be made to the Presbyterian Board and for her to receive her salary from the amount paid in to the University Treasury on account of quota vacancies. I note what you say to the effect that Mer. 3,000 is not now sufficient to meet the support of a member of the faculty. Do you think that we could at this time take up with the Presbyterian Board the question of any change in the amount recommended for the support of a missionary.

As to the furlough salary, I hope within a very few days to be able to see and talk with Miss Cochran and learn just what money she has received and whether the Yenching office should make her some payment on salary account at once. I will write you again as soon as I have had a talk with her.

I note what you say of President Stuart's possible desire to have a married couple under the Presbyterian Board rather than a single woman. This is, it seems to me, a matter which should if possible be settled before we go forward with the appointment of Miss Cochran. Do you know whether there is any missionary couple now working under the Presbyterian Board or soon to be appointed by that Board who might be sent to Yenching? Would the assignment of such a couple to Yenching necessarily mean that the Presbyterian Board would recognize no vacancy in the quota for the Woman's College?

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Mr. B.A.C.--2.

My understanding is that that board as well as the American Board, has definitely agreed to give a certain number of salaries to the Woman's College specifically, i.e., that there is a Woman's College quota as distinct from the Yenching University quota. Please let me know whether your understanding in this matter is the same as mine. If this is not correct I feel that we should have a word on this particular point from President Stuart before we proceed with the appointment of Miss Cochran. So far as the questions of personal suitability are concerned I think the Woman's College Committee is ready to recommend Miss Cochran's appointment to the Trustees, although in that matter also, I think it might be well for us, Miss Kendrick especially perhaps, to have further acquaintance with Miss Cochran before definite action is taken. I should feel that we need not take action in regard to Miss Cochran earlier than the April meeting of the board of Trustees were it not for this question of furlough allowance for her. As I said, I will have a talk with her very soon and write you again.

Very cordially yours,

Eula B. Lee

(Mrs. Lucius C. Lee.)

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YENCHING COLLEGE
FOR WOMEN

INDEXED

Yenching University

February 2, 1932.

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

My dear Mrs. Lee:

Let me acknowledge receipt of your two letters of January 29th.

The first of these letters comments on the Minutes of the Yenching Executive Committee, and I believe requires no further discussion.

The second letter discusses the possibility of Miss Cochran's appointment.

There is one point in my letter of January 23rd in which I see I am somewhat in error. I have checked up with the Presbyterian Board and find that they have four places on their general University quota, and three places on their Woman's College quota. The four places on the general University quota are all filled, by Mr. Ritter, Mr. Sailer, Dr. Wolfers, and Dr. Adolph. For the three places on the Woman's College quota they have Miss Speer, Miss Peghte, and one vacancy - the place formerly occupied by Miss Cochran.

Since Miss Cochran was considered a member of the Woman's College quota, I understand that her place could be filled only by another single woman, and not by a married couple. Accordingly there would be no point in raising the question of whether the University might prefer a married couple rather than a single woman or a cash grant.

The fact that the Presbyterian Board would not appoint a married couple to fill this vacancy in their quota, changes somewhat the considerations suggested on pages 2 and 3 of my letter of January 23rd. I am not quite sure where Dr. Stuart gained the idea that a married couple might be sent out in place of Miss Cochran when she was first appointed to the Yenching staff. In all events that possibility does not exist now. The only alternatives therefore, are, whether we wish to appoint Miss Cochran under University support, her salary and allowances to be met substantially by this cash grant from the Presbyterian Board; or prefer to have some other young woman appointed under the Presbyterian Board; or desire that this Mex. \$5,000 be made available to use as a part of their general budget funds.

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Mrs. Lucius O. Lee

February 2, 1952.

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In view of the above facts there seems much less need for us to consult with President Stuart before taking action on Miss Cochran's candidacy. If we have an official request from the Woman's College for Miss Cochran's appointment, and if the Woman's College Committee is satisfied as to her suitability, it seems that we should be able to go forward with the formalities of her appointment at any time now.

We will await further word from you with regard to furlough salary for Miss Cochran.

Very cordially yours,

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YENCHING COLLEGE
FOR WOMEN

COMMITTEE OF
YENCHING COLLEGE FOR WOMEN

of

YENCHING UNIVERSITY

COMMITTEE

MRS. O. R. WILLIAMSON, *Chairman*
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MRS. CHARLES C. PARLIN, *Tenafly, N. J.*
Representative of Wellesley College Alumnae

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

PEIPING, CHINA

February 5, 1932.

ack. 2-8-32

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

Dear Mr. Garside:

Let me thank you for your letter of February 2 which as you will recall relates chiefly to the question of Miss Anne Cochran's appointment to the Yenching faculty. I tried to telephone Miss Cochran, but learned that she had gone to New York and would not be back until Monday, February 8. Possibly you have had conversation with her. In any case, I hope to see her soon after her return and will then write you again.

Dr. Fairfield and I have had the call for the February 23 and 24 meetings of the Boards of Trustees, Founders or Regents. I notice the reference in the Minutes of the January 18 meeting of the Executive Committee of the Yenching Trustees to the request that the Executive Committee make a careful study of the questions involved in Yenching's participation in the proposed joint Board. I am wondering whether you contemplate calling a meeting of the Executive Committee to study this question before the Conference of February 23 and 24. It would naturally be very pleasing to me if any such meeting of the Executive Committee could be so timed that I could attend that as well as the meeting on the 23rd and 24th in case it seems best for me to be in New York for the latter meeting. As Monday the 22nd is a legal holiday, that may not be feasible. I will appreciate your keeping me in touch with developments.

Cordially yours,

Eula B. Lee.

(Mrs. Lucius O. Lee.)

Dictated by Mrs. Lee
but signed in her
absence.

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**AMERICAN BOARD OF COMMISSIONERS
FOR FOREIGN MISSIONS**

INCORPORATED 1912

14 BEACON STREET - BOSTON, MASS.

SECRETARIES

MRS. LUCIUS O. LEE
ERNEST W. RIGGS
ALDEN H. CLARK, D. D.
MEDICAL SECRETARY
MARK H. WARD, M. D.

Foreign Department

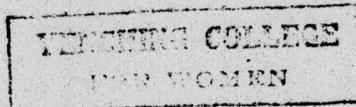
February 13, 1932.

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ASSOCIATE SECRETARIES

MISS MABEL E. EMERSON
WYNN C. FAIRFIELD, D. D.
ASSISTANT SECRETARY
HERBERT E. B. CASE

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



Dear Mr. Garside:

I should tell you that I had a nice visit with Anne Cochran a few evenings ago when she came over to our home in Auburndale. She tells me that she has not expected any furlough allowance from the Yenching College Committee and that although her personal funds are very limited she nevertheless thinks she can herself meet her expenses for living and study at present. I explained to her that the natural time for the Yenching College Committee and the Trustees to take action in regard to her appointment to Yenching would be at the Annual Meetings in April. She would naturally be glad to have the matter settled as soon as possible, but she will, I think, be willing to await final action in April if we can give her some unofficial assurance that it will probably be favorable. I am asking Miss Kendrick to make a point of meeting her so that a number of us will have personal acquaintance as a background for action.

If President Stuart does come to America we will also have a chance to talk with him. I shall be much interested to know whether the plans for his trip are carrying out. Presumably he will be in Boston to meet with the Trustees of the Harvard-Yenching Foundation. If his visit here coincides in date with a meeting of the Prudential Committee of the American Board I should be very glad to have him meet with that body. The dates fixed for the two March meetings of the Prudential Committee are the 8th and the 29th. The hour is 1:30 p.m. You probably cannot say anything in detail as to the use that President Stuart will think best to make of his time, but will you please keep the possibility of his meeting the Prudential Committee in mind? My only purpose in suggesting this is the general desirability of keeping the cooperating Mission Boards in close touch with the University. It is a long time since any detailed report of Yenching affairs has been made to the Prudential Committee and I think a good many of the members have a generally comfortable feeling that Yenching is one institution that no longer needs them or has any great claim upon them!

Ever sincerely yours,

Eula B. Lee

(Mrs. Lucius O. Lee.)

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**YENCHING COLLEGE
FOR WOMEN**

14 Beacon Street
Boston, Mass.
February 29, 1932.

ack 3-3-32

To members of the
Yenching College Committee

Dear friends:

You will remember that at the meeting of the Board of Trustees of Yenching University held on November 4, 1931, the Trustees expressed general approval of the proposed plan for a joint Board for Christian Colleges in China. At the same time the Trustees requested their Executive Committee "to make a careful study of the special questions involved in Yenching's participation in such a joint Board with a view to facilitating a decision by the Trustees of Yenching University." At the meeting the following vote was also passed;

Voted that the Trustees request the cooperating Mission Boards and the Committee for Yenching College for Women to inform the Trustees of their actions regarding the proposed Joint Board.

The Yenching College Committee has had no meeting since November and has not therefore taken any action on the proposed Joint Board.

Progress has, however, been made in the thinking of the various bodies which must give consideration to the plan proposed. Two two-day conferences have been held in New York for the purpose of giving careful and united consideration to the work of the Christian Colleges in China and their closer correlation both in America and in China. The first conference was held on December 15 and 16, 1931, those present being representatives of both Mission Boards and Boards of Trustees or Founders. Actions already taken by cooperating Mission Boards and Boards of Trustees or Founders were reviewed and it was voted that in view of certain needs of the colleges which the group felt could best be met cooperatively it be recommended

1. That the Boards of Trustees or Founders of the several Christian universities and colleges in China form a cooperative organization to be known tentatively as the Associated Boards for Christian Colleges in China;
2. That they constitute all members of their Boards as members of the Associated Boards for Christian Colleges in China.
3. That the Associated Boards for Christian Colleges in China have an Executive Committee that shall be justly representative of the various participating institutions, and of the whole constituency of these institutions.

It was further voted that this action be submitted to the Boards of Trustees or Founders of the various institutions and to the cooperating mission boards with a request that each report its action thereon to the Executive Committee of the Committee for Christian Colleges in China and to the Boards of Trustees or Founders of the Institutions in which the Mission Boards are cooperating.

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The second conference was held in New York on February 23 and 24, 1932 and was composed of representatives of the several Boards of Trustees or Founders. The discussion at this conference related solely to correlation in China, according to the Program suggested by the Council of Higher Education. This Program is presented in full in a booklet of thirty-three pages which contains much valuable information including tables and charts. You have probably each had a copy of that booklet but if not you can obtain one by writing to Mr. B. A. Garside, 150 Fifth Avenue, New York City for it.

I will not here attempt to outline the discussions at this meeting. Those present were conscious of many difficult problems in trying to bring the Colleges more closely together and the value of the meeting consisted perhaps in the arriving at a better mutual understanding of conditions and problems than in definite actions taken. A further meeting is to be held at some not distant date at which it is hoped it may seem possible to take more definite steps toward the desired goal of better correlation of the colleges.

I write today partly that all the members of our Committee may be brought up to date in regard to the discussions that are taking place but chiefly to tell you that at the recent meeting in New York the following members of our Committee were present and met for half an hour at the close of the afternoon session on February 23 to consider the reply that our Committee should make to the Trustees as to our attitude toward the proposed Joint Board: Mrs. Williamson, Mrs. Avann, Mrs. Boyd, Miss Gouldy, Miss Kendrick, Miss Pendleton and Mrs. Lee.

We realized that this could not be considered a regular meeting of the Committee as no call had gone out for such a meeting. Two votes were passed which it was desired that I should submit to all members of our Committee with the thought that if those not present on February 23 acquiesced they might be passed on to the Executive Committee of the Board of Trustees as the attitude of the Yenching College Committee toward the proposed Associated Boards for Christian Colleges in China. The votes were:

That it is the sense of this meeting that the Yenching College Committee should give general approval to the plan for The Associated Boards for Christian Colleges in China, but should express its conviction that the separate Boards of Trustees for the different colleges should be continued.

That this expression of approval be presented to the members of the Committee who were not present, with the request that if any member was unable to acquiesce in the attitude taken by the Committee, the Secretary should be informed of such disapproval as promptly as possible. Will each of you therefore let me know as soon as you can whether you feel that the attitude suggested above is that which should be passed to the Board of Trustees as that of the Committee for Yenching College for Women?

You will all be interested to know that President Stuart is expected to arrive in America on March 6. He comes primarily because of questions relating to the Harvard-Yenching Institute. I do not know the plans he has for his weeks in America, but I am hoping that he may be able to be present at the Annual Meetings of our

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Committee and of the Yenching Trustees in April.

Very cordially yours,

Eula B. Lee

(Mrs. Lucius C. Lee.)
Secretary.

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YENCHING COLLEGE
FOR WOMEN

Yenching University

March 3, 1952.

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

My dear Mrs. Lee:

Let me acknowledge the copy you sent me of the circular letter addressed to members of the Yenching College Committee, in which you set forth in a very careful way the proposals looking toward the creation of the Associated Board for Christian Colleges in China, and describe also the recent discussions we have had concerning the Correlated Program.

At a meeting of the Executive Committee of the C.C.C.C. this week it was agreed that the next conference for continuing our study of the Correlated Program should be held on April 13th. We are, therefore, trying to plan the meetings of our various college boards to fit in with this conference. April 14th, Thursday, seems to be the logical date for the meeting of our Yenching Trustees, and April 15th, Friday, for the meeting of our Cheeloo Governors, and possibly also the Nanking Founders. Two alternatives seem to offer for the meeting of the Yenching College Committee. The first would be to have this meeting on Monday, April 11th, the second would be to have it on the afternoon, and possibly also the evening of April 13th. If the meeting were held on April 11th we would have more time for the meeting itself, and would also have a better opportunity to put into shape for report to the Trustees meeting on April 14th any matters requiring their consideration and action. On the other hand, to hold a meeting on April 11th would keep the ladies of the Yenching College Committee in the city one day longer than would be necessary if it were held on the 13th. There is also a possibility that Dr. Stuart may be in Boston on April 11th attending a meeting of the Harvard-Yenching Institute Trustees, though this date is not definitely fixed as yet.

Will you give me your comments and criticisms on these proposed dates for the various meetings, particularly the proposals regarding the Yenching College Committee?

We should send out notices of these meetings at an early date. I am today sending out a tentative inquiry to members of the Yenching Board of Trustees. I note that your letter refers to Dr. Stuart's anticipated date of arrival as March 6th. A few days ago we received a cablegram from him stating that due to the disturbed conditions in China his departure was being postponed about a fortnight, so that he is now planning to arrive on the Empress of Russia on March 21st.

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Mrs. Lucius O. Lee

March 5, 1952.

-2-

Whether he will come even then depends upon whether the situation in China seems to be peaceful enough to enable him to leave without unusual danger that the University may suffer by his absence.

Very cordially yours,

BAG:PC

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YENCHING COLLEGE
FOR WOMEN

COMMITTEE OF
YENCHING COLLEGE FOR WOMEN

of

YENCHING UNIVERSITY

COMMITTEE

MRS. O. R. WILLIAMSON, *Chairman*
The Wellington, Philadelphia

MRS. L. O. LEE, *Secretary*
14 Beacon Street, Boston, Mass.

MR. E. M. MCBRIER, *Treasurer*
150 Fifth Ave., New York

MR. B. A. GARSIDE, *Assistant Treasurer*
150 Fifth Avenue, New York

PRESIDENT ELLEN F. PENDLETON, *Wellesley, Mass.*
Chairman of Budget Committee

MRS. J. M. AVANN, *Chicago*
Chairman of Nominating Committee

PROFESSOR ELIZA H. KENDRICK, *Wellesley, Mass.*
Chairman of Candidate Committee

MISS ALICE KEEP CLARK, *Evanston, Ill.*
Chairman of Promotion Committee

MRS. WILLIAM BOYD, *Philadelphia*

MISS MARGARET E. BURTON, *New York*

MRS. SAMUEL MCCREA CAVERT, *New York*

MRS. JOHN H. FINLEY, *New York*

DEAN LUCY JENKINS FRANKLIN, *Boston, Mass.*

MISS JENNIE A. GOULDY, *New York*

MRS. HELEN H. JENKINS, *New York*

MISS MARION A. KENDALL, *Cambridge, Mass.*

MR. ERIC M. NORTH, *New York*

DEAN MABEL M. BOYS, *Aurora-on-Cayuga, N. Y.*

MRS. F. LOUIS SLADE, *New York*

MRS. ROBERT E. SPEER, *New York*

MR. FRANKLIN H. WARNER, *New York*

MRS. CHARLES C. PARLIN, *Tenafly, N. J.*
Representative of Wellesley College Alumnae

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

PEIPING, CHINA

March 9, 1933.

Mr. C. A. Evans
150 Fifth Avenue
New York City

Dear Mr. Evans:

A letter has just come from Miss Margaret Speer, the chief topic of which is the budget of the Yenching Women's College for the academic year 1933-34. Although this letter discusses the budget, it does not contain a copy of it. Miss Speer says, "On Saturday Miss Wood sent you a fat envelope containing the proposed budget, the minutes of the Administrative Committee meeting on February 5 and several other en-

closures." This "fat envelope" has not yet arrived, although it appears to have been started five days earlier than was Miss Speer's letter. If the budget arrives I will have the necessary copies made for the members of the Yenching College Budget Committee. I would, however, like to ask you at once the meaning of one paragraph of Miss Speer's letter. She says, "Mr. Garside's letter to Mr. Ts'ai, which quite casually indicated a drop from G \$11,797. to G. \$7,401 in our income from the Yenching College Committee, came as a great blow. We had naturally expected that in view of conditions both in America and China our income would be cut, but we were not prepared for a 25% reduction. You will see, however, that we have done our best to make corresponding adjustments in the budget. Some of the changes we have suggested may need a word of explanation."

Do you understand just what Miss Speer means by saying that the income from the Yenching College Committee has dropped from \$11,797 to \$7,401? Can you tell me what items are included to take up the amount which the Woman's College reckons as coming from the Yenching College Committee? Are any of the Mission Board appropriations included? I will not at present discuss with you other items about which Miss Speer writes, as I hope a number of them may be more intelligible when the budget and the accompanying letter and papers have been received.

Cordially yours,

Eula B. Lee

(Mrs. Lucius C. Lee.)

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RECEIVED
UNIVERSITIES
MAR 11 1932
JOINT OFFICE

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YENCHING COLLEGE
FOR WOMEN

INDEXED

Yenching College for Women

March 11, 1932. #2

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

President Ellen F. Pendleton,
Wellesley College,
Wellesley, Mass.

My dear Mrs. Lee and Miss Pendleton:

I have before me Mrs. Lee's letter of March 9th addressed to Mr. Evans raising certain questions regarding estimates for the 1932-33 Woman's College budget. We have also received Miss Cookingham's letter No. C32-2-18-21 enclosing a copy of the proposed Woman's College budget 1932-33, and making various comments thereon.

No doubt you have received, or will receive within a few days, copies of these budget estimates for the Woman's College together with the field's comments. If this material is delayed in reaching you, I will be glad to have made for your use copies of this material.

As I have gone over this budget material, it seems to me that our Woman's College current finances for 1932-33 are in substantially better shape than the field feared when the budget estimates were drawn up in Peiping. In the first place the field misinterpreted the figures in Mr. Evans' letter to Mr. Tsai of January 4, 1932 when they concluded that we were reporting a drop in income "from G \$11,797 to G \$7,400". The former figure includes \$2,000 income from the Presbyterian Board, and the latter figure does not include this income. The reported drop therefore, was only from G \$11,797 to G \$9,400. As a matter of fact the developments since this report was sent out in January indicate that we will be in somewhat better position than was there estimated, and that we can count with a fair degree of certainty upon G \$10,270 of income available for the field in 1932-33.

I am attaching hereto the followings:-

1. A summary of the estimates for the 1932-33 budget of the Woman's College.
2. A more detailed statement of estimated income through the Yenching Woman's College Committee for the fiscal year 1932-33

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Mrs. Lucius O. Lee
President Ellen F. Fendleton

-2-

March 11, 1932.

as compared with income for the current year 1931-32.

The estimates coming from Peiping show proposed expenditures in 1932-33 of G \$5,667.50 plus L. C. \$73,126.00. The anticipated income on the field is L.C. \$51,080.00. On the basis of these figures the Yenching College Committee would have to provide G \$5,667.50 plus L.C. \$22,056.00 in order to balance the budget.

On the basis of anticipated income through the Yenching College Committee of G \$10,270, when we have met the expenditure of G \$5,667.50 there would remain a balance of G \$4,602.50 to be converted into Mex. At the rate of 3.50 used in the budget estimate, this would be equivalent to L. C. \$13,108.75 as against L.C. \$22,056.00 required, leaving an unmet deficit of L.C. \$5,947.25. This deficit would be equivalent to G \$1,699.22 at the rate of 3.50.

At the present time the Woman's College reserve and surplus funds held here in New York amount to a little more than G \$12,000.00. Of this amount G \$972.21 has been appropriated to apply on the 1931-32 budget. We may find at the close of the present fiscal year that we have suffered one or two losses of income, which may create a small deficit, and is not likely to exceed G \$1,000.00. That is to say at the close of the fiscal year 1931-32 we should have reserve and surplus funds on hand amounting to at least G \$10,000.00, if the Yenching College Committee find that the budget as sent by the field seems to represent the minimum expenditure necessary to do efficient work, it should be possible to appropriate from these reserve and surplus funds enough to meet this apparent deficit of G \$1,699.22. This figure will probably be modified somewhat by corrections in the estimates of income available through the Yenching College Committee through 1932-33.

I believe that the tabulation of estimated income for next year through the Yenching College Committee is self-explanatory. One or two comments may however, be worth while:-

1. We have usually counted on Wellesley for contribution of G \$4,500.00, and this is the figure originally used in the 1932-33 budget. However, a letter received from Miss Louise Smith of the Wellesley Service Committee on November 8, 1931 stated that because of conditions now prevailing it was necessary for her Committee to reduce its appropriation to Yenching this year to G \$4,000.00. Miss Smith expressed the hope that the additional G \$500.00 might also be secured during the year, but that it was not possible to make any promise at the time. We are therefore, using the figure of G \$4,000.00 as the estimated income from Wellesley next year. You will be in a better position than I to know which figure we should use as our estimate of income.
2. We have lost a little income on our endowment funds this year due to the default of two Chicago real estate securities, but since our income has been well above the standard of 5% used in our budget estimates, and since our endowment funds are growing a little from year to year, it is possible to count on a little more income from endowment next year than we have

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Mrs. Lucius O. Lee
President Ellen F. Pendleton

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March 11, 1932.

estimated for 1931-32. The figure of G \$2,500.00 which I have used, gives a fair margin of safety even through we should suffer some some additional loss of income.

3. Under Miscellaneous Gifts I have reduced somewhat our estimate of income from Day of Prayer Offering and the Philadelphia Missionary Union, since it is likely that these two sources of income will be affected by the prevailing depression. We did not receive any contribution from the Bryn Mawr Church last year, and I understand the prospects for receiving a gift during the current year are not at all bright. I am therefore, not including any gift from this Church in the estimates for next year's budget.

Please let me know if there is any further information we can give you in connection with your preparation of material on next year's budget for action by the Yenching College Committee.

Very sincerely yours,

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YENCHING WOMAN'S COLLEGE BUDGET
INCOME THROUGH YENCHING COLLEGE COMMITTEE

	<u>Budget</u> <u>1931-32</u>	<u>Estimates</u> <u>1932-33</u>
<u>Mission Boards</u>		
Presbyterian	\$ 2,000.00	\$2,000.00
W. F. M. S.	2,000.00	2,000.00
<u>Wellesley College</u>		
(only \$4,000.00 promised Hope for another \$500.00)	4,000.00	4,000.00
<u>Endowment Income</u>		
General	2,300.00	2,500.00
Insurance Fund	600.00	600.00
<u>Miscellaneous Gifts</u>		
Day of Prayer Offering	500.00	400.00
Philadelphia Missionary Union	325.00	300.00
Bryn Mawr Church	500.00	-
(Bryn Mawr did not send a contribution last year and the prospects for future gifts are not bright.)		
From Reserve Fund	<u>872.21</u>	<u>-</u>
	\$13,097.21	\$11,800.00
Less Home Administration and Promotion	<u>1,800.00</u>	<u>1,530.00</u>
Available for Field Budget	\$11,297.21	\$10,270.00

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March 24, 1932.

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

Dear Mr. Garside:

You will remember the correspondence we had somewhat earlier in regard to a representative on the Board of Trustees for Yenching University, one to succeed Dr. Barton who again reminds me that he desires to withdraw. You will also remember that we had a hope that Dr. Lucius Porter might be able to suggest to us just the right man after he visited his supporting churches in or near New York. I wrote him again a short time ago and he replied that he had no definite suggestion to make save that we write to Rev. Stanley U. North of Briarcliff Manor, New York and Rev. Edward C. Boynton of the Congregational Church in Scarsdale, New York. I did write to these two pastors and this morning have from Mr. Boynton a letter, a copy of which I enclose.

Do you know Mr. Woolverton and have you any judgment as to whether or not we should write him? If what you know of him leads you to think he is probably the right man for the place it will be well will it not to take the matter up with him before the Annual Meeting of the Trustees. Possibly we should wait and let President Stuart make the approaches, but inasmuch as the American Board is to make the appointment and as Mr. Woolverton is reported to be already interested in Yenching it seems to me probable that we should go ahead.

Please let me know what you think.

Cordially yours,

(Mrs. Lucius O. Lee.)

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CHINA UNION UNIVERSITIES

Cooperating Organizations

FUKIEN CHRISTIAN UNIVERSITY
LINGNAN UNIVERSITY
UNIVERSITY of NANKING
SHANTUNG CHRISTIAN UNIVERSITY
PRINCETON-YENCHING FOUNDATION
WEST CHINA UNION UNIVERSITY
YENCHING UNIVERSITY

CENTRAL OFFICE

150 FIFTH AVENUE
NEW YORK CITY

Cable Address:
"NANFUSHAN" New York
Telephone:
WATKINS 9 - 8703-4-5

Officers

GEO. T. SCOTT
Chairman, Supervisory Committee
WM. I. CHAMBERLAIN
Vice-Chairman, Supervisory Committee
B. A. GARSIDE
Secretary and Treasurer
C. A. EVANS
Associate Secretary-Treasurer

Yenching University

March 25, 1932.

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

RECEIVED
GENERAL DEPARTMENT

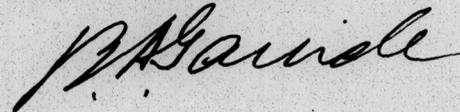
MAR 26 1932

My dear Mrs. Lee:

Let me acknowledge receipt of your letter of March 24th in which you discuss the question of a successor to Dr. Barton of our Yenching Board of Trustees.

My personal judgment is that Mr. Woolverton would be a very excellent Trustee, and would probably prove acceptable to Dr. Stuart. I know, however, that Dr. Stuart is very keenly interested in the matter of the personnel of the Yenching Board of Trustees, and since he will be arriving here in New York next week, I think it would be wise for us to consult with him before any final decision is reached. Unless you feel that some action should be taken before Dr. Stuart comes, I will place your letter in my file of material for Dr. Stuart's attention immediately after he arrives.

Very cordially yours,



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YENCHING COLLEGE
FOR WOMEN

Yenching University

March 30, 1932.

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

My dear Mrs. Lee:

I have your note of March 28th stating that you are supplying President Pendleton with copies of the detailed budget sent from the field.

In yesterday's mail I also received a note from President Pendleton stating that she had not received a copy of the Woman's College budget, so I had copies made for her, and was on the point of mailing them when I received your letter. We will retain these copies in our office where they will be available for any use we may care to make of them.

This morning's mail brought the extremely discouraging news that the Rockefeller Foundation is unwilling to extend their first conditional appropriation beyond June 30, 1932. This means that unless we are able to match the gift within the next three months we will lose both the income of \$12,500 per year, and also the hope of obtaining the capital amount of \$250,000 at some later date.

With all good wishes, I am,

Very cordially yours,

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**YENCHING COLLEGE
FOR WOMEN**

April 1, 1932

INDEXED

Dear Mrs. Lee:

The following cable has just arrived:

"Stuart - Tseng cannot accept any appointment
Can you arrange an interview Netta Ssu Hu
Will she consider call dean? If you are
satisfied and Yenching College Committee
we send a hearty invitation Telegraph if
it is possible." Wood

It seems to me to be primarily a
question of the budget. If I go to Detroit next week,
I shall try to find the opportunity to look Miss Hu
up at Ann Arbor, though I cannot be sure of getting
this in. It may be wiser to wait until the budget
situation is a little clearer before approaching her.

Very sincerely yours,

President

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

JLS:KK

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April 29, 1932.

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

Dear Mr. Garside:

I am in receipt of a letter from Miss Margaret Speer explaining more fully the cabled request that Dr. Stuart arrange an interview with Miss Netta Ssh Hu in Ann Arbor. Miss Speer writes as follows:

"At our last regular faculty meeting in March we made another attempt to get Miss Tseng, but as the enclosed copy of her letter will indicate there seems to be practically no hope of her coming. Last night we held a special Women's College faculty meeting and discussed another candidate, Miss Nettie Soohoo, who is now working for her Ph.D. in Ann Arbor, and with whom Miss Stahl has been in touch. She was born in San Francisco, where her father was a Chinese Christian minister, is about 37 years old, came to China ten years ago to teach in Canton, and later came to Nankai University, where she taught in the English Department for several years, and was later Dean of Women for two years. Three years ago she received a Barbour Scholarship, and now expects to receive her Ph.D. from Ann Arbor this June. Ruth Stahl knows her well and can give you more information about her, and we will write more in detail later. We hear excellent reports about her from all sides, and feel that we should be very fortunate in securing her as Dean. She has been invited to return to Nankai, but as yet, I believe, has not given them a definite answer..."

Do you know whether Dr. Stuart was able to see Miss Ssu Hu and if so what his impressions of her fitness for the position of Dean in Yenching Woman's College are? Miss Tseng seems to be definitely out of the picture and it is naturally important that we should follow up other possibilities looking toward securing a Chinese Dean for Yenching as soon as we can. If Dr. Stuart was able to see Miss Ssh Hu perhaps there is no need for anyone at this end

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Mr. B.A.G.--2.

to follow the matter up further. If he did not see her my thought is to suggest to Miss Speer that if the budget can carry another salary she might be invited to join the faculty for a year, leaving the question of her possible fitness for the deanship to be decided after she and the College know one another. What Miss Speer writes of her training and experience sounds unusually good although she does not say in what line of work Miss Ssh Hu is taking her Ph.D.

Will you please let me know where the matter stands in so far as you know it:

Sincerely yours,

(Mrs. Lucius O. Lee.)

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YENCHING COLLEGE
FOR WOMEN

May 6, 1932

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

My dear Mrs. Lee:

An important meeting of the Yenching Trustees has been called for 10:30 A. M. on Friday, May 13th, in Room 606, 150 Fifth Avenue.

We are now within seven weeks of the expiration date of the first conditional gift of the Rockefeller Foundation. So important is it that we do not allow this gift to lapse, that the future of the University is vitally affected. This meeting is being called to enable the Board of Trustees to thank and plan together as to how this objective can be attained. It is absolutely indispensable to the success of our efforts that we have a well-attended and thoroughly satisfactory meeting of the Trustees. We appreciate the fact that making a special trip from Boston to New York to attend a single meeting involves considerable expense and loss of time, but we are extremely anxious to have your counsel and advice at this important meeting, and urge you to be present if it is at all possible.

We are counting upon your indicating on the enclosed postcard that you can be present with us.

Very sincerely yours,

President of the Board.

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YENCHING COLLEGE
FOR WOMEN

COMMITTEE OF
YENCHING COLLEGE FOR WOMEN

of

YENCHING UNIVERSITY

COMMITTEE

MRS. O. R. WILLIAMSON, *Chairman*
The Wellington, Philadelphia

MRS. L. O. LEE, *Secretary*
14 Beacon Street, Boston, Mass.

MR. E. M. MCBRIER, *Treasurer*
150 Fifth Ave., New York

MR. B. A. GARSIDE, *Assistant Treasurer*
150 Fifth Avenue, New York

PRESIDENT ELLEN F. PENDLETON, *Wellesley, Mass.*
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MRS. J. M. AVANN, *Chicago*
Chairman of Nominating Committee

PROFESSOR ELIZA H. KENDRICK, *Wellesley, Mass.*
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MISS ALICE KEEP CLARK, *Evanston, Ill.*
Chairman of Promotion Committee

MRS. WILLIAM BOYD, *Philadelphia*

MISS MARGARET E. BURTON, *New York*

MRS. SAMUEL MCCREA CAVEBT, *New York*

MRS. JOHN H. FINLEY, *New York*

DEAN LUCY JENKINS FRANKLIN, *Boston, Mass.*

MISS JENNIE A. GOULDY, *New York*

MRS. HELEN H. JENKINS, *New York*

MISS MARION A. KENDALL, *Cambridge, Mass.*

MR. ERIC M. NORTH, *New York*

DEAN MABEL M. ROYS, *Aurora-on-Cayuga, N. Y.*

MRS. F. LOUIS SLADE, *New York*

MRS. ROBERT E. SPEER, *New York*

MR. FRANKLIN H. WARNER, *New York*

MRS. CHARLES C. PARLIN, *Tenafly, N. J.*
Representative of Wellesley College Alumnae

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

PEIPING, CHINA

May 10, 1932.

ask 5-1-32

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

Dear Mr. Garside:

I have a letter signed by Mr. Barber in regard to the meeting of the Yenching Trustees called for Friday May 13. I am not replying definitely as to whether or not I can come for the simple reason that I would like, before deciding, to have a word from you as to whether there is any real need of my spending the time and money for a trip to New York. So far as any contribution I can make to the effort to

raise the \$75,000 needed to secure the Rockefeller Foundation gift is concerned, I do not see that my going would help at all. I have written a number of personal friends and do not see that there is anything more I can personally do. Whether my efforts will result in any money I do not know, for the people to whom I write are naturally those who carry the work of the American Board on their hearts. If they can add to their gifts they will often prefer to give to some one of the needs of the Board, and many of them are probably in no financial condition to make additional gifts. Whatever response there may be to my plea I will assuredly send on very promptly on its receipt.

Will you kindly let me know by return mail whether you want me to come to New York for Friday's meeting? If I am needed for making a quorum or for some such reason I will come, otherwise I think it is not worth while.

Sincerely yours,

Eula B. Lee

(Mrs. Lucius O. Lee.)

EBL:dsk

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RECEIVED
UNIVERSITIES
MAY 11 1932
JOINT OFFICE

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May 14, 1932.

Dear Dr. Barton:

I have just read Mr. Garside's letter to you suggesting Mr. Cowling of the Ford Motor Company, as a possible American Board representative on the Yenching Board of Trustees succeeding yourself.

Do you know anything more of Mr. Cowling than what Dr. Stuart himself says? Do you feel that the fact that the suggestion comes from President Stuart is perhaps sufficient reason for the American Board to act favorably? The matter of filling this vacancy was, as you will remember, referred to the sub-committee on China. I think a meeting of that committee will probably be called just preceding the June 14 meeting of the Prudential Committee. Before bringing this suggestion to the China Committee however, I would like to know how it strikes you.

I am sorry I failed to see you this morning.

Dear Mrs. Lee

Eula B. Lee.

I have no knowledge whatever beyond Dr. Stuart's letter of Mr. Cowling. Would it not be well to look him up? The N.Y. office may be able to help you.

*Cordially
June L. Barton*

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CHINA UNION UNIVERSITIES

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Cooperating Organizations

FUKIEN CHRISTIAN UNIVERSITY
LINGNAN UNIVERSITY
UNIVERSITY of NANKING
SHANTUNG CHRISTIAN UNIVERSITY
PRINCETON-YENCHING FOUNDATION
WEST CHINA UNION UNIVERSITY
YENCHING UNIVERSITY

CENTRAL OFFICE

150 FIFTH AVENUE
NEW YORK CITY

Cable Address: *Y*
"NANFUSHAN" New York
Telephone:
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GEO. T. SCOTT
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WM. I. CHAMBERLAIN
Vice-Chairman, Supervisory Committee
B. A. GARSIDE
Secretary and Treasurer
C. A. EVANS
Associate Secretary-Treasurer

Yenching University

RECEIVED
DEPARTMENT

May 19, 1932.

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

MAY 20 1932

My dear Mrs. Lee:

Let me acknowledge receipt of your letter of May 16th. This deals with Dr. Stuart's suggestions as to a successor to Dr. Barton on your American ^{Board} representation in the Yenching Board of Trustees.

I have seen Mr. W. C. Cowling once or twice when he has been in our New York Office, although I have not been formally introduced to him. He spent some years in China as a representative of the Ford Motor Company, and I understand that he has been one of Mr. Ford's chief advisors in connection with Mr. Ford's plans in extending his automobile industry in the Orient. He has been interested for a number of years both in Yenching University and also in the society for the preservation of Chinese Culture of which Mr. Philip Fugh is secretary. You have probably met Mr. Fugh, who is a protégé of Dr. Leighton Stuart, and rendered Dr. Stuart very valuable assistance in his promotional work here in America two years ago. Mr. Cowling has been instrumental during the last two years in getting Mr. Ford interested both in Yenching University and Mr. Fugh's society, and it was through him that Dr. Stuart has secured his interviews with Mr. Ford. I believe that Mr. Cowling himself has a modest amount of personal resources.

Thus you see that our contact with Mr. Cowling has been largely in the field of promotion. Whether he would be effective as a trustee is a point on which I am not qualified to pass judgment. Since he lives in Detroit it would probably be difficult to secure his attendance at board meetings, though for a number of years Mr. A. J. Stock of Detroit took a fairly active share in the work of the Board. Whether Mr. Cowling would be a satisfactory representative of your American Board is a matter on which you in Boston are best qualified to pass judgment. No doubt you could institute inquiries in Detroit which would be helpful to you in determining this point.

The Mr. Davis referred to in Dr. Stuart's letter, is, as you surmise, Mr. Arthur V. Davis, the head of the Aluminum Company of America, and one of the Hall Estate Trustees. I know that Dr. Stuart has quite frequently talked over with Dr. Barton the possibility of Mr. Davis becoming one of our Yenching Trustees, so Dr. Barton is more familiar than I both with Dr. Stuart's views on the subject and also Mr. Davis' qualifications for such a post.

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Mrs. Lucius O. Lee

May 19, 1932.

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I do not know whether Dr. Stuart has formally proposed membership on the Yenching Board to Mr. Davis, though I understand that Mr. Davis' Co-Trustee on the Hall Estate, H. H. Johnson, has suggested that Mr. Davis would make a good Yenching Trustee, and that he believed Mr. Davis would accept membership on our Board.

Whether Mr. Cowling or Mr. Davis would make the better trustee would depend largely upon which of the two would show the greatest interest and would take the most active share. Mr. Davis is the more wealthy and prominent of the two, but he is a very busy man, and has the business man's desire for quick decisions, and a minimum of discussion, particularly where trivial items are involved, so one wonders whether he could sit with patience through some of the prolonged sessions of our Yenching Board.

Mr. Cowling is more familiar with China and with the work of the University, and may be in a position where he could advance the interest of the University tremendously through securing the interest of Mr. Fugh, and possibly other leaders in the automobile world.

Very cordially yours,



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WOMEN'S UNION CHRISTIAN COLLEGES IN
FOREIGN FIELDS

419 Fourth Ave.
New York City

June 10, 1932 as of
May 27, 1932.

Florence G. Tyler
Executive Secretary

To the Treasurer of Yenching College:

Dear Sir:

The death of Mrs. Anne Elizabeth Vander Veer Rohrman occurred in 1927. She had been deeply interested in the work of the Christian Colleges of the Orient. In her will she left \$25,000.00 to the First Baptist Church of Philadelphia, Pa., to be divided as the trustees of the church saw fit - between "The Women's Christian College of the Orient" - and the Missionary Society of that church.

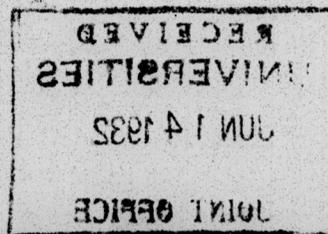
Miss Tyler and I have been in touch with the lawyer and the church, and though there was an error in the wording of the will have convinced the court that her intent was to designate our seven colleges. From an accumulated interest fund of approximately \$4000. the trustees have "seen fit" to appropriate \$200.00 to each of the seven colleges.

I am enclosing the check which has just come through for Yenching College. The trustees have given us no promise in writing, but through conversation we are led to believe that in the future you will receive approximately \$50.00 per year from this fund.

Very sincerely yours,

(Signed) Miss Alice M. Hudson, Treasurer.

44 Chestnut St.
East Orange, N.J.



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May 27, 1932
May 27, 1932

The Board of Trustees of the University of California has received a report from the Committee on the Administration of the University of California, dated May 15, 1932, which contains a number of recommendations for the improvement of the administration of the University of California.

The Board of Trustees has approved the report of the Committee and has directed the President of the University of California to carry out the recommendations contained therein.

The Board of Trustees has also directed the President of the University of California to report to the Board of Trustees on the progress of the implementation of the recommendations of the Committee.

Very truly yours,
[Signature]

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COMMITTEE OF
YENCHING COLLEGE FOR WOMEN

of

YENCHING UNIVERSITY

COMMITTEE

MRS. O. R. WILLIAMSON, *Chairman*
The Wellington, Philadelphia
MRS. L. O. LEE, *Secretary*
14 Beacon Street, Boston, Mass.
MR. E. M. MCBRIER, *Treasurer*
150 Fifth Ave., New York
MR. B. A. GARSIDE, *Assistant Treasurer*
150 Fifth Avenue, New York
PRESIDENT ELLEN F. PENDLETON, *Wellesley, Mass.*
Chairman of Budget Committee
MRS. J. M. AVANN, *Chicago*
Chairman of Nominating Committee
PROFESSOR ELIZA H. KENDRICK, *Wellesley, Mass.*
Chairman of Candidate Committee
MISS ALICE KEEP CLARK, *Evanston, Ill.*
Chairman of Promotion Committee
MRS. WILLIAM BOYD, *Philadelphia*
MISS MARGARET E. BURTON, *New York*
MRS. SAMUEL MCCREA CAVERT, *New York*
MRS. JOHN H. FINLEY, *New York*
DEAN LUCY JENKINS FRANKLIN, *Boston, Mass.*
MISS JENNIE A. GOULDY, *New York*
MRS. HELEN H. JENKINS, *New York*
MISS MARION A. KENDALL, *Cambridge, Mass.*
MR. ERIC M. NORTH, *New York*
DEAN MABEL M. ROYS, *Aurora-on-Cayuga, N. Y.*
MRS. F. LOUIS SLADE, *New York*
MRS. ROBERT E. SPEER, *New York*
MR. FRANKLIN H. WARNER, *New York*
MRS. CHARLES C. PARLIN, *Tenafly, N. J.*
Representative of Wellesley College Alumnae

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

PEIPING, CHINA

YENCHING COLLEGE
FOR WOMEN

June 3, 1932.

Ack 6/9/32

Mr. B. A. Garside
150 Fifth Avenue
New York, N. Y.

Dear Mr. Garside:

INDEXED

I am today in receipt of a cablegram from Miss Myfanwy Wood which, being decoded reads as follows:

"Lee Has failed to make connection Ssu Hu administrative Committee of the Board of Managers and Faculty cabling Ssu Hu consider invitation become Dean. Please communicate this by letter to Ssu Hu. Please telegraph definite answer immediately. (Signed) Wood."

The word at the beginning which we are unable to find in our code book is probably Dr. Stuart's name. We therefore understand this message to mean that the Woman's College has cabled Miss Ssu Hu asking her to consider an invitation to become Dean and requests me to second this cabled request by a letter. I have therefore just written Miss Ssu Hu and as soon as I hear from her will cable Miss Wood in case Miss Ssu Hu is able to give a definite answer.

I seem to have no definite information as to Dr. Stuart's sailing for China. Am I right in understanding that this message has probably been sent as soon as the Woman's College Faculty have had an opportunity to confer with him after his arrival in Peiping? I will let you know when I hear from Miss Ssu Hu.

You know how deeply interested I am in the outcome of the financial campaign. Is it possible as yet to predict what the results are likely to be?

Let me thank you for sending the check in response to my letter about the Yenching Revolving Fund held here. The check has been turned over to the Treasury Department.

Always cordially yours,

Lucius O. Lee

(Mrs. Lucius O. Lee.)

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YENCHING COLLEGE
FOR WOMEN

INDEXED

Yenching University

June 4, 1932

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

My dear Mrs. Lee:

I had a very pleasant conference with Miss Anne Cochran yesterday during which we discussed her plans for returning to the field.

There are several points on which I wish to confer with you before reaching any final decision:-

First, as regards to salary and allowances--I understand that Miss Cochran now wishes to sign a contract for a two year period, although there is a possibility that at the end of this time both she and the University may wish to extend the arrangement. So far as travel is concerned, Miss Cochran is willing to accept travel one way, ~~for instance, out-going,~~ and to be responsible for the expense of the return journey herself. This seems to be equitable both for her and for the University. As to salary, Miss Cochran is willing to follow the uniform schedule of graduated salaries adopted by the University, whereby she would receive approximately Mex. \$220. per month by virtue of her position as lecturer with a Master's degree and five years teaching experience. Of this amount one-fourth could be drawn in gold at the rate of 2 to 1, and the balance would be paid in Chinese currency. Are the above arrangements satisfactory to you?

I raised the question of outfit allowance with Miss Cochran, but neither of us was able to make any very definite suggestion as to an equitable figure for such a special short term appointment. For a single missionary returning to the field for a regular term of

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service, the re-outfit allowance is Gold \$125., and for a three year appointee going out for the first time, it is Mex. \$200. No provision is made for a staff member returning to the field for a special two year contract. Certainly no large allowance should be given and perhaps nothing at all should be allowed. What is the policy of the American Board in such cases, and what would you consider an equitable arrangement with Miss Cochran?

I discussed tentatively with Miss Cochran her sailing arrangements. Her brother and sister-in-law are starting to Peiping on the President Madison, sailing from San Francisco August 20th. She would like to accompany them if possible, and this boat would get her to the University in time to begin her teaching work though she might be a little late for the pre-session conference. Do you think this sailing would be satisfactory?

In this connection there arises the question of the date at which Miss Cochran's salary should begin. The salary of a new appointee begins on the date of sailing, but Miss Cochran's case is a special one since she has already been at the University for four years under the Presbyterian Board. She has been without salary since she resigned last year, and though her family would probably be willing to provide her expenses during the summer, she would like very much to get back on a self-supporting basis at as early a date as would be in accord with University regulations. She mentioned particularly the financial problems of July and August. Since the fiscal year begins on July first, we might take up her salary after that date. Or else we might divide the time with her and begin her salary on August first. What do you think?

You are familiar with the recent revision of our Yenching University travel regulations, whereby we now provide a flat allowance of Gold \$400 for a journey from New York to Peiping instead of Gold \$550 as formerly. Is this an equitable figure for the travel allowance of Miss Cochran as an appointee of the Women's College?

What do you wish to do with regard to the preparation of an employment agreement for Miss Cochran? Is your office drafting such an agreement, or do you wish us to prepare a form and submit it to you for approval before it is finally executed? Should such an agreement be signed by Mrs. Williamson as the Chairman of the Yenching College Committee or by Mr. Barber, as president of the Board of Trustees? Mr. Barber is away quite frequently so it may be necessary to call on Mrs. Williamson to sign in any event as Acting President of the Board.

We are anxious to assist in any way but do not wish to intrude in any of your other arrangements for taking care of Miss Cochran.

Very cordially yours,

0659

June 6, 1932.

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

Dear Mr. Garside:

Your letter of June 4 telling of your conference with Miss Anne Cochran is here this morning. I am a little puzzled as to what reply should be made to the questions you ask about business arrangements with her. In the first place, I am distinctly disappointed that she holds to her idea of going for a term of only two years. Miss Boynton, when I talked with her the other day also seemed surprised and disappointed at Miss Cochran's taking this attitude. Her feeling was that having had one term of service in Yenching, Miss Cochran understands the work to which she is going and should now be willing to commit herself to a full five year term. I have had it in mind to talk again with Miss Cochran herself on this point and see whether after all she is not willing to go for five years. However, I do not feel that we should definitely refuse to send her for two years.

In 1926 the Yenching College Committee adopted the following principles relating to the appointment of short term workers going directly under the appointment of the Yenching College Committee:

- (b) That the salary of faculty members appointed by the Yenching College Committee be \$840 gold (\$1680 local currency);
- (c) That instead of an outfit grant to the appointee a grant of \$100 should be made to the College on the occasion of the appointment of each new member on the faculty, this money to be used for purchase and upkeep of furniture for the use of short term workers;
- (d) That the following form of contract be adopted by the Committee for faculty members sent out directly by the Yenching College Committee:

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Mr. B.A.G.--2.

FORM OF CONTRACT WITH TEACHERS OR OTHER
MEMBERS OF THE STAFF UNDER THE DIRECT
SUPPORT OF THE YENCHING COLLEGE COMMITTEE

This AGREEMENT, entered into by and between the Yenching College
Committee and Mrs. Anne Johnson this _____ day of _____ 1932

WITNESSETH:

That the Yenching College Committee hereby agrees to and does
employ Mrs. Anne Johnson for the position of Teacher for a term of
2 years, upon the following terms:

1. Salary at the rate of Gold \$840. or Mexican \$1680 per
year, beginning on the day of sailing:
2. Travel expenses from _____ to Peiping and return
by the most direct route for those serving five (5) years.
For four (4) years service four-fifths (4/5) of the re-
turn travel by most direct route and for three (3) years
service three-fifths (3/5) of return travel by most direct
route. For term of less than three (3) years return travel
will not be paid:
3. Residential quarters in Peiping, China:
4. Medical attendance without charge in case of sickness.
One-half (1/2) dental bills if incurred with approval of
the Dean:
5. In the case of life contract, a furlough of fourteen (14)
months including travel by most direct route, to be
granted after the first five years, with travel expenses
to and from her home in the United States of America.

The College, upon due notice in writing, may terminate this con-
tract at any time, upon the payment of three months' salary and
travel expenses to the address given above, by the most direct
route.

Mrs. Anne Johnson hereby accepts the said employment and the
foregoing terms and conditions, and agrees, that if for any reason
she resigns the position before the expiration of two (2) years
she will reimburse the Yenching College Committee for outbound
travel in proportion to her term of service. Return travel will
not be paid for one who does not fulfill the term of her contract
except in case of serious illness, which cases will be considered
individually.

It is further agreed by Mrs. Anne Johnson that she will give her whole time
and attention to the work for which she is hereby employed, and
that she will not engage in any outside occupation or activity for
profit, except as may be agreed upon in conference with the Dean
of Yenching College.

This agreement may be extended for a further period if signed by
the parties hereto.

WITNESSETH the hands and seals of the parties here to this _____
of _____ 19____.

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Mr. B.A.G.--3.

On behalf of YENCHING COLLEGE COM-
MITTEE

BY

Signed: _____

ATTEST:

Secretary, Yenching College Committee

WITNESSES: _____

XXXXXXXXXXXXXXXXXXXXXXXXXXXX

As you know, we have all, during recent years, been working toward uniformity in arrangements made with teachers in all parts of the University. I do not find that the above actions have been annulled, but I feel very sure that we have in principle if not by formal vote approved of young women sent by the Women's College Committee being on the same basis as other short term workers in the University as to salary and other allowances. The adoption of the principle of giving \$100. to the College when any new short term worker was sent was of course on the basis that living quarters for such teachers would be furnished by the College and that the \$100. from time to time would be sufficient to renew the furnishings as might be needed.

Strictly speaking, I think Miss Cochran is not entitled to any personal outfit allowance. I should think it quite justifiable under all the circumstances for her salary to begin July 1. If she has salary from that date and a grant of \$100. is made to the College for purchase or renewal of furnishings as might be needed do you think her needs would be adequately met?

As to date of sailing, it seems very reasonable for her to want to go with her brother and his wife and I think we need not insist on her sailing earlier than August 20.

As to contract if the form quoted above is not in accord with the present practice of the Trustees will you kindly let me know the points at which it differs?

I understand that Miss Cochran is to be in Boston again about this time. I want to see and have another talk with her and can, I think, arrange for her to sign the contract while she is here.

Cordially yours,

(Mrs. Lucius C. Lee.)

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YENCHING COLLEGE
FOR WOMEN

INDEXED

Yenching University

June 9, 1932

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

My dear Mrs. Lee:

Let me acknowledge receipt of your letters of June 3rd and June 6th.

Your letter of June 3rd--This reports the cablegram from Miss Wood in regard to the invitation to Ssu Hu to accept to the Womens College Deanship. Dr. Stuart sailed from the West coast on May 7th, and arrived in Peiping about May 31st, so undoubtedly he was at the University when Miss Wood sent her cable. (The code word we use for Dr. Stuart's name is "OLEXM")

Your letter of June 6th--This deals with various details of Miss Cochran's employment agreement. The form of contract which you quote on the second and third pages of your letter is in general accord with the form used by the general University. The only point at which it differs materially from the present arrangements with most of the University supported Western staff is that of salary.

At the time the Yenching College Committee adopted in 1926, a salary rate of "Gold \$840. or Mex. \$1880." these two figures were approximately equivalent to each other, and it was satisfactory all around for staff members to draw in gold such portion of their salary as they had to use to meet current obligations in gold, and to draw in Mexican at two to one the remainder of their salary. Now, however, Gold \$840. is equivalent to approximately Mex. \$3600; and on the other hand, Mex. \$1880. is less than Gold \$400. Obviously, therefore, we

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must either state that a staff member is to draw a salary in gold for some given amount, or a salary Mexican at a specified amount, or a salary in which a certain part is to be paid in gold and the remainder in Mexican.

The uniform salary rate adopted on the field two years ago would entitle Miss Cochran to approximately Gold \$27.50 plus local currency \$166. per month, which is equivalent at the present time to very nearly Gold \$840. per year.

I understand that it would be satisfactory to Miss Cochran to insert in place of the salary item appearing on your form of contract some statement approximately as follows: "Salary in accordance with the Schedule of Salaries and Allowances for Foreign Staff adopted in June 1931" or in more general terms, "Salary at the regular University rate."

As for the matter of a two year agreement, I think it quite probable that Miss Cochran may be willing to remain longer than the two years and that the University would probably be glad to have her do so. It seems that her family is reluctant to have her obligate herself at this time to a longer period than that. Whether the University wishes to have her return to the field on such a short contract, I do not know.

I can agree with your judgment that for such a short term as two years, no re-outfit allowance seems called for.

I agree heartily that the proper place for the execution of this employment agreement is in your office, after you have had an opportunity for further conference with Miss Cochran.

I shall wait until I have some official word as to the execution of Miss Cochran's formal agreement before I take any further steps toward confirming the tentative sailing arrangements we have already made.

Very cordially yours,

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COMMITTEE OF
YENCHING COLLEGE FOR WOMEN

of

YENCHING UNIVERSITY

COMMITTEE

MRS. O. R. WILLIAMSON, *Chairman*
The Wellington, Philadelphia

MRS. L. O. LEE, *Secretary*
14 Beacon Street, Boston, Mass.

MR. E. M. MCBRIER, *Treasurer*
150 Fifth Ave., New York

MR. B. A. GARSIDE, *Assistant Treasurer*
150 Fifth Avenue, New York

PRESIDENT ELLEN F. PENDLETON, *Wellesley, Mass.*
Chairman of Budget Committee

MRS. J. M. AVANN, *Chicago*
Chairman of Nominating Committee

PROFESSOR ELIZA H. KENDRICK, *Wellesley, Mass.*
Chairman of Candidate Committee

MISS ALICE KEEP CLARK, *Evanston, Ill.*
Chairman of Promotion Committee

MRS. WILLIAM BOYD, *Philadelphia*

MISS MARGARET E. BURTON, *New York*

MRS. SAMUEL MCCREA CAVERT, *New York*

MRS. JOHN H. FINLEY, *New York*

DEAN LUCY JENKINS FRANKLIN, *Boston, Mass.*

MISS JENNIE A. GOULDY, *New York*

MRS. HELEN H. JENKINS, *New York*

MISS MARION A. KENDALL, *Cambridge, Mass.*

MR. ERIC M. NORTH, *New York*

DEAN MABEL M. ROYS, *Aurora-on-Cayuga, N. Y.*

MRS. F. LOUIS SLADE, *New York*

MRS. ROBERT E. SPEER, *New York*

MR. FRANKLIN H. WARNER, *New York*

MRS. CHARLES C. PARLIN, *Tenafly, N. J.*
Representative of Wellesley College Alumnae

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

PEIPING, CHINA

June 11, 1932.

ack. 6-14-32

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

YENCHING COLLEGE
FOR WOMEN

Dear Mr. Garside:

INDEXED

Thank you for your letter of June 9 received this morning. We have prepared a tentative form of agreement for Miss Cochran embodying your suggestion as to salary and such changes in the usual form as seem called for by her specific case. I enclose a copy of that form of agreement. Will you look it over and see whether it seems to you satisfactory? If there are other points that you think should be included please let me have your suggestions as promptly as possible. Miss Cochran is

in this vicinity just now but is leaving the last of next week. I have so far been able to have only a telephone conversation with her but hope to see her one evening soon. I should be glad to have the form of agreement in hand and to get her to sign it when we talk if she is willing to do so.

I am also enclosing with this a copy of a letter that is going today to Mrs. Williamson. As you were the one who together with Mrs. Boyd worked on this question of the*appointment of a Dean for the Woman's College I should like to have your opinion before any definite action is taken. Will you please let me know whether you think a correspondence vote such as is suggested in the letter to Mrs. Williamson should be sent?

Thank you for all your help.

Cordially yours,

Lucia B. Lee

(Mrs. Lucius O. Lee.)

*manner of

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This AGREEMENT, entered into by and between the Yenching College Committee and Miss Anne Cochran this _____ day of _____ 1932

WITNESSETH:

That the Yenching College Committee hereby agrees to and does employ Miss Anne Cochran for the position of English teacher for a term of two years, upon the following terms:

1. Salary in accordance with the Schedule of Salaries and Allowances for Foreign Staff adopted in June 1931.
2. Travel to be at Miss Cochran's own expense.
3. Residential quarters in Peiping, China.
4. Medical attendance without charge in case of sickness. One-half ($\frac{1}{2}$) dental bills if incurred with approval of the dean.

The College, upon due notice in writing, may terminate this contract at any time, upon the payment of three months' salary and travel expenses to the address given above, by the most direct route.

Miss Anne Cochran hereby accepts the said employment and the foregoing terms and conditions, and agrees, that if for any reason she resigns the position before the expiration of two (2) years she will reimburse the Yenching College Committee for outbound travel in proportion to her term of service. Return travel will not be paid for one who does not fulfill the term of her contract except in case of serious illness, which cases will be considered individually.

If is further agreed by Miss Anne Cochran that she will give her whole time and attention to the work for which she is hereby employed, and that she will not engage in any outside occupation or activity for profit, except as may be agreed upon in conference with the Dean of Yenching College.

This agreement may be extended for a further period if signed by the parties hereto.

WITNESSETH the hands and seals of the parties here to this _____ of _____ 19 .

On behalf of YENCHING COLLEGE COMMITTEE

BY _____

Signed: _____

ATTEST:

Secretary, Yenching College Committee

WITNESSES: _____

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of letter sent to Mrs. C. R. Williamson by Mrs. L. C. Lee.
June 11, 1932.

Dear Mrs. Williamson:

You will remember that at the time of our April 13th meeting the question of change in manner of appointment of the Dean of the Woman's College was brought up and it was voted:

Y-Action 503 - To approve such change in the by-laws as is necessary in order to recognize the necessity of final action by the Chancellor of the University in the appointment of the Dean of the Woman's College.

Mrs. Boyd and Mr. Garside had constituted the sub-committee to whom this matter had been committed but they made no recommendation as to a change in the by-laws. I now have a letter from Mrs. Boyd which encloses a written report of the Committee. Of that report I send you a copy herewith. I am a little puzzled as to just how this report should be embodied in the minutes. No actual change in by-laws seems to be called for. Do you think I should send a circular vote to the members of the Committee something like this:

I approve recognition of the following as the proper
I do not approve procedure in the appointment of Dean for
Yenching College for Women.

I. Nominations for the office of Dean of Women may come to the Committee of Yenching College for Women.

a. From the Candidate Committee of the Committee of Yenching College for Women.

b. From the Administration Committee and the faculty in Peiping.

II. Such nominations shall have the approval vote of the Committee of Yenching College for Women and when so approved shall be presented to the Trustees of Yenching University who shall give the final vote of approval.

III. The Chancellor of the University shall then make the appointment of the candidate who has been approved as above by vote of the Committee of Yenching College for Women and by the Trustees of Yenching University.

If the vote is unanimously in favor of this procedure I can then send to each member of our Committee a copy of the vote and ask her to attach it to her copy of the minutes of the April 13, 1932 meeting.

Would it be better to let the matter await definite action until our next November meeting?

You will be.....(the following paragraph reports receipt of the cable from Yenching in regard to Miss Ssu Hu. Mrs. Lee then adds):

I wrote at once to Miss Ssu Hu but have as yet had no reply. I will let you know when I do hear. If the answer should be favorable, we may need a correspondence vote on this matter.

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Sincerely yours,

SIGNED....(Mrs. Lucius C. Lee.)

P.S. As I read over the foregoing I realize that the suggestions from the field have not been that nominations for the deanship should come from the administrative committee (Committee of Management is Mrs. Boyd's wording, but I take it she means Administrative Committee) but from the Administrative Committee and the faculty in reiping. My impression is that this is a rather important point. Do you think it should be raised with Mrs. Boyd before a vote of any kind is circulated? Please let me know as soon as you can.

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REPORT OF COMMITTEE ON ORDER TO BE USED IN THE
SELECTION OF THE DEAN OF THE WOMAN'S COLLEGE OF
YENCHING UNIVERSITY

In accordance with the present existing Constitution and By-Laws of the University and the By-Laws of the Committee for the College for Women of the University, the following seems to be the order for the election of the Dean of Women in the University.

I. Nominations for the office of Dean of Women may come to the Committee of Yenching College for Women.

a. from the candidate committee of the Committee of Yenching College for Women.

b. from the committee of management in Peiping.

II. Such nominations shall have the approval vote of the Committee of Yenching College for Women and when so approved shall be presented to the Trustees of Yenching University who shall give the final vote of approval to the candidate for the office.

III. The Chancellor shall make the appointment *at* the University of the candidate who has been approved as above by the Committee of Yenching College for Women and by the final vote of the Trustees of Yenching University.

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COMMITTEE OF
YENCHING COLLEGE FOR WOMEN

of
YENCHING UNIVERSITY

COMMITTEE

MRS. O. R. WILLIAMSON, *Chairman*
The Wellington, Philadelphia
MRS. L. O. LEE, *Secretary*
14 Beacon Street, Boston, Mass.
MR. E. M. MCBRIER, *Treasurer*
150 Fifth Ave., New York
MR. B. A. GARSIDE, *Assistant Treasurer*
150 Fifth Avenue, New York
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MRS. CHARLES C. PARLIN, *Tenafly, N. J.*
Representative of Wellesley College Alumnae

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

June 13, 1932.

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

YENCHING COLLEGE
FOR WOMEN

Dear Mr. Garside:

INDEXED

I am this morning in receipt of the check I enclose together with the letter from Miss Hudson, a copy of which is also enclosed. It is a very pleasant surprise to learn of the interest of one whom we have not known, an interest strong enough to be remembered in a will. I have just written Mrs. Williamson telling of this gift and asking for her thought as to the use that should be made of the \$200. My

own thought is that it should be added to the permanent endowment funds of Yenching Woman's College. That means, I should suppose that it could also be added to the amount the Woman's College is turning over to the College of Natural Sciences to help meet the conditions of the Rockefeller Foundation gift. The same terms as to repayment and interest would naturally apply to this \$200. as to other Woman's College Endowment funds. Do you think that a vote of authorization is called for? Inasmuch as the vote passed last April provided for the allocation of undesignated pledges to the endowment of the College of Natural Sciences it seems to me hardly necessary for us to secure official authorization from the Woman's College Committee to have this \$200. so applied. If, however, you think it would be better to have a vote will you kindly frame one and let me have it at your early convenience?

Any question as to the use of the \$50. a year which we may in the future expect to receive as interest can be taken up at the next meeting of the Committee.

Always cordially yours,

Lucia B. Lee

(Mrs. Lucius O. Lee.)

\$200.00 received.

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**YENCHING COLLEGE
FOR WOMEN**

INDEXED

Yenching University

June 14, 1932.

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

My dear Mrs. Lee:

Let me acknowledge receipt of your letters of June 11th and June 13th.

Letter of June 11th. With this you enclose a tentative draft of the employment agreement with Miss Cochran. The only point on which I would raise any question is the second of the terms of your employment which now reads "travel to be at Miss Cochran's expense." My understanding of the travel arrangement was that travel to the field would be provided by the Woman's College, and that homecoming travel at the end of the two years would be at Miss Cochran's own expense.

With this letter you enclose also a copy of the letter sent to Mrs. Williamson on June 11th. It seems to me that the procedure suggested for the election of the Yenching College Dean is quite a satisfactory one. The process seems to be rather long and involved, but probably this can be avoided if we are to pay homage to all the various shrines of committees and Boards and Chinese regulations.

With your letter of June 13th you enclose a very welcome check for G. \$200, together with the information that we may hope for future annual remittances of G. \$50 from this same source.

It seems to me that the course you outline is a logical one, namely; the placing of this G. \$200 with our Yenching Women's College endowment funds, and thus making it a part of the sum the Women's College is allocating to the Trustees of Yenching University toward meeting the conditions of the Rockefeller Endowment. In view of the actions already taken by the Yenching College Committee it does not seem to me necessary that any specific approval of this handling of this gift is required. We might, if you thought best, report the item at the next meeting of the Yenching College Committee as a matter of information, so as to give opportunity for any objection that might be raised. We are accordingly placing this \$200 with the Yenching College endowment funds available for allocation to Natural Science. If any objection to this procedure is raised either now or later, we can transfer the amount to any other account that may be designated.

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Mrs. Lucius O. Lee

June 14, 1932.

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Mr. Wannamaker and I had a long conference with Mr. Max Mason and Mr. Roger Greene at the Rockefeller headquarters this morning. There is hope that we may fully meet the conditions of this gift by June 30th, but we still have a stern struggle ahead, not only to complete the amount of cash and pledges requires, but also to convince our friends in the Foundation as to the validity of including all the funds we had been counting.

With all good wishes, I am,

Very cordially yours,

BAG:PC

CC: Accounting Office

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of

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

PEIPING, CHINA

YENCHING COLLEGE June 15, 1932.
FOR WOMEN

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

My dear Mr. Garside:

INDEXED

You may wonder where the question of Mr. William C. Cowling's appointment to the Yenching Board of Trustees now stands. Some weeks ago I wrote Dr. Chester B. Emerson of the North Woodward Congregational Church, Detroit, Michigan, asking if he knew Mr. Cowling; whether he thought the latter would accept appointment as a Trustee, and whether he could give any general information about him that might be of help to us. I have a letter from him dated

June 10. One paragraph is as follows:

"The situation is this. Mr. Ford has an understanding with his executives that they are not to go on other boards unless with his understanding. I suppose really he has so many interests that he depends upon his trusted executives to help him in such concerns. At any rate Mr. Cowling has been waiting for a chance to have a conversation with Mr. Henry Ford. He has already talked with Edsel and as soon as he gets that opportunity I shall be able to tell you definitely. I should say by all means you should defer the appointment until the thing is settled. He would be a fine man for you and I certainly should be glad to know that one of my members was taking that interest. I do not know Mr. Cowling very well, he only joined my church this spring but of course I know something about him."

We are now awaiting for one more word from Dr. Emerson as to the willingness of Mr. Cowling to serve. As soon as favorable word is received the Prudential Committee of the American Board is ready I think to appoint Mr. Cowling. We see no reason for further delay, especially as the nomination came in the first place from Dr. Stuart. I will let you know when definite action has been taken.

Cordially yours,

Lucius O. Lee

(Mrs. Lucius O. Lee.)

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YENCHING COLLEGE
FOR WOMEN

14 Beacon Street
Boston, Mass.
June 16, 1932.

To the Members of the
Yenching College Committee

Dear friends:

INDEXED

No business matters seem just now to demand my sending you a letter but I feel sure that you will be glad to have a few comments on recent developments even though those developments have not as yet reached a point where action seems necessary.

About a week ago I had the happy experience of receiving in my morning's mail a check for \$200. with a letter explaining that a Mrs. Anne Elizabeth Vander Veer Kohrman of Philadelphia had left \$25,000 in her will for the Union Colleges for Women in the Orient. The wording of the will had not named the institutions quite accurately so that there had been legal questions before the bequests could be handed over. In the meantime, interest had been accumulating and this \$200. represented the interest which had accumulated on Yenching's share of the gift. The letter stated that we might hope to receive about \$50. annually as income on Yenching's share in the legacy. After consultation with Mrs. Williamson and Mr. Garside the \$200. is being credited to the Woman's College Endowment and is thus added to the amount which can be allocated to the College of Natural Sciences in the hope that the University will find it possible to meet the provisions of the Rockefeller Foundation Conditional gift.

Dr. Jenney and Mr. Wannamaker were here yesterday. They are hard at work and meeting with some encouragement in their attempt to secure the amount necessary to insure the University's claiming the Rockefeller Foundation money. Only two weeks remain and there is still a large sum to be raised. They will be very grateful for help that any of you can give in securing gifts, especially as they have, it seems, had one pledge of \$25,000 conditioned on the Trustees' giving or getting not less than a total of \$25,000. If any of you send names to Mrs. Franklin or to the office in New York, or yourselves make or secure gifts, please let your name accompany the gift so that it may count toward this \$25,000.

My other bit of information I am sure you will hail as good news. Some two weeks ago I received a cablegram from Beijing signed by Miss Myfanwy Wood saying that the Woman's College and the Board of Managers were extending an invitation to Miss Nettie Soo-Hoo, a graduate student in the University of Michigan, to become Dean of Yenching Woman's College, and asking me to support the invitation by a letter to Miss Soo-Hoo. I wrote her at once and today have a letter from her saying that she is considering the invitation favorably. She had expected to return to work in Nankai University in Tientsin but ~~changes that have taken place there recently have led to her being~~ ~~unable to~~ consider other work. I will let you know the outcome ~~when it is clear~~.

In closing let me wish you each and all a happy vacation. I expect to be right here at 14 Beacon Street through the first week of August and then to have ~~my~~ month of vacation.

Sincerely yours,
Eula B. Lee (Mrs. Lucius O. Lee.)
Secretary.

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June 16, 1932.

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

My dear Mr. Garside:

I am this morning in receipt of a letter from Miss Soo Hoo in response to mine presenting the invitation to her to become Dean of Yenching Woman's College. I received yesterday the telegram of which she speaks and answered in general questions I thought might be in her mind. I also sent her a copy of the last Yenching Directory. I am writing her this morning again asking her to let me know whether she is definitely ready to accept the Deanship, in which case I will cable to Peiping. I am somewhat puzzled as to what action, if any, should be taken at this end, in case she accepts the invitation. My own thought had been that anyone considered for the Deanship would be invited first to serve either as teacher or acting dean and that the invitation to be dean would come only after a period of the sort of acquaintance that comes from working together. Well, we will see what further word we get from Miss Soo Hoo.

Yesterday I had a call from Dr. Jenney and Mr. Wannemaker. They are doubtless keeping you informed as to what they were able to do here, and have told you of the promise of the \$25,000 from a Boston woman on condition that the Trustees give or raise a like amount. Mr. Fairfield, Mr. Belcher and I have just been talking this morning and think it may be possible for the American Board to apply \$1000. from the income of a fund toward this endowment of the College of Natural Sciences. Mr. Belcher will write you more fully of this, I speak of it now only as a word of encouragement in this time of stress.

Cordially yours,

(Mrs. Lucius C. Lee.)

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P.S. I have revised the form of contract we are asking Miss Cochran to sign in accord with your understanding that the Yenching College Com-

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Mr. B.A.G.
P.S.--2.

mittee pay her outbound travel. Am I right in understanding that you are attending to the details of her sailing including necessary health examinations as well as reservation of sailing.

EBL

P.P.S. As I reread Miss Soo-Hoo's letter I judge the two points on which she would most like definite information are the amount of her salary in case she accepted the invitation to teaching and whether or not the College would pay her traveling expenses back to China. I have told her that while I cannot give the exact figures of her salary the College has accepted in general a scale of salaries for Chinese and Foreign teachers in accordance with professional qualifications, position held and length of service and that I am sure the salary will be sufficient to enable her to live comfortably. I have spoken also of the dean's residence. In talking with Miss Kendrick Saturday I learned that Miss Soo-Hoo was born in America, not in China. I am not sure what that means as to her citizenship. It is of course, not customary for us to pay traveling expenses for Chinese members of the faculty. Does the fact that Miss Soo-Hoo's home has been in this country make any difference in that particular. In case she does not have money to pay her return travel do you think we might advance her an amount equivalent to the cost of the trip with the understanding that she would return it to the College in installments when she begins to receive her salary? Please let me know what you think we should say in regard to her travelling expenses. If you know just what her salary would be it might be worth while for us to tell her that also.

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COMMITTEE OF
YENCHING COLLEGE FOR WOMEN

of
YENCHING UNIVERSITY

YENCHING COLLEGE
FOR WOMEN

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Representative of Wellesley College Alumnae

Mrs. MURRAY S. FRAME, B.A., B.D., Litt D.D., *Dean of the College*
PEIPING, CHINA

June 24, 1932.

Mr. C. A. Evans
150 Fifth Avenue
New York City

My dear Mr. Evans:

Your note in regard to a meeting of the Executive and Finance Committee of Yenching University next Tuesday is here this morning. May I ask you to let me know whether in your judgment my being present at this meeting is of sufficient importance to justify the cost of a trip from Boston to New York and back.

I wrote Mr. Garside yesterday that Miss Soo-Hoo had signified her readiness to accept the University's invitation to become Dean of the Woman's College. I am not sure that we understand the business side of this appointment sufficiently to secure action by the Board of Trustees or its Executive Committee, but since this meeting of the Executive Committee is to be held it occurs to me that it might be worth while for some action to be taken on this matter next Tuesday. Suggestions of any kind will be gratefully received.

Sincerely yours,

Eula B. Lee

(Mrs. Lucius C. Lee.)

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YENCHING COLLEGE
FOR WOMEN

INDEXED

Yenching University

June 25, 1952

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

My dear Mrs. Lee:

In the rush of our Yenching campaign, I have been delayed in replying to your letter of June 16th.

Miss Soo Hoo.- It is good news that Miss Soo Hoo is available for a deanship. Once more, it seems impossible for us in America to get any definite information as to what her salary and allowance will be without first obtaining this information from the field. If you are cabling to Peiping in regard to her, no doubt you will wish to include a request for detailed and explicit information as to what we are authorized to offer her. We have repeatedly asked the field to give us full information along these lines whenever we are requested to negotiate with candidates for appointment, but as yet we have not been at all successful in getting the information we need.

It seems to me, that once we have a clear understanding with the field as to Miss Soo Hoo's appointment and financial arrangements, we could make any necessary advances of funds to get her to the field, on the understanding that she will make any necessary adjustments after arrival there.

If you consider it desirable that the Yenching Executive Committee at the meeting on Tuesday give some formal recognition to the proposed appointment of Miss Soo Hoo, I am sure the Committee would be glad to take action along whatever lines you may suggest. I presume that about as far as the Executive Committee could go at this time would be merely to note the progress of negotiations with Miss Soo Hoo, and to express its agreement with her appointment if this is satisfactory to the proper field authorities of the university. Action of the Executive Committee would normally be taken only after the Women's College Committee has given its endorsement to the matter under consideration.

Miss Cochran.- My attitude toward Miss Cochran's appointment and outgoing arrangements has been simply that I am glad to assist the Women's College Committee in any way possible. Miss Cochran should

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Mrs. Lucius O. Lee

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June 25, 1952

by all means be cleared medically before her employment agreement is finally consummated. I have not taken any steps in the matter, but will be glad to do so if you think that would be the simplest way of handling it. If Miss Cochran is still in Plainfield, N. J., she could probably go either to the Methodist Board, or to the Presbyterian Board, for examination by their medical officers, or else she could be examined by some doctor here in New York whom these medical officers would recommend. If Miss Cochran is nearer Boston than New York, this health examination might most conveniently be taken care of by your American Board medical officer. Please let me know what you wish me to do in connection with the matter.

The sailing reservations I have made for Miss Cochran were merely tentative, and are subject to confirmation later when all these details of her appointment are satisfactorily settled. Since time is now moving along rapidly, we should take action without any more delay than necessary.

Yenching Campaign.- I am enclosing a summary, with various analyses, showing how our Yenching campaign stood at noon yesterday. You are no doubt familiar with the fact that Harvard-Yenching Institute, at a meeting on Monday of this week, made a generous grant of up to G.\$25,000 to enable us to match the Rockefeller gift. There are other checks and pledges now on their way to us which will bring our total slightly above \$240,000. We are all earnestly hoping the remaining \$10,000 will be secured before next Thursday night.

I believe that Mr. Evans is writing to you in response to your inquiry as to the necessity of coming to the Executive Finance Committee Meeting next Tuesday. We would be happy to have you with us at that time, but unless you have something particular in mind that would make your attendance very desirable, I doubt whether we should ask you to make the expenditure of time and money necessary to be present at this meeting.

Very cordially yours,

BAG:W

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YENCHING COLLEGE
FOR WOMEN

COMMITTEE OF
YENCHING COLLEGE FOR WOMEN

of

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

PEIPING, CHINA

June 27, 1932.

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

Dear Mr. Garside:

Thank you for your letter of June 25 received this morning. I am writing Miss Cochran today, suggesting that she have the necessary physical examinations without delay and that inasmuch as she has been connected with the Presbyterian Board, the medical secretary of that Board may be the one to whom she will wish to go. I am also asking her to let you know whether she wishes you to make definite the tentative sailing

reservation you are holding for her. I have not yet received the signed contract but think she will be ready to sign it.

As to Miss Soo-Hoo. I hope you will, if you think it desirable, bring to the attention of the Executive Committee tomorrow her readiness to accept appointment to the position of Dean of the Woman's College. If you think it desirable to have a vote expressing the agreement of the Executive Committee to her appointment provided that proves to be satisfactory to the proper field authorities and to the Yenching College Committee, that will I think be in place.

Thank you for your statement as to the progress in the Yenching Campaign. I am hoping we can as indicated in my earlier letter, mail you the American Board's check for \$1000 tomorrow. Of course we very much hope that the final amounts needed will be found before the 30th and equally of course we shall be eager to know the outcome.

May I ask you to thank Mr. Evans for his letter? I shall be thinking of you tomorrow but am glad it does not seem worth while for me to go to New York. Dr. Barton is, I believe, planning to go. Will you please forward the enclosed letter to Miss Cochran?

Cordially yours,

Eula B. Lee

(Mrs. Lucius O. Lee.)

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COPY of letter to Mrs. Lee from Miss Nettie Soo-Hoo.

Cranbrook School
Bloomfield, Mich.

YENCHING COLLEGE
FOR WOMEN

June 28, 1932.

My dear Mrs. Lee:

While attending an Episcopalian Conference here at Cranbrook, I am taking the opportunity to answer your two last letters dated June 20 and 23 in which you spoke of various questions connected with my taking up the work at Yenching.

You spoke of my early background. While not born in this country, I spent much of my life here, having gone through the schools and University before returning to my native land. My family has for years made its home in California, first in San Francisco, then in Oakland and in Berkeley where my father's church work took him. Upon my return to China, I went to Canton Christian College where I was put in charge of the girls, and after a few years there, turned northward to Nankai in Tientsin where I taught English until my coming back to America three years ago. Although I never lost sight of things Chinese while in school, and my mother's inability to speak English made it compulsory to use Chinese in the home, I never acquired that ability to use Chinese which is expected of every one of my parentage. My years of teaching were crowded with many duties so that only fitful attempts could be made to strengthen myself in the use of the language. As a result, I still feel myself inadequate in expression and consider this deficiency a great hindrance in any work I wish to take up. However, my desire to acquire a proficiency soon, emboldens me to accept a responsibility which I hesitated long to take. My hope is that the work at Yenching will allow me some time to achieve this aim, and my desire is that with the work I may grow in the power not only to use the language easily but to administer the many duties well.

As to teaching during the first year, I am not sure how a program can be carried out. I have thought it might help to have a period of observation, during which I might see how things worked at the same time that I studied Chinese alongside with the teaching. But careful weighing over of the matter has caused me to wonder if the psychological effect caused by my hesitancy to assume full duties on first appearance might not make all future work difficult or prolong unnecessarily the trials of the Committee of Three. My belief has always been that contacts with students made possible by even one class with them might establish a sympathy and understanding that will do more than a great deal of administrative work. While I am ready to give up the idea of full teaching, I still think that one course will be advisable.

The matter of traveling expenses surprises me. I had thought that with the newly-established single standard for both Chinese and American teachers, there would be no distinction between them. My voluntary return to this country for study should not, in my opinion, draw any line of difference between my proposed trip to Peking and that of any other newly appointed member of the faculty. I am awaiting word from your office concerning this matter, and would appreciate a clarification of this point. The salary in any missionary school being lower than that of a Chinese-established

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institution, it will be difficult to see how teaching raises the standard.

Information concerning my departure will not be forth coming for some time, if Miss Speer is to write from Peking. As yet I have made no arrangements, pending word from those in your staff who handle details connected with such matters. Miss Stahl sails early, I understand, and will probably leave before my plans are fully made.

You will, I hope, pardon me for speaking so frankly about things. I feel that true understanding is most desirable in establishing a basis for mutual helpfulness, and would not be satisfied to see only a part of that in which I feel interested.

I trust that the new duties connected with the office which I am undertaking will be met to the best of my ability, and I need not assure you that I shall be diligent in maintaining that faith which you have expressed in me.

Very sincerely yours,

(Signed) Nettie Soo-Hoo

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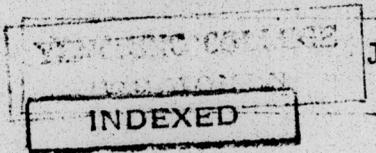
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PEIPING, CHINA



June 29, 1932.

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

Dear Mr. Garside:

I have just received from Mr. and Mrs. William Grant Smith of Akron, Ohio a copy of the letter they sent yesterday to Mr. McBrier. I notice they refer to "the fund now being raised for Yenching College for Women." My appeal was of course for help in the effort to match the gift of the Rockefeller Foundation for the College of Natural Sciences. I understand from Dr. Barton that the fund required to match the Rockefeller Foundation gift is now assured. In this I rejoice as I know you all do. Inasmuch as Mr. and Mrs. Smith speak of their gift as being specifically for the Woman's College and inasmuch as the money required for the College of Natural Sciences is assured, I am wondering if these two amounts of \$100. each as they come in could not be applied to the Woman's College endowment and count as so much toward the return of the fund assigned to the College of Natural Sciences by the Woman's College Committee. I send you this suggestion for what it may be worth. I am sure you must all be quite worn out and hope that you personally are to have some real vacation.

Cordially yours,

Eula B. Lee.

(Mrs. Lucius O. Lee.)

EBL:dsk
Dictated by Mrs. Lee
but signed and sent in
her absence.

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