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Office of the President

PEKING UNIVERSITY.

K'uei Chia Ch'ang

PEKING, CHINA.

April 21, 1920.

Mr. Jones?

Rev. W. R. Wheeler,
Peking University Office,
150 Fifth Avenue,
New York City.

My dear Rex:

WE I am sending you herewith a copy of the list of teachers ~~you~~ desire in the preferred order. Will you kindly pass this on to the others who would be concerned? The reference to a Swiss plant is in the hope that a young man can be sent out from Switzerland to teach the European languages, and that although in the beginning his salary would have to be provided by the University, this might in a few years be taken over by some organization in his own country. Dr. De Vargas of the Y. M. C. A. Secretarial Training work himself is Swiss and is keenly interested in the project and thinks it quite probable that things would work out as suggested above. Even though the financial side of it were not taken up in Switzerland, we would still get a man presumably better trained for teaching these subjects than one who had learned them in America.

I have not mentioned a Director of Religious Activities for the men's college. Bishop Lewis already has this in mind and is undertaking to find the man. Desirable as such a man would be, yet in our present financial condition and with the small number of students we shall have in our present quarters, it might be somewhat of a luxury to put him above others unless some especially gifted man were discovered who could also help in other ways.

It is pleasant to know that we now have a New York Office. We are awaiting with eager interest the news from the great Inter-Church Drive and other special efforts.

As ever yours,

J.L.S.

JLS;LM

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PEKING UNIVERSITY
PEKING, CHINA.

PEKING UNIVERSITY
TRUSTEES OF

JUN 1 1920

April 23, 1920.

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

Dear Dr. North:

I sent you on the date named the following cablegram in code: "Missions New York North: April 20, 1920: Government has offered Zoological Gardens, half mile outside northwest gate, at least one hundred acres, Mexican \$150,000.00; location is in every way all that could be desired; probably am drawing on you for purchase of land Mexican \$75,000.00 during the next few days, first payment."

Under the Manchus

I feel that the matter has now gone far enough for me to describe its circumstances and conditions. When it finally became evident that the place selected by Dr. Reinsch was impossible and we began trying other locations and processes, I went one day to see a very friendly old retired ~~Manchu~~ official who had held a number of high positions and has refused to have anything to do with the present corrupt ring. He is a personal and intimate friend of the President and serves as honorary adviser. He is an ardent Buddhist and a man of thoroughly respected personal integrity. He has been friendly with missionaries and sympathetic with Christian teaching for a number of years. His name is General Wang Tieh Shan or Wang Chih Hsiang. I got in touch with him through Dr. Lowry, for whom he has the greatest admiration and for whose sake he undertook to help us with the previous effort. After describing the whole problem and asking for assistance in any location that might be considered he mentioned among other places the Zoological Gardens. I told him that these would in every way be ideally what we wanted, but that it seemed utterly hopeless to talk of it. He however thought it worth while to make an effort and we determined that if we failed in this, we would consider the Old Summer Palace, now in ruins, as a second choice. He assured me that the latter could be gotten. Not to go into all the details, he reported about a week ago that a happy combination of circumstances, including the financial stringency of the Ministry of Agriculture and certain personal friendships that he had, had resulted in an offer from that Ministry to give us the Western Section, which is now an agricultural experiment station, and defunct school; the Zoo proper and the picturesque ponds and tea houses, together with the section to the East, would be reserved as a pleasure resort on the present basis. The price is

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Dr. North - 2.

considered very cheap, and of course does not at all represent the market value. We have made several trips with him and representatives of the President and of our own Board of Managers to study the situation. There is to be a meeting this afternoon of the Board of Managers to take formal action. The situation remains very tense and somewhat uncertain, but I am quite hopeful that it will go through. It happens that the man in charge of the property has it as a sinecure and being a distinguished literary graduate (chuang yuan) and a friend of the President, having discovered what we were after through an indiscreet remark of one of General Wang's subordinates, went to the President and made quite a story. Day before yesterday the President sent me a personal message offering the Old Summer Palace grounds (Yuan Ming Yuan), twelve square miles, for the same figure if we would yield the Gardens. Fortunately I had sent you the cablegram the night before and had gone to see the British Minister and Dr. Tenney, the acting American Minister, telling them of the transaction, and inviting them to a sort of announcement feast on the grounds, to which Mr. Lamont and his party had agreed to come next week. I might say that one reason for so rushing the telegram off was to be prepared for just such possibilities. This made it easier to take the position that the Government had already made a promise which we felt it necessary to hold them to. General Wang is busy now getting another position for the irate Manager of the Gardens, working through a son of Yuan Shih K'ai! Meanwhile we have invitations out for the feast and are purposely taking this plan of making the matter public. General Wang attempted yesterday to have a special interview with the President, to correct the false impression he received and get a message from him to the Ministry concerned. The agreement is also being drafted. This agreement is causing some little anxiety among the foreigners on our own Board who realize fully that in settling the matter without reference to the Trustees we are virtually assuming prerogatives of the Trustees. We feel that in view of the necessity for very prompt action you will sustain us in this but it makes us all the more anxious to be sure that your point of view is adequately represented. The Chinese process in this, as in everything else, is diametrically the opposite of the American, and as we are handling it through the good offices of a few friendly Chinese, I feel that we must do it in their way. This is to have a rather vague general statement as the initial step, to get this approved, and signed, with a small payment of earnest money, after which, with the public announcement involved in the first, it will be easy to make stipulations which cover our anxieties. The agreement is that the Government lease the property to the University for fifty years. At the expiration of that time the lease can be renewed without further payment if mutually agreeable; otherwise the University passes into the control of the Chinese but upon the present constitution and other regulations. From their stand-

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Dr. North - 3.

point this saves face. In other words, they are spared the humiliation and reproach of having sold for all time a historic piece of Government property to a foreign institution. It is the assurance that we hope the school will before many years become entirely Chinese which has led General Wang to throw himself so heartily into it and of course we do want it to become Chinese as fast as it can safely be taken over by responsible leaders of the Chinese Church. On the other hand we are intensely concerned about the maintenance of its Christian purpose and do not want it to pass into Government control or into any other hands which would weaken or destroy this definite Christian management and motive. You can rest assured that we shall not make any large payment until clauses will have been introduced which seem to absolutely guarantee this. I think that we will be as safe as any other Mission institution, the future control of which is all as yet an unsolved issue. But I am thoroughly convinced that it is best to get the transaction in general terms first before taking up these things which are to them details. They want to be able to say and to feel that they are helping an enterprise initiated by Western money and workers, but which looks forward to becoming a thoroughly Chinese institution. The fact that we can stipulate, as I feel sure we can, the Christian control, is a very significant change of attitude. Not only so, but this whole proposition opens up to my mind most attractive possibilities in the way of securing Chinese support in a very large way. It would be quite an asset.

Mr. Gleysteen or I will of course write again giving the formal agreement and explanations. This is to tell you the story to date. I have been almost holding my breath for several days in the suspense and with untoward possibilities still threatening. I might add that as a further inducement at a critical point of the discussion a day or two ago I said we would be prepared to pay \$100,000.00 cash, half of this to go to the Government and half to the special Ministry. This remark was of value in simplifying the transaction.

Now a word as to the place itself. I am sending you under separate cover a sketch of the place. The scale is inaccurate and perhaps ought to be doubled. There are in the whole enclosure 1062 mow, and we estimate the part coming to us west of the line drawn by ruler, as having not less than six or seven hundred mow. We hope that we can get further concessions to the rear, behind the ponds. General Wang thinks that when we once get located and have come into our own it will be comparatively simple to take over the entire enclosure with a small additional expenditure. The place is located far enough outside the city to give quiet and seclusion but is as near as any such place could be to one of the gates. It is further away from the Legations and their neighborhood than the place we first thought of, but is probably not much further away in time. It has a good road direct to the gate and is a very short way off the main road to Tsing Hua College and the Summer Palace. It will thus be easily accessible for

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Dr. North - 4.

tourists and visitors. There is a canal of water from the Jade Fountain running immediately outside the Northern Wall. This has attractive possibilities for water sports. There is also a station of the Peking Kalgan Railway between the gate and the Gardens and as this line now connects with the Mukden and Hankow lines, it gives us direct rail facilities for all points in China. A spur into our own compound would be of great advantage for bringing construction material and coal. The landscape features are very attractive. In the western extremity there is a very dainty Chinese pavilion and a large foreign style building used by the late Empress Dowager and Kuang Hsu. These two buildings it is stipulated will not be destroyed. The former will be at our disposal; the latter left (for the present) with a Government caretaker. Another advantage is that the place is already surrounded by a fine wall, thus eliminating that heavy expense. There will have to be some rearrangement of our building scheme, but the result ought to be a better landscape effect. I scarcely dare to think about these things until we get the deal finally through. Another reason for my cabling when I did was with the thought that this would be of assistance in the Inter-Church Drive next week. I shall cable again as soon as the papers have been passed.

Another matter which I want to write about is regarding Mr. L. M. Bocker. Since our former correspondence He has learned that a young lady in California has agreed to become his wife and he feels it necessary to go there this summer to marry and bring her out. This of course increases his cost to the University, but on the other hand it tends to stabilize him and recent letters indicate his increasing conviction that the largest service he can do for China is in connection with our Bureau. He has already made suggestions which indicate the value he can be to us. If the Presbyterian Board does not see its way clear to maintain his support I earnestly hope the Trustees will find it possible to take him over. I doubt if anything would be a better investment from the monetary standpoint. Would it not be possible also for the Presbyterian Board or ourselves to pay his outcoming expenses as though he were coming, as his wife will be, for the first time, to the field? His trip home will have to be cared for by some private arrangement out here perhaps. I have in mind talking with him when I go to Shanghai next week to the annual Meeting of the Continuation Committee, about ways in which he can secure interest and support on the Pacific Coast. It would be well therefore for our men who can do so to get in touch with him or possibly to have him make a trip East in order that the Trustees and Messrs. Luce and Wheeler can confer with him about the future.

Mr. Krause will doubtless write a covering letter regarding our Budget, so I shall not take that up today.

You will be interested to know that the student situation has again become tense. For the past few weeks I have felt

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Dr. North - 5.

again as though we were living on a volcano, which has now exploded. Our own students have shown a splendid spirit. They have held consistently to the policy of not striking and of going in for a slow, consistent program of popular education and advocacy of democratic principles, but now that the Shanghai representative gathering and Peking student Union have all voted to strike, it would be false to these very democratic principles if they voted against it. As a number of the Faculty have really been busy with this land affair, I announced yesterday morning that on that ground there would be a cessation of classes through this week, thus avoiding a direct issue. I might say that our representatives in the Peking Student Union voted against striking and were the only ones to do so, which took some courage. The students are relieved at the announcement made and hope themselves that by next Sunday or Monday something will have developed which will enable them to go on with classes without appearing to be disloyal to their fellows. It is a situation calling for tact and sympathy and is the more unfortunate in the midst of the land deal, which depends upon the friendliness of some of the very officials who are part of the Government. The President is undoubtedly a man of fine intentions and standards, but he is utterly impotent. This has become apparent even in as small a matter as our land affair. He has no actual power.

Your last letter, Serial 6, was read with thorough approval and I am trying to act in line with all that you pointed out.

Sincerely yours,

J. H. Stewart

JLS;LM

Apr. 28. A.M. This letter has been delayed by the illness & other claims of the lady who helps me by typing letters. I shall write further developments re land tomorrow if possible. But the essential facts are as described in this. Today is the day of the feast!

Copies to Luce & Mrs. Frame.

0917

*Use for
Mr. Baker*

*Please pass on to Mr. Wheeler.
Am sending a copy to Mr. Rice.*

TRUSTEES OF
PEKING UNIVERSITY
JUN 1 1920

J.L.S.

April 27, 1920.

Mr. Thomas W. Lamont,
Peking Hotel,
Peking.

Dear Mr. Lamont:

Following up our conversation of a few days ago it gives me pleasure to tell you something more in detail of our University, its plans and its problems. Herewith a copy of our first announcement, on pages 4 - 7 of which you will find some information that may be of interest. Since that was published we have incorporated a Woman's College, to have the same curriculum and standards as that for men, to be known as the College of Arts and Sciences for Women. This will remain in its present quarters until we all move to the new site and even then will probably be taught in separate classes. If at any time in the future it seems desirable to combine young men and women in the same classes our flexible arrangement will make this possible. But all technical and graduate courses will be open to women from the beginning.

Our thought is to let the Senior College more and more take the form of a wide range of vocational electives. Students can thus be specializing during their college course in their professional or industrial preparation. Of course all students will be required to take certain basal studies for general culture and moral and religious training. Our hope is that these young men and women can thus go out into places of constructive leadership in the new industrial and other developments that are coming in China, and that while equipped for such positions they may also have the Christian spirit of service and may be able to apply integrity and high purpose in their careers as well as to count for all that concerns the social, economic, political and moral welfare of this country. An institution located in the Capital of China and initiated by American generosity, with such support as Great Britain can give under present conditions, ought to be worthy of the countries we represent in its staff, equipment, and ideals, and ought to be of great service in the Christian Movement in China, which, the more I watch the various currents of life out here, the more I am convinced is the one solution for China's many ills.

You will have seen before leaving Peking the site which, through the friendly assistance of certain officials, it has been made possible for us to secure. This will give us some thing over one hundred acres at a cost of \$150,000.00 Mexican. As the grounds are already

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Mr. Lamont - 2.

was formerly a historic summer palace of one of the Manchu princes, and is very near the city, while outside the walls, it seems to combine sanitary and scenic advantages and protection from immoral and other destructions, while keeping us related to the life of the city in so far as this would contribute to the welfare of our students. Our plan is to erect a scheme of buildings in Chinese temple architecture, thus preserving the Chinese atmosphere and harmonizing with all that is best in the material appearance of this city. The buildings will be thoroughly modern in interior equipment and in every way adapted to their purpose. Our architects are Murphy and Dana of New York and Shanghai, who have had large experience in this special type of construction. The total cost, over our five-year program, amounts to something over three million dollars Mexican, though about half that would enable us to move out and begin operations in a fairly satisfactory way. I have good reason to hope that the active interest of certain leading Chinese in this city will mean that when once started we can get Chinese support in increasing amounts, and that by adding continually to the Chinese representation on our faculties, before many years the institution will become predominantly Chinese in its control. It will thus represent the best type of cooperation between America and China at a time when every influence of this sort strengthens the bond between the two countries and makes their friendship count for the salvation of this country through the development of her own resources in man power.

We already have an animal husbandry department and agricultural experiment station financed entirely by a Chinese business man of this city, who has conceived the idea through what he has seen of our work and has entrusted entirely to us to put into effect. We are hunting in America now for a Manager and his associates to start up this feature. We also have definite plans for a Department of Mechanical Engineering, another for the manufacture of leather, and a Department of Teacher training. One enterprise which appeals to me more strongly almost than anything else is a School of Journalism. The power of the Press at this stage is tremendous, but Chinese newspapers are nearly all subsidized by special interests or dominated and intimidated and do not have the confidence of the people. The editors also lack technical training. I doubt if there is any place where college men with Christian courage and ideals could exert larger influence than by going into journalism of a high order and thus moulding and making articulate Chinese public opinion. Another feature that will interest you is an Industrial Service Bureau, which is to open next autumn. A young man specially qualified for this has accepted our invitation to study industrial conditions, trade opportunities etc., partly to advise us what courses can be safely developed, partly to give our students vocational advice in view of industrial openings; partly also to be at the service of Chinese and foreign promoters of Chinese industries, the latter of whom may be glad to receive information regarding Chinese matters, the former of whom would secure a medium in which they will have confidence for securing Western technical experts, machinery, statistics, etc.

(Mr. B...
is head of
the Bureau)

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Mr. Lamont - 3.

This probably covers in the main what we have definitely planned thus far. We are hoping to have a number of new teachers come out in the near future to strengthen various departments. Our present estimated budget is about \$200,000.00 Mexican a year if we can secure the desired teachers and can carry out the various features that seem to us necessary at this stage. It is needless to say that underlying all that we have in mind is the effort to lead our students to accept Jesus Christ as their personal Master and Savior and to base their conduct and life purpose on His teachings, as the best way in which they can serve their country and realize their fullest development.)

We should greatly appreciate any assistance you could render us in America by permitting our representatives to refer to you any individuals that may be interested in contributing to our support. It is possible that you yourself may know of men who are looking for an investment of this sort, and that you could refer them to us. The Vice-President of the University, Rev. H. W. Luce, is at present living in New York, 514 W. 122nd St., and the Secretary of the University, Rev. W. R. Wheeler, can be reached at 156 Fifth Avenue.

Pardon this long letter and allow me to tell you again what a joy it has been to have a man with your outlook on life coming on the important mission that has brought you to China. With best wishes in the accomplishment of this purpose,

Very sincerely yours,

President.

JLS;LM

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March 26, 1920.

Dear Leighton:

I have not previously acknowledged your letter of January 26th with enclosures, concerning Mr. Wong in Washington. We shall try to get in touch with him when the pressure lightens up a little in our work.

I imagine Mr. Luce has written you in reply to the various matters your letters have brought to him, so I will not take them up just now.

The matter of Mr. T. T. Lew has been rather unsettled. He had decided to depend entirely on your advise when he wrote you before Christmas; your cable about that time suggested that he go to Nanking temporarily. We had gone ahead on the assumption that he might do directly to Peking and Dr. Smith had secured funds for his salary up to fifteen hundred goal. Your cable rather unsettled him and he made his plans to go to Nanking as you suggested. That with his present plan but your later letter may change his mind again. This week he has had an operation for his nose and he may be detained in this country for some weeks longer. We have the money for him to go to Peking and it would seem in some respects best for him to go there directly instead of making the shift from Nanking provided he can do this honorably in the light of his engagements there. I will let you know as soon as I can find out his determination in the matter.

In the New Era and Interchurch drives the University is on for a certain quota of the two million which the Trustees referred through the various Boards to these movements. The Congregationalists who are the most conservative and approve only of twenty thousand to be secured this year from their denominational sources, with eighty thousand in the standard budget of the Interchurch movement. The Presbyterians put us down for fifty thousand in their denominational budget and two hundred and fifty thousand in the expanded budget to be

0921

secured in the Interchurch. The Methodists, I believe did not add anything to their five hundred thousand pledge in their centenary movement. If the various drives are successful we should secure between two hundred and four hundred thousand dollars this year, according to the way in which the people respond. We are endeavoring just now to give the University ~~just as much~~ publicity in every possible way with the objective of securing just as many designated gifts as possible when the general drive is pulled off the last of April and first of May.

These totals are not as large as we would like to have the Congregational amount being especially low. The Presbyterian Board, however has given us a larger total than any other college or university in China in which it is represented and it must be remembered that this is one year out of a five year program.

Connie was glad to receive the note from your wife. She has already had her tonsils out so should not fear on that account. I think we both understand what it means to work under the handicap of illness but that is part of the cross which we will willingly carry.

I have tried to secure a picture of you for some publicity material but could not get one from the executive committee of your church. If you could send me one we could make good use of it.

I sent you recently a package of 300 copies of the leaflet which we have just gotten out. Mr. Luce recently received a number of copies of the catalogue and of the new magazine which were full of interest.

With best wishes to you both and with the prayer that what we are all trying to do at Peking will be done rightly in His sight, I am

Affectionately yours,

燕京大學
登甲廠

Office of the President

PEKING UNIVERSITY.
K'uei Chia Ch'ang
PEKING, CHINA.

TRUSTEES OF
PEKING UNIVERSITY

APR 27 1920

Mem. 28/20.

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Dear Dr. North

I regret exceedingly to be compelled to report that the site we have been trying to secure seems hopeless. I have written Wheeler in brief the reasons. At least we have the satisfaction of having used every effort. The difficulties are inherent. We shall begin tomorrow to go after another suitable location.

I shall cable you tomorrow to allow Gordon to draw up to \$1000.00 on demand. This will be for expenses, outfit, travel &c, of the man he may find as Manager. Mr. Ch'ien is paying that amount to us & you can charge this as having been remitted.

Yours hastily,

J. L. Stewart

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Serial # 7

April seven
1920

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

My dear Doctor Stuart:

Permit me to acknowledge your letter of February 21, with its enclosures.

There are no items in it, upon which I care to comment until after the Annual Meeting which comes next week. I note in the last paragraph of your letter to Mr. Luce, dated February 23, that you refer to Dr. Kean, Walter Davis Gibb and Dr. Hobart as the Methodist representatives on the faculty. You should have been advised by this time, if not before, that the Methodist Board is taking over the salaries of Mr. Dobson and Mr. Breece, and that from the point of view of that Board, Dr. Lowry is counted as in its number of men. I may say that I am not clear that we have in our Board reached the limit of our support of men for the immediate present. I am still hoping we may find ways to increase.

Nevertheless, it is necessary to remark, both with reference to Mr. Foster, Mr. Baillie, Mr. Vincent, that until we can get new and independent resources it seems impossible for us to find ways of actually putting them upon the staff of the University. Everything hinges upon the results of the drives of the Presbyterian and the American Boards in connection with the Interchurch World Movement this spring and the ability of Mr. Luce and Mr. Wheeler and other representatives of the University to secure funds from independent sources. The whole matter is one of very great difficulty and great labor. We are working at it very hard but it makes it difficult for us to act with the immediate responsiveness which we should like to be able to show to the plans and opportunities for the expansion of the University, which you are sending to us.

Let me also acknowledge your letters of March 11, with the copy of your letter to Mr. Vincent. I think you have stated the case in first-rate form though I wonder

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whether the correct impression is given when you indicate the extensive vocationalizing of the Arts College. I am sure the charter will need a broad minded leadership and although perhaps both the graduates may very well have some professional training, fitting them for particular occupations, I believe we must be careful not to narrow the course of study seriously. My own impression is, that one of the things shown by the war was the fact that American college graduates with their broad training had an unusual flexibility of mind and of ability, enabling them to fill quite a variety of positions which the emergency called for. This fact, which the war brought out for a brief intensive period, must undoubtedly be true of the whole range of contribution made by the colleges to the leadership of the country. As I have already indicated to you, I am wondering somewhat what will become of the strong body of men in a college of art which we look upon in America as the core of the student body and of the men broadly trained for public service if we over emphasize the industrial and vocational element. I have a suspicion that your mind and mine are quite in agreement on this matter and that the exigencies and opportunities of the present situation give us the emphasis upon what is after all not the total aspect of education.

I shall write more after the Annual Meeting.

With all good wishes, I am

Faithfully yours,

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JL

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April 28, 1920.

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

Dear Leighton:

Dr. Eric North, the Secretary of our Trustees, having married a wife, could not be present at the Annual Meeting on April 16, and I was asked to substitute for him, and in Dr. North's absence I am writing to you to review the events of that meeting. I am enclosing the docket, which will give you in the quickest possible way the program of the Meeting, and I will review the actions taken according to the numbers on this docket.

There were ten Trustees present, Mr. Luce and myself, and for part of the time at least, six guests -- Dr. Reinsch, Mr. Bailie, Mr. Vincent, Mr. Gibb, Mr. Barbour and Miss Margaret Hodge.

Mr. Hawkins, of the London Missionary Society, was present, having made a special trip from England.

(5) Dr. Miner, according to the action suggested, was elected Dean of the College of Arts and Sciences for Women of the University.

(6) The resignations of the following members of the staff of the North China Women's College were accepted, and the persons named were elected members of the faculty of the College of Arts and Sciences for Women of the University: Mrs. Frame, Miss Hale, Miss Lane, Miss Boynton and Miss Stahl. The resignation of Miss Crane also was accepted, and the Trustees voted to send to Miss Crane their appreciation of her services to the Women's College. Will you please see that this action reaches her?

(7) The land situation was reviewed, and it was announced that Mr. McBrier had arranged with the Irving National Bank to advance to the Trustees a loan up to \$130,000 on the endorsement of the three American Boards.

(8) No action was taken in regard to the C

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We have worked out a statement of our building program for the next two years and for the five year period according to the estimates of Mr. Murphy, and I am enclosing this. The cost seems to run 25% higher than the original estimates. There was no objection on the part of the Trustees to the question of Chinese architecture. The figures which I am enclosing have not been brought before them, but will probably be discussed at the Executive Committee Meeting next month.

(9) No action was required on the report on "Cooperation in Education in Northern China."

(10) At this point I read a report which I am enclosing on the present faculty needs of the University. This whole matter of the faculty needs for next year and the question of financing the men needed was referred to the Executive Committee with power to act. It was voted to establish a Candidate Committee "for conferring with candidates for positions upon the faculty and passing upon their papers and making recommendations for appointments to the Executive Committee." This Committee is to be appointed by the Executive Committee, which will be done at the next meeting. If we can start this Committee and get some definite policy and some method of financing the new men I think that there will be less confusion. As nearly as I can judge, one reason for lack of cooperation has been that the Managers have nominated men for positions and have sent these nominations to the Trustees without any suggestions as to how they were to be financed. Practically the only method of financing them at present is through action by the various Boards in taking more men on their quotas. Of course we must work out other ways, such as asking individuals to take over the support of a single man. But this requires time and preparation. The salary of one man really represents a capital of about \$60,000. If we can get the Boards to act, and put the salaries of the new men up to the churches, it seems a much preferable way. In either case it is rather a slow process. I wanted to put in this word of explanation because I think it may clear up a little the present situation. Please send us any criticisms or corrections of this statement of faculty needs.

(11) As you know, most colleges in China have a definite policy in regard to short term teachers, and it was voted "that the Secretary of the University be instructed to secure from other mission-are universities data as to their practice, and to obtain the judgment of the Field Board of Managers concerning a suitable policy for such short term teachers; the whole question to be referred to the Trustees for action." The general method, as you probably know, is to pay travelling expenses both ways for a term of three years for a single man with a single man's salary, and a proportionate amount of the travelling expenses if he stays less than those three years. We have had half a dozen men who wanted such short term appointments at the University, but there was no definite policy in this matter, and it seemed necessary to get the opinion of the Managers first in this connection. From my own observation at Hangchow and at Yale in China I was much impressed by the work that such short term men had done in keeping alive the college spirit, in leadership in athletics, and in other college life; and I hope that we can get this matter cleared up so that we can send you out some of these men.

This brings up an allied subject, which was not dealt with at the Trustees' Meeting, but which I should mention -- that is, the medium of instruction at the University. We questioned Mr. Gordon about that, and he wrote out a statement, a copy of which I am enclosing. This matter perhaps ought to be cleared up. Obviously, a short term teacher can not use Chinese. I should think that with the Rockefeller Medical College using English, and with the Tsing Hwa College using so much English, the pull would be in that direction -- that is, in the direction of using English as a medium of instruction rather than Chinese. The question is invariably asked us when we see possible candidates as to whether they will have to teach in Chinese, and that is another reason for asking the judgment of the Managers on this item. Of course, each new member of the faculty would have to have some work at the Language School; but that, as you know, is of value whether the individual uses Chinese in his class work or not.

(12) In regard to the salary scale for foreign-trained Chinese teachers: this question came up in relation to Dr. T. T. Lew, (who sailed on the Empress of Japan on April 28) and will keep coming up when we try to get new men of this type. There are several men here in this country that we would like to get, but it is not clear yet how much we can offer them, and just what the terms of service are. Dr. Le suggested that Chinese returned students be offered \$1,800 Mex. a year, with abhouse provided. Some universities, such as Nanking, as you know, pay as high as \$200 Mex. a month, the Chinese furnishing his own residence. Our idea was to pay the salaries of the foreigners through the Boards, and the salaries of the Chinese through the money appropriated in cash sums by the Boards or through fees received on the field. Obviously, our income will increase only after certain buildings are up, and the student body begins to enlarge. The action taken was that "the Trustees request the Managers to recommend to them a definite policy for a salary scale for Chinese returned students." \$1,800 Mex. a year and their houses I think would be the maximum, but your own judgment will be best on this matter.

(13) You can see from reading the statement in the docket on this item just where we are financially at present, at least, as far as requests by the Boards are concerned. The Interchurch Drive and the other denominational ones affiliated with it are being held this week. Mr. Luce is helping them in Pittsburgh, and I have been trying to help here in New York. We shall know after a couple of weeks just how they are coming out. When we do know the figures we can tell much more clearly where we stand.

(14) We have already had some correspondence about the current expenses, and have tried to cut down the deficit by asking the Boards to increase their quotas of men, taking over the men on the University budget, and increasing their money grants. Your own salary has not been provided for yet; and apparently the University is facing a deficit of between \$3,000 and \$5,000. It was voted that "inasmuch as the University is facing this deficit in the current running expenses, and as the report containing the final figures for the year from the Treasurer of the Managers is not yet at hand, the question of how to provide for the deficit be referred to the Executive Committee with power to act."

In this connection, I quite agree with you that

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look just right to have you join the Methodist Church. On the other hand, I do wish that in some way you could be closely related to that Church -- perhaps, as Bishop Lewis suggested, they can furnish your support from some such center as Cleveland. Eventually it would be perhaps best to have your support come from the University funds, but now we are trying desperately hard to bring the institution up on a solvent basis, and if we could secure your support from some Board or group this aim would be realized.

Speeches were made by Mr. Scott and Dr. Coucher, who had both recently returned from China, and then the matter of the Bureau of Industry was brought up before the Trustees. (Items 16 to 22) Mr. Bailie spoke in this connection, and it was voted after some discussion that the "whole question of the Bureau of Industry, and the relations of Mr. Bailie, Professor Woodworth, and Mr. Bocker to it, be referred to the Executive Committee, and that they, after consideration and investigation, formulate recommendations concerning the Bureau and the persons related to it, which shall be reported to the Trustees." This delays matters considerably, as we cannot hold a meeting of the Executive Committee for several weeks on account of Dr. Smith's absence on the West Coast and because of the Methodist conference to be held during May at Des Moines. This may mean that the Executive Committee cannot meet until June, and in the meantime this whole matter hangs fire. Mr. Bailie's expenses have been paid for his trip from the West Coast, and he will be provided for until that meeting. There is some feeling on the part of the Presbyterians against releasing Mr. Bocker from his present position for this work. Mr. Bailie stated further that the outline of the Bureau as given under item 16 does not cover his present idea of the work he wishes to start, which, after a conference with Professor Woodworth, he would like to call an Industrial University. I wish we could have gotten more definite action on the whole question, but the best we can do now is to wait for the Executive Committee meeting, which will probably be the first week in June. Two questions are involved. The first is the exact nature of the work which Mr. Bailie wants to start. It is obviously an experiment; there is no institution in the world carrying on similar work, as far as we know. The second question is the matter of the financial support for the work. We will know a great deal better what our resources are after this Interchurch Drive is over, and so perhaps we can get a better decision on both these matters in June than at the present time.

In regard to the nomination of Mr. Frank A. Foster as head of a Department of Mechanical Engineering, it was voted to refer this matter to the Executive Committee with power to act. Obviously this question is tied up with the whole policy of increase in staff and the manner of financing the new men. The issue is also involved of the advisability of starting at this time a department of mechanical engineering.

(25) In regard to "Centralized offices for Union Universities"; this matter was presented by Mr. Scott. It was voted, after some discussion which brought out the opinion that this union was not comprehensive enough to meet the present situation in China, "that Mr. Luce and Mr. Wheeler be requested to invite three representatives from each one of the higher educational institutions in China to come together to

discuss informally the question of some centralized program for carrying on in America the administrative and promotional affairs of the Chinese universities, and to see if any action should be taken." The suggestion that the three universities, Nanking, Shantung and Peking be united, with a single office for promotion, presented by Mr. Scott, came originally from our own Trustees last spring. The question was allowed to lapse, and in December we opened an office of our own, and have been on the lookout for a secretary who could carry on this work of promotion in the absence of any men from the field, just as Mr. Grant does for Canton, and Dr. Wilder for Yale in China. Under the circumstances it seemed better to call this meeting of representatives from all of the colleges and universities in China, and to get their opinions before we take any definite step. In the meanwhile, we are going straight ahead with our own work of promotion for the University. At present we are far behind all the others in staff and equipment and resources, and we must make prodigious efforts to pull up even with the others -- this, perhaps, is our chief responsibility. On the other hand, there is a great need for union, and more of a policy such as was shown in the Association of College Presidents in China last fall.

The Trustees lunched at the Aldine Club, and Dr. Reinsch was present and gave a short address on conditions in China. He spoke in the strongest terms of the opportunities before the University, especially in helping to counteract the growing tendency toward materialism among the Chinese, saying that "a Christian University in Peking well staffed and financed, would be the greatest single influence in the reorganization of China in the century immediately before us." It was voted "that the Secretary send to Dr. Reinsch the Trustees' appreciation of his presence and counsel at this meeting."

After I started this letter your cable came announcing that land could be procured outside of the northwest gate. This was good news, and we are all hoping for final details on it. If the land can be once secured one of the chief obstacles in our path will be surmounted.

You will notice in the figures for the building program that we have made some slight changes in the detailed statement which came from Murphy & Dana; for example, the amount asked for the Recitation Building has been decreased, and that asked for the Field House and Track has been increased. We are not quite clear about the Chinese residences, as in the report of Murphy & Dana it was stated that the Chinese -- that is, the returned students -- would live in the same houses as the foreigners. We have included the original estimates for houses for the Chinese at \$5,000 apiece. Perhaps this should be corrected.

One error in the original birdseye view of the buildings I notice you have already corrected; that is, that the houses of the President and of the Vice-President are placed in front of the University buildings. This was the idea of the gentleman who drew the plans, but Mr. Luce and I feel that it will be better to put these two residences near the other faculty residences instead of placing them in such a prominent place in front of the University proper.

The various enclosures which I am forwarding are under a

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separate cover. I am also sending you various publicity articles ^{on the} ~~which~~ ^{unuse} ~~have~~ ^{how} appeared in magazines.

In closing I should like to state ~~that an obligation the~~ ^{how} University owes to the work of Dr. Eric North. He could not be present at the Annual Meeting because of his wedding, which came just at that time, but you can see from the docket how skillfully he had arranged the program for that meeting. He originally undertook the office of Secretary of the Trustees with the understanding that it was to be merely a Recording Secretaryship, as it was under the former occupant, Dr. George Heber Jones, but for various reasons ^{his} work ^{has} really been that of an Administrative Secretary, and together with ^{Dr. E. L. Smith,} the real representative of the Board of Trustees. ^{He} has carried ^{out} this work in addition to his regular duties in connection with the Methodist Episcopal Board. The University as a whole owes him gratitude for all he has done for it.

There is much to be done still at this end before we get the machinery into its top notch of efficiency, but I am confident that with men like Dr. Smith and Eric North we can gradually shift from second into high speed, and with you at the wheel over there, ~~with~~ ^{what} you can do to furnish power over here, we can do our best to smash previous records in this big race in which we are at present engaged.

With best wishes to all of the members of the faculty and of the Board of Managers,

Affectionately,

WRW:W

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Serial # 8

April 30, 1920.

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

My dear Dr. Stuart:

Rex Wheeler has written you most fully and accurately concerning the actions taken at the recent meeting of the Trustees. I do not think that further comment upon it is necessary from me, except to say that the paragraphs referring to me are rather generous if not extravagant in their estimate of my share in the work and that the industrial matter is the one which is giving us the most perplexity because of the expansive ideas of Mr. Woodworth and Mr. Bailie.

Permit me to acknowledge the receipt of the following documents:

Minutes of the Executive Committee of Managers of March 1st and of March 16th.

Your cablegram concerning the land dated April 20th which gives us great delight.

Your letters of March 26, 28, and 31.

I think that there is nothing in them which needs any particular comment except to say that the arrangements for the outgoing of the "farm manager" provided for by your notification to draw a thousand dollars when needed are satisfactory and the Mr. Vincent understands perfectly and accepts quite heartily the adjusted basis which you have arranged for in Peking providing for a group of departments. He will team quite satisfactory I believe with the others in working out the program.

I note with much interest and concern what you say concerning the theological school in your letter of March 13th to Mr. Luce. It is a very serious matter and we must take it up with energy and clearness. I have no doubt that Bishop Lewis, George Davis, Ralph Ward, my Father, and others will discuss some of these subjects very thoroughly while are at the General Conference of our Church at Des Moines.

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Iowa, this month.

Mr. Luce and Rex are working very hard on the campaign in connection with the Interchurch Movement and we trust that the result will mean much for the advancement of the causes which we all have at heart.

With every good wish, I am

Faithfully yours,

EMM
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Secretary.

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0933

Letter letter 5/19/20

May 19, 1920

Reverend H. W. Luce
514 West 122d Street
New York City

My dear Harry:

The enclosed letter will give you a bit of information. I want to enlarge upon one or two matters.

Bocker is sailing probably on July third. His address will be L. M. Bocker, Care of Miss Rebekah Crabtree, 2805 Palm St., San Diego, California. Our proposal is that he, after resting a bit, marry and return to China by September or else that before his marriage he go east and be at your service for such time as you may think worth while. In either case I think it extremely important that he visit two types of people: (1), business men, chambers of commerce, etc., on the Pacific coast, to whom his plans for the bureau would be of interest, and with whom he could form contacts for mutual benefit in the future; (2), large corporations interested in the educational phase of the men in their employment. He thinks that through such contacts he may be able to get information and possibly actual assistance in technical training for the University. Most of all I want him to meet you and certain members of the Trustees in order that you can understand how the bureau project is developing in our thought and advise with him as to further suggestions or criticisms. It will mean a great deal to have you men at home know him at this stage. It is also possible that you could use him to advantage in financial work next autumn. If so, don't hesitate to keep him at home. While it would be desirable to have him start in on his language study work and local development of the bureau as soon as possible, yet nothing is more important than our money raising efforts. I earnestly hope that the Trustees will be able to pay his travel out from America on the ground that it is as though he had been found by the Trustees at home for this purpose.

You can tell Dr. North something of Gardner Tewksbury's personality. It would be a great relief to me personally to have him here next autumn to teach my Greek classes, as I am constantly interrupted and there is no one else who could take these. He has a fear that by his acceptance Donald would be cut out of coming to us or

0934

Reverend H. W. Luce---2

that we would not want two brothers. I have asked the people here about this and they are unanimous in the opinion that there is no objection whatever to having both of these young men, so we do not feel that Gardner's coming in the least prejudices the case of Donald.

write Robinson

Mrs. Ogilvie is very unhappy over the apparent delay in publishing some sort of pamphlet about her late husband. The material was sent to Dr. Robinson and he apparently has done something toward getting it into shape, but she fears that it will not be ready for summer conferences and other places where it would have been of special value. She has thought of printing something here hurriedly and rushing it home, and I was only able to dissuade her from this by promising to write you at once. She says that she will defray the cost if necessary, though she thinks that their brother-in-law in Boston would be glad to do this. I know you have been extremely rushed with the Interchurch and other matters, but pass this on to you in the hope that with Dr. Robinson's assumption of the actual work, the thing can be gotten out. It would mean a very great deal to her, even though the booklet would be given away or sold at a loss.

The Congregationalists on both sides of the Atlantic are planning, as you undoubtedly know, a big reunion in Plymouth this summer. Could you not arrange through Dr. Smith to have Peking University extensively advertised on that occasion? You probably have this in mind already. *how*

We are waiting with interest to hear the result of the Interchurch drive.

As ever,

Yours,

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PEKING UNIVERSITY

PEKING, CHINA

OFFICE OF THE PRESIDENT

May 19, 1920

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

Dear Dr. North:

R. Smith

It is with great disappointment that I must report to you that our effort to secure the Zoological Gardens finally failed. Everything seemed to indicate that our plans would be successful, although we knew from the beginning that there was sure to be opposition. The students' strike came just at the wrong time and embarrassed and angered the officials in the Central Government. The situation was aggravated by the report that Americans were responsible for the activities of the students and the An Fu party, that is, the pro-Japanese militarist clique, which is all powerful in Peking politics, decided to thwart us. The manager of the agricultural experiment station also proved more influential than General Wang thought he would be. I am enclosing a letter from Dr. Galt to me, mailed to Shanghai, while I was at the China Continuation Committee. It is quite possible that a turn in the political tides will enable us to succeed in another effort, though the consensus of opinion is that we would be kept in uncertainty possibly for a long time and always with the serious risk of ultimate failure. Nor is it probable that the Government would ever be any poorer or our official friends any more ready to help than in the recent effort. It seems best, therefore, to all concerned, to look elsewhere. We have another transaction in process, but after my repeated descriptions of promising deals, I shall not take time to go into this one until we have something more definite. It may be that you will have heard of this by cable before the letter reaches you.

The most important matter before us now is the budget. I am sending you a copy of it by this mail, and Mr. Krause is sending the official copy to the Treasurer of the Trustees. His explanations as to the mechanical arrangement and so on he has doubtless made sufficiently clear. It remains for me to comment upon the administrative aspects.

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Dr. Eric M. North----2

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(1) On page 2, item No. 12 is the one that calls for special attention from the Trustees. We should like to have you cable whether or not this can be approved, as our plans depend largely upon your action concerning this item. Please try to have the cable indicate whether the approval includes the Woman's College or not.

Separate woman
we should
budget

(2) Your letter, Serial No. 7, speaks of Dr. Lowry as one of the Methodist assignments to the University. While we are very glad to put Dr. Lowry's name on our literature as President-Emeritus, and to have him near at hand for the constant sympathy and wise counsel which he so cheerfully gives, yet from a practical administrative standpoint, it would be quite a disadvantage to count him as one of the men assigned to us. His whole time is given up to Peking Academy, in which he has been taking large responsibilities. Since writing you we had heard of the transfer of Messrs. Dobson and Breece to the Methodist Board, so this point is now clear.

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(3) The Presbyterian list is a problem. It so happens that a large number of the men we have sought to add would be normally under that Board. I have just heard that Mr. Vincent has been taken on by them in Mr. Ogilvie's place, and Baillie writes that Dr. Speer has assured him that he will not be left in mid air.

(4) Even so, we still have Mr. Bocker to account for. We can scarcely hope that the Presbyterians would include him also. On the other hand, there are few items in the budget that I personally would urge more strongly, merely as a financial advantage, than the inclusion of Mr. Bocker, to take effect with his return to the United States this summer. I have no doubt but that his connection with the University will save us a great deal of money in our construction work, and that the promotion of the bureau along the lines that we are planning will before long bring in considerably more than this item will cost us. I shall not enlarge on this now, because I earnestly hope that you will arrange to have him come east or in some way meet our men in order that you may hear from him direct how the bureau is shaping itself in our thinking. When I refer to the financial advantage in taking over Mr. Bocker, I would not, of course, make this the main reason. I simply want to point out that so far from adding to our expense, I believe he would really very much reduce our cost of building and the operation of our technical schools. I am writing Mr. Luce on this same subject.

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Dr. Eric M. North----3

(5) You will find the name of Mr. Larsen. He has been employed for three months, ending with June, in order to release Dr. Wolferz, who, as I wrote you before, has developed a mild form of tuberculosis. He will go, with his family, to Kalgan about the end of this month, and we are hoping that by taking precautions in time, he will be ready for the autumn work.

(6) This leads to the reference to a Swiss, on page 5, note 1. Dr. Philip De Vargas who is the associate of Dr. Willard Lyon in the secretarial training department of the Y.M.C.A., is a Swiss, and is very anxious to have the student organization of his country support a young man somewhere in China. He is undertaking to secure such a person, unmarried, to come to Peking University, under our support, in the hope that in a short while this would lead to the taking over of his support by the Swiss students. Entirely apart from this consideration, we need another man or woman to help in European languages, and a native of Switzerland would presumably be much better fitted for this than an American. There is the further consideration that Dr. Wolferz may not be entirely recovered in the autumn or that if we are forced to give him full work his old trouble might break out again. It would therefore be a great advantage if we could have this Swiss come out this autumn. This is the more attractive because Dr. De Vargas thinks now that he has found a suitable man. If Wolferz is able to do full work, the new arrival could give his whole time to language study. If, on the other hand, Wolferz gave signs of weakening at any time, we could put the Swiss into his classes at once. Will you therefore cable your action on this matter? "Swiss yes"-or "no" will be understood.

(7) Mr. Baillie has continued to write lengthy letters on the matters uppermost in his thoughts. You are already familiar with these and I have in previous letters expressed our belief that along with his vagaries and unrestrained imaginings there is always enough of real worth to make him a valuable man for us. I hold to the hope also that by giving him a certain authorization, he ought to be able to secure funds for his special projects and related interests to an extent which would fully justify his being included on our list. This would be the more true if the Presbyterian Board retains him. He would otherwise be on their hands and there is no place anywhere where they could place him to good advantage at present except in Peking. These considerations are already in your thoughts, so I need not speak further about him.

(8) I have, however, just heard from him to the effect that Dr. Woodworth has been released by the University of California for two years, provided his salary can be otherwise secured. We should be very glad to have Dr. Woodworth,

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Dr. Eric M. North----4

but it does not seem to me that it would be quite worth while to meet his expenses out of our regular budget. He and Baillie together might be allowed to try to do the financing of themselves and their project through special sources. When they get to China it will be our turn to deal with them. Meanwhile is there not a possibility that one or the other would appeal to men like Henry Ford, Charles Schwab and others whom our regular representatives could do very little with?

(9) Our executive committee is recommending to the Board of Managers that Mr. M. Gardner Tewksbury be taken on by the American Board and assigned to Peking University, beginning this autumn. The facts are that he had looked forward to coming to Nanking Seminary and becoming my assistant in the New Testament Department. He studied N.T. Greek with fine ability, not only to master it, but also to teach it in a fresh and effective way. My transfer here has thrown out that plan. Meanwhile the University of Nanking has been trying hard to persuade him to come there for his music and general religious work among the students. He is also being beset by two or three general agencies to give them one or two years' time. He had interrupted his first theological year by going to France, and then came out under the Interchurch Survey Department for a year. He is over twenty-seven years old and my clear conviction is that he ought to be getting down to his permanent career, whatever it is to be. He is not at all sure that this lies in a regular theological course, so that he prefers not to return to Union this autumn. From the standpoint of friendship for him I believe that we can give him a wider range for trying himself out than in any of the other positions before him, where he would have to begin again after the period was up, whereas teaching Greek, which is our call to him, would enable him to grow and have a definite subject, together with music, religious and social contacts with the students, and so on. He has about decided to accept the call, and with his rare knowledge of Chinese, his gift of intimate friendship with Chinese boys, his musical talent, his preparedness to teach Greek in Chinese and his splendid character, he would be a very great asset and we must apparently either take him now or stand a very good chance of losing him altogether. The American Board have had it in mind to take on both of the boys, so that it seems reasonable to hope that at the request of the Trustees, the finances might be handled.

(10) Mrs. Ogilvie is in a pathetic condition, and while I realize that it may not be altogether good business, yet I hope that generous treatment with her in her bereavement and her heroic struggle to carry on, will result in

*ask Board
ask for papers*

0939

Dr. Eric M. North----5

time in our having an efficient librarian who will help our boys to use the books we already possess, and hope to add, to better advantage than is usually the case in Chinese institutions supplied with English reading matter.

Took up with the spec.

(11) On page 8, the figures have been reduced as low as possible for the effective maintenance of work on our present basis. This is simply to keep things going until we get our new buildings.

property

(12) It has some bearing on number (11) to inform you that the executive committee has unanimously agreed to recommend to the Board of Managers that the YU K'ie be opened in the autumn of 1921. It is an immense relief to have the matter amicably settled. We are making a statement to this effect in our new catalogue, in advertisements, etc. It means, however, that we must look forward to accommodating a larger number of students at that time, and with that in view it would be more economical to make all these changes at the same time this summer.

Can do next summer

It only remains to assure you of our realization that expenses must be kept as low as possible, at least until the campaign in America has put us on a different basis, and that we are making every effort to this end. The matters commented on in the above would all seem to be necessary for efficient operation. There are a number of ladies needed in the Woman's College, but only numbers 1 and 2 in the Men's College, and Tewksbury might be substituted for one of those under the School of Theology. I earnestly hope that the other one will be the strongest possible Methodist that can be found. The assistant treasurer and stenographers are also urgently needed. As I wrote you before, I have found a lady willing to stay for twelve months, but should be very glad to have a permanent secretary out here in the autumn, spending her first year in language study.

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from Hudson

I note your comments regarding high grade and purely cultural college work and assure you that I absolutely agree. The vocational courses and special features are being played up because of publicity value, both in America and in China, and because we really do desire to have these features, but the heart of the college work must be along the lines that you plead for.

Very truly yours,

J. H. Sturrah

+ If Miss Heideman comes the teacher of History would be supplied for the immediate present.

Copy sent H.W.L.

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0940

May
Twenty-one
1920

TRUSTEES OF
PEKING UNIVERSITY

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

My dear Doctor Stuart:

You will be glad to know that we have in sight a very satisfactory young lady who will fill the position of secretary to you at Peking, provided the physical examination which we are arranging for her proves satisfactory. I am not yet sure when she will be able to go out but I think it will be in the mid summer or early fall. I will cable you just as soon as I know definitely concerning the prospect in this matter. She is Miss Hilda L. Hague, a graduate of Queens College, Toronto, and has had a one year course in the Simmons College of Secretarial work at Boston University and has for three years been secretary to the physician of Smith College at Northampton, Massachusetts. Miss Hague is a Canadian and a member of the Church of England in Canada. Her sister is a missionary in India under that Church. Her family are very well known people in Canada and Mrs. Frame has met her and believes she will respond very finely to the whole situation, not only to the work of the office but also to the social requirements involved.

I trust that this arrangement will go through satisfactorily. With all good wishes, I am

Faithfully yours,

EMN
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Serial # 9

May
Twenty-one
1920

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

My dear Doctor Stuart:

Mr. Wheeler has informed you that the matter of the Bureau of Industry was up before the Trustees at their annual meeting and was referred to the Executive Committee. I am sending you a copy of the Minutes of that meeting which contain the judgment of the Executive Committee. It was required, however, that this be referred to the Trustees and I am doing this by correspondence in order to get their vote upon the action taken by the Executive Committee. When that is received, I will let you know.

We still do not see how we are going to finance Mr. Barker or the other expenses of the Industrial Bureau on the basis of income at present in sight and it would seem to me desirable for Mr. Barker to make temporary arrangements at least, until say the first of October. I have the impression from his Board that he can be extremely useful in their treasurer's office in China until their regular treasurer returns.

The Executive Committee felt concerning Mr. Foster that a Department of Mechanical Engineering was a very expensive Department to set up and to maintain and if it tended to become a school, it would be much more expensive than we could at the present time warrant. We have a great deal to do to secure the land, build the buildings, and transfer the University to a new site, and must undertake no expensive or expanding operations until it is clear that that process will be satisfactorily completed and that resources are in hand for everything which should be done in that connection.

A condition of stringency is developing, owing to the efforts of the Government to decrease inflation and the financial magnates are very cautious about giving or lending

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money. The Interchurch Campaign has not proven successful in that part of its budget which it hoped to raise from friendly citizens outside the denominations; and two of the Boards related to the University have put large portions of the advance program for Peking University in that budget. The days ahead of us are by no means plain sailing or clear sailing and it may take some time to get to port; but we are pressing ahead as wisely and as steadily as we can.

I was very much shocked to receive a letter of notification that Mr. Krause had drawn on us for \$25,000 to pay off the overdraft on the Liu property. We shall have to borrow the money in order to meet this draft. The only authorization given to draw at sight was first, to draw \$30,000 last summer, of which \$25,000 was to be applied to the property, \$5,000 to current expenses; and second, the authorization for the new site. The latter is a matter that has to be handled entirely separately and we are borrowing the money to meet that when your draft shall come.

Meanwhile on the basis of the earlier authorization, Mr. Krause has drawn for current expenses steadily and we have had to draw from the property account to meet Mr. Krause's draft for current expenses. This means that there is no \$25,000 left to meet the draft which Mr. Krause has made. If we had been free to authorize you to draw beyond the amount which I had named, we should have done so but we had felt that the only thing to do was to let you decide whether you preferred to carry the loan out there, which seems to me to have been much the better thing to do and to draw on us for such current expenses as you had to, or whether to draw on us for the entire loan and then figure some way out there of meeting your current expenses. It is cheaper to carry your loan there even at a high rate of interest than to cash it in at an unfavorable rate. I will write Mr. Krause fully upon this and other matters.

Yours faithfully,

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OFFICE OF THE PRESIDENT

PEKING UNIVERSITY

PEKING, CHINA

TRUSTEES OF
PEKING UNIVERSITY

JUN 20 1920

May 27, 1920

Dr. E. M. North
150 Fifth Avenue
New York City

Dear Dr. North:

Commenting further on my letter regarding the budget, I might say that arrangements have been made for Miss Olivia Taft, a cousin of Mrs. W. T. Hobart's, now visiting her, to stay one more year in China as my secretary. As my work would not by any means take all of her time, it has occurred to us that she could be assistant treasurer, working under Mr. Krause, with whom she has been the past few months. We think that she would be able to carry both duties, and as she is an expert accountant of many years' experience in an important Chicago wholesale house, and is already familiar with the bookkeeping for the University, there is no question of her fitness. This would make it unnecessary to send out a University treasurer the coming year, unless someone were found who looked forward to going into this permanently and it was thought advisable to give him or her a year of language study first. Incidentally Miss Taft will not require any travel expense from the University. A slight reduction in the budget can thus be secured. I am still hoping that a young lady can be found to come out next autumn and study the language with a view to becoming my secretary. After another year it will doubtless be possible to keep her quite busy and it would be a very great assistance to me.

I have read with interest the docket you prepared for the annual meeting of the Trustees, and the paper on the method of securing our faculty. This method fits in exactly with my own ideas.

Very sincerely yours,

J. H. Stuart

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June 3rd, 1920

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

Dear Leighton:

Just a note to acknowledge your letter of April 21st with enclosed list of teachers whom you desire. We had already sent you on about the same date a list that we had worked out at the time of the Trustees Meeting. We are hoping for your criticism of this list and from the two we will try to secure a final statement. The big difficulty is our shortness of funds.

Harry has written you about the outcome of the Inter-church Drive. It certainly was not a brilliant success and everyone who really cares for the aims of the movement is sorry. It puts the University in a rather difficult position and will slow up our whole program but there is nothing to do but go ahead.

I have just said good-bye to Warren who was in the city for a few days. I think his trip on behalf of the college has been most worth while and I am glad to see the Southern Church is taking an increasingly strong interest in the college.

We have gotten into touch with some of your friends in your own church and are hoping that through them and with the consent of your Committee of Foreign missions which meets very soon that we can secure a continuance of your support from that church.

Please give our best wishes to the members of the faculty and to your wife.

Affectionately yours,

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TRUSTEES OF
PEKING UNIVERSITY

*Rev -
Stuckey is just
all an Am's missionary
His relations P. U. who
I have thought by there
choice not our own. See n*

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ERIC M. NORTON	
(DATE)	
JUL 27 1920	
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June 22, 1920

Rev. F. H. Hawkins
16 New Bridge St.
London

Dear Mr. Hawkins:

I have been instructed by the Executive Committee of our Board of Managers to write you regarding the case of Dr. E. J. Stuckey. We had the impression that the London Mission would be ready to continue the present arrangement beyond the end of this month, by which he gives half his time to the University and the other half to his own Mission, the Mission making this contribution to the University.

The facts of the situation seem to be briefly as follows: The present union was formed on the basis of two foreign missionaries assigned from each co-operating Board. The other societies have all added men in excess of this minimum requirement, up to six or more in the case of the Presbyterian Mission, and probably on the same scale soon with the others. There seems to be a reaction in your Mission here against educational work, and a determination not to make any more sacrifices in this direction. This attitude is apparently reinforced by a questioning of the value of union work and an emphasis on the immediate responsibilities of the Mission. The Mission being in this temper it may not be wise to make any direct request that Dr. Stuckey's time be given to the University in the future, on the same basis as the past few months, but I appeal to you in the hope that the Home Society may take action which will relieve the situation.

As you are doubtless aware from the meeting of the Trustees, we are making many requests of the American societies for additional members of the faculty and otherwise, and the Trustees are finding it exceedingly difficult to meet even our present budget. We have therefore no resources whatever from which to get Dr. Stuckey's salary for half time and would be compelled to relinquish his services unless his own Society came to the rescue. This is the more disappointing because of the fine work he has begun in the short time he has been with us. We have carefully worked out plans not only for the usual medical attention to sick students, but for thoroughgoing physical examinations of all

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Mr. F. H. Hawkins-----2

students, advising them as to food, exercise and other preventive or strengthening treatment, also similar examinations of members of the faculty, which we think may avoid much serious trouble and save the University some serious losses. A further feature which has been developed is a course of weekly lectures by the best specialists in the city on all phases of public hygiene, which was to be under Dr. Stuckey's care. It would be a very serious injury if all of this had to be abandoned, but almost more than this would be the moral effect on the members of the other societies. The American missions fully recognize that the L.M.S., owing to conditions for which it is in no way responsible, but which are really to the glory of the British nation, is unable at present to carry its proportion of the burden which must be borne if the University is to go forward. They are, therefore trying to be as generous as they can, and have no thought of asking the L.M.S. to do anything more until conditions in England become more favorable. But when a physician is already in the city peculiarly qualified for this special type of work with students and with no urgent call to any other place, it would be hard to explain to the others why the L.M.S. could not be generous to this extent, and the result would be, I fear, a certain weakening of the present extremely friendly relationship.

Thermoral effect, therefore, of this evidence of the willingness of the L.M.S. to do what it can, would, to my mind more than justify the loss of time to the Mission. As soon as Evans and Tayler return to China I plan, with their assistance, to present the whole case to the Mission's Executive Committee. Meantime we shall advance Dr. Stuckey's salary until there will have been time to hear from you, in the expectation that this will be refunded. Will you kindly cable either to the Mission direct or to me on the subject?

Trusting that we shall be able to keep Dr. Stuckey with us, and with hearty appreciation of your own active interest in the University,

Very sincerely yours,

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PEKING UNIVERSITY

PEKING, CHINA

OFFICE OF THE PRESIDENT

June 24, 1920

Rev. W. R. Wheeler
Office of Peking University
156 Fifth Avenue, New York

My dear Rex:

Thanks for the detailed report of the annual meeting of the Trustees, which I found most interesting. The outcome of the Interchurch drive is of course a keen disappointment to us, as it is to you. I wonder if it is possible to approach individuals of large wealth or Foundations in the hope of getting their interest in Peking University as in a very special sense their own undertaking. You will doubtless have this in mind and you know what the possibilities are.

quoted
I am enclosing an article which appeared in one of the local English dailies, written by a tourist who has been corresponding for Town and Country and Asia, in one or the other of which this will probably appear. You may care to reprint it with an introductory paragraph to the effect that a writer and traveller hitherto with little interest in or sympathy with foreign missions wrote this without suggestion from other sources, after seeing something of the work done in our University, which came to her as a great surprise. Her real name is Mrs. Virginia Lee Welch.

We shall reply soon on the subject raised by Luce and yourself regarding the minimum amount of construction necessary for us to move to the new site. I hope this will be in a few days.

Meanwhile a few words on one other topic raised by you, that of short term teachers. The chief advantage that one or two of these would have for us lies as you yourself suggest, in the way of arousing college spirit, promoting student activities and especially developing athletics. The work in the college is practically all done in English now except in definite Chinese courses or where a teacher thoroughly at home in that language prefers to use it in part, but any short term men need have no anxiety about being able to do all their work through the medium of English.

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Rev. W. R. Wheeler---2

Let me give you the name of Miss Ellen Swenson, Ottomwa City Hospital, Ottomwa, Iowa. She wishes to come to Peking as a stenographer and it may be worth while to get in touch with her. I am delighted to know that a young lady is coming out for me this summer. It is possible that if no man can be secured for the teacher of stenography, about whom I have written Dr. North, Miss Swenson could meet this requirement or by having Miss Hague go into this Miss Swenson could come to me.

What part of me to

With best wishes and the determination to go on hoping, both that the site which we out here have been working for so long may be secured, and that money for the buildings upon it which you people at home are working at may also be found before too long,

Yours for Peking University,

J. H. Stewart

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OFFICE OF THE PRESIDENT

TRUSTEES OF
PEKING UNIVERSITY

PEKING UNIVERSITY

PEKING, CHINA

June 24, 1920

RECEIVED BY	ERIC M. NORTH
(DATE)	JUL 27 1920
TO	REFERRER
BY	ANSWERED
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BY	FILED

Dr. Eric M. North
150 Fifth Ave.
New York City

My dear Dr. North:

Your letter Serial Number 8, has recently come to hand. We have had a long interval without any foreign mail, so the batch that has just arrived is all the more welcome.

The first matter I wish to speak of is in explanation of a cable just sent you, the text of which is as follows:

"Missions New York. North. June 23, this year. Use your best endeavors to engage a teacher of stenography on contract rate. A man prepared to teach commercial subjects preferred. All expenses will be met here. A splendid opportunity presents itself. Telegraph details."

One of the foremost American business men in China, the promoter and ~~foreign~~ head of an extensive system of banks, largely assisted by the Government, recently made the suggestion to me that we start a course in stenography. He is undertaking to secure the funds to pay the salary of a teacher and any other expenses to which we would be put over and above this. The advantage of taking him up on this proposition is that it gives one more vocational outlet for our students and will attract a very high grade of young men to the institution. Stenography in China of the grade we contemplate is a much more dignified career than it would seem in America because of the necessity for a high attainment in English before a student can take dictation and do creditable work. Our thought is to require students of at least junior college graduation and to look forward to a course extending over one or two years. Such young men can go out into positions of relatively large earning power, and with the opportunity to advance into being private secretaries and associates in their firms. A further advantage is that

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Dr. Eric M. North---2

this could well be the beginning of a School of Commerce or of Business Administration. There is undoubtedly a large opening for such a school in China and not a few people advise that Peking is the natural place for it. Mr. J. A. Thomas, the business man referred to above, seems to be of this opinion. He thinks that we could get the money locally for its promotion. If we make a go of the course in stenography, it will bring us into contact with some of the leading foreign firms in China, whose heads will be asked to support this course, and through them we can get in touch with high government officials. All this will be of value later on in promoting the School of Business Administration. Not only so, but it is a point of contact for relating the University to these constituencies.

I hope that you will approve of our course and be able to secure a satisfactory man. He ought perhaps to be a single man, as we want to keep down expenses at this stage, although I think Mr. Thomas would stand for a married man's salary on a missionary basis, if the right man showed up. Care should be taken in the system of shorthand which our man would teach, preference being given to that which can be read most easily, as the reflex process for a Chinese would be difficult. The Pitmanic systems, for instance, while very easily written, are not so easily "read back" by a good many people. The Gregg system has been suggested to me as a simpler one which meets this requirement. I understand that it is extensively used in secondary schools at home. I shall probably cable again when the arrangements are finally made.

I am sending you a copy of a letter to Mr. Hawkins which doubtless explains itself. Possibly you will care to write him on the subject.

You will be interested to know that Dr. T. T. Lew has definitely settled in Peking as a member of our faculty. I never had any serious doubt as to his doing so, but wanted him to reach his decision uninfluenced by any sense of financial obligation or other pressure from me, but a decision based upon a clear conviction as to whether he could render the largest service here or elsewhere. He has come to feel that Peking is the place where he can count most and all of us are quite happy to have so valuable an addition. I am writing Dr. Smith about the financial arrangements.

Would it be possible for the Methodist Board of Missions to take some sort of formal action to the effect that when the University moves to its new site that Board will take over certain specified sections of our present holdings at the original purchase price or at some figure to be agreed upon by those concerned? This will have the advantage of aiding

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Dr. Eric M. North---3

A further argument in favor of De Vargas is our lack of a good teacher of history. Gordon is not inspiring as a teacher. Miss Keideman is apparently not cooking, we have no one else - De Vargas would be a valuable

us in various questions of property enlargement or improvement and will also be a definite asset to be counted on when the time comes to begin building. We are given to understand that such a plan is being contemplated, but it would be quite a help to know definitely that this will be carried out. Perhaps you would prefer to refer the matter to the local Mission for specifications.

This leads to the question which our discouraging reports from the Interchurch Movement has raised in our minds, as to how long we ought to plan to stay in our present quarters. At present it looks as though this would be several years yet.

An important question has been raised by Dr. Philip De Vargas, the associate to Dr. Willard Lyon in the Secretarial Training Department of the Y.M.C.A. Owing to leave of absence of one year for health grounds, he proposes to spend the coming session in Peking and would like to help meet expenses by teaching in our University. He is admirably qualified to take French and German or certain other subjects, notably philosophy. He only asks the salary of a single man and the use of a house. We had been planning to secure a Swiss young man for the European languages, to come out this autumn and study the language, but to be ready to take Wolferz's place in the event of his present trouble not being healed or breaking out again. It was through Dr. De Vargas that this suggestion came, and our present proposal would be that the other Swiss be delayed for a year and that we use Dr. De Vargas in his stead. A further consideration is that Dr. De Vargas has been hoping that the Y.M.C.A. would locate its Secretarial Training School in Peking, in close affiliation with us. His presence and direct connection with us tends to increase the possibility of this being carried through. Our chief uncertainty is as to the chance for Wolferz's complete recovery, and the danger of a new outbreak in case he undertakes too much work next session. I am unable to form a definite opinion on the subject at present. Could you not cable us authorizing the employment of Dr. De Vargas if Wolferz's condition warrants this, and leave us to reach a conclusion on the subject toward the close of the summer, in the light of the news we get from him? We will not incur the additional expense unless there seems to be a serious risk in depending wholly on Wolferz. You will recall that he has had a touch of tuberculosis. He is now at Kalgan trying to get himself in shape.

Call

Mr. Wheeler writes that your absence from the annual meeting of the Trustees was in order to become married. Allow me therefore to offer my congratulations and hearty good wishes.

Sincerely yours,

J. H. Stewart

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