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LETTER FROM J. L. STUART-APRIL 21, 1921

*please consider
advance of Finance
Committee
E. M. J.*

The tone of your letters as to the difficulty of any financial results is verified by all we read from other sources. Even the Methodist Centenary seems to be unreliable and one after another of the things we have counted on has failed us. In view of this general situation I am coming to feel that perhaps there ought to be a shift of emphasis. Instead of straining every effort to get to the new site as soon as possible would it not be better to devote such small sums as can be counted on now to toning up our present work, supplying the necessary teachers and teaching equipment. In other words, do first class work in the class room, spend more money on books and laboratories, enlarge our dormitory accommodation, develop Sunday Services and other religious activities which have been held in abeyance while counting on the churches of the city; accept our present shabby, scattered and generally inadequate plant and settle down to stay in it until conditions improve. This is a complete change of attitude on my part and is due to the keen disappointments which we have all been experiencing. If there were no hope of carrying out the original plan of beginning construction next spring I would still argue for it, but your letters give so little reason to count on this and events have proven worse than the worst that we had feared so that some such course as this would seem to be the wiser one. I shall not comment on the disadvantages that this necessity creates. You can imagine them as easily almost as we who are more directly involved. Conditions in China are proving scarcely less discouraging. The technical courses which must be supported here are facing the same reverses. After no little effort in securing the interest of the President and two of the more important Cabinet Ministers and others in preparation for an appeal for the Animal Husbandry, just as we were ready to pull this off, there has come so serious a political disturbance that it is idle to attempt to see any of these men. The strike of the Government school teachers; the present gathering of big chiefs in Tientsin; affairs in Mongolia, Canton, etc. have combined to precipitate a crisis which the already weak central government will find it hard to weather. I have given up my trip to the south, in order to stand by and watch for opportunities. This not a time to try for much actual money in China. If we had a little more working capital, in other words, if our budget made possible the carrying out of the present program we would continue the cultivation of Chinese with a view to going after contributions when we shall have proven ourselves more worthy of support. This is another reason why it may be better for me to stay in China, at least through the autumn. Among other set-backs on this side the educational crisis has resulted in the resignation of our friendly Minister of Education which may mean canceling our registration which has all but been effected, and the more serious revolt in Shensi may put Governor Chen out of office and power and bring to nothing the expected results of my recent visit. The outlook on both sides, therefore, calls for bravery, patience and determination to stick at it in the hope that things cannot get much worse and ought to begin to improve before long. I fully realize that you men in America are having the heaviest part of this unpromising outlook or arrested progress.

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LETTER OF J. L. STUART- APRIL 21, 1921

Wheeler

*Please consider in a
view of Finance Comm*

E.W.

Meanwhile the committee in charge of the Educational Commission arrangements have elected me one of the three missionaries to serve with them. Our Executive Committee has advised me to accept even though it delays my going to America. I do not doubt that you will approve of this course: in view of what I shall refer to again regarding our general policy and outlook there would seem to be strong reasons for my continuing in China and not planning to go to America at all next Winter unless satisfactory reasons develop. If the Miller Rubber Company proposal is to be seriously presented to them I ought to be near at hand. this will probably come to a head toward the end of the year. I shall therefore secure no sailing until hearing further from you and until other things take more definite shape.

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PEKING UNIVERSITY
PEKING, CHINA.

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OFFICE OF THE PRESIDENT.

April 9, 1921.

TRUSTEES OF
PEKING UNIVERSITY

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

Dear Dr. North:

I am writing Dr. Luce and Mr. Caskey about various matters in recent correspondence or developments here, but send you a few lines in reply to letters received from you.

I am glad to know that Dr. Ralph Ward is taking up the option of the Methodist Board on our city property and trust that if this is claimed our Trustees will somehow see their way clear to underwrite the transfer and thus enable us to begin construction next spring. This seems to me the greatest single desideratum in our future program.

① The treasurer of my mission recommends that my salary be paid locally, and I imagine that this will be equally satisfactory to our Trustees. Beginning this month it will be paid in to Mr. Krause who will make the proper credits.

② Our purpose for Miss Grace Campbell is that she be the secretary to Dean Miner and serve in this capacity for other ladies on the Women's College faculty. Dr. Miner is slowly breaking down under the incessant strain of details which she seems unable to relieve herself of. A secretary would be of the greatest assistance to her; perhaps all the more, because she does not realize her need of this type of assistance. Not only so, but the other ladies would have much more time for their direct teaching and contacts with the girls if provision could be made for secretarial matters. They will also be free to do more writing to America with consequent advantage. This item should therefore come under the Women's

Proby South

*Copy this to
Mrs. Wain
2 copies*

*Note that
Miss Campbell
wrote me
3/8/21 not
now open to
offer.*

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Another possible person would be Miss Iola Van Vranken of whom you will probably have heard through the Galt family.

College. I trust that if Miss Campbell is not secured, the Committee of the Trustees in charge of this department will be able to find someone else. Miss Miner would never urge this herself but I feel that it is one of the most important points at which relief should be supplied.

③ I trust that Mr. Krause will cause no further inconvenience in the matter of drawing on the Trustees. I have spoken to him about your letter on that subject.

④ I have written Dr. Lyce on the Theological School matters. Doubtless my previous letter has corrected the mutilated cablegram. We are free now to give Dr. de Vargas a permanent call, and either he or Dr. Rawlinson could be provided for by our new friends, the other being placed under the American Board.

copy Wheeler

Other matters have I think been taken up either in previous letters to you or in those to others.

It is pleasant to be receiving letters from you again and we are grateful for the active interest you continue to take in the University problems. It is certainly a time of strain and stress at both ends. It is hard to resist the temptation to expand out here with such opportunities pressing, and still harder to discriminate between developments that we hope will aid in financial returns and those which merely add to the burden of our already big budget. We are trying, however, to realize the necessity for conservative plans and to do nothing to embarrass those of you at home who are so faithfully working for the University in the face of discouragements that it is hard for us to entirely appreciate.

Very sincerely yours,

J. H. Stuart

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ERIC M. NORTH ()	
(DATE)	
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TO REFERRED	DATE
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CABLEGRAM



"Via Commercial Pacific"

"VIA COMMERCIAL" APR 18 1921

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TELEPHONE: RECTOR 380

M. SUBJECT TO TERMS AND CONDITIONS ON BACK HEREOF, WHICH ARE RATIFIED AND AGREED TO

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(PEKING UNIVERSITY 156 5 AVE)

GNUBFGOHAH HARRIS JONES YLUKPUJXTH HENLYSMANN SIXTY EIGHT BEACON
STREET BOSTON ULCOCVAOJW IVOPFOVYEM CYEWSXYCIL

Deeply regret to convey the sad news of death from smallpox yesterday of Harris Jones. Wife wishes to inform Henry S. Mann, 68 Beacon Street, Boston. Ask him to send her \$1000 gold cabled through you.

(Haymarket 2006)

No inquiry respecting this message can be attended to without the production of this paper. Repetitions of doubtful words should be obtained through the Company's offices, and not by applying directly to the sender.

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CABLEGRAM



NO. _____ TIME _____ CHECK _____ VIA _____ 192

Send the following Cablegram conditions printed on the back

“VIA COMMERCIAL” subject to the terms and hereof, which are agreed to.

April 28, 1921

STUART PEKING

DIHPSCOOKK VYCYGARLYG OTOCCHANE G

A YSUTYMOUW MURPHY WIITJOGRAM

Cheer up! Building operations may begin next Spring. Board approves appointment Gibb. It is our desire other arrangements with Murphy. Suspend proposed action till you hear from us.

E. M. North.

TELEPHONE - SEE OVER

FULL-RATE MESSAGE UNLESS MARKED DEFERRED

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May 2, 1921

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

My dear Doctor Stuart:

Although the Annual Meeting of the Board of Trustees of Peking University took a large number of important actions there were very few final decisions made on matters related to the field, most of them being referred to smaller committees such as our Finance Committee with power to act.

One matter was the approval of the election of the five Chinese honorary advisers to the University and the approval of the purchase of suitable presents for them provided the amount thus expended does not exceed \$500, the sum thus used to be charged against the purchase price of the land. * I will try to get these letters off within a few days and will send them to you so that they can go with the presents if the presents have not yet been secured or be otherwise forwarded as you think best.

In view of the fact that the Annual Meeting of the Board of Trustees now comes regularly in April, though it may come in March according to the By-laws, I would suggest that the Board of Managers see that all matters which they desire to have before the Annual Meeting of the Trustees should be in our hands by at least the 31st of March. The budget did not arrive until some days after the Annual Meeting and we might have been stuck in approving it if I had not secured an action at the time of the Annual Meeting, authorizing a smaller group to pass on it when it came. The Finance Committee is busy with it now for submission to the Executive Committee.

* Although the vote of the Trustees specifies a sum "not to exceed \$500" they wished to suggest to you informally that \$200 be used for this purpose.

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Various questions were raised concerning the matter of the reimbursement of the University for vacancies and quotas of the cooperating Boards and that has been referred to the Finance Committee to report to the Executive Committee for decision.

You already have had my cable authorizing the beginning of building in the spring of 1922 and will receive with this a letter concerning the matter of architectural supervision. It was the judgment of the Finance Committee, to whom the matter of authorization was submitted for study, that it would be possible for us to provide, probably without the Woman's College, at least \$300,000 Mexican worth of buildings the eighteen months following Jan. 1, 1922, and that the building which the Woman's College could undertake would be in addition to that, so that we were well over the amount regarded as necessary to foresee for carrying on building at that time.

There are some very difficult matters of finance and of administration in connection with this whole program, as I think you will see from my other letter. We are in the process of working it out.

I enclose herewith a copy of the present By-laws of the Trustees and will ask your attention to the sections referring to the Board of Managers, and ask that you advise me whether the procedure indicated there correctly represents the present practice of the Managers. I am trying gradually to work for a printed pamphlet containing the Charter and Incorporation, the By-Laws of the Trustees of the Managers and of the Woman's College Committees.

I will write you at a later date when I receive the last Minutes of the Yenping College Committee concerning the questions of adjustment of relationships to them and the problems involved. This is a matter which we must work out very carefully as there are a number of interests here as well as there to be guarded. I think they can be handled without interfering with the effectiveness or unity of the administration.

Cordially yours,

JEH
JL

May 5, 1921

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

My dear Dr. Stuart:

This is an answer to Mr. Corbett's letter of March 9th and its enclosure of Mr. Murphy's letter.

This matter was committed to the Finance Committee by the Trustees, and the Committee has given very careful attention to it and the following cable was sent by their direction:

"IT IS OUR DESIRE TO (MAKE) OTHER ARRANGEMENTS WITH MURPHY. SUSPEND ACTION PENDING RECEIPT OF LETTER."

The reasons for this cable will become more clear if I indicate several points which are in the minds of the Committee:

First: The present financial arrangements with Murphy & Dana is excessively expensive in proportion to the work done. This is generally recognized by the mission universities which have dealt with that firm. It is also understood that Murphy & Dana do undertake work on the usual architect's basis of a percentage of building costs.

Second: Reports from the field indicate that Murphy & Dana have not made a success of their supervision of construction.

Third: The ability of Murphy & Dana to do general design and layout is probably as good as we can secure in the Far East.

Fourth: The change which we understand has been made in the firm of Murphy & Dana makes occasion for us to take up the question of different arrangements with them.

Fifth: With reference to the proposed Peking Branch of Murphy & Dana,

(a) The data upon building construction which the Peking Union Medical College has accumulated in under Mr. Roger S. Greene's control

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and is presumable available by his courtesy for the University no matter whom we employ.

(b) In the case of the employment of Mr. Kendall, whether his own conceptions of construction are expensive or not, Chinese contractors observing his relation to the enterprise may regard the program of the University as in the same financial class as the Medical College construction.

(c) The request in the conclusion of Mr. Murphy's letter that we undertake - on rather indefinite terms, be it noted - to make good possible losses of Murphy & Dana in establishing the branch office seems to us to be one to which we could not subscribe because such risks should be undertaken by that firm as a part of their business and because we are entirely dependent upon Murphy & Dana in estimating such losses.

Sixth: Entire success has been secured by other universities in the supervision of structural design and construction by missionary architects and the University could secure at much less cost competent supervision directly responsible to it.

In weighing these matters we have had the advice of men who have been related to building construction in Nanking, Foochow, Seoul, and the Y.M.C.A. in China, some as builders and some as executive secretaries of the institutions concerned.

The Finance Committee is of the opinion that it would be well to make a new financial arrangement with Mr. Murphy, to limit his work strictly to design and eliminate him from supervision, and to provide our own supervisors.

The Finance Committee therefore desires the Managers to work out tentatively an agreement with Mr. Murphy upon a new basis, this agreement not to become fixed until the Finance Committee in New York settle it with Mr. Murphy when he reaches here.

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The basis in outline of this agreement would be:

- (1) The services of Murphy & Dana to be secured for general architectural design, including preliminary studies, elevations, sketch floor plans.
- (2) Structural design and supervision of construction to be handled by competent trained men secured by the University.
- (3) Negotiations as to the exact basis of compensation of Murphy & Dana's future work providing
 - (a) an exact sum for layout
 - (b) a percentage for buildings.
- (4) Plans of buildings to be made only for such buildings as are authorized for immediate construction.
- (5) Settlement for work done by Murphy & Dana up to date of tentative agreement to be on the basis of the former agreement, deductions to be made from items in the tentative agreement for matters already covered by work done on the former basis.

Undoubtedly Mr. Murphy will take exception to such a basis. He will say that he must supervise the construction in order to insure the carrying out of the plans without prejudice to his standing as an architect. But he may be assured that we are more anxious than he to insure the quality of the result, and that we are competent to secure the help we need for that. He is not dealing with an unintelligent client.

If it does not seem practicable to work out a tentative basis in Peking, you are requested to ask him to estimate his costs to date on the old basis and report, and to say that we will work out the new basis on his arrival here in case he desires to continue on this enterprise. We should like to have him go on with the work in the manner indicated, but the increasing number and the developing organization of missionary architects make us less dependent on his services than we might otherwise be.

You may be assured that we will take every measure necessary to insure the success of our building operations. We have no desire to

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hamper the freedom of the Managers, but we feel that by our position here we can bring pressure which you could less easily bring, and that we could command services of competent men more easily than you.

The arrangement for Mr. Gibb is approved, and it is our thought that with full knowledge of the plans at present from the point of view of the Managers, he would be associated with personnel secured here in working out plans with Mr. Murphy.

The arrangement for Mr. Gibb's substitute is not yet taken up. Much more correspondence will be en route after a second meeting of the Finance Committee.

You will understand why the cable was neither a "yes" or a "no" to Mr. Murphy's proposition. The full statement of the case was too complicated for a cable, and we saw no harm in letting Mr. Murphy understand that we were not dependent upon him exclusively.

Kindly note again our judgment that any tentative agreement worked out in Peking should be kept inconclusive until we have had a chance to deal with it here and to make more complete our own arrangements for our own Staff.

Faithfully yours,

B.M.W.

Secretary.

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*Dr. Edward Lincoln Smith
Hotel Corrairie*

*For your information
E. M. North*

May 9th, 1921.

SUBJECT: Budget for 1921-22.

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

My dear President Stuart:

The Finance Committee has been giving prolonged attention to the budget as sent forward by Mr. Corbett on March 25th. The Finance Committee is not prepared to present this budget to the Executive Committee of the Trustees until after it has been revised by you. as it is clear to the Finance Committee that the action of the Executive Committee would be along the lines which the Finance Committee has taken as indicated below.

The following is the action of the Finance Committee:-

"VOTED: That we request the Board of Managers to revise their budgets so that expenses (not including the business department, Department of Manufacturing Arts, the Construction Account, and the Women's College) will be kept within the figure of \$76,000. local currency with the understanding that there shall be no development of new departments of work."

The Committee also took action directing the secretary to suggest to you certain possible re-adjustments in the budget to bring it within the figure named. Let me therefore present these suggestions in order and then enclose a sheet indicating in tabular form a result of this.

1. The phrase at the end of the action of the Finance Committee concerning the limitation upon the development of new work was intended to be an indication to the Managers that the expansion of new lines of activity on the part of the University should be kept to the lowest possible minimum dur-

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ing this difficult period of securing funds for the buildings at the new site. For us to add very materially to the burdens of the campaign by introducing a large additional sum for current expenses would be to imperil and make vastly more difficult the processes of raising the capital sum which we all are most anxious to secure in order that the University may be well established on its new site. The financial situation here has eased up somewhat, but it has not greatly improved and competition between many agencies seeking funds is very keen. We feel that brakes must be put on at this point, namely:- the expansion of variety of work which the University offers until we are solidly established in that which we already have and which we must do in really expert fashion if we are to justify the position which we hope to fill and the appeal which we are making.

2. For the purposes of the calculation of the budget, eliminate all items in the budget of the Women's College except the item of payment made to the University by the Women's College of the contribution toward general expenses. The financial arrangements of the Women's College at this end are entirely separate from those of the Trustees of the University and for the present should be kept so on the field. Full explanation of this matter will be given at another time. This concentrates our attention to the budget upon the 2nd, 3rd, and 4th columns.

3. Eliminate from both sides of the budget all items dealing with the cost of building operations connected with the new site. These should be handled in a separate account. I think it is our thought that the salary of the substitute for Mr. Gibb should be charged directly against the construction account and not by an change in the relation of Mr. Gibb to the Methodist Board or to his standing as one of their quota upon the faculty. This seems the simplest and most direct method. This eliminates \$6,600. local currency from each side of the budget.

4. It is our judgment that in the ^{cash} ~~statement~~ of the expenses of the Business Department the expenses and income of this Department should be eliminated entirely from the general budget and handled separately in a different statement. Superficial attention to the budget as received gave me the impression that it is expected to cover the entire cost of the Business Department from sums raised on the field, but on examination of the details of the budget I find that the budget includes \$13,000. for the Business Department with only \$10,200. to be raised on the field. It is the judgment of the Finance Committee that they cannot undertake this extra expense unless the managers are prepared to cover it in readjusting the budget within the total figure named in their action. This will eliminate from the present considera-

tion of the budget \$3,600 in the total for the salaries of the Chinese Staff; \$6,400 for the salary, rent and expenses of outgoing of C. G. Ruby; and \$3,000 for the Department of Business Training expenses. This will also eliminate on the side of income \$10,200.

5. Eliminate from the budget the salary and allowances of Dr. De Vargas. It will be possible to handle him temporarily as one of the quota of the American Board pending the arranging of additional funds for the Theological School. Donald Tewkesbury will not come out until the summer of 1922 and a vacancy is thereby made in the quota as stated on the last page of your budget statement. Furthermore, correspondence from the field has not yet indicated in any official way any arrangement made directly or indirectly with the American Board for the taking over of F. Rawlinson. It seems to me that your schedule of salaries and allowances of faculty supported by mission boards and other sources outside the budget of the University should only contain the record of what is actually the fact at the present time and that there should be attached a schedule of alterations, readjustments or additions that may be proposed.

6. There is included in the budget as presented \$13,010 for the Department of Manufacturing Arts which a supplementary statement by Mr. Vincent later raises to \$14,910. It is the judgment of the Finance Committee that what this Department may be able to do financially the coming year will depend entirely upon the ability of the Department to procure local contributions in Peking ~~and~~ such special assistance as it may be able to secure from those particularly interested in its particular type of work, except in so far as the Board of Managers may be able to include something for it within the \$76,000 named above. With the other needs of the University as extensive as they are, it is doubtful whether the Trustees can undertake so large an item for this Department. Mr. Vincent in his letter of March 29 to Dr. Luce indicates that the value of the machines and chemicals would stand as a special security to the Board of Trustees in underwriting the cost of installation. That may be true if it were necessary to liquidate the affairs of the Department of Manufacturing Arts at the end of one year. It would seem, however, rather unwise practice to regard a capital amount not in liquid form as a surety for a current expense item. The Trustees can not borrow money upon the machines and chemicals and yet they would have to have money with which to pay the current expenses indicated.

7. There also appears in the current expense budget presented to us an item of \$1,928 for the industrial service bureau. This item also appeared in the proposed budget of current expenses for last year. Inasmuch as the action of the Trustees upon this matter provided that the industrial service bureau should be financed outside of the regular income of the University and as no word has yet been received here of income available for meeting the expenses of this bureau, it would seem to us that this item would have to be set aside for separate consideration.

8. The total present current budget called for in the ninth line of figures on page 3 of the budget presented to us, obtained by adding together columns 2, 3, and 4, is \$113,851 local currency. Deducting from this the items referred to in the preceding paragraphs of this letter, the net result is \$75,915 local currency. The statement of local income as given on the first page of the budget in columns 2, 3, and 4, sums up to \$50,070 local currency. From this should be deducted \$6,600 which should be charged against the construction account and the \$10,200 to be raised locally for the business department, leaving a balance of expected local income of \$33,270. Adding to this the \$20,000 expected income from the appropriations of the Boards and \$3,000 special gift for T.T.Lew, a total of \$56,270 is reached. If the Executive Committee should be of the same mind with the Finance Committee as to the figure of the total income, there would be added to the \$56,000 I have named, approximately \$20,000 local currency more. To put it in other words, the proposal of the Finance Committee is that, ~~it~~ including the income from the Boards and the special gift for T.T.Lew, the Managers may expect from the Trustees approximately \$42,000 local currency for current expenses as indicated. If we find by the time your revised budget returns to us that we can do better, we shall certainly try to do so. You will recognize, I think, that we have not only to raise the current expenses of the University on the field but we also have to raise the current expenses of our campaign and office here upon which the building program is to be dependent.

9. On page 3 of the budget of expenses are two general items entitled "Additional Foreign Staff" and "Additional Buildings and Equipment Required." The former totals \$20,450 local currency and the latter \$11,070 local currency. With reference to the foreign staff, two things can be said, first if we find just the person for a position and at the same time find some one who is willing to guarantee the salary of that position, that member of the faculty will be provided in addition to the budget as suggested above. We cannot at this end include such a person in the regular budget until the salary is in sight. If, on the other hand, you can so adjust your current budget as to provide for the salary of any one of those persons and stay within the \$76,000 named, well and good.

10. With reference to your cablegram concerning the English teachers included in this item, I have at the direction of the Finance Committee cabled you as follows:

"ARE NOT YET ABLE TO ANSWER ENGLISH TEACHER UNTIL YOU ADJUST ESTIMATES. ONE APPROVED CONDITIONALLY."

This means that we could not insure the support of the English teachers requested unless you could find it in the budget figure of \$76,000 named; but that if you could so revise your budget as to include such a teacher, you were authorized to secure the teacher. Until the rest of it could be worked out, the teacher should be secured, I think, on a short time contract. Our cable

stated "one approved conditionally" because we believe that you could make adjustments in your budget to carry such a teacher and that the risk involved in our cable was justified, in view of the applicants whom you had available. Mr. Corbet's comments on the qualifications of teachers of English are very sound, I believe, and we shall have them in mind in ~~teacher~~ cases. You will note that if on the basis of this you have secured one of the English teachers, it will be necessary to provide for that teacher in your revised budget.

11. With reference to the additional buildings and equipment required, estimated at \$11,070 local currency, the following action was taken:

"VOTED, That in view of the importance of conserving construction funds and of the interest of the Methodist Board, we strongly advise against any additional construction of a permanent character and against the rection of any more temporary buildings or making any more repairs than may be absolutely necessary, and that we suggest to the Managers the advisability of renting such temporary quarters for additional students as may be necessary."

Again, it is our thought that if your budget of total current expenses of \$76,000 local currency can be readjusted to include some of this additional construction or repairs or alterations where that construction or alteration is absolutely necessary, then that construction can be financed. We do not see any other way in which to do it at the present time.

12. On going over some of the more regular items in the proposed budget of expenditure, it has seemed to us that the Board of Managers might find places at which reductions could be made that would enable them to do some of the additional things which they desire to do and which we would like to have them do if we can find the funds. May I suggest some of these to you?

The item for laboratory upkeep last year was \$15,000; this year it is down for \$9,167. It would seem possible to make a cut here in view of the fact that all the amount asked for last year was granted and also in view of the large expenses for scientific expenses a year or two ago.

The item for furniture is \$1,400 above that asked for and granted last year. If this is furnishings to provide for student rooms and classrooms for additional students, it would belong, would it not, under 'Additional Buildings and Equipment Required,' on the next page? While I am personally a believer in keeping library appropriations up, there might be room for some cut here.

The amount asked for hygiene equipment is \$1400. Last year the same amount was asked for and \$700 was granted. It is not

quite clear to us why the same item should be repeated in view of the fact, first, that the cost of such supplies has come down, that some of the equipment secured last year should be permanent equipment and not be in need of replacement, and also in view of the fact that the medical facilities adjacent to the University ought to make unnecessary the dispensary and infirmary expenditures called for last year and presumably repeated in this year's budget.

We note the increase of \$500 in the amount asked for the President's incidental fund but we are not inclined to reduce that.

Would it not be possible to cut down the printing and publicity item.

The travel item looks large but we presume it is meant to cover the trip of President Stuart to this country and his return. If so, it is quite justified though it may be that we can make some adjustment of it as a campaign expense though it simply means that much less for construction purposes.

From the salaries of the Chinese Staff, we have already suggested taking out the amount for the Business Training Department. We note the statement of the prospective head of the Physics Department at \$1800. It would seem to us in view of the acceptability of Mr. Corbett and his scientific work to the China Medical Board's requirements for ~~pure~~ medical scientific work that he should not devote himself to extension yet. It is highly important, we think, if we are to approach the China Medical Board for assistance on the scientific side of our work, that we should indicate to them by our practice that our standards of scientific work are high and that our efforts to maintain those standards are persistent. Furthermore, it would seem to us, not having sufficient information perhaps, that in the present situation of the University, extension work is in the nature of a luxury. You may see other points of advance in which this budget for Chinese salaries may be open to adjustment. The suggestions I have made above concerning the foreign staff on the University budget, reduce the total of that budget in the current expenses to \$3950.

13. Unless I am mistaken, there are one or two minor errors in addition in the budget which do not help us out very much when they are corrected unfortunately. Unless I am mistaken, the total income for Galt should be 4247 and not 4947; the total income for Rawlinson should be 5648 and not 5448; and the total of the budget for salaries for Chinese staff should be \$20,964 and not \$20,944. The changes at these points affect the accuracy of the totals as given on the summary sheet.

I have not at the present time opportunity to work out some suggestions for alteration in the form of the budget statement as made by the Finance Committee. It is clear, however, that it would be an advantage to us to have much more detailed information than we have received upon the items in the budget. I think perhaps some of our comments in the budget will indicate that they

were made in the absence of information which might have altered our judgment but we are dealing with the budget at a distance and we need all the light we can have. I think it would be some help to us if we could have in the budget statement indications as to the amount appropriated for the various items in the budget the year preceding.

I am writing this letter instead of Mr. Caskey because the affairs of the campaign have kept him on the road and so preoccupied that it has not been possible for him to go into the perplexing details of these administrative problems. You may be assured that we are teaming together here even at the expense of some things which ought not to suffer, in order to make sure that the program of the University goes forward.

Cordially yours,

EMM
JL

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ANALYSIS OF BUDGET SUGGESTIONS

EXPENDITURE

Current Expenses as stated
Sum of cols. 2,3,4 p. 3 \$113,851

Less Industrial Service Bureau \$ 1928.
Salary Mr. Tchoo Bus. Dept. 3600.
" Rent, Outcoming, C.G. Ruby 6400.
Current Expense Bus. Dept. 3000.
Salary, Outcoming, E.O. Wilson 6600.
Salary, Rent, Dr. de Vargas 3400.
Dept. Mfg. Arts 13010.

37,938

Net Current Expense

\$75,913

INCOME

Local Income as stated
Less Construction Acct. 6600.
Business Dept. 10200.

50,070

16,800

Net Local Income

\$33,270

Income from Trustees
Board's appropns. 20,000.
T. T. Lew, Special 3,000.
To be raised 19,730

20,000.

3,000.

19,730

\$42,730

\$76,000

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TRUSTEES OF
PEKING UNIVERSITY

May 10, 1921

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

My dear Doctor Stuart:

In the cable which I sent you a day or two ago
there was the following sentence:

"GIBB GET ALL THE INFORMATION YOU CAN
INDEPENDENTLY"

This, you will recognize, is a consequence of our cablegram
and letter to you concerning arrangements with Mr. Murphy.
If he is to deal primarily with matters of general design and
layout, it will be desirable for us to have all the independ-
ent data we can upon construction costs and upon the charac-
ter of the site and other such data as architects and engineers
would need in drawing the structural design and making the
plans for building.

We are endeavoring to secure here the services of
an experienced missionary architect of genuine success,
Mr. H. F. Black of the Mission in Foochow who is on health
leave here, to assist us in setting up our arrangements with
the architects here and in starting us technically in the
many processes that are involved. May I quote from a memoran-
dum of Mr. Black's to me, indicating the kind of data which
we think Mr. Gibb should bring with him.

"Inasmuch as the making of terms with Mr. Murphy
for their prosecution of the University architectural
work is a matter that will be commanding attention
shortly after Mr. Murphy and Mr. Gibb will arrive, it
is desirable that Mr. Gibb bring as much independent
data as possible. We would like to avoid the assump-
tion that Mr. Murphy is without question to be the

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architect for all this work and that all the data should be turned immediately into his hands. To do this is deliberately to give Mr. Murphy a great advantage over the Board of Trustees in fixing the terms for Mr. Murphy's remuneration. The Trustees have been desirous of making definite and moderate terms with Mr. Murphy for this work and the attitude to be maintained is that Mr. Murphy is employed only to make and submit to the Trustees the general layout and a bird's eye view of the grounds. If these general layouts are satisfactory the Trustees will then consider the question of making agreements for production or for further architectural drawings.

Therefore we would wish that Mr. Gibb could come to New York with as much independent architectural and building data as possible. We would like a complete set of plans of the China Medical Board Buildings in Peking. We would like such other data as the China Medical Board may be willing to give to the Peking University in the way of studies of Chinese architecture and methods of construction; such data to be delivered to Mr. Gibb as representative of the University, rather than to Mr. Murphy. We would like Mr. Gibb to make a special study of the site and its surroundings with reference to source of water supply and disposal of sewage, power plants and other surface features."

I think this indicates as clearly as anything I could say, the character of information we need to have and the more information we have, the better. It is worth noting that Mr. Small, the builder for Nanking, is here and may be able to give us some help with the working out of plans during the summer and perhaps with supervision later.

There is another class of information which we should have from you, either in person to Mr. Gibb or by correspondence. We should like to know whether there are any men from the old China Building Staff who are of missionary caliber, competent as architects or construction engineer, whom it would be desirable for us to consider as possible members of our building staff on a missionary basis. We should also like to know the qualifications of any whom it might be desirable for us to employ for short terms on the commercial basis.

It would also be worth our knowing, whether Mr. Kendall would consider at all the missionary basis and whether he would do, under the direction of the University Building Staff, work on a commercial basis if not on a mission-

any basis. If he should be at all interested in the missionary basis, and should be of the right caliber for cooperation in our kind of work, it might be desirable to have him. The gist of the matter is that we want the fullest possible information as to qualified men who might be available for our work in Peking.

I think, however, that investigation as to the possibilities of some of these men would be undertaken with a good deal of care as on the one hand we do not desire to raise any false hopes and on the other hand, I think we do not want to come to any conclusions at the Peking end of the line until we have seen how the thing works out here. For this reason, we suggested that the data you gather be sent here. Information on Kendall should perhaps come as soon as possible in order that we may not lose time in tying up some other competent person, of which there are some available at this end on missionary basis. The fact that the center of architectural activity for the next few months will be in New York City, seems to make it desirable to leave decisions in these matters to this end of the line. I sometimes wish we all lived in Peking.

I enclose an extra copy of this letter for Mr. Gibb.

Cordially yours,

MMH
JL

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CASE OF WILLIAM HUNG

May 12, 1921

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

My dear Doctor Stuart:

Dr. Luce has written you concerning the case of
William Hung.

Our thought in this matter is

1. That the responsibility for the terms upon which any Chinese joins the Staff must be carried by the Managers. We consider it decidedly unwise for us here to decide upon any salary schedule or salary for an individual, which might not agree with the basis approved by the Managers and which might not work out harmoniously in the program of the Chinese under the Faculty on the field. The case of T.T. Low was a special case, handled without reference to this principle, which I think ought to have been observed in that case also.

Mr. Hung, whom I know intimately, personally, lays down the following conditions:

- a. He does not want to teach more than ten hours a week as he wants to devote part of his time to preaching and writing. I am in hearty agreement that it is important that if he is to teach in the Theological School, he should have very intimate contact with practical religious problems in connection with the Church. "Will", as I know him, is a very capable man, rather unusually so. He is a good theorist and also practicalminded but nothing in the way of ability quite makes up for the genuine contact with people as they are and as they are trying to be.
- b. He asks for a moderate, up-to-date library of standard books and standard periodicals on the History of Christianity if he teaches that subject. I am rather interested in this because I was his instructor in The History of Christianity at Ohio Wesleyan University and perhaps gave him his start along some of the lines.

- c. His last request is for the remuneration "of an ordinary missionary which shall include a residence." He states that he has two younger brothers to support in school but feels that he ought to be able to manage it with the salary of an ordinary missionary, small as it is. He also asks for the privilege of a Sabbatical year to spend abroad.

I had some chat with Hung concerning his statement of the salary as that of a missionary. I told him that I had no objection whatever to equal support, financial or otherwise, for equal services but that I wondered whether he desired to press the question in his own case of a salary on the missionary basis unless that were an accepted principle for his Chinese colleagues in the Faculty, my feeling being that this might cause embarrassment and perhaps lack of harmony in the personal relationships there. He quite saw the point of this but he is also quite clear that he could not live in Peking on less than this at least.

It is quite clear to me that Hung is a man whom we ought to have at Peking University. For the best interests of the University, I think he ought to be given plenty of chance to grow while he is there and not be loaded too heavily with routine work or extra burdens, and I should personally welcome that principle as applied to all the younger members of the Faculty, particularly the younger Chinese group. It may cost a little more financially to carry on the University under that basis, but my judgment is that the quality of our work will more than make up for that.

It is also clear to us here that Hung will be very valuable to us in the Campaign in the fall. The experience of being addressed by a Chinese upon China's problems and University needs, is one which is very novel to an audience and which is very powerful in its affect.

I think probably it is desirable to carry out Dr. Luce's suggestion of cabling us if you approve the conditions which Hung lays down. My judgment would add further that if you desire to modify these conditions, do not hesitate to take the trouble to say so in a cable even at the extra cost. In matters of this kind, clear understandings are important.

I may add, that you may be sure that at this end we are heartily in accord with any policy that gives the Chinese positions of responsibility and leadership along with their American Colleagues and British Colleagues in the University. When you cable, please send a covering letter in order that we may be fully informed on your thoughts. The cable is not sufficiently explicit.

Cordial

P.S. I should say - what is most important - that the Financial Committee took the following action on the financial problem in this case:

VOTED: That it is our judgment that the Secretary should state to President Stuart that when we learn the terms which the Managers will authorize us to offer to Mr. William Hung, we will undertake to find his support here as an addition to the budget figure of \$76,000 local currency named by this Committee, his appointment to be subject to later action by the Finance Committee in this respect."

This we can do because of the personal friends whom Hung has made here, to whom we can appeal.

E. M. H.

Peking U

Just to Peking

May 23rd, 1921.

Dr. J. Leighton Stuart, President,
Peking University,
Peking, C h i n a.

Dear Leighton:

A copy of your letter of April 21st to Harry has just come in and in addition some wonderfully fine snapshots under separate cover. I also should acknowledge the clipping concerning the situation in Tsinan-fu from the Peking Leader, and the Peking University notes which you enclosed.

I imagine that Harry or Dr. North have written you concerning the temporary shift in my own work. As you know the suggestion has been made at various times during the past year that I give part time to the work in the offices of our Board. I think the Board felt that with Dr. Luce and Mr. Caskey on the job that after my two years of assignment to help them in this work they had a right to ask me to help in the offices here. We had some difficulty during the winter in reaching our decision concerning our return to China but on February 1st, as has already been written you, Connie and I decided finally to try it again. I received about that time several letters from our Secretaries asking if it would not be possible to give half time to work in the offices in addition to the work for the University. I wrote that I would be willing to do this with the assumption that the University work would have first claim. This did not seem wise to the Secretaries and I received another letter suggesting that I give first place to the secretarial work with the Peking University work secondary. With all the needs of the University, and with the present situation in our campaign, it did not seem to me that I ought to do this and I was on the point of writing this when a telegram came telling of the death of one of the four Senior Secretaries, Dr. A. W. Halsey, and asking in view of this, and in view of Dr. Speer's absence next year, I could not help out in the offices making Peking University one of my secondary jobs. This telegram was signed by Dr. Speer and I did not feel that I ought to say no to it. Accordingly I came on to New York and started in last week on full time in the Presbyterian offices. I am carrying the correspondence which Dr. Halsey formerly had. I wanted to get these facts to you so that you would know exactly the situation here.

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Pg.2-Dr. J.L.S.-5-23-21.

In my telegram and letter to Dr. Speer I said that I would be glad to do this with the assumption that Connie and I could return to China when it was wise to do this and that I might maintain some relation to Peking University. This will mean a full year more in America and possibly two years. On the other hand, when we do return to China we wish to make every effort to have the circumstances such that we will not have to come back to America, and I believe that if we give Connie two more years in this country the improvement in her health will justify this temporary delay.

As I understand it this work of mine will not preclude helping out in the University's affairs and campaign as much as possible provided this does not interfere with the work formerly carried by Dr. Halsey, and you can rely upon me to do everything that I can to contribute to the progress of the University. The situation is certainly brightening and I feel vastly encouraged about the whole immediate future of the University. The decision of the Methodists to buy up our property in the City, and the progress being made by the Women's College Campaign, justified the decision to authorize building to commence next year on the new site. I believe that the Women's College Campaign will have a large degree of success so that we can count eventually upon some such figure as Dr. North stated, that is \$300,000. There is some question concerning the money to be forwarded by the Rockefeller Foundation,- their grant of one for two. whether this is to be applied to the whole sum raised or merely to individual institutions on the basis of their own amounts secured. I believe that the former way is the better and am arguing that this be adopted. If it is not Yenching will need to do special work and we are advising Mrs. Frame to stay over next fall to help. Yenching has had the least publicity thus far of any of the Women's Colleges and I feel strongly that it would be wise for her to remain and to help out in the general drive which is to be put on next November. I worked with the women in Pasadena and we have a very encouraging situation there, which I think will bring real results next year. The results of this united campaign make me believe more than ever in the advisability of trying some such scheme as this for our men's universities. I will write more at length concerning this a little later. In brief my idea would be to wait until the Educational Commission returns next year and makes such a report and then in the fall of 1922 and in 1923 to plan a nation-wide campaign as the women have done, basing our aims on the recommendations of this report. You can see, of course, the necessity of impressing upon the Educational Commission the importance and value of our own institution. I have worked now for a single institution, our University, and for a united appeal, and there is no question in my mind that it

Pg.3-Dr. J.L.S.-5-23-21.

is far easier to secure the organization of committees for the united drive than it is for a single institution, but I will go into this more in detail later.

We have three of the best men in Pasadena on our local University Committee there, and I am sure that we will get some good results from this group next year.

As I have just returned to New York I will not go into the various details in your letter concerning matters of which I imagine you have already corresponded with Harry.

I have just received a telephone call from Donald Tewkesbury telling of the receipt of your letter and asking if he might not arrange his work so that he could go to China this summer. Your letter of the 21st throws some doubt on the possibility of Donald being financed by the Chinese and as he has already signed up contracts to teach next year we are assuming that it would be wise for him not to attempt to go out this summer. I believe Dr. Luce has already written you concerning this but I am writing you now to state the final decision in the question.

I think there is a general feeling here that we have gotten through the most difficult stage in the development of the University, and that if we can keep cool heads and run our race with patience that in due time we will win out.

In regard to your coming to America, there was a discussion concerning this at a meeting of the Finance Committee last week. There is a general feeling in this Committee that if you come Dr. Luce should go back to China. There are other factors also in this feeling which I do not think I ought to go into. I think Eric will write to you concerning them. On the other hand, I think it is of the utmost importance that you be in Peking during the Rockefeller visit and if possible when the Educational Commission is there, and at the Educational Conference. Harry naturally does not wish to return to China until next summer. If you were not needed in China next year you could be of most valuable service here, and I would unhesitatingly urge you to come. You can judge better than we the need for you there. I will take this letter to the next meeting of the Finance Committee when this whole question will be thrashed out. Both Dr. Luce and Mr. Caskey are out of town and will not be back for a week or ten days so

Pg.49Dr. J.L.S.-5-23-21.

that I cannot ask their opinion directly concerning this whole matter.

The decision concerning the detailed drawings and specifications for the new building has not finally been reached and I have not had time yet to go into this situation deep enough to give my own opinion. I had supposed when I left New York that Murphy & Dana would finish this work and if there were a man available in Peking such as Mr. *Bennett or Knoll* it would be the logical thing to do to employ him even though Murphy & Dana did not superintend the actual construction. Eric North, however, is going ahead on the proposition of setting up our own building bureau here and cutting loose more or less from Murphy & Dana. Doubtless he has written you concerning this. We have had an inquiry from the Murphy & Dana office and will try to reach some agreement on this subject as soon as possible.

I will try to answer other questions in your letter after seeing Dr. North.

With love and best wishes, I am

Sincerely yours,

WRW-AS.

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PEKING UNIVERSITY
PEKING, CHINA

TRUSTEES OF
PEKING UNIVERSITY

May 25, 1921.

OFFICE OF THE PRESIDENT

Dr. H. W. Luce,
156 Fifth Ave.,
New York City.

My dear Harry:

I have recently made a trip covering about two weeks' time to Tsinan, Nanking and Shanghai, partly on University business, partly to attend the annual meeting of the C. C. C. and other similar committees. Although I have been home for two weeks, I am just getting time to reply to the fine batch of letters from you and others at the home end. I shall try in this to cover the points which need immediate attention. Any matters in this letter not commented on will none the less receive attention, and you can be assured that everything mentioned is read with interest.

I cabled yesterday to suggest that you make no further efforts to secure a teacher of History, but authorize us instead to find our second teacher of English here. The reasons for this are that you seem to have had no success in securing Miss Heideman; that Mr. Burnight has specialized in this, but is not qualified for teaching English as he most keenly realizes; that he is returning to America at the end of next session; that between then and now we could probably secure a permanent man for History; and, finally, we want to stress English with the Yu Ke students from the beginning next autumn, to say nothing of toning up the English throughout the Senior College. Ralph Ward has written to us of a certain Walter E. Sikes now specializing in History at Oxford. If the Methodist Board should send him out this year, he would be learning the language next session. You might communicate with Ward and make at least a tentative request for this man.

This naturally raises the question of the Methodist appointees. Dr. Hobart is leaving on furlough, and (confidentially) it is understood that the Bishop expects to appoint him to something else on his return. He should not be counted any longer as one of their quota. Bp. Lewis says that we need not maintain the fiction of continuing to include Dr. King. This leaves from the Methodist Board Professors Dobson, Gibb, Davis and Breece, with Burnight for the coming year. I suggested to Bp. Lewis that instead of furnishing another foreigner for the School of Theology they give us William Hung and Kao Feng Shan (Garrett Institute, Chicago) each for half time, the former to be expected to develop a church for Fukien residents and teach Homiletics, the latter to give half-time to

Teacher
Eng.

History
Ralph Ward
W. E. Sikes

Dr. Hobart
Dr. King

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Kao
Hung
Sikes

promoting Sunday schools and related activities, and half-time to teaching Religious Education for us. This plan has the advantage of relating our students to practical church activities and of bringing them in touch with high-class Chinese Christian leaders. If the Methodist quota permits only of the two half-time Chinese or Mr. Sikes, I should prefer the former (i.e. Hung and Kao.) The latter, W. E. Sikes, might be listed on our General Budget.

School
of
Theology

J. F. Li
Donald
Tewksbury
Dr. Vargas
Dr. Candlin
R. K. Evans

Being on the subject of the School of Theology I shall summarize our present prospects and needs. T. T. Lew, at his own request, is to be Acting Dean for 1921-22, though as you will gather from what I have written before, it is expected that he will, after one more session, have the full title. The present arrangement pleases the Methodists and will be, we believe, a protection against conservative criticism. In addition to him we have J. F. Li in Old Testament. These two, with the two others mentioned, will give us a fine nucleus of young Chinese. I take it that in view of Donald Tewksbury's plan, de Vargas is provided for, at least through the coming session. We have recommended, as you know, that he be elected a full professor. He is one of the most valuable additions we could get. We can continue with Dr. Candlin giving half-time to teaching Theology for the immediate future, but we ought to be looking for a permanent man. R. K. Evans is back with us, but is in a serious condition, due to sleeplessness, indigestion and nervous troubles. He is now in the hospital under careful observation. It is too early yet to get a final opinion, but we ought to have some one on deck for the N. T. This situation gives added interest to your reference to Oldham. If there is any chance of getting him, by all means do so. He and Evans were the two best men in China for this supremely important department. We would have enough for both of them to do if they were working full time, but with the uncertainties regarding Evans and no prospects out here of any one else if Evans should have to drop out, I hope you will take the matter up as strongly as possible with Oldham. His address has been : C/o Robert Stewart, Esq., 4 Huntly Gardens, Glasgow, West. Hodous would be free to come the autumn of 1922. He would also be a very great addition, and we have no one attempting to handle the subject of Comparative Religion, nor any one else in sight. Rawlinson is waiting the final word from his own board before deciding whether or not to accept our call. Even if he does, it is understood that he will be free to give half-time to The Recorder. His subject will be Apologetics with special reference to the Intellectual Awakening and objections to Religion and to Christianity which are now disturbing Chinese thinkers.

Oldham.

Hodous
Rawlinson

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Andrew
Chang
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Regarding Andrew Chang I think a part-time arrangement somewhat analagous to that of William Hong will give him the training he needs and keep him in touch with us from the beginning. On the whole matter of building up the School of Theology, I am waiting eagerly for the visit of Dr. Fosdick. Meanwhile, the estimates you sent out have been approved by our faculty with the exception of the Chinese teachers' salaries, which is one we shall have to take up in a thorough way before long.

Shih A Hsuan

I met your friend Shih A Hsuan last year. He is interested in developing industrial work in Shantung as the best contribution he can make to the Christian cause. There is little probability we can get him on our staff.

The University of California will provide for Burnight for the coming session. He thinks that it is pretty well assured that they will maintain this relationship more or less permanently, which gives us a chance to plan for the man we want by that time.

Regarding Ralph S. Raven as a possible poultry-man, there is no chance of our making him an offer in the near future. The bankrupt condition of the government, which is an increasingly acute issue here, the famine situation, and recent or prospective political disturbances have made it impossible for us to get the support from the Chinese that we had counted on. Mr. Chiu, the promotor, has himself been very hard hit.

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Cotton
man.
Shensi?

I note that Reisner could help you in securing an expert cotton planter. I have written you something of the circumstances affecting this position. The salary should be as nearly a missionary's as possible, though any reasonable figure would be accepted. The nature of the work would be experimental and teaching people how to plant to the best advantage. The governor of Shensi wants his people to learn scientific cotton raising and make it the great feature of his province. The man would live in Sianfu, and could probably do most of his own work there. There are not many foreigners, and it would be rather lonely, but he would have the friendship of the highest officials of the province and every assistance they could render. Since starting to dictate this letter, however, Governor Chen has been ordered to Peking and another man appointed in his place. So we had better watch developments before going further.

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I am glad that you are sending tourists to the Manchuria Christian College. They are now definitely affiliated with us as a Junior College, although this has not amounted to

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much as yet. Mr. Miskelly is the proper man to send them to, In case of his absence, address to Daniel T. Robertson. The best hotel is the Japanese hotel, the Yamato, at the station.

*Barbour
American
Barbour
comes
wonder
gladly.*

Regarding the British - American combination that we find ourselves in, in a certain sense this is a disadvantage. The three men the L. M. S. have furnished us, Tayler, Evans and Barbour, are among the very finest we have. The last of these is, however, only nominally under them, and he could become self-supporting permanently. There is little prospect of the L. M. S. doing anything financially or making any further increase of their quota. Mr. Stevens recently asked me why I did not make it a straight American-Chinese institution, and there is much to be said in favor of doing so. Many a Chinese takes the general view of us as such, and I confess that I encourage this conception. I think you could well do the same. An American institution in the capital of China ought to captivate the imagination. It might be we could take over the two or three men whom the L. M. S. furnishes us. I should certainly recommend this course, if there were tangible evidence of sufficiently increased support at home to justify it, or an organization of American Boards with affiliated or associated British Societies which had no control.

*Europeans
no on
Board
of Trustees
here.*

Mr. Stevens and Bp. Lewis are both sailing this week, and I hope you will get in direct touch with each of them soon after their arrival. The latter has it chiefly in mind to urge the Methodist Board to claim their option on our present holdings in the city as their first contribution towards helping us begin construction next spring. He feels very keenly the urgency of our getting out to the new site as soon as possible and may be of value in pressing this matter home in any quarters that you desire. He also has in mind several very wealthy and generous men whom he would like to see as their representatives on the Board of Trustees. Talk freely with him about this, and persuade him, if possible, to take you to them or actually agitate the matter of their replacing some of those whom they now have. There is a fear out here that Bp. Lewis' health may prevent his returning to China next autumn. In this event we ought to keep in close touch with him. He is really interested in Peking University and has been successful in college financial work before. It was he who raised practically all the money that the Methodists have put into our property. We are waiting for your letter describing the changed arrangement with Murphy and Dana. We ourselves feel that the present arrangement is quite extravagant, and would prefer one by which they did our drawings and we handle the contract. We shall probably be hearing from you soon. I shall not go into further details with this today.

*Brother
Lewis*

As ever, Yours,



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燕京大學

OFFICE OF THE PRESIDENT

PEKING UNIVERSITY

PEKING, CHINA

TRUSTEES OF
PEKING UNIVERSITY

May 30, 1921.

*Mr. Hoover
Please copy and
forward to
Factor with a covering
note saying I
read the enclosed
a letter from
and hand it to
Friant.*

Dr. Eric North,
Office of Peking University,
156 Fifth Ave.,
New York City.

J. Stuart
Diet

Dear Dr. North:

I have received your letter enclosing a copy of the agreement with Mr. Jacob Friant regarding the Burt Friant Loan Fund. It would be a pleasure to carry out his wishes and to advise him from time to time of the uses to which it would have been put. Will you kindly thank him on behalf of those of us here who are trying to deal with the problems of securing a strong Chinese Christian leadership here? Personally I have been thinking especially during the past few weeks, that nothing would be of greater value to this aim than scholarships or loans which were under our control for students to profit by, independent of Mission support. I feel quite hopeful that the control of such funds would enable us to attract many a promising young man who is now being lost to the service of the Church either because he is not connected with one of our constituent Missions or any that would care to send him here, or because the school which he would be required to attend has no adequate preparation for college students, or because he prefers to be free from the binding obligations after graduation that financial aid usually means.

I hope that this fund will be increased from various sources. It is a form in which small amounts can count for a great deal.

Very sincerely yours,

J. Stuart

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TRUSTEES OF
PEKING UNIVERSITY

June 7, 1921

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

My dear President Stuart:

This is to clear with you on one or two items connected with the land matter at Peking.

First. The action of the Trustees some time ago directing the Board of Managers to sell such parts of land as they could, does not apply to the present situation in which the whole tract is being sold to the Methodist Board so that all the negotiations for the present process of sale center in the relationships between the Trustees and the Methodist Board of Foreign Missions here in New York. These negotiations are under way and I think the judgment of both sides is in favor of a Gold basis rather than a Mexican basis. You will note that this is to the advantage of the University.

It was our supposition that inasmuch as you had succeeded in buying 105 acres with \$42,000 Gold, that being approximately the amount of land necessary for the University, that the buyings would stop there. I was accordingly very much surprised to receive cable notification of a draft for \$3,000 for purchase of land. I presume this is for the President's tea garden and is designed to fill out the outlines of our property. This is all right but please don't do it again as we have to finance all our property purchases at the present time on loans at the bank and to carry interest on them, not to mention the difficulties involved in arranging for the loans from time to time. This matter Mr. McBrier has helped us with. I accordingly cabled you to make no further purchases of land without additional authorization from the Board of Trustees. I think probably the action you took was due to the fact that we had not cleared with you the conviction at this end that the \$42,000 represented the total investment in land desirable at the present time. We did not expect any further drafts on this account.

Your recent letter, dated I think April 21, indicated the desirability of your remaining in China somewhat longer than we had anticipated. After very full discussion of this matter on the part of the Finance Committee and the Executive Committee, the following action was taken:

"VOTED: That in view of the present political situation, the imminence of the building program and President Stuart's relation to the Educational Commission, it is our judgment that President Stuart should remain in China this winter but that he should look forward to coming to America in the spring or fall of 1922; and

That it is our judgment when the President comes to America, the Vice-President should be on the field."

This leads me to feel that it is all the more important that we should have very full representation of the ideas of the field concerning lay-out and needs of the University and that Mr. Gibb's mind and notebook shall be crammed full of points to be kept in mind in connection with the sketching of the plans.

I am also very anxious that Mrs. Frame should have very full and clear statements from Miss Miner so that the interests of the Woman's College can be carefully protected and thoroughly worked out in the interests of a unified scheme for the whole property, yet preserving the interests of the Woman's group.

If Gibb has not already found out, will you not have some one find out whether the University has or can secure such surveying instruments as are necessary for accurately locating foundations, i.e., transit and rod, etc.

Faithfully yours,

EMM
JL

燕京大學

PEKING UNIVERSITY
PEKING, CHINA

PEKING

OFFICE OF THE PRESIDENT

TRUSTEES OF
PEKING UNIVERSITY

June 17, 1922.

Dr. Eric North,
Board of Foreign Missions of M. E. C.
150 Fifth Avenue,
New York City.

Dear Dr. North:

Your letters regarding the budget and building matters have been duly received. Let me say to begin with how thoroughly we appreciate the spirit in which these two issues that mean so much to us out here have been handled. You can be assured that we all feel confident that the Executive and Campaign Committees of our Trustees are doing their very best they can for us. Details regarding the budget have been taken up by a small group and we shall attempt to arrange our plans along the lines indicated. This means necessarily some disappointment but we realize the exigencies of the case and agree that during the coming year or two the first emphasis should be put on the building program. We had hoped to be able to put up some temporary dormitories in view of the increased number of students we could receive if there were accommodations. We shall ask the boys to share the hardships of the situation by crowding three into one room and shall be rather rigid in the selection of applicants, both of which policies are not without their advantages.

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The only serious limitation in the teaching staff is in not being able to secure the additional man for English whom we had hoped for. This is the more tantalizing because Dr. Chase of whom I have written before remains available, and because all that we hear of him increases our hope that he may become a permanent member of the faculty and head of the Department of English. At present we have no one who could be thought of as qualified to fill that position. However, Mrs. Chase, who is acting for him, has definitely declined an invitation similar to the one we have had in mind from St. John's University, and has determined to stay on in Peking on the chance of

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燕京大學

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June 17, 1924.

Dr. Eric North,
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150 Fifth Avenue,
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Dear Dr. North:

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getting something in the National University if we must finally abandon our proposed arrangements. Meanwhile, the Board of Managers has taken action instructing me to classify our existing staff on the basis of Professor, Associate Professor, Assistant Professor, Instructor, Assistant Instructor, and in general to reorganize things on a proper academic basis, and to do this in connection with the Deans and any others desired. The final report will be submitted to the Trustees from the Managers and can probably not be forwarded for two or three months. The Deans unite with me in recommending that two of our present foreign staff be discontinued. If either one of these should be transferred before the autumn and the Board concerned would be willing to give a cash equivalent for his salary we could still have a chance to secure Dr. Chase. In addition to the reason given above why we are so eager for this, the opening of our Junior College for the first time this autumn and the general favorable attention which we are receiving in China makes it extremely important that we do not break down in this essential subject. Our thought is to stress English and Chinese in these two preparatory years as a necessary step to a better quality of work in the Senior College than has been possible hitherto. This will remove or at least reduce a contrast with other Mission Colleges which has hitherto been to our disadvantage.

On the general topic of reorganization you will find the matter discussed in my report to the Board of Managers, a copy of which is being forwarded. ~~A~~ You are aware when the union was originally effected the teachers who happened to be in the two colleges were retained, and that although they all resigned the Trustees have never acted upon the matter. The Deans and I are, therefore, assuming that they are in a state of resignation. We have tentatively worked over the whole list and graded them on a basis which makes everyone begin rather low. It will be easier to advance these individuals later or to put better men higher up than to make changes the other way. We shall send copies of this tentative schedule in a few days, but shall ask that any use of it be confined to the small group most actively interested in the University. The only two names that it seems best to discontinue are Messers Gordon and Dobson. The reasons for the former are that Mr. Chamberlain feels that his work can be maintained more efficiently and harmoniously without Mr. Gordon's connection for reasons he has given me and which I cannot but respect.

Also, because he lacks inspiration in teaching academic subjects, and in fact would not want to go back to this sort of thing after turning his thought to industrial lines. Nothing has been said to him yet and the news will be a very painful surprise. I am hoping that some other position under his Board or in secular circles can be found and he receive a call to it which we can recommend his accepting. Otherwise the obvious thing would be to have him teach English during the coming year and let Dr. Chase go. The case of Mr. Dobson is still more embarrassing because he is the son-in-law of Dr. Lowry. There is, however, ample evidence that while well qualified as to the knowledge of his subject he is not a successful teacher and contributes nothing to the general life of the institution. It is perfectly certain that the China Medical Board would not make any grant to our scientific work with him in charge of biology. The situation is the more difficult because Bishop Lewis and the members of his mission have indicated that they had no other work for him to do. During the past session he has had only seven students I believe. Possibly, the Trustees can aid us by some action to the effect that departments elected by only a small number of students might well be temporarily discontinued during this period of financial strain or combine with similar classes in the Women's College. If there are no more men than this, next autumn, Miss Lane could probably look after them. Would it be possible for you to investigate the authority upon which Mr. Dobson was originally appointed by the Trustees. The people here claim that it was without any active suggestion from the field and that they did not protest because it was done at the time when the points of difference between the two old college groups were most acute and they were trying their hardest to get together. For myself one of the first impressions I received was as to the apparent unfitness of this man for his task, although I have been trying to allow ample time to reach a definite decision and give him every chance to disprove my suspicions.

We are planning to have my report and those of the Deans printed in a little pamphlet, chiefly to be circulated among the missionaries in our immediate constituency and keep them better informed about the University's affairs. A limited number of copies will be sent to America for such distribution as you may think worth while.

Your letter regarding new arrangements with Murphy and Dana expressed precisely the ideas which had come to us and have been alluded to in previous letters of mine.

I had already written Mr. Murphy suggesting that he stay in Peking for the detailed drawings, even though later on it seemed better for him and Mr. Gibb to go to America for completing these in his New York office. Thus, on June 6 when your letter arrived I at once wrote again quoting such parts as were pertinent and giving the substance of the entire proposal, pointing out the desirability of acting as promptly as possible. No reply has been received to date, although I have since telegraphed and am doing so again today. Gibb must leave here on the 26 if he catches the "Nanking". We are inclining more and more to insist that drawings of Chinese buildings can be done more satisfactorily in Peking than in New York, and have resources both in other architects, access to the China Medical Board plans, draughtsmen of theirs now being released, consultation with our whole group as occasions arise, etc., which almost lead us to proposing that unless Mr. Murphy does stay on here for this purpose, we make other arrangements. We shall write again on this whole matter in a few days. Here again, it is worth noting that our views have coincided although there has been little chance for conference, and that only by letters. We have a number of suggestions to make regarding construction which we believe will be welcomed by you, but this too had best be presented by Mr. Gibb in person if he leaves this month.

Regarding William Hung:-Your letter on the subject expressed a policy regarding Chinese with which I am in the heartiest accord as you will see from the references in my report. We have been looking into this quite carefully during the past few weeks and the result is recommendations approved by our Board of Managers which have come from its Chinese members in consultation with our returned students. It is to me one of the most progressive and promising actions. These recommendations enable us to approve of Hung's case as a principle which would not conflict with the treatment of other Chinese. However, the Deans and I have felt that it would be better that every addition to our staff begin as an instructor, or in exceptional cases assistant professor, which would make it impossible to carry out Hung's proposals without violating the proposed new basis in the item of salary. Meanwhile, Bishop Lewis will doubtless have conveyed to you his and my joint suggestion that Hung take a church in this city for Fukien people giving half time to this and the other half to the University and that we get the half time of Kao Feng Shan, now in Garrett Institute, on a similar basis, the two counting as one additional Methodist representative. There are two ways of meeting the situation:-

*Slightly modified
from the original
report of the
Chinese.*

This letter takes him out of our regular list of teachers for the time & introduces no problem of salary or status.

1. Giving Hung the exact amount that he would get as a Methodist missionary on the ground that the new basis has not been approved by the Trustees and may not go into effect for some time, if at all. The objections of this are that our Chinese feel it is better to face the proper treatment of Chinese on the merits of the ~~man~~ ^{case} rather than by any analogy to missionaries who are temporary and unrelated to problems of Chinese church life: also, that making an exception of him ~~states~~ ^{gives} a precedent that may cause difficulties.
2. Classifying him as a special lecturer working for the Methodist Board with whom all financial arrangements have been made. In two years when we will have moved to the new site it will be very easy to determine his permanent status.

Another perplexity arises from references in Luce's letter to his fitness for financial work at home. This implies that he is not coming out this summer, in which case he could be paid from now on a missionary's salary until he comes to the field at which time it will be entirely possible to guarantee on one basis or the other that his conditions will be substantially covered. Our own feeling would be that much as we should like to have him at once it would be better to use him in the home campaign for another session. I am, therefore, cabling as follows:-

"Concerning W. Hung, conditions as laid down in letter substantially covered by our proposal (for) treatment (of) Chinese teachers generally. Terms have been agreed to. Letter with full information follows."

Very sincerely yours,

J. Highton Stewart

If after conferring with Wm. Hung it still seems necessary to comply with his exact conditions please feel free to do so. Our desire, however, is to assure him of the substance of his terms, which enabling us to inaugurate a new & consistent policy which he cannot but endorse. The salary of a missionary would be \$133.33 Silver as we estimate it & a house could be rented within a total of \$300. No copy of this letter is being sent to others, so show its contents as you deem advisable.

The original Chinese recommendations included furnishing a house. This was cut out, but the question involved was left consciously unsettled. It needs further very careful thought.

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Approved by Bd. of Mgrs.

RECOMMENDATIONS OF THE COMMITTEE ON SALARIES FOR CHINESE TEACHERS.

In appreciation of the earnest desire of the authorities of the Peking University for a satisfactory settlement of the question of proper treatment to be accorded the Chinese members of the University faculty, and in consonance with the spirit of frankness and cordiality as exhibited at the discussion of April 25th, the Chinese members of the Board of Managers at present in Peking after consultation with some of the Chinese members of the University faculty wish to make the following recommendations:-

I. That the financial remuneration for teachers should be fixed according to the following principles:-

a. The Principle of Efficiency. The salary of a teacher should be sufficiently adequate to enable him to do his work comparatively free from anxieties and to maintain his highest possible standard of scholarship.

b. The Principle of Sacrifice. Each teacher of the University should look upon the institution as furnishing the best opportunity for him to invest his life in a service of self-sacrifice.

c. The Principle of Cooperation. No efforts should be spared in removing all unnecessary distinctions between foreigners and Chinese on the faculty of the University. And the very utmost should be done in effecting a more practical basis of hearty cooperation among the faculty members in making Peking University in the earliest possible date a native and self-supporting institution of education in China.

II. That there should be a system of gradation in the academic positions as was reported by the secretary of the Executive Committee of the Board of Managers at the discussion of April 25, namely, PROFESSOR, ASSOCIATE PROFESSOR, ASSISTANT PROFESSOR, INSTRUCTOR, ASSISTANT INSTRUCTOR.

III. That the scale of salaries should be based on the academic position of each teacher as follows:-

Assistant instructor.....	\$25 to \$75
Instructor.....	\$100 to \$150
Assistant Professor.....	\$150 to \$180.
Associate Professor.....	\$180 to \$200.
Professor.....	\$200 to \$300

Note In the case of unmarried people the figures for salary may be reduced by one-half.

IV. That there should be a sabbatical year for every teacher above the rank of Assistant Professor at the end of the seventh year of service, dating from the time when he begins as an Instructor in Peking University, and that he may use it for research work or study abroad.

V. That the University should provide means as soon as possible to enable the work of each Professor to be of wider influence and serviceable to the nation as a whole through publication etc.

Respectfully submitted
(Signed) Fei Chi Hao
Li Tien Lu.

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PEKING UNIVERSITY
PEKING, CHINA

COPY DR. LUCE

*Return to
H. Luce*

OFFICE OF THE PRESIDENT

6/24/21

Dear Mr. Dobs on:

I sent you a note yesterday asking for a conference but learned that you had left for Peitaiho. It would have been much more satisfactory to speak to you face to face but I shall attempt to do this by letter rather than do you the injustice of a further delay. As I said a few days ago, the Board of Managers has taken action calling for a classification of all the members of our present teaching staff on a permanent basis. Those who were in the two original institutions are to be treated as having resigned while continuing at the request of the Trustees until the reorganization could be effected. It appears very probable that your name will not be included among those recommended to the Trustees for a permanent appointment. There is, of course, no formal and final action to report to you and cannot be perhaps for several months. I have realized for some time the possibility of such a development and have only waited to be convinced in my own mind of this to notify you in a personal way in order that you might anticipate such action if you so desired. This is the way I should want to be treated under similar circumstances. It seems to me the kindest and friendliest course and I hope you will understand these to be the reasons why I am writing now. While there would be no claim upon you to retire until the Board of Trustees will have taken action to this effect, yet if you prefer to do so in time to make other plans for the coming session I want you to be entirely free. Other arrangements can be made for your work beginning next autumn. It is perhaps only fair to add that the judgment upon which this decision has been made represents that of

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all those who have thus far expressed an opinion and is sufficiently representative of the various elements in the University to justify my expectation that it expresses almost certain action on the part of the managers. It has cost me a great deal to write you thus as well as to convince myself of the necessity to do so. I want to assure you of my personal sympathy and best wishes.

Believe me very sincerely your friend,

similar letter to S.M. Gordon

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COPY TO DR. LUCE ..

Notes
H. H. Luce

June 24, 1921.

Mr. S. M. Gordon,
Famine Relief Headquarters,
Shih Kia Chuang.

Dear Mr. Gordon:

You will recall that when the new organization for Peking University was effected all of the teachers in the two original schools resigned, but that the Board of Trustees asked them to continue teaching until a permanent basis for the new institution could be worked out. The Board of Managers at its last meeting appointed a committee to classify the teachers to be recommended by the Board of Managers to the Trustees for permanent positions. That committee has made a partial report which has been approved by the Executive Committee and is to be forwarded to the Trustees for action. It becomes my painful duty to inform you that your name was not included among those to be thus recommended. As soon as it became evident that this would be the case I began making inquiries as to some other position to which you could easily go as a pleasanter method for making the necessary transfer than by awaiting formal action. It seemed, however, to our Executive Committee that it would be kinder and wiser to inform you at once of the action as far as it has gone, on the ground that you would doubtless prefer to make your own arrangements and that by notifying you early in the season there would be a better chance for making such arrangements than if you waited until the autumn. The Executive Committee also took action to the effect that such changes as were to be made should begin with the autumn term. You can understand something of how it hurts me to write thus, and how I sympathize in the surprise and disappointment this will undoubtedly bring to you. I also want to assure you of my personal appreciation of the very hard and effective work you have put into the Department of

Animal Husbandry, and the many real sacrifices you and Mrs. Gordon have made to achieve what you have. The University can never cease to be grateful, and on behalf of all concerned I take this occasion to thank you. If I can be of any assistance in making other plans, I want to do all that I can and shall advise you of any openings of which I can hear. I am planning to go to Shansi in a day or two, returning about July 6. If there is time between trains I shall look you up and we can then or at any other time talk over future arrangements.

Believe me very sincerely yours,

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PEKING UNIVERSITY
PEKING, CHINA

June 24, 1921.

OFFICE OF THE PRESIDENT

TRUSTEES OF
PEKING UNIVERSITY

Dr. Eric North,
Board of Foreign Missions of M. E. C.
150 Fifth Avenue
New York City.

TRUSTEES OF
PEKING UNIVERSITY

Dear Dr. North:

Since writing you a few days ago I have had an opportunity to go over the constitution of the University as forwarded by you and to assure you that the present practice of the Board of Managers seems to be entirely in accord with the regulations concerning it.

There is another matter which I want to bring to your attention. Despite the instructions to make no further purchases of land we have the chance to secure a tract, at least one hundred acres in size, belonging to the old Summer Palace, bordering on the road which passes our present site and turns east towards Tsing Hua College. The negotiations for such purchase have revealed a very peculiar condition but all of us are entirely certain that although the process would be unusual our title to the land would be beyond question. It would cost us not more, and probably less, than \$24,000. Mexican. Estimating seven mow to an acre, this would be slightly over \$34. a mow. I think we could get the price down to twenty-one or twenty-two thousand. In addition we should have to pay the Imperial family a ground rental of \$357. a year or the interest on about \$6,000. at 6%. This latter item I feel almost certain could be remitted by giving some sort of recognition to the Imperial family. They have made a kind of perpetual lease to certain Manchu tenants from whom we would take over the lease but continue to pay the rental unless we were able to arrange directly with the Imperial family to the contrary. As we block out the distribution of buildings there would seem to be on our present

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holdings no adequate space for faculty homes, if the institution expands in various special features as we venture to hope it may. The land in question would be ideal for this purpose. But apart from this consideration, it would a very fine investment. Property in this whole locality is sure to increase in value and to become difficult to purchase. The cost would not be more than ten or twelve thousand dollars gold at the present rate of exchange. If Mr. Gibb is really to go to America this summer, he can state the case in further detail, but I am writing in addition on behalf of all of those at this end who have been on the committees consulted. Mr. Murphy is due here tomorrow and important developments will follow immediately.

Very sincerely yours,

J. L. Stewart

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ERIC M. NORRIS ()	
(DATE)	
7/18/21	
TO	REFERRING DATE
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BY	ASSED TO FILE DATE
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