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Stuart, J.L. 1922 Jun-Aug

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PEKING

June 7th, 1922.

To the Members of the Joint Committee from the
Board of Trustees of Peking University, and the
North American Joint Board of Shantung Christian
University

Gentlemen:-

Before my departure for China and before you will have met to consider the matter entrusted to you of the recommendations of the Educational Commission in reference to North China and those of your two Field Boards of Managers, I venture to leave with you in this form certain comments which represent my personal convictions. To what extend these are shared
Commission and by those in China respons
of these two institutions will be apparen
in your possession.

First of all, I wish to put on record my keen disappointment at the unwillingness of the two Boards of Trustees to act favorable on the proposals as they came from their respective Field Boards. Nor have the reasons advanced against those proposals seemed to me convincing. While sympathizing keenly with some of these and feeling the force of the arguments used as to various derangements and delays involved yet I cannot resist the feeling that somewhat incidental details of names, distribution of courses, denominational relations, distances, etc., have bulked disproportionately in the discussions and have obscured the basal principles and sobering facts which underlie the specific proposals. If these were realized with the same vivid anxiety as is felt by those who are dealing with the actualities on the field one cannot but believe that workable solutions could have been found for practical problems of organization and financial promotion. Fundamentally, what we in Tsinan and in Peking ask is that these principles and facts be accepted as determinative of all future educational policy in China. They are set forth at length in the Chapter on Colleges in the Commission's Report and need not be repeated here. But the North China situation should be studied in the light of the general contentions of that Report - that the Christian movement cannot and need not maintain the number of colleges and universities now in existence in China; that their continuance is

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jealously competing, understaffed, badly equipped, pretentious, needlessly expensive in proportion to the students enrolled, is weakening their effectiveness; that the inevitable consequence will be an aggravation of the present strain, struggle and exposure to deserved criticism; and that unless the Mission Boards take the initiative in insisting on drastic reforms, and do that now, the Church in China will have lost a surpassing opportunity never to be regained. Since the Report was finished the anti-Christian demonstrations have given poignant emphasis to some of its assertions, and the National Christian Conference has accentuated the need for such Chinese leadership in Church work and secular careers as can only be furnished by really creditable Christian colleges. Whatever may have been true in the past, it will no longer be good administration on the part of the Mission Board secretaries merely to distribute among the colleges as equally as possible such funds as can be secured as the best that can be done. This is not the best that can be done. It may be the simplest way to deal with local groups of missionaries, but it is not the most effective way to use funds and workers for the Christianizing of the country. A resolutely limited number of strong colleges will make a very much greater impact on the nation's life than the maintenance of the status quo. It will also win the respect of all classes of Chinese and bring the ultimate taking over of the colleges by the Chinese Church less out of reach. Nor it is pertinent to point out the millions of population in various regions nor the need some day of all those now established and more. We will accomplish more for our specific purpose by doing a less extensive bit of work well than by quantitative efforts, by giving a demonstration of good education rather than by trying to meet every local need. We western Christians are not in China to educate any more than to heal or to evangelize the Chinese people, but to build up a Chinese Christian community that will.

It is considerations such as these that have driven us on the field to the recommendations presented to you. On the behalf of those whom I attempted to represent, I earnestly urge that after careful study of the issues involved, you decide upon whatever process will seem to you best to secure the essential gains which we are striving to effect in our concrete suggestions.

In this connection, I may be allowed to express my attitude toward the proposed correlation of several Christian colleges by maintaining in this country a single office and clerical staff, and a unified promotional campaign. Personally, I am in the heartiest possible sympathy with the proposals. I believe a single higher educational mission to China to be the ideal solution. But I could only endorse the plan on two conditions:

(1) That it be inclusive. Anything less than the total program for Protestant Christian missions would lack power of appeal. The limitation to those that are unions of mission boards is a technical difference that has little if any bearing on their relationships in China. And the distinction is more apparent than real. If these institutions are to function as they should they too must adopt methods of promotion not unlike those used by the non-denominational colleges. The denominational colleges, (at present two American Episcopal, one Southern Methodist and two other very small ones near Hankow, that are almost negligible) could be included and then assigned to their respective churches.

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(2) That it be after a real reorganization which will be regarded as comprehensive and complete but with no needless duplication. A mere banding together of the colleges that now happen to exist and as they are now organized would accomplish little. In such a determination to relate each to the whole task, Peking University should be prepared to face any readjustment or limitations that may prove desirable. Personally, I should be more than ready to see it discontinued altogether if the nation-wide correlation demanded it and could thereby be achieved.

Meanwhile, as these conditions cannot, from the nature of the case, be met without many months of conference, as the universal opinion seems to be that there should be a complete Christian College in Peking, and as we are the least advanced of any college in China in our physical plant, I believe we are not only promoting our own best interests, but are preparing to fit into our proper place in the comprehensive program, by going ahead with an intensive financial comp aign, conducted in the spirit of pressing forward to success the establishment of Peking University on its new site as one essential unit of the whole task.

(Signed) J. L. Stuart.

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Olsburg, Kansas.
June 8, 1922

Mr. J Leighton Stuart

TRUSTEES OF
PEKING UNIVERSITY

Dear Mr. Stuart:-

It was nearly a surprise to me to hear that you have secured or nearly secured money for the work over there.

For some time I have been ready to leave any time but now I have been forced thru lack of funds to locate in another field of practice.

It will take me longer now to get ready to leave and if I knew for certain that the plans will go thru I could be ready by October perhaps sooner.

1209

The expiration date of my passport is Sept 22-1922. I would like to leave Sept 1st. and will try to be ready at that time if I can. However until I hear something definite I shall keep up my practice.

From what I have learned it will be best for the Canada to Land in China in October or November. That means we should leave here a month earlier than then.

It is my wish that the plans will soon materialize.

Very Truly Yours

W. P. Selleyl Jr.

(DATE)
6/13/22
TO DEFERRED DATE
BY ANSWERED DATE
BY PASSED TO FILE DATE
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TRUSTEES O
PEKING UNIVE

June 13, 1922

President J. Leighton Stuart,
Peking University,
156 Fifth Avenue,
New York City.

My dear Leighton:

This is to remind you of the matter contained in the following paragraph of the Minutes of the Building Committee of the Yenching College Committee for June 3.

"Suggested plans prepared by Mr. Hill and Mr. Gibb for the dormitories were presented to the Committee. Mr. Murphy has not seen these plans. Since there are no funds at present in hand for the building of dormitories, it is suggested that Dr. Stuart take the dormitory plans of Mr. Hill and Mr. Gibb back with him to China (there will be copies of them available in China and there are very few copies here) and discuss with Mr. Murphy on the field the entire matter of dormitory plans, sending back to the Yenching Building Committee a recommendation. There is no urgency in this matter, so that a letter with recommendation sent from China by Dr. Stuart after his consultation with Mr. Murphy will adequately meet the situation. The Yenching Committee can then reply by cable."

Unless there is one outstanding clear recommendation from the field as to what to do, it would be highly desirable that any recommendations that come, that involve choice between alternatives, should have fully laid out the elements on each side of the questions raised, such as cost of buildings, cost of

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operation, satisfactory interior arrangement, satisfactory relation to the southern exposure, possibilities of satisfactory groupings, etc.

Faithfully yours,

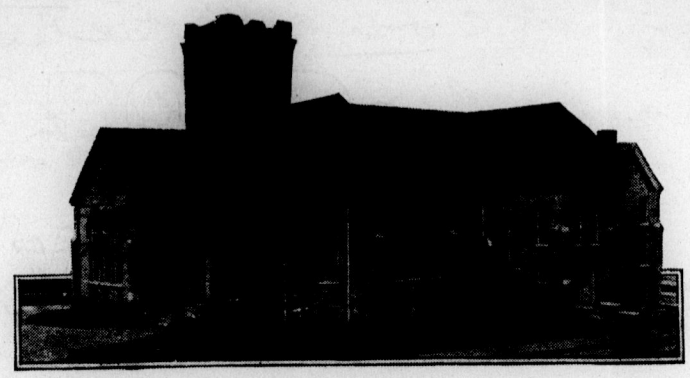
Secretary

EMN
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TRUSTEES OF
PEKING UNIVERSITY



SWEETWATER PRESBYTERIAN CHURCH
ROBERT STUART SANDERS, MINISTER
SWEETWATER, TENNESSEE

June 16/22

My dear Harry,

You will have had my night letter about Biology. It looks as though Ing has failed us. I cannot imagine why. Gee seems our best chance. William Hung may know of a good Chinese. In addition to the suggestions of Harris & Miss Perin, there is a man in the First Meth. Church, Baltimore, who is in the card-index. He may be available. The pastor there could put you in touch with him.

If it becomes necessary for me to attend to any developments in Pittsburg

or elsewhere, I could return east from Indianapolis, but must in any case leave Chicago the night of the 25th. Address: Lincoln Hotel, Ind-

I hope you are not finding much to worry with these hot days. I have been doing little but visiting relatives & giving a few talks. Am here overnight & going on to Knoxville tomorrow morning.

Yours for Teaching

J. L. S.

SWEETWATER PRESBYTERIAN CHURCH
ROBERT STUART SANDERS, MINISTER
SWEETWATER, TENNESSEE

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We are enclosing you last letter we received from th Hodge Boiler Co and it expresses their sentiment, this is also in line with the conversation that the writer had with Mr. Lynch while he was att the factory, he stated however in as much as they agreed to give you a boiler that they would live up to their word.

Enclosing copy of a letter we wrote to the nearest agent of the Dollar Steamship Co and we havent' had any answer to our letter, therefore nobody seems to care to take the responsibility of making these shipments, and the Hodge Boiler Co stated that they will not advance any money for insurance shipping charges, therefore it seems as though you will have to make some definite arwangements with your New York connections to advance the money for all the necessary forwarding charges, all also we ought to receive a letter from the Dollar Steamship Co authorizing John S. Emery & Son of Boston to accept the Shipment of the Dollar Steamship Co according to whatever agreement you had with the President.

We regret the long delay and the disappointment that this delay will cause Mr. Vincent in particular, but it involves a great deal more responsibility than it first appeared therefore in order to carry this project thru' it will be necessary to have someone advance the forwarding charges, and have definite and positive assurance from the Steamship Co that they will accept those shipments.

When taking up the question with the Hodge Boiler Co, we wish you would send us a copy of the correspondence so that we would know what you have written to them in case they should call upon us.

Note by a recent report that Mr. Mc Grath Sr, died in China a few months ago.

With kindest regards, we are

Very truly yours,
J W AULSON & SONS INC

Per Philip G. Aulson.

PGA/M
Enc. 's

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June 25,1922

President J. Leighton Stuart,
Steamer, "Empress of Canada,
Sailing June 29,
Vancouver,B.C., Canada.

My dear Leighton:

Dr. Luce has given me your letters and the letter from Prof. Porter concerning the history matter. I am glad to have this word from you and hope you will be able to dash off a few lines in response to this letter in order that I may know your judgment as to how best to proceed.

I much regret your embarrassment with the Bishops in Indianapolis. They are very difficult to line up on any proposition though I think it would have been easier sailing if there had not been, as is apparent, other memorials under consideration. I know Bishop McDowell personally and when I have opportunity will try to touch him up on the matter. I think it not unlikely that you may have received the backwash of some rather stormy sessions of the meeting.

I do not, however, think that the "Methodists need to be made to realize that they have got to do their full share in the Peking University Building program." Up to a few months ago, Methodist Contributions to the University totalled $30,000 more than that of any of the other Boards and to judge our intent by financial difficulties that are affecting the entire Church and therefore do not give us immediately the income which we need to do the things for the University which we need to do and intend to do, would hardly seem to me to have adequate ground.

The matter of a salary for Dr. Luce and of the salary for William Hung have now been satisfactorily ~~been~~ straightened out. It has been decided not to authorize the beginning of a second dormitory at the present time but to hold the Finley

Estate gift to protect the loans necessary for campaign expenses until we shall have enough from campaign in hand to take care of that item.

You may be assured that I will do everything I can to forward building operations.

There are a number of items to be covered by readjustment of the Budget and if I can not get it worked out and into this letter, I will send to Peking an indication of the restatement of the Budget which we desire in order that we may know where we are coming out. It is important that we should have full and complete understanding here of what the items and processes are at every point, for unless we have - I, for one, would find it difficult to urge upon the Trustees the propositions of the field.

With reference to the matter of the Biology vacancy, we cabled to Mr. Gee and have this response:

"Plans impossible until arrival America."

What, therefore, shall we do when he arrives in America and from what basis do you propose to support him? With the Budget in the form in which it now is, it is impossible for me to tell whether the vacancy contains sufficient funds to take care of Prof. Gee; furthermore, is this to be a temporary or permanent position, will he go out as a missionary, will his age and his Soochow dialect make it inadvisable to offer him a permanent appointment.

We have finally decided to send out H. D. Harris who may be able to do something in Biology. A letter from him and a very good letter, indicated that the situation in Southern California we such that it was impossible to hold the interest without making the appointment and it is our thought that he would be useful to the Methodist Board after the three year period. We will make the necessary arrangements for sending him out. I presume he will arrive on the field in time for work in the fall.

I do not know whether Miss Perrin could teach Biology or not; she is better fitted, probably, for the history difficulty of which Pruter has written.

No final indications have come as yet concerning Mr. Adams and in view of the Drawbacks of Mrs. Frame, ~~will probably be Dean~~ with all those responsibilities and the fact that both Hung and DeVargas will be away, it may be advisable to make a short-time arrangement with Miss Perrin. I shall at once undertake correspondence with her and desire advice from you as to what adjustment you think can be made to provide for her, with specific indication as to what charges will need to be met and their extent. If I find that Miss Perrin is ready to go for one

or two years and that the expense to the University would be perhaps under $500 a year, necessary steps might be taken to send her out if you approve.

I am somewhat puzzled to know where we are coming out financially on all these readjustments. Let me run over them. I assume first that Dr. Chase is fully covered by the vacancy in the Presbyterian quota.

2. That Beckers salary is to be covered by the vacancy in the Presbyterian quota but he will probably go out not under the Presbyterian Board but under the University. I believe that the back income on the vacancy which he fills may be able to take care of his travel. He says, however, that he will need to do his work, about $100 Mex. more for office work, etc. This I will have to leave to you to work out, studying the arrangement for his work on the field. I anticipate, however, that we will get some word from you as to a supplementary budget and as soon as I can, I will send the forms on which I want that worked out for a clear understanding to you in China.

3. Adams will be taken care of as to salary by Porter's salary. Whether there will be a surplus, or not, I do not know. Dr. Barton indicated in conversation yesterday that he recognized six as the American Board quota but that he reckoned in that quota all the men who were supported from American Board sources such as Lucian Warner and F.T.Lew.

4. Miss Konants is covered by vacancy in the Methodist quota though at a later time we may have to budget for a share of her outgoing which may have to come back upon the University.

5. Mr. Ruby will be covered by the remaining vacancy in the Methodist quota.

6. You are using the salary of Mr. Chao to cover some Chinese personnel. I do not know whether this salary was included in the amount budgeted for in the budget sent from the field, or not; if it is not included in the amount budgeted for, you would be justified in drawing $3,000 Mex. on this item in addition to the budget. Otherwise, the general draft on the budge t will cover it.

7. The loss in exchange with the salary of H. V. Harris will cost us $1700 gold per year which should be in the three years about $900 with which to cover his outgoing. Perhaps a proportion of his return though it is understood that if he is taken over at the end of three years by a Mission Board, his return will be cared for by them.

8. How is Mr. Chamberlain to be covered?

9. How will you take care of any balance needed on Miss Perrin.

12 19

The matter of the campaign is now cinched as the contract has been signed and the first fee paid.

I hope when you return you will make liberal use of Miss Hague to keep me informed. It is much easier to keep things on the track if I have direct word from you than if it comes in any round-a-bout way. And now may you have a fine trip over and find many hopeful developments awaiting you in Peking. If you need to purchase the tea garden, send us some word in advance and we will do everything we can to back you up.

Faithfully yours,

Secretary

EMN
JL

Do you wish me
cable Porter or Taylor
re Hooley.

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June 25, 1922.

Professor Timothy Lew,
Peking University,
Peking, China.

Dear Dr. Lew:-

Your name was brought very vividly to my mind this last week during the sessions of the Northern Baptist Convention at Indianapolis. Over the stage were two large placards, one giving the motto of the Convention- "The Uplifted Christ", and the other this quotation: "Agreed to differ. Resolved to love", with your name subscribed to the latter.

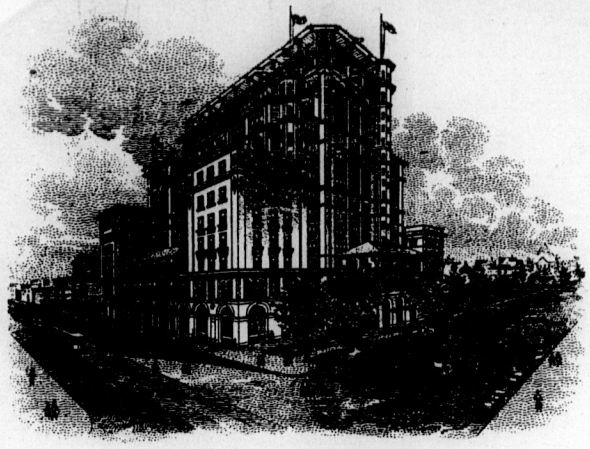
Our people met under rather strenuous circumstances and with very decided differences of opinion. This statement of yours was held before us as an appeal for the right attitude among Christians. Its presence was I think very significant. It was so characteristic of your spirit that I determind to write to you at once and express to you my appreciation of the sentiment to which you have given expression. The Convention closed in a very much better spirit than I had anticipated.

I have heard great things of the China Christian Conference and have wished with all my heart it might have been possible for me to be there. I am looking back upon my experience in China with great satisfaction. The seven months in your country were the most interesting months of all my experience. I came to have a great love for China and fondly hope that I shall be able to return before many years. I am remembering particularly the pleasure I had in several conferences with you, and especially the delightful evening in your home with yourself and Mrs. Lew.

Very truly yours,

Frank W. Padelford

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HOTEL VANCOUVER
VANCOUVER, B. C.

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TRUSTEES OF
PEKING UNIVERSITY

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June 28/22

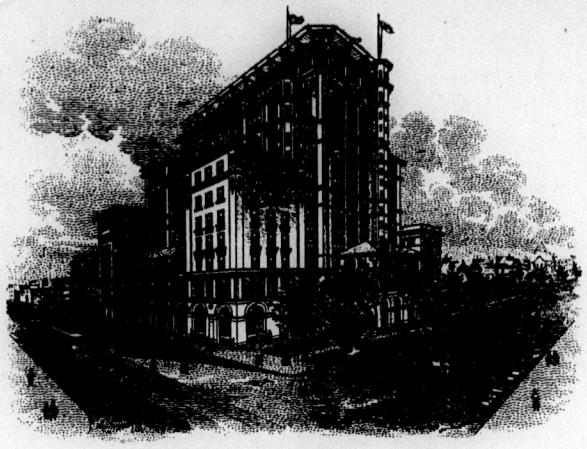
My dear Eric,

#1 On arrival here this morning I found your telegram regarding the Biology matter and have replied recommending that you follow up the Youngstown man although I know nothing about him. Evidently my arrangements with the Chinese named Ing have fallen through or cannot meet the situation. I had written Harry a few suggestions on the matter and he is doubtless in conference with you. One was the possibility of Harris of Univ. S. C. on a three year basis. Do whatever you men can to supply the man. Incidentally it affords another illustration of the fact that Geneching is able to keep us all with something to think about.

Apropos of such things I should like to leave with you a few more comments on the inter-college China problems, but should like these to be entirely between us. Whatever

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of value there may be (2) in them is independe
of any connection with my name and indeed
more useful. The School of Education issue
between P. U. & S. C. U. ought to be studied
in a larger setting so as to include at least
Nanking also. I think it a fair position that
wherever there is a Senior College there should
be advanced (Senior College) work in Education.
But this is very different from a "School of
Education", although in much of the dis-
cussion the two are carelessly or ignorantly
confused. This principle ought to work the
other way that where there is no general
Senior College there should also be no
Senior College work in nor
School of Education. In the Lower Yangtse
section the U. of Nanking is ambitious to
develop a School of Education and Williams
feels that he has the backing of the Educational
Commission in this. At one stage of the
discussions he had, but a careful reading
of the Report will show that this was not
the final conclusion. I believe it to be a
sound proposition that with the possible
exceptions of South & West China one



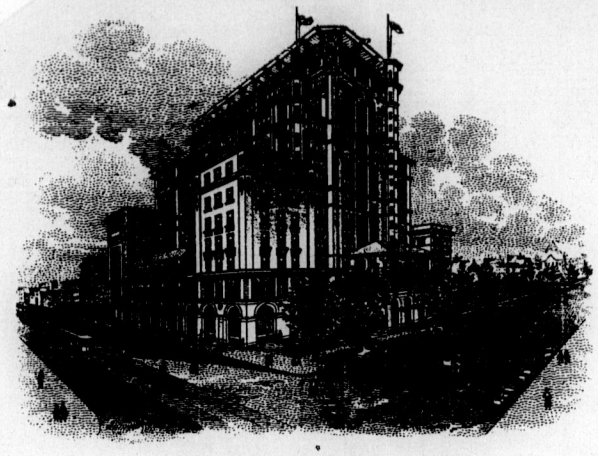
HOTEL VANCOUVER
VANCOUVER, B. C.

Canadian Pacific Hotels

School of Education is for the present amply sufficient for the mission colleges and that the board secretaries should insist that no other be developed. In the Lower Yangtse the Shanghai (Baptist) College already has admirably developed work in Education. Southeastern University in Nanking also has fine standards & well-qualified teachers (Williams notwithstanding). The U. of Nanking has no staff whatever and a foreign staff would take years to equip for active work — and effective enough to compete with its two neighbors. My next contention is that conditions make it extremely desirable that the Christian forces have somewhere a really high grade School of Education & build it up without loss of time. This need not be argued with you, but our danger is that conflicting institutional interests will result as usual

in all of us struggling to bring it into exis.
with the result of several weak ones — unless
some one does some constructive & disagreeable
insisting on facing the facts. That some one
would seem to be you. Wenching ought
to stand to the position of urging that there
be: (1) one but only one such School; (2)
that it be placed in the best location for
the work to be done; (3) that we will cooperate
to the utmost in reducing our own plans, letting
go our own staff &c if some plan other
than Peking is decided upon. This is written
not to get this School for us. If in the judgment
of those sufficiently disinterested & well informed
Peking is not the place, I honestly do not
care for it. But if it is, we ought to have
the backing of the whole group. And I am tre-
mendously interested in the Christian forces
having such a School somewhere. It could
answer for the present at any rate for the School
of Educ. Research urged in the Report and
could be the germinant beginning of it. Williams
is keen to get this going at Nanking Party

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HOTEL VANCOUVER
VANCOUVER, B. C.

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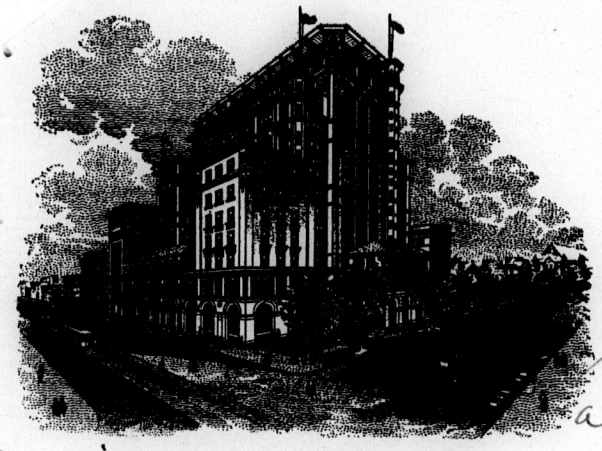
because of its general promotional value partly because of the necessity of a brave front against their two enterprising rivals, the Baptist College & Southeastern. I think the future policy for U. of Nq. needs very careful study. Were it not for the unfortunate personal rancors a far more sane and helpful scheme should be worked out in East China. Personally I am reluctantly convinced against all my predilections & many previous arguments that Shanghai rather than Nanking is the place for the University, and that a Senior College (perhaps) with the Senior College & P.-g. work in Agriculture is the natural scope for Nanking. Against this there are personal issues very much to be reckoned with and building problems. But such a program would secure the support of St. John's, Shanghai College, would probably be easier in dealing with Hangchow & Soochow, and

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would undoubtedly make a great appeal to Christian + otherwise. If all agreed to become only Junior Colleges with the one new University to do the Senior College work, scattering some of it in certain existing plants (Agric. at Ng. Cultural + literary subjects at St. Johns, etc), we could have a superb Christian institution with a Christian Constituency and important claim upon supporters which would give no real ascendency of any kind to PKing. I long to see this worked out, but in the raw state of Williams' feelings it would only embitter him further and intensify his Ishmael mood if he had any inkling of my having written any one thus. Get how happy he + Bowen as well as the others would be if it could once be achieved for them with men from each existing groups in the new executive staff. { This would also solve the problem most happily for Yenching Christian University.

A word more as to why PKing has considerations in favor of its having the Sch. of Education. ① The present + prospective staff is worth keeping in mind. If we get Miss Chassell we can do all that is wanted given only equipment. ② The Shanghai College groups will never cooperate with Nanking but they would willingly do so with us, or to put it more broadly East + Central China would more readily relate themselves to PKing than either within its own groups or to the other. ③ The School of Theology at PKing would be of great advantage to the other. In fact they would be of mutual help. You have in mind the more general arguments in favor of PKing.

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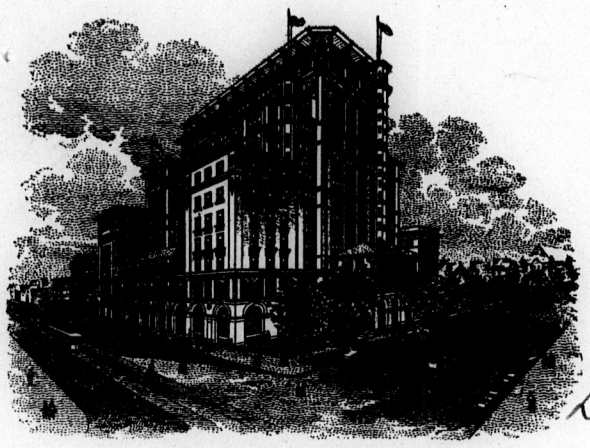
Canadian Pacific Hotels

Luce keeps writing me to send the Trustees a statement about this Sch. of Educ. Of course he is interested in clinching it for Peking. I share this selfish interest and honestly believe that is the best solution, but only want it if that is agreed upon by all concerned or if nothing can so be agreed upon and we all have to go on competing! I wrote at Luce's suggestion to Dean Russell of Iowa asking him to write Scott a statement of his views on the subject. Luce is distressed that I asked him to send this to Scott & that no copy even was to be sent him. The fact is that the less Luce figures in

this agitation the better. If them really could be broad facing and settling the vexed question on its mens by men capable of doing this it would be the best thing that could happen. One reason for your taking the initiation is that it would tend to keep Lucy quiescent.

Now if in summer heat you have managed to read through this, don't you think it had better go into the waste-paper basket? It is a joy to know you now well enough to write thus freely. It is a much greater joy to know that we have you in the position and with the spirit you have. This acquaintance will be one of the most satisfying gains I shall carry back to China. Yours for Quenching

A letter from Taylor which found me here is so full of interest that I send it on to you. L.L.S.



HOTEL VANCOUVER
VANCOUVER, B. C.

June 29/22

Canadian Pacific Hotels

Dear Eric,

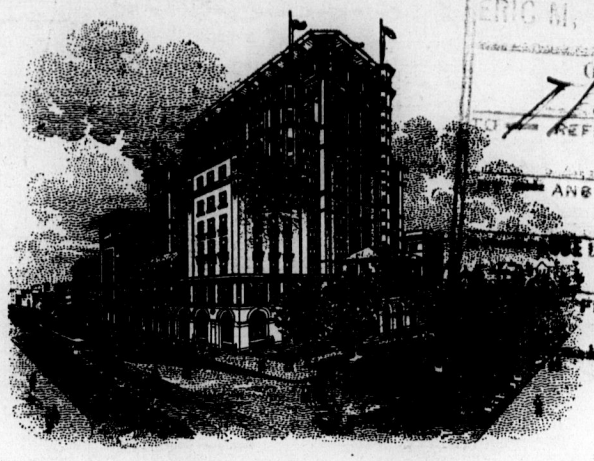
I did not believe there was anything more to be said on the School of Education, but have thought of two more:

① If I am quoted on the North China question it should be made clear that any willingness to consider locating it in Shantung was on the assumption that there would thoroughgoing organic union. I feel

so strongly that the existing colleges should be reduced in number that I would concede almost any local issue to aid in this result. But apart from this, I feel strongly the advantages that such a School would have in Peking, nor do I think that it can be left to experimentation except under a really unified control.

(2) The American members of the Educ. Commission would be glad to give an informal or even perhaps a formal opinion, as would Dr. Paul Monroe. Padelford is easily accessible in N.Y. & could get in touch with Dr. Burton. I have written about Russell. Miss Woolley's views would be especially worth while. So with Roxby's of Liverpool. Now I am really done. Yours, J.L.S.

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HOTEL VANCOUVER
VANCOUVER, B. C.

RECEIVED BY
ERIC M. NORTH
(DATE) 7/5/22
REFERRED — DATE
ANSWERED — DATE
FILED — DATE

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VICTORIA UNIVERSITY

Canadian Pacific Hotels

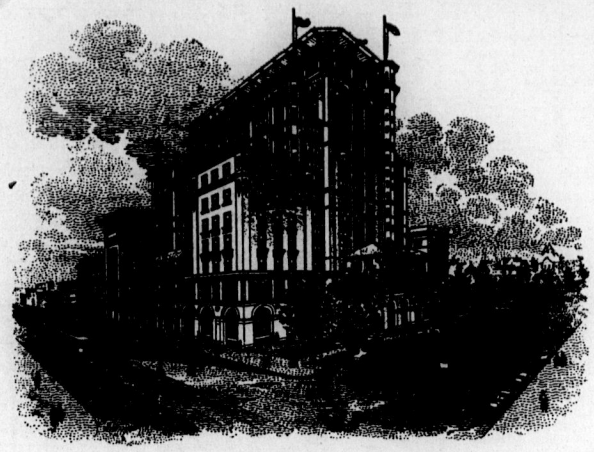
June 29, 1922

My dear Eric,

After my long letter to you yesterday yours of June 23 are to hand this morning. Fortunately for this purpose the steamer is delayed until tomorrow night. If I let me at once clear up that unfortunate phrase in my letter to Lucy about the Methodists needing to realize their duty in the P. U. building program. I did not for one instant have reference to the men in the board rooms. Nothing could be more satisfactory than the attitude of your father, yourself and Everyone else at headquarters so far as I know. That sentence was written after rather summary treatment from Bps. McDowell & Berry who had been appointed to hear what I had to say and after learning that it had to do with a Bashford Memorial confined themselves to the one aspect that was in their thoughts, doing nearly all of the talking and rising to dismiss me without giving me a chance even to touch on the considerations which are in your minds.

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from the administrative standpoint it would be unfortunate if in the campaign ahead the other denominations furnish the chief field of cultivation and if the larger gifts come chiefly from those sources. It will aggravate men of the Scott type to make observations such as he reiterates about the number of Presbyterian students as against the cost to them, etc etc. This is the more apt to happen in view of the accidental circumstance that Luce, Caskey and others that may be called into active solicitation are Presbyterians. The present Methodist agreement between the Home & Foreign Boards embarasses the latter in dealing with us and those in charge have that situation to face. On the field the Methodist Mission has far more to gain or lose in the developments at P.U. than any of the other constituent bodies, and if word gets to the others that they are bearing the chief burden this — aggravated in the case of the Presbyterian Mission by doctrinal issues, and in all the others by real or fancied financial injury to their other work — complicates the situation. For all such reasons, the Methodists — Bishops, and Church at large, not our loyal Trustees — "must be made to realize" etc. Let me say again that one could not ask more generous support than the Norths, father & son, are giving to our problems, and that & sympathize keenly in the very real financial problems the Foreign Board is facing.



HOTEL VANCOUVER
VANCOUVER, B. C.

Canadian Pacific Hotels

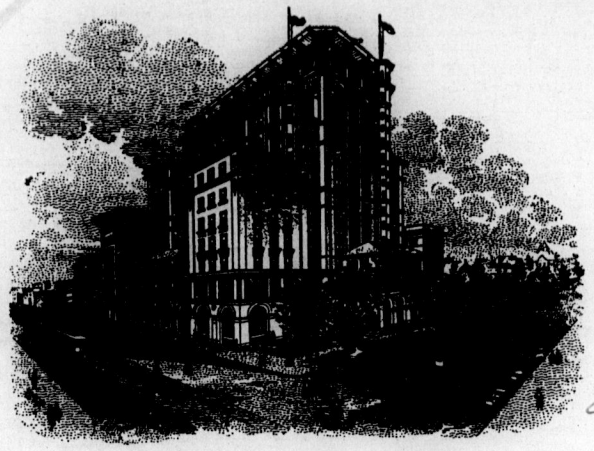
While on Methodist matters, the salary of Miss Kouns should begin some time this summer or with the autumn term, as I understand. The matter did not come up specifically in her letters to me, but the implications were that after the session 1921-22 her relation to Ohio Wesleyan would cease and that she would begin with us the following session. Why not ask her when she wishes it should take effect?

Regarding Dr. King I reported the facts of our conferences to Dr. North, Sr., and wanted to have his judgment before taking further action. Since the Mission Boards furnish teachers or their equivalents and the University has no reserve fund for pensions, illness etc., it would seem a sound principle that this include only the fixed number of effectives. It is a question whether this ought to include those on regular furlough even,

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since the University has to provide subsistence usually of a specialized type and with no adequate source of maintenance. Dr. King cannot be for a year at least an "effective", nor would we think of asking for him after that for any instructional or administrative needs. On the other hand, he is an honored member of the former staff, is showing the truest Christian spirit, wants to be allowed to serve but not to encumber the institution. Such a man deserves every possible consideration. From what I know of his physical condition it scarcely seems wise for him to contemplate returning to China. A medical opinion to this effect might simplify things. In that event, I should think an appreciative action by the Trustees in accepting his resignation, and the position of "Professor Emeritus of History & Political Science" would be the natural thing to do. I doubt if continuing him on the staff and hoping that he would get anywhere in interesting American universities in establishing units in our faculty has much promise. But if this would be an easier course for the Board I am entirely willing. On the whole, if I had to give a categorical decision it would

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HOTEL VANCOUVER
VANCOUVER, B. C.

Canadian Pacific Hotels

be to accept his resignation and end the agony.

(3)

I note that Harris is to go out this summer, and assume that he can be called on for full time work in History or Biology as an emergency measure if Adams or some one for Biology fails to materialize. I doubt if he could handle the latter subject in any case. I had hoped that favorable word regarding Adams could reach me here before sailing. We shall really be in a bad way if we fail to get him. If the Youngstown man (Dran) or any other short-term man for Biology can be secured I suggest that nothing further be done regarding Yen at least till I can talk things over with the P.U.M.C. in Peking. What we want now is an Emergency man for the next two years or so. Miss Perrin + Adams together would not be more than enough for the School of Theology + College History even ~~with~~ local help for classes in Chinese. Miss P. would come (as she said

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to me) for board + lodging or less provid she have about ½ time for language study. I suggest free lodging, $300. for board, ½ time teaching for 2 years, subject to readjustments by mutual agreement.

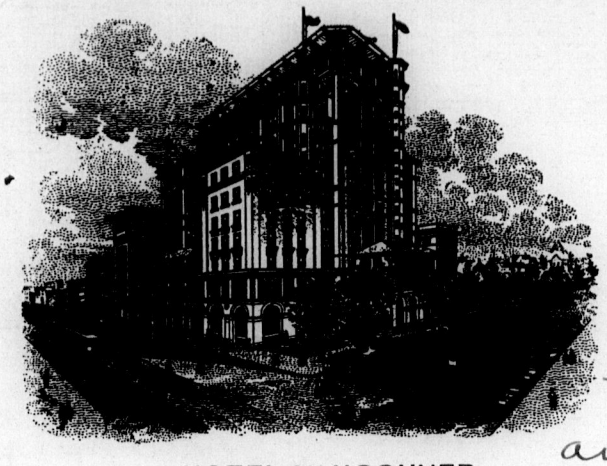
In any case please cable Taylor not to employ Hooley, unless Adams fails us and Harris is not to be drawn upon but left inviolate his first year for language study. Personally I would urge that if Adams fails to go out, we be allowed to use Harris for 1922-23 in History. I prefer to avoid engaging Hooley if possible.

How will we carry all these people on our Budget? This question recurs in your letters and very naturally. It would be difficult to answer explicitly until I get to China. But —

(a) We should be free to claim the full amount of Porter's salary which would certainly leave a surplus after paying Adams. Porter has 3 children. Only one familiar with A.B.C.F.M. schedules would know the Exact amount. Is Adams on A.B.C.F.M. or Methodist basis? The former is lower but the latter is the official Univ. salary.

(b) If Adams fails + Harris is utilized for History we have Porter's salary to blow in ad libitum on the field, do we not? In that event we might engage a much needed Physical Director locally, perhaps a Chinese.

(c) But there remains the Biology & Vacancy staring



HOTEL VANCOUVER
VANCOUVER, B. C.

Canadian Pacific Hotels

ups in the face.
If Dean is sent out and happens to be married with an indefinite number of children where is the salary & the travel coming from? We had listed Ing as part time @ $100. (Mex.) per month in our Budget. In addition to this and the Chao item and the Porter balance, I can think of no other items. The young man I met at the First Meth. Church, Baltimore, is at least a single man. I wrote Luce of him, but cannot recall his name and have no idea whether he would consider going this autumn. The Foster would know. Miss Boring of Wellesley College possesses the advantages of being single, technically qualified, familiar with the situation having been with the P.U.M.C. Pre-Med. School several years. But Wellesley would probably not release her, and while anxious to be back in China our salary would look very small. It is scarcely worth while to mention her under the circumstances — but one never knows. The Biology need might be charged in part to the C.M.B. grant for next year or regarded as campaign expense in making good with the C.M.B.! At any rate, it must

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be supplied if possible.

(d) I am still hoping that the Famine Relief Fund will take care of Chamberlain. If that money should not be voted to us up to $150,000. or $200,000, & the Univ. of Nanking get to it all, they ought to take over Chamberlain and all liabilities of that Department. Please cable me if that matter is ever settled. Meanwhile Mr. J. W. Stevens, International Consortium, is in America for the summer & is keenly interested in the matter. He can represent the Peking Committee, and can be reached through J. P. Morgan & Co or Mr. Lamonts' office.

(E) The American Board position that Lew & Lucien Warner are included in their six is a little disconcerting. I saw Dr. Smith in Seattle & while this specific point was not touched on, I doubt if he so understands it. (Lew's salary) Meanwhile Luce writes that Rawlinson has been transferred to Peking for ½ time with us under the Amer. Board. I am much perturbed by this action, for I had regarded it settled that he stay in Shanghai, it provokes further theological animosity, may complicate the A.B.C.F.M. quota (& the precious Porter surplus), increases housing & other problems &c. Hold to it that the results of decisions in this country stand as this matter was not referred to Trustees.

(F) And to add to all the other Budget worries, Luce writes that a letter from my Board opened at the office indicates that

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TRUSTEES OF
PEKING UNIVERSITY

July 17
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President J. Leighton Stuart,
Peking University,
Peking, China.

My dear D ctor Stuart:

Your letters from the Steamer just before and as you sail have been very much appreciated and I have absorbed them with much interest.

From what I have heard about the Bishops' Meeting since you left, I am confirmed in my judgment that they had an extremely stormy session but of course they ought to have given you a full opportunity to state what was in our thought. Some day some one may write a clever skit in Episcopal psychology.

With reference to Dr. King, after conference with father, we have decided to present his resignation to the Trustees and name him as Professor Emeritus of History and Political Science.

We have been unable to get Mr. Adams, as you will have heard by cable, and I am now negotiating with Miss Perrin and at the present time expect to send her out. You will have also heard of this by cable. Her letter to me indicated that she wanted to take work in chemistry and did not refer to the study of the language, and did not indicate that she wanted to teach only one-half time. I think it probable that she can carry quite a little of the work in history. I shall write you a little later concerning the financial adjustment.

I am not disturbed by the process regarding Lew and Lucien Warner as in the quota of the American Board because my thought is that they are the quota only supplying vacancies. As a matter of fact, Lew's salary is just covered by the funds to fill a vacancy and that Smith is getting somewhat restive under the difficulty of keeping up contributors to that salary; and if he were to unload that back on the American Board, it might be a good thing to do. Then at some later time we might be prepared to take him on the Theological School on the budget of general income or some endowment of a Chair and claim the full appointment from the American Board. In other words, I think that if we press them too hard on the six, we may not get the

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six. I want to get them fixed to an agreement on six in the quota and make the adjustments later.

Scott reported to us the letter from your Board which had been sent to him, I think, by Dr. Chester in case you were in New York.

The position they take seems to me to be a rather amazing one, because from the reading of the letter, as I understand it, it did not ask you to resign as a missionary of the Board but only to resign your support; which seems to me to leave you theologically about where you were before as far as they are concerned. I note what you say concerning Rawlinso and will see if I can get a chance to refer to it in talking to Dr. Barton.

Progress is being made in the matter of the adjustment of the Famine Relief Fund, I believe. Mr. Stevens came back with a proposition of turning the money over to the American Red Cross with the suggestion that they appropriate $20,000 each annually to the Universities of Nanking and Peking, increasing that amount if it seemed desirable, and so on. A brief conference was held in Mr. Lamont's office at which Dr. Brown, Mr. Scott, Frank Ebble, Mr. Roger Greene, Dr. Barton, myself and Mr. Stevens, Mr. Vernon Monroe, Mr. Henkle were present. The vigor with which the Board representatives sat on the proposition to carry it over to the Red Cross was very interesting. I was also interested to note that Mr. Greene was on the University's side of the case, and I understand that conferences are now under way between Dr. Speer and Mr. Lamont which may take until September to conclude, looking to the turning over of the entire amount to the Universities under the control of their Trustees and setting up a Committee of Five, two appointed by the Foreign Mission Conference and two appointed by the United States Chamber of Commerce and one by these four, to whom the Trustees report plans and accomplishments annually for ten years and if then everything is satisfactory, the matter to be left thereafter in the hands of the Trustees with the understanding the ten year period that in a famine emergency $100,000 is to be held available for the campaign work necessary to raise funds. This, of course, I suppose would be somewhat under control of the Committee of Five. Reisner has been much disturbed by the statement from Peking that the funds were to be divided fifty-fifty between Peking and Nanking, and by a letter which the American Minister wrote to the Acting Dean at Nanking, indicating that that was the principle which in his judgment the Committee would most surely adhere to. As a matter of fact, the proposition now being discussed is the original basis which looks to a three to one division. I do not how we can decently in Peking lay claim to a half of it when we have

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settled upon Nanking as the major School of Forestry and Agriculture and are also striving to maintain a proper coordination between the University groups in China.

I think this matter will work out all right for us but unless you hear of this from other sources, the information I have given you should be regarded as confidential. In any case, of course, I believe that we should be most careful to work out a plan for our use of famine funds that will mean that the Nanking and Peking plan will be a unified plan with part of the work being done in Peking and the bulk of the work, of course, being done in Nanking. I hope that Mr. Chamberlain will be ready to harmonize with this and at the other end we shall try to hold Reisner comfortable in spite of his not having secured all the famine funds there are in sight, which is the point of view that he has seemed to show lately.

I am somewhat puzzled to know what to say to Miss Konantz with reference to salary as she has raised a point which I had not discussed with you and which makes her case somewhat exceptional. I quote from her letter of July 1.

> "I have had no definite arrangement, either, regarding salary for salary has not been my first consideration. I had expected, of course, and had wanted to be placed on the same basis as others are. I have felt, however, that having worked in Ohio Wesleyan for so long a time on practically a missionary salary (an average of less than $800 over a period of nineteen years) and in consideration of the fact that my salary is now such that it is practically double what you suggest, I should have the benefit of salary advances due other missionaries for experience. All who have talked of the matter of salary at all have felt the same. I hope this is not asking anything more than is due me. I am sure that is farthest from my thought."

I shall write to Miss Konantz that this matter is one that I will have to take up with you; but for the present I will pay her at the rate of $860 a year until she goes out, leaving the adjustment of her salary, on the new salary scale which you are drawing up, for faculty on the University Budget until that is determined. If it is your judgment that an advance because of her services at Ohio Wesleyan ought to be made, let me know.

It occurs to me that the only precedent of which I know of anything affecting such a case, is that of men who are members of Methodist Conferences here and who go out to the field. No additional salary is provided for in their case but at the termination of their service on the field, the years of service in the Conference here are counted with the years of service on the field to determine the retiring allowance.

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Will you please advise me when Miss Konantz ought to be there in order to be in proper time for the beginning of the second semester?

As usual,

Faithfully yours,

Secretary.

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JL

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TRUSTEES OF
PEKING UNIVERSITY

July 17
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President J. Leighton Stuart,
Peking University,
Peking, China.

My dear Doctor Stuart:

Mr. Henry Coffin has paid in $600 for the use of the Theological School at your discretion. If I mistake not, this is a result of conversation at the luncheon which we had with him the day before you went back. My recollection is that the item was scholarships, but I am not quite clear.

You may draw in addition to the current budget so far approved. No loss in exchange will be covered on this amount.

Faithfully yours,

Secretary

EMN
JL

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TRUSTEES OF
PEKING UNIVERSITY

July 20, 1922.

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

My dear President Stuart:-

A letter from Mr. Franklin H. Warner contains a check for $90.00 and the following paragraph:-

> "When President Stuart was here I arranged with him that I would forward through you to the University $90.00, check of which is enclosed, in payment for the use of the house that the University is turning over to Lucien while he is teaching. You remember the vote called for the furnishing of living quarters for Lucien if it was possible.

You are authorized to draw upon us in addition to the approved budget for this item.

Faithfully yours,

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HBB

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PEKING UNIVERSITY
PEKING, CHINA.

OFFICE OF THE PRESIDENT.

July 25, 1922.

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

My dear Eric:

I sent you today a cablegram the contents of which are as follows:-

"Give earliest possible information concerning Adams, Perrin and Schlaegel. Agricultural Department requires veterinary together with cows. Dairy to begin as soon as possible. Regarding Biology we strongly recommend N. G. Gee, head of department, to take effect after three years with C.M.B. Can you write him(to)await letter before taking action. In the meantime in urgent need of teacher for a short term. Consult with Fleming is it possible to continue Hsu Ti Shan here another year without forfeiting Seminary scholarship".

You will understand how important it is to us to know about our supply for history teaching and the case of Adams must be settled one way or another by this time. As to Harris, it may be that he could be used for this if Adams is not coming or could carry on Biology work for a year as a last resort. George Davis had expected that the man from the University of Southern California counted as one of the quota from your Board and claims that this matter affects their grant from the Board. I told him that my understanding was very clear that the Board did not take this view. I saw Dr. Houghton and Mr. Embree of the C. M. B. in Shanghai. They are trying to secure Gee for three years to travel among the schools of China and advocate medical education. The former says that Gee is the best man in China for teaching Biology, and would strongly endorse our securing him as head of the department. We agreed that we would make a joint appeal to him, planning for three years in traveling but looking forward to coming to us at the end of that time. We ought then to have moved to the new site and taken over the pre-medical school. Of course, this leaves us in the meantime without any provision and I trust that you will have found a temporary teacher before this letter reaches you. You received in my letter from Vancouver the only suggestions

Davis wrong

Gee

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I had. The Chinese whom we had secured for part time decided that he would have to give his full time to teaching this year, and the reply which Tayler sent him was delayed by the fighting and other causes with the result that he had meantime given up hope and accepted another position.

Hsu Ti Shan is a graduate of this year's theological class for whom a scholarship of two years had been arranged through Dr. Fleming at Union Seminary. The Dean of the School and others feel that it would be a great advantage to him to study here one more year and that he could also serve as instructor in our new Department of Modern Chinese which is an important experiment and would be of no small benefit to the young man himself. If that scholarship and the funds from the students which were to supplement it could be applied beginning a year from this we should much prefer it. Otherwise, I think Dr. Lew feels that we had better not lose the chance and shall send him on.

I want to write you in a few days about the tangle between the Murphy firm and Mr. Hill but have no more time today.

Very cordially yours,

J. L. Stuart

RECEIVED BY
ERIC M. NORTH
(DATE) 8/29/22
TO REFERRED DATE
BY ANSWERED DATE
BY PASSED TO FILE DATE
BY FILED DATE

燕京大學

PEKING UNIVERSITY
PEKING, CHINA.

July 25, 1922.

OFFICE OF THE PRESIDENT.

Dr. H. W. Luce,
Office of Peking University,
156 Fifth Avenue,
New York City.

Luce

My dear Harry:

I returned here a week ago today and have since been absorbed with the many matters that are needing attention. As this will be my only chance to clear of some of the letters that I want to write at once I shall not go into any comments on conditions here except to say that they are as satisfactory as could be expected. I sent the office a long cable about which I am writing Eric North by this same mail. Messrs. Murphy and Hamlin are in the city and we have been having some long but by no means satisfactory conferences. It is extremely important that the trustees settle definitely their policy regarding the use of this firm and that we take no chances in an effort to economize on architectural features. I think it would be well if you visited Mr. Murphy after his return towards the end of September and in personal conversation get his point of view. I shall try to write Eric a formal letter on the matter before long. The special item concerning which I am now writing you is explained in the copies of letters herein inclosed. Vincent is very much distressed at the apparent indifference of our office and the failure of the Robert Dollar Company to acknowledge the letters from these people. It naturally has had a disappointing effect upon the donors and may lead to the loss of some $20,000 worth of machinery. I wonder if you could not take the matter up personally, explaining to Aulson Sons, and the Hodge Boiler Company, that the whole matter has been due to an oversight and is not a matter of indifference. Could you not also see the New York manager of the Dollar Company, whose office you will recall is on Moore Street, very near the Battery. He was present at our conversation with Captain Dollar and might

Murphy & Hamlin

Vincent

Robt Dollar Co

11 Moore St.

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take the responsibility for asking their Boston agency to accept the shipment for transmission to China. I shall, meanwhile, write Mr. Harold Dollar in Shanghai and shall try to catch Captain Robert Dollar himself in San Francisco. I think, however, that the most effective way would be to deal with the New York and Boston offices by personal visits. Vincent would be very greatly distressed if this shipment is lost to him as he needs the machinery badly and has been making all his plans for its installment.

No more today. Hoping you are having some kind of summer rest and with very happy memories of our recent fellowship together,

Very cordially yours,

J. L. S.

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TRUSTEES OF
PEKING UNIVERSITY

July 31
1922

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

My dear Doctor Stuart:

It occurs to me that one item which we will find very useful in connection with publicity this fall, will be the evidence of the cramped quarters in which the University now finds itself. I wonder if you will not have prepared for us a careful description of the crowded condition in which we now are, the way in which we are scattered over irregular territory and the inadequacy of the building. Please provide photographs with this. It would be helpful, perhaps, to have a typical student's room, exterior and interior, photographed, showing the primitive character of the arrangement. The firm, Tamblyn & Brown, have selected Mr. H. F. Strong as the Director and I have met him several times in conference and he strikes me as being very satisfactory. We shall really begin to get under way in September.

I am wondering how far successful handling of our work on the buildings would be promoted by Mr. Gibbs having a Committee to which we could bring problems on which he desired advice. It is not altogether clear to me that he uses the Grounds & Buildings Committee in that way. I think he should so use them and that if he and they fall out over some issue, it might be referred here. I would think it wise for him to feel that he was not carrying the entire responsibility and burden alone. If I were in his shoes, I certainly would not. You will know what is the tactful thing to do about this.

Yesterday afternoon, through the courtesy of Mr. John R. Todd, who is the head of a firm which builds 26 story buildings and huge piers for ocean liners and similar large contracts, I spent three hours with his chief engineer going over the structural designs as altered by Lund & Gurnow and they will already have had the word that these alterations are approved.

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We seem to be right at the point where some very serious questions should be decided with reference to the heating problem. Through Mr. Todd's courtesy, I am to have an interview for an hour with the gentleman who designs the heating arrangements for the New York Central Station and other large projects and who is regarded as sensible and conservative and looking for the thing which is the simplest. I would question whether we had yet had the final expert judgment on the best things to do with reference to the heating of our buildings. I am hoping that Mr. Gibb will send me full particulars as to and as to their judgments on the field. My own feeling is, for example, that if the hot water system or the two-pipe steam system means greater economy and satisfaction in the long run, it would be worth the increased original expense. More about this later, after I have had my interview with the heating engineer.

I presume you have it in mind to go into the matter of the plans for the Library, the administration building and the chapel very carefully. Every now and then I get indications that Mr. Hill or Mr. Gibb want to know the judgment of the Trustees upon these plans; but it is impossible for us to form a judgment upon the plans until the field knows just what exactly it believes wise with reference to auditorium space in the University buildings and where it should be put, and whether the Library should be in a smaller building or in the administration building, and so on, and so on. I hope you will canvass all these matters very fully and carefully, and then send us very, very full statements upon the whole matter so that we may share your thinking at every point and know what is the wise thing to do.

I am struggling to get you a biology teacher. You will, however, have heard about this by cable and if the matter is completed, I will send you in a day or two fuller account of the gentleman concerned.

I have your cable with reference to Mr. Gee and have understood that it meant to ask Mr. Gee to await letters from you before making decision. I have so written to him.

At the present moment Fleming is out in the Yosemite Valley out of reach of telegraph but I am trying to get the case of Hsu Ti Shan straightened out. You will have had my cable.

I have cabled you with reference to the purchase of the C.M.B. building material; after discussion with Mr. Green after I sent the cable, he thought the matter might lie over until fall, the field being free to buy any of the C.M.B. material they could use in present building operations as they have power on the field to sell. It is clear that we will not get this material free of charge, we will, however, I believe get a considerable reduction on it. If it seems to the field,

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that is to Gibb and yourself, at all desirable to take over the material altogether even though some of it will not be used for some time and to finance it by a note, let us know and we will take the matter up here with our Finance Committee.

Mr. Green showed me a copy of Mr. Embree's cable with reference to the Science Building. You certainly filled Embree up with glowing reports which we will have to throw a little cold water on because the cable indicated that we had $150,000 in hand for a dormitory together with $100,000 more for the Theological School. As a matter of fact, for building operations including the Theological School, there are only at hand $140,000 all told as part of the Theological School funds to be held for endowment. However, I believe we will be able to make a satisfactory statement to the China Medical Board. I believe they will be ready to make the pledge of the building under the condition that we secure funds for another; possibly also with the additional condition that we have pledged funds enough to put up our buildings on the new site. This is reasonable as they want to be assured that we are a going concern on the new site before they commit themselves to appropriation. They think it impractical to make their appropriation until September or October because of the number of men who are away and the difficulty of getting satisfactory Committee meetings. It will not seriously affect us, as I can see, with reference to the Campaign. Their whole attitude seems to be entirely friendly.

As is indicated in my cable, Mr. Adams will not come out; his father put down a definite "no." Miss Perrin is coming, as you should have heard by cable. I have notified Mr. Schlaegel that he is to get under way with the ~~Colonel.~~ cattle

I shall be sending to Mr. Krause in a day or two revised budget forms for use by both Trustees and Managers. I think it would be highly desirable if on the basis of the budget approved and the addition to the budget approved by letters sent forward since you were here, notification of which I think has gone in every case to Mr, Krause, that the new budget statement should be drawn up substantially on the basis of these forms, altering them where you think desirable but making a budget that will include every item of expenditure and income that the University can reckon on, no matter whether it is paid directly to a member of the Faculty as a part of its salary or not. I believe it is extremely important for the true representation of the standing of the University financially that we be able to show the total cost of the enterprise and exactly what the sources are for income. The figures on the budget forms which I have sent over are of course entirely fictitious as it is impossible for me at this end to determine the distri-

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bution of the different items in accordance with the more elaborate form I have used. I hope that this revision may be made at an early date so that we can have it here to look over and comment on, and exchange opinions as to the desirability of the form in order that a definite form may be established when we come to make out the budget for the next year. I notice by recent action of the Board of Managers that the Treasurer of the University is expected to take into accounting all the matters of the School of Agriculture, the Department of Leather Manufactureand the School of Business Training. You will notice that I have provided for this in the budget form.

Mr. Ritter turned up and tried to see whether there was any other way of getting out to Peking or of changing the mind of the Presbyterian Board, or doing something to break into the University. I assured him that it was pretty much a Presbyterian matter and stood by the position which you had definitely taken. Schell states that the money which Mr. Ritter has in sight is not really over and above the amount which the Church is normally supposed to raise for the missionary enterprise. Accordingly it makes it rather impossible for Schell to agree to the proposal. The more I see of Mr. Ritter's persistence and determination that he has discovered the only place in the world where he can serve the Lord in the proper and efficient way, it makes me begin to question his desirability as a member of a staff where the subordination of the individual to the total enterprise is something of a recognized necessity.

I have cabled you with reference to
sent you. The reason the case comes up is because I did not understand that such endorsement was to be given to th young man as to put him on a missionary basis. I understood from Mr. Terman, or from you rather, that you would give him employment out ther but that Mr. Terman was to be responsible for his going. Terman came to me and asked for certifications with reference to clergy rates for the lad and I did not feel justified in giving them to him because he was not on the missionary basis. If you approve treating him as a missionary member of the staff and the Executive and Candidate Committees can pass it through, there will be no difficulty with that; but I had supposed that you were making yourself responsible only for his employment after he got there and that Terman, and Terman alone, would be responsible for getting him out.

The Reason I used the word "relative" was because the word nephew does not occur in the code.

It seems to me to be very desirable to have the code fixed up so that the names of all our staff and personnel could be referred to by definite code rather than by the not over-satisfactory process and sometimes expensive process of including the name un-coded in the cable. I wonder if/Hague could not

Miss

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make out a code list of all the persons she thinks ought to be included in the code for practical purposes and substituting it for the property list of the Methodist Board appearing on 738 of the code. If this seems desirable the names should be listed in alphabetical order with the number preceding. The number will indicate by reference to the code list exactly the person to which they refer. I am now in the throes of trying to get matters cleared up and go off on my vacation. Mr. Caskey will be here while I am away and will be able to get in touch with me if anything blows up.

Faithfully yours,

Secretary

EMN
JL

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PEKING UNIVERSITY
PEKING, CHINA.

August 2, 1922.

OFFICE OF THE PRESIDENT.

Dr. Eric M. North,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Eric,

Soon after my arrival in Peking Messrs. Murphy and Hamlin reached the city and several conferenceswere held between them Gibb and myself, jointly or individually. As Mr. Hamlin had been a fellow-passenger across the ocean, he and I had also discussed the situation somewhat. Mr. Hill left for a short vacation just as I arrived so that I have not seen him yet, though he is due back about this time. His point-of-view has, however, been made quite clear by those with whom he has been in closest touch. There is quite a perplexing situation developing as to what precisely is the relation of the Murphy firm and of Mr. Hill to our future construction. We can only refer the whole question to the Trustees for decision but Gibb and I are writing our respective impressions, notes on the situation, etc. I shall confine myself chiefly to attempting to interpret the attitudes of those concerned and to state the elements in the problem.

On the day before Messrs. Murphy and Hamlin were due Gibb and I called a meeting of the members of the Executive and Building and Grounds Committees who were in the city. After examining the contracts and letters from yourself, the conclusion was unanimously reached that as far as we on the field have any authority or information, Mr. Hill is the University architect and the Trustees do not intend to employ M. M. & H. except for reference on a consulting basis. We realize that we would be free to call in a member of the firm on a fixed basis of costs should the occasion arise. Mr. Hill's skill and interest in reproducing Chinese models for our purposes, his unselfish devotion and technical ability, were testified to by those who had seen his work or been associated with him. I was instructed to convey to him the judgment of the gathering as to his status and its confidence in his qualifications. Mr. Hill is reported to have been much perturbed over the relationship which is apparently maintained by the Trustees to M. M. & H., and to have resented the reference to that firm of his drawings without finally submitting these to him. In short, he regards himself as the

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sole architect for all future construction, the other firm being available only for consultation. If he is mistaken in this he intimates that he would return to America at once. His anxiety on this matter was reflected in several visits I had from his brother in New York when pointed interrogations were put to me.

Messrs. Murphy and Hamlin are on their side very much exercised over the turn of events. They claim that the new arrangement was made and their contract signed without their realization of what was involved. Their contention can perhaps be summarized under three aspects:

(a) Ethical. They undertook the first working drawings on the terms agreed to in the expectation that there would be much more work to follow and that therefore they could afford these rates. They have put much thought and time into our problems for which they could not charge but it was justified in view of their share in the entire job. They have looked forward to achieving a really creditable piece of work with the understanding that unless they proved unfit it was to be left in their hands. Their name will be associated with the whole job whereas they are not allowed to control any buildings except the first unit.

(b) Architectural. They bring to the task an experience of ten years and the constant progressive study on this particular job. In the process they have learned to eschew various features, to correct earlier ideas, to utilize results obtained elsewhere, etc. They insist that one man, only recently arrived in China could scarcely avoid repeating mistakes, expensive trimmings, etc which they have only gradually learned to avoid, that it would be difficult to guarantee that he could carry through to completion a scheme conceived in another office. They insist that they cannot be merely consulting architects and have any real influence on actual construction, that the architect who does the working drawings is the ultimate authority and that if Mr. Hill's plans are submitted to them they would be forced either to give nominal approval or work them over in a way that might either offend Mr. Hill or be rejected by him. They ask whether we want the very best possible buildings in the light of all available experience to date and the permanent organization which first studied the problems or merely buildings which would represent only the best to be expected under the unavoidable limitations and risks of our present program.

(c) Financial. They point out that after the initial work already finished, the actual cost of employing them on the present basis as against relying wholly on Mr. Hill would not be large, and that in comparison with the total cost and the enormous issues involved this ought not to be a weighty consideration. One immediate purpose of their visit was in connection with the color scheme for the buildings under construction. As it happened, Gibb had been experimenting with mineral coloring of cement tiles, They are dubious about attempting to secure Chinese effects with tiles thus produced as against glazed ones. The whole question of color specifications is one of serious importance and their decision will be awaited with interest.

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Personally, I share in admiration for Mr. Hill's spirit and ability. If we could honorably and safely leave all the future drawings to him there are obvious advantages. On the other hand, the location is so conspicuous; the chance to put through a beautiful, consistent, harmonious, thoroughly studied, group of buildings is so unique; the advantage even from the pecuniary standpoint of securing the very best results is so important, that we cannot afford to take any real risks. Whether it is a risk to leave it all to Mr. Hill, and whether the Murphy firm really have sufficiently superior advantages to justify retaining them is the point at issue, and it is precisely here that I feel incompetent personally to express an opinion and fear that the others of us being laymen are similarly at a disadvantage.

If the working drawings should be placed with M. M. & H. the Trustees must face the danger of losing Mr. Hill. Apart from the benefit of his presence in connection with actual building operations (which Gibb does not feel to be as great as I had at first supposed), there is the very urgent need of him for the faculty residences. This alone will be enough to keep one man quite busy.

One rather technical point is the language of Mr. Hill's contract: "enter the Employment of Peking University as architect for the Construction Department." It is not entirely clear what precisely the Trustees had in mind by this phrase.

One thing is perfectly clear to me and that is that it was a wise decision to undertake our own construction under the supervision of Mr. Gibb. All that I have seen and heard of the way he is handling things strengthens this view. His energy, his success in dealing directly with Chinese, his care to buy materials and in every way to get things done at the lowest figures, his alert attention to every phase of the undertaking, cannot be too highly commended. I have Complete confidence in the Construction Department. Messrs. Lund and Gernow are not only extremely generous but as efficient as any engineers we would be apt to secure on any terms.

As to the problem of the architects, we on the field shall await the decision of the Trustees and comply with it. We realize the necessity for the utmost economy, and are sure that the Trustees are just as concerned as we can be about getting attractive serviceable results. It would seem desirable to hear from Mr. Murphy himself after his return to New York next month before reaching a final decision.

Your cable inquiring about purchasing building materials from the P.U.M.C. has been partially answered by the refusal of their home office to sell on a promissory note. Gibb thinks it desirable to purchase these materials and we are told that these though credited to their grant could be used by us in any of our buildings. Mr. Embree cabled recommending a grant to us of Mex.$150,000 for one science building conditional upon our furnishing another. He feared that it might be difficult to secure this within the current year but assured me that a refusal would probably mean no more than that their funds were exhausted for 1922 appropriation. If we could by special gift or by realizing on potential resources give evidence to them that we are prepared to go ahead at once with the second science building it would seem the best plan for completing without delay our minimum first unit for academic buildings. I recommend that these be designated as nos. 3 and 5, and that they be

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planned to house from the beginning their respective sciences, the vacant space being used temporarily for other class-rooms. With the School of Theology and Library buildings, two dormitory quadrangles and the power plant together with the Women's College first unit, we could move out. We shall hope that Luce will meanwhile be making fine progress with the residences.

It seems not unreasonable that the China Medical Board furnish one-half of the cost of a dormitory quadrangle as they would supply about 60 students to begin with, and residences for half of our Science teachers (three or four in the first group). Could you not sound out Mr. Embree on this?

Speaking of residences, are the Boards to provide those for their quotas of teachers?

Very sincerely yours,

J. Leighton Stuart

RECEIVED BY
ERIC M. NORTH ( )
(DATE)
8/28/22
TO — REFERRED — DATE
BY — ANSWERED — DATE
BY — PASSED TO FILE — DATE
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TRUSTEES OF
PEKING UNIVERSITY

August 2, 1922

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

My dear Leighton:-

This letter is with reference to the agricultural developments. The minutes of the Board of Managers for June have been received and noted. The starting of a dairy and the development of a dairy company are in mind. I have also your cable concerning Schlaegel and have sent it on to him.

It seems rather likely that the China Famine Fund developments will take the form of appropriations divided three to one between the University of Nanking and Peking University, the total amount being turned over to the Trustees and a report being made annually to a committee of five representing the Foreign Missions Conference and the United States Chamber of Commerce.

It therefore begins to look as if we should need in the near future to face just the exact type of development which we are likely to have in our agricultural school. May I express my own judgment upon the matter?

1. The School of Agriculture and Forestry at Nanking University should be the major institution in China from the missionary point of view and until it is provided for no other institution should develop extensively nor duplicate its higher grad work. in fact it is a question whether other colleges should have agricultural education above Junior college grade at the present time.

2. The program for the use of these funds by the University of Peking should be in a real sense a united program. Duplication of work should not be permitted except where local conditions make it imperative that it be done in one place or the other. It seems to me that , in general, the work of Peking should consist solely of these items:
   (1) Co-operation with the University of Nanking in such agricultural experimentation as may be desirable in view of different climatic and population conditions in North China, experiments along lines in which these factors do not enter to be entirely at Nanking.

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(2) Provision for considerable agricultural extension work, using the results of the work done in experimentation at Nanking, this extension work to be related to the instruction in education, to the influence exerted by the University over Middle and Primary schools, and to the training of ministers.. Similar agricultural extension work should be carried on in Nanking. This will not be duplication because it will be reaching a different area and different groups of schools.

I do not see how we can stand for anything different from this and hold to the principle which you have so earnestly advocated with reference to avoidance of duplication in missionary education for China and the emphasis which for other lines of education we have placed upon seeing that under present conditions there was at one and only one point the Senior College or Graduate School as the case might be. We have taken that stand, and you have taken that position with reference to the School of Education and I think we must take that postion with reference to the School of Agriculture and Forestry. I feel more concerned about this because unless Mr. Chamberlain and Dr. Schlaegel are prepared to recognize this fact we may be in very great embarrassment both as to our faces and as to our pocket-books. Mr. Chamberlain's experience before he went to China was largely in the realm of agricultural education and I am sure that the major work of developing our program of methods of agricultural extension could be worked out under his leadership in Peking, carrying in the way of a localagricultural school only such work as is necessary to prepare men for agricultural teaching in secondary and lower schools, and for entrance to Nanking for professional preparation. I would think it unfortunate if both Peking and Nanking were to grant degrees of Bachelor of Science in Agriculture and Forestry.

I sincerely hope that in so conspicuous an opportunity for co-operation that matter can be worked out as an example of the ideals which the Christian forces of China must somehow come to hold with reference to coordination of higher educational work.

I enclose herewith a copy of a letter I have sent to Mr. Gibb with reference to alterations in structural design. May I say to you confidentially that I am very much concerned over the possibility that Gibb's interest in economy of construction may provide us with a settlement of the heating proposition that will be extremely difficult to alter and which may be annually costly in the long run. It is my own judgment that it would be easier to raise funds for more expensive first installation than it would be to find funds to meet a current deficit and current expense of operation.

A note from Mr. Harris, whose letters have been very clear and satisfactory, indicate that he is not as old as we thought when you were here. He was born in September, 1898 and therefore could teach history for a year without damage to the practicability of his learning the language.

Faithfully yours,

EMN/CMM

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8/2/22 (?)

Eric North to L.L.Stuart.

My dear Leighton:-

It certainly was a wise thing that when you sent you last letter to Lewis with reference to holding up the Trustees for $1000 apiece you did not mail to Mr. Md Brier direct your letter to him because Mr. Mc. Brier is coming on very nicely and I have already written you confidentially of what he intends to do. ~~xxxx

Policy School of Agriculture

E.M.North to J.L.Stuart 8,2/22

It seems likely that the China Famine Fund will take the form of an appropriation divided three to one between Nanking and Peking.

We should face the exact tyoe of development. Following suggested
1. The School of Agriculture and Forestry at Nanking U should be the major institution in China from the missionary point of veiw and until it is provided for no other inst. should develop extensively nor duplicate its higher grade work - in fact it is a question whether other colleges should have agricultural education above Junior College grade.

2. The program for the use of these funds by Nanking Univ should be in a real sense a united program. In general the work of Peking should consist solely
   (1) Co-operation with Naking in such agricultural experiment work as may be desirable in view of different climatic and population conditions in North China - experiments along lines in which these factors do not enter to be entirely in Nanking.
   (2) Provision for considerable agricultural extension work, using the results of the work done in experimentation at Nanking, this extension work to be related to the instruction in education, to the influence exerted by the University over Middle and Primary Schools and to the training of ministers.

I do not see how we can stand for anything different from this and hold to the principle which you have so earnestly advocated with reference to avoidance of duplication.

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燕京大學

PEKING UNIVERSITY

PEKING, CHINA

OFFICE OF THE PRESIDENT

August 12,1922.

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

My dear Eric:

Following up the letters which Gibb and I sent recently regarding architects we have been conferring together and make the following suggestion. He may ~~have~~ already have written you in further detail. We propose that Mr. Hill be asked to complete the plans for the two science buildings (these being two that flank the main administration building No. 11). We are hoping that authorization for these two can be made in the very near future, and that sufficient money can be allowed for the construction department to begin purchasing materials and get most of this over with before China New Year. Actual construction will probably not begin in any case until next spring. If in addition to this Mr. Hill can be occupied with faculty residences, the combination will keep him sufficiently busy with work that is his own to take away any reasonable complaint on his part. All he has a right to ask of us is that he be given sufficient work of which he is in charge to keep him occupied. Mr. Murphy can be informed that we are experimenting with two buildings whose exteriors are already practically settled, and which will follow the general lines and color scheme of those for which we have specifications: that the interiors will be carefully worked out with the P.U.M.C. science men with a view to the necessary scientific apparatus. As they are keenly interested and have been going through the same problems in their own construction, we feel fairly safe as to getting the desired results. The trustees will feel free to call upon M. M. and H. for any buildings that vary from the types already determined upon, but that none of these are to be undertaken in the immediate future, so that the discussion of their relation to the whole job is not at present a practical issue. Personally I hope that before working drawings are begun for any of the other academic buildings which are not "repeats" serious consideration will be given

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to the advisability of putting these in their hands. Nor do I feel that provided Mr. Hill is sufficiently occupied otherwise, he can object to such an arrangement. This would result in keeping Mr. Hill here, which is very desirable for reference on all questions and in particular for pushing forward the residences. An essential part of this program is that we secure the land for these latter as soon as possible. He cannot do very much until this matter is settled. I have written of my interview with the ex-President and of the inability to secure his garden. We are now working on a section of the old Summer Palace. Through the kind offices of Dr. Shurman I had an interview yesterday with the Prince Regent himself and am starting negotiations. We shall push these as rapidly as possible dealing with the men at the top in order to be able to ascertain more promptly what our chances are, as well as to eliminate the squeezing of middlemen. Once having the land, if residences could be started as rapidly as funds are available for each, it would keep things moving here.

The most distressing problem we are facing is regarding the finances of the Department of Agriculture. I cannot imagine what is delaying the decision of the Famine Relief Commission so long. Of course, we have been carrying Mr. Chamberlain and all that goes with him for some months in the expectation of securing this grant. We cannot tell whether to open the course; what to say to students; how to deal with plans for the dairy and many minor matters, to say nothing of the more pressing questions regarding Dr. Schlaegel, the man from Allahabad, India, and shipments of animals. I am sure that all that can be done in our office is being done to press this matter and am daily looking for some news. In the event of the decision going against us, we shall have to throw ourselves on the mercy of the trustees for liquidating our back accounts, and must take prompt action to close things out with what face and honor can be saved from the wreckage.

We have the ceremony of laying the corner stone of the School of Theology Building this afternoon. Dr. Shurman and Dr. Gamewell, the latter having come specially from Shanghai for the purpose, will place the stone in position.

We are still trying to fill out the courses unprovided for as best we can and keep within the budget. Neither is easy and it may be that sheer necessity will lead to the request for a slight increase. This will not be, however, until every possiblity of trimming down will have been exhausted.

I am leaving the day after tomorrow for Tsinan to report the results of my trip to America. Dr. Balme is very anxious to see if in some way we cannot hold to the ideals attempted in our

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proposals. I am then going to Nanking in an attempt to secure C. W. Luh for Psychology. The odds are against it but it is worth the effort: then to Kuling for the First National Convention of the Student Volunteer Movement for the Ministry. I shall probably have to leave this early because of developments here.

We do not understand the status of the Women's College dormitories. Are they to be referred back to Mr. Hill or to be turned over to M. M. and H? It would be well if these working drawings could be furnished without much delay. I am afraid that in our determination to get out to the new place the summer of 1924, we shall pile up a disproportionate amount of construction for next spring. If we can be assured of the work to be done and authorized to buy material this autumn and early winter, it would very much ease up the situation and will enable Gibb to purchase materials much more advantageously.

There are prospects for a large number of new students and internal conditions generally are most encouraging.

Best wishes in the new campaign at home.

Very sincerely yours,

J. Leighton Stuart

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