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Stuart, J. L. 1923 Jul. Dec

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July 2, 1923.

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

My dear Dr. Stuart:-

I am enclosing two letters which have recently arrived for you. Things are very quiet here in New York at the present time, and I have no doubt that they are somewhat quieter with you than they were during the Winter. Many of the men are away on vacation and so very little is being done.

We have not yet been able to locate a forestry man who is single and able to go this year. I have not given up trying, however, and hope to be able to report better success before long. I do hope that everything is going well with you in Peking, and am only sorry that we have not been able to do everything that you have wished could be done in the past. I will be sending you before very long the minutes and reports on the progress of the negotiations looking toward a united financial campaign for the China universities.

With heartiest and best wishes, I am,

Most cordially yours,

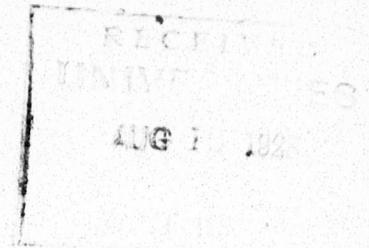
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Enclosures

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Ad. Trustees



July 18, 1923.

Mr. H. E. Hill,
Peking University,
Haitien, Peking West.

Dear Mr. Hill:

Your letter of July 6th expressing your intention to terminate your connection with this University was presented to the Committee on Grounds and Buildings last evening. After full discussion, we were forced to realize that we could do nothing but accept it. Mr. Gibb's reports of his conversations with you in which he attempted to persuade you to re-consider convinced us that your mind was fully made up. When we asked him to give you an invitation to meet with us and say anything further that might bear on the question, your reply to the effect that you had nothing further to say was a final evidence of your determination. In, however, accepting your resignation, the Committee asked me to assure you of our deep regret. We very much wish that you had felt it possible to continue a relationship as valuable to us as we have recognized this to be. We greatly appreciate the painstaking fidelity, the untiring interest and the artistic mastering of Chinese architecture which you have revealed. In this connection let me assure you again how much we all sympathize in the irreparable loss which you sustained by fire last winter. Your behavior as a man, as a friend of Christian missions, as well as in your professional duty, have won our hearty respect. In returning to America, we wish you every success, and as pleasant memory of your stay with us as ours will be of the service you have rendered us. Believe me,

Very sincerely yours,

A handwritten signature in cursive script that reads "H. Stewart".

J.L.S./C.C.

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PEKING UNIVERSITY
(YENCHING TA HSUEH)
PEKING, CHINA

UNIVERSITIES
AUG 1 1923
JOINT OFFICE

July 21, 1923.

Mr. L. B. Moss.

Dear Mr. Moss:

I am enclosing herewith a copy of my letter to Mr. Hill which with the action of the Grounds and Buildings Committee sent you by Mr. Gibb will acquaint you with the outcome of Mr. Hill's resignation. The final difficulty was not in connection with our New York architects. Nor was it in any way related to the arrival of Mr. Newman. It was purely an issue with the representative of Lund and Gernow as to who had the deciding voice in structural matters. Mr. Gibb took the position that Mr. Hill was not the one to whom all such points should be referred for his O. K., and was sustained by all of us. I might add that Mr. Hill had become rather moody and irritable, and has been homesick off and on since coming here. His serious losses in the fire and a recent sickness served to aggravate his troubles. In short, things had reached a point when Gibb felt that it would be simpler not to make any further efforts to urge Mr. Hill to stay on. Apart from the Women's College gymnasium, the Library is the only building which we shall start in the near future that varies from those for which we have plans. This may be some time off. Mr. Hill has done good work on this building. His plans now in your possession might either be turned over with his permission to Murphy, or he might be asked to complete these. I would prefer the former course and doubt if he would consider latter. Meanwhile, if there should be special problems of an architectural nature, these might be referred to some local men.

Our present problems are more in the matter of construction. In this Mr. Newman is given evidence of his fitness. I scarcely need to ask that his recommendations be taken seriously by the Trustees. I have taken the liberty of adding the problem of roof tiles to his duties. The two buildings now under roof have leaked badly during the heavy rains of the last few days. I hope this will be approved in New York, and believe that Mr. Newman can help us.

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Your letter of June 20
with Minutes June 19
just to hand & noted.

Very sincerely yours,

Heighston Heath

J.L.S./C.C.

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Stewart

July 24, 1923.

Mr. L. B. Moss,
150 Fifth Avenue,
New York City,
U. S. A.

My dear Mr. Moss:

In your last letter you referred to Miss Moselle Ashford as a desirable teacher of either Psychology or Philosophy. We are especially in need of a permanent teacher for the former subject. But it would be impossible to include her in the budget for the coming session, even with the gift of Gold \$1,000.00 from Dr. Sailer. We are making provision for this subject locally, and have already included this item in a budget which with all such help is strained to the limit. If she would consider waiting until next autumn, she seems to be a very fine person. In this event, I should like to have Luce, Porter, and Wolferz meet with her, and express opinions. Would it not be possible for our campaign organization to attempt a special effort to secure her salary over a period of years? There may be people to whom this would appeal more than anything else. If this is done, we should like her to come as soon as funds are in hand, provided that she is approved by the Trustees.

I am just in receipt of a cable-gram as follows: "Do not purchase rugs, Thornberg Hung, approve suggestion for Agricultural Department". I take it that the two men named had asked some one to buy rugs for them, but I am at a loss as to how to discover. The latter part of the message seems to indicate that we can go ahead with the building for live-stock shipments which we feel confident will be given alone in the autumn. But the message is scarcely definite enough for this. We shall be making tentative arrangements.

I think that Chamberlain can carry his work with Chinese returned students for the coming session. This will give you an unhurried chance to make further inquiries in America.

Regarding the columns for the Dormitory, we understood from your cable that we were free to use red but your letter and the copy of the minutes indicate that our architects still insist on green. I am trying to secure opinions from Chinese and others outside of our own group most competent to speak. So far the opinion has been unanimous against green for a

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building of this style and type. The only dignified structure in the city of anything like these proportions and with serious purpose is the Imperial Library, but in this instance the roof and walls are all of the same color and result in a very distinctive and harmonious effect. If you will have received a cable stating that the best judgment we can get is in favor of red, you may be sure that this represents a wide consensus of opinion. In this connection, I am compelled to say that there is very little enthusiasm for buff as the color for walls. We are making trial sections in grey and possibly red, and will report later. Mr. Newman is taking tackling the tile problem in a thorough-going way by insisting, against Gibb's protest, that we set up various tests as ordered by him. I am standing strongly for this, and should like to have the approval of the Trustees by letter. I doubt if a cable is necessary.

Very sincerely yours,

J. Lighton Stewart

J.L.S./C.C.

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August 7, 1923

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

Dear Leighton:

I was very sorry not to see you after I reached America, but our ways evidently crossed about the middle of the continent.

Though I am sure others must be writing you, I feel I ought to let you know what I have seen of the development of the situation here in America so far as it touches China and our enterprises there. It is clear that this is proving in many ways the most serious year for the Missionary Societies that they have faced in a long time, and all of which I know are now in debt, and several have had to cancel the appointments of missionaries who were selected and appointed during the spring, and have had to send word to the field, instructing the missionaries to curtail their expenses in every possible way. This means that the board secretaries must put all the energy they can into saving the situation so far as their own boards are concerned, and they have little time left for assistance to the Union enterprises.

This does not mean that there is no hope; there is hope. This morning I received a gift of \$10,000. the first large gift I have gotten since reaching America.

The situation does mean, however, that the Peking University Campaign can succeed this year only if every possible effort is put into carrying it on to a conclusion. In my opinion every argument which I used last autumn in urging that you come to America for the winter and spring campaign applies with redoubled force now to the question of your coming to America again early this autumn. The contacts you made during your last visit will enable you to secure many gifts which no one else can secure. The fact that you have been away for the summer will not break the connections you have made, but the visit to Peking will give you added freshness of appeal.

Your staff in this country is depleted, and you are the one man who can so reinforce it as to assure success. In my opinion your failing to come would cut off several tens of thousands of dollars from the money which can be secured if you are here.

I am not in any way blinded to the needs in Peking, and the call there is for you to be there, but your enterprise in Peking can succeed only if the campaign in America is put across, and for you to allow the campaign here to fail would mean that it would take ten or fifteen times the energy later to put another campaign across. Therefore, it is stating things only mildly to say that if you do not come this autumn you will be playing fool.

Affectionately yours,

WBP/T

W. B. Pettus

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PEKING UNIVERSITY
(YENCHING TA HSUEH)
PEKING, CHINA

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July 26, 1923.

Mr. L. B. Moss,
150 Fifth Avenue,
New York City,
U. S. A. CHINA UNION UNIVERSITIES
CENTRAL OFFICE

Dear Mr. Moss:

Replying to your letter of June 20 regarding the color scheme for the Dormitory, I feel compelled to write again asking that we be authorized by cable to use ~~green~~ columns. I noted carefully Mr. Hamlin's reasons for preferring a less monotonous effect, and appreciate the force of his view point. On the other hand, the local opinion which we have been able to ascertain is wholly in favor of red. In the first place, this was the unanimous vote of the Grounds and Buildings Committee, including Dr. Y. T. Tsur, former President of Tsing Hua College. Inquiry among foreign and Chinese friends has invariably brought the same response. Since writing you last, I have consulted Dr. J. C. Ferguson who is regarded as quite an authority on Chinese art, and his views were most emphatic. Yesterday I took a Western trained Chinese architect, quite highly thought of in the city, out to see the trial section we have painted. His judgement was as positive as the others, and should be regarded as expert opinion.

I regret to differ any further with our own architects, but the buff of the walls is objected to almost as emphatically as the green columns. Mr. Pei, the Chinese architect referred to, feels sure that we would make a mistake not only because this would give the effect of a diluted imitation of yellow temple walls, but also, because, if we use red columns, the effect would not be harmonious according to Chinese standards. He proposes a very light grey, his thought being that with red columns, green windows, and the bright colors under the eaves, the wall should be as soft and dull a background as possible. I have asked that a section (Chien) be painted exactly as Mr. Pei has proposed in order to get the re-actions of those who visit the place. No one is more anxious than I to have the buildings carried out according to the conceptions of the original architects. But more than all else, we are at one in desiring that Chinese buildings be really Chinese, and surely the Chinese themselves must be the final judges on this point. We are

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not attempting to educate them or to improve upon their standard of taste at least in color effects.

Meanwhile Mr. Gibb is seriously embarrassed by the delay. His method of controlling labor requires us to have a continuous amount of work waiting to be done in order to keep the contractors contented. Such delays as the present one put them to extra expense, and will make it difficult to ask them to speed up when we desire it, to say nothing of arousing discontent or losing possibly our best men. For these reasons, may I ask for a cable authorizing that the color scheme as concerns columns and walls ^{be} such as would be approved by the best professional Chinese judgement we can secure. We debated cabling this request, but it seems better to write in detail despite our own desire for prompt action.

Very sincerely yours,

Heighton Heath

J.L.S./C.C.

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PEKING UNIVERSITY
(YENCHING TA HSUEH)
PEKING, CHINA

Recd 9/5/23
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Stewart

August 8, 1923.

Mr. L. B. Moss,
150 Fifth Avenue,
New York City,
U. S. A.

My dear Moss:

Your various letters have come to hand, and have been duly noted. I shall be glad to receive further details about the joint campaign for the China colleges.

It has become quite clear through your communications as well as from the lack of further results in our campaign to date that there is no hope of our moving to the new site by next summer. Apart from the lack of funds, I have been about convinced that from the stand-point of mechanical installation, this would be scarcely possible anyhow. It is at least a relief to know that this perplexed question is settled. The next step ahead of me is to rally our faculty, and in general build up the morale of our teachers and students here. Whether we shall attempt to increase our accommodations this autumn or next is a matter to be investigated. The bearing of these facts upon the question of my return next autumn is one that I should like to have the Trustees discuss. Mr. Strong has written me a letter in keeping with his name on the subject. I need not go over again, the reasons why it seems important for me to stay here. However, the lack of money remains by all odds our most serious problem and the one upon which all others are more or less waiting for their solution. If the Trustees feel that the circumstances warrant their summoning me, I am ready to obey orders. I should not, however, leave until sometime in October. I am writing now because if I am to be called back, it is important that this is decided as early as possible.

I should also like to recommend that whether I return to the States or not (this autumn, the Trustees ask Dr. Vincent to return so as to reach America early enough in December to see something of the campaign methods before the close. There are personal reasons why he is quitely willing to make such a trip, and in view of the heavy strain upon him during his wife's last sickness and his own operation, he would greatly benefit by such a change. We can arrange to have his work carried on here until next summer. He is quite confident that contacts which he has in Iowa and Nebraska ought to enable him to secure a good deal of money for us. He has in mind a memorial dormitory (\$50,000) for his wife and one or more residences. In any case, he should more than pay the cost of his travel, and it is almost willing to make a guarantee to this effect.

Miss
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conference

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We were afraid that the final casting of our budget would make it impossible for Wiant to come out this summer. But the gift of \$2,500 for Hung's salary ought to cover this, which is a great relief.

Mr. Newman has been slightly ill in the hospital, but is out again today. The personal relations between him and our Construction Staff could easily provoke some unpleasant issues as some of his demands seem senseless to us. The very hot weather which must be rivalling what you have had in New York and the heavy pressure under which Gibb is working have aggravated the situation. However, by frank exchange of views, matters seem now to have cleared out up at least until the next time. We are agreed that the present roof construction is unsatisfactory, though cement tiles need not be abandoned. The rainy season will soon be over, and will not damage the two buildings now under roof. The matter is not urgent, therefore, and in about three weeks we shall formulate ~~develop~~ *definite* proposals to the Trustees. We have struck water at a depth of 120 feet with a twelve foot rise above ground and a flow of at least three thousand gallons per hour.

I understand that Harry Caldwell has agreed to come out next year as physical director. This is very good news. Will you not, either through Ralph Ward or directly, secure his formal appointment and let us know. This also means one more item in next year's budget which possibly may be secured from some special source. I am sending thirty copies of our annual reports to the Managers, and a few of certain recent announcements. You will know how to distribute these.

Very sincerely yours,

J. Highton Heath

My secretary is off on a much deserved vacation and I am helping to train one of the bedding products of our Dept. of Bus. Training!
J.L.S./C.C.

Please see that Dr. Barton, Fosdick & Coffin have copies of Sch. Theology Announcement. Also that Donald Winston has one of the Annual Reports. Of course Luce & Caskey should be supplied.

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

My dear Dr. Stuart:

In reply to your letter of June 23 regarding the Famine Relief Funds, I may say that the agreements were finally signed and our copies returned to this office day before yesterday. We have not yet been able to discover exactly when the first payment of income is to be made, but we understand that it will be about September 15. You will understand of course that it is absolutely necessary to secure the approval of the Committee in China for the use of any of these funds. Therefore your budget for their use will need to be submitted to that committee before being sent home to us. You ask whether it is possible to count on the accrued interest during the twelve months of our fiscal year 1922/23. The date on which the agreement begins as stated in the documents is March 31, 1923; we cannot expect interest previous to that time. Such interest as accrued was added to the principal sum and invested. As soon as we have some definite word with regard to the availability of the money we will very likely send you a cable, which you will probably receive in advance of this letter. My understanding is that the ten years actually begins as of March 31, 1923, but that the administration of the fund will be on the basis of the same fiscal year as the university; namely, from July 1 to June 30.

As soon as there is some definite basis on which we can proceed we will get Dr. Schlaegel started at the task of rounding up the cattle and getting them shipped. It is going to be a pretty long job, and I do not know how quickly he will be able to get them to China.

We note that you have secured temporary help for the Agricultural Department for this year in China, and so do not wish us to send the young man whose salary was secured by Mr. Caskey. I have in view a very fine young man who is splendidly recommended by Dean Moon of the New York State College of Forestry at Syracuse. I think it quite likely that he will be ready to go next year. We cabled you the other day in connection with the cable from Hunan that we approved of your arrangement for this year. We have received the

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August 8, 1923.

Board of Managers as contained in your letter, and they will be brought before the trustees at their next meeting for consideration.

With regard to the question of furniture, I am taking this up, and will let you know what arrangements have been entered into as soon as any definite decision is reached.

Mr. Warner has brought home glowing reports of the University and of the new buildings. I am sure his visit is going to mean a great deal in giving the trustees a new understanding of what is developing in Peking. I have every hope that it will be possible for them to make the necessary arrangements so that funds can be provided making it possible for the university to move to the new site next year. I must confess that the outlook is not very promising at present, but we will hope that some means can be found, and am sure that if it is within Mr. Warner's power to help procure satisfactory action that he will do it.

I had a call from Mr. Kurrie the other day. He was anxious to see Mr. Warner, and get from him a first hand report of his trip to Peking. Mr. Kurrie tells me that it is possible that if he can fix up his business, he and Mrs. Kurrie may take a trip out to China this winter.

We have received by registered mail the notice from Mr. Hill that he has terminated his connections with the university, dated July 6. I understand in a letter of Mr. Gibb's dated July 12 that Mr. Hill was still doing some work in his office. We have not yet received any recommendations from the Grounds and Buildings Committee, and I judge that the trustees would not take any action until such recommendations were in hand. Personally, I rather question whether Mr. Hill is worth the immense amount of time and nervous strain that it takes to keep him smoothed down. I think probably it would be better to agree with his decision, but of course the trustees will have to take whatever action they see best in the matter.

I hope that you are having a comfortable summer, and not having to work too hard. Mr. Warner, Eric North and Strong met together in my office on Friday, August 3 to discuss the campaign situation and see what the prospects were. I am afraid it is going to be necessary for the trustees to ask you to return. They will undoubtedly take action a little later on, and will of course notify you by cable.

With very best wishes, I am,

Cordially yours,

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POSTAL TELEGRAPH - COMMERCIAL CABLES
CLARENCE H. MACKAY, PRESIDENT.

COUNTER No. **CABLEGRAM** TIME FILED P M

The Postal Telegraph-Cable Company (Incorporated) transmits and delivers this cablegram subject to the terms and conditions printed on the back of this blank.

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CHECK

DESIGN PATENT No. 40529

ROUTE VIA

Send the following Cablegram, subject to the terms and conditions printed on the back hereof, which are hereby agreed to.

NEW YORK , AUGUST 18, 1923

To STUART . . . **PEKING (CHINA)**

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ILEAPIOHIP ALAKFVODOL JOEXMAWORH PFIHCNOAGV YPERHEBEKS
 EEWOMRHAIC BIRIZTOSAH IJOMLIMMOB LIVESTOCK SCHLAEGEL
 JOCYMJOESW CAFYTEXDEN

Charge Peking University-150 Fifth Ave.

Famine fund the agreement is signed annual income (of) approximately \$9,000 gold money not received yet China Committee must authorize proposed expenditures first Livestock Schlaegel included. ██████████ income will probably begin March 31, 1923

The sender will please read the conditions on back and sign name and address thereon for reference.

The Postal Company's system reaches all important points in the United States and British America, and via Commercial Cables, all the world.

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Stuart

August 24, 1923.

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

My dear Dr. Stuart:

Your letter of July 24th has just been received. You speak of Miss Ashford and the possibility of securing her support to teach psychology at the University. Very likely some such solution as you suggest might be possible. I feel fairly sure that we could secure a meeting between her and Dr. Luce and Mr. Porter if it seemed desirable.

The cablegram regarding the rugs, I know nothing about except that Mr. Hung requested it to be sent and it was sent from the campaign office. Your letter with regard to the appointment of a Chinese for the present year in the Department of Agriculture in place of the man you wished us to secure from here to be supported by the special fund Mr. Caskey had raised had just come. Mr. Caskey thought we might include in the cablegram they were sending for Mr. Hung a word indicating that the solution of the problem was acceptable to us. Therefore, the words "Approve suggestion for Agricultural Department" were added. This would not at all refer to the question of buildings for the live stock shipment which case was not raised until a letter that was received much more recently.

Our expectation was that you would probably go ahead and use red columns on the dormitory. The letter I wrote was apparently indefinite because I stated that we had not received any authorization from the architects. In a letter received the other day from them, they make the following statement:

"Although we cannot send you the full report upon the color matter at the present time, we can say that the present colors indicated on our details represent no fanciful choices but the more careful study of the Peking Buildings by a trained architect and that, moreover, they are carefully laid out with the idea of saving the University the large amount of money which absolutely

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Archaeological Chinese reproductions would cost. We would also point out the effect of the details shown varies very little from the suggestions incorporated in one letter by Mr. Gibb. Considering our position as architects we cannot, therefore approve of any departure from the scheme prepared by us."

I am delighted to hear that Mr. Newman is doing such good work on various items and particularly on the case of the tile. I am sure the Trustees would back you up to the fullest extent in asking Mr. Newman to make such ~~orders~~ *study* and investigation of the tile as would help in any way to solve our roofing problem. I shall be away from the office on my vacation for the next three weeks. A meeting of the Campaign Committee is planned for next week to consider the question of your return to this country and I think Eric North will see that a cable is sent when they have a decision on the matter.

Very cordially yours,

LBM/MPG

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August 31, 1923.

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

My dear Leighton:

Yesterday afternoon I cabled you as follows, with reference to the necessity of your return to the United States in connection with the campaign:

"Have given the matter full consideration; return absolutely necessary, building campaign. Arrive as much as possible before November 1st. Will do all we can to meet conditions involved. Cannot guarantee results. Wire probable date of arrival U.S.A."

I am hustling this letter off in the hope that it will catch you before you leave Peking. It may not, as we have left the date of your departure open for you to determine within certain limits. This action as it was taken by the Finance Committee was unanimous, and was the judgment of Mr. Warner, who could not attend the meeting, as well as of Ward, Wheeler, Schell and myself.

Mr. Warner, as he may have written you, came back well filled with the very good reasons why it was important that you should stay in Peking - reasons with which we are as you may be sure entirely sympathetic, but after the study of the situation here and refreshing his mind as to the factors involved, he is clearly convinced that it is imperative that you return. It is fair to say that with this view Mr. Caskey and Dr. Luce do not agree. The reasons for their disagreement are stated by them to be the situation on the field. They say nothing about the campaign, making no reference as to whether they believe that they would be able to carry through the campaign without you, - a rather significant omission. We would all hesitate still further about your return if we projected it for as late in the year as was the case with your last trip. No final date naturally was fixed for your return to China, but I think our feeling is that it ought to be possible by about the first of February to clean up the hanging ends of the campaign in which you may have particular influence, or at least to clean them up so far that their importance does not outweigh the importance of your being on the field. There are as

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August 31, 1923.

You know a number of personal leads with persons of considerable wealth whom you have touched; no one can touch these persons with the sense of urgency, with the vital character of the enterprise, and with your own personal outlook, as you can. If the campaign is to reach any large figure this fall there must be some large gifts. No one is more certain to secure large results along this line than you. Furthermore, these are the closing months of a hard and determined campaign. We must put all our energies upon it and all our resources. You are one of the most important of these.

This emphasis upon your importance, however, does not mean that we propose to let the burden hang upon you any more heavily than we can help. The Finance Committee is proceeding to take steps with the Trustees to bring about on the part of the entire board a greater sense of responsibility and of the urgency of these closing months. The conditions which you laid down no board of trustees except one composed of millionaires could absolutely accept, nor is it possible for us to force the Board or anyone else to underwrite the results of the campaign. But you may be sure that we will take every step possible to keep the building program moving toward the goal which the field has set; namely, of moving out in the fall of 1924. We will do this even though we see certain temporary and possibly some permanent disadvantages in an over-hasty drive in the construction of the permanent buildings of the university. It is clear that Mr. Gibb is having no small difficulty in keeping abreast of all the things that have to be done and ought to be done to insure final satisfactory results, even though he pours himself into it with such complete devotion. We raised the question with him as to whether some additional staff was not necessary, but he saw the need only of a draftsman or an accountant; but what was in our minds was the thought of someone to take part of the major responsibility.

The date of your return we have put as late as we thought we dared, with reference to the best times for campaign work, endeavoring to make it possible for you to be in Peking during the first ten days of the opening of school - if that were in your judgment necessary. Mr. Warner phoned this afternoon to say that he felt as we did, that the earlier you could return on the whole the wiser.

It is our present plan that Luce may meet you at the port on your arrival, and after a day or two with you proceed to work the West Coast during November and December and probably January also - you meanwhile proceeding at once to New York for opportunities in the area east of Chicago.

It is yet a bit too early so far as our Methodist group is concerned to get a line on how the fall is going to open financially, but we are hoping that there will be some recovery from the apparently continually increasing fall-off in receipts.

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J. Leighton Stuart

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August 31, 1923.

The Presbyterian Board is having a stiff time between the fires of the "Liberals" who are declining to stand by a "Conservative" board, and from the conservatives who are declining to stand by a liberal board.

I am writing this in behalf of Leslie, who is taking a well deserved and brief vacation.

Faithfully yours,

E m north

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September 8, 1923

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

My dear Dr. Stuart:

We cabled you yesterday as follows:

"Have received famine relief income. Telegraph amount for travel and other expenses, cattle, Schlaegel, when it is approved by Field Reference Committee. Cable what the exact numbers of desired bulls, cows, pigs, sheep. Confer Robert Dollar & Company confirming original free arrangements and what are dates of sailings from San Francisco in October probable available. Please send full report by telegraph."

The reason that it was necessary for us to know as to the number of cattle is that we cannot tell how far to push the many requests for gifts of animals which have been made, without knowing something of the outside figures as to number and proportion between the different kinds of animals desired.

The reason why we cabled asking you to confer with the Robert Dollar Line is that we have had here no direct connection with them, and the matter has hung fire for so long that we think it ought to be revived by direct contact with their firm and with the reassurance that they will transport the animals free of charge, with the understanding that we provide their food and care. It has seemed to be likely that even if word came from you soon, it would be impossible for us to give the company the two months' notification desired and get the animals off in October. We believe that out there you perhaps could by contact with the Shanghai office plan an approximate date of sailing as soon as you know that the China Famine Committee had approved the inclusion of the transport of the animals in the budget.

Faithfully yours,

copy of this letter
enclosed for Mr. Chamberlain.

Eric M North

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PEKING UNIVERSITY
(YENCHING TA HSUEH)
PEKING, CHINA

Recd 10/15/23

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OFFICE OF THE PRESIDENT

September 10, 1923.

Stewart

Mr. Leslie D. Moss,
150 Fifth Avenue,
New York City,
U.S.A.

Dear Mr. Moss:

The cable from the Trustees calling me to America was received several days ago. I have put up the matter to the Faculty Executive Committee which has approved and much as I dislike the prospect it seems that there is nothing else to do. I am trying to secure passage from Shanghai October 3rd or 6th, and shall cable on getting definite information. The Japan earthquake makes it necessary for me to go that way and may affect sailing dates. In this connection it was a relief yesterday to get final assurance that none of our people on the way out were in serious danger, although two of the steamers conveying them were in the danger zone at the time.

Regarding the vexed question of the color scheme for our new buildings, let me suggest that any future conference with the Murphy firm or any committee action on the subject you consult with Dr. R.L. Dickinson, 438 West 116th Street, whose daughters are on the staff, who has been in China and is quite an artist himself. His opinion would not be without value.

I refer to you the name of J.F. Habegger, 405 Van Buren Street, Berne, Ind., who has been in the far east and desires to return on our faculty. I have explained to him our financial difficulties and raise the question of the possibility of his securing his own salary from his church constituency which, as far as I know, has no distinct mission work in China. If he corresponds with your office you will understand the circumstances.

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He gives evidence of being qualified and keen for this sort of work but I do not feel that failure to secure him would have serious consequences and it may raise complications with Princeton University.

I want to urge upon the Presbyterian Board that Mr. E. O. Wilson be appointed as a regular missionary under that Board and assigned to Peking University. He intends to stay permanently with us and we are quite confident that he is the sort of man we want. His regular appointment would be more satisfactory I should imagine to the Board itself and would relieve him of the financial anxiety he feels under the present arrangement and would be welcomed by us. Will you take this up with the proper secretary.

I sent you a cable on the agricultural problems which is doubtless clear to you. Chamberlain is exceedingly anxious to have his live-stock with Schlaegel arrive before the cold weather and the delay while unavoidable is causing him great inconvenience and hardship. We understand that the local committee must approve of our program but are practically certain that they will. We are asking them to meet as soon as possible after receiving the formal documents. On my arrival I shall report in detail the developments in construction work. It takes constant effort to mediate between Messrs. Newman, Gibb and between each of these and Lund and Fernow. However, I hope that in the next few days we can work out a written agreement which will ease things up and that Mr. Newman will not have to stay much longer.

Everything seems in a fair way for our opening this autumn. There is to be a pre-sessional conference of the faculty next week to organize and develop team spirit for the work ahead. You will see details of this in the announcement sent under separate cover.

Very sincerely yours,

Freighton Stewart

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Mr. Scott.

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PEKING UNIVERSITY
PEKING, CHINA.

Stuart

November 17, 1923.

OFFICE OF THE PRESIDENT.

Mr. L. B. Moss,
Office of China Union Universities,
150 Fifth Avenue,
New York City.

Dear Mr. Moss:

In preparing the University budget for the year 1924-25 a matter has arisen regarding which we need more information. The heads of our departments in the Physical Sciences in addition to the budget for operating expenses of other departments for the year 1924-25, are also giving attention to the matter of apparatus and equipment for the various departments in Chinese Science for use in the new buildings which we hope to occupy, as you know, in September 1925. The question is, "Do we need to look for special funds for the purchase of necessary apparatus or can funds for this purpose be drawn from the funds appropriated for the Science buildings?"

In the minutes of the Trustees for January 16, 1923, I find the following action:-

"The secretary reported action of the Yenching College Committee in designating funds for a Science Building to meet the conditions of the appropriation by the China Medical Board which provided an appropriation of Mex. \$150,000 for the construction and equipment of a Science Building for Peking University on condition that the University contributed an equal amount for a second Science Building".

Now the question is as to the scope of the word "equipment". Does that word apply only to such articles as built-in laboratory equipment, tables, desks, chairs, and so forth; or is it intended to include also laboratory apparatus of all kinds, such as are needed in chemistry, physics, biology and so forth? If the latter interpretation

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is correct, presumably we can take up with our own Construction Bureau the matter of building costs and find out approximately what sums may be available for the purchase of apparatus. If equipment does not include laboratory apparatus, then it would seem to be necessary for us to appeal to the Trustees or some special source for funds for apparatus of this kind.

Will you kindly take this matter up with the donors of the funds for these two buildings and secure for us as early as possible official interpretation of the terms of the gift.

I will send a copy of this letter to President Stuart for his information and I am also inclosing for your files a copy of a letter which we are writing to him.

Very sincerely yours,

Howard S. Galt
Acting President

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PEKING UNIVERSITY
PEKING, CHINA.

November 16, 1923.

OFFICE OF THE PRESIDENT.

Dr. J.L. Stuart,
Office of Peking University,
150 Fifth Avenue,
Peking.

Dear Leighton:

I inclose herewith a copy of the report prepared by Mr. Tayler of a conference between representatives of the Pre-medical College and ourselves held on October 27th. At this point I may state that an attack of lumbago, entirely unaccounted for and on the whole not serious, has kept me confined to my room for some three weeks. Meanwhile, I have been able to keep on with part of my teaching and office work but I have had to call upon others to take my place in outside relationships. This accounts for the fact that Mr. Tayler represented me in this conference and he was the one to draw up this report. After the first draft of the report was prepared it was submitted to Dr. Houghton, and the draft now inclosed represents a certain amount of revision based on comments added by him. You will note the suggestion made by Mr. Greene that Peking University should make early formal application to the China Medical Board for the continuance for the year 1924-25 of the present grant of \$7,500 gold. I am not quite sure whether this formal application should be drawn up by us here, or whether you can handle it best while in New York. When I get time I will try to give the matter a little more consideration, and if it appears that we can shape up the application here I will try to do so and send it to you later. If, however, you find conditions advantageous for moving forward at that end you need not wait for any further data from here.

In a separate letter to Mr. Moss I am inclosing a copy of this same document so that he will have the document in his office files. The letter to Mr. Moss will make inquiry regarding the scope of the equipment for the Science building and I will try to send a copy of the same letter to you.

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* Since I wrote you last matters in the University have been moving forward satisfactorily on the whole I think. On Tuesday of this week we had the first general faculty meeting held since the Pre-sessional Conference. A report on the Intelligence Tests was presented and discussed with some interest. I am sending you a copy under separate cover. The second matter dealt with on Tuesday evening was the plan for the Conference of Christian Colleges and Universities to be held in Nanking early in February. Members of our staff are becoming much interested in this conference and we are appointing a sub-committee to devise ways and means for getting a good representation of the University to Nanking.

Another item on the agenda for Tuesday evening and which we did not discuss for lack of time was the question of library administration after we occupy the new site at Haitien. You will recall that frequently in meetings of the Grounds and Buildings committee the question of the policy of the University with regard to departmental libraries has often arisen. It seems to us here that the faculty as a whole is the body most interested in this question and so I have put the subject on the agenda for the faculty meeting. On last Tuesday evening, however, we did not have time to take up that subject and it has been postponed until a later meeting.

We have been going forward in the matter of revising the draft of our Constitution for the internal organization of the University. My indisposition these days has given me some time to work on that matter and I have the draft almost completed. In view of the importance of this subject and the one concerning the library administration we voted on Tuesday evening to call a special meeting of the general faculty the latter part of this month to deal with these two important questions.

The Deans Committee is grappling with the preparation of the budget for 1924-25 and we realize that we need to press forward to complete that as early as possible. As soon as that has been prepared and passed on by the staff authorities, and as soon as the general faculty has considered this second draft of our Constitution we shall probably call a meeting of the Board of Managers, or of its Executive Committee, preferably the former, I think, in view of the importance of these subjects, and endeavor to have the action of the Board of Managers both with respect to the budget and the proposed Constitution reported to you before you leave New York.

You will be interested to know that the China Committee in charge of the Famine Funds assigned to the two Universities held its meeting in Peking last Monday afternoon. Those present were Messrs. Bennett, Patton and Dollar, Dr. Rawlinson, who was proxy for Bishop Keeney, and Mr. Edwards who was chosen as the fifth member. Mr. Weisner of Nanking was also present throughout the session by invitation and Mr. Tayler as our representative here. Mr. Tayler reports that it is the plan for the committee when meeting to have representatives of the two Universities present. In preparation for this meeting

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our local committee consisting of Corbett, Tayler and myself, in consultation with Mr. Chamberlain had prepared a further revision of the budget for the Department of Agriculture and of the statement which was sent to individual members of the China Committee last summer. Mr. Tayler took these documents to the committee meeting on Monday and reports that our budget was approved with a revision of its form. He reported that the Committee did not wish to go upon record as approving our accumulated deficit. Therefore, the budget was rearranged in such a way that on the face of it the items of the deficit were not apparent. With this change the whole budget was approved, and so at last we are ready to go forward I think on a sound financial basis for the Department of Agriculture. Because of this result you will have a sigh of relief fully as deep as that of Mr. Chamberlain and the rest of us here.

I am sorry to say that a letter sent to Mr. Olin Wannamaker by you on July 21st has just been returned owing to insufficient address. The envelope also contained copies of letters from Mr. Burgess to you and from you to Mr. Edwards. We are sending these communications back with a note of explanation.

With best wishes for the progress of the campaign and the success of your own efforts,

Very cordially yours,

Howard Galt

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December 3, 1923.

Dr. J. Leighton Stuart,
156 Fifth Avenue,
New York City.

My dear Dr. Stuart:

I write at this time to call your attention to two responsibilities that the Trustees have placed in your hands:

The first is the action taken at a recent meeting requesting that when money is available you take up with the architects, Murphey, McGill & Hamlin, the matter of plans for the Bashford Memorial Administration Building. We have now received from the Methodist Board over \$20,000 on this account, and there is no reason why you should not proceed at your early convenience to discuss the matter of plans and arrangements therefor with the architects.

The second, is the fact that at the meeting of the Campaign Committee last Tuesday afternoon you were authorized to negotiate with Tamblin & Brown for the full time services of Mr. Byrd and the part time services of Mr. Strong, for the period of the campaign following December 31st. I took the liberty of asking Miss Marvin in the Peking Office to make arrangements for you to meet Mr. Tamblin on Friday morning, next, December 7th. We are planning for a committee meeting that afternoon at 2:00 o'clock. You will perhaps be able to have some definite recommendations for the committee at that meeting.

I am writing Mr. Knowles that you may be able to meet him Saturday morning, December 8th, at 10:00 A. M., and that we will telegraph confirming this date as soon as we have opportunity to confer with you.

Very cordially yours,

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Report of a Conference between Representative of Peking University and Representative of the Peking Union Medical College and of the China Medical Board regarding Pre-medical Courses of Study.

Held at Peking Union Medical College
Oct. 27, 1923.

Present:- Representing the Peking Union Medical College and China Medical Board:- Dr. Houghton, Messrs R.S. Greene, N. Gist Gee and R.C. Goodrich, Representing Peking University:- Professors C.H. Corbett and J.B. Tayler (the latter, representing Dr. Galt, Acting President)

I The date at which the Peking Union Medical College would discontinue its premedical work was discussed in the light of the now accented date (Sept 1925) of Peking University's removal to Haitien. In view of the desirability of ending the present duplication of classes and still more the duplication of equipment, and of the fact that the contracts of most of the Peking Union Medical College premedical staff terminate by the summer of 1925:

(1) it was considered desirable to discontinue the courses at the Peking Union Medical College at that date provided that the Peking University can furnish accommodation for all the students at Haitien. It was noted that the Peking Union Medical College classes in the second and third years would number some 20-25 per class. It was felt that if anything had to be kept in the city it should preferably be the homes of the staff who could more easily commute.

(2) It was noted that the present first year class of the premedical school as well as the class to be admitted next autumn would be turned over to Peking University in the autumn of 1925, and the Peking Union Medical College would inform persons entering hereafter of this proposed arrangement. The possibility of the University's granting the B.S. degree after the premedical students had done one or two year's work in the Peking Union Medical College was mentioned; this was to be a matter entirely within the authority of the University, but such a possibility would no doubt make the premedical students who have to be transferred to Peking University and then come back to the Peking Union Medical College more content with the change.

(3) It was expected that the Peking Union Medical College laboratory equipment would be included at an agreed valuation in the China Medical Board contribution to the Peking University the basis of which shall be arranged. The question of library equipment would have to be carefully gone into as most of this would be permanently required in the Medical College.

II President Stuart's suggestion that, in view of the change in the date of the University's removal, the present arrangement with the China Medical Board should continue for another year and that ~~begin on the new basis~~ in the summer of 1925 China Medical Board participation in the work of the Peking University should begin on the new basis required by removal and the discontinuance of the Peking Union Medical College premedical, was discussed: Mr. Greene stated that the Peking University should make early formal application to the China Medical Board for the continuance for the year 1924-5 of the present grant of \$7,5000

Mr. Greene further suggested that the budget for the departments of biology, chemistry and physics should be prepared as soon as possible and reported to the China Medical Board so that the latter might consider the basis of their participation. It is the budgets of the departments named that should be reported rather than the estimated cost of all the premedical courses, including such subjects as English, German, Chinese and Mathematics, though it would be quite proper to point out the need for increased expenditure in these departments on account of the premedical students.

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October 11th. 1923

Dr. J. Leighton Stuart
c/o Rev. Edward Lincoln Smith
2820 Mt. Baker Drive
Seattle, Washington

Dear Dr. Stuart:

I had been waiting to write to you until we knew what Dr. Smith had in mind. Eric North wired him yesterday and we have just received his word that he will be glad to use you on Sunday the twenty-first, and also to arrange a dinner for Monday. Doubtless he will be telling you of the details.

Dr. Luce and I discussed the Seattle situation recently and went through the cards. We enclose herewith the list in two sections. The first group Dr. Luce considers relatively important, so we are giving the gist of his comments on the travel cards. The second group including only names and addresses is of persons whom Dr. Luce considers comparatively unimportant.

We have a Mr. Walter C. Bolstead who is at Eugene, Oregon working on the University of Oregon Campaign. His home is in Seattle, however, and with Mr. Tomblin's approval I have written him suggesting that he hold himself in readiness to cooperate with you while you are in Seattle, if you desire. I have also written Dr. Smith to wire Bolstead if he needs him and am calling this to your attention so you can discuss it with Dr. Smith, in case he has not felt it necessary, as yet, to ask for Bolstead. You can get in touch with him at the Gift Campaign Office, University of Oregon, Eugene, Oregon. Our thought was simply that he might be helpful in arranging details and facilitating any personal calls you might wish to make in Seattle.

We have kept your schedule open so that you have considerable freedom as to the amount of time to give to Seattle, though we have assumed that you would not wish to spend more than three or four days at the most. Dr. Luce was particularly anxious that you see Mrs. Frank D. Black and her son, Mr. Harold D. Black.

Mr. Warner and I had a chat with Mrs. Jenkins yesterday at her home and she agrees with us that you are likely to find it more profitable to work individually before small groups, rather than to try to

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try to set up a schedule of larger meetings. We have made tentative arrangements for good parlor meetings in Montclair, Orange, Princeton and Trenton, leaving the dates somewhat open. We judged that you would wish to come as soon as possible directly to New York for detailed discussion and to open up a few important "leads". Miss Davies is arranging a full-fledged campaign at Pittsburgh the week beginning November 18th. We also plan meetings at Dayton about that time. With these exceptions we felt that you would probably find it best to concentrate on New York, Philadelphia, Boston and other cities in this immediate vicinity.

Dr. Luce has clinched a residence from Robert Garrett of Baltimore and thinks we can get at least that much more from other Presbyterians there by devoting a few days in early November. (Dr. Luce is now on a long trip through the cities touch last spring, checking up important personal prospects and seeing where further work should be attempted this fall).

I had a good letter from Dr. Sellman, reassuring us he wants to cooperate in the best possible way. He was out of town at the time, but should be back by now and I plan to see him at once. Dr. Boynton also indicated his willingness to speak for us, but I have had two or three unfavorable reactions from his presentations which made me hesitate to tie him up as yet. Doubtless, we could use him in certain cases near by, but I should like to talk to you personally about him. Frederick W. Stevens also indicates his willingness to serve whenever he is free and we want to use him at Pittsburgh, Dayton and possibly elsewhere.

I plan to send you a night letter to give any information regarding later developments, but want you to be sure to get these details. We are delighted that you are able to come so promptly and feel confident that your leadership will enable us to finish the season successfully. We are all looking forward most keenly to the personal pleasure of having you with again.

Faithfully yours,

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October 15, 1923.

President J. Leighton Stuart,
Admiral Oriental Line,
Steamship President McKinley,
Seattle, Washington.

My dear Dr. Stuart:

This is to welcome you back to America, although I know you are not at all anxious to be here again. I shall hope to see you in New York before very long.

We had a cablegram the latter part of September from Mr. Chamberlain with regard to the shipment of the cattle. I think probably you received the word before you left that Dr. Schlaegel would be unable to go. The cablegram asked us to communicate with Fred McKenzie of Missouri University. This we did through Dean Mumford, but Mr. McKenzie had already signed a contract with the Government, which it was impossible for him to change, and he felt it unwise to make any effort. Dean Mumford recommended to us a man by the name of Frank Rea, with whom we immediately got in touch, but who also was unable to consider going to China at this time. I investigated the possibilities among the various mission boards and had no very satisfactory result. We have been unable to get any word from the Dollar people up to the present time as to whether they could supply shipping space for us by the first of November. This makes it now practically impossible for us to do anything this fall, as it would be entirely unwise to try to ship the cattle without a man, and there is no chance now of getting them to China until the middle of the winter. Very reluctantly therefore we have felt compelled to suspend operations on this matter once more. I was hoping very much that we might be able to push the thing through to completion this time. I do not know where we are going to find a man, but I have another recommendation from Dean Mumford and a name from the Presbyterian Board that sounds possible. I will follow these up, and see what can be done in securing a man to go early in the spring.

We have just received this morning your letter of September 10th referring to the receipt of the cable in which the trustees asked you to come back to this country for the campaign. We very deeply regret the difficulties that

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J. L. Stuart

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October 15, 1923

Mr. Newman's presence in Peking has caused. I shall of course expect to find out more nearly what the situation is when you arrive.

With very highest regards and warmest best wishes,
I am,

Most cordially yours,

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October 25, 1923.

Mr. J.L. Stuart,
c/o Office of Peking University,
150 Fifth Avenue,
New York City.

My dear Leighton:

After considerable delay I succeeded in calling a meeting of the Executive Committee of the Board of Managers to consider further revision of the Princeton-in-Peking proposals. In calling a meeting of the Executive Committee I sent to each member a copy of a letter I had earlier addressed to Mr. Edwards and Mr. Burgess reporting the forms of revision I proposed to bring to the meeting of the committee. I thought it well to write to Mr. Edwards and Mr. Burgess in advance so that if they wished to make any comments, the comments might be available to consideration in the meeting of the Executive, thus trying to forestall the need for further negotiations. The inclosed copy of the minutes of the meeting of the Executive Committee which was held last Saturday indicates the revised form of the two sections concerned. We did our best to carry out the instructions of the Board of Managers, and I hope what we have set down will meet with your approval. If you compare these two revised sections with a copy of the original document you will see that the first section is changed only by the addition of the last clause of the last sentence. The second section was quite thoroughly rewritten.

Just before the Executive Committee meeting I received a letter from Mr. Burgess stating that Mr. Edwards was absent in South China and would probably report his own reaction at a later date. Mr. Burgess comments as follows:-
"I received a carbon of your letter to Edwards dated October 11, regarding Princeton-in-Peking. I fail to see that the additional discussion of the Board of Managers has added anything to the resolutions already passed. It was always quite clear that the teachers appointed by Princeton-in-Peking should be first sanctioned by the Board of Trustees and that the question regarding location of the work should be decided upon consultation with the University.

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I am very anxious that these relationships should be finally settled as soon as possible, if you feel that there is anything still in question. I thought things had already been settled. The continued bringing up of points on which there is apparently agreement, may, I fear, give the impression in America at the Princeton base that their desire for co-operation with Peking University is not met with in a very whole-hearted manner."

In making these comments, it seems to me that Mr. Burgess did not have clearly in mind the two issues that had been raised in the Board of Managers' meeting. I am inclined to interpret his comments this way rather than any reluctance to have the document revised in accordance with the vote of the Board of Managers. I am sure that all agree with him that we would like to have an early end of revision and negotiations over this matter which has been so long drawn out. I am inclosing an extra copy of this letter so that you can send to Mr. Wannamaker if you like that portion of it that deals with the Princeton-in-Peking scheme. We are sending a copy to Mr. Moss for his use and for filing in his office.

Mr. Newman went away a little earlier than his announced program called for. I did not know of his change of plan and failed to see him off at the station as I hoped to do. In general his attitude and activities seemed to be about the same clear to the end. Not very long before he went away he had an interview with Mr. Krause and me in which he had a great deal to say about the incompetence and bungling way in which affairs in the Construction Bureau were being conducted. Mr. Krause and I listened as patiently as possible to his representations and made an effort to cooperate with him further during those last days. We found this very difficult, however, because Mr. Newman did not seem to have any judgment with regard to relative values of questions of issues, often spending a long time over details which seemed to us exceedingly insignificant, and leaving untouched some of the broader issues of the engineering program. In general, I think I can report that his connections with Lund and Cernow became more and more friendly and cooperative toward the end, and his relations with Mr. Gibb became more and more strained. Perhaps after you have made inquiries in New York you will be able to explain to us how a man apparently so incompetent and so difficult to deal with was sent out by the authority of the Trustees. Certainly it is a puzzling question to us here and remained so to the end. We are glad that you are there in New York to explain the field point of view fully with respect to all our dealings with him.

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You will be interested to know the progress of the effort in the Board of Managers to secure the special fund to cover the lectureship in the School of Theology during your absence. Mr. Krause reported to me the other day a very marked evidence of interest on the part of Mr. Stanley Wright. In a word, Mr. Wright has guaranteed up to one half of the some we are endeavouring to raise. Other contributions and pledges have come in so that the total approximates two thirds of more of the sum aimed at, and we are hopeful that the entire sum will be raised. As soon as this seems assured we shall probably send you a cable. In the meantime I have been consulting Dr. Lew with regard to engaging the services of Mr. Timothy Jen in Shanghai. Dr. Lew is now in Shanghai and we expect a further report from him in regard to this matter when he returns.

You will recall the status with regard to the tenure of Dr. Chase's position here. Not long after you went away he approached Mr. Breece and me to ask if in case he secured another suitable position in Peking which gave promise of permanence he might be released from the major portion of the work he was carrying with us. Mr. Breece and I both informed him that we thought the University would release him in case he found such an opportunity. A few days later he reported that he had an offer of a position in the Normal University. Accordingly I consulted with the Deans and as a result we authorized Mr. Breece to go forward at once with negotiations for other teachers of English to take the work Dr. Chase had been carrying. After much effort Mr. Breece secured the services of a Miss Neprud who happened to be in Peking, a graduate of the University of Wisconsin, who has begun her work under promising circumstances. Mr. Breece has also secured additional part time help from one or two others, so that on the whole, without exceeding the teaching costs involved in Dr. Chase's full time services, the sections in English have been provided for somewhat more adequately than before. In this connection an administrative problem was encountered in relation to Mr. and Mrs. Blaisdell. At one time Mr. Breece was endeavoring to secure Mrs. Blaisdell's services in the English Department but had to drop the negotiations in view of the University policy not to compensate the wives of members of the staff for teaching in the University. Some days later I received from both Mr. and Mrs. Blaisdell rather vigorous letters of protest against this policy. Their letters were addressed to the Board of Managers, and accordingly I brought them to the attention of the Board of Managers Executive. The action of the Board of Managers Executive you will find in the copy of the minutes included. The committee gave quite thorough discussion to this matter and in that connection I came across in the files of material from the Board of Trustees a report of a committee of the Trustees

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which had been considering the mission relationships of members of the University staff. We felt that the principles laid down in that report indicated that the attitude of the Trustees would be one of definite approval in our efforts here to keep the administrative methods of the University in line with those of cooperating missions. In the discussion of the point a further matter was raised: What should be the attitude of the University toward members of the staff or their wives undertaking outside employment for remuneration. Regarding this question also the mission's ~~members~~ seemed to have quite a distinct and unified ^{own} policy. Whether or not the University should follow the same policy we did not try to decide at the time but agreed that the subject was one which might well be discussed in a full meeting of the Board of Managers at some later date. We shall be very glad to have your views on this question and perhaps while in New York you will wish to discuss it with the Trustees or their representatives. There is no immediate urgency in the matter as far as I know but the question concerned is one that sooner or later is almost certain to arise. Matters in general are going on very smoothly so far as I know here in the office. We are managing to keep busy as you can well understand.

Enough for this time,

Very cordially yours,

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Copy to L.H.W.
J.H.S.

PEKING UNIVERSITY
(YENCHING TA HSUEH)
PEKING, CHINA

OFFICE OF THE PRESIDENT

September 3, 1923.

Dr. Ralph A. Ward,
Board of Foreign Missions,
150 Fifth Avenue,
New York City.

My dear Ralph:

Since writing you regarding Harry Caldwell, I have had my attention called by a medical friend to the desirability of his taking a year's work in hospital before coming out here. This, of course, is an obvious advantage. It then occurred to me that we might arrange for him to be an intern in the P.U.M.C. (Rockefeller Medical College here) and I consulted with Dr. Houghton on the subject. He was quite attracted by the idea until he learned that Caldwell was married. There have been certain reasons why they have had to fix a procedure against married interns. However, they have made a special exception in his case. Their terms begin July first and January first. It might be that the Caldwells could come out next summer and study Mandarin until January, at which time he could serve as an intern. His presence in Peking would enable him to become acquainted with conditions and absorb a certain amount of Chinese. Even when in the hospital we could all get acquainted and he could begin to block out his plans for work with us, even when otherwise occupied. I write thus to you rather than to him direct, as you will be in a position to advise with him in the light of the whole situation. It is an immense relief and satisfaction to be able to look forward to having a real Physical Director coming to us, to say nothing of the more important medical side.

While writing you may I say that a word about the question of my return to America. I know your own position and can understand the reasons for it. If, however, there is any way in which others can make a special effort to see the campaign through, I want very much to be allowed to stay here during the next few months when a number of specially important issues will need attention. Do your best to see that the campaign does not suffer and to let me out if possible. I often think of you in the extremely responsible task which is occupying you.

Very sincerely yours,

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