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COLLEGE FILES
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Yenching
Corres.
Stuart, J. L. 1924 Dec

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Attach

Yenching University, Peking, China,
December, 1924.

Dear Friends:-

As the Christmas-tide draws near I am reminded of the date of my arrival in China on Christmas Day 1874 and the filling out of my half century of missionary work in this great country. I often wonder if I am the same person - so different is the outlook of the present day and so unlike the surroundings of my first arrival. For more than forty years I have lived where changes were being made very rapidly. I have lived in three capitals of this great empire, all very different in outward aspect and unique in their settings and peculiarities. I have taken part in almost every kind of missionary work and witnessed every phase of development both in Chinese sentiment and in the expansion of our own plans. I am seeing the third generation of Chinese Christians and I have to shake myself to convince myself that this is the same China to which I came in the last century.

My pioneer work was in the city of Hangchow where I witnessed the very beginning of things and lived long enough - over forty years - to see the forming of a large Christian community that had already become a power in the city. Schools, hospitals and agencies of various kinds had been at work and their leavening influence had been felt even in high places so that the Christian Church was a power to be reckoned with. Its influence was being felt far beyond what actual numbers would lead one to expect. I do not propose at this time to give a resume of these past years - fifty in all - or to trace the steps already traveled but to assure you that from the present outlook I consider it all very worth while.

In the beginning I came very much like Abraham, not knowing whither I went - but simply obeying the call to go to China. Now that I know the path I have traveled over I can say with assured thanksgiving that the Lord has been with me every step of the way and I have nothing to regret except my own failures. Goodness and mercy have followed me all the days of my life in China and He has led me all the way. My heart bleeds with the present condition of things in China, but I am still in hopes that things are coming out all right, and that the Kingdom of God which has come to stay, will advance more and more and make its influence felt all over the land. I rejoice that I have had even the humblest share in helping on this result and would do it all over again every time if the choice were offered. I have helped in the preparation of the soil, in putting in the seed, in helping to mature the grain and in gathering the harvest as it became ripe. I hardly know which I would call the most interesting or important and which I would like to do most. At the time each one engrossed my thought and energies.

January, 1925.

We are now fairly well launched into the new year and beginning to write 1925 without a mistake. Things have quite settled down at school after the diversions of Christmas and New Years. While the solar calendar is now adopted as the legal one and is used in all affairs of state, the real division of time

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is still at the old China New Year. It is by this that the semesters are set off and the great division of the year is made. This year China New Year comes early - January twenty-fourth - and then comes the big vacation of several weeks. But before vacation come the semi-annual examinations - so these few weeks in January are strenuous ones in the University, and Yenching is now having a very busy time. The Chinese New Year will find our teachers taking little trips to the country, many of them attending conferences on various subjects - all getting a chance either for rest or work. Anyhow - all regular work is cancelled and everybody trys to do something different. The old year is passing on to the new a large amount of work done at the new site, and will stand high in its achievements. Important as the year 1924 has seemed in the life of Yenching, and marking great progress in the material growth of the college, wer are still looking ahead to the future. Surely the campus presents a very different appearance from what it did a year ago - now its stately buildings are filling up the landscape and the whole thing begins to have a purpose or a motive as a prospective whole. The outer hum has ceased for a few months during the freezing weather, but the busy contractors are hard at work in-doors preparing all the interior wood-work, etc.,- and there is no end to the meetings of those in charge to plan for the opening of spring work. I wonder if you readers realize what we are undertaking in putting up a plant for lighting and heating and conducting water, on an old Manchu estate which shall keep going hundreds of students, their teachers and families, and servants - according to the latest ideas of the western world. I gasp when I think of it - and look back over fifty years, when there was not a railroad nor a telegraph nor telephone in all China.....

The above paragraphs stand as they were written and represent the first draft of Mother Stuart's last letter in the series which has been going to you at regular intervals. You must be thinking this minute that only for a very special reason would anyone be so venturesome as to make any additions to her letter. But on last Friday morning, January 16th, Mother Stuart fell asleep after an illness of a very few days. The funeral was this afternoon at three o'clock in the largest auditorium in the city - the Methodist church. It was a very simple and lovely service - conducted both in Chinese and English. According to Chinese custom the tall pillars of the church were hung with long white satin banners or scrolls on which were written appropriate quotations. Sending scrolls means to the Chinese the same that sending flowers means to us of the west. All the wall spaces were covered either with banners or flowers while the chancel was like a spring garden in full bloom. If I could make you feel how different death seems to us out here where we live so close to the margin of life's elemental experiences and where because we are so few in numbers inevitably we live in and share more deeply the joys and sorrows of each other - you would understand why we felt as if we were sharing that hour with Mother Stuart. It was her great achievement - her hour of triumph. One of the many significant facts in her life is that her increasing years brought her an ever widening range of interests

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and an ever widening circle of devoted friends. She was "Everybody's Mother" - and was always at leisure from herself to sympathize. God set the gift of ageless friendship in her heart. She has metioned Christmas Day and the fiftitieth anniversary of her coming to China all too modestly. If you had seen the hundreds and hundreds of students who came that day to greet her as well as the President and his wife you would understand the place she held in the hearts of the students as well as of the faculty.

On New Year's Day we in Peking still have the custom of all the ladies of the foreign community keeping open house and all the gentlemen going calling. These calls begin before nine in the morning and last till late in the evening. Mother Stuart and her daughter received almost one hundred calls that day. For two or three weeks before Christmas Mother Stuart did not seem to want to go out as much as usual - she did not complain of any ill feelings except that she was a little tired. Christmas was always a very busy time for her, because she tried to remember all the new-comers especially, with some expression of her thought for them, lest their first Christmas in China should have a wee touch of home sickness. The day after New Years she had a cold and a doctor was called who gave her a very thorough examination. The report was that for one of her age her blood pressure was satisfactory and her heart action while not quite so good was not a cause for uneasiness unless other symptoms developed. During the next two or three days signs of pneumonia were watched - and on January eighth - her eighty-third birthday she was taken to Methodist Hospital for women. The hospital is so near the house that the transfer from one place to the other could be made easily. On Sunday there was a decided change in her condition - pneumonia symptoms giving way to those of arterial sclerosis and during that night she became unconscious. Monday afternoon she roused long enough to have a little visit with Dr. Stuart. She made no reference at all to her illness except to say she was glad to be in the hospital. She chatted freely about the varied interests that occupied her mind - then she lapsed into unconsciousness from which she never rallied. From that time on although the change was almost imperceptible she gradually became weaker. There were no indications of pain during her illness - she just slept her days away. (Dr. Stuart is leaving tomorrow to accompany the body to Hangchow where it will rest beside that of his father). To one who gloried so in the sheer joy of living no ending could have more fitting. For those of you who know her personally no word of mine is needed - and for those of you who know her through her letters no word is adequate. We have all shared together her buoyancy, enthusiasm, and creative faith and we interpret each in his own way the gift of her love and friendship. These letters begun for her relatives in America were later enlarged to include friends and then to include friends of friends who had never met Mother Stuart. till the mailing list had about one hundred names on it. This letter must needs end the series.

M. E. D.

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PEKING

December 1, 1924

Mr. Leighton Stuart
Peking University
Peking, China

Dear Leighton:

I have received copies of Mr. Gibbs' letters of October 15, 22 and 23, all since my last letter to you. We have had one meeting of the Finance Committee and one of the Campaign Committee.

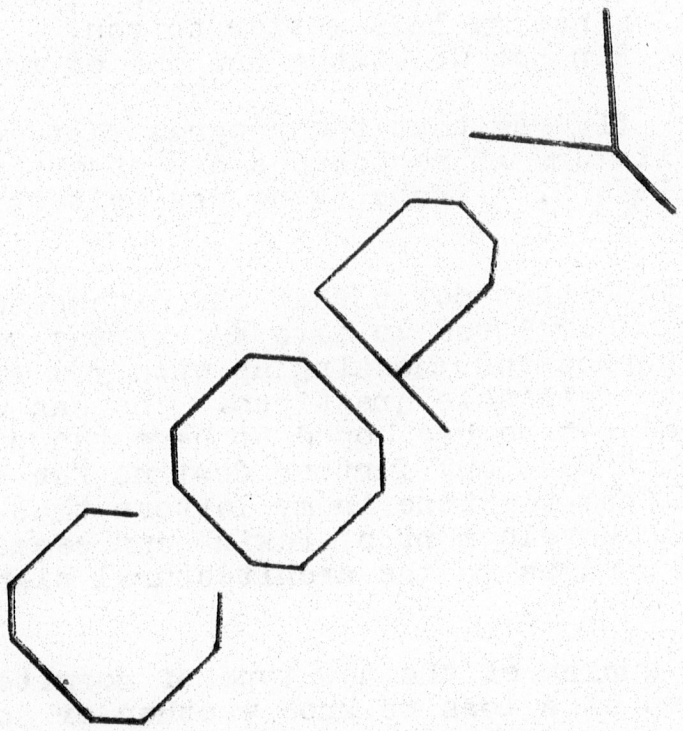
Mr. North figures that the program that you have outlined for two dining halls and 15 residences and others would require the expense of $315,000. Probably he has written you more fully on the subject.

The one important point that was discussed was the desire on the part of the Committee to have Mr. Murphy go to China at an early date for the purpose of checking up with you and the others a number of these debatable questions. He has not seen Ginling since it was finished yet he had hoped to have thoroughly studied them before he should make any further designs for Peking. I think that you will feel from the tone in my letters that he is taking a keen interest in the development of Peking and seems to be anxious to carry out the changes in the architectural plans that you are wanting to make.

You have spoken of the new type of dormitory that would cost less and we are at a loss to know whether or not you refer to one dormitory or a quadrangle, and whether or not this type is cheaper per student than the type already planned. If there is to be criticism in building the 3rd quadrangle in the same type as the first and second, making too great regularity from the Chinese view point, then I feel the point is well taken. To change the type of that building should be done with great care. Mrs. Thurston, from her experience, feels that where a dormitory is constructed with rooms on both sides of the corridor the main axis of these buildings must be north and south so that all rooms will have sunlight part of each day. Where rooms are built on one side of the corridor then the building may be built on the East and West axis so that these rooms may be faced south but here we feel that a dormitory built on this latter type will cost more per student than where the corridor is used for a double set of rooms.

Mr. Murphy is now under consideration of the possibility of his going or sending an architect or going with an architect. I doubt if the Committee here will agree to leaving the choice of architects with him on account of the expense involved (about $15,000) for two years, but they are strong in having Mr. Murphy see the work and

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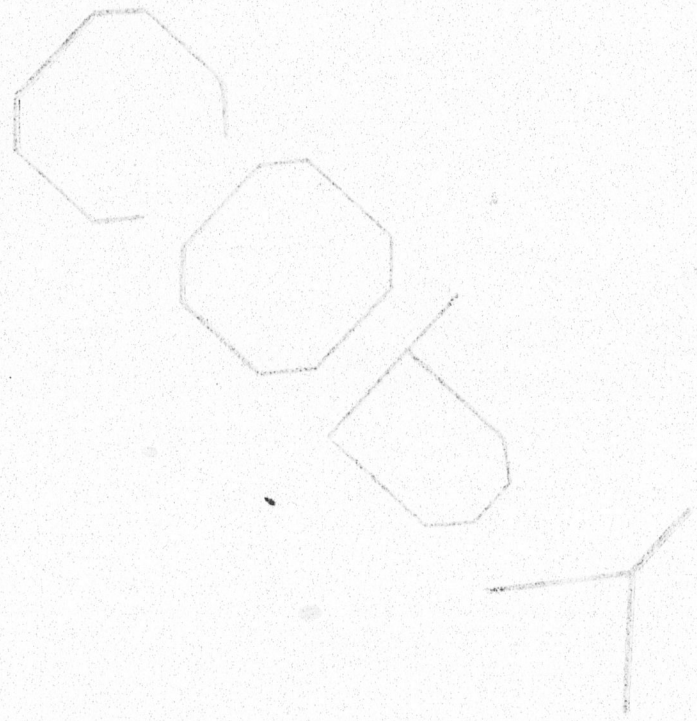
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correlate all ideas with the people in Peking.

You will be interested to know that Shantung have asked for a Congregational representative on their Board of Trustees and it has been approved by the Prudential Committee in my presence the other day. I spoke of the close fellowship growing up between Peking and Shantung and I know this new contact with the Congregational Church will be pleasing to you.

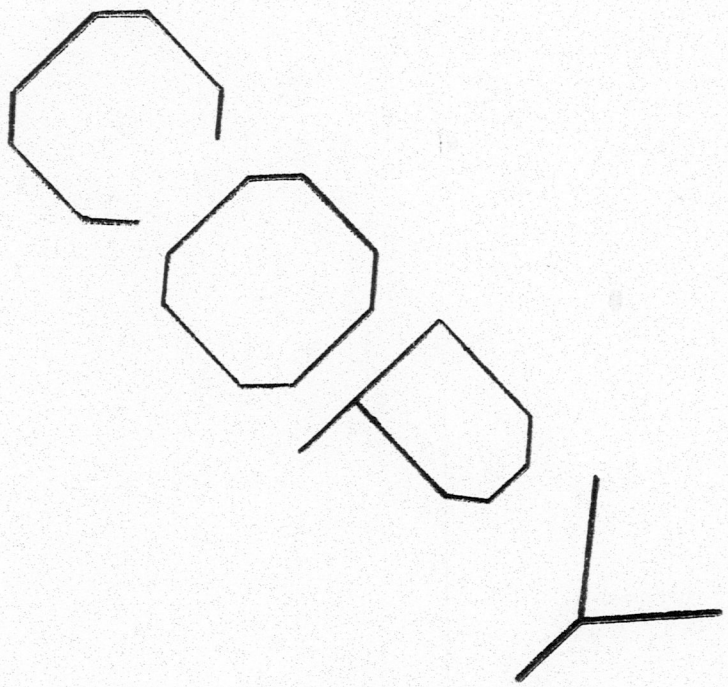
Sincerely yours,



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COPY TO DR. E. C. LOBENSTINE.

PEKING

PEKING UNIVERSITY.

December 1, 1924.

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

My dear Dr. Stuart:

Inquiries inaugurated by Dr. Bowen raised the question as to whether we ought not, in a number of our China universities, actively begin to settle the mooted matter of pensions and insurance for members of the staffs. The salary schedules of some of the universities indicate that this matter is being considered, but is not yet settled. It has seemed to me that the problems of the different universities are essentially the same on this matter, and that because of the complexity of the problems, common counsel would be of much help.

I have written to Dr. Bowen raising the question as to whether it might not be practicable to secure a conference of the representatives of several of the universities and to make suggestions as to what practical objectives should be sought. I have no doubt that if this were done a joint committee of the Boards of Trustees here could study the matter also. I am sending word of this suggestion to Dr. Lobenstine of the Association of Colleges, in case there is a feeling that this matter should be considered by a group.

I have not, myself, been able to go into the matter deeply, but it seems to me that the following preliminary questions will require consideration:

First: Has the University any liability for insurance and pensions in the case of members of the University's staff who are appointed and entirely supported by the Mission Boards? These members of the staff undoubtedly look to the Mission Boards for protection in emergencies and to pensions upon retirement, and so far as I know, the general practice of the Mission Boards assumes this as their right.

Second: What provision is planned in this connection for the Chinese members of the staff?

Third: Ought the responsibility of the University for pensions go further than sharing in the providing of annuity insurance by the payment of its share of a premium sufficient to insure an annuity at the age of retirement equivalent to a standard proportion of the salary at that time?

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Fourth: Ought the University to share at all in the ordinary insurance protection of the staff?

Fifth: Should there be a fixed age for retirement, or should retirement come after a fixed number of years of service? If so, when?

Sixth: Should the administration of whatever form of annuity or insurance is agreed upon be handled (1) by taking the insurance out with a commercial organization, (2) by seeing whether there is some Foundation that could assist us, or (3) by establishing a pension endowment fund in the University, with some form of participating arrangement for the members of the faculty?

I am under the impression that the Teachers Insurance and Annuity Association of America admits the American faculties of foreign colleges to pension participation, but not to insurance. I think, however, it were best for us not to raise the question with them at all, until we know what our own objectives are. Then, when we are ready to raise it, I think it would be best to do so by a committee representing the Boards of Trustees.

I am sending you under another cover, documents from the Teachers Insurance and Annuity Association of America, and, by courtesy of Mr. Roger S. Greene, the plans of the Rockefeller Foundation and the Peking Union Medical College.

Cordially yours,

Secretary, Peking University.

EMN/KJL

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PEKING UNIVERSITY
(YENCHING TA HSUEH)

OFFICE OF THE PRESIDENT

December 3, 1924.

Mr. James H. Lewis,
156 Fifth Avenue,
New York City,
U.S.A.

My dear Jim:

I am inclosing herewith two letters regarding a theological student who wants to study in America. I wonder if you would care to take up with the Drew Seminary people the possibility of a scholarship with them in case neither of the others materialize. You can easily learn from Dr. Fleming what happens at Union.

The budget forthe year 1925-26 is oppressing me and has been giving me no little uneasiness since I finally totaled it up a few days ago. As soon as it passes our Board of Managers I shall forward it to New York, and hope that you can take up the problem soon after either by securing endowment or gifts for individual salaries as a temporary expedient. Among the goods to be sold are K.A. Wee whom Mrs. Day of Chicago might undertake, Andrew Ch'eng now in Union who ought to prove a most attractive article, Timothy Jen and T.S. Hsu both of them outstanding Chinese the latter now studying at Oxford and getting ready to return next summer to teach Comparative Religions. There is also J.F. Li whom Mr. Conyers of Pittsburg started out to support, and myself and office force. This is only a hurried message. I shall be writing in detail in a few days.

Shed

A cable came this morning stating that no money had yet been secured for a refectory or central hall. This building is vital to our moving out next autumn and isthe only absolutely essential one which has not been authorized. You are, of course, doing your best to secure it.

Yours in a hard task,

J.L.S.

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December 4,1924

Dear Leighton:

I am very anxious to learn the real facts about the Thousand Character Movement, and my sister Ida tells me to write to Mrs Hsuing Hsi Ling of Peking. However it does not seem wise for me to write to her direct as she may possibly be one of those who resent the use of the word Peking University for us, and of course I would have to use that stationery. I am wonder[ing] therefore whether you would be willing to commission Mr Wee or someone like him to get all this data from Mrs Ling - everything possible - and forward it to me. It makes good publicity to fit into our educational number of the News which will probably come out next April. I will use it in the February number if it arrives here in time.

Ever yours,

To

Dr J. Leighton Stuart
Yenching Ta Hsueh
Peking, China

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(COPIES TO MR. C. D. MORSE & MR. J. M. GIBB, JR.)

Original draft of statements of Plans attached

PEKING

December 8, 1924.

PEKING UNIVERSITY.

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

My dear Leighton:

After a very serious and thoughtful meeting of the Finance Committee on December 5th, and a later conference between Mr. Stock, Mr. Warner, and myself, we sent you a long cablegram on December 6th. I wish to go over the contents of this cablegram and to explain the situation. The matter arose because we suddenly discovered that Mr. Krause's drafts on us were reducing our bank account to an extremely low figure and that the orders placed for the power plant machinery together with the request that a credit be established at once, made a call both for more funds than we had at hand and also for more funds than you were authorized to expend. The matter is involved and I am enclosing a fully worked out schedule with a memorandum attached showing the way in which we arrived at our conclusions and the items that entered into them. I think that undoubtedly, and perhaps naturally, you on the field have been unconscious of the degree to which expenditures not authorized or expenditures authorized and necessary, have tied up the funds which we should have available for buildings now under construction. Let me take up the cablegram item by item:

"FINANCES THE MATTER IS SERIOUS AND REQUIRES CAREFUL HANDLING ON ACCOUNT OF CAMPAIGN OVERDRAFT G$74,000 EXPENDITURES NOT AUTHORIZED G$41,000 ADVANCES ON WHICH NO FUNDS AVAILABLE FOR THE PURPOSE G$35,000 PERIOD."

The item quoted above was intended to indicate the grounds that make the situation serious. On December 1st, the overdraft of the accumulated Campaign Expense Deficit amounted to approximately $74,000. Gold which we have to float against funds for other purposes, except so far as we can carry it at the bank. This figure allows for the deductions made from Mr. Lewis's Lion Campaign to date. In addition, the analysis which we have made shows that you have disbursed for items not authorized approximately $41,000 Gold. At this point let me say that when I use the words "not authorized" I am not using them in other than the technical sense that you have necessarily or otherwise expended funds for which we could not make authorizations as we did not have the funds available for the purposes; some of these items you might have warded off - others, perhaps not, but, of course, these expenditures tie up our hands in the use of other funds. The amount of $41,000 consists of the following items which are referred to later in the program:

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Extra cost of Athletic Field above $10,000. Mexican = Mexican $15,000 — Gold $ 5,400.

Permanent investments (which I assume to be permanent improvements of the grounds and which were described in Mr. Gibb's cablegram of March 15th) — 13,600.

Your expenditures upon the refectory above architect's fees indicated on the Building Bureau Balance Sheet of November 1, 1924 as Mexican $7,400 (estimated by me before the letter arrived) as → — 3,000.

Prospective overdraft on $50,000. Gold for power plant machinery (overdraft estimated by me originally as Gold $14,960. but raised by a change in rates of exchange) 14960 / 41400 — 15,500. / 42900

In addition to these items, the advances which we authorized without having funds available to meet them for the particular purposes are as follows:

Cold water pipes — 1 — 2000.00

Total cost of plans of Recitation Building — 9,045.72

" " " of Dining Hall — 4,299.84

(The two items immediately above include the final payments to Mr. Murphy on these buildings, although part of this final payment has not been made by us but will have to be made in the next two or three weeks.)

Cost of report of Clyde R. Place, et cetera — 12,130.21

Amounts you have already drawn on us for power plant and which I presume are related to the authorization for trenches — 5,000. / 3100

You will see, therefore, that we have to float over $150,000 of expenditures upon which specific funds have not been received and this is no slight task. Any disbursements or purchases by you which aggravate this situation, will make our condition almost an impossible one to clear without your coming home and raising some more money.

"CANCEL AUTHORIZATION OF APPROPRIATION FOR SUMMER (PALACE) GROUNDS MEXICAN $50,000 JANUARY 6th OF LAST YEAR"

The sentence above was introduced as a measure of precaution, inasmuch as the original authorization for the summer palace grounds, made in January, 1923, while not yet made use of, appeared, from recent correspondence, to be under consideration for use now.

"WE CANNOT CREDIT ROYLES UNTIL YOU TELEGRAPH BOWMAN REIMBURSE TRUSTEES OF PEKING UNIVERSITY GIRLS COLLEGE PORTION NOT DISTRIBUTED ACCOUNT DISTRIBUTE ON THE BASIS OF ACTUAL ITEMS REFER TO OUR LETTER OF MAY 19th NOVEMBER 26th"

As you will note from the analysis of the cash situation in memorandum [illegible], we do not have the cash available with which to establish the credits you [illegible]re for Royles, Galloways, and Burmeister & Wain. We know that quite a little [illegible]our funds is tied up in the buildings operations undistributed account for [illegible]chases which we have made here on your order for materials which were to go [illegible]into various buildings. I know that some of these orders covered materials for [illegible]four or five buildings of which all but one were [illegible]

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are therefore in the position of having advanced funds for them which we have not authorized them yet to pay back to us.

Just as the above sentence was dictated, you cablegram of December 10th arrived, stating that you had fully drawn on account of the Girls' College and that there was no balance. No statement from Mr. Krauze has indicated this fact and the statement in his letter of November 7th does not show any credits whatever applying to account 26F-1, Building Operations Undistributed, from the account of the Woman's College. The situation is therefore one in which you have drawn from both the Woman's College and from us for the same items, and have given us no report of credits here, that you have received these funds from the Woman's College. To put it in another way, our cash account is drawn down by the amount that you have drawn for the Woman's College share of this account, and yet, we still stand as required to pay to you the amounts authorized for the buildings. This situation must be cleared up promptly, if we are to know where we are in our finances. I have therefore cabled you to-day asking that the amount be reported. I think that you might have reported this amount in your cablegram of December 10th. Confirmation of our cablegram is enclosed.

We recognize fully the seriousness of delay upon the orders for machinery from Europe and we shall do everything we can to facilitate this, but we must have your cooperation for a clear understand ng of the financial situation. The bank has been generous to us, and in order to secure further favors for just such items as you now require, we must be protected by the knowledge of just what the situation is. That is why, in our cable of December 6th and again in our cable of December 10th, we have insisted on knowing the amount that you are likely to draw monthly, for we do not have the funds in the bank with which to establish these credits. We must, therefore, arrange with the bank for a loan, in case it should be needed at the time the payments on these credits are required. Arrangements for this loan must be made when the credits are established. We cannot secure a loan sufficient to cover these requirements until we are able to state to the bank how much we expect to receive during the period and what reductions in our bank balances will be made, and then, in addition, can give them assurance as to the future funds available to meet the loans that these drafts require. We cannot draw upon building funds for other buildings to finance these power plant credits, for the reason that you will undoubtedly be drawing also upon us for those funds.

I beg you to be assured that we are not fussing over the adjustment of accounts, but are dealing with the fundamental problem of financing, which we both want to do, in order to enable the University to be on its new site at the earliest possible date. With this in mind, please give complete and full answers to letters and cablegrams affecting this matter.

The last phrase of your cablegram of December 10th, stating "will provide the means" indicates practically nothing to us, as you do not indicate how you will provide them, and a statement of this kind is, of course, of no use to the bank.

Returning again to our cablegram of December 6th, I shall write a separate note to Mr. Krause explaining the importance of distributing the building operations undistributed account on the basis of the actual items.

Your letter re the plan to
[illegible]

"L14,000 WILL EXCEED G$50,000 G$15,500 LIKELY TO CAUSE GREAT EMBARRASSMENT CAN YOU DELAY CREDIT COPENHAGEN IT WAS SUPPOSED THAT G$30,000 COVERED ADVANCES PIPES DITCH ETC"

Our expectation in our authorization of G$50,000. for the power plant was that you should apply this to whatever item was most needed to facilitate rapid action, we supposed, however, that just as in the case of other building advances made for the purchase of materials ahead of the main authorizations, this would be covered by this main authorization, and we supposed that you would include as charges against this $50,000. the $12,000. authorized for the trenches and the $2,000. for the cold water pipe, now presumably in the building operations undistributed account. We expected to try to float ourselves the matter of the Plaza report. As you will see from examination of the data going forward with this letter, we have either spent or are obligated, because of your action upon the power plant machinery to the extent of $84,090.21 Gold, toward which the total asset in sight is G$28,830., representing the Woman's College "third" and one or two smaller items, not including whatever savings there may be upon the buildings now under construction and which we may be able to use temporarily. This amounts, I think, to about G$28,000. which is G$26,000. short of covering the amounts for which we are apparently obligated. This difference would not be so bad if we did not have to float the campaign overdraft and other disbursements as indicated above for items for which we have received no funds.

You can easily see the stringent situation in which we are through your action in giving orders for power plant machinery to total 14,000 pounds sterling without apparent consciousness of the fact that the cost of Sterling is such that at the time my schedules were first made out, 14,000 pounds sterling would cost G$64,960. and not G$50,000. Between the time my schedules were made out and the preparation of the cablegram to you, Sterling had risen six cents, adding G$600. more to this amount, and Sterling is improving, apparently, steadily, to our disadvantage on this overdraft.

"YOU HAVE HAD NO AUTHORITY ATHLETIC FIELD EXTRA MEXICAN $15,000 PERMANENT INVESTMENTS AS PER YOUR CABLE OF MARCH 15th G$13,500 REFECTORY MEXICAN $7,400."

Plus two 14,960 on Ft W L + S.

The matter quoted above is intended to indicate to you the detail of the $41,000. referred to in the first quotation, as showing the amount that we have to float without funds. As I indicated above, we have no wish to appear to remonstrate with you for incurring these expenditures, as some of them are undoubtedly necessary in the process of putting up the buildings and in securing the land necessary, but the practical consequences of this you must note and understand the difficulties in which it places us. In any case, we are unable to see why you proceeded with the erection of the refectory without authorization from us.

"TELEGRAPH IMMEDIATELY MONTHLY REQUIREMENTS UNTIL JULY FOR EACH ITEM AUTHORIZED EXCLUDING GIRLS COLLEGE EXCLUDING L14,000"

As I have already indicated above, and as I have repeated in our cablegram of December 10th, it is necessary for us to know the amounts for which you will draw upon us during the next few months, in order that we may know exactly

[illegible] might not [illegible] and therefore [illegible] the [illegible] authorized [illegible]

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...nt statements we can make to the bank in floating the loan necessary to ...h these credits. Part of our ability to finance this item depends upon the ...gree to which you have to draw upon us in the early months of 1925 for ... of other accounts.

"SAVINGS AS PER YOUR CABLE OF SEPTEMBER 7th CANNOT BE DISBURSED"

This sentence is precautionary, indicating that we are still dependent upon the savings on the individual buildings which Mr. Gibb's cable of September 7th indicated would be the case, to assist us in financing this power plant matter. As I have already indicated in a previous letter, it is not at all our intention to do this except for temporary reasons, and that just as soon as we can find other funds to take care of the power plant, we will give you an authorization releasing these balances.

"HAVE RECEIVED YOUR LETTER OF NOVEMBER 4th WE WILL DO OUR UTMOST TO SECURE THE HELP YOU NEED LETTERS WITH FULL INFORMATION FOLLOW"

The rest of the cable quoted is no doubt entirely clear.

We wish it to be very definitely fixed in the minds of everyone on the field that we here shall do everything within our power to enable the University to move to its new site in the fall of 1925 and that nothing in our action here is intended to hinder that if we can possibly avoid it, but it is necessary for you to have in mind the fact that we cannot spend funds which we do not have unless we have real knowledge of funds coming in in time to meet drafts and notes due. Furthermore, we all, both here and upon the field, must face the fact that the current expenditure after moving to the new site will probably be much increased and that because of this, we may be forced even further into debt in order to keep the University going. We wish to avoid being put in the position of requiring the University to close simply because we have expended all possible funds and bank credits, as might come to be the case if we overdrew our campaign accounts, building accounts and current accounts by the large amount that appears to be involved.

Your cablegram of December 10th referred to a delay in the credits to Europe as disastrous and we fully recognize the seriousness of that, but there is something even more disastrous - the accumulation of a debt that would hang like a millstone about the neck of further efforts to secure the funds for the expansion of the University and which might very easily cripple even the present limited scope of the University's work.

We note the program suggested by Bishop Grose and we will, of course, prosecute it as rapidly as we can here, but we cannot yet offer any judgment as to what the possibilities will be. In conclusion, let me say again that we will do all we can to help the University to move successfully to its new site and that we beg you to believe this so definitely that you will not embarrass us in our efforts by giving us more problems than we can effectively finance.

Cordially yours,

Secretary, Peking University.

ENCLOSURES: Chart analyzing financial situation of building [illegible] as of December 1, 1924.

Memorandum "A" completing the analysis of the [illegible]

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燕京大學

PEKING UNIVERSITY
(YENCHING TA HSUEH)

OFFICE OF THE PRESIDENT

PEKING

Budget

December 9, 1924.

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

Dear Dr. North:

I am sending you herewith the budget for 1925-26 as approved by the Board of Managers. Before commenting on it I should like to call attention to two serious items affecting the budget for the current year.

One is the failure of the University of Southern California to keep its agreement for three years. Mr. Harris has probably communicated with you on this subject. It would seem to me that the authorities of the University should be held responsible for keeping faith in a matter definitely assumed by their students and without which we would not have made the plans we had for Mr. Harris. He is expecting to sail the latter part of February. His address, as you doubtless know is Mr. H.V. Harris, 4227½ West 28th St., Los Angeles, Cal. This unfavorable decision means the loss of the young man whom we had hoped would be sent out by them next autumn to teach English, and inevitably forces us to raise the question whether Mr. Harris himself should be returned, although we were expecting that after the present fiscal year he would be taken over by the University. We must have a man who makes the work of treasurer his primary interest, and he is admirably fitted for this task. I shall refer to this whole matter again later on in this letter.

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燕京大學

PEKING UNIVERSITY
(YENCHING TA HSUEH)

OFFICE OF THE PRESIDENT

PEKING

Budget

December 9, 1924.

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to push budget in 11
cols with footgears.

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

Dear Dr. North:

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note attached

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The second item affecting this year's income is a communication received from Mr. Hawkins of the L.M.S. from which I quote the following paragraph:

> "With regard to Mr. R.K. Evans' salary we were paying it to him in this country during his long illness and convalescence and the payment has only recently come to an end. In view of the possibility of Mr. Evans' going out again, I would suggest that the question of an equivalent of his salary being paid to the University should stand over for the present. Our Directors have never accepted the principle that during a vacancy in the L.M.S. members of the staff of the University the amount of the salary should be paid to the Trustees. This principle does not operate in any of the other Institutions in which we are partners in China. Moreover on our basis of contribution to the University we are only responsible for two men, and, at the present time, you have Mr. Tayler and Mr. Barbour as representatives of the Society."

Mr. Lenwood definitely assured me that the L.M.S. would accept this obligation and we have been counting on it to meet various expenses being incurred this year. Mr. Hawkins has failed to realize that Mr. Barbour has now been transferred to the U.F. Church of Scotland. It is uncertain whether Mr. Evans will rejoin the L.M.S. and be returned by them to China next autumn or not. Meanwhile, I hope you will take up in a vigorous way with Mr. Hawkins, and as speaking on behalf of the Trustees, the obligation to pay in $250 silver per month from the time of the resignation of Mr. Evans and until that vacancy is filled.

Write Hawk ?

Coming now to the new budget:

Division One

A. I.

I regret the necessity of asking the Trustees from now on to pay my full salary, but although my ecclesiastical standing has been maintained it does not seem wise to force the issue of having my salary paid any longer by the Foreign Mission Board of my church.

The budget is increased this year by the salary of the Vice President which has hitherto been paid out of campaign expenses. !!

No. Probyterian

Do in the budget also.

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We are including the salary of Mr. Harris as treasurer for full time, although it is quite probable that he can give quite a bit of time to teaching in History. Theoretically, we should have one man to act as comptroller and to take complete charge of all financial affairs and physical properties. Mr. Harris is admirably qualified for the former of these duties, but has had no experience, nor is there any reason to think that he is expecially qualified for acting as superintendent of grounds and buildings. There could scarcely be found, on the other hand, a better man for the latter of these offices than Mr. Gibb, but there is strong objection to his acting as treasurer, partly from those who, like Mr. Krause, feel that he is not sufficiently systematic in accounts, and from others who fear his rough manner in treating Chinese, which is especially to be guarded against in view of the present temper of students and the danger of racial issues. Mr. Gibb will be primarily occupied with actual construction work at least for the period covered by the budget under consideration, and if within that period he has spare time, it could be advantageously used in teaching chemistry. I should be glad to have the Trustees give instructions on this whole problem, but my present suggestion is that we keep the two offices distinct for the present and utilize the spare time of each of the two men concerned in other ways. This solution would make it relatively unimportant that the new teacher asked for in History be sent out next summer.

Who next take in Harris as treasurer in MR Budget?

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The inclusion of Mr. K.A. Wee calls for no further explanation. It is frankly an experiment and could not be expected to produce results in the immediate future. Apart, however, from direct financial efforts the importance of studying the problem of how to become more related to Chinese life, and especially our place in this country, is becoming increasingly acute, and this is at least an effort in that direction. If Mr. Wee proves inefficient or conditions prevent activity along this line, he could either be used in teaching or in financial work at home, or could be advised to disconnect himself with us.

Division One

B.

The figures under this are based on a study submitted by Mr. Gibb, and necessarily must be regarded as the best guess we can make for the coming year. This is even more true of the amount chargeable to other budgets. We are counting on a sicentific study of all such costs with Mr. Harris in charge.

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Division One
C.

The total under this head is considerably larger than was asked for last year, but the increase is more apparent than real: It is mainly in the three premedical sciences where, however, we are keeping to the estimates of the C.M.B. in conference with our Heads of Departments. If the amount asked for from that source is granted, the items listed will all be needed to do our part, although if all that these features cost us is included we need have no hesitation in accepting the full amount they have named. I have written on this subject at length and shall only make the suggestion in passing that perhaps Mr. and Mrs. Anderson might be appointed to the sixth place under the Presbyterian Board. The strong feeling of us here is that the work in these three sciences must be kept intact whatever reductions are made.

Not on the impermanent arrangement they came.

One other explanation regarding the C.M.B. grant. Under VII (Yenching College Salaries in Pre-medical Departments) the arrangement between our two units is that the University proper take over full responsibility for maintaining the three premedical sciences and claim the total grant from the C.M.B. refunding to the Women's College one half of the salaries of their two science teachers, which is the only expense they incur, and thus carrying out the 50/50 basis throughout.

You will note an increase under No. 3 (Chinese) but on the other hand this difference is almost covered by a special gift from the C.M.B. Our plans for strengthening this department are not sufficiently developed for us to indicate with any real accuracy the individual names, which would not mean much anyhow to the Trustees, but in general one of the most effective methods of neutralizing current criticism both from among our own students and from without, is to tone up this basic department which has been with us as with other institutions, quite weak.

What is it

The inclusion of No. 12 (Journalism) is on the assumption that from the Kansas City group and Mrs. Willard Straight sufficient money will be asked for and received to cover the total. The total is put down as $11420. If Mrs. Straight is asked for G$3000 to match the similar sum from Kansas City, this department will be provided for.

The totals under 17 and 20, (Political Science and Sociology) are on the supposition that they will be provided by Princeton-in-Peking.

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We have also transferred(Leather Tanning) No. 13 and Business Training to this head naming the latter, No. 21, Stenography and Accounting. No. 13 involves no expense to the Trustees except the salary of Mr. Vincent. Our thought regarding 21 is that students taking the Business Course will do so under a committee of the Men's College and by selection of appropriate subjects which in addition to the actual ones under 21, will enable them to do true college work along with others. As we charge double tuition for such students there is not much actual expense in the maintenance of this department and this will be reduced as our dormitory facilities permit its enlargement.

Under No. 6 (English) we are asking less than last year, but cannot do the required work with anything less than the number indicated, all of which are really replacements. If the L.M.S. returns Mr. Evans next autumn we shall have to secure that appointee from some other source. I am in communication with two possible men who are already in China, thus saving their travel. In one case the man is fortunately single. Miss Reid will probably not go out to our new site with us which means another new person in her place. Mr. Ennis has become engaged though he guarantees that his wife, who is an experienced teacher, will serve us for one year full time, if he receives a married man's salary, or if we give each of them a salary for a single person. He is so enthusiastic over his life and work here, and Mr. Hung is so ready to recommend his staying on with us that the former of the two suggestions has been included in our budget.

Re letter Dec 26 p. 3 bottom

I should call attention to the fact that Messrs. Corbett, Galt, Breece and Davis are all expecting to go on furlough next summer which reduces our use of effectives for next session by these four experienced men and with no resources for providing their places. Also, that in several of the departments we have cut down the amounts asked for hitherto.

In the School of Theology we are asking for about $19000 less than last year. Because Messrs. Andrew Ch'eng and T.C. Chao have been approved before, but have been delayed in the one case by further study, and in the other by local claims, We are not thinking of either

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of these men as really new appointees. If Mr. Evans returns, Mr. Parker is willing to be transferred to the teaching of English or of History. But one foreigner and one Chinese (especially if the health of the former is uncertain) is the least that we should plan for to cover the whole institution in so vital a department as that of New Testament. The School of Theology will with the inclusion of these names have on its staff a majority of Chinese, the most brilliant, highly educated and consecrated that can be found in the country. If there is ever to be any independent, scholarly and constructive interpretation of Christianity to the Chinese people in harmony with their racial genius and in training ~~for~~ ministers and other Christian workers for a church that we can hope to be "indigenous" this little galaxy of ours would seem to be one of the most precious of our treasures. The support of this entire school ought to be covered without serious difficulty either from one of the endowments on which we have been working or from special gifts.

Division One
E

Library

We are asking for no grant for the purchase of books out of the budget as we plan to use some of the G$25000 contributed by Yenching College for this purpose. The rest of the expense is made necessary by the use of a larger building and the strengthening of a feature which has been pitifully unprovided for thus far. There is perhaps no other which would be regarded with more interest by our own Chinese teachers and students than a well maintained and increasingly well stocked library.

Division One
G

It is scarcely necessary to argue again the need for a medical officer. Is it not possible, however, to find some successful physician who would be willing to contribute his services for one or more years while at the same time gaining experience in the Orient? I have also been conferring with Dr. Houghton about securing as our permanent Medical Officer one of the P.U.M.C. graduates. It is improbable that any of those finishing next June will be available, though we are together studying the possibility of a sufficiently qualified Chinese. If Harry Caldwell should accept and no vacancy is created in the Methodist quota, could not his support be made a special item? The medical and dental allowance

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has been figured by Mr. Krause on the theory that every year there will only be a few who need to draw heavily on this, and the inclusion of this sum is a kind of insurance for the whole staff.

Division Two

This calls for little comment. It was decided yesterday not to attempt to cooperate with Shantung Christian University next summer in the Summer School so this small item can be cancelled.

Passing on to Budget of Income

Division One
B

You will note that we are asking the Women's College to pay one third of the total. We also expect to collect from faculty families an amount estimated at $3000.

Under C I and again under C and D (Division Two) the estimates are dependent upon our dormitory accommodation.

Under C II (a) would it not be possible to induce the A.B.C.F.M. in view of our very straitened circumstances to take over Mr. and Mrs. Bartlett from now on as their missionaries? We are including rental for Mr. Tewksbury because so far as information has reached us the only Congregational source from which faculty residences have been secured are Mr. Grandin of Boston and the Clinton Avenue church, Brooklyn for Mr. Porter. We understand that Dr. Smith of Seattle has guaranteed a residence for Dr. Lew who also arranges his support, and here again we suggest that since this Board counts Dr. Lew as one of their quota they also underwrite his salary and expenses. We have not included rent for Mr. de Vargas because either from Evanston or elsewhere we hope that by now another residence will have been secured from that constituency. By the time that Messrs. Galt, Breece, and Davis will have returned from furlough we hope that the constituencies concerned will have furnished enough residences to cover the building quota in each case.

Under C IV, the C.M.B. in contributing $3600 for Mr. Ma do so with the understanding that he is to go on a year's scholarship to America the following session, they paying his travel and we continuing his salary which has been fixed at $2400. Therefore, $1200 of this grant could be held by us toward the salary we shall have to pay him the year following.

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There are sundry questions of adjustment which the Trustees had best take up with the Boards concerned. For instance if we provide medical attention for all our staff including those appointed by the Boards, should they give an amount to cover these cases? If a flat rate were fixed as a fair average for the medical officer and if they agreed to pay all bills for hospital and dental expense approved by our medical officer according to their regular schedule it might be the simplest solution.

There is, of course, adjustment necessary between the salary of Mr. E.O. Wilson and that of Mr. Gibb, the latter of which we are claiming in this budget although his services are in the Construction Bureau and from that source we receive the salary for Mr. Wilson.

We have estimated the present resources of the Trustees with the best information we have. We are hoping that the second G$50000 which it was intimated would be paid over from the Hall Estate early this year will already have been received. There appears to be no reason to question excess from the Bashford Memorial Fund over what is reserved from the building as being invested toward our current budget. By proper cultivation the individuals who are carrying salaries ought to continue doing so. Mr. Carman intimated that Mr. James would be quite willing to renew or even to increase his gift when the time came. I cannot resist urging that with the help of Dr. Fosdick and Dr. Barton the attempt be made to increase this sufficiently to cover whatever is needed for the School of Theology. Both of them are thoroughly familiar with such a hope. You were wise to insist that the gift of Mrs. Torrance be spread over two years and we are counting on this among our assets.

After counting, however, everything that we know of, and after reducing our askings to the least figure within which it seems possible to maintain efficiently our existing work there seems to be a shortage of something like L.C. $46000.

We shall do our utmost between now and next summer to see in what what ways reductions can be made by securing people that cut out items like travel and outfit or by using those now on our staff to take the place of additions asked for. For instance, Mr. Wiant and certain faculty wives can help in English. But when these adjustments have been allowed for, there will still remain a very considerable sum for which, so far as we know, there are

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no resources of income. The Trustees will doubtless confer with Mr. Lewis and take every measure for making adequate provision especially since this seems to represent the basic sum for continuing the University on its new campus in the only way that would be creditable for a Christian institution in so conspicuous a position. I shall be glad to have instructions from the Trustees as to what features or what individuals appear least indispensible and at the same time can by their elimination effect material savings. We are suggesting that Miss Jean Dickinson be called to America and assist Mr. Lewis in working especially on the budget for the University and the Women's College. She has many of the qualities useful in such work, could be spared with no great hardship, ~~next summer~~ and is going to America anyhow next summer. If the Trustees desire any other help we shall do our utmost to cooperate.

Very sincerely yours,

J. Leighton Stuart

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December 10, 1924.

Dr. W.T. Hobart, Secretary
M. E. Mission

Dear Dr. Hobart:

After sending you the communication regarding the proposed change of the Name of Peking University to Yenching University, it occurred to me that it might be advisable for me to report to the members of your Mission that shortly after Bishop Grosse arrived in Peking I had a conference with him on various matters concerning the University, at which time I took occasion to explain this problem of the English name in order to secure his advice as to the proper course of action to be followed in bringing it to the attention of those interested. He listened with sympathetic interest and seemed to feel quite definitely that the question ought to be reopened and settled with a view to the new developments. I asked whether it would be advisable for him to call a conference of the local members of his Mission in order that he might have sufficient information for forming an opinion of his own as to whether or not the matter should be presented at the approaching meeting of the Board of Managers. He thought this would not be necessary, but that the members could, if they so desired, report the issue to him after it had been taken up through the usual channels. While I was only attempting to have his judgment as to the best way to deal with the matter and could scarcely have expected him to express an opinion as to the propriety of retaining or changing the present name, yet the inpression I had was that he at least saw no reason for not considering the question and would have wanted it decided according to the best interests of the institution in the light of present conditions.

Very sincerely yours,

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燕京大學
PEKING UNIVERSITY
(YENCHING TA HSUEH)
OFFICE OF THE PRESIDENT

PEKING

CONFIDENTIAL

December 11, 1924.

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

My dear Eric:

Following up my letter on the budget problems and realizing the probability that there will not be sufficient funds to cover all of our needs unless drastic cuts are made or intensive efforts are continued in America, I venture to write you regarding the problem of our Vice-president. Let me say at once that since his return here he has accepted his status with his customary cheerfulness and kindly spirit. I had some very plain and rather painful conversations with him on the steamer, continued on two or three occasions since then, but while indicating his disappointment he has fitted into this scheme of things without complaint. I had been warned from the time that his name was first discussed in connection with Peking University that he would be a hard man to work with, but had felt all along that his practical usefulness justified the plan and that any difficulties thus created would be worth while. In my own relation to him we have managed to maintain a genuine friendliness, and I have no anxiety as to our ability to continue on this basis, nor do I fear that his presence in Peking need result in any serious embarassments. I refer to this because I want it clearly understood that what I am about to say is

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not in any sense based upon any personal issues or any fear of internal disturbance. On the other hand since his return to Peking I have been trying to find ways in which he can be made useful in doing things that must be done and thus reducing our staff of workers. So far as any share in administrative duties is concerned two or three experiments have proven conclusively that there is no hope of relief. Whether I am absent or present he cannot be entrusted with any administrative responsibilities. What I had hoped that he would prove useful in is in teaching but the only place that has been found for him so far is four hours a week in History, and Wm. Hung has about made up his mind not to ask him to continue after the present session. Galt is going to try him out in a course in Education next semester, but even with the heavy shortage in this department it is generally felt that we cannot provide for its needs to any extent from this source. The publicity work which I proposed in New York and with which he is now occupying himself was more because of an effort to find something for him than to meet a real need. With our efficient department of Journalism and other processes we can look after all that is really worth while in this respect without serious loss. In short, to put it bluntly, he is of practically no use in helping to perform the required functions here, and since judging from all the information reaching us from New York there has been very little progress in securing funds since the summer, ~~and~~ the obvious suggestion is to ask that Luce be called back to America to help raise the money which is so urgently needed both for carrying through our construction program and for the annual expenses. I am quite aware of the opinion of at least some of the Trustees, of the Tamblyn and Brown people and of Jim Lewis that he would not be of sufficient practical value to justify this. It seems, therefore, that the Trustees ought to be informed of the situation in all its aspects and either decide to utilize Luce in certain phases of financial work in America or arrange with the Presbyterian Board for such treatment of him as will remove this item from our budget. This latter alternative is proposed because we have here an illustration of the unintentional cruelty of the system by which Mission Boards have created these Union Universities and agreed to assign members to the staff of each without providing any reserve for these institutions or any reccurse for the individuals

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affected when they cease to be useful. The Boards are conducted on a basis which enables them to plan for the constant percentage of those who for different reasons have become incapacitated. They ought, therefore, to transfer to the institution which they have brought into existence, but with which they do not share their own reserve resources, some sort of grant for meeting such conditions, or else expect the institution to ask for the withdrawal of such persons as their necessities require. This is an extremely painful topic and I had hoped that there would be no necessity for introducing it, but with all the splendidly useful people whom we ought to keep with us for the work's sake and with all that is at stake in maintaining as economical and efficient an institution as possible, I could not in fairness either to the other members of our staff or to the Trustees do otherwise. To put it bluntly, I had always known that Luce would be a problem in his personal relationships but I had not looked for his ineffectiveness both in raising money and in taking a share of the work here. I scarcely know what procedure to suggest, but feel sure that you will be wise in taking the matter up in whatever way seems best. I have never quite been able to share in the feeling that Luce is entirely useless in America. If he went home, ~~as he ought to~~ now with a fresh acquaintance with conditions here, and with all the new developments, he ought to be able to get results among his old contacts, none of whom seem to have yielded anything since his departure. If, however, it is the deliberate judgment of the Trustees that this is inexpedient and if our resources cannot be increased to the point that makes this issue needless, ought not the Presbyterian Board to be given the opportunity either to find some other position to which they would care to transfer him, or else to permit him to stay on with us on a virtual pension recognizing that he should not be counted as one of our six men?

Very sincerely yours,

J.H.S.

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燕京大學

PEKING UNIVERSITY
(YENCHING TA HSUEH)

OFFICE OF THE PRESIDENT

RECEIVED
AT PEKING UNIV. HDQ.
JAN 1925
ANSWERED

December 11, 1924.

Mr. James H. Lewis,
156 Fifth Avenue,
New York City,
U.S.A.

My dear Jim:

$23000
$500,000.00
Endowment.

I have written Eric North at some length concerning the budget which is going to him by the same mail. The essential point is that it is about $46000 L.C. more than the resources of the Trustees as estimated by me. I can see how this figure could be reduced to something like $46000 without serious consequences, but anything less than that would cut into our effectiveness and would even touch our good faith in what are virtually contracts with our students. I hate very much to pass on to you the problem of current expenses when we here are pressing so insistently for putting through the construction program. The two, however, are more or less bound together.. Eric North seems to advocate staying in the city another year to avoid running into debt on current expenses. Such a course would make impossible the loan fromthe bank being negotiated through the Methodist Mission with the expectation that interest will be provided from the rental of our present holdings in the city which means that the entire progress of the Power Plant would be stopped, contracts cancelled and our engineers left rather idle, although, of course, costing us quite a large amount of money per month. It would also make impossible the increase in fees upon which we are counting and any increase in enrollment. It would involve extensive repairs and other makeshift arrangemtnts the money for which would all be practically thrown away as has been largely the case during the past summer. These buildings are so old and dilapidated

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and in every way inadequate that every added year in them means sinking money with no return beyond their use for at the most twelve months. It is doubtful, therefore, whether we would really save very much money and the psychological consequences at home and out here, together with the effect upon the morale of our faculty and students makes such a course almost intolerable to contemplate. I have in previous letters called your attention to various specific items in the budget for which individual gifts might reasonably be secured such as the salaries of various Chinese members of the staff, my own salary and perhaps those of some of the new appointees for whom we are asking. The ultimate solution, of course, is an increase of endowment. You will already have had letters indicating what seem to be the remaining necessities for building our first unit of construction. It is difficult to express my own feelings as to which of these two types of financial effort seems more important. At least one dining hall would seem to be essential, although even here if we could build the kitchen and temporarily use one of the dormitory attics, or construct a cheap temporary shed, we would have a possible solution. The faculty people could, if absolutely necessary be crowded together, put in temporary Chinese houses or kept in the city, the men commuting. Rows of temporary dormitories of a simple, single story type have already been advocated by me and would be a quite satisfactory method of accommodating the numbers without which our faculty cost is scarcely justified. With the loan through the Methodist Mission on the old property, the time element as concerns the Power Plant does not seem to make any longer impossible the move next autumn. To sum up this aspect of the case, the expenditure of a few thousand dollars in addition to amounts already appropriated would make possible the move and uncomfortable and incomplete as this would be it would be preferable to the idea of staying in the city any longer. As to the current budget, if the Trustees could be sufficiently encouraged at their April meeting to approve it on the basis of results to date, and if there were a reasonable expectation of a steady increase in resources for this purpose, the actual efforts could be continued during the twelve months from the receipt of it in New York. They, however, are very loth to authorize anything for which money is not in sight. Meanwhile, there are several extremely desirable teachers who must be engaged without much delay or we lose them. I incline to say that we all definitely settle that the

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move is to be made next autumn, the actual date to be chiefly determined by engineering considerations, that in the months immediately after the receipt of the budget your efforts should be concentrated on securing such increase either in permanent endowment or special gifts as to satisfy our Trustees, that the larger part, at least, of this shortage be approved and that along with the current expenses and after the worst of this problem has been cleared off, you go back to the construction items.

I have raised with Eric the matter of having Miss Jean Dickinson called to America to help both in the Women's College and University efforts. She is relatively free, is going to America on furlough next summer anyhow, and has physical strength, an attractive personality and unbounded enthusiasm. She lacks tact and will offend some people, especially of a more refined and quiet type. On the other hand, she will tackle anything and if she gets good results in some cases we can afford to let others get angry. I also wrote Eric regarding the question of having Luce return. I note your views on the subject and am not disposed to question your judgment. On the other hand, it might be that we could fill him up here with fresh material based on the actual conditions that we are now facing, and have him go to the old contacts he has had, with the stirring story of having had his new life in China interrupted by this imperative financial situation demanding his return. We would also let him clearly understand that unless he could get results in actual money we would all have to face the question of eliminating the double expense of two executive officers where only one was needed. Regarding myself, if you felt that a quick trip to see a few individuals with whom appointments had been made and where fairly large amounts were involved, I would be subject to your call. The chief embarassment in this would be that Luce would inevitably have to act for me, and I have serious fears as to the consequences. Apart from this consideration, the many questions that will have to be dealt with as the time draws near for making our move, combined with the extremely delicate relations with the Chinese public, would make it unwise for such a trip to be made except for the briefest possible period. I mention it only because I realize the gravity of our financial outlook and want to do everything in my

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To James H. Lewis
Dec 11, 1924

power to help you in your extremely difficult task.

Apart from the intensive efforts of the next few months we might be thinking together as to what should be done next autumn. Here again anyone who can be made use of from this end ought to be released for the purpose. Corbett, Galt, Davis and Breece are all due on furlough next summer though none of these is very promising as a money raiser. Corbett ought to secure his own residence from the Sewickley Church and once establishing himself in that rich but cautious group he might get something towards his own department budget and the support of some of the finest Chinese on his staff. After we once get settled I would be ready again to help at home if wanted, ~~and with the~~ provided that one serious obstacle mentioned above be removed, although apart from personal feelings this ought not to be done except as a rather extreme measure. Experience has made me feel more than ever my ineffectiveness in this kind of work.

I know what you have been hoping regarding the cost of the lions being defrayed in Peking. This, however, has seemed a rather hopeless prospect for several reasons. The whole autumn has been a very turbulent one politically. The Chinese you mention have been extremely preoccupied and frightened for their personal safety. Wellington Koo has run away and others to whom we might turn are periodically in hiding or in rather distracting and uncertain positions. All Chinese government and educational activities are in desperate need of money. But apart from these immediate objections there are two others of a rather general nature:

1) We are still too much of a foreign controlled and from the Chinese standpoint, financially independent and prosperous institution to make any effort for this kind of money raising at all hopeful in the midst of the present nationalistic and anti-Christian agitations with the consequent unpopularity and loss of face to anyone coming out openly on our behalf.

2) Chinese give money for some tangible reason, either because of the standing and personal relationship of the person soliciting or because of some public acknowledgment or evidence in concrete and enduring form. This particular kind of appeal would not, therefore, ~~have an appeal~~ be adapted to their psychology.

In addition to all this I have never been busier in my life than during the past few months, and with

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a burdened, depressed condition of mind caused by our financial exigencies, the religious attitude of our own students and the general tide of swelling nationalistic feeling. I have had very little time for any personal touch with our own students and have made no attempts even to cultivate the Chinese public beyond such formal affairs as came my way. After debating whether to put Luce on to the effort I decided it would be wiser not to do so. After New Years I am hoping to take up with Wee and others the question of how to go about Chinese promotion, but I have no hope that there will be any immediate results that will effect the problem with which this letter is occupied.

The task is hard and baffling at both ends but more fascinating and challenging than ever, ~~but of~~ and its worth and our own satisfaction as we see it growing I have not the faintest question. In this confidence and the deepening fellowship as problems thicken,

As ever yours,

J.L.S.

Yours of Nov. 14 just to hand -

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燕京大學

PEKING UNIVERSITY
(YENCHING TA HSUEH)

OFFICE OF THE PRESIDENT

December 15, 1924.

Mr. James H. Lewis,
156 Fifth Avenue,
New York City,
U.S.A.

My dear Jim:

Miss Wang has turned over to me your letter of October 1st with the copy ofthe one sent to Dr. Barnes. She had reported that she had secured a student scholarship of $3000 from this church, but your letter would imply that this may mean the support of a teacher. Can you not either by personal visit or by correspondence secure the latter. It is a wealthy church and Dr. Barnes has his people apparently well in hand. One suggestion would be that they undertake the support of Andrew Ch'eng whose attractive personality ought to make the proposition easier. They can also know personally the man to whom this support is to go. The subject which he is to teach ought also to be an added argument. The only difficulty would be that he has been studying at Union and while Dr. Barnes is himself not at all narrow, there may be objections on this score. Another possibility would be to undertake the support of Wm. Hung who spoke with great effect in the home of one ofthe churchmembers.

The detailed budget has just been mailed to Eric North. You might find other suggestions in it. Mrs. Wick of Youngstown has been thought of as supporting T.C. Chao who comes on our staff after the New Year for the first time. She has no special interest in the individual though she intends the money for a Chinese teacher in the School of Theology. The

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same is true of Mrs. Owen of the same city. Both of these gifts ought to be renewed through Mr. Caskey who secured them and the detail as to personnel could best be handled through him. T.C. Chao is one of the most gifted Christian Chinese in the country, ranking easily with Lew and Hung. Mrs. Wick is not interested in him in any special way, and it might be best to start outthe Overbrook Church with him. However, you can tell better what the possibilities are after direct touch with the pastor.

Very sincerely yours,

J. L. S.

Note especially the copy of the letter to Dr. Gowenell. If the family can put through the entire equipment of this Kinde Divinity Hall as well as the building itself it will be fine. Unless this gift is secured from or through them or in some other way we shall have no place for small devotional meetings. Dr. Kinde must have a good many rich friends who could help if approached by him. Dr. G. (as you doubtless know) is a vain man very easily won if given careful courteous consideration and as easily alienated.

As a possibility for our Medical Officer, Dr. Theodore Wilder, Lakeside Hospital, Cleveland, Ohio, might be communicated with. He is son of Peking missionaries, very well recommended, has the language, is single. He would not wanch to stay more than a year or two, by which time we might have found a high-grade Chinese. I suggest you write him tentatively & await further letters from us.

The growing anti-Christian sentiment will

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probably be featured in the American press. Our appeal should be adapted to meet this as constituting a stronger challenge. I want to write a memo. on the matter if I can ever get the leisure.

Yrs. J.H.S.

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PEKING UNIVERSITY.

December 16, 1924.

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

My dear Leighton:

I enclose a copy of part of a letter which I have written to Mr. Krause which at some points supplements what I wrote you in my long letter of December 8th. I enclose confirmation of a cablegram not previously enclosed.

You will, no doubt, have noted that in the statements I have made on the Plant Account I have not, at any point, referred to Mrs. Straight's pledge of $30,000. upon which, I think, $12,500. has already been paid. My reason for this is that this was put in the Current Account Special at the time that it was first received, as we did not know just where it was to be placed finally, there being, I think, no restrictions upon it. I have wondered whether there was any danger of this amount being caught up in the hopes of future gifts from Mrs. Straight. I trust that this will not be the case, but I believe that you are the only man who could conclude on such a point. The question then remains whether, in your understanding, we are to set this up as a fund in the Plant Account, or set it up to offset the Managers' Expense Deficit, which, of course, will relieve the low state of our cash and reduce the Campaign Overdraft. Before I act upon item, I should like to hear from you. My understanding of the matter is that the Campaign Overdraft is such that it would be a long haul to get it all off, and that this amount would be a very considerable lift. If it should turn out that the Campaign Current Income could dispose of this overdraft, it might then be possible for us to set up a fund with Mrs. Straight's gift at a later date.

I beg to acknowledge your letter of November 4th with reference to a number of important items. I am hoping that you have written to Mr. Paul Anderson, as I have not had any word from the field yet, indicating that you and Mr. Corbett have taken up the possibilities of his coming, in accordance with my inquiry of several weeks ago. I shall take up the matter of the Science Budget with of the men for this. You do not absolutely state what is always my inquiry on every candidate matter - "Have we the funds?" - though I think this is intended by your statement that the Biology man can be provided out the $5,000. listed, but what about the Physics man?

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I think I have written you already concerning the matter of borrowing $200,000. Silver at a local bank. This is by far the most hopeful proposition I have seen yet, provided the bank will loan the money and the Board of Foreign Missions will agree to it. They are really straining every nerve they can to stand by us, in spite of the terrific slump in their income. The evidence of this I hope to report before very long.

I note your statement concerning the program for the new dormitory unit, but we have not yet had any statement of the cost of such a unit in order to indicate that it is less expensive than the present type of the Men's dormitories.

With reference to Dr. Bowen's fine statement for new appointees, I am thinking that it might be a good scheme to have this put into terms specifically useful to Peking University and other universities, and to use it regularly.

Faithfully yours,

Secretary, Peking University.

EHB/EJL

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燕京大學

PEKING UNIVERSITY
(YENCHING TA HSUEH)
PEKING, CHINA

Stuart
PEKING

OFFICE OF THE PRESIDENT

December 24, 1924.

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

My dear Eric:

This letter will be occupied with certain matters which ought to be reported to you without delay.

Note Dr Gamewell

1) The General Faculty Executive voted yesterday to discontinue the service of Mr. A.B. Coole, and instructed me to take the matter up in whatever way seemed most advisable. I recognize my own mistake in not having insisted upon a personal interview. I took the judgment of Jim Lewis and the Methodist Candidate Department, both of which were so unqualified that I accepted it without question. As soon as I saw Mr. Coole I felt a surprised disappointment but determined to keep quiet and hope for the development of qualities which neutralized the impression created by his appearance. So much for my own connection with the case. A few days ago a group of men, most of whom are on our staff, and all of whom are more or less connected with athletic activities, came to interview me at the suggestion of one of them, and without any expectation on my part of such a development, to report what they felt I ought to know about the way in which they and others had come to regard Mr. Coole. The impression made on them is quite definitely that he is lacking in the technique

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and in the sort of athletic records that a University Physical Director should have won: that he has shown poor judgment in organizing and in planning for his work in the University: that he has revealed a petty vanity and self-importance in his language study and his athletic activities: that he seems to lack the moral qualities involved in a sportsmanlike attitude as referee and coach, and that there is no assurance that he will establish such relations with Chinese students and so adapt his work to Chinese conditions as to qualify him for safe and creative leadership under the present extremely delicate position of every foreigner who will have to deal with students in this country from now on. This group of men confessed that they had been debating for some six weeks as to whether they should give me this information or not, and indicated that ~~are~~ them fairly representative of the general impression Mr. Coole seems to be making. You can imagine what a bitter disappointment this is to me personally, but at the same time you will realize how essential it is that such a matter be taken promptly in hand. I therefore, called the General Faculty Executive together to hear the statement from these men to which I had listened and to put any questions they wished. The outcome of this meeting is indicated above. It is one more evidence of the extreme care that should be taken in passing upon candidates for the Mission field from now on, even when, or perhaps all the more because, they are children of missionaries. I asked the question of the others and of myself whether these characteristics would probably be corrected by friendly advice and further experience, but the conviction of all concerned is that there is little probability of this, or that it would take so long that irreparable damage might be done to this phase of our work at the time when we are making our first start. I shall interview Mr. Coole as soon as the holidays are over, and tell him that he will be free to return to America any time between now and the close of this session at the expense of the University, or to take up with Bishop Grose and others the question of transfer elsewhere, and that we will be prepared to retain him until June 30 under our arrangement with the Methodist Board. I am thoroughly convinced that

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it would not be advantageous to attempt to continue the arrangement any longer. Bishop Grosse is due back from West China the latter part of next month. Our present thought is to ask K.A. Wee to take over the athletic work in which he has been making a favorable impression all round, until we can reach a permanent solution, working as may seem wise on the other duties assigned.

2) Regarding a Medical Officer: with Coole out, it would be a possible solution to ask Harry Caldwell to be the sixth man under the Methodist Board. This would have the additional advantage of having a man who could advise in Physical Education and help as time permitted until we get our permanent solution for the athletic work. I have learned nothing of his present intentions and he may not be any longer a possibility. Another very attractive solution is Dr. and Mrs. Livingston Learmouth of whom I have written before. Unless Harry Caldwell or some other better solution is found by you, my present thought is that we cannot do better than engage them for a three year period. One of their British friends on our staff is writing to see if they cannot at least partially meet the expense of such an arrangement. Caldwell or any other new person from America would have to learn the language before he would be of any great use, whereas this couple could not only look after all the men and women, but have the language well mastered and know Chinese conditions so they could begin work at once. I am coming more and more to feel that a thoroughly well qualified Chinese, perhaps a graduate of the P.U.M.C. will be our ultimate solution, and quite probably by the time this short term contract expires we could have found such a man, or this couple would have decided to continue longer with us. I incline, therefore, to advocate engaging this physician and his wife and shall ask you to communicate with them if you agree. I am inclosing a copy of a letter just written to him. Also, a copy of a letter to a man in Florida of whom I know nothing more than appears in the letter. It is conceivable that Lewis might on the pretext of going to interview him get at some of the wealthy people who spend their winters in Miami.

3) Regarding English teachers: we have been able to secure a very fine young man named B.F. March, Jr. on an agreement for a single man's salary and one fifth of

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his travelling expenses round trip between here and U.S.A. if he leaves in the summer of 1926 to continue his studies in Union Seminary. He has a friend whom we are negotiating with as a second English teacher, also a single man and probably without the item for travel in his case. If we need to and can afford him we can secure a third man here. Do not, therefore, make any plans for sending an English teacher unless we ask you to do so later on.

4) It is quite possible that Mr. T.S. Hsu, listed in the School of Theology, will continue at Oxford another session which will eliminate his salary and travel from the budget. We feel, however, that it would be necessary to ask Mr. Andrew Ch'eng to come out next summer and are hoping that Lewis can secure special support for him between now and then.

Quote to JHL

5) Mr. T.C. Blaisdell, Jr. is leaving us after this session with the rank of Assistant Professor. He has been under the P. in P. arrangement and has done admirable work. He is almost ideally qualified for carrying on skilled activities of a Community Social Service nature, and is as good a teacher both in Sociology and Economics as he is a practical worker. It is possible that people to whom he is writing regarding his future work may write to you for information. If so, I hope you will not hesitate to quote what I have said in recommending him.

Crossref

6) I wrote you informally in my last letter regarding the problem of Luce, and tried to avoid any extreme statement. Various things that have happened since then have made me feel that I was rather understating the facts. Yesterday, the General Faculty Executive discussed the matter at some length and unanimously took action to have me propose to him that he hold himself in readiness to go to America as soon as a cabled summons could come from the Trustees on the ground that we need more progress in raising money and we do not need his services as an administrative officer here: that we cannot afford to maintain two such officers in our present financial condition, and that unless he is willing and competent to do this sort of work, he should not continue holding the title for which he has no other qualifications, and which prevents any other arrangement if the occasion comes; that it would be a serious mistake to allow him ever to act in my place. I think you receive the mimeographed Weekly Bulletin from our office and if you will notice the current issue you will find a squib

Copy

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called "Passing the Buck" which is aimed directly at him and was written by one of our younger teachers after several weeks of experience in working with him on the Publicity Committee. If I had known this was going in I should probably have tried to stop it, but at any rate it illustrates the effect he produces on an entirely unprejudiced associate. The General Faculty Executive took further action to the effect that if he would not or could not assist in financial work he should be asked to resign from the position of Vice-President and accept a position as full time teacher of English which would be our effort to recognize his past services and make it possible for him to continue with us on a basis which would be less artificial than his holding any administrative title, but that if he was unwilling to accept this arrangement the Presbyterian Board should be requested to take up with him the question of his being retained on our staff as an extra assignment, or being transferred to some other work. There is a growing feeling that his case must be brought to some sort of definite issue and I cannot undertake to restrain this indefinitely. If the cable is sent you will, of course, have ~~received~~ sent an answer to it long before this letter reaches you, but it will enable you to understand what led to it and what steps should be taken next. If he does return to America his salary and any extra allowances and travel expense might be treated as a first charge on what he brings in and a record be kept of what this amounts to.

I am calling to the effect that we do not feel sure about Elsa's technical qualifications in this subject

The inclosed letter from Dr. Houghton will indicate how important it is that a suitable man be found for us in Biology. I hope that this may already have been accomplished, or that it will be possible to find the right man before long. We are inclosing a copy of the minutes of the recent Board of Managers meeting and I shall try to write soon in reply to your letter which is just received regarding the requirements for our construction work, etc.

A cable has just come. It is the best possible Christmas present that we could have had to know that the credits have been arranged which seems to insure our being able to move next summer.

As ever yours,

J. Leighton Stuart

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UNIVERSITIES
FEB 4 1925
JOINT OFFICE

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NORTH CHINA MISSION OF THE METHODIST EPISCOPAL CHURCH

43 HATAMEN STREET, PEKING

G. L. Davis, Secretary
O. J. Krause, Treasurer

Foreign Missions and C. I. M. Codes
Cable Address "Methodist Peking"
Telephone 3699 E.

PEKING

December 22, 1924

Doctor J. L. Stuart, President,

Peking University,

Peking.

Dear Doctor Stuart:

Your communication regarding the change in the name of Peking University was presented to our Finance and Executive Committees. We felt the force of the reasons presented urging the change, and although we would like to have retained the present name if possible, it seemed best to avoid causes of friction and misunderstanding with the Chinese authorities connected with the Government University and others who sympathized with them, so the vote was in favor of making the change to "Yenching". I suppose you will want later on the decision of Bishop Grose in regard to the matter, as that would probably influence the Trustees at home who have to deal with the technicalities of making the change.

With kindest regards, I am,

Yours sincerely,

W. T. Hobart.

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JOINT OFFICE
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December 31, 1924

Dr J. Leighton Stuart
Yenching Ta Hsueh
Peking, China

Dear Leighton:

I am enclosing herewith a letter written to me by Orrin W. Main, a son of Rev. W. A. Main, the national treasurer of the Methodist Mission in China located in Shanghai. Orrin went to Mt. Hermon School and later graduated from Yale. He is a wonderful fellow and very able, and I respect his judgment of mind.

Mr.Tsai brought this letter to me this noon and we talked for more than an hour. He is twenty-four years old, unmarried, his home is in Changsha and he tells me that Ed Hume and all the folks at Yali know him, as he went to school there. Orrin and Mr Tsai were in Mt. Hermon School together and at Yale together. Mr Tsai has been with the Morgan Company for eighteen months. He will be able to take care of himself during a year of graduate work. He has no clan nor financial obligations to meet when he returns to China, and he wants to go back. He has been in America six years now. He wants to teach. He seems to be a fellow of very good spirit and certainly has had unusually good business training, for he seems to have made good at Morgans and has been in several departments there.

I told him I would write you and that if after investigation you were quite sure there would be a place for him in the fall of 1926 you would cable to that effect. I am going to try get Wanamaker in touch with him also.

I think your book of poems delightful. I want to get a considerable number of them. I do not know how much they cost, but I would like to have two dozen copies, if I may, and if you will send them you can draw on me at the office here for [illegible]

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cost. Have you sent them to any of our friends? If not I would like to distribute several of them among persons whom I think it would do good - as well as vice versa.

Always yours,

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