Yenching
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Stuart, J.L. 1925 Mar

PEKING

February 3, 1925

President J. Leighton Stuart
Yenching Ta Hsuch
Peking, China

Confidential

My dear Leighton:

I have your confidential letter of December 11, with reference to the return of Dr. Luce. It sounded to us as if you had actually been present at the meeting of the Trustees which was considering his return and were expressing the judgment there of the body as to the procedure to be followed. The Presbyterian representatives of the Board of Trustees who were present, namely, Dr. Brown, Dr. Scott and Mrs. Roys foresaw the future possibilities, to which you refer, quite clearly and I believe are prepared to face them.

It did not seem to us that it was wise to conclude the question of the permanence of his relation to the University simply upon the basis of the cablegram requesting approval of his return without communication from you and opportunity to study the possible continuance of his relationship to the University here. Your letter had, of course, not come, but even then I doubt if it would have been thought wise for us to reach a conclusion then.

The cablegram of January 8, which I sent you, contained the following: "Agree to the return of Henry W. Luce, assuming Mission approves return. You should have full understanding with him with respect to the future course and write us fully at earliest opportunity". This indicates the one item which I do not think your letter has fully cleared up. The Trustees were very definite in their judgment that there should be a clear understanding between you and Dr. Luce as to whether, and under what circumstances, his relationship to the University was to continue, and they felt that that understanding ought to be clearly and definitely reached before he left the field and that upon reaching that understanding you should write to us definitely what the understanding was.

It does not seem clear from your letter that this has been done. I am, therefore, asking that you write me again, stating what your understanding is with him at the present time. Unless we know this it will be impracticable for us to proceed. Such a letter, together with the one now in hand, will give us, I think, what the Trustees had in mind in the cablegram of January 8.

The phrase "assuming Mission approves return" was intended to indicate that the return of Dr. Luce ought to be cleared by him with the Presbyterian Mission in order to comply with the regulations of his Mission Board. In this connection it is understood that he is not returning on furlough and that the Presbyterian Board will not be called upon to furnish anything more in the way of support than they would furnish were he in Peking. Such amounts as may be necessary to supplement this will be furnished by the University.

Faithfully yours

(See added page)

JLS

February 4, 1925

My dear Leighton:

Adding to my letter of February 3, I have yours of December 24 just to hand and note the statement with reference to Dr. Luce. I wish you had said whether or not Dr. Luce knows of the action of the General Faculty Executive. It is extremely difficult for us to act unless we know how much knowledge Dr. Luce himself has as to your own conclusions and as to the conclusions of the General Faculty Executive. I hope that you will write me on this at once in order that I may have the information at hand if the question comes up for action here.

Cordially yours

Table #1 Items	#1 Budget of Dept.	#2 Credits Budgeted from Local & Special Income	#3 Famine Fund Budget	#4 Expenditures Gross	#5 Under-expenditures on Gross Budget	#6 Over-expenditures on Gross Budget	#7 Actual Credits fr. Spl. & Local Income	#8 Expenditures on Famine Fund	#9 Balance on Famine Fund Budget	#10 Deficit on Famine Fund Budget	#11 Carried over Authorizations.
Current:											
Director:	7250.00	2850.00	4400.00	12002.90		4752.90	4674.95	7327.95		-2927.95	
Animal Husbandry	4670.00		4670.00	2243.43	2426.57			2243.43	2426.57		2426.57
Soils & Crops	2580.00		2580.00	2890.09		310.09		2890.09		- 310.09	
Farm Manager	1220.00		1220.00	2695.00		1475.00	875.00	1820.00		- 600.00	
Assistant	485.00		485.00	604.00		119.00		604.00		- 119.00	
Laborers	3850.00	2070.00	1780.00	6280.63		2430.63	1930.63	4350.00		-2570.00	
Operation Expenses:											
Animal Feed	1100.00		1100.00	64.20	1035.80			64.20	1035.80		900.00
Repairs	250.00		250.00	167.75	82.25			167.75	82.25		82.25
Supplies	1554.00	755.00	799.00	2659.70		1105.70	1105.70	1554.00		- 755.00	
Travel fr. U.S.A.	4800.00		4800.00	987.36	3812.64			987.36	3812.64		2400.00
Local transp-	969.00	600.00	369.00	1026.22		57.22	600.00	426.22		- 57.22	
Interest	890.00	890.00		1655.26		765.26	1655.26				
Seed	650.00		650.00	456.72	193.28			456.72	193.28		193.28
Contingency	1000.00	400.00	600.00	1044.40		44.40	400.00	644.40		- 44.40	
Fuel & Light				364.21		364.21	364.21				
Postage, Sta. & Publ.				1109.74		1109.74	1109.74				
Rent Land				300.00		300.00	300.00				
Taxes				353.88		353.88	353.88				
Sundries				285.68		285.68	285.68				
Capital:											
Dairy Equip.	7000.00		7000.00	410.03	6589.97			410.03	6589.97		6589.97
HanYuan Land	15300.00		15300.00	15300.85		.85	.85	15300.00			
Haiten Land				811.00		811.00	811.00				
Farm Buildings	300.00		300.00		300.00				300.00		300.00
Transp.Stock U.S.A.	7000.00		7000.00		7000.00				7000.00		7000.00
Agri. Mchry.	300.00		300.00	599.74		299.74		599.74		- 299.74	
Tools	154.00		154.00	104.38	49.62			104.38	49.62		
Canning	892.00	100.00	792.00	2109.85		1217.85	100.00	2009.85		-1217.85	
Animals	218.00		218.00	217.50	.50			217.50	.50		
Ford Car	1291.00	1000.00	291.00	1290.70	.30		1000.00	290.70	.30		
Furniture	185.00	185.00		1801.09		1616.09	1801.09				
Books				34.56		34.56	34.56				
Totals	63908.00	8850.00	55058.00	59870.87	21490.93	17453.80	17402.55	42468.12	21490.93	-8901.25	19892.07
					4037.13				12589.68		

學大京燕
PEKING UNIVERSITY
(YENCHING TA HSUEH)

OFFICE OF THE PRESIDENT

March 6, 1925.

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

My dear Jim:

Your fine letter of February 3rd came to hand a few days ago and was read with keenest interest and appreciation. Thanks for giving me such full reports as to the people and places from whom we are expecting gifts, and if there is any possibility of your not knowing this, let me say again that I have absolute confidence in you and in the future of the University in your hands. The difficulties are inherent and will clear up with time. I note what you say regarding the possibility of Hung or Lew making a trip to America next autumn. I have talked the matter over with each of them and feel sure that it would not be wise or scarcely possible for either of them to go next autumn. My present thought would be to urge that Lew be asked for the session of 1926-27, leaving after our formal opening and giving lectureships in several important Universities such as Princeton and Chicago. This would give him standing and the right sort of publicity. There are personal reasons which apart from the claims of the institution would make it difficult for him to be away next session. Hung has been Dean through the present session and next year with all the added administrative difficulties involved in our moving, would be almost indispensible. I have also taken up the question of having Wee go back. He is willing to do it but the judgment of all of us is that he should go in and take the work that Coole was to have had, both for the sake of maintaining that work and in order to give him further experience in China with Chinese. We are definitely putting this up to him therefore, and he is willing to take it. His mental

characteristics make him want some specific task to be his very own, and with the intention of making it permanent. We can, however, have in mind his going in for promotion either in America or out here, especially in the Straits Settlements, after he has gotten established in the one thing which is to be his own.

I scarcely need to make any comments on the presence of Luce in America beyond what had already been written. Your plan for utilizing his time seems to me by all odds the best. The only further suggestion is the one I pressed upon him not to try to get money in great big figures in the hope of repeated visits and ~~lectures~~ cultivation, but to ask men for whatever amounts seemed wise and when they demurred come down to any smaller item that they would accept and get some actual result. At our present stage we need immediate money. We are still uncertain whether to try to move out next autumn or not, but I think the probabilities are against it. What bearing this would have on his returning for the summer is for you at home to decide. The longer he stays there the easier by far it is for me here. He ought to be given a long enough period either to prove his capacity for financial work in which case this is the most useful form of service, or his incapacity in which case he and the Trustees should face the question of what there is left for him to do.

With confident hope in you and in the future of Yenching,

As ever yours,

J.L.S.

March 24, 1925

Dr J. Leighton Stuart
Yenching Ta Hsueh
Peking, China

Confidential

My dear Leighton:

It certainly was a wise thing that when you sent your last letter to Lewis with reference to holding up the Trustees for $1000 apiece you did not mail to Mr McBrier direct your letter to him because Mr McBrier is coming on very nicely and I have already written you confidentially of what he intends to do. Some of this money will be available this spring, I cannot be sure how rapidly any more will be available and Mr McBrier says the matter is not within his control.

Let me be frank to say that if you look upon me as being a cool headed member of the organization as you indicate in that letter, there is no more certain way of eliminating all coolth from my system than by taking up your semi-occasional drive at the Trustees. First of all, your letter was very disheartening to Lewis and that is no place to begin any disheartening for he is putting every energy into the matter and an atmosphere of criticism, even indirect, is not the kind in which successful money raising can be carried on.

In the second place, there is no more successful way to secure the prompt resignation of the members of the Board of Trustees who might be able to help than by inviting the whole outfit to underwrite $1000.00 apiece or resign. I do not know any Board of Trustees of any institution in the United States where any such proposition would be received in any other way, and you would speedily have the effect of making some of the men who are most loyal and doing the most feeling that they ought to resign.

In the third place, suppose you do get a few resignations and find some magnates to add to the Board of Trustees. Election to a Board of Trustees is not so flattering to a magnate as to make him shell out instanter.

The interest and activity of the Board of Trustees as a whole is about a thousand percent better than it was six years ago when I became Secretary, and the President threatened to resign because of the supposed inactivity of the Trustees.

The development of a fully functioning, active Board of Trustees cannot be produced overnight at the point of a gun labelled, "Contribute or Resign." It is a matter of steady culti-

vation and growth and gradual replacement of less effective members by more effective members. I know no Board of Trustees of any mission college with such relationships as Peking University has that is more thoroughly interested and working more zealously on the development of the institution.

This would be a strange letter if you did not find in it the reiteration by me of the familiar statement that I know no college or similar institution that has made such financial progress in so short a time as has Peking University. I think that if you will compare the plant investment with those of any other mission college in China you will find that in a far less space of time we have provided a plant representing a much greater investment. I beg that if you have moods of discouragement shoot them at me but not at other folks here at home. I am somewhat hard-boiled and also have an unwavering faith in the certainty of the future of Peking University. You cannot get me to believe that whatever the delays of the moment may seem to be, the University is not steadily making strides of progress.

"What though the tired waves vainly breaking
Seem here no painful inch to gain,
Far back through creeks and inlets making
Comes, silent, flooding in the main!

I can give one good guess as to whom the member of the faculty was who advocated shutting down the institution until the Trustees provided funds for its proper functioning. I am frank to say that in the atmosphere of struggle to get out upon the new site, that was pretty nearly a disloyal thing to say, for it must certainly have been a dispiriting thing to all those who heard him.

I will now return to my accustomed coolth.

Faithfully yours,

Secretary

EHN/JW

March 2, 1925

Dr J. Leighton Stuart
Yenching Ta Hsueh
Peking, China

RE
Famine Funds

Dear Dr Stuart:

Your letter of January 29th has just been received with the statement for the Board of Trustees, and I am very glad to have it. I have not yet had time to read it, but it is very good to get a statement of this kind before the annual meeting. Dr Balme's full statement concerning the situation has been sent to all the trustees of the Union Universities, by Dr Warnshuis, and a general conference is expected to be called about the time of the annual meeting, the second week in April.

The real purpose of this letter, however, is to bring to your attention the situation in the matter of the handling of the Famine Funds by us. I enclose a copy of a letter I have sent to Mr Krause, and I am also sending a copy to Mr Chamberlain. I will not guarantee that I have succeeded in making myself clear, as the situation is somewhat involved. The Famine Fund budget ought to be a distinct and separate budget, in which no expenditures are budgeted which we expect to cover from other than Famine Funds. In other words, the budget approved by the Famine Fund Committee should consist of the budget for which they furnish the funds and for nothing else. It is something of a nuisance, of course, to handle these items separately in the account of the Department of Agriculture but I believe that in a matter where we are using trust funds of this kind, in which the general public and American Minister and other persons of importance have an interest greater than in any other funds which the University administers, it seems to me that we must be more particular, even at the cost of some trouble, to see that the matter is kept absolutely clear.

The second phase of the matter is the effect of over-expenditure upon the Famine Fund Budget. It is necessary in the case which occurs in connection with the accounts of 1923-24 for us, to ask for an additional appropriation to cover these over-expenditures, for there was not enough in the appropriation to cover both the over-expenditures and the amounts which were authorized to be carried forward. If the balance on items not carried forward had been sufficiently large these over-expenditures might have been covered from them, but as the matter stands, there is very little that can be applied in this way. It therefore is necessary: 1- For the University to cover this deficit from its own funds. But there is nothing available for this in the accounts of 1923-24 because the extra income of the Department was all

consumed in meeting other expenses, and I do not suppose the income the Department for the current year affords any balance available to meet this deficit.

This process being precluded, the next alternati is: 2- Ask the Famine Fund Committee for a special appropriation. Y on the field can judge best whether it is wise to do this.

3- Another way of doing the same thing as 2 wou be to permit the unexpended balance on some of the items that are to carried over, to apply to this overdraft and to get an appropriation from the Famine Fund Committee on the new budget for these unexpende items.

In some way or other, however, the way must be found to carry or dispose of this deficit, and to avoid further defi I have no inclination whatever to criticise the administration of th Department of Agriculture for the appearance of this over-expenditur for I know what great difficulties they have had to contend with and problems involved in discovering all the factors that ought to go in a budget. Indeed, I think that the progress that Mr Chamberlain has made is remarkable, but we ought, as quickly as possible, to settle to a fixed and carefully controlled budget, over which a treasurer w have power to control all requisitions or disbursements that threate exceed the budget.

As you will note from my letter to Mr Krause, th second phase of difficulty with the Famine Fund Committee appears in their making other appropriations upon a flat Mex. rate of 2 for 1, treating them that way both ways. In the case of Nanking, they are nearly in the position of having given orders to the Trust Company w are in effect contradictory, by having named a fixed Gold appropriat for the year and then authorizing the carrying over of certain balan the appropriation on a Mex. rate, and which with the amounts disburs called for more Gold than they had authorized the Trust Company to p

It seems to me that these two questions must be definitely and fully cleared with the Famine Fund Committee, and tha it be clearly understood that the balance or deficit upon amounts appropriated are not upon the gross total of the appropriation but a upon individual items of the approved budget. This must be the case if they are to authorize the carrying over of appropriations on cert of the items and if the budget is to be a real budget.

It would seem to me that it would be better administration if there was some way in which the China Famine Fund Co in August or September, soon after the fiscal year closes, could have presented to it, or to a sub-committee, the balance sheet with a defi indication of the items which are to lapse and the items which are to carried over. This, I think, would serve early in the year to clear these perplexing questions and would represent a more careful process administration. As the matter now stands, I think we might be open t more serious criticism if the matter should continue in the present rather confused state.

Dr J. Leighton Stuart

-3-

It may be some consolation to know that Nanking is having a similar, though not identical collection of confusions on this same matter.

I hope that this will reach you in time to take the steps necessary to clear it up before the meeting of the Famine Fund in April.

Faithfully yours,

MMB/JW

學大京燕
PEKING UNIVERSITY
(YENCHING TA HSUEH)
OFFICE OF THE PRESIDENT

JMR
N+R

March 9, 1925.

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

My dear Eric:

I am inclosing herewith two formal letters from the Presbyterian and American Board Missions regarding the change of English name. They had somehow been overlooked but ought to be forwarded without any further delay.

I note what you say regarding detailed statements to be given to future candidates for appointment to the University. This is important and the one that Bowen of Nanking wrote for his institution is admirable. Frankly, however, I feel that such additions ought tobe very few and that such vacancies or engagements as we can afford ought to be filled wherever possible by Chinese. The comparatively small number of Americans should be picked carefully for specific duties. Some day I may work out something analogous to what Bowen has written. But should the occasion arise be free to use his or adapt one of your own to our circumstances.

I wrote Jim Lewis that we were planning to have K.A. Wee succeed Coole as Physical Director. Since then, however, I have been having several serious talks with Wee who is convinced, despite my own advice and that of Wm. Hung and Ralph Ward, that he ought to tackle the job of promotion primarily in China. He feels deeply the importance of this, not only for the money but to establish proper relationships in this country. In the light of his clear conviction

I am more than ready to stand by my original hunch that he would be useful in this respect. He has to do one thing, and this ~~is~~ at least with the present intention of sticking to it, so we could not have him carry our Physical Training work for the next year or two while preparing for the promotion. I am ready, therefore, to recommend that he be kept as a promotional secretary with some sort of suitable title and that we go in from now on for the cultivation of Chinese with a view to securing money. Conditions do not tend to make one optimistic. Peking political life is more confused and impecunious than ever since the Republic began. The Nationalistic and Anti-Religious agitations are unfavorable , of course, to such an effort. If we go afterthe wealthy militarists we expose ourselves to the charge of capitalistic support from the communists. The Chinese in the Straits Settlements are not having a prosperous time and we have no claim upon them, whereas Canton College and many other agencies have been working them for years. However, the thing ought to be started and conditions are no less against us perhaps than they were when the campaign was first started in America. This raises the question of a Physical Director which is another problem. Meanwhile, you will be interested to know that Coole has come to see me to ask me to assist him in being transferred to Fukien evangelistic work. Bishops Brown and Grose are in the city now and Ralph Ward is helping in this adjustment. If the Trustees and Lewis would like to have Wee in America next autumn I would suggest that he be called home after a trip to the Straits Settlements to form connections and with the special purpose of touching Chinese in America and Hawaii after such contacts had first been formed.

— So Ann

Lewis

As ever yours,

J.L.S.

March 10, 1925

Dr J. Leighton Stuart
Yenching Ta Hsueh
Peking, China

My dear Leighton:

I enclose copies of two letters I have just written, to Mr Gibb and to Mr Krause, together with a copy of the cable referred to in the letter to Mr Gibb. I do not know whether you are accustomed to treat letters sent you as copies of letters to other people with as much concern as it they were written to you directly, but I hope you will do so in the case of carbons which I send you. It is the only way it is possible for us to economize time and expense in laying before persons who must have the information in Peking, the things they need to know.

Lewis may have written you fully after the last Finance Committee meeting, but in any case I am not writing you upon some phases of the situation until I have had a chance to put in shape another schedule of the financial situation, based upon Mr Gibb's estimate for the requirements for moving. Incidentally, I wish that we could have had some indication of the judgment of some others than Mr Gibb alone upon this schedule. Maybe there is someone else, but he does not indicate that any but himself have worked it out, and yet the decision as to what is necessary or not necessary for the purpose of moving ought to be presented to us here as the judgment of the group on the field, and I am particularly desirous to know your own thought about those items. I am frank to say, often I find myself wishing to know much more of what you think about these building matters than what your letters give me, and I write this not by way of criticism but by way of hope for the future, for I know what unusual burdens and problems of thought have been upon your mind and heart in these recent months.

In Mr Gibb's schedule as you will see, the Ninde Memorial Building will probably cost $2400 more than the amount we expect to have for it. This does not include the equipment which is estimated by Mr Gibb at $4,000.00 Gold. In other words, there is $6400.00 of prospective expenditure for which there are no funds in sight. Dr Gamewell indicates that it was a mistake to write the donor asking for funds for equipment in view of the fact that the donor had made very great sacrifices to provide the $40,000 which was considerably more than was originally contemplated. ///Now upon this matter there is, I am glad to say, a way out. You will remember that we have been using the Harkness designated money as a temporary building fund, to finance the construction of the Ninde Memorial Building while the donor was paying the additional amounts for the total gift of $40,000. Our present practice has been to turn the Harkness fund, as rapidly as it was released, into the fund for the Ninde Building. The Finance Committee has approved the expenditure from the Harkness temporary building fund of the amount necessary to complete the Ninde Building and to equip it. Of course, this cuts the

amount of endowment that the Theological School would eventually have had, but as it is a capital expenditure we are justified in making this alteration of plan. Mr Harkness' gift was not limited in any way except that it was for the Theological School. You are therefore authorized and justified to proceed in the completion of the building and the purchase of the necessary equipment, even though it go beyond the $40,000 originally intended, BUT, I would urge that all the expenditure for this be kept within thoroughly conservative limits.

In connection with the Bashford Memorial, we are not evidently going to have much endowment left. The estimate for the completed building, including equipment on the basis of Gibb's figures and our corrections here, leaves only $9,500 for endowment out of a total fund of $163,000.00, so that the 5% you hoped to get for the current income next year out of $70,000 is, I am afraid, a vain hope.

We are working hard on the additional $40,000 we have to secure for the mechanical installations. It seems to us that with the residence matter pushed as far as we have pushed it by our last action, this matter of the additional amount for the power plant is far and away the most critical matter of the whole business, though we shall not neglect any of the others in carrying it out. But of this, more later

Faithfully yours,

EMN/JW

March 19, 1925

President J. Leighton Stuart
Yenching Ta Hsueh
Peking, China

Concerning Building Overdrafts

Dear Dr Stuart:

In connection with the letter I have sent to you and Mr Gibb and Mr Krause upon the financial situation, there are some items I want to call to your attention in particular, first with reference to the additional cost of the Berry Library and its equipment. This is shown in the schedule including the items which Mr Gibb did not cover in his estimate and will be almost an even $14,000, in exact figures, $13,939.10. We have cabled you upon this item with the thought that you may be able delicately to persuade the Berry sisters to provide the additional amount necessary. Lewis will be writing you of this also, therefore I will not say more.

I want to raise also the question as to the Forbes amount. You will have noted already that we now have four dormitories under erection at a cost of $50,000 each and that we do not have in contemplation in the present plans any other dormitory costing this amount. This, of course, leaves us in an embarrassing position with reference to the donor of the Forbes dormitory. They no doubt believe that it is going up, but we know that it is not.

You are very conscious of the need of additional endowment for the Theological School and the relief which it would be to the current budget to have this met. What would you think of withdrawing from the dormitory the original gift of $50,000, which was given for the Theological School without restriction, and of putting this $50,000 into endowment using the Forbes money to cover this dormitory? So far as I can see we are entirely free to do that. It would add considerably to the endowment fund income and would clear up the problem of the location of the Forbes dormitory fund. Another proposition would be to put the Forbes dormitory fund into the Theological School dormitory and use the released funds of the original ananymous gift for the refectory which, if my mind is correct as to ancient history was our first thought. The refectory would call for only $40,000 of the $50,000 and $10,000 could then go into endowment. If at a later time we had the funds for the refectory we could transfer this $40,000 back into the Theological School endowment fund.

This last proposition is a new one which has just occured to me and I will take it up with the Finance Committee at the earliest possible moment and cable you the results if they are favorable. Of course, the basic problem lies with the matter of finance at the banks at the various stages of our work, and of course we have to float not only the

Dr J. Leighton Stuart March 19, 1925

campaign overdraft but also all that Mr Gibb buys for future building beyond buildings for which authorization is given, and already that is expended upon ground improvements and other items for which there are no funds designated. So that this last suggestion may turn out to be too radical for the Finance Committee though it might do as a temporary measure.

Faithfully yours,

MHN/JW

COPY TO MR. O. J. KRAUSE.

PEKING UNIVERSITY.

March 17, 1925.

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

My dear Dr. Stuart:

The following statement concerning the relation of Peking University to the residence being erected on the University's grounds for Mr. Burgess by Princeton-in-Peking, was approved by the Finance Committee on March 5th, and is, we believe, a satisfactory basis of understanding with reference to the title to the residence. We hope that the relation of Princeton-in-Peking to the University will so develop that the close association of the two organizations forecast in this statement will come to pass.

I am sending a copy of this to Mr. Krause to be filed with the Treasurer's papers, indicating the standing of this item. No doubt, it should be entered upon the books in a way that will refer to this agreement. I shall not, however, enter any amount upon our books until Mr. Krause sends me a memorandum of the credit. The text is as follows:

> "The building shall be built by Peking University according to the desires of Mr. Burgess as to arrangement. Princeton-in-Peking will loan the money necessary for the construction of the building to Peking University, the maturity date to be indefinite. Peking University agrees to repay to Princeton-in-Peking the amount of the loan, in case circumstances occurring in the future necessitate a separation of the two organizations. In case a permanent arrangement for a close association of the two organizations is entered into, it is contemplated that the debt might then be cancelled as a part of such arrangement. The residence, after its erection, will be rented to Princeton-in-Peking for a term commensurate with the existence of the debt. The lease will be rent free in lieu of interest on the monies loaned. Peking University will assume the up-keep of the building and the supply of water to the premises. The lease may be cancelled at any time on the part of the University by the repayment of the loan."

Cordially yours,

Secretary, Peking University.

COPIES FOR MR. GIBB ~~& MR.~~ KRAUSE.

PEKING UNIVERSITY

March 17, 1925.

MEMORANDUM TO: DR. J. LEIGHTON STUART.

RE: CONSTRUCTION OF PAGODA.

This is to call your attention to the fact that the pledge received in this office toward the extra cost of erecting the pagoda from Professor Porter's uncle is $2,500 and that the estimate given by Mr. Gibb of the cost of the pagoda is $6,000. The erection of the pagoda therefore, of course, cannot be approved until we know where the balance is coming from.

ERIC M. NORTH,
Secretary.

EMN/KJL

March 21, 1925

President J. Leighton Stuart
Yenching Ta Hsueh
Peking, China

My dear Leighton:

I have read very carefully your letter of February 14th to Eric North and your letter of February 19th to me, and the letter enclosed to Mr McBrier. Ihave shared your letter of the 19th with Eric.

I cannot help feeling that letters which we have written have passed each other on the way because I am sure that if you had the information which has already been sent you you would not have written as you have to me in your letter of February 19th concerning the Trustees.

You have by now received my letter of February 28th and in that you will have a rather full statement of the situation in regard to the current budget for next year. You will also have the statement in regard to the Buffalo Refectory. I am trying to wind this up this next week. It is difficult to do it. You cannot sign checks for other people without going to jail for it. I am pushing the Knoxes as hard as it seems wise to me to do but I am going there again if I do not have word from them within the next week.

I saw Luce in Chicago. He is getting along in good shape It is difficult to hold him to the schedule to which we must hold him but I will do so with the aid of the Committee.

Now, may I say something about our Trustees. I think it will probably be news to you to realize that our Campaign Committee which is also handling the finances this year is composed of the following men: Rev. W. P. Schell, Mr E. M. McBrier, Mr E. A. Evans, Mr F. H. Warner, Mr Van S. Merle-Smith, Mr Arthur Stock, Rev. W. R. Wheeler. It will be more of a surprise to know that with the exception of Schell, everyone of the Committee has been present at practically every meeting. I want to say to you in confidence but very frankly that Mr Warner is not the only one giving a great deal of time and thought to the University, but this is also shared by Mr Evans, Mr Stock and Mr Merle-Smith as well.

Dr Barton is quietly carrying on the negotiations with the Hall estate and I am trying to work through him to Mr James. If it were not for the work done last fall by Dr F. M. North and the support given in conversations between Dr Kelley and other members of the Board together with the earnest support of Mr McBrier we would not

have gotten the $100,000 from the Methodist Board, in view of their present burdens.

You have my word in regard to my request for $10,000 from Mrs Jenkins for current expenses this year. I hope to get her answer on this one way or another this week and in either event - affirmative or negative - I am going to outline to her with the aid of Dean Russell the hope of her providing $1,000,000. in her will for our School of Education.

Mr George Barber has been under heavy loads with the Presbyterian Board for several years and he has been under an extremely heavy load in his business this last year. We got up a little luncheon to have several of the Trustees meet him informally the other day, but at the last moment he was forced to excuse himself from coming. I know that he is working with us however. He has also opened the way for me to see Mr Ward, and I know that will mean a substantial contribution. Mr Barber's money is unquestionably very much tied up right now but if we keep his interest increasing,as I know it has already begun, I think we can look forward to an exceedingly substantial contribution from him in the years to come.

May I suggest that the analogy which Luce made about the Union Seminary Trustees is not a true one. Mr James gave practically if not all of a million dollars, which is half of the two million which you suggest. About three quarters of a million was given by another member of the Board. Mr James is the chairman of the Board of Trustees and he succeed d his father who also had been a backer of Union during his lifetime. The members of the Board of Trustees of Union who gave have been tied up with that institution for a great many years.

Peking University is eight years old this year. None of its Trustees have served longer than that time and few of its laymen have served that long. Peking University today is the youngest of the Union Universities in China and it already has spent more money in its present plant than any other institution with the exception of Canton, and Canton has been going for a good many years.

All this is far from being in the nature of an alibi. As I said in my letter of February 28th, we are doing our best to dig up the cash. We were told that the mechanical installations would cost $186,000. We worked and worried and sweat over this and got $150,000. of that provided from the Methodist Board and $50,000 from the women and we got enough in from our Lion Fund to help us reduce our campaign deficit and thus float the balance of the mechanical installations cost.

We were told that the $186,000. was sufficient and we understood this to be the estimate placed by Gibb and Lund and the Building Committee. The next thing we know is the information that the cost will be $50,000. more than that. Then we get word that it will be more and now it runs to over $300,000 Gold which we have to provide in cash, and though I do not want either to seem discouraged to you or make you feel bitter toward the Board of Trustees or myself, I must say that you knew far better than the Building Committee or Gibb or Lund that we could not get an extra $150,000. by demanding it. We have got to get somebody to give it in cash and you know what that means. It does not make a good memorial, there is nothing heroic about it so far as posterity is concerned, however, we are still after it, with the good Lord still with us it will be secured.

It is not only a matter of interest but is is a matter of deep worry to me that one of the faculty members made a statement about closing down the institution until the Trustees put forthe sufficient effort to enable you to function out there.

I am glad of your new word about Yali. Nothing will be done here until an approach is made from there, but it would help us materially in securing funds because it does seem as though Yale men have either inherited or acquired rather more than their share of the world's goods. Is the Harvard relationship in connection with the museum? We have had some word about this ourselves though I confess that this would not give us the money we need for other endowment purposes.

I think that the work which Prof. Porter of Yale could do would be of extreme value. I will be deeply interested in this and I want to get in touch with them next summer or fall after they return.

This may seem, indeed I am sure this letter seems to be written in a discouraging note. It is not at all so written. It does have in it the concern over our large cash requirements and the enormous needs we feel.

I have torn up your letter to Mr McBrier and I have torn it up because we are working with him right now to give us, not the $35,000 which you request, but $100,000. for use in any way we see fit, to be later gathered in one unit and used as a memorial out there: concerning which I wrote you personally last winter. I hope you will pardon my destroying your letter but I am sure that if you knew the negotiations pending you would not want them to be joopardized by the other suggestion. It is but one instance of the difficulty of working together so far apart.

I know everyone is upset and anxious and eager to get out to the new site and I confess it comes as a blow that you do not think you can get out there next fall. I see no reason why Mr Lund should blame the Trustees. He seems to have an unfortunate habit of always laying the blame on somebody else beside himself. He was the one who said we could get out next fall, the materials are all ordered except some of the mains, anyhow they are working on things of that sort.

I hate to write this sort of a letter, and I confess to do so makes me feel like getting out myself and asking the Trustees and faculty of the University to get someone else to take my place. It would certainly be the easier thing. If I felt they wanted me to get out I most certainly would do it.

But I am honest in saying I do not think the money could have been gotten any faster than it has been this year even if you had been in America. May it could have, but a lot of things had to be brought up to a place where we could really go after the money with some reasonable assurance of getting it and you know how difficult a process this is in many cases. I ask primarily the continued patience and faith of yourself and the faculty and the Board of Managers. If some of the faculty members think that money is easily secured in America, why not let them come home and get some of it. I do not mean this sentence as it may sound - I could say it very easily to a person face to face, smiling at them across the table, but meaning exactly what I said - but it does not look well in print. What I want and do ask on behalf of the Trustees if the faith of the faculty and the

that the Board of Trustees is really doing its utmost to carry the financial load of the University as the requirements are made from the field. I do not speak for myself at all, I speak solely for the Board of Trustees. It is entirely possible that though I am doing all I can personally, my capabilities are not sufficent for the task. If this is the general opinion I certainly have no desire to continue to be an expense to the University. It costs money to keep some secretary and whoever is in the work in that capacity surely ought to deliver and if I am not the one for it lets get someone who is. I want to assure you that if any rumors ever reach my ears of conversations about me anywhere approaching the conversations I have heard about others who have been with the institution, it will not take long for my resignation to be written. I am not saying this in a spirit of bitterness but in a spirit of humility. The important thing is the University, that is the only thing that counts. I may not be the man for this work. If that is the opinion not only of you friends on the field but of Mr Warner and others of the Trustees please don't think that I am "touchy" to deal with in a matter concerning myself. I confess I am "touchy" for the things for which I am working but whenever the conversations or the thoughts turn from the enterprise or the principles to my own self I will plead guilty immediately and wish to be eliminated from concern.

With deep affection and devotion

Ever yours,

fragment

學大京燕

PEKING UNIVERSITY

(YENCHING TA HSUEH)

OFFICE OF THE PRESIDENT

March 23, 1925.

Mr. J.H. Lewis,
150 Fifth Avenue,
New York City,
U.S.A.

My dear Jim:

You will be interested to know that Mr. and Mrs. ~~Frank~~ Charles Cone have been in the city for some days past and that I have had several visits with them. He seems to have taken a violent dislike to some of the missionaries he has seen and has in general received a bad impression of mission work. I hope, however, that he and his wife are feeling differently towards us, and I have been trying to enable them to endorse the thing we stand for. Mrs. Cone told me that her mother had wanted her to look into our University specially, which sounds encouraging. All the more so, because she told me she was writing a long letter on the subject, leaving me to infer that what she said was favorable. They will be reaching New York soon and you must get in touch with them promptly. They are very fond of you.

We have sent you 500 copes of "A New Start", a little pamphlet which Britton has been working over for months past. He is a very precise and careful worker and puts more time into things of this kind than most of us are apt to do. You will have your own ideas as to the sort of people with whom this type of literature can be used. I am sending copies to certain peoplein China with a little slip to the effect that this is with the compliments of the President of the University, and am also sending it to the former students of the constituent colleges and our own graduates.

Speaking of Britton, I happen to have received just as I was starting to dictate this letter the inclosed communication which I send on to you. He is rather touchy about the sort of thing that goes out

燕京大學

PEKING UNIVERSITY
(YENCHING TA HSUEH)
PEKING, CHINA

PEKING

COLLEGE OF ARTS AND SCIENCES FOR MEN
OFFICE OF THE DEAN

March 23, 1925

President John Leighton Stuart
Peking University
Peking

Dear Mr. President:

You have referred to me the letter of Dr. Eric M. North dated February 13, 1925, on the erection of a simple type of mens' dormitories on the north shore of the lake where dormitories are now being erected. In this letter I wish to make a few observations which I wish you may pass on to the Building and Grounds Committee, and to the Board of Managers, and to the Board of Trustees if you see fit.

It seems to me that our Board of Trustees is largely concerned with three problems connected with the additional simple dormitories.

1. Our Board of Trustees has no definite idea of of the architectural structure of these simple dormitories and their exact location on our new campus so as to enable them to judge whether or not these dormitories will harmonize with the general architectural plan of the entire University campus.

2. Our trustees have no definite idea of the cost of these dormitories as to enable them to decide out of their available funds how many, if any, of these dormitories should be authorized to be built in time for our use.

3. Our trustees desire more information on our plans for the enlargement of our student body. Their interest in this matter as it is stated by Dr. North is partly due to their consideration of the necessity of our maintaining a good college standard by the restrictions imposed on enrollment but largely due to their consideration ~~and~~ of the bearing of increased enrollment upon the cost of maintenance.

With regard to the first of these problems, I would like to suggest that the Buildings and Grounds Committee instruct the architects of our Construction Bureau here to make a few designs for two types of simple dormitories.

a A type that should be more or less modelled

after the Women's College dormitories, aiming presumably at even lower cost.

b The type of dormitory more or less modelled after these rooms we have now in the Fourth Court, to be arranged either in rows or in U shaped quadrangles. These rooms should be large enough to accomodate two students and they should include facilities for heat, light, and water.

The question of architectural harmony of these dormitories with the entire campus resolves itself into two other questions. First, the location of these simple dormitories and second, their permanency. The question of location and permanency will also need to be considered from the standpoint of college administration, which I shall discuss in connection with the third problem.

Personally I feel that either the above a or b types of simple dormitories are not necessarily out of harmony with the architectural harmony of the entire campus. But should these types of simple dormitories appear to be inharmonious to a person with particular artistic sensitiveness, then I would suggest that these structures be placed somewhere southeast of our lake, presumably behind some of those artificial hills which in a measure shut these off from the remainder of the campus. It may also be stated that the Women's College dormitories are not a source of disharmony to our architectural plan because of their distance, so our proposed new dormitories need not be a source of disharmony either.

With regard to the question of permanency, I would say that if the trustees have the funds we might just as well build these dormitories with such good materials as to insure their being used for a good many years. The reason for this will appear later.

The trustees central problem is that of cost. I would suggest that our Construction Bureau accompany whatever plans we send the Board of Trustees with carefully estimated costs. The word "unit" as used in the Women's College type of dormitory should be carefully defined and its costs carefully stated. Personally I am more and more thinking that for the purpose which we intend for our simple dormitories we could afford to build dormitories even simpler and less costly than the Women's College type of dormitories. If we should build dormitories like we have now in the Fourth Court with improvements, both with interior equipment and with exterior architectural arrangement, so far as I have gathered the figures, they may be built anywhere from $150 - $200 Mex per room, which means at the cost of $75 to $100 Mex per student. Now if we build enough of these dormitories to accomodate 100 students it will cost less than one of the residences for the faculty. So from the standpoint of cost it could be so much reduced as to make it comparatively easy for the trustees to provide the funds somewhere.

The third and biggest of the problems is the bearing of the increased enrollment upon finance and upon administration. In order to make my points clear let me first of all give certain figures about our present Men's College. After dropping a large number of students at the end of last semester in order to tighten up our standards we have at present the following figures.

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Hung to Stuart 3/23/1925

COLLEGE OF ARTS AND SCIENCES FOR MEN

22 Departments.

60 Persons ~~under~~ on the staff from instructors up.

45 Full time instructors if counting 12 credit hours as full time (a credit hour is more than an hour of class work per week, because of laboratory, field work, etc.)

364 Students

175 Separate classes

552 Credit hours of instruction per week

2238 Separate entries in registration, which means adding together the enrollments of all classes.

6644 Attendances per week (an attendance is one student attending class one credit hour per week)

In looking over the enrollment of the various classes I find most of the Senior College classes, especially in the vocational courses are having a very small enrollment and as a matter of fact, at the beginning of the year quite a number of the senior ~~classe~~ College electives had to be withdrawn on account of an insufficient enrollment, namely under five. Let me take for example the Departments of Leather Tanning and Agriculture. The total enrollment in Agriculture this term is 13 with only 7 who are taking vocational work in the Senior college, while 6 are in the Junior college taking only pre-occupational courses. The Department of Leather Tanning has only 7 students altogether. I may mention also Journalism which has even less students. Journalism is of course a very new department and it takes time to develop. But let us take Education. At present we have at the Men's College 7 separate courses in Education, totaling 22 hours of instruction per week. The highest enrollment in ~~this~~ a course is 13 while the lowest is 6. This shows that so far as our staff and curriculum are concerned we could put quite a large number of students into these more or less vocational courses without addition to our present staff.

Now it might be asked; why not discontinue these courses which have not had a large enrollment. The answer to this question is that we cannot maintain a first class modern college here in China, holding the respect of the educational circles without providing in our college curriculum a sufficient variety of vocational studies and furthermore some of our vocational works as Agriculture, and Leather Tanning, are provided for by a separate budget growing out of special endowments or special financial arrangements.

Frequently we have a request from the outside institutions to receive special students for these vocational courses. I make instance of the requests of many of our Christian Middle Schools that we receive each year, say 25 Middle School teachers as special students in our vocational courses in education to take work for one year. I may again mention the numerous suggestions made to our Department of Sociology to take on special social work students to reside with us for two years. I may mention also the men for the

two year short course in Agriculture as well as some of the special students in Leather Tanning. We can considerably enlarge the enrollment along these lines without on the one hand any additional cost for additional staff; on the other hand, with the increased income out of the tuition which we charge. On account of this I hope our trustees will be quite clear as to the question of increased enrollment and increased cost of maintenance.

It may be also mentioned here that we are attempting to make our students pay the actual cost of dormitory maintenance, water, light, heat, and repairs. The increase in dormitory fees next year is just to meet this purpose. It may not be sufficient next year but in the year after next we ought to be able to make both ends meet. Good

Now suppose we take on 75 to 100 sepcial students of the type mentioned above both with benefit to our budget and with fine service to the community. The one big problem arising out of that is: where we should house these special men. Our present feeling is that they should not live in our regular dormitories among our regular B.A. and B.S. men. In the first place we have not got enough space in our regular dormitories to spare for them. In the second place even if we had the space it might not be wise to mingle them together with our regular students; for these short term men hardly can be expected to contribute very much to the formation of a college tradition and a college unity of spirit. On the other hand if we house these men in the simple dormitories placed at a certain distance from our main dormitories it would solve the difficulty of administration also. It seems to us that at least for a number of years yet we shall have demands upon us to provide for such special students and that is a reason why these simple dormitories might just as well be our permanent dormitories.

Perhaps not

I hope you will forward to our Board of Trustees the above observations with request that they make their decisions soon enough not only to enable our Construction Bureau to proceed with such dormitories but also to enable our vocational departments to proceed with their plans for their curriculum for next year.

Respectfully yours,

William Stone

Dean

#2

March 24, 1925

Dr J. Leighton Stuart
Yenching Ta Hsueh
Peking, China

My dear Leighton:

Mr Lewis has turned over to me Miant's letter of December 9th concerning the purchase of a Concert Grand piano for the Bashford Memorial Building. The arrangement is all right but on all items of expenditure of this kind it would seem to me to be necessary for me to have the authorization from either yourself or from the Treasurer, as it is not good practice for us here to accept instructions from any others of the staff as to financial expenditure without the endorsement or original statement from the responsible financial officers.

I hope Mr Miant will not be disturbed because I have not yet taken steps to purchase the piano. It has seemed to me to be a matter about which haste was hardly required, for the piano surely ought not to arrive there until the Bashford Memorial Building is entirely completed and I do not anticipate this by the 30th of September as the arrangements for the heating of that building will not be completed until the following February. Incidentally it seems to me that while the Bashford Memorial Building ought to go forward rapidly in order to avoid extra overhead, still it is one of the buildings where rush to complete is not absolutely necessary. Some delay on this might ease our banking situation at some critical future date, which we are beginning to foresee.

Faithfully yours,

Secretary

EHN/JW

March 26, 1925

President J. Leighton Stuart
Yenching Ta Hsueh
Peking, China

My dear Leighton:

If I had not been sick in bed with a bad case of the grippe last week and felt so grumpy after I got out of it, I would not have written the letter I did in reply to yours of February 19th, chiefly because I feel it would be discouraging to you.

I will report the good news first this morning. Mr Harkness has given us another $100,000 for Theological School endowment. This is on condition that we get another $100,000 for endowment on or before July 1st this year, but we can get this from the Hall Estate as a last resort, though I am trying to use the conditional gift from Mr Harkness as a leverage for Mrs Jenkins. But more of campaign and money matters later.

Just now I wish you would pass this word on to Britton and Nash and Chamberlain, and for that matter, to all other heads of departments. All of these fellows have sent us some very good stuff for publicity use but not a single one of them has sent pictures which we can use to liven up the numbers of the Peking News. I have chased all over New York and Washington, D.C. to get one picture for the Journalism number this week - and it is not an extra good one. There are hundreds of people reading newspapers there in the streets in Peking. Why in the world did not Britton or Nash take some live snapshots of newstands or of newspaper vendors or of people reading newspapers and attach them to the article. The same thing is true of all of Chamberlain's stuff regarding agriculture.

We are getting good pictures of the University buildings as they are progressing but we are getting no pictures at all of current life in China - and there are no good ones anywhere in America except such as the National Geographic has, and which it will release to no one for reproduction, as they assured me politely but firmly this morning.

We have departments of Education, including Primary Education, pre-medical work, theological work, agricultural work, journalism - these I think of as I write. We have not

We have not a single picture showing a mass of children at play and we have no pictures of child labor in the factories of Peking, though we have some perfectly amazing pictures. These could be used with telling force in an issue on economic conditions in China, particularly playing up the Princeton group and its relation to the University. It would seem to me that such an issue would be of advantage in its influence on Yale and Harvard. I want to get out a Theological number, but I have no pictures of the students in the Buddhist Monastery in Peking or of anything else which could be used to illustrate the articles - and good pictures will tell more than lengthy articles which people have difficulty in reading.

Chamberlain writes a perfectly corking story about the possible cooperation of Yenching in the development in Manchuria of Willard Straight's old land holding there and in Mongolia in cooperation with General Feng, but there are no pictures showing the smallness of Chinese farms or primitive agricultural methods. We cannot use stilted photographs, we need snapshots with life in them but which are sharp enough for reproduction.

In a word, I wish that each department would begin taking and forwarding to us here some <u>live</u> pictures illustrating the reason for their departments.

If you will notice the advertisements of some of the best advertisers in America you will discover that the way they sell their products is by selling the <u>ideas</u> of their products. The Simmons Bed Company, for example, does not sell beds but sells sleep. Wrigley does not sell gum but sells, "It aids digestion, chew it after every meal." Campbell's Tomato Soups advertisements have largely cut out the picture of the can and show only a picture of delicious tomatoes that simply make your mouth water. The automobile manufactures do not talk about their particular cars as much as about the joy and comfort of motoring.

So it must be with us. We have the greatest thing in the world to sell - China, and the Chinese people moving out with power but under the inspiration of the ideals of Jesus. It is the most thrilling movement taking place in the world. We must use every possible idea to get this idea across. If we can get this idea into the minds of the people we are trying to interest, we will get all the money we need.

Always yours,

燕京大學

PEKING UNIVERSITY
(YENCHING TA HSUEH)
PEKING, CHINA

OFFICE OF THE PRESIDENT

March 30, 1925.

Mr. J.H. Lewis,
150 Fifth Avenue,
New York City,
U.S.A.

My dear Jim:

Last night we had a big foreign mail including your letter of February 28. You can scarcely imagine how much good this did with its encouraging news that we can pretty definitely count on at least one dining-hall or refectory by the first of June, together with the possibility of the other buildings I asked for as our minimum requirement. On the basis of this I am now trying to see if it is not possible to borrow from Chinese or elsewhere, merely on our good name or hopes, so as to get construction under way as soon as possible, and carry through the necessary features of the Power Plant. We are making a desperate effort still to move out next autumn if the engineering conditions permit, even though this means very crowded and inconvenient conditions until the dining-halls, residences, etc. can be completed. Almost more of a relief is what you write about the budget. The shortage on that had been weighing on me heavily. I ought, however, to call your attention to the fact that in the budget as sent from here, we had counted on $50,000 from the Hall Estate and quite a little from the Bashford Memorial balance, which I gather from Eric North's letters is much smaller than we had supposed. However, economists at this end and expectations at the other make me quite ready to carry on essentially as we are now planning. I note with delight what you say about the possibility of your coming out yourself and of Mrs. Jenkins coming with you next summer. I have just written a letter to her, a copy of which is inclosed. By all means encourage this idea and make suggestions as to how we can help further.

I am inclosing the English text of an article for a Chinese Theological Review, which may give you some idea as to currents of thought out here. As you will gather from my letter to Mrs. Jenkins I am in quite a rush this afternoon

and shall only send this brief message. I note with understanding interest your comments about Luce.

I trust he will not add anything to the worries of the office, and may even yet accomplish something worth while.

Thanks for your kind message regarding the passing of my mother. Such words add no little to the joy of possessing the memory of her.

We have received an item of $150 gold on an S.B. Cochran scholarship. Can you tell something about what is the source of this and what are the intentions of the donor.

Very sincerely yours,

(signed) J.L. Stuart

Stuart

燕京大學

PEKING UNIVERSITY
(YENCHING TA HSUEH)
PEKING, CHINA

OFFICE OF THE PRESIDENT

March 30, 1925.

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

My dear Eric:

The last American mail brought a very generous series of letters from yourself which I have been trying for days to answer. Another one last evening brought a scarcely less voluminous quota. As I am leaving town tonight rather unexpectedly, to be gone a week or more, I shall try to run over the most important points hurriedly.

First of all, let me thank you for your very kindly and helpfully put words of sympathy about my mother.

The letter dealing in a somewhat formal way with the progress of our financial campaign and the more personal one brought just the information for which Luce and I had been so impatiently waiting. In the strain of trying to find the money at one end and of needing to use more than we have at the other, there will have to be much mutual sympathy and patience. A letter just received from Jim indicates that at last things are beginning to break.

You will have received our cable asking that Tasker be appointed on a three year basis for Biology. Our feeling is that if he makes good there will be no difficulty about keeping him, but that otherwise, especially with the possibility of getting a Chinese, we want to be very slow about committing ourselves to him or to any other new foreigners.

I have passed on to Miss Hague what you write about cables, and when she gets a little chance she will take the matter up.

We shall try to work out next year's budget as you suggest. It is too late now to do anything on the one recently sent you. In this connection the failure of Harris, and our inability to find anyone here thus far to act as treasurer is creating a very serious embarrassment. Mr. Krause is pressing for relief from his heavy burdens and there is no one on our staff who is qualified or even sufficiently free to carry on anything, but the most necessary routine business. With such letters as you have been bombarding us with recently, we absolutely must have someone expert in and entirely free for our financial affairs. Will you not take this as a request to find and send out a young man to do what we had wanted Mr. Harris for, preferably single, and on a short term basis. If a young Princetonian could be found it might strengthen our connection with that University. This, however, is not the primary consideration. I take it that the engagement of Dr. Livingston-Learmouth as medical officer is completed. We are letting out Chinese doctor leave after June, so that whether we stay in the city or move out we shall be dependent on this new man.

I note that the Finance Committee still feels it necessary to send out Mr. Murphy, although the last cable will indicate that his coming is uncertain. If he must come, our thought is that the sooner the better, especially if the working drawings for the Women's Gymnasium could be done by him on this site. Should not his travel be charged to the buildings that are under construction and that much more be included in the requests for them. My figure, $15000 was based upon a letter from Mr. Warner in which this amount was spoken of as needed to enable Mr. Murphy to be sufficiently in touch with Peking for the next year or two to secure the results desired.

I do not think we shall want any additional foreigner just yet in Religious Education. If we can possibly squeeze it into the budget we have a very desirable Chinese in prospect of whom I have written Lewis.

Regarding Mrs. Straight's money, I see no reason why all of the $30,000 should not go into the general campaign or building fund, only provided that as I wrote you before enough is secured from her to maintain Britton. This ought to be, and I think easily can be, made an additional annual gift of $3,000.

I wonder if you could have shown my letter or quoted from it in the matter of A.B. Coole to people in the Methodist Board with the result that they have written out here. We have tried to keep very quiet on this subject, but something seems to have come from New York that is arousing the indignation of members of his mission. Of course, a thing of this sort can easily spread in other ways, and is not dependent on so circuitous

a route. I write very freely to you on all these matters of personnel for your information and the confidential use of the Trustees and am quite sure that this is understood by you.

Regarding Robert Shaw, Chamberlain has been in correspondence with him, and will be glad to have him assist in any way in financial work in America, but we had not thought of his coming to China for a survey, or of any grant beyond at the most some sort of charges for work done in America, to be the first charge against any funds he might secure.

We have information regarding the Hall Scholarship, and our thought is to use this preferably for a student in the Presbyterian School here looking forward to Christian work.

Speaking of scholarships, I am writing Lewis about the S.B. Cochran one, about which we have no information except that $150 seems to have been sent under this name.

Thanks for the full information regarding possible assistance to Stephen Wang. He has, however, accepted a call from the Student Volunteer Movement to spend a year in presenting the claims of the Ministry to the students of China, and will not leave here until a year from the coming summer.

You understand us correctly regarding the $1000 for Shuhsihsu. If this can possibly be secured from the Carnegie Foundation or elsewhere, it would be quite a help. Ultimately it ought to be charged to Princeton, otherwise.

You will already have had my letter saying that we had decided not to ask for C.J. Hao.

So much for the present. I shall write more definitely regarding construction matters after my return from this trip a week or so from now.

Very sincerely yours,

(Signed) J. L. Stewart.

燕京大學

PEKING UNIVERSITY
(YENCHING TA HSUEH)
PEKING, CHINA

OFFICE OF THE PRESIDENT

March 31, 1925.

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

Dear Dr. North:

We hope very soon to hear from Miss Connie Wood as to her decision on coming to China as Dr. Stuart's secretary. In the meantime, however, we have heard of a further possibility in case she fails us, and I am inclosing a clipping from a letter from Mr. Russel B. Miller, Librarian of Ohio Wesleyan University, regarding a Miss Crane who have been for two years secretary to President Hoffman. Dr. Stuart is away at present and has not seen the letter, but Mr. Hung has met the young lady in question and seems to think she would be very suitable. As I have asked Miss Wood to let you know her decision, you will by this time, I hope, have heard from her, and will know whether to take the question with Miss Crane. As we are not yet sure of securing herein China a second foreign secretary for the Deans Office, Miss Crane might be a possibility for that position. I shall write Miss Crane on this mail and ask her to send her application in to your office, and shall let you know how things go out here as the situation develops.

I am sorry that we have been careless in our wording of cables. We will be more careful in future. The morning we sent the cable about Dr. Luce, we had received from him from Japan a good many commissions to be attended to at once, and in the rush I left the checking over of the cable to one of the office boys, with the sad result! I usually attend to these things myself and will try to do so in future. The other cable containing the "5200 numerals, Chinese cash, feet, pounds avoirdupois" was sent from the Construction Bureau.

I hope very much that the questionnaire for the Annual Report of the Trustees to the University of the State of New York is on the way to us. With our Treasurer's Office in rather confused shape, and my leaving the end of June it is going to be rather difficult to get it done this year in a hurry.

Very cordially yours,

Hu Shih