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Stuart, J. L. 1926 May-Jul

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PEKING

TRANSFER

PEKING UNIVERSITY

May 3, 1926.

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

My dear Leighton:

Mr. T. Y. Chen seems to have landed in a rather tight place and it is difficult to determine whether he is really responsible for it or whether he is not. When he began to inquire this spring concerning the renewal of his fellowship from the China Medical Board for the second year, they informed him that they practically never renewed fellowships for a second year, and that it was their policy to expect that students who had fellowships for a year would find for themselves fellowships from American institutions or part-time teaching positions in order that they might gain more experience in actual teaching. This is a policy which I understand Mr. Gee supports.

Mr. Chen is out of luck because he had not understood that this was so fully the case, and had supposed that if his work was of sufficient quality and his faculty directors presented letters of endorsement he would be, without doubt, taken care of for another year, though perhaps not on the same scale.

He is distinctly disturbed and rightly so, because it is impossible now for him to secure a fellowship at Columbia where there are very few anyway. He has tried other places without success, and when he tries to get some kind of work, such as waiting or cooking, he is turned down because he has no experience.

I understand from him that when he asked Mr. Gee about the second year before he left China, Mr. Gee indicated that he need not worry about it, if he did good work the first year. Mr. Gee may not have intended this to mean that Chen could rely upon the China Medical Board for help the second year. I have gone over the matter fully with Miss Eggleston and while admitting that Chen is doing the best work of any of those who had fellowships last year, she states that the work of the others is all so good that they would not be warranted in making an exception in Mr. Chen's case. I believe that only once in their history have they granted a second year's full fellowship.

I have taken up with Miss Eggleston the possibility of a supplementary grant to Mr. Chen of perhaps \$750. provided that his other expenses could be met from other sources. She seems to think that such an amount might be available if he could get a fellowship from some American institution, but that if Yenching gave him assistance there would be sound reasons why the China Medical Board should not grant the additional allowance. I confess I do not quite see the rationale of it. This also seems the more unfortunate because Yenching has no provision for him and because Mr. Severinghaus thinks that Mr. Chen is l' y

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May 3, 1926.

to become one of the leading biologists in China.

Mr. Chen is willing to do almost anything to be able to carry on his work. He has embarked on a biological problem which he ought to have an opportunity to finish here and which he thinks can be finished up by June, 1927, but he wants to be prepared to stay another half year, should he not be able to finish by that time. This is in order that he may get his degree. After the experience of this year, he will prepare to meet the expenses of the additional half year by getting a fellowship of some kind.

I confess I am very much perplexed to know what to do to help him, but the Tsing Poo Fellowships for the year are used up. Miss Eggleston has asked whether Yenching could not, perhaps, make some provision for him. That is a matter of the budget and is not a matter upon which we can act here.

It is my judgment, however, that the matter ought to be talked through very fully with Mr. Gee with a view to making sure that if some assistance can be found, there will be no doubt of the China Medical Board's providing a supplementary grant to bring the total up to a practical basis for him to get along on. The figures that the minimum, including tuition, will be about Gold \$1,250. for the year; of this amount, tuition would be \$250.

I think Mr. Chen is disturbed about this matter and very much needs some encouragement, as he feels that he has gotten into this difficult position through no fault of his own.

What have you to suggest, if anything, that I could do here?

Cordially yours,

Secretary,
Peking University.

EMN/L

Copy to Miss Boring.

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HENRY KILLAM MURPHY
ARCHITECT

1906-HENRY KILLAM MURPHY
1908-MURPHY AND DANA
1921-MURPHY, MCGILL & HAMLIN
1923-HENRY KILLAM MURPHY

HEAD OFFICE-NEW YORK CITY
PERSHING SQUARE BUILDING
PARK AVENUE AND 42nd STREET
TELEPHONE MURRAY HILL 5800
CABLE ADDRESS "MURDAN" NEW YORK

MANILA OFFICE
PACIFIC BUILDING

TRANSFER

PEKING

MAIN ORIENTAL OFFICE-SHANGHAI
UNION BUILDING
CANTON ROAD AND THE BUND
TELEPHONE CENTRAL 4706
CABLE ADDRESS "MURDAN" SHANGHAI

On board "Fengtien" Peking
to Shanghai.
Mon. 10 May, 1926.

J. Leighton Stuart, Esq.,
President, Yenching University,
30 Ma Pi Ch'ang,
Peking.

Dear Dr. Stuart:-

I am taking advantage of this ship's call at Chefoo to send back to you immediately the following memoranda for instructions to be issued immediately by you to the Construction Bureau:-

1. Stop all work on stone bunding of shores of Lake until the Committee on Landscaping, (Soh-tsu King and Etter,) can give their instructions to Gibb as to the exact outlines to be followed, and the elimination, so far as now possible, of much of the stone work.
2. Stop all work on bridge and roads in Bashford Court; relocate the bridge as shown on the "Re-arranged General Plan" (of which I handed you 2 blue-prints in Tientsin on May;) at the same time effecting the necessary increase in its width to allow freely-moving 2-way traffic.
3. Make necessary modifications in present plans to ensure maintenance of water-level not more than 2 feet below general level of campus.
4. Remove immediately finials at ends of ridges on Chemistry Bldg., Physics Bldg., Ninde, and Sage; and replace by finials of the sizes called for on the architectural drawings.
5. Remove immediately horizontal mouldings at top of roofs of Woman's Administration Bldg., and Dean's Residence, and carry hip mouldings up as called for on drawings, dying out against vertical faces of finial base.
6. Remove immediately Rockery now blocking the Woman's Academic Quad-rangle; and instruct Lund that other places must be found for flush-tanks for sewers which he had intended to locate inside Rockery.
7. Remove immediately the animal-head, ring, and swag which have been introduced as ornaments at each side of Ninde entrances, under small roof; and leave these places plain, if it is found that so many other changes have been made from drawings that original bracket-scheme is not feasible.

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8. In completing Bashford, Berry, and the 2 Refectory Bldgs., now under construction, the architectural drawings must be followed absolutely; no such re-designing by the Bureau as has seriously compromised the exteriors of Ninde and the Men's Dormitories will be allowed. The same instructions apply to the Warner Gymnasium and the Woman's Gymnasium, for which architectural drawings have just been delivered from New York.

9. Remove immediately the advertising sign of Lund, Gernow & Co., which at present disfigures and cheapens the Yenching University sign at the temporary entrance to the University grounds.

10. Do no more exterior painting until receipt of instructions from Home authorities. In order to work out the most satisfactory compromise solution possible with present exterior architectural re-designs, we must have drawings showing exactly how the various facades are actually built. The Bureau is therefore to prepare immediately measured drawings of the Chemistry Bldg., Physics Bldg., (if different) Ninde, and Men's Dormitory; showing all architectural features, - panels, beams, brackets, sills, bands, lintels, etc., exactly as actually built; with notes showing decorative color-treatment thus far executed. We shall then make, from these measured drawings, as soon as they are received at our office in New York, complete color-plans from which the painting can be executed on these buildings during August and September, so that the University can open with this vital color-feature of our architectural designs brought up to the standards reached in form and line.

11. Interior painting is to be executed under the general advisory direction of Kumpah King, working through Miss Coleman, with whom I have laid out a complete basis of procedure. The interior painting to be done before opening of the new bldgs., this Fall, is to include the central Entrance Halls of all bldgs, and the large Reception Rooms in the Woman's Administration Bldg., and the Dean's rooms, offices, corridors, lavatories, etc., can without too much loss be left for later execution; but the special features first enumerated must be done before the formal opening in order to give a reasonably finished effect, even at the possible cost of later retouching on acc't of dampness.

12. North exterior walls of North bldgs., of Woman's Dormitory group are to be treated with cement pilasters and band-courses in accordance with drawings which will be sent out from our office after approval by Trustees, (MKM has already taken prints of 1/8" scale elevations for this purpose).

13. Make necessary modifications in Sewage Disposal Plant (see Hogg).

14. Unless it is decided to cut up the Chapel in Ninde for Class-rooms, (which seems unwise in view of dearth of suitable Halls for Recitals, visiting speakers, etc., entirely aside from question of fitting up one of the small rooms as a Chapel for 40 or 50, for Theological students only) the following changes are required;

(a) Due to the substitution, by the Bureau, of trusses designed according to their own ideas, in place of the treatment called for on the architectural drawings, the proportions at the South end of the Chapel have been so seriously compromised that the only solution (short of restoring the lowest horizontal member of the truss to its original height) is to remove the Gallery altogether; - which in itself is also desirable in getting a more ecclesiastical feeling. In making this change the two small offices just outside the Chapel entrance are eliminated, giving a chance for a more dignified approach through a broad entrance-treatment immediately next to stair, for which we shall send out working-drawings.

(b) Restore the 2 columns called for at the north end of the Chapel, under the wall-beam which replaces truss at end of bldgs., thus restoring original composition of 3 - panels at altar end of Chapel instead of present ugly single broad low panel of plaster.

(c) Replace present needlessly wide platform by one of width called for on architectural drawings, (of which Barker gave HKM his approval, after actually laying out spaces required for altar, steps, etc.)

(d) Altar must be directly against wall; register grilles in floor of platform must be kept far enough apart not to interfere with this. Proposal to set altar forward must be vetoed, as everything possible must be done to increase feeling of length in room.

(e) Flat ceiling must be removed to restore feeling of height, and acoustics improved as required by panels of one-inch sound-absorbing material over all windows and above altar (covered with decorative Chinese materials;) rugs will greatly help acoustics.

(signed) Henry Killam Murphy

Architect.

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COPY TO MISS BORING

PEKING

TRANSFER

PEKING UNIVERSITY

May 12th, 1926.

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

My dear Leighton:

Supplementing my recent letter concerning the situation of Mr. T. Y. Chen, I have to report that Miss Eggleston has made the suggestion to me that it might be that Yenching University might include a salary amount or furlough amount in the budget for next year for Mr. Chen and that this could be included in the budget of the Science Departments and that thereby one-half of it would be borne by the science funds provided by the China Medical Board appropriation. I do not know whether you can get this item into the budget, but if US\$650 or better US\$750 could be provided by Yenching University, then a supplementary grant from the China Medical Board could be made, which together with minor earnings, would carry Mr. Chen effectively through next year. I do not see much hope of any more liberal arrangement by the China Medical Board. The maximum that they can do on this would be \$500 which I think they will do if the University can provide such a grant as I have indicated to Mr. Chen.

Miss Eggleston feels that we are quite justified in including this in the budget of Science Departments on the grounds that expenses that are unavoidable in holding staff to the services of the University are proper charges to the budget. It is impossible for us here I believe to say with certainty on the basis of your budget, whether this can be done, and in accordance with the practice which I have followed up on all such items I am referring this to you for action. It seems to me that in view of the rather liberal arrangements which were made in the case of Mr. S. H. Li, such a grant in the case of Mr. Chen would be sound.

Miss Eggleston feels that the China Medical Board would be freer to give the supplementary allowance if the grant from Yenching were a salary or a furlough amount and not a fellowship.

Mr. Chen, of course, will have his return travel granted from the China Medical Board when the time comes for him to use it.

Cordially yours,

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學大京燕
YENCHING UNIVERSITY
(INCORPORATED IN 1969 AS PEKING UNIVERSITY)
PEKING, CHINA.

PEKING

OFFICE OF THE PRESIDENT

13 May 1926

RECEIVED
MAY 13 1926
S. C. Coleman

Dr. Eric M. North
Peking University
150 Fifth Avenue
New York City

INDEXED

My dear Eric:

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Miss Coleman: I wrote in my last letter rather prematurely regarding her lack of fitness. This was based upon remarks made to me by Gibb and others together with some of my own observations. Since then I have had a long talk with her and understand better what you had in mind. The criticisms made about her have probably been chiefly due to Gibb's resentment at Mr. Murphy for wanting to use her in interior designing and was at least partly influenced by his desire to find reasons for not yielding. She claims that she is able to take his dictation as rapidly as he gives it and that she is using more and more shorthand with practice. My present opinion is that she had better stay where she is. It is Gibb's own fault rather than her own that she has not been able to relieve him of the details that take much of his time and that she with her predecessors have tried to take off him without much success. I am sorry that I wrote as I did before getting a more balanced impression.

✓
Miss Jane Munn: I have an application from a young lady of this name who lives in Seattle and have sent this to Bocker with the request that he get what information he can about her and send all this together with his own opinion to you. With the addition of one secretary our needs ought to be met and she may be the person. I was quite pleased with her possibilities as far as these could be learned from a letter.

To Gamble
To Gamble

Construction of Roads: Mr. Sidney D. Gamble who as you know is living here in connection with the Y. M. C. A. has promised G\$7000 for building of our campus roads. This to be paid in two equal installments this year and next. He prefers that his gift be not made public and also specially asked that receipts be sent from our New York Office in triplicates to him at 1022 Union Trust Building Cincinnati, Ohio. He has sent in the first payment of G\$1000 and I shall ask you to acknowledge this as requested.

1200

N. K. Murphy: Mr. Murphy has come and gone, spending about a month here talking with many people and for a deaf man hearing a great deal of comment. His visit has undoubtedly been worth while and I am glad he came. Some of his criticisms on the work done, if not all of them, are quite justified and the faults ought to be corrected as I think they will be. This will also help to avoid future repetitions of these features in the future. It is also a relief to have

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come to an agreement on the location of future buildings about which there has been questioning if not actual difference of opinion among the different ones concerned. A rearrangement has been worked out which takes the Chapel away from the position. He felt that some important building must be placed at the crossing of the axes but which for administrative & religious reasons must of us here, myself perhaps more than any one else, thought was not the best location for the Chapel. The site now proposed on the ridge running along the southern border of the lake seems to please everyone, so with the Warner Gymnasium, the revised treatment of Men's Dormitories etc. The unfortunate features of his visit are chiefly due to the personal characteristics of himself and Gibb. He impresses one as having come here desirous of making the case for his having had the contract for the erection of the whole plant and this colors all of his comments. He criticizes Gibb very freely and I believe unjustly although Gibb's own attitude has exposed him to much of this. Gibb on the other hand never wanted him to come and has not accepted his criticisms as such and has not been able to keep from revealing his reaction. I do not mean that there has been any rupture or open unpleasantness. On the other hand both of them and all others have carried on these discussions with fine courtesy and restraint. None the less the complex in each case has affected a dispassionate study of the questions on their merits. Mr. Murphy will undoubtedly make verbal comments and report criticisms on Gibb, Lund and others which will create much uneasiness in the minds of the Trustees. The first day he arrived I asked him if he would leave with me a written memorandum of the things that even then he began to say to me. He promised to do so but has not, although he intimates that he will send sections of the memorandum he intends to present to you and possibly a copy of it as completed when he reaches the coast. I pointed out to him that such formal statement in writing could easily be dealt with, but that neither I nor anyone else was able to take notice of verbal criticisms. I would suggest that you would take the same course when he arrives. As to the responsibility at this end I feel that our Grounds and Buildings Committee has been at fault in not ^{informing} ~~ascertaining~~ itself more in regard to the activities of the Construction Bureau. A lot of busy people, some of us with much technical knowledge, have too often left matters to Gibb's judgment. He has technically played the game according to the rules and whatever his faults he does not go against authority that he recognizes. He has his own reasons for the changes which Mr. Murphy complains of, and when one has heard his statement the matter appears in a very different light. I had a final conference with Mr. Murphy in Tientsin covering two or three hours just before he sailed and he has since sent me written instructions to the Construction Bureau which I shall probably present to a meeting of the Grounds & Buildings Committee this afternoon. This will be extremely irritating to Gibb. Meanwhile I had worked out a series of proposals which will I think protect against recurrence of mistakes and ensure future development along lines that Mr. Murphy would approve. The essential idea I have is that the Grounds & Buildings Committee distribute among its members responsibility for different phases of the work and bring in outside people as there is occasion. There should be a small committee on landscape treatment, another on interior and exterior coloring, just as we have already one on Mechanical Installations. In each case the Construction Bureau should be instructed to do nothing without first securing the approval of that Committee. My suggestion for the coloring committee will be: L. C. Porter, K. P. King (a well known Chinese artist much admired by Mr. Murphy) and Miss Cole-

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man, this brings her into the thing that Murphy wants without forcing an issue with Gibb and gives her a natural way of exercising her qualifications. This process will largely anticipate any action that Mr. Murphy will urge in New York. Having said all this he himself agreed that the general effect is extremely gratifying and he is enthusiastic over the work done as a whole. The things he complains of would either not have been serious difficulties or were more or less tentative experiments pending his visit, or some other final decision.

defects

✓ Mr. Lund: At the last meeting of the Grounds & Buildings Committee and at my own suggestion Mr. Lund was asked to resign on a rather generous basis of financial settlement. Since then he has been pleading to be allowed to stay on and has been behaving so amicably that as far as human relations are concerned there is absolutely no ground for complaint. I have been depending much upon the judgment of Mr. J. S. Hogg, a member of the Grounds & Buildings Committee, Comptroller at the P. U. M. C., and trained engineer, who thinks that in view of all the circumstances we are making no mistake in continuing his services, provided that he agrees from now on to stay on our grounds. I have therefore supported Gibb in the position that the action of the Committee be allowed to stand in abeyance to take effect whenever there seems reason to remind him of it and with no financial obligation. In other words we retain him hereafter on a month to month basis, subject to termination as soon as he makes trouble. You will doubtless hear the criticism of him from Mr. Murphy, most of which I think can be ignored or better still let him make it to Mr. Place and then get Mr. Place's judgment. Personally I was not satisfied to have Mr. Lund on this job until I have heard from Mr. Place himself his endorsement of our procedure.

✓ H. B. Sharman: A letter has come to one of our staff from Mr. Sharman indicating that he and his wife would be very happy to come to Yenching at no expense to us. He is a very able and fine spirited man and you doubtless know of her activities as revealed in her publications on things Chinese and otherwise. She would be an admirable person for our English Department supplying the other one of the two whom we asked from America assuming that Barker comes to us. The only objection that I could think of would be the possibility of criticism on religious grounds. My recollection is that he after publishing some widely used Y. M. C. A. bible study text books passed through a period of scepticism, but that he has since found light in a very happy religious experience. Those who know only the negative side of this record or who are doubtful about his present theological views might object. On the other hand with Chinese students in their present temper a man who has come through this experience and who has his intellectual and scholarly attainments might be a very great help. Luce knows him very well and I am writing him on the matter more in detail. In general however it may be a good suggestion that they be invited informally to come here for a year or so of trial, she to teach in the English Department and he to help as he desires in religious work among the students, any permanent ~~experiment~~ ^{settlement} being taken up after such experiment.

✓ Government Registration: Your cables have been received. We should certainly have not acted until receiving the letter as requested, but the political turmoil here would have made it impossible to do so even had we wanted to. Things seem to be taking up towards a "Regency" Cabinet which will function until the next blow-up. The names

Shaping

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suggested for Minister of Education and Premier are Wang Chung Hui and W. W. Yen, both members of our Board of Managers.

R. M. Barker: Mr. Barker is a regular member upon the University budget and is leaving on furlough next week staying at his home in Ireland through the autumn and returning here for the Spring Semester. His travelling expenses both ways and his salary on furlough should be paid for and probably he will want to draw from New York to his home rather than be paid from here. He is also entitled to the outfit allowance for the second period. If he writes to you for travel allowance please meet his request and inform our local Treasurer, meanwhile sending him his monthly salary and the outfit sum to the following address: Church House Fisherwick Place, Belfast, Ireland.

Very sincerely yours,

H. Stuart

Copy to Mr. Luce.

Later. The G. & B. Committee acted on my suggestions and we have now in addition to the Committee on Coloring &c, an effective one on Landscape, Architecture, and the one on Mech. Installations. I feel that the future with these checks on Gibb is quite safe and that all the points - they happen to be 14 - which Murphy has named will be cared for. And in fairness to Gibb he has called attention to a number of basal mistakes in Murphy's plans which if he ^(Gibb) had woodenly carried out would have been far more disastrous than those which he ^(Murphy) is now making so much of - the straight roofs, the foreign style windows &c.

YENCHING UNIVERSITY
PEKING, CHINA

PEKING

OFFICE OF THE PRESIDENT

May 12/26.

My dear Eric,

A personal word from my aching heart. My wife who has been sick all winter is very seriously ill at the P.U.M.C. Hospital and the doctors told me day before yesterday that there is virtually no hope of her recovery. Her old heart lesion has become active again with streptococci breeding in her blood. The last days of the session are always strenuous, more so this year with the problem of moving and the political disorder. But this has

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hit me very hard and I hope
that the next two or three weeks will
pass somehow, she had seemed
much better, so much so that I made
a trip by one of our Ford cars to Sen
Sen last week, only to find a
marked change for the worse on
my return. You will tell him
and the others, and well, I am
sure, sympathize.

Yours

J. L.

RECEIVED
UNIVERSITIES
JUN 7 1926
JOINT OFFICE

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PEKIN

TRANSFER

INDEXED

Peking University

May 18, 1926

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

My dear Leighton:

I have the honor to report that the American Board of Commissioners for Foreign Missions has approved the plan of reorganization of the Board of Managers as adopted by the Trustees of the University in the recent amendment to the constitution of the University. All four constituent Boards have therefore approved the amendment and the process of approval is fully complete.

Faithfully yours,

Secretary
Peking University

EMN-H

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May 22, 1926

Dear Leighton:

I have your letter of April 2nd in which you refer to the U-Shaped Dormitories. Two observations occur to me. Your estimate of \$40,000 may be all right but until I hear from you further I think we had better keep it at \$50,000. for a few things have embarrassed us more than the securing of additional funds after the money has been paid in. This is not only an embarrassing thing to do but it greatly injures our work, for quite a few of those who gave residences might now again be approached for another real gift. One wonders whether with so much building going on and all the varied activities there, it has been possible at Hai Tien to really account for the amount of material and labor that has gone into each building. It might be well to find out from Mr. Gibb what his estimate per cubic foot is for the two types of building - (a) the large building - (b) the residences - and then check these up with the Rockefeller architect and with Mr. Pettus.

Second, - This new type of dormitory takes but 75 students. That would make \$550. per student as against \$500 on the other type of dormitory, but I suppose the new rooms are better and more ample. At least I would so judge, if my impressions of the Women's Dormitory are accurate.

This leads to several questions: 1st, what is the cost per cubic foot of our (a) large buildings; (b) residences. 2nd, how do these compare with the same items given by the Rockefeller architect and Pettus?

We occasionally meet men like Davis of the Hall Estate who drill us for information about the cost of the whole education per student. I wonder if sometime you could not work out such related items and let me know.

We might have to differentiate between the cost of students in various departments. In some colleges in Minnesota I learn they students pay about 50% of the total

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cost of their education. Our general estimates here are that it costs us about \$250,000 gold a year to run our University, and that is met as follows: about 1/3 by the Board; 1/3 by tuition; 1/3 by whatever we can get anywhere else ourselves. I take it that proceeds from the Hall Estate Endowment goes to cover this in part. 3rd: When will the lake be cleaned out and the water let in? 4th: Where do we get our cement; 5th: Are the buildings entirely of poured cement or brick covered with a stucco? Give me any information about the actual construction you think we ought to have.

Probably when the foliage is luxurious in July, it might be well to take some pictures of various points of interest so that we can have them on hand in September.

Mrs. Luce sent me one copy of "The Mandarin" and you sent me another. Will you arrange to have it sent to me regularly. It will help us to keep in touch with things at Peking.

I am not quite sure whether I have suggested before that you send me copies of all letters and documents which you think it would be well for me to see. The office is so busy that it is not likely I will get them handed down to me. Jim is not exactly adapted to doing things in that way.

I shall be writing you later about several things relating to the work here. I am busy studying how we shall work out a long-distance plan. We have gained a good deal because our work has been more continuous than other Universities but I am amazed at certain losses which have come about by my planning to return to China first handing over the work to Caskey and later to Jim. There were many stitches dropped when I was in China during the fall of 1924. Personally I wanted very much to come out to China this spring but it seems clear to me that I ought to be on the job here.

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學大京燕
YENCHING UNIVERSITY
(INCORPORATED IN 1959 AS PEKING UNIVERSITY)
PEKING, CHINA.

OFFICE OF THE PRESIDENT

26 May 1926

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

My dear Eric:

✓
Board of Managers and Registration: Your official letters on these subjects came last week and were sent out to the members of the Board in preparation for the annual meeting of the Board which is this afternoon. The condition that the Ministry of Education interpret its own action and that this be in no conflict with our Charter ought to present no special difficulties. Mr. Wu will be present and is as able as anyone could be to state what the Ministry really meant. As there is no Minister of Education at present and as there could be no registration until the school itself would have been inspected we would now have to wait until the opening of the next session. Assuming that the country is at peace and that the government is properly functioning the matter could not be consummated until sometime in October at the earliest. Meanwhile there is to be a meeting of the Council of Higher Education representing all the Christian colleges to be held in Shanghai next July. Mr. Wu and I will both be present. This may relieve the anxieties of those who think we are too precipitate or are not working in close connection with

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the other colleges.

Assistant to the President: We have invited Mr. S. J. Chuan an alumnus of the old Tungchow College and an American returned student to become Assistant to the President. He has had experience in Y. M. C. A. work in France, in Christian student activities in America, was secretary for two years to Dr. C. C. Wang when Director of the Chinese Eastern Railway and has more recently been Director of student activities in Tsing Hua College. He is an earnest Christian with varied experience and fine abilities. Our thought is that with his help the matters that usually go to the Comptroller will head up in my office. In other words that for the time I shall continue (as I practically have been Comptroller) and that Mr. Chuan help in these matters as well as in any other business of the office. It may be that in course of time he will have demonstrated his capacity for becoming Comptroller. He can probably do all that Carrington Goodrich or any other foreigner could have done. And of course being a local Peking man he can help in many Chinese issues as no foreigner could. The most delicate specific problem will be providing against Gibb's having anything to do with the operation and maintenance of the plant he has built up in so far as it involves relations between him and faculty people or students.

Construction Problems: Things have been very much disturbed since Mr. Murphy left here, Owing chiefly to the rather unfortunate communication he sent through me ordering the Construction Bureau to do certain things immediately. As I wrote you before,

0826

knowing in general Mr. Murphy's thought, I have^d been intending to propose a group of Sub-committees but I wanted to talk with Gibb before the meeting. I failed to get hold of him and he arrived actually a little late. When the matter came up despite my efforts to put things as nicely as I knew, Gibb went away from the meeting feeling very much aggrieved and for several days lost all zest for his work and was about ready to quit. To him the question seemed to be whether the Trustees intended Mr. Murphy to have his own way and ignore us on the spot or whether we were responsible to the Trustess and trusted by them. Of course the issue is not nearly as simple as this. He felt that I had not stood by him as he had reason to expect me to, not realizing that I am doing this in the face of Mr. Murphy's explicit desire and quite a little criticism among our own group here and that the sub-committees in the Grounds & Buildings Committee and the administrative arrangement centring around Mr. Chuan are the two processes by which I am trying to avoid a definite break in the two aspects of his work. Having said this I am as clear as ever that it would be a serious disaster if Gibb should not be supported and encouraged ^{to get} to the point of resigning. I emphatically disagree with Mr. Murphy and beg you not to take too seriously sweeping verbal statements of his as to the money that could have been saved and that is being wasted. Even in Mr. Murphy's own special field the major mistakes of his which Gibb has saved us from are far more serious than the comparatively minor difficulties which he is now magnifying. With distribution of responsibility among the members of the G. & B. Committee and constant ^{sequent} checking up upon Gibb's tendency to be somewhat individualistic and arbitrary I feel that the Trustees need have no anxiety about the work proceeding as well as could be reasonably expected in view of the

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many peculiar conditions under which we are working. As soon as I found out from Gibb over the telephone his state of mind I ran out and spent a morning with him which has relieved the situation for the present. Unless he will be stirred up again by what follows upon Mr. Murph's arrival in New York things would go along all right here, I think. Lund also is on the job working smoothly with the others.

P. U. M. C.: Will you call the attention of Luce, Lewis and others to the importance of guarding against careless statements in newspaper publicity about the relationship of this institution to our own. Roger Greene has sent me a clipping from a Rochester paper telling of my new connection with one of the churches there and describing the P. U. M. C. as a kind of annex to the great University. To anyone who knows the relative size of plants and budgets this is rather annoying and can become irritating.

We are in the midst of Commencement week. An inexpressively anxious time for me with my wife still hovering between life and death ^{while I face} ~~and~~ to the question day by day as to how many of our closing functions I can attend and how to arrange for them in the event of the crisis coming as it may any hour. She was better yesterday, perhaps due to artificial stimulation, but is very weak at this writing.

Very sincerely yours,

J. H. G.

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JUN 21 1963
JOINT OFFICE

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PEKING

TRANSFER

Peking University

May 26, 1926

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

Dear Leighton:

I enclose herewith the forms for the annual report to the University of the State of New York. You will recollect that all three forms are to be filled out; one retained for your file and two sent to us. Of the latter, one should be duly sworn to as indicated on the last page. I hope it will be possible, in spite of the excitement of moving, to have these come back to us promptly for the pacification of the Regents' office.

We are very grateful to you for the strong statement as to the "religious services and classes as now conducted", dated April 22nd. I have forwarded this to all the Trustees and also sent a copy to Dr. Spear who will be coming out during the fall for a visit of the field. This is just the kind of material we like to have and it should be of much value.

I have sent Mr. Nicholas Roosevelt your previous report as you desired.

In a hand written note at the bottom of your letter of February 20th you ask us to send you copies of the monthly magazine of the Chinese Students Association in which an article of yours appeared. Jim Lewis advises me that the article was not printed so that we are unable to send you the numbers you wish.

Closing up the other items in this letter of February 20th, I find I have not reported to you that the Women's College Committee has voted to provide the amount needed to match the C.M.B. appropriation for the Science Building which is being asked for.

Cordially yours,

Secretary
Peking University

BMB-H

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PEKING

INDEXED

Peking University

May 27, 1926

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

My dear Leighton:

Noting the matter of Mr. Ruby's return the possible effect upon the teaching of typewriting, I think I ought to remind you again of the contract affecting this, which I have sent to Mr. Ruby. It states that "we agree that the entire equipment shall be used exclusively for a period of three years for the purpose of instruction in typewriting by Peking University", with the understanding that if this is not done the difference between the special and the regular price, which is \$32.50 on each machine, will be paid. I speak of this because there might be ground for criticism from people whose criticism we do not care to have, if this were not regarded.

Mr. Li wrote me about his needs and after some consideration I decided to advance him the \$50. which he asked for. I am glad to note your approval of this in one of your recent letters.

The situation concerning English teachers now is as follows: In some way or other Breece will be returned, probably by the Board. Baker is assigned to the Shantung conference and Bishop Grose adheres to his determination to send him to Shantung University, at least that is the way in which I understand the matter rests. Of course his appointment there is contingent upon the Board's being able to find the funds to send him out.

I think Gamewell has felt as you and I do on the matter of Baker, but unfortunately Bishop Grose feels very strongly the need of strengthening forces that are training distinctively Methodist preachers for rural work, and the sad necessity of financial reduction has led the North China Mission to the idea of reducing its quota in the University. Dr. Gamewell does not believe that this should be done without thorough conference and agreement with the other cooperating Boards, which will help to delay the matter. In the meanwhile I think the financial situation is slightly improving so far as the Board is concerned, but not enough to register any degree of ease as yet. I think the thing for Peking to do is to take the decision of the authorities with good grace and steadily try to cultivate the support and cooperation of the Methodist constituency in China.

Breece and I are now at work trying to get at least one, and possi-

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JLS-2

5-27-26

bly two additional English teachers. I believe we can get them both as single men.

This covers this point in your letter of April 20th except to report that the action of the Methodist Board with reference to the return of Davis is the same as that in the case of Breece. If, of course, by any chance the Board gets stuck, we shall have to see that the travel amount is provided to get them out.

Cordially yours,

Secretary
Peking University

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學大京燕

YENCHING UNIVERSITY

(INCORPORATED IN 1889 AS PEKING UNIVERSITY)

PEKING, CHINA.

OFFICE OF THE PRESIDENT

INDEXED

TRANSFER

7 June 1926

Dr. Eric M. North
Peking University
150 Fifth Avenue
New York

My dear Eric:

I have recent letters from you and shall briefly acknowledge the content.

write 7/6/26
L. C. Goodrich: You will already have had my letter stating that we have secured a Chinese to be my Assistant, Mr. S. J. Chuan. Goodrich might be a possibility in connection with the new Harvard Peking Institute, but of that later.

write 7/6/26
notify
T. Y. Ch'en: Miss Boring took this up at once with the result that Roger Greene telegraphed immediately to New York authorizing them to grant Ch'en \$750 gold for the coming session. With the understanding that we are to supplement this with \$500 gold. We shall try to care for this out of the budget as now worked out and request you to ~~notify~~ notify him and arrange for the payment in New York.

✓
Board of Managers: This body met when my wife was very ill and I did not dare to leave her bedside. The meeting was harmonious and you will have received the minutes. The condition made by the Trustees regarding an interpretation of No. 5 of the regulations by the Ministry of Education was discussed and in view of the clear statement by our own Vice-President it was unanimously felt that there was no conflict between this and our Charter. However it will probably not be possible to take steps for securing registration until next autumn after the College will have opened. The reorganized Board is to meet at my call with meanwhile an Executive Committee to carry on.

Budget: Your cable on this matter was received a few days ago and is not clear. We shall probably have to wait for the letter explaining. Meantime Wiant had felt it necessary to draw an amount which will however be sufficient for us to close the fiscal year. He is writing you and I shall try to do so soon on this perplexing subject.

Juan
My wife died on Saturday evening after over two weeks when she seemed repeatedly to be very near the end. Last week I became sick with a very prevalent summer ailment, aggravated, Dr. Learmonth said, by the strain that I had been going through. Fortunately my old chum and his wife, Aline's sister, had just

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arrived from Central China and helped tremendously during those last days when I had to be in bed. The Faculty people have been simply splendid in the way they have helped and we had a beautiful service yesterday afternoon when she was interred as the first occupant of the little University Cemetery which has been privately bought by a group of us not far from the East Compound. As soon as my personal affairs are somewhat straightened out and I move out I want to take up a few pressing matters, especially concerning the Construction Bureau, and then the Doctor insists I must get off for some sort of rest. This is just a little note as I am trying to take up again the matters on my desk.

Very sincerely yours,

J. Hightower

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TRANSFER

Peking University

June 9, 1926

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

My Dear Pres. Stuart:

I enclose copy of a letter I have written to Mr. Hwang which shows the perplexity I have been in, in answering his questions. I hope nothing I have said will create any embarrassment to you. I have tried to keep everything as tentative as possible.

I am glad to say, however, that, in spite of this indefinite nature of my reply, he has wired me that he will accept the appointment, and I will cable you to that effect shortly.

I am glad to have your word as to Miss Coleman. I have been hoping that Miss Crane would find the work interesting enough to be ready to stay for the full three year term, or perhaps more; maybe she will later on.

Mr. Ma Kiam has asked for some help to carry him through his summer course, and as you authorized me to advance him something in your letter of April 28th, I will supply him with \$250. I told him that the matter of the adjustment of this I would have to leave with you to work out with him. This amount I will hold in suspense until June 30th and then transfer it into the accounts of the year 1926-7 so that it may be adjusted there.

I am glad to report that the Candidate Committee has approved the appointment of Miss Bessie Pearl Barnes as a secretary with the expectation that you will have her as your own secretary. If she proves to be successful I beg you to be sufficiently selfish not to pass her on to some other needy department. She is thirty years old, has an A.E. from Hamline, a previous diploma from the Chicago Training School for Religious Work, and is a graduate of a commercial college. She has had four full years of general commercial office work, and a good deal of part time work while studying. During the past year she has been secretary to Prof. A. Z. Mann of the Department of Sociology at Hamline. Her recommendations are unusually high, and I am glad to say that her religious interest is also definite. I believe that if she were to go out on permanent appointment she would prefer to go out as a teacher, but she wants to learn more about missionary work and for that reason her appointment is a three year appointment. It may be that she will be ready to go further beyond that. I do not believe she will be able to sail much before the end of July.

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I am glad to note in your letter of the 13th ult. the gift of Sidney Gamble for roads. It will certainly be a great help. I will send to his Cincinnati office the receipts which he requests for the first \$1000. but to satisfy our auditors in the entry of this payment upon our books, will you kindly have Mr. Niant send to me a formal statement on a separate sheet, signed, to the effect that this gift has been received for this purpose. I can then make the proper entry in our accounts and justify the receipt which, however, I will send at once.

I note the application of Miss Jane Munn and it may be that she will fit in some other vacancies I have to fill.

Your account of Murphy's experience will be duly digested and considered by the Committee in connection with Mr. Murphy's report when that is made. We were sorry to learn by cablegram that he is tied up in Shanghai with scarlet fever.

We note also the matter of Mr. Lund's relation to the University.

Concerning Mr. Sharman I confess to some hesitation. In the first place, Professor Breece is very tired and discouraged with the process of having temporary people in his department, and all this year he has been necessarily kept going back and forth between authority to find people, and directions not to find anyone. You will recollect that when he first came it was said to be three including Mr. Baker. Then you advised us that Lee would teach English; then you advised us he would not, and that on the whole we ought not to appoint more than one more beside Baker. Then Baker's case was not settled until a couple of weeks ago, and settled by the decision of Bishop Grose to return him to ^{the} Shanghai Conference, and by this time the people whom Prof. Breece had been trying to keep in touch with had all accepted other positions. Now you suggest that Mrs. Sharman be one of these.

As the matter stands now, we have appointed Mr. Maxwell S. Stewart who, a couple of years ago, was at the Shanghai American School. He is not yet certain whether he will come out married or not. We also have another excellent couple in line who are very highly recommended and who seem to me to have the kind of attitude which I think would mean a permanent and satisfactory appointment.

With this as a background and with a feeling that Mr. Sharman's Bible study history has been a record of very extreme radical criticism, I rather hesitate to take up the matter with him. I know Luce went out to Peking with the idea of trying Sharman's method of Biblical study with the students, and concluded it would not work; at least that was the way I understood it. However, these are only my first impressions.

I note what you say about Mr. Barker's program and we will provide what you direct us to send, but you do not state with what month his furlough salary is to begin. Please let me know this as it affects our record here.

I enclose confirmation of a cablegram authorizing the construction

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J.L. Stuart-3

6-9-26

of the middle section of the infirmary. Mrs. McKelvy has, to our great delight, paid in the entire balance upon her gift, and this has helped us through a rather narrow place in our present financing. I have authorized you to put up this part of the infirmary without waiting for action of the Finance Committee as I knew it was urgent to construct it. If we only could see our way clear to the completion of our plant financing on the basis of the minimum program we would perhaps be able to authorize the erection of the entire infirmary. Certainly I would suggest that at the present time you put in the foundations for the wings. It is, however, important that drawing upon this be delayed as long as possible in order to give us all the more time to finance operations.

Cordially yours,

Secretary
Peking University

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TRANSFER

Peking University

June 19, 1926

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

My dear Dr. Stuart:

I enclose herewith contract of Miss Bessie Pearl Barnes for three years of service as your secretary. I am delighted that Miss Barnes has accepted the appointment and am planning to have her sail on the Empress of Canada on August 5th. You will have word of this from me by cable before this letter reaches you. Miss Barnes was graduated from Hamline University this June magna cum laude.

Mr. and Mrs. Mead were just in to see me and our discussion turned to the matter of the possible relationship on their part to the Presbyterian Board of Foreign Missions. I find that they do not relish this possibility. They have felt that the somewhat dual arrangement they have had in the relation of Princeton to the Y. S. C. A. has been complicated and unsatisfactory, and I think they feel that the responsibility of relationships to the mission and the possibility that the mission group would not be particularly congenial and that they might be subject to rather technical scrutiny on theological grounds are factors that they would prefer to avoid. I think they would much prefer the direct relationship to the University.

I have said nothing to any of the Presbyterian Board people about this possibility and have thought it best not to at the time when they would go on the quota is so far off. Meanwhile we will all think the matter over further.

They also referred to a letter which they had received from Mr. Gibb as to the matter of a house. I think Mr. Gibb has suggested that because of the size of their family they might take one of the larger houses which small families wish to avoid, and they are inquiring as to what such houses are and how much space they have. As they figure it they would need five bedrooms of which two might be small. The bearing of this is chiefly whether it is necessary to erect a new house for them or whether they can use one of the other houses should someone be on furlough. They have heard somewhere of the possibility that Mr. Tayler will not be returning with as large a family as he has had in Peking during the past year, and it may be that Gibb suggested that they would be interested in the Tayler house. Will you not look into this matter and give us any suggestion

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J.L.Stuart-2

6/19/26

as to what you think we should do here, especially if there is a problem involved in the matter of raising the money.

Mr.Hwang modestly suggested to Mr.Sharman that he write me of Mr.Hwang's success in his work as he felt too modest to do it himself. Mrs.Sharman who was present at the examination reports that everyone regards his work as highly creditable. It is quite unusual for any student to be granted a Ph.D.degree at the conclusion of one year work after the U.A., but this has been Mr.Hwang's distinction, although the degree will not actually be conferred until a year from now. He is preparing his thesis for its publication.

In connection with Mr.Murphy's comments on the buildings which we are awaiting with interest, I have today from Luce a carbon of a letter from Murphy to him expressing himself most enthusiastically as to the high ~~and~~ architectural quality of the buildings as they will be seen to be when the grounds are straightened out and the debris is cleared away. He was urging Luce to get the money for the recitation building.

Incidentally, in conversation with Bishop Grose yesterday, he urged that we do not go much more deeply into building as he felt our program was getting over heavy on that side. He was gratified to learn of the Hall estate outlook.

Cordially yours,

Secretary
Pecking University

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TRANSFER

Peking University

June 24, 1926

President J. Leighton Stuart,
Yenching University
Peking, China

My dear Leighton:

I enclose a letter from Mr. E. Labarre with a bill of lading which he enclosed. So far as I know, there is nothing we have, at this end, to do with this matter, and I presume he sent the duplicate here on the thought that you might be in this country.

I also enclose confirmation of my cablegram of June 21st. Everything in it, I think, has either been covered in previous correspondence, or is entirely clear on the face of it. Your new Secretary is Miss Bessie Pearl Barnes who sails August 5th on the Empress of Canada from Vancouver.

Pending word from you as to whether an additional private secretary is needed at Peking, I am trying to locate Miss Jane Munn at Nanking where there is an important vacancy. They really have first call on the next good applicant I can find. Should she not want to go to Nanking and you need another, I will probably switch her to Peking if her papers are favorable.

Enclosed are two other confirmations which ought long since to have gone to you. The matters in them have, I think, been satisfactorily cleared.

Cordially yours,

Secretary
Peking University

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Enc.

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YENCHING UNIVERSITY
PEKING, CHINA

PEKING

OFFICE OF THE PRESIDENT

INDEXED

Peking
June 24/26

TRANSFER

My dear Eric,

After getting settled in my new home and attending to necessary business I have slipped away here for a week of rest and change.

I hear indirectly that Walter Davis is planning to sail Aug. 29. Please if possible have this date advanced so as to have him here as nearly after Sept. 1 as can be. This applies equally to Breece and any others.

I learn from Dr. Gamewell that Baker will not come to us. Can we not claim the \$250.00 silver per month therefore from the Methodist Board?

0842

Or would it be desirable
to charge Com. Keen's salary to
that source?

RECEIVED
JOINT OFFICE
JUL 14 1926

Please have a copy of the letter
written by Miss Duffer (mailed to
Jim) sent to:

Dr. J. D. Sloan, Lakeside Hospital,
Cleveland, Ohio
Rev. E. W. Smith D.D., P. O. Box 330, Nashville, Tenn.

I have waited eagerly to hear about
various items of major interest: the
Budget for 1926-7; the Hall Estate
& Institute of Chinese Studies; finan-
cial progress during the winter & spring.
Rumors are spreading about the big
endowments we are receiving which must
be harmful to our interests. Thus Dr.
Day of Bridgeport, Conn., is talking about
the \$4,000,000. we have received from the
Hall Estate. Would it not be well
to counteract these by some sort of public
statement? Meanwhile advise by cable of the

490. as per H.S.
It happens at last.
I will transfer to us when and if

PEKING

TRANSFER

Peking University

July 2, 1926

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

My dear Leighton:

This concerns Princeton-in-Peking and Lawrence Mead. We have been wondering for the last two weeks, when the arrangement was made in Peking that Mead was to go to Yenching University, whether the men on the Princeton-in-Peking side of the matter had said anything definite as to the time when he was to leave the Y.M.C.A. and the Princeton-in-Peking budget, or as to the source of the funds that would carry him until he went on the University budget.

From you I have understood quite clearly that he was not to come on the budget until September 1927 by which I presume you infer that he would rate as a new outgoing appointee, which would mean that we would pay his outgoing expenses and salary beginning with his date of sailing which would presumably be at the end of July or early in August. As it now turns out, ^{the} Princeton-in-Peking group had no idea that it was planned that the whole of Mead's furlough should be on the Y.M.C.A. and thus on Princeton-in-Peking. Mr. Wannamaker and Mr. Speers (the oldest son of Mr. J. M. Speers and Treasurer of McCutcheon & Co.) who is Chairman of the Princeton-in-Peking group, came down and had an hour and a half session with us about it. It seems that they had assumed that, as he was going to be in the service of the University, and as his study during the furlough year would be in the interest of his work at the University, the University would take him on at least on a fifty-fifty basis and would carry him for about half of his furlough. Wannamaker stated that the Y.M.C.A.'s custom, when a man was leaving their service, was to take care of him only so long as was necessary for him to find other work, which, in this case, was naturally the transition to Peking. It happens that the Princeton-in-Peking problem of adjustment with the Y.M.C.A., looking to the steady withdrawal of Princeton-in-Peking from the Y. work and their increasing their contribution to the University, is going along favorably, and while still delicate, they are increasingly successful in their negotiations looking to their dissolution of relations with the Y. which are made the more difficult because the Y's financial program is having considerably difficulties and the transfer means loading more people on to the Y.M.C.A. budget. The Princeton-in-Peking men are therefore most anxious not to disturb this development which is in the interest of the University because of its ultimate objective, and at the same time they do not feel that it is altogether their responsibility to carry Mead because Mead will be entering a department of Peking University in

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which they are not concerned.

There is a certain amount of very real but very untechnical fairness in the proposition that we should share in Mead's costs because we are going to have quite truly the advantages of his service. But, from the technical point of view, we do not ordinarily sponsor or finance the training of a man during the period before he comes to his actual service to the University. I do not believe that there is any particular likelihood of Mead's being able to finance any of this himself. He indicated that he could not do that and felt that it was rather up to Princeton-in-Peking and the Y. to take care of his furlough.

Another phase of the matter that has its bearing on the situation is that if we were to take him over at any point in his furlough, it would be to his disadvantage at the rate of about \$163. a month, owing to the very wide difference between the furlough salaries of Y.M.C.A. men and those of the University. I also pointed out to Mr. Mannamaker and Mr. Speers that Mr. Mead's furlough began and was due to end in such a way as to make it a much longer furlough than was normal, and even if we shared in his furlough we could not properly share half of so long a furlough. As I figured it out, assuming 14 months to be the normal furlough and 7 months to be half of it, this would bring him upon our budget on February 1, 1927, and my estimate of his furlough salary would bring it to \$271. a month. You will note that of this only five months falls within the fiscal year 1926-7. The Princeton-in-Peking men quite agree that if we should do this it was all we could properly be asked to do and that both his costs up to February 1, 1927 and whatever extra they would have to provide him to overcome the difference between the amount he would receive from us and the amount which he would have been getting under the Y. would be a fair charge for Princeton-in-Peking to handle. I told him I saw no possibility of coming to any conclusion on this here and that I would have to refer it to you for consideration in connection with the readjustment of the budget of 1926-7. This also meant that you would have an opportunity to check up on whatever understanding might have been had when the arrangement was set up in Peking. I confess that in many ways, it does not seem to me that this is really our problem, and yet, because of the advantages that we will get out of Mead's furlough study, and because of our desire to keep the program going with Princeton-in-Peking, I thought we ought at least to raise the question.

I think that the Princeton-in-Peking program is making very steady and encouraging progress with reference to the staff on our current budget and that the adjustment with the Y. will mean even more in the future.

Cordially yours,

Secretary
Peking University

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PEKING

TRANSMIT

Peking University

July 8, 1926

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

My dear Leighton:

Yesterday came the letters to Jim and myself with the sad, sad news of the death of Mrs. Stuart after her glorious and successful effort to defeat the forces that were against her long enough for the events of Commencement Week to pass. The Executive Committee of the Trustees at their meeting yesterday directed me to convey to you in behalf of the Trustees their very deep sympathy and affection in this experience which has come to you not unanticipated, but nevertheless no less painful and with no less sense of loss than if it had been unforeseen.

The Trustees unfortunately never have had the opportunity of knowing Mrs. Stuart and of appreciating how deeply she entered into your work and into the life of the University. The account of her last effort to stand by you and the University is a fine revelation to us of what she must have been all through the years.

We all want you to feel that you are being held up not only in the thought of those who know you in China, but in the thought of the many here who hold you in esteem and affection.

Faithfully yours,

Secretary
Peking University

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July 2, 1926.

Dear Leighton:

Mrs. McKelvy insists that the name of Luce shall be attached to the Infirmary and I do not see any way to hold out against it graciously any longer. My desire has been very real that her name should be attached to some building on the Campus and my disappointment has been somewhat assuaged by entertaining the unholy thought that it might increase our chances of her giving a later additional gift again on the plea that we must have the name "McKelvy" on our Campus! Stow this latter fact away in your mind so that later on ~~you~~ may draw it forth when we may have opportunity to use it. Rumor has come to me that there is some chance of not putting it up with the style of roof hold to on Bashford Hall and the Gymnasium, on the ground that it is a secondary building. I hope, however, that you will not let this militate against having that style of roof for if I understand aright the building is likely to be tucked away in some quiet and not very prominent place and it would be much much smaller than any of the others so it would dominate nothing. I think it would be a very fine building to attempt such a roof and demonstrate how beautiful this type of roof would be on a smaller building.

Mr. Murphy has written me how enthusiastic he was over the general results at Haitien and made a strong plea for securing the proposed McCormick Hall. I immediately transmitted such parts of his letter as seemed to bear on the matter to Mrs. Blaine and Cyrus McCormick and think the matter will be settled as soon as Harold McCormick returns from Europe, but I am not so sure when that will be. I have no data on which to prophesy what their answer will be but I am fairly hopeful.

As ever,

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JLS

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7/2/26

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July 2, 1926.

Dear Leighton:

I can imagine you are in the midst of removal and that the rest of the year will be quite unsettled though you can work under the inspiration that a more orderly life for the University is rapidly approaching. Just as soon as it is possible I should be glad to have you send me a fairly complete statement of our buildings and their needs as a basis for our fall work. That is, we should like to know the number of residences needed to get our staff under cover and the dormitories that are most urgently needed together with other financial needs indicating them in their order of their importance!

As regards Dormitories, I note from one of your recent letters that you estimate we could take on 150 additional students without adding very much to our overhead for the teaching force.. It was not quite clear to me how many students each Dormitory of the new type hold - my confusion is due in part that I have not very clearly in mind just what is the new type of dormitory. I had hoped Mr. Murphy would be here by this time so that he could answer these questions but he is delayed by illness in Shanghai.

In a former letter I suggested that in deciding the estimated cost of each of these dormitories that you check up pretty carefully Mr. Gibb's estimate which, as you know, in the past has often been below what was actually needed. Securing additional funds for another one building is very embarrassing. I so often have to make the second appeal to those who might be almost ready for a second larger appeal.

I think it would be exceedingly useful if, at your earliest convenience you might work out, even roughly, a five year - possible a ten year program of development. I realize that we have a Committee here that has this matter in mind and I thought surely we would have it worked out by this Fall.

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Eric, (who as you know goes into these things with the greatest care) tells me that he has been delayed in shaping up his outline for this estimate because Dr. Russell ^{has been} ~~getting him~~ delayed in necessary data and material. So if you could possibly find time to indicate your general thought on the matter it might ^{close enough} for us to use during the Fall. We often meet men who are influenced by the fact that we have worked out a comprehensive plan indicating that we are not developing on a hit or miss basis.

Now as I understand it we have been turning away qualified students in goodly numbers every year for the last several years. When I was in Peking in 1924 I got the impression that in looking to the future, say the next ten years, the most conservative among us did not think we ought to plan for less than 1,500 students, others thought possibly we should look forward to 2,000. Taking the conservative basis, it would be fine if you could jot down your best tentative estimate year by year for the next ten years. This would involve deciding on the number of students which we felt could be wisely added from year to year, the number of dormitories to house them, the additional teaching force (with their necessary salaries and residences) and other items of overhead which will occur to you.

I of course realize that any plan drafted now may be changed a great deal before we get through it; but it would be useful for us to have it here for all financial work this Fall and I think it would be most surely useful in shaping up our amounts as to what is needed. It would be useful if you could only send a very tentative estimate now. I am inclined to think, however, that if the Special Committee here happened to consider future development they would find it necessary to have your estimates from the field as a basis on which to work. I can hardly believe that what they work out here at the office ~~and~~ on general principles, will meet your need on the field apart from your suggestions.

Ever yours,

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學大京燕
YENCHING UNIVERSITY
(INCORPORATED IN 1929 AS PEKING UNIVERSITY)
PEKING, CHINA.

PEKING

OFFICE OF THE PRESIDENT

3 July 1926

Dr. Eric M. North
c/o Peking University
150 Fifth Avenue
New York City

My dear Eric:

On my return from Peitaiho I found letters from you completely answering all the questions which I have referred to in the handwritten note I sent you during my outing. The only exception is the sailing date of Mr. Davis. A letter from him by the same mail confirmed the date I gave (August 29) and I feel that it will be too late to get this pushed up. In general, however, it would always be desirable for teachers returning from furlough to be here and settled not only before the beginning of the session, but for the Pre^s-sessional Conference which runs for about three days shortly before the opening. I attach great importance to this Faculty meeting; the dates are September 11, 12 and 13.

English teachers: I cabled on the 1st asking for one English teacher if Mrs. Shamman can be counted on. Otherwise two teachers, specifying that they be single and that short time arrangements will be preferred. The question of married families is not only the increased salary and difficult housing provision but the greater risk in getting persons that we would like to think of as permanent. It is also fairly easy to secure local teachers which would be much less expensive than the married couples and perhaps not much more of a risk. Specifically we are negotiating with Mr. Davidson of the Scotch Mission in Manchuria who might be would come to us after his furlough which is just beginning. *Have since heard from Manchuria*

Typewriters: I note the contract concerning the typewriters which were sent out to us and shall try to see that the spirit and letter are both observed.

Miss Coleman: Miss Coleman has been retained by the sub-committee on color of which Professor Porter is chairman for the next two or three months and seems to be giving good satisfaction to the committee.

Construction work: I have perhaps covered the issues created by Mr. Murphy's visit in previous letters. The present situation seems to be in a word that Mr. Murphy is inclined to accept this arrangement of sub-committees (especially

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with the personnel in certain instances) ^{is} relieving his anxieties, while Mr. Gibb is most reluctantly yielding to the scheme as an undesirable and annoying procedure. He is not at all happy at the institution of this plan and is making things more difficult for himself and others by his resentful attitude. However, he is playing the game fairly and I think will gradually get accustomed to the new harness. The chief thing I feel ^{is} that he has been made so discouraged and grieved by the proposed plans and has not realized how entirely it has been planned to protect himself and prevent at least the discussion of radical changes in the direction of our construction work. We at last have a good supply of materials from Tientsin and work is going along as hopefully as could be expected after these delays and with the rainy season upon us.

Hall Estate: I am very grateful for the detailed letter of May 24th regarding the Hall Estate. "ith so much at stake and after repeated delays I could not but be anxious to know what was really happening. The only item about which I wish to comment is the \$6000 for the museum which I intended to be entirely independent of the Harvard-Peking Institute. I had proposed to Mr. Davis the making of a great museum out of the Imperial Palace or "Forbidden City" and he seemed greatly interested. He assured me that funds would be available in addition to those which have been discussed for this purpose, and this was my first concrete request. I explained to him that we would have to be very careful and go slowly, but that if I could from time to time be the medium of carefully guarded grants to trustworthy Chinese in the development of the project I felt that it has great possibilities. I might add that the sum already received is working out as satisfactorily as I had hoped and that the whole scheme is full of most attractive possibilities. Jim Lewis will remember these conversations. For the rest I am glad that you and Dr. Barton are on the job and feel quite confident that our interest will be safe in your conduct of these delicate negotiations. *Could you not see Mr. Davis & ...*

I am leaving in a few days for Shanghai to attend the Council of Higher Education and hope to be back in Peking before the end of the month.

Please add the following two names to the letter recently sent to Lewis written by Miss Durfee. The latter may already be included.

Mrs. John R. Sampson, 5 South Oxford Place
Ventnor Atlantic City
N. J.

Mrs. C. C. Woodworth, 593 Park Ave.
Rochester
N. Y.

Very sincerely yours,

[Signature]

*not good
policy for other
universities
E.M.H.*

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July 3, 1926.

Dear Leighton:

I am writing several letters and notes to you on different pages thinking that in so doing it might be easier for you to handle or file them.

As you have not referred to it in later letters it might be possible that one of my letters did not reach you in which I referred to a matter about which there is no haste, but about which there should be careful consideration before very long. For some time I have felt that when the College moved out to the new site it might soon be found opportune to take up the matter of the date of the foundation of the institution.

As you know, Shantung has gone away back for its initial date and when you see a list of its graduates in a column with graduates of other colleges the comparison is very suggestive. This was due in part to the fact that unless the old Tsing Chow College graduates were made orphans we could not include them unless the Tsing Chow Fu students and graduates (which were largely of high school grade) were included.

The matter has been suggested to me again by the fact that a recent News Letter of Peking Union's College speaks of their twentieth anniversary. While I suppose the graduation exercises last June were listed as the seventh or eighth graduation.

My thought is that the University should take as the day of its foundation the date of the foundation of the oldest constituent college. That was what was done when in Pennsylvania two colleges were united into what is known as Washington and Jefferson College. They simply took as their

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foundation date the date of the older College. I wrote to them especially to find out what they had done.

For us in our new land of the United States the question of the early foundation of a College carries with it a sense of age, worth and dignity. I think it would be even much more so as time goes by in China. It seems to me that this is one of the things that in our union we ought to conserve.

Ever yours,

P. S. Since the above was written I note on our "Prospectus" the words: "Incorporated as Peking University in 1888." Perhaps you have introduced this as a step toward making the number of our yearly graduation exercises correspond to the date of founding. If so, fine!

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- Re: 1. Residences
2. Yali-Yenching
3. Dates & places for
Dedicatory Exercises.

July 8, 1926.

Dear Leighton:

In one of your recent letters you mentioned the names of Mr. and Mrs. Paul Anderson and Mr. and Mrs. Lawrence Mead with reference to getting their people to help secure residences for the same. Will you not lay the matter before them and see if they could suggest the names of the people who might help in this matter, making out lists that would make clear those who would be good advisors and those who could actually give.

Marion Perrin Anderson's parents I think do not live in Buffalo but in a suburb and it would help a lot for them to suggest the best way to take the matter up. We lose an immense amount of time here in just finding out how to go at just such matters as these.

You will be interested to know that Ed Hume and I find ourselves in entire agreement as to the importance of the possibility of Yali linking up with us at Yenching. Stokes is in Washington acting as Dean of the Episcopal Cathedral there and wants to talk the matter over with me. On another page I am sending extracts from Ed's letter to me which covers everything except the omitted train schedules incident to our meeting Stokes next Tuesday.

Ed has placed his resignation in the hands of the Yali Trustees but without definite date. He feels that as far as he is concerned the main task which he wanted to finish has been accomplished, namely, the Medical School at Chang Sha which (if I understood him aright) will eventually become a department of the Government Provincial College. At the last meeting of their Trustees on May 23rd, it did not seem opportune to bring up the Yali-Yenching proposition in a formal way. They did, however, take definite action which Hume and I think really serves as a step in that direction. They now know that under present circumstances so far as they can see, their limit of development would be a Junior College. Their main difficulty, as no doubt you know, is the giving up of having a whole entity for Yale, and their choice must be between having this entity on a comparatively lower grade of work and having a more restricted entity in . . . They also know that under the pro

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July 9, 1936.

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To the Trustees of Yonking University:

The Trustees of Yonking University will learn with very great regret of the death on June 5th of Mrs. J. Leighton Stuart, wife of President Stuart.

Mrs. Stuart had been in the Yonking Medical College Hospital since April 10th for the treatment of an old heart lesion which had been made active by an attack of influenza in January. By the middle of May her condition became critical and for the three weeks following, her death was feared at any moment. Dr. Stuart, in writing to personal friends, speaks of her amazing determination to hold out until after the commencement exercises were over in order that he might be able to fulfill his duties there, and this she was able to do, insisting that he preach the sermon on Baccalaureate Sunday, May 23rd, and present the diplomas and confer the degrees in the following week. The following brief characterization appeared in the Yonking Leader:

"To the many friends which she won to herself during the few years since coming to Yonking, perhaps the thing that stands out most vividly is her genuine appreciation of other people - a generosity of thought and act which showed itself in a lavish hospitality and a kindness of word that refused to be forgotten. With a courage realized by a few, Mrs. Stuart would not allow her own ill-health to obtrude itself or interfere in any way with the official responsibilities which she felt belonged to the home of a College President; her determination to live through the closing days of the spring session of Yonking University in order not to interfere with the program for Commencement week for days set at naught the verdict of the physicians who attended her."

Mrs. Stuart was buried in the first grave in the new private cemetery which has been purchased by the members of the University staff not far from the new site of the University.

The Executive Committee of the Trustees has directed the sending of an expression of deep sympathy and affection to President Stuart in the severe loss he has borne and the added burdens that have come upon him in all his fine work for the University.

Faithfully yours,

ERIC M. NORTH
Secretary.

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INDEXED

PEKING

TRANSFER

Peking University

July 12, 1926

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

My dear President Stuart:

I have the honor to report that the China Medical Board has taken action authorizing the donation to Yenching University of science department equipment valued at Mex. 23,622.54 for the science departments, and further authorizing the sale to Yenching University of equipment valued at Mex. 152.

The Yenching College Committee has voted to appropriate from its funds the sum of Mex. 23,622.54 to match the gift and meet the conditions of the grant of the China Medical Board. As I presume the science departments desire to proceed at once with the purchase of this equipment I would suggest the following arrangement: that specific orders be worked out by the science departments with full data as to exactly the equipment wanted, the firms from which it is desired, the cost and the method of shipment, and that all of this data be placed in our hands in New York for carrying through the orders and for collecting the funds for payment. Understand that the orders must not exceed a total of \$11,000. gold with the expectation that the rate of exchange will be able to cover the transportation costs. These orders will appear in our charges to you monthly and under arrangements of which I will write Mr. Niant later. His report of the Mex. rate of exchange for the month will establish the rate at which our gold payments will be looked upon as using up the appropriation. I do not favor the process of sending orders from the field and paying for them by draft as you are faced with extra cost because of delay before the manufacturer gets his money, as we can sometimes save 2% by prompt payment here. Nor do I favor a process of having the field give the orders to the company and directing us to pay for what are to us unknown costs. I can assure you that these orders will receive prompt attention and probably, because of our being able to clear any minor misunderstandings on the part of the company, the materials will be on their way more promptly and satisfactorily than if the whole matter was attended to at long range. I should prefer that, in handling this matter, you would not draw upon the Woman's College Committee directly, but leave that to us.

Of course, if there is equipment in Peking for which you have to pay cash there is no reason why you should not purchase this equipment and notify us of its Mex. cost, drawing upon us in gold in the usual manner for this, but stating the rate and giving us full advance notice.

This for the information of Mr. Niant and Mr. Tsai: - All funds received from the Yenching College Committee for this purpose will be credited

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Dr. J. L. Stuart-2

7-12-26

to account No. 122P-8 - Yenching Trust: equipment, and the purchases will be charged to account No. 24-B - Scientific Equipment. When you have received the equipment from the medical college we should be notified in order that this may be entered upon our books in gold at the average rate of exchange for the month. In this case we will charge No. 24-B - Scientific Equipment, and credit No. 122-N-1 - China Medical Board: Science Equipment.

Cordially yours,

Secretary
Peking University

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Enc. 2

CC: Mr. Teai
Mr. Jiant
Miss Lane

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TRANSFER

Peking University

July 14, 1926

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

My dear Leighton:

I enclose copy of a letter I have sent to Mr. Viant, and another copy for Mr. Tsai if you think it wise to put this in his hands.

The conditions referred to in the letter to Viant have been giving us great anxiety ever since your cable of late May indicating that you would have to draw further. To our cable to you early in June about this matter there came, in part for reasons which we understand and sympathize with, no response, but additional notices of drafts and drafts until at the present time we have disbursed for your current account over \$179,000 Mex. on authorizations from us that could in no way be construed to exceed Mex. \$123,659, and on the basis of the budget which you set up, Mex. \$142,616. Thus it appears that the current expenditure in Peking is nearly Mex. \$37,000. above your budget, and nearly Mex. \$56,000. over our authorization.

I am frank to say that I cannot conceive what possible justification there can be for such procedure. If ever there was a time when it was wise for us to save money on current budget it was when we were operating under necessarily limited conditions on the old site and before the unknown expansion expenditures required by the new site should take place. It is almost crushing to find that we have come to operation on the new site and its unknown costs with not only the outstanding deficit on campaign expense uncovered, but with also a current account deficit of what will be, so far as we are concerned on income at present in hand, nearly \$30,000. gold. We simply cannot finance ourselves under this situation. As indicated in my letter to Viant, the overdraft on current account will apparently consume everything that we may receive from the Hall Estate in the way of income for the first half of the calendar year 1926, with the result that there will be nothing at all with which to cancel any part of the campaign deficit, and we shall have to continue with \$40,000. of funds, which might be helping our building operations and doing the very things you urgently need to have done in the way of completing the buildings, tied up for an indefinite period. As the matter stands now, we shall be faced within thirty days with a draft from the field for at least \$10,000. more than can be covered by any income that I know to be receivable in that period. No payments of any kind have been made by the Hall Estate Trustees, and while matters, so far as we know, are proceeding smoothly, the dates of payment are indefinite, and we think it wise not to press them for these funds.

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Almost as serious as, if not more serious than, the actual financial stringency will be the effect upon the business members of the Board of Trustees upon whose help we so greatly rely. As it is, we have had trouble enough because of the political situation in China in getting the support of this group, and now they will come to the conclusion that the financial administration in Peking is unreliable and that into such an administration they have no desire to put any funds, nor would they feel that they were justified in persuading others to do so. If there has been in the thought of anyone on the field the idea that, by a process of increasing budgets and drawing funds as an indication of the needs of the University for more money, pressure would be put upon the Board of Trustees to raise more money, the idea is not only erroneous but the reverse is true. However much the University may need money, the cautious handling of the funds we have is far more likely to encourage the attitude that will produce larger funds than is any process of overspending. I feel greatly concerned about this phase of the matter, especially as the Executive Committee express themselves rather vigorously as to the unwisdom of not having an experienced and conservative Treasurer even though you may be ultimate controller.

I must further add this personal word as to my own feeling. It is absolutely impossible for me to continue as administrator of the University's funds and affairs, even with Trustees' Committees behind me, under such circumstances as these. I have always, when dealing with the Trustees and their committees, endeavored to present the program sought by you and the University on the field, and whatever amount of support and friendly understanding the Trustees' committees may be able to give to me in dealing with such matters, the pressure inevitably rests back upon my ability to lay the facts before them, to get the facts from the field, and to have the field respond cooperatively to things I have to say in behalf of the Trustees. If there is any continuance of this nightmare of being faced with drawings that are unauthorized I shall be forced to withdraw from responsibility.

I hate very much to write such unhappy and critical words to you at any time, and all the more just now, but just at present we here are in the position of a worn out swimmer in midstream in the dark who knows that there must be life preservers somewhere but fears lest he may not be able to keep afloat until he can find one.

I enclose a copy of an analysis of how our current income stands

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J.L.Stuart-3

7-14-26

in relation to your revised budget. A footnote shows the relation of your overexpenditure to this situation.

I am sure you will understand that whatever can be said in the way of explanation and justification for your putting us in this extremely difficult position will be received by me with all ^{the} jubilation I can get out of it, though I cannot at present imagine just what that justification can be. Certainly if we are to go ahead into an endowment campaign and to finance the University on its new site in an efficient way, we must never get into a scrape like this again, and I, for my part, will be far more strict on adherence to exact procedure than I have ever been before.

With much perplexity, I am

Yours faithfully,

Secretary
Peking University

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PEKING

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TRANS

Peking University

July 15, 1926

President J. Leighton Stuart,
Yenching University
Peking, China

My dear Leighton:

I enclose herewith contract with Maxwell S. Stewart who is coming out as a teacher of English on a five year term. We have had, as I wrote you, a very difficult time knowing what to do to fill these English vacancies. I am not inclined myself to feel that we ought, in any way, to depend with regularity upon the coming of such a person as Mrs. Scharman, and believe that the proportion of permanent members of the staff in this department is much too small. Breece has been quite disheartened with the persistent tendency to get people who are of only temporary help, and globe trotting instincts it seems to me only weaken the work of the department which must necessarily be strong. At the time we fixed up this arrangement with Stewart there had been no indication from you that the appointees should be short term appointees, so that Stewart goes out on a permanent basis. I am now trying to work out a second candidate on a temporary basis if we can find the right person.

I have your letter of June 17th concerning E.O. Wilson. Our usual practice concerning rent allowance is simply to make the usual flat rate allowance of \$50. a month for a married man if he needs it for rent. I do not know whether your letter indicates that you expect us to go beyond that or not. Sometime we must work out arrangements as to how much discretion we are to have here in the provision of such items and of help on furlough study; in other words, how far we ought to go in taking actions that are charges upon your budget.

I have also your letter of June 24th from Pehtaiho and am glad that you have been able to get off for a rest. I hope it will be a thorough and refreshing rest.

I do not know why Davis and Breece felt they could postpone their going until late except for the fact that Davis has had some trouble with a foot, I believe, and Mrs. Breece has recently had an operation and he is anxious that she recover fully before going out. I shall write them and ask them to let you know what the circumstances are.

You are correct that we can claim the \$250. silver per month from

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J.L.Stuart-2

7-15-26

the Methodist Board for the vacancy. Whether we can get it is another question. I shall do all I can to see that this is carried through.

I have many other things to write you about but will not ask you to bear them now.

Faithfully yours,

Secretary
Peking University

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PEKING

TRANSFER

Peking University

July 16, 1926

President J. Leighton Stuart,
Yenching University
Peking, China

My dear Leighton:

In a letter from Mr. Homer H. Johnson written on learning of the death of Mrs. Stuart, there are the following sentences which I know you will be glad to have:

"While I have had very little personal contact with Mr. Stuart, I have come to esteem him very highly and regret that he should be called on to go through this personal experience. I should like to be one of his friends that he could know are joining in the expression of our warmest sympathy."

Cordially yours,

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YENCHING UNIVERSITY
(INCORPORATED IN 1989 AS PEKING UNIVERSITY)
PEKING, CHINA.

PEKING

Shanghai

July 21/26.

OFFICE OF THE PRESIDENT

INDEXED

TRANSFER

Howe Agn

My dear Eric,

I have just been through the meeting of the Council of Higher Education the main business of which was the matter of Coordinated Financial Campaign as brought to their attention by your communications from the U.S. Permanent Committee. You will get full details from Crosby the Secretary. The meeting on the whole showed a good spirit and a readiness to face the issues, although this was motivated in large part by the glitter of large gifts supposed to be available in consequence. There is to be another searching collection of relevant data which will take a year or so and add little that is essential. But the appointment of a strong Committee of Chinese chiefly from within our institutions may produce results. They are to give their opinion in the light of the data to be secured. I am not very sanguine and am indifferent as far as our institution is concerned, while tremendously interested from the standpoint of the maximum efficiency of Christian Higher Education.

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There is, however, one feature of ours which
Law reluctantly convinced is not fitting in to any
ideal scheme of correlation, nor being conducted on
a basis that ensures much growth and that is
our Dept. of Agriculture. As it is, we are holding our
own, with a few students working faithfully, with an
excellent staff and an industrious thrifty organization.
The University has quite an asset in its publicity
value and the dairy, vegetable, landscaping and
other products. But we are as yet doing virtually
nothing for the peasantry of our section nor for the
rural church. The emphasis is, primarily, neither
religious nor educational but economic. I question
whether there is really any need for more than one centre
of college grade and Nanking is obviously that centre,
whereas a school in North China working in connection
with Nanking and serving as an experiment
station and feeder ought to fit in with a rural
church program that would include research
and extension. Chamberlain would not endorse any
such correlation, nor would he be endorsed
by the Nanking men. He realizes that we should
have a much larger endowment & equipment

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(INCORPORATED IN 1959 AS PEKING UNIVERSITY)
PEKING, CHINA.

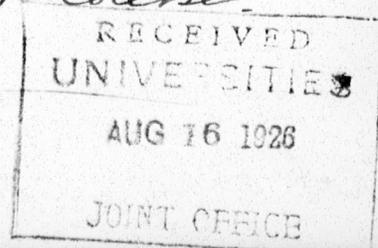
OFFICE OF THE PRESIDENT

if we are to carry on in any significant way, and is hoping to accomplish much to this end in America. On the other hand, Chamberlain does not seem to many observers to possess the qualities for leading such an undertaking. Men as unlike as Roger Greene and Joseph Bailie have within the past few weeks expressed themselves to me quite plainly, and Eubank and Etter feel the same way, especially the latter. Meanwhile there seems to be a good chance of our getting a substantial grant from the British Boxer Indemnity Fund, though I should be afraid to apply unless we at least had plans for putting in some one else. Chamberlain, however, has his strong points: patience and persistence under long drawn out discouragements, tireless energy, promotional efficiency, devotion to his task. He claims that his religious purpose shows itself in his deeds rather than in pious exercises. I wish you would study him while he is in the States, and get Galt's and perhaps Corbett's views. The former is unqualified in thinking he should be dropped. My own feeling is that we are not only under some little obligation to him but that

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He has his own quite useful place, perhaps in some
such capacity as secretary. I have had one good
talk with Reischer and am returning by rail (the
Blue Express has timidly begun to run again three
times a week) partly to see him & Bowen in Hanking for
further conference. Of course if any discontinuance or
readjustment came in as our part in a general reorganization
of the Christian colleges it would save face. First
there were a strong Chinese to put at the head
if the department is to continue as of college grade.
I am merely giving you my thinking to date on
an acute problem. Be very careful about sharing
it with any one else, or telling Chamberlain get
a hint of it until something more concrete takes
shape. It may be that an experiment station,
secondary school &c for North China, under the aegis
of Yenching while related definitely to Hanking
and sending students there for college work would
at once make it easier to absorb the various lower
grade efforts of North China Missions and cause
less dislocation and objection than if we were merely
yielded up to the Hanking program, and would
get & give all the benefits in the latter course.

Epans +
J.H.S.



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INDEXED

TRANSFER

Peking University

July 27, 1926.

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

My dear Leighton:-

You have by this time been wondering why report of the action of the Trustees upon the proposed budget for 1926/7 has been so long in coming to you. The chief reason for the delay has been our hope for some definiteness as to the payment of the income anticipated from the Trustees of the Hall Estate. No payment of any kind has yet been made which you will see accounts for our very adverse financial situation here, as well as for our delay in taking positive action upon the budget for 1926/7. As the matter stands, we think now that we will get some definite word in the middle of August. The program of payment has been fully agreed to by Mr. Davis and Mr. Johnson but they are waiting to clear the opinion of the lawyer that in all respects a gift to us will be in accordance with the provisions of the will and of other legal technicalities. Of these things I shall write more fully in a separate letter.

Turning now to the budget as sent on by you from China in mimeographed form with the title "Proposed Budget for 1926/7", I have first to call attention to errors in addition that increase the total of the budget expenditures from Mex. \$509,401. to Mex. \$522,681. The errors are one of about \$90. too much in your addition for the School of Religion, and at various points errors amounting to about \$13,000. Mex. in the budget of the College of Arts and Sciences for Men. I enclose a three page mimeographed summary of budget totals which gives the figures which appear to us to be correct upon the basis of the individual items given in your statement of the budget.

Almost every year I find these errors in addition or of some similar kind in the budgets as drafted. It would seem to me that these ought to be avoided.

I have also to call attention to the omission from the budget of the estimated home expense of Mr. & Mrs. Ruby, which is a charge against the budget. This, however, I have not added to the total upon this sheet but have allowed for it in the analysis of income contained in the budget study dated July 6th which I enclose.

With the absence of actual funds paid and in hand from the Hall Estate, the budget is adversely affected not only in the matter of income on our endowment, but also in income for the portion of our budget that is expected will come from the Harvard-Peking Institute. Some of the latter is library money which need not be expended until it is received, but other items are salaries, and I fear we may have a hard time in floating ourselves along until this money comes.

The action of the Trustees upon the budget is as follows:

E-1999 VOTED that the budget for 1926-1927 be approved tentatively to the amount of Mex.

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\$522,681.00 on the understanding that it is absolutely necessary to keep within the limits of assured income on all items and that within the amount of \$522,681. a very considerable income is contingent, and

that the budget must be reduced and expenses eliminated until the prospective expenditure is within the income assured and that expenditures beyond this reduced budget be authorized only upon word from the Trustees that the various items of contingent income are assured and that the budget must also be reduced in order to take care systematically of the accumulated deficit and

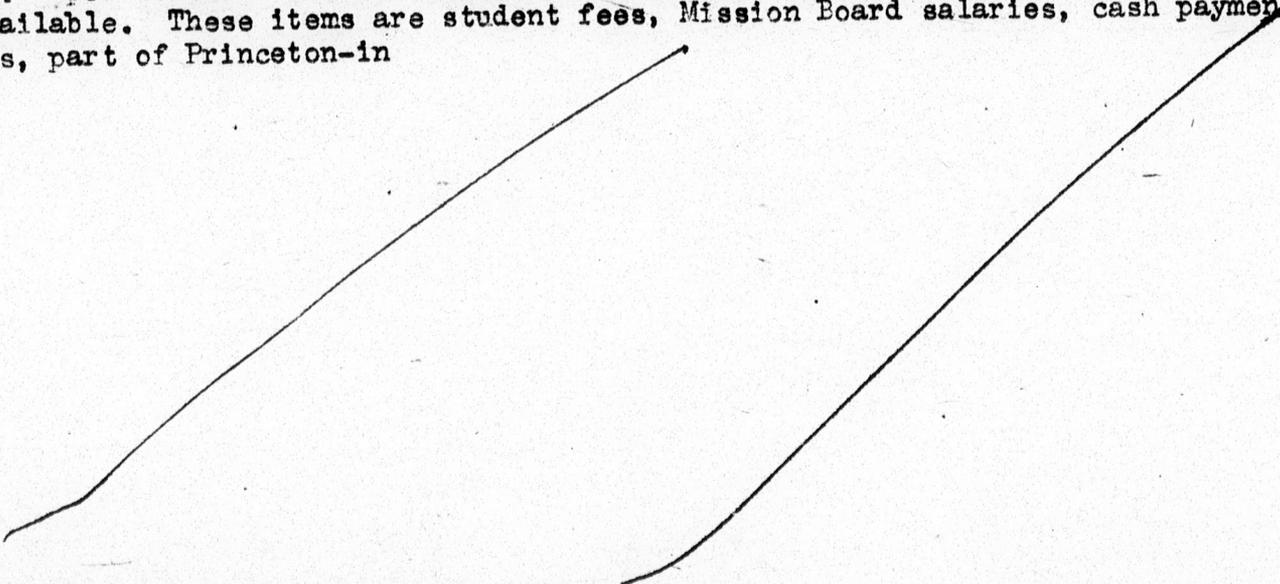
that the Asistant Treasurer be directed to notify the field of the amounts and items of income which are assured and upon which the revised budget must be based."

This indicates that until further word comes you must reduce the rate of your expenditure to an amount that can be covered by income that is assured, and that, in view of the very heavy over-expenditure on the previous year's budget, the Trustees will be very greatly disturbed and distrustful of the field administration if such cutting of the garment according to the cloth is not adequately undertaken. It is their judgment further that some provision must be made in the budget by you to take care of at least a part of your over-expenditure for last year. We absolutely must begin the systematic retiring of these heavy deficits that embarrass our cash situation and tie up funds that we ought to be able to release for much needed purposes.

I will state below the amounts that we regard as assured and available, upon which you can base your expenditures up to the time that we are able to notify you that more is available.

On the basis of this action, it will be necessary that you send us as soon as practicable a revised budget showing that you require from the Board of Trustees only the amount which we state below to be assured income, and that you limit your expenditures strictly to the revised budget so set up. It will probably be necessary for us to revise the budget two or three times during the year, and I wish to urge that in each case the revision be made promptly and sent forward to us so that we may understand just exactly what your understanding is of the matter. I shall write another letter concerning some changes in the system by which this business is being handled.

Now, as to the amounts actually available, refer, if you please, to the Budget Study. Upon certain of these items you yourselves must be assured that the income will be available. These items are student fees, Mission Board salaries, cash payments on quotas, part of Princeton-in



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Peking, Yenching School of Chinese Studies, the Jane Field Bashford endowment, the three Roman's College budget items, the Agriculture Department, and the Leather Tanning Department income. Any over-estimate of this income should be corrected. In the case of cash payments on quotas, I think the best procedure is for you to make your case with the Methodist Mission for the cash payment there involved and see if you cannot hold them to standing by the program in regular fashion. If they do not stand by it write us fully about it, giving the ground for their action, and we will see what can be done to meet the situation here. If I were on the field I should assume that this was coming and that they had made enough of a cut in the cash appropriation and in not filling vacancies which we would be glad to have them fill.

In the case of Princeton-in-Peking's Mex.\$10020. for which they are listed, you may be assured, so far as we are concerned here, of Mex.\$3600. which is paid us for the salary of S.S.Hsu and which is remitted to the field through your drafts upon us, as you will have noted from my letter on the closing of the 192506 budget. The assurance of income beyond this \$3600. you must secure in Peking.

The China Medical Board amount is assured but payment will not be made upon the second quarter of it until we receive from you accounting as indicated in an earlier letter from me, showing that there has been expended for salaries and departmental expense in the Pre-medical Departments twice as much as their Mex. appropriation for last year.

Upon the Harvard-Peking Institute item, you must regard this as not assured until you hear from me that the whole matter has been cleared. Our Harvard friends have been loath to take any action until money is in hand, but I can assure you that as soon as I can get any definite action I will let you know.

The total of the budget as corrected here shows that you require from the Trustees Mex.\$145,121. to which is to be added a round figure of \$2900. to protect us on the expense of the Ruby family while at home, making a total amount which you apparently figure that we must provide Mex.\$145,921. In the table which follows this figure on the Budget Study is shown the estimated income upon which we have to depend. We have taken a low rate on the amounts that are not guaranteed with the feeling that this is wise as a matter of protection. Of the amounts there named we feel assured of everything except the conditional amount from the Methodist Board and the new amount from the Hall Estate. There must also be deducted the amount which we estimate we have to expend here for home administration costs and the apparent deficit on the figures that we have before us. Thus there is to be deducted from Mex.\$145,921. the following amounts:

Hall Estate.	Mex.\$91,000.
M.B. Board conditional.	3,325.
Anticipated deficit.	7,394.
Home administration costs.	8,750.
	<u>\$110,469.</u>

This leaves Mex.\$35,452 of assured income. To this may be added the Mex.\$3600. which we are assured will come to you through us from Princeton-in-Peking. This makes a total of Mex.\$39,052. which is all that you can

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reckon upon as assured income for the year from the Board of Trustees. This no doubt will seem to you extremely small. You will note that I have included practically no designated gifts from individuals so that the amount is even less than it was last year. This is because some subscriptions have expired and because we have had some failures that make me feel that it is extremely unwise to budget for these items in anticipation and that it would be a far better practice for us to get all of these we can and apply them to the budget of the year, not as extras but as making it possible for funds to be released to reduce our debt. Then, as a matter of permanent policy there should be certain contingent appropriations which could be made available in the course of the year if funds were released from the regular budget by the receipt of some designated gift covering an item within the regular budget.

I hope that you will be careful not to judge the desire or the intention of the Trustees to provide a larger budget by the figure to which they now insist that you should adjust your budget. You may be assured that we are working steadily upon the problem of meeting these increased budget requirements in a large and in a permanent way in the future, though our efforts in this respect have been somewhat paralyzed by the necessity of clearing off the amounts required for building operations and by the amazing overdraft on the budget of 1925-6.

With reference to the times and seasons when this amount of Mex. \$39,050. will be available, a detailed schedule of drawing will be sent in a later letter, but you will understand that this amount is available only to the extent of about one-fourth in each quarter of the year, and that your forecast of expenditures must be based upon this.

I cannot urge too strongly your making an effort to revise your budget to meet this situation. Such an effort would go far toward helping the Trustees to get over their inevitable reaction to your over-expenditure on 1925-6.

It is, of course, our hope that before you undertake this agonizing but salutary experience you will have received a cable from us saying that income is available from the Hall Estate for our regular budget and for the Institute.

Upon these two items the form of my cable will be as follows:

"Add to current budget Mex. \$91,000. Hall Estate."

This will mean that you can then revise the current budget upward to this extent.

In the case of the amount from the Harvard-Peking Institute, if I cable a definite figure you will understand that this figure is the figure solely for the budget of the Institute within the University's program as appeared in the budget. If no definite figure is named to me I will probably cable the figure \$41,620. Mex. which appears in your budget. You will understand by this that, while the detail of the appropriation within this amount is not yet clear with the Institute, our budget is protected and that you may revise the restricted budget upward by this amount. I would urge, however, that in making this revision you do not add the whole amount

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but only the amount that is necessary to cover salaries and expenditures to which you are already committed. Then when definite action is taken by the Institute the library expenditure item and other things may be added.

After some consideration of the importance of steadiness in our income, I have decided to recommend to the Trustees that all income from endowments, designated and undesignated, above a 5% earning on the endowment funds be set up in a reserve to assure the payment of 5% when the earning falls below that amount as it is likely to do from time to time over a period of years in the conservative type of securities in which we ought to invest. For the immediate present, however, I shall recommend that a proportion - perhaps three-fourths - of the surplus earning on unrestricted income shall be applied to the reduction of the deficits. This policy might, in the course of five or six years, get us out of debt. I see no likelihood at present that any policy of the field administration, or any activity of our campaign staff will produce a reduction in the deficit. It may be that we can also make use of a reserve fund to stabilize the local currency income on scholarships and designated endowment funds, as it would be distressing to award a scholarship for \$50. Mex. one year, then have the income the next year drop to \$40. and have to raise the extra \$10. to restore the scholarship to the amount which the holder and the policy of the University might reasonably expect should be maintained as a norm, but of this more after the Trustees consider this item.

Meanwhile you have my deepest sympathy in the struggle to reduce your budget to meet the situation presented by this letter. I think we could have made the situation more hopeful if it had not been for the over-expenditure of last year.

Cordially yours,

Secretary
Peking University

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Enc. 2

CC: Mr. Tsai
Mr. Wiant

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Peking University

July 27, 1926

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

My dear Leighton:

The experience of the heavy overdrafts on the budget for 1925-6 have given the Executive Committee of the Trustees not only concern as to the financial problems involved, but also as to the administration problems. They want to know how it is that there can be a system or a personality in Peking that would permit, through intention or inadvertence, such a situation to arise. I reported to them that when Mr. Krause left in the middle of the year Mr. Wiant took his place as acting Treasurer. I think they felt on a priori grounds that a professor of music was not naturally a financial executive though varied talents are often combined in the same individual. But they have understood that this arrangement was a temporary provision. I reported to them the program, stated in your letter of May 26th, of the appointment of S. J. Chuan as assistant to the President and the arrangement whereby Mr. Tsai will be Treasurer and you, with Mr. Chuan's assistance, would be Controller. The Committee was evidently far from satisfied that this was the best arrangement. Some feel that it is too early yet to depend so largely upon Chinese experience in the administration of corporate finance. They are inclined to feel that a strong, conservative, experienced treasurer or controller, preferably a westerner, is very greatly needed in the situation. They were very nearly upon the point of requiring that such a provision be made, but agreed to ask you to state to them the grounds upon which the present arrangement is made and just how it will work in the actual administration of finance. If the practice of depending upon verbal assurances and assumed authorizations which are not definitely in hand in writing is followed by anyone controlling the finances I am sure we shall be in great confusion. I fear that the consciousness of the needs of the University has given far too great substance to the income hoped for and that authorizations have been given on the basis of hopes of this nature rather than on the basis of a clear written authorization based upon actual knowledge of funds available. If the Trustees or some other small responsible body is prepared to take a risk or to estimate income as assured before it is in hand, one is safe in proceeding upon such authorization, but not upon verbal understandings with prospective donors, especially when there is no written document and no dates of payment stated in writing upon which the future may be soundly forecast.

Furthermore, it is a question as to whether the combined duties which a virtual controllership will put upon you will not be too complicated and too arduous. If you are to be controller you ought to be able to have the

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time to go into the scrutiny of financial statements prepared by others, to find the holes in the set up of a budget and to take the time to accept nobody's word for any figures until you had a chance to assure yourself that they were sound on grounds of your own personal knowledge of the facts. All these things seem to me to create an administrative problem which might better be handled in some other way. I am writing these things without a knowledge of the personalities and other factors which will enter into your feeling about it, but simply trying to think my way into your problem.

Whether you are virtually controller or not, I believe that some provision should be made whereby all drafts and checks should be countersigned and accompanied by properly made out voucher forms. There are various ways of doing this. You will find a sound practise stated in Arnett's book on College and University Finance. Here the current expense checks are countersigned by the President and the building funds and endowment investment checks are countersigned by the Treasurer who is a member of the Board of Trustees. I should think that in the present situation it would be necessary for you to countersign or put the second signature upon all checks. In West China Union University all drafts upon us are signed by the Bursar and by the President. It would seem to me wise that some arrangement be made whereby this be followed with some provision for alternative signatures in case of your absence. But if you are going to be controller you really ought to be in a position where these items go under your scrutiny and where you can control intelligently the drawing of funds and the paying out of money.

Please write me fully as to the administrative procedure which you plan for in this respect. We are most anxious to cooperate in the development of adequate arrangements and in establishing a situation that will satisfy the Trustees and through them the donors of very large trust funds which will be coming for the University's administration and use. There are many - some of long experience in China - who are inclined to look with considerable conservatism upon the procedure of taking that seemed to them as radical steps forward in this department of missionary work as the University seems to them to have taken in connection with other phases of missionary education.

Cordially yours,

Secretary
Peking University

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Peking University

July 29, 1926

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

My dear Leighton:

President Harry Lathrop Reed of Auburn Seminary is holding open a scholarship for a year beginning this fall for Mr. C.S. Hsieh and hopes that he will be able to come. Concerning the arrangements at the University of Chicago, Dean Shailer Mathews writes as follows:

"In reply to your letter of July 16, I would say that we shall be glad to have Mr. Hsieh come to spend a year with us.

So far as the work at Auburn is concerned, we should give credit for it to college graduates up to two years toward our Ph.D. Degree. We do not usually, however, give that degree to a man who has studied less with us.

"I do not know where President Burton planned to get the fifty dollars a month. Our usual assistance is fifty dollars a quarter toward a tuition charge of sixty dollars. I could not promise more than that unless President Burton gave some information as to where the funds further than this could be gained. I am sorry to have to answer in this way, but circumstances make it necessary.

"If Mr. Hsieh comes to us, we shall do everything we can to make his stay helpful."

If, by any chance, Mr. Hsieh is to be late in arriving for the year at Auburn, or will not go at all, it would be well for you to let me know by cable.

Cordially yours,

Secretary
Peking University

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PEKING UNIVERSITY

(CHINESE NAME—YENCHING UNIVERSITY)

PEKING, CHINA

AMERICAN OFFICE
150 FIFTH AVENUE
NEW YORK

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HENRY W. LUCE
VICE-PRESIDENT
JAMES H. LEWIS
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WILLIAM J. THOMPSON
W. R. WHEELER
MRS. O. R. WILLIAMSON

ERIC M. NORTH, SECRETARY
AND ASST. TREAS.

July 29, 1926,

Dear friends—

You will be interested in the following letter from Miss Durfee of the staff of Yenching University, Peking, China, about recent experiences there especially in connection with President Stuart.

Cordially yours,
JAMES H. LEWIS.

"In my last letter I tried to give you a little glimpse of the eager and almost wistful seriousness with which our students were undertaking their work. As one looks back over the second semester one is impressed with the fact that it has been a period of the most sobering seriousness we as a university ever faced. The women students had worked for weeks to give "As You Like It" in a Chinese translation to raise funds for all their social service activities. The last performance was to be on March eighteenth when the student parade and subsequent shooting occurred of which you have doubtless read. Our students joined as at other times in a general demonstration going to the offices of the Provisional President as a quiet and orderly protest over the Tientsin Harbor ultimatum. They had filed through the streets many times before for similar expressions of disapproval. Evidently this time they were betrayed because once within the gates of the offices they were fired upon from the rear as well as from the front. Our students were the last in the line of parade, and in the sudden attack one girl was killed and several boys injured. That more girls were not hurt is due to the fact that many dropped out of the parade when it went past the College corner, in order to get ready for the play which was advertised for that night. In all thirty three were killed - not all students - and many more injured. Neither Wei Shih I, who was killed, nor any of her family were Christians, but her relatives were most appreciative of everything done and of our holding a memorial service. Probably for the first time in their lives they saw the Christian attitude toward death. As a result of the events of the week, one of the women students decided at Easter time to be a Christian.

Soon after Easter the seat of our almost constant civil war was moved very close to Peking. We could hear cannon booming and see the glare of the fighting by night. How long ago those days now seem! All the Chinese were terrified for a month as every day brought fresh stories of threatened assault and looting. Several times there were air raids, but due to poor aiming little damage was done. The part of the city occupied by the larger Chinese shops was quite generally looted and outside the city conditions were unspeakable. There is little use in theorizing about what might have happened had events taken just a little different turn. We knew we were as close to danger as one can be and escape. But we lived with the sense of impending danger always at hand for so long, that finally we became accustomed to it, and could go about our daily work as if nothing were happening. Of course there was the constant nervous strain which would not break.

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Over seven hundred women and children sought refuge in our new Women's College buildings at the new site and a few are still there. It is very difficult to secure their departure not because of great danger -though soldiers are out here in large numbers now - but because they are so comfortable. However they must move out, as equipment must go in. The exodus to the new site has begun in earnest. Every faculty residence that is at all tenatable is being occupied -though water and electricity are not yet ready.

We have had more than a generous share of faculty weddings this year - three at the Women's College and one at the Men's. As our numbers increase we must expect such things and also that our ranks will suffer depletion in other ways as well. This year there have been two deaths within the faculty group. Last autumn Edla Anderson of the Women's College staff came back from a delightful vacation with unbounded enthusiasm and happiness. Her first year had been given to language study and she was eager to get to her class room and laboratory. During the summer she had become engaged to a friend of university days at home, now teaching in South China. The future seemed almost too full of good things. Very soon after college opened she became ill, and after tests which could not be gain_said, the doctors announced a streptococcus infection for which medical science has no remedy and from which not one case in a thousand recovers. For nearly six months she was in the hospital growing weaker so very gradually that for weeks at a time there would be almost no perceptible change. To the end she suffered almost no pain, and very little discomfort -and after a period of semi-consciousness died early in May. For the second time during the semester the University joined in a service beautiful in its simplicity and radiant in its assurance.

Some of you may have learned already of the death on June fifth of Mrs. Stuart. For a month before going to the hospital she had had a slight temperature. The doctors thought if certain dental work were done the congestion would be relieved. Part of the work was done but her strength was not equal to all of it. A rather sudden development of symptoms led the doctors to suspect other causes and it was discovered that the same insidious germ which had attacked Edla Anderson was present in Mrs. Stuart's system as well. Miss Anderson had a magnificent physique with which to combat any illness. As you know Mrs. Stuart had for years been an invalid and had no reserve with which to resist disease. It was apparent from the first that her system could stand the strain but for a short time. With Mrs. Stuart the progress of the disease to the very end was extremely painful. I wish some other pen more skilled than mine were telling you about these last beautiful weeks that Mrs. Stuart was with us, because the same brave generous nature that had been her mainstay for years when she had more spirit than body with which to work, was thinking and planning for others up to the very moment when she became unconscious. She knew for some time that she could not recover and when able to talk it was always to ask about someone or to plan for her family and to make sure they were all right. She was determined that her illness should not interfere with Dr. Stuart's duties during commencement week. Those who were with her said they never saw a greater triumph of spirit over matter than when she made real her words that she would live till after commencement day. It was at her earnest request that Dr. Stuart was able to join in the graduating exercises long enough to confer degrees. Those who know Mrs. Stuart need no reminder of her gracious loveliness. For any who do not know her personally I make no attempt to give an adequate picture of her absolute loyalty to the University as an institution and to her legions of friends. In spite of the fact that she could never count on her strength half a day in advance and that she was seldom able to leave the house, her home was the centre of hospitality.



She was determined that her health should not interfere with such social responsibilities as usually fall to the household of a university president. Many a reception has been directed from her room when she could not go down stairs. Hers was the first house where new members of the faculty were entertained till they could find permanent accommodations. There have never been enough faculty houses and I think there has never been a time when Dr. and Mrs. Stuart were alone and most of the time every available bit of space in their house was occupied. Because she knew from experience how much one appreciates little unexpected tokens of friendship Mrs. Stuart was unfailing in remembering to send a jar of jelly or some dainty to a sick friend. It seems as if the best word to characterize Aline Stuart was graciousness - in hospitality, sympathy, friendship and loyalties. Her unfailing sense of humor carried her through many a trying situation. One could always count on being cheered up after a little visit with her. Possibly because she was deprived of some of the activities of university life she could more readily enter into the spirit of it all. No one lived closer to the heart of the interests of the University than she.

One is equally at a loss to tell you how deep and real is the affection in which both Dr. and Mrs. Stuart are held by the whole University. Ours is still a group not so big as to lose its close intimacy. To some of us it seems unique in university annals. And at a time like this even this sense of oneness is inadequate to express what is in every one's heart. If only there were some new and other way by which love and sympathy could be shown. A memorial service was held in Peking beautiful in arrangement and expression. Dr. T. T. Lew was in charge. Having been an intimate friend from the first early days in Hangchow it seemed at times as if he could not go through with the service to the end. The University has acquired a small plot of ground for a cemetery not far from the new site. This is the first grave. Instead of coming out to the new house to which she had looked forward for so long a time, Mrs. Stuart has come to the new site to rest and to live in a more real and significant way.

Every true friend will be very mindful of Dr. Stuart these days when he carries not only the burden of this personal loss but the almost superhuman task of seeing through to completion all the work of construction and reorganization which such an undertaking as ours must of necessity put upon the chief administrator. Even after loyal coworkers have lifted the burden as much as they are able it is still all too heavy. The very nature of the case makes it so. However we expect to come through and to open in the autumn. Once started and in running order we shall await with keen anticipation the arrival of our friends from across the waters.

Very sincerely yours,

(Signed) Elizabeth Durfee.

June ninth.

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Peking University

July 30, 1926

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

My dear Leighton:

I have a fine long letter from Timothy Lew concerning his point of view and his feelings as to coming over here, and it is most helpful to have it and to have this understanding with him before he arrives. Meanwhile I think it wise to check with you upon two points. First, how much responsibility ought we here to take in overseeing the care of his health and the carrying through of such medical and surgical measures as may be found necessary. Are we to leave this matter wholly to him to work out with friends he may already have here, or are we to undertake some responsibility for seeing that these things are carried out?

In the second place, he indicates that he needs to be able to secure from lecturing and preaching some \$5000. gold over and above his expenses. This is quite a block of money to build up over and above expenses, and if he were anyone else than himself I would have some doubts as to whether it could be done, but we will do all we can to line up remunerative contacts of this kind, and I have a string on one series of lectures already.

Is it your judgment that we are wise in trying to carry a program for this amount through?

If you can find a moment to give some further thought yourself to places where he might connect with lectureships and speaking engagements to advantage I would greatly appreciate word about it. I need to know who the influential people are who already know him personally and who would be interested in securing for him opportunities of this kind. Please send me any word upon this that you can.

Cordially yours,

Secretary
Peking University

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PEKING UNIVERSITY

July 30, 1926.

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

My dear Dr. Stuart:

I enclose a copy of a letter which I have written to Mr. Gibb in response to a personal letter from him to me, reviewing the criticisms which Mr. Murphy sent back from Shanghai and which, as you have already written, and as I can see from Mr. Gibb's letter, he has felt rather keenly. My letter to Mr. Gibb will indicate my feeling in the matter and I am sending it to you simply as a short way of doing this. We did not send Mr. Murphy out with any expectation that he would state things in such an arbitrary manner and expected him primarily to deal with the major problems of future development and with such recommendations as occurred to him from any examination of what had been done so far. Apparently his personal pique in the matter of the direction of the enterprise has led to this.

I should think it worth while to impress upon our group at the University Mr. Murphy's impression of the results of our building operations, as indicated in his letter to Dr. Luce, contained in my letter to Mr. Gibb enclosed. I have no doubt that if you all had not been tired his criticisms would not have seemed so severe.

As to the program for the future, I see no likelihood of action upon anything he may bring to us until September. We shall insist, meanwhile, that he prepare for us a fully comprehensive written report and we shall compare this with the comments which have come from you and Mrs. Frame and Mr. Gibb.

My own feeling about the administrative situation in connection with the construction is that the committee arrangement is sound, but I very much wish that you could and would assert your own judgment and authority somewhat more, both in conclusions upon architectural items in Peking and in expressing your judgment upon both these and other points to us. Undoubtedly you have been too burdened this spring to do this, and I know that you feel diffident about expressing your judgment, but some of the rest of us do not feel so about it, and wish that you would express it and not hesitate to use a little authority in pushing it along.

Faithfully yours,

Secretary, Peking University.

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Peking University

Jul 31, 1926

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

My dear Leighton:

I believe I have not specifically acknowledged your letters of May 13 and 26th, and July 3rd which are here. Before that I have to refer to yours of March 5th at the end of which you ask whether we can authorize additional motor facilities out of our enlarging deficit. As Gibbs's cablegram received yesterday indicates that \$15,000. has been drawn since our cablegram to you saying that nothing further on any account whatever must be drawn, you will see that we cannot authorize this purchase, nor have we ever been able to authorize it earlier because of the plain fact that the funds were not available. As the matter stands now it will be a wonder if we can meet the actual drafts that have been drawn let alone authorizing you to draw enough to pay for the materials and salaries that must be paid by the Construction Bureau in August.

Let me note for your information that all matters relating to the Hall Estate are by agreement in the hands of myself and not Lewis or Luce, and things that you want or suggest might be done in relation to Mr. Johnson or Mr. Davis should be sent to me. I think also that letters which you wish mimeographed and sent out to your friends, or letters such as you sometimes send for distribution to the Board of Trustees and which we sometimes send to a larger constituency, might well be sent to me for handling as now Lewis's staff is reduced and we can handle it more easily than can he. If, however, you are dealing purely with general cultivation matters there is no reason why you should not take the matter up directly with him.

The situation as to English teachers is still unsatisfactory as the only one I have been able to secure is Mr. Stewart. He will be enough if your plan for Mrs. Scharman works out. I am, however, not assuming that it will and am still trying to get another man. I take it that if you have an additional man and Mrs. Scharman you will have none too many.

I think I indicated that I had some reservations as to the Scharman plan and discussion with Luce of this has led him to suggest some other arrangement to the Scharmans.

Cordially yours,

Secretary
Peking University

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