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Stuart, J. L. 1926 Aug-Sep

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燕京大學
YENCHING UNIVERSITY
(INCORPORATED IN 1889 AS PEKING UNIVERSITY)
PEKING, CHINA.

Peking

TRANSFER

2 August 1926

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

My dear Eric:

On my return home I found some letters from you and others have just arrived by today's mail.

Miss Jane Munn: With the arrival of Miss Barnes I doubt if we need another secretary so that this applicant could well be appointed to Nanking.

Institute of Chinese Studies: Your letter dated June 23rd with enclosures of copies of a letter to Pettus and others from Dr. Barton and from Mr. Johnson have been read with keen interest. It is especially gratifying to know that the Hall Estate Trustees have agreed to let the Institute's income start January the 1st and in addition $22.000 recommended for buildings. I hope that you will be able to authorize us to spend whatever our share in Peking is of both of these items after which Pettus and I could come to some agreement. I think I have already commented upon my thought that the $6000 asked for by me was for the Imperial Palace Museum in the expectation that this will be entirely apart from the Institute funds. I do hope that our own endowment can date from the 1st of January also.

Laurence Mead: I agree with you that it would be better perhaps not to press the point of Mead's coming out under the Presbyterian Board, at any rate for the present. You can also assure him that we shall probably have a house large enough for his family when the time comes. My feeling has been from the beginning that we started in bulding houses too large for single families and that they will become more and more of a problem. As to the time when his salary should be taken over by us his own understanding with me was very definitely that we would have no financial responsibility until the time of his starting for China, in the autumn of 1927. He seemed to feel that after Princeton and the Y. M. C. A. discontinued it he and his wife would somehow be able to carry on until that date. It was with this understanding and with no intention of involving Princeton any further than they would have in any case carried him that I settled with him.

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Your suggestion of taking him on our budget February 1, 1927 is the only fair thing to do if he cannot care for himself. Will you be good enough to talk this over with Wannamaker and settle the matter on this basis. He has also given me a verbal assurance that we would not suffer because of the unusually large family he has, but that he would take a small amount and make up the difference himself. In view of the difficulty that has risen over his support while in the States I confess to feel a little concerned about this feature also. I am glad to have your opinion that Princeton-in-Peking is progressing hopefully. We must be careful not to drive them too fast.

English teachers: You will be amused but I hope not too disconcerted by my cable asking for single men and preferably short-term ones. We must have the two men and if you and Breece find the married couple sufficiently qualified to offset the increased expense and the housing problem we shall of course accept them. I wish no harm to Maxwell Stewart, but feel a little more cordial if he is unsuccessful in his present matrimonial efforts. Our uncertainty as to how many we really want is due to poor Wee. He is still restless and is continually changing his mind which also is largely due to his desire to marry and his unsuccessful but generally known efforts. Another factor is our inability to secure a permanent physical director and thus relieve him. As things now stand he will have to give practically all his time to this work during the coming session having only a rather nominal connection with the English Department. However, with the two new men whom we are now counting on as per your last letter and the locally made arrangements I think we can meet the situation.

Construction matters: Work is going ahead as well as could be expected with the delays in securing material and the rainy season. We shall open on schedule but of course with numerous temporary shifts. Fortunately the soldiers seem to have vacated enough houses in the village to accommodate the excess of our Chinese staff and this anxiety has been removed - unless new developments take place in the incessant factional fighting. Gibb is giving evidence of being very tired and I wish we could arrange for him to get off for a short while at least during the coming month, which with the one following will probably be the times of greatest tension and irritation. His wife will be sailing from America sometime in November I believe and it has occured to me that it might be worth while to give him a trip across to meet her and return with her. This of course adds no little to our already apparently large overhead and may be an extravagant idea. However we would be in a serious plight if he broke down. Do not take this suggestion too seriously, beyond an indication of my concern regarding him. We shall await with interest Murphy's report and its effect on the Trustees. Personally I am convinced that the less we tinker with the present organization, the better until the next fourteen months or so have passed. Gibb will be then starting on furlough and our present rush of building work ought to have largely passed. What is much more important for Mr. Murphy to get to is the working drawing for the additional men's dormitories on the north side of the lake and for the chapel.

Be sure to have the rooms in the new dormitories larger. The size of the present ones is quite unfortunate & is already giving trouble.

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Dora Dennis memorial: When in America one or two years ago I was given $100 by a Miss Dora Murdoch for what was to be a memorial for her niece, Dora Dennis. I have just purchased a chronometer and a thirty day clock which together just about cover this amount and shall have an appropriate inscription put upon each. Will you please see that the treasurer is able to account properly for this gift. Please also write Miss Murdoch to Baltimore. Her address is probably on file in the office, but I have not kept it myself which is why I do not write her directly.

Miss Marion Hicks: This young lady has been recommended to me by our Mr. Eubank as a promising teacher in some mission college. Her address is 727 Main Avenue, San Antonio and you could get information about her from Reverend W. H. Lingle, D.D. Presbyterian Assembly's Training School, Ginter Park, Richmond, Va. where she has been studying.

After about another week I hope to get off for a week or two of rest to Peitaiho before settling down to the many problems that will come with the opening of the new session.

As ever yours,

J. Leighton Stuart

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TRANSFER

PEKING

INDEXED

PEKING UNIVERSITY

TRANSFER

August 5, 1926.

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

My dear Leighton:

I enclose a copy of a letter from Mrs. Marmon which came enclosing a check for ten thousand dollars. Word of this I sent you by cablegram on August 2d and the confirmation of that cablegram is now enclosed. This letter from Mrs. Marmon is in response to your letter of June 6th which you had Jim send out to a number of your personal friends. In sending it out absolutely no suggestion was made with reference to finances or a memorial to Mrs. Stuart, so that Mrs. Marmon's gift is one made without human suggestion, straight from her heart.

This gift is entirely subject to your control and as to its use, we await your instructions.

The latter part of my cablegram was intended to indicate that except for this item, the financial situation is still such as to make it necessary that we require that the instructions we gave on July 7th as to drawing no further drafts on any account still hold. The fact that after this cablegram was received US$15,000. was drawn has given us an extremely anxious and difficult financial problem. I am hoping, hoping, hoping that within the next two weeks we shall have some checks from the Hall Estate. Meanwhile, we are trying to hold steady and urge you to adhere to our directions or we shall be in an impossible situation.

Faithfully yours,

Secretary, Peking University.

ENC.
EMN/L
Copy to Mr. Lewis

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YENCHING UNIVERSITY

Peking, China.

Office of the President.

5 August 1926

copy

Mr. W. E. Chamberlain
c/o Peking University
150 Fifth Ave.
New York City
U. S. A.

My dear Walter:

I am enclosing herewith a copy of a letter which explains itself. I want however to give you the background and the circumstances leading up to this proposal. As you are quite aware there has been a growing desire on the part of many people interested in Christian higher education in China that there be a rather extensive reorganization of the colleges and universities so as to reduce their number, avoid needless duplication and increase the total efficiency. With this program I have from the beginning been in the heartiest sympathy and have in fact been perhaps the most outspoken advocate of it among the executive officers in China. I have more than once committed out University to adjusting its own program to any comprehensive scheme that would manifestly be to the advantage of the whole movement. The matter has been made more acute during the past few months because of the proposal to organize a joint financial campaign in America for which purpose a strong committe there has been appointed. The next move naturally would be with us in China and at a meeting of the Council of Higher Education in Shanghai last month practically three of the four days were devoted exclusively to this subject. A process was set up for securing as quickly as possible pertinent information for forming a judgement as to such organization and for making proposals to a special meeting of the Council to be held next April if possible and if not, by next July at the latest. It has become increasinly apparent to me as I have been in all these discussions that the recommendations would include the maintenance o f only one college course in agricultural education (i.e. Agricultural College, W.E.C.), with the possible exception of Canton where the government subsidies and the securing of support from overseas Chines has rather taken the control away from the college authorities. If my forcast is correct we are forced into either refusing to take part in this cooperative scheme or altering our own plans accordingly.

I have also been thinking much about another aspect of that problem which I know is even more upon your own mind that is the service we can hope to render to the farming population of North China. From my layman point of view it has seemed to me that we could not hope with scant resources to do more than go on educating a small number of students, who incidentally could be included in Nanking with practically no disturbance

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and with a very much broader range of studies, while failing almost entirely to reach directly the needs of the rural community and church of this section. You, more than anyone else among us have realized that if we are to have college work in agriculture, it cannot deal with one special feature such as animal husbandry, but must be a rounded out curriculum. And you are hoping to get large sums of money for this purpose. In sofar as you secceed we can rival the work at Nanking which may not be the best use of such resources for the economic and religious benefit to our country constituency. I am told by Bubank and others whom I have consulted in Shanghai and Nanking that for college students the locality in which they do their work is of no great importance. It may be that after all we could fit into a general scheme and count much more for the real objectives that underlie our efforts by uniting with the American Board, the Methodists and any others interested in this section in the maintenance of a secondary school for training boys who would largely plan to go back to work on their own farms or be country teachers and preachers, with a few going on to Nanking for college work. That some such recommendation will grow out of the conference called for in the enclosed communication or by the Council of Higher Education when it comes to face the problem, I have very little question. I therefore went to Nanking and talked that whole problem over fully with Bowen and Reisner. I found Reisner much more interested in the whole problem or relating agricultural education to the rural church than in a merely institutional program and was forced to recognize that neither in funds nor personnel have we any present hope of accomplishing anything like what they are doing in this respect even if it seemed desirablethat we make the attempt. I recognize that such a change of emphasis ought to have been arrived at in my thinking before you left China and made plans for the campaign which I have heartily endorsed. Charge this to stupidity, lack of forward thinking or anything else. At any rate it has seemed best to me now that our local plans be worked out in the light of the general situation which will probably clarify a good deal if the conference called for is actually held this autumn. Whatever is done in North China I feel quite strongly should be under our name and organization. Whether it be of college or middle school grade is merely a question of which renders the more useful service. There could even be a certain amount of advanced work specially arranged for here. Whether the secondary school should be on or near our campus or at Tunghsien or elsewhere becomes a detail in a big worth while program. I do not see that any efforts of yours to secure funds need be interfered with. All that you can get will be just as much needed by us and be as usefully spent as though our original ideas were to be unaffected by the developements described above. I feel however that you ought to know without delay of the tendencies which while unconfirmed as yet by any action are to my mind to be unavoidably reckoned with and which ought to result in increased benefit to the poor people of this country and to rural evangelism.

I hope you will make the financial efforts as enthusiastically and as successfully as though these changes were not in the air.

As ever yours,

(Signed) J. L. S.

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燕京大學

YENCHING UNIVERSITY

(INCORPORATED IN 1889 AS PEKING UNIVERSITY)

PEKING, CHINA.

OFFICE OF THE PRESIDENT

TRANS.

INDEXED

5 August 1926

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

My dear Eric:

I am enclosing a copy of a letter which together with the one I wrote you from Shanghai by hand will keep you informed of a new development. What I cannot say to Chamberlain is that his retention as leader in this larger movement or in his present position would be strongly objected to or would weaken our moral and perhaps material support. I still think he has his place with us, but if he becomes disgruntled and wishes to resign you had better be ready to let him do so.

I was inexcusably stupid yesterday in not seeing the point of the cable. Gibb showed me his deduction of the name Boyce with the possible alternative of Luce in our own list. I recalled a woman called Boyce, a friend of Luces and failed to take the matter up independently being in quite a hurry to get off to the city and telling him we would take up the matter later. Further consultation with Miss Lamkert over our own lists made it quite clear that the message was for me and that Mrs. Marmon of Indianapolis has given $10000 a memorial for my wife. The problem that both Gibb and I had of meeting necessary payments during the next weeks in view of your command of July 7 also made us think more how to spend the $10000 than where it came from. You have his suggestion. It might be that the money could be used thus temporarily to find some more suitable expression later.

I am leaving today for Tientsin and Peitaiho. After this holiday or during it I shall write Mrs. Marmon and let you know what is said.

As ever yours,

Leighton Stuart

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YENCHING UNIVERSITY
PEKING, CHINA.

PEKING

OFFICE OF THE PRESIDENT

INDEXED

TRANSFER

TELEGRAPH ADDRESS:
"YENTA"

24 August 1926

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

My dear Eric:

Concerning Finances - I am at last finding an opportunity to write to you on this general subject. The gravity of the whole situation is far more serious than I had ever suspected. Some intimations of how serious it was becoming had reached me just as I was starting for Shanghai, and again on my return while I was trying to clear up necessary matters and get off for the two weeks of holiday at Peitaiho which seemed essential if I was to carry on at all. This is an attempt to explain the problem as I understand it together with my share in the responsibility for its occurrence.

Budget 1925-26 - You will recall that the Finance Committee of the Trustees approved when I was in New York of the budget as prepared by us, less G$20.000 which Lewis was authorized to try to raise. He felt rather confident of being able to do this and in fact expected to secure half of it from Mrs. Jenkins. The Hall Estate Trustees had intimated rather definitely that they expected to be able to pay over both of the amounts in which we were concerned by January the 1st and while I expected that the income from the University endowment would apply primarily to the campaign deficit in America yet it would be something to fall back upon on the current budget if absolutely necessary. Immediately on returning to China I was plunged into a series of exciting experiences concerning the internal administration and the political and military troubles which together with sickness and other factors kept me constantly preoccupied. I had come to rely on Mr. Krause as a seasoned treasurer wise and familiar with our general problems and had thought of Wiant as gaining experience under his tutelage, with young Tsai eager to carry out his part of the treasurer's work. From time to time I asked each of these men how matters were going and whether we were keeping within the budget. The replies were always encouraging and I feeling perhaps too much confidence in their judgment merely tried to keep down current expenditures. This applied also to the final balancing of this years accounts. While at Peitaiho I asked Wiant to return here and with Tsai to go over the books in the light of the staggering figures contained in your letters. He is writing you in detail and claims to have gotten down to bottom facts. As I understand it there is an excess of something

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like silver $13.000 which while extremely regrettable is not nearly as bad as your figures. Only yesterday did I learn that Mr. Krause had prevented a deficit a year ago by drawing $10.000 on library account which of course had to be replaced this year. Until these recent letters there has not been so far as I can recall any reference either in letters from you or from Lewis to the resources available for the past year: only two reassuring cables regarding the Hall Estate, the latter of which stated that these amounts would probably be paid ove in April. I had written more than once to each of you regarding the G$20.000 and urging the effort being made to secure interest on these prospective endowments from January 1st.

Budget 1926-27 - This was sent to New York as early as possible after Chinese new year in the realization that it involved quite an increase which however we hoped would be covered by the two Hall Estate funds. In the matter of the Institute of Chinese Studies we were compelled either to do nothing or to make definite contracts with the new teachers who were necessary for making the start. I had a very definite impression from my conversations with Messrs. Davis and Johnson as well as with the Harvard group that they intended such arrangements to go ahead. I pointed out the desirability to start at once to strengthen our basic courses in Chinese and to secure as available qualified teachers as well as to begin with library and residence equipment. The understanding was that the income from the first six months would go to these last two items and that the budget requirements would begin July 1st. It was necessary to secure teachers and make contracts with them long in advance as well as to publish announcements. By the same reasoning I felt that the University endowment could also be counted on to begin July 1st. Except for the Chinese studies and a few other teachers who seemed to be needed for carrying on work as already projected we are making no enlargement in our academic program. It is inexpressibly disconcerting to receive the instructions in your letter to me regarding the new budget one week before the examinations for new students, long after all contracts have been made. As every American mail came during the past six months I eagerly opened those from our office to find some reference to the budget and while perplexed and perturbed by the total lack of comment I thought it must be because the Trustees felt themselves able to authorize some such amount as was asked for. I am calling a meeting of the Executive Committee for tomorrow to face this problem and not have yet had time even to take in what are the implications of your letter.

Construction - Here again it is difficult to understand just what has happened. With the exception of the two science buildings for which special provision has now been made and the Divinity Hall, the individual buildings all seem to be keeping well within the amounts given. The power plant has been a very great expense and we have all been misled by Gibb's earlier estimates, but even here our city property, the Women's College and the gift of Mr. Wallace would seem to be covering the financial cost. If Mrs. Marmon is willing to let her memorial go to the improvement of the grounds we will have covered that one item upon which we have been spending some money without definite authorization. We are now where the stoppage of funds would mean the inability to open school and though we delayed a month or two we would have no assurance that by that date matters would be improved. In other words we had not taken it in that there would be any sudden stoppage of work all of which we have understood to be authorized and we are left in a situation that threatens our reputation and good faith and would mean a moral and materia

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loss which is appalling. We are not clear as to whether the difficulty is in the lack of immediate cash or in the exhaustion of potential resources.

cash

On the whole subject I want to make very clear that none of us have been intentionally and recklessly overdrawing trusting to the good nature of the Trustees and their capacity for finding unlimited funds. That we have been unbusinesslike at both ends and that there has been lack of coordination and on our part of realization of how matters stood should be freely admitted. In all this I should take the major blame as being the one ultimately responsible on the field and the only medium between the people here and you in New.York. In an effort to save expense as well as while waiting to find the right person I had trusted too much to the two well-meaning but inexperienced young treasurers, mea culpa. Both in planning the budgets for the present year and in going ahead with various building operations this summer I have felt that we could probably expect the Hall Estate Trustees to stand behind us, a conviction which has been strengthened by a copy of a letter from Mr. Johnson enclosed in one of your last communications in which it is definitely said that the Institute interest will be available from January 1st together with $22.000 for residences. A further and extremely ~~displeasing~~ depressing element in the situation is the apparent lack of results when we have two full time men working for funds who cannot but be familiar with the immediate problems of seeing through the work already under construction and the budgetary requirements. Wiant is offering his resignation as his way of admitting his share of the fault thus far and I have not discouraged him from doing so. I feel very much like doing the same and fleeing to some secluded spot out of the reach of Yenching affairs. I note your own reference to a similar feeling and we have Gibb' call to you to the same effect. We shall of course however pull together and try to weather this worst of all the storms that have struck us yet. Instead of resigning I am ready to offer to come to America and plead with the Hall Estate Trustees or in any other way help in trying to recover our financial stability if in the judgment of the Trustees this would be worth while. It is one way in which I can atone for my share of the mess although I am not at all hopeful about being able to accomplish anything which the men now in the country are unable to do. There is a melancholy satisfaction and perhaps a certain kind of argument in the fact that our University has come into a position of remarkable good favor and influence among the Chinese. The outlook in the quality of students who ~~apply~~ part to come this autumn is the greatest sort of encouragement and finally from the standpoint that all of us care most about we are in a unique and I venture to feel very valuable way bearing witness as an institution to the meaning of Christian faith.

Very sincerely yours,

J. Leighton Stuart

Your letter of July 28 just to hand. Shall write later.

JLS:F

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PEKING, CHINA.

PEKING

OFFICE OF THE PRESIDENT

TRANSFER

TELEGRAPH ADDRESS:
"YENTA"

26 August 1926

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

My dear Eric:

Financial Administration: Replying to your letter of July 27 I do not wonder that the Trustees feel concerned as to our policy in this matter and I am glad of the occasion to describe the history thus far and my own ideas on the subject. I had first hoped that Mr. Bocker would develop into our treasurer or comptroller and would have been thoroughly satisfied with his conduct of the office had he been willing to do so. But for family reasons as well as because he did not then find that there was a sufficiently big outlet for his energy he resigned. Meanwhile he had selected Mr. Harris as qualified to carry on and we had counted on this arrangement until as you know Mr. Harris suddenly decided against coming just on the eve of his sailing from America. Since then we have been on the lookout for a competent man hoping that someone would emerge in China with a knowledge of the language and the local conditions in general. We have tried more than one person without success. One of these, Mr. Goodrich, would not have been by any means the sort of man you have in mind and I was really relieved when he declined. Wiant has been acting simply because there seemed to be no one else available and any better qualified and he is insisting now that he be relieved. I have hoped that Gibb could become comptroller including superintendent of grounds and buildings, but some time since had been forced to recognize that this would be impossible on two accounts (1) The judgment of Mr. Krause and others that his accounting is too individualistic and technically faulty; (2) That his relations with his colleagues would make it improbable that there would be harmonious team work. My own personal feeling has been that his native shrewdness, long experience in China and his stubborn insistence on conservative policy would make him quite an efficient business manager and that with some competent man or woman to do the actual bookkeeping we would find him extremely useful despite his brusque manner and somewhat opinionated tendency. However this does not seem to be a practical solution. Stephen Tsai has been brought into the organization as Assistant Treasurer to be made full Treasurer if or when he seemed qualified. Despite his inexperience he has shown qualities of loyalty and enthusiasm for the institution which are unusual among the Chinese and of course he has the ability to handle accounts in Chinese and to deal with his own people as few foreigners ever could. The past year has proved that he makes errors in figures and lacks the kind of grasp of the problem which is essential to any authoritative financial responsibility.

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I hope, however, that thesecond man would not have been found or definitely contracted for. If neither man came our thought would be to have the two men in Journalism reduce their own classes to the minimum already undertaken and strengthen the English staff. Mr. & Mrs. Sharman seem to be definitely coming to us at their own charges and without any formal relationship. So that we can count on her and certain faculty wives and others for covering this department. If therefore ruthless cutting must be done or responsibility taken for what is maintained, we must ask the Trustees to take the responsibility for one or both teachers since they did not inform us earlier of their drastic determination and went ahead with these additional expenses in the face of a situation about which they had not informed us. This last sentence can be taken by you as a bit~~ter~~ grim pleasantry although it represents my conception of facts involved.

I shall write you very soon on the Harvard-Peking Institute and the letter to the Trustees is largely intended as a reply to recent letters from yourself.

I am happy to report that Miss Bessie Barnes arrived yesterday and seems to be just the person we have been looking for.

Later. The measure of my delight can be calculated by noting the corrections in the above letter & comparing them with those that she will soon be writing you!

I hope, dear Eric, your vacation ah summit has not been too much spoiled by our worrying cables, and that we can soon be wiser if sadder or at least less reckless and inattentive to warning signals.

Yours in the struggle,

J. L. Stuart

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YENCHING UNIVERSITY

PEKING, CHINA.

PEKING

INDEXED

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS:
"YENTA"

August 27, 1926.

TRANSCRIPT

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

Dear Eric:

Mr. C. S. Hsieh. Replying to your favor of July 29th, Mr. Hsieh has been detained here because of trachoma which is under treatment. As you know, Chinese with this eye trouble have great difficulty in getting into the States. He expects to go to Auburn Theological Seminary on arrival, but at your suggestion I am cabling that he is delayed.

Budget. I am sending you by this mail the budget as it has been revised by our Deans Committee. We have reduced it to the lowest point at which it would be possible to carry on the work to which we are committed. Obviously contracts made with teachers, either Chinese or foreign, cannot suddenly be repudiated, nor can we delay or discount payments without warning. In my letter to the Trustees I have outlined what seems to me the only honorable procedure, and the one which I feel the Trustees would want to carry out if they were here to advise with us.

As to the budget itself, I have not gone over the additions, and there may be further errors of this type. On certain points also we are not quite clear. Are the Presbyterian and L.M.S. cash payments toward their quotas included in your total appropriation of about $39,000? What about the Methodist amount? We have good reason to think they will recognize our claim for at least $3,000. There may be other adjustments which you will understand. Assuming however that we can count on the sum you allow from the Hall Estate Endowment, we will still lack about $20,000 silver on the budget as now revised. We shall continue to economize in every possible way, although there is little probability of making a net reduction beyond these figures.

I wonder if Luce and Lewis could put their strength for the immediate future into securing gifts continuing for one or more years toward salaries and other items in this budget. If Lew really gets to America and is in condition for work, he ought to be able, under the guidance of Luce or someone else, to pick up salaries, especially of Chinese teachers. Let us hope that the McBrier Endowment will soon begin to yield.

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If there is any way in which we here can help in renewing previous gifts that seem to have lapsed, or in being used otherwise, we are of course ready to do so. There seems need of closer coordination in the matter of special gifts; for instance, Mrs. Shoemaker has written twice to William Hung about a gift of $1000 which she has sent to the office for his use, but of which no word had come to him. She seems to be considerably disgruntled, and a potential source of income may thus have been lost. If there is some way by which such gifts from her could be credited to the Methodist Board, William and I both feel that she might possibly take over his whole salary budget. If you could secure such assurance, we at this end are willing, if you desire, to make this proposal to Mrs. Shoemaker.

Similarly, I have never heard anything officially about my own relation to the Brick Church in Rochester. If that is merely something that eases up the Presbyterian Board's responsibility to us it has no value so far as our own budget is concerned. If however it is an additional source of income, I shall put forth every effort to keep the people interested, acting upon any suggestions that your office will make.

We gather from the statements sent us that the father of T. E. Ennis has not paid the second of the two annual gifts to cover his son's expenses. If this is correct and word had been sent us, we might have been able to bring pressure through his son, or at any rate to take this fact into consideration in our dealings with him on the new budget.

I mention these illustrations of the way in which we might be able to help, and we would certainly understand better what is going on if we had more information in the matter of special gifts.

One further word on the general matter of financial administration. The Board of Managers, from the nature of the case, can take no real financial responsibility, and its members are not in a position even to be familiar with this aspect of our work. The foreign members can to a certain extent keep the University related to the local missions and take responsibility for our religious policy. The chief reason for the existence of this Board seems to me, however, to be in gradually strengthening the Chinese membership and preparing them for taking over the responsibilities now assumed by the Trustees, together with guiding us and supporting us in all aspects of our Chinese relationships. I have always desired a stronger assertion of authority by the Board of Trustees, with whom it seems to me there should be the closest and most thorough relationship possible. I would eagerly recommend visits from various members, and even raise the question whether it might not be wise to arrange definitely for such visits under appointment of the Board from time to time. With closer and prompter dealings hereafter between the Trustees and us of the administrative staff, I believe we can more effectively improve our basis of operation.

0902

Ex Com

Medical Officer. I am quoting below an action taken yesterday by our Deans Committee, which explains itself:

> "That the services of the medical officer and his staff and prescribed medicines should be supplied free to all those who are officially connected with the University. Further that the medical and dental fees of members of the University staff assigned by Mission Boards, together with the charges for the time of the medical officer, be collected from their respective Boards."

This matter was to have been taken up by our Board of Trustees with the cooperating Mission Boards sometime ago; but we have thus far had no action from New York, and feel that the one just taken would be fairest to all concerned until the matter has been authoritatively settled by our respective home Boards. It will help if the Trustees confirm this action and communicate it to the constituent Boards, unless they prefer to give us instructions to the contrary.

Trustees

Professorial Appointments. The following appointments are recommended:

Tung-ling Wang - Professor
Shih-yuan Shen - Associate Professor
Chensheng Yang - Assistant Professor
Keng Yung - Assistant Professor

Trustee action

These names are included in the budget for the H-P Institute of Chinese Studies. They are all men of good character and of course of quite unusual scholarship. However, none of them are Christian. We ask that the Trustees appoint them under the special provision for such cases. With the exception of one of them who had done teaching (just as a lecturer, paid by the hour), none of them has had any real contact with Christianity. It is our hope, of course, that after they become acquainted with our manner of life, they may come to accept Christian faith for themselves. The remarkable thing, however, about our whole Chinese Department, including the men who are working in this Institute, is the number of men who are professing Christians. It is almost a by-word in mission schools that the teachers of Chinese must be heathen, whereas the dominant figures in our own Department, men who can hold their own with any others in the country in their own subjects, are active Christians.

for us

Very sincerely yours,

JLS:B
Enclosure

0903

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0904

燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

PEKING

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS:
"YENTA"

September 4, 1926.

TRANSFER

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

My dear Eric:

Your cable came yesterday just in time to bring relief. Gibb had overdrawn at his bank to the point where the bank was threatening to refuse payment. I had been in negotiation with the Bank of China and had on my desk a letter awaiting my signature enabling us to borrow $10,000 a week for two months at the ruinous rate of 10%, which they regarded as quite a special favor, the regular rate being 15%. We had been making various adjustments and Hon. W. W. Yen, who had without hesitation agreed to meet the demand of the bank that he give his personal guarantee for the loan, had also handed me yesterday afternoon $20,000 to be used for a week or two as needed.

I am enclosing herewith a copy of the cable being sent today in reply to yours.

We are counting on student fees helping quite a bit in the current accounts, which, with advances kindly made from the Women's College toward their share of the budget, will enable us to cover this feature through the present month.

As to construction accounts, we have for this month:

Authorization by your cable $25,000 Gold: Silver	$50,000	
Payment from current accounts toward coal purchase	5,000	
Overdraft permitted by Hongkong Bank	20,000	
Total		$75,000

Against this Gibb has:

Outstanding bills, etc.	10,600	
Settlements due Autumn Festival, Sept. 20th . .	20,000	
Overdraft Hongkong Bank	43,000	
Contingent	1,400	
Total		$75,000

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0905

Gibb estimates that for the six weeks from September 20th until the end of October he will need $10,000 a week, which with the cancellation of the Hongkong overdraft makes a total of $80,000. These figures are entirely supplied by him, and apparently out of his head. He has his own method of accounting and rarely gives anyone else the material upon which his considerations are based. He tends to be influenced by his prejudices in quotations of this sort; but when, as in this instance, he is not arguing for or against a certain course, his judgment is apt to be accurate. He thinks that beginning November first construction needs would not be more than $3,000 a month until the end of the calendar year. From this time on it would be a matter of authorization for work next spring.

Wiant is now off on his holiday. When he returns we will try to go over the current budget again, chiefly with a view to determining when we shall need remittances.

You will appreciate the necessity, especially under present disturbed conditions, of insuring our coal supply well in advance. We estimate that we shall need 10,000 tons, costing us at the lowest estimate $18,500; but we have put the figure at $20,000.

We are in a turmoil of confusion in the rushing of work to receive students on the date set, to get all the teachers accommodated and in general begin work as best we can. Meanwhile in this new paradise of ours Gibb is having his annual attack of hay fever, and Dean Hung has succumbed to the same ailment. This morning Donald Tewksbury has been sent into the city with an attack of malaria, just at the time when his work as Registrar is more important than any other time of the year, with students crowding upon us and innumerable technical points which he and the Dean are the only ones who fully understand.

I am trying to have the Faculty off to themselves for three days through Sunday of next week in the usual Presessional Conference, the need for which this year is greater than ever. This afternoon the China Medical Missionary Association has tea at my home, after which there will be an inspection of the grounds. We are expecting about one hundred fifty guests.

Very sincerely yours,

JLS:B
Enclosure

J. Leighton Stuart

Prof. Rufus Jones will be with us all day Sunday of the Presessional Conference.

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PEKING

Peking University

TRANSFER

September 7, 1926

President J.Leighton Stuart,
Yenching University
Peking, China

My dear Leighton:

I have this morning your cablegram of September 4th in reply to ours of September 2nd. I am sorry that it has been necessary for me to cable again asking for a more specific answer. One of our persistent difficulties in financial information that comes in cablegrams from Peking is the fact that the reply is too often not a direct answer to the questions asked, and we endeavor here to be careful to ask questions in such form that specific answer to them will give us the information we need. Let me illustrate : in the case of these two cablegrams we asked for the absolute minimum necessary to complete building operations, and the dates and amounts at which it would be required. Your reply states - "Building operations Mex. $80,000. payable every week." It is not clear first, whether you are asking us to provide Mex.$80,000. a week (which we presume is not the case), and second, the number of weeks over which the Mex.$80,000. is to be distributed. We, of course, could guess that it is Gibbs's thought to continue drawing at the rate of about U.S.$5,000. per week, but this is, of course, a guess, and in the present financial situation we can not endure guesses.

Our cablegram also asked for the current amount required from New York monthly, omitting Woman's College and Famine Funds. Your response is that you will need "in all" Mex.$27,000. next month, with no indication as to any period beyond the next month.

We are forced to presume that the cost of coal has been included in the figure for building operations by the location of "coal" in your cablegram, but the cost of the coal is a charge against the current budget and not against building operations. This adds another item of confusion into your reply.

In this connection, I am led to ask whether it is the practice of your office to see that every cablegram is seen by you first and that you see that the answers are satisfactory. It is always our presumption here that cablegrams which we send are addressed to you, and that you will see that information in them is given to those who need it and will secure and be responsible for the information that comes in reply. I confess to a feeling of great amazement at Gibbs's statement

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that our cablegram of July 7th was let lie for three weeks before the first half of it, which contained the imperative instructions not to draw, was decoded.

There also has been persistent confusion in the use of the code list of staff names. This should now be overcome by our receipt from you of a revised list to become effective September 15th.

Faithfully yours,

Secretary
Peking University

EMH-H

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TRANSFER

Peking University

September 7, 1926

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

My dear President Stuart:

I enclose herewith confirmation of cablegram sent to Peking on August 24th. In the first place, we were naturally greatly disturbed over the action of ignoring our cablegram of July 7th instructing no further drawing. Then during August drafts continued to come in, and to come in in rather surprising form. For example, draft No.591, dated July 20th for $5000. came to us without the name of any payee being filled in at all. This means that Mr. Liant signed a draft upon us in blank, apparently both as to amount and as to payee. Even though such a blank draft was in the hands of Mr.Tsai, the risk of having blank drafts in existence is considerable and is also unwarranted and unnecessary. If it were necessary for Mr.Tsai to sell the draft in the absence of Mr.Liant the draft could have been made out to the order of Steven Tsai, Assistant Treasurer.

Furthermore, both this draft and drafts Nos. 604 and 605 were drawn "at sight" entirely contrary to all standing instructions and all current practice of several years. It was especially critical in the present financial situation for drafts to be drawn without our having opportunity to turn around and find out how to meet them. This is further accentuated by the fact that the draft stubs which are sent to us were not sent to us in advance, or promptly enough so that we had any warning from the stub also. We have regularly depended upon this advance notice and the change of practice in this matter is without instructions and unwarranted.

Moreover, draft No.603 for $10,000. was drawn without any indication as to the duration of the draft, whether it was sight or three days sight or 90 days sight. This is manifestly carelessness. Also this draft was addressed to us at 151 Fifth Avenue, New Yord.

The confirming notice of draft No.604 stated the gold amount as $250. and the Mex. amount as $4956.

In the case of drafts Nos. 593 and 594, these were sent to us and drawn for the account of "Woman's College Library Fund". We have charged these to your current budget inasmuch as there is no such account here in which there are funds available. The whole amount

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which has been received from the Woman's College Committee for this purpose has long since been drawn by you. If you are paying bills on this account by drafts on us these should be charged to Current Account and the adjustment made on your books in Peking.

Further examination of the face of a number of these larger drafts tends to indicate that the action referred to in the case of No.591, of not filling in the name of the payee, has been followed in the case of the other drafts, up to the time that Mr.Tsai filled in the name of the bank to which the draft was sold.

Mr.Bowman writes me that he has received notice of draft drawn upon the Yenching College Committee and sent to him at the Northern Trust Company where he has not been for four years.

Some of our concern over these matters is confirmed by a recent letter from Mr.Gibb in which he stated that he had advised Mr.Tsai at one time to draw $5000. on Woman's College Committee, and $5000. on us, and Mr.Tsai drew the whole amount upon us. This was one of the drafts drawn after instructions had been sent to draw no further. Somehow or other, adequate instructions have not been transmitted from one person to another in the financial administration in Peking, so that Mr.Tsai can know how these matters should be handled, or else, having instructions, he has not followed them.

Under these circumstances, you will understand that I may have some difficulty in resisting the feeling of a number of the Trustees that the first thing we should do is to get a Treasurer who can be really held responsible and will know what he is about to take charge of the financial affairs in Peking. We certainly cannot command the confidence of people from whom we are seeking to secure large resources under conditions such as these. I am sorry to have to write so bluntly but this is not nearly as strong as remarks made in Trustees' meeting.

Cordially yours,

Secretary
Peking University

EMN-H

Enc.1

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TRANSFER

PEKING UNIVERSITY

September 9, 1926.

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

My dear Leighton:

It seems to me that some letters must have been lost in the mail at some point or else they have never been written. As it happens, they are rather important letters.

A cablegram of April 16th stated that funds were exhausted and requested an additional amount. This cable ended "explaining fully by letter". You also wrote about this time that Mian was writing. No letter has ever reached us, and through all this financial stress, we have been entirely in the dark as to why you have so overdrawn the budget for 1925-1926 by something over $25,000.00. This is one of the major elements of concern to the Trustees. I am also under the impression that some of my letters have been in Peking long enough to have been answered, if they have not been lost.

I also do not seem to have had any letter from T. T. Lew since the first one, giving me a statement of his subjects or advising me when he expects to reach New York. I have had indirect word, through Dr. Fleming, that he expects to arrive on the Pacific coast in October. I cannot very well take any responsibility for making any arrangements for him if I cannot get from him the data as to where he is going to be and the degree of responsibility which he wants me to take. I also need to be advised more fully as to his health, for I understood he was quite ill in Peking this summer.

With reference to both these items, I urge that you write with reference to the first one quite fully, and that you encourage Dr. Lew to write upon the second.

I have also to acknowledge your letter of August 2d. Miss Munn has accepted appointment at the University of Nanking.

I hope to see the Trustees of the Hall Estate this week and get another step closer to having cash in the bank.

Thank you for your word regarding Lawrence Mead. He is planning to go to London to study and at the moment I cannot clear the financial situation because Wanamaker is still abroad.

On the matter of the English teachers, I have an extremely discouraged letter from Breece, written on his way westward to take the boat, much disturbed over the up-and-down treatment which the University has given his department. It seems to me that

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we would be wiser to work for more permanent appointees in this situation. I do not believe that the temporary travellers render a service even equivalent to the reduced costs involved.

I note your suggestions on the construction matters and your desire that the dormitories have larger rooms. Mr. Murphy thinks that you are quite mistaken and that they are large enough in the present dormitories. Please send us more information and specifications on this point.

With reference to the Dora Dennis Memorial, it is impossible for us to send a formal receipt for the money or to account for it, inasmuch as there is no evidence that the Treasurers of the University, either in China or here, received it. The only way in which we can do this is for you to turn over to the Treasurer in China a check for $100.00 and to present a bill for the amounts which you have spent and so be reimbursed. This will then be definitely upon the accounts and then, if when this is done, Wiant or Tsai will notify me to that effect, stating that they have received the $100.00, we will write Miss Murdoch formally. I shall ask Lewis to write Miss Murdoch, reporting what you have purchased, in an appreciative way.

I also have your letter of August 5th and the copy of the letter you wrote to Walter Chamberlain. We shall have this and your other letters on this subject in mind and I shall ask three or four of our Trustees to study this matter confidentially pending developments.

We have word from Mrs. Harmon that you have decided to assign the $10,000. given by her to cover the cost of the beautification of the grounds. This, it seems to me, is very appropriate. I hope that it will be in your thought to erect, perhaps in the hall of the Bashford Building, a tablet recording the fact that the beauties of the grounds are a memorial to Mrs. Stuart. I have established on our accounts to contain this $10,000. the Aline Rodd Stuart Memorial Fund.

Faithfully yours,

Secretary,
Peking University.

EMN/L

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PEKING

PEKING UNIVERSITY

TRANSFER

September 10, 1926.

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

My dear Leighton:

This has been a perfectly weird summer for Peking University from the financial point of view. You, no doubt, have felt this also upon the field, very keenly, but I assure you that it has been at times something of a nightmare here.

After the cablegram of April 16th I cabled that you could draw not to exceed the $8,000.00 requested, and there came back, within a month, a demand for an addition $12,000.00 for the current budget. To this I replied, calling attention to the way in which you had overdrawn your budget. stating that we could not understand why you had drawn so much, and urged that you reduce your requirements. To this we had no respons no indication of what you were proposing to do until there came into us in July the drafts indicating that you had proceeded to draw without authorization, which caused us to telegraph you to draw nothing further whatever because at that time we were at the limit of our resources. Your reply which indicated that you had drawn $38,400.00 was followed by an entirely unexpected cablegram on July 29th that our instructions no to draw had been overlooked and that $15,000.00 more had been drawn.

fter we had cabled you to draw nothing further, I was able to get meetings of the Executive Committee both immediately after July 7th and shortly before July 29th, but from that time on, not more than two, and sometimes, only one of the Trustees had been available, and not one of the members of the Finance Committee. In fact, since the middle of July, every member of the Finance Committee has been either abroad or in the far west, or elsewhere on vacation. The next time I see all the members of the Finance Committee leaving the country, I am going too!

It was indeed a God-send to have Mrs. Marmon's letter come with its check for $10,000.00 out of the clear sky. We hoped that it had tided us over the difficulty, but about August 20th there came sailing through an indication that $5,000.00 additional had been drawn beyond anything covered by previous cables, which, together with the manner in which the drafts were drawn, to which I referred in another letter, disturbed us very much indeed. It was then that I cabled you repeating the instructions and indicated the degree to which we had approached our limit and that it would be almost necessary for us to repudiate drafts, if you continued to draw upon us. I enclose the confirmation of my cablegram of August 21st.

I might say at this point that my cabled word regarding the gift of Mrs. Marmonon August 24th in which I used the phrase "gift of Mrs. Marmon must be retained

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0913

here for deposit" was intended to indicate that this was not to be drawn over and above other amounts, as I thought my cablegram of August 2d concerning this gift might have led you to think; you would have been justified in this thought, if the drafts had not so much exceeded anything we had expected.

It was impossible for me to get any committee together with authority to pass upon your cablegram of August 23d urging authority to borrow up to $100,000.00 in China. I quite agreed with you that the alternative as it appeared at the moment was almost too serious to contemplate and I did all I could do at once to persuade the Hall Estate to hasten payments. I expect at any time within the next ten days to see Mr. Johnson and Mr. Davis and I hope then to have checks from them.

Mr. Warner returned just before the first of September, and on that day it was possible for us to get a full quorum of the Trustees, six, in fact, who undertook the responsibility of adjusting our finances here in a way to release the $25,000.00 referred to in my cablegram of September 2d, of which confirmation is enclosed. They seemed to disapprove very thoroughly of borrowing in Peking. They did not feel sufficient confidence in the financial administration to think it wise and preferred to undertake to do the utmost possible in the way of financing here. Mr. Warner was a great help and they were all encouraging and sanguine. We are hoping that upon receipt of the income from the Hall Estate we can immediately study the readjustment of our accounts and be able to release to you funds for October.

I have already written you covering my cabled reply to yours of September 4t

Your cablegram to Mr. Warner concerning an appeal to Mrs. Jenkins was also received. We have the impression that Mrs. Jenkins' demise is not more immediate than it has been for the last two or three years, except to the degree that the lapse of ti might seem to indicate. He has had a conference with her recently, but I have not had a chance to see him since then. I note your suggestion that you could come to the United States and I am quite sure that there is one lad in Washington and Lee University who would be mighty glad to see you, but I do not think that the situation is suc as to make it particularly advantageous to have you here, and we are rather anxious, on the whole, that somebody be in Peking to exercise control over the finances.

Faithfully yours,

Secretary,
Peking University.

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燕京大學

YENCHING UNIVERSITY

PEKING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS:
"YENTA"

September 14, 1926.

Doctor Eric M. North,
Peking University,
New York City.

My dear Eric:

I am sending you today a cable in reply to your last one, the translation of which is as follows:

"Current accounts amount required will be, Trustees, for the past year Silver $11,000, for the current year Silver $231,000. Amount drawn Silver $27,000. The amount required next month Silver $27,000. The balance required, about the average, monthly Silver $23,500. Estimated cost of coal, Silver $20,000 was included (in the estimate). Exchange is very favorable now. Would be greatly to our advantage transfer gold."

We have estimated our budget for the current year, as revised last month, at a total, Silver. . . . $304,625

We have deducted from this local income as follows:

Student fees . . .	$38,000	
Swiss Committee. . . .	500	
Bashford Fund	1,200	
Women's College Quota. .	28,000	
Presbyterian Quota. . .	3,000	
L.M.S. Quota	3,000	73,700
	Balance	$230,925

For this balance we look to the Trustees. In addition the Treasurer has drawn $11,000 on last year's budget, which has been included in the amount given as drawn to date.

You will note that we are counting on the Presbyterian and L.M.S. quota accounts as being paid to us locally. We are also informed that the salary of Doctor Leonard Hsu as well as that of S. H. Hsu will be paid by Princeton-in-Peking in New York. Whatever other itmes are received from that source will be paid locally, and all expenditures by the Departments of Sociology and Political Science will be made only on that basis. This does not include the salary of Y. K. Kuo, which we have ventured to include in our own budget for the year in the hope

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that it would be taken over by Princeton after another year, if not earlier.

The Methodist Mission refuses to stand for the $3,000 in lieu of a sixth man. I am enclosing a copy of a letter to Bishop Grose on this subject, and suggest that the matter be taken up with headquarters.

It may be that a further saving can be effected in current expenses from items ~~plausible~~ and at present being carried in the Construction Bureau, such as the salaries of engineers. The present estimates are based on figures worked out by Gibb without reference to this consideration.

Power Plant

I realize that it is absolutely vital in the meeting of this budget that we have full benefit of the Hall Estate Endowment, and the income from the Harvard-Peking Institute, and certainly hope that the trustees of the Estate will soon relieve our anxieties by arranging to pay at least the interest. We shall continue to economize in every possible way pending the reconstruction as outlined in my recent letter to the Trustees.

I am enclosing a circular sent out from the University of the State of New York, which has been buried under other matters, and is doubtless too late for the present purpose. Would it not be better if these were sent to you and that with the information you have you supply these things hereafter so as to get them in on time?

You will be interested to know that, through the strenuous efforts of our construction staff and much over-time work, we were able to get the dormitories cleaned out and ready for occupancy with water and light turned on the very day that students were admitted, September 11th. We are now in the rush of registration and everybody is busy, but apparently in fine spirits. We had an excellent Presessional Conference about which you will soon be receiving word.

Very sincerely yours,

J. Leighton Stuart

Enc. two
JLS:B

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TRANSFER

PEKING

Peking University

September 22, 1926

President J.Leighton Stuart,
Yenching University
Peking, China

My dear Leighton:

Some time ago you no doubt had a letter from Rev.Lawrence William Faucett requesting you to cable as to the possibility of a position at Yenching in September 1928, to which, as I understand it from him, you cabled that it was impossible to say so far in advance. After he wrote you he found that the University had an office here and came in to see me. I am much impressed with his quality. Let me give you what appears on his record and suggest some action on our part.

It should be stated first that he made a slip in saying 1928 in his letter to you, and what he meant was 1927.

He is 34 years old, B.A. magna cum laude University of Chattanooga 1911; B.D. University of the South 1915; M.A. Oxford University, England, 1922 after nearly three years residence; Ph.D. University of Chicago 1926. He was International Secretary in Prisoner of War work, Y.M.C.A., England in 1916; Assistant Professor of English, University of the South, 1920-22; Associate Professor of English St.Jones University, Shanghai, 1922-5. He has written a series of four readers, two pronunciation hand books, a manual for use with phonetic records, a grammar, a dictionary for use in China, and has edited numerous books phonetically for use in the Far East. He has a thesis in the press in Chicago on "The Teaching of English in the Far East", being published by the World Book Company. He is an ordained minister of the Protestant Episcopal Church and was a Student Volunteer. He is married and has three children respectively one, four and seven years of age.

His Bishop while he was at Shanghai was Bishop Graves, and I believe he is now transferred to Bishop Roots. He rather fell out with Bishop Graves over the incidents of May and June 1925 and is sensitive lest his differences with Bishop Graves would seem to indicate that he was not fully loyal to his superiors. He does not, however, impress me as a man who is likely to be flighty or anything but earnest and thoughtful. He has in effect declined a position with the Chinese rival of St.Johns. Dr.Kuo wants him at Southeastern. The National Association for the advancement of Education very much want him to lecture on the study of English under them, and an indication of his relationship to the Chinese appears in the fact that they have asked him to do this since the trouble in Shanghai. A number of his texts have been published by the

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This year he is en route to China and will spend the most of the year travelling in India, studying the teaching of English. He is to spend a couple of months in the Philippine Islands as the guest to the Government. He is very anxious to go to Yenching for a five year term beginning in September 1927. He has met Lawrence Mead and hopes to see him in London this trip.

He says that the people who know him best in China, with whom you would be in touch, are Bishop Roots, Miss Grace Boynton and Dr.Fong Sec.

He would prefer to hold a position solely under the University but if that could not be arranged he would be willing to make a part time arrangement so that he could accept something of the program of the National Association for lecturing and extension work, and be free to do some further publishing. Inasmuch as Dr.Tao and Dr.Fong Sec seem to think so well of him would it not be worth while for us to secure him for Yenching? Would not the arrival of Lawrence Mead and Faucett help to do a good deal to relieve Breece's sense of discouragement at being unable to develope a permanent and effective staff for the important work of English teaching? He suggested that perhaps you and Dr.Tao and Dr.Fong Sec could get together on some triangular proposition that would take care of him and enable him to do the work he wishes to do in improving the teaching of English throughout China, with a base in Yenching. I think it would be better if he were attached to our staff in a full time way, with some arrangement made with him for adjustment on the part of his time that he might give to extension work under the National Association, but speaking as a member of the faculty of Yenching. While he was here he had a brief conference with Dr.Paul Monroe who is very anxious to establish an experiment and research center on the teaching of English. I should imagine that Faucett would fit well into such a program and it would be worth while to see if we cannot tie Monroe up to an interest in us by our readiness to take hold of some such scheme. It may be that he could assist in securing funds for some special work of this kind. I understand Monroe tried to get the teaching of English into the organization which Professor Fife of Columbia (one of my old teachers) is directing for the research into the teaching of modern languages. I shall try to sound this idea out further with Dr.Monroe and see if there is any advantage for us in it. It might be possible for us to work this language school program also.

Faucett will need to know before he goes to the Philippines whether he has an invitation to go to Yenching or not as an offer may be made him there. He would very greatly prefer to go to Yenching. In order that he may know about this he desired to have you cable him at the following address. You should cable well before January first: Poste Restante, Madras, India.

Cordially yours,

Secretary,
Peking University

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J.L.Stuart-3

P.S. 9/28/26

It should be in your thought that Dr.Faucett will probably be under the need of having at least the charges for travel by the most direct route from New York to Peking included as involved in his appointment to the University. At present he is handling this at a rather serious risk to himself and he would much prefer to have his relationship regularized as that of a normal appointee.

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燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS:
"YENTA"

TRANSFER

INDEXED

September 23, 1926.

Doctor Eric M. North,
Peking University,
New York City.

Dear Eric:

University Treasurer.

In planning for the proper handling of our financial affairs, it has occurred to me that one possible solution would be that the Trustees invite some experienced American business man to come out for several months or a year to live with us and study our whole problem. Perhaps one of the Trustees, like Mr. McBrier or some other retired business man, would render this service at his own charges. He could study our methods of bookkeeping, our present basis of expenditure, the loans that should be withdrawn, the real needs that we have; and in the light of the information he would bring from America, could assist in our financial rehabilitation on a sound basis. If he were a man of any means himself, it might be that the insight he would get into the pressing necessities for the use of money in every phase of our activity would lead him to a gift that would at least partially straighten us out. He could also take a report to the Trustees as to what he felt were the needs of the institution and the stages by which these needs could be properly provided.

From now on I feel that the accounting and routine work generally can be covered by the people whom we have in the office when provided with a system of Faculty and Board of Managers Auditing Committees together with the use of chartered accountants. The problem is rather one of financial policy.

I have one or two local foreigners in mind who could be brought in as accountant or treasurer, but with very little real advantage and considerable expense. I am also inclined to think that anyone sent out from America as treasurer under the employ of the institution would be quite expensive, would be at a disadvantage in all Chinese relationships, and would not meet our biggest need. If Mr. McBrier, Mr. Stock or Mr. Evans, or someone of that general calibre came out here he could help us and at the same time enable the Trustees to understand our situation in a way that ought to be highly beneficial. This and much closer touch with our New York office

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in terms that are mutually understood by the treasurers at each end, and the assumption of more responsibility by the administrative offices here in the matter of expenditure, ought to do much toward putting us on a sound financial basis.

Hall Estate.

Doctor Edsall, Dean of the Harvard Medical School, has recently come to the city to be here three or four months. He was charged by the Harvard group interested in the H-P Institute to learn what he could about developments at this end. They seem to want advice as to the way to conduct their own phase of this undertaking, and are anxious to have a sort of outline of our program. Pettus brought Dean Edsall out to see me. We walked over the campus together and then had quite a friendly discussion. His impression is that the Hall Estate Trustees are only waiting for us to formulate our plans before paying over their money. You will know best how to act upon this suggestion.

There is, however, another aspect of our relations to the Hall Estate which I should like to take up with you. Ed Hume and Luce have been writing me quite a bit about the developments in making Yale-in-China a Junior College and possibly carrying a Senior College unit in Yenching. This of course meets with our hearty endorsement. However, they have in mind appealing to the Hall Estate Trustees for help in such a project. I wrote Hume not to take any steps along this line without first consulting you. We must not get the million dollars which we need so imperatively in any way deflected or delayed.

These various factors in the situation have caused me to raise the question in my own mind whether we could not ask these Trustees to put Yenching University on a sound basis for doing the work already undertaken. We could show them what we have built up and why, what our present resources are and indicate which of these cannot be counted on in the future. We could then indicate the limitation which might be set to our program, and ask them to provide enough endowment to maintain this modest schedule on an assured basis, thus using the fund they have in trust for insuring that the University which they have helped to this extent be freed from its present harassing anxieties.

If there seems to be anything in this suggestion and if they encourage my coming to America to discuss it, I would do so at once. It seems about the only hope of carrying on as we have started.

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Construction Plans.

When we close down in November the Library ought to be finished and we shall have only whatever remains to be done to the Administration Building and the Infirmary to see through. Work has been stopped on the gymnasium, and presumably that can be resumed next spring.

The news that money for the chapel has been delayed was not only a keen disappointment because of the desire we have for this building; but seems to be one more discouraging note in our general prospect.

There seems no great likelihood of securing additional dormitories or residences. It would appear, therefore, that there will not be much construction work to do when the spring weather breaks. If this forecast is correct, we ought to cut down our staff accordingly.

T. T. Lew.

News that has reached me indirectly from Shanghai would indicate that Doctor Lew's trachoma is such that the port doctor advises against his venturing across the ocean. I am mentioning this at once so that you can plan accordingly, although I still have no definite word from him.
Later - Dr. Lew will at least be delayed a few weeks.

Very sincerely yours,

J.L.S.

JLS:B

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燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS:
"YENTA"

PEKING

TRANSFER

September
Twenty-Seventh
1 9 2 6

Doctor Eric M. North,
Peking University,
New York City.

Dear Eric:

T. T. Lew:

Doctor Lew has had to delay his sailing under physician's advice, and is now planning to leave Shanghia via S.S. President McKinley October 23d, due in Seattle, November 7th. He has had to cancel, at least for the present, his lecture engagements on the Pacific Coast. This means that he will be free to work in with the University's plans, at least for the first few weeks. He would want to spend a few days with Doctor Smith in Seattle, and perhaps make one or two stops in crossing the continent.

My suggestion would be that he meet the Board of Trustees as soon after his arrival in New York as practicable, on some date about November 15-20, and give them his own impressions of the significance of the University for the Christian movement under present conditions in China, together with any comments that he might care to make regarding our affairs from his standpoint. The Trustees would doubtless be interested in putting questions to him and getting his reactions. I venture to hope that this would have no slight effect in stimulating their interest and enabling them to think of something beside our financial exigencies.

I wonder if this could not be the beginning of an effective utilization of a Chinese member of the staff for direct financial work? His physical condition together with his personal characteristics would make it undesirable that he address large gatherings, but if he could meet small groups of significant people who are fairly intelligent regarding Christian work in China, he ought to be able, not only to clear away their misgivings, but induce them to contribute their money. If access could be secured to people of large wealth, he might secure substantial results.

I would suggest also that he visit the Harvard group who are interested in the Institute of Chinese Studies and advise with them as to the work at both ends. As himself a Yale man he ought also to be helpful in carrying forward the negotiations between Yale-in-China and Yenching. He could

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doubtless help also in the Princeton activities.

He is quite willing to put himself into any service of this sort, and so far as his health is concerned, I am inclined to feel that with his present depression or defeatist complex, the sense of being really useful in a critical time of the University's development would be an excellent tonic, and would prepare for the more definite physical treatment that he should have later. He ought, of course, to be guarded against over working and especially against too much social entertaining.

Later on it may be that invitations will come from universities and other places for the lectures he had prepared, in which case there would be no objection to his doing this sort of work, provided again that his health permitted.

I am writing to you rather than to Lewis because this is partly an administrative issue. You will know what extent Lewis or Luce could cooperate helpfully in getting the largest advantage out of Lew's visit.

Mr. and Mrs. F. Lewis Slade:

Mrs. Robert Speer remarked to me yesterday that these Presbyterians ought to be available for active help to us. They are members of the First Presbyterian Church, New York. Her impression is that they have recently been freed from other responsibilities they have been carrying, and might not have become involved in any other new ones. They are devoted to her daughter, Margaret, and apparently would do anything for her sake. Mr. Slade is connected with the Dodges and his wife with the ~~McConnells.~~ McCormicks. He is a Yale man and she is a Bryn Mawr graduate, notably successful in financial campaigns for that college. It may be that a vacancy exists or could be arranged on the Board of Trustees for one or the other of them; or that in any case they could be associated in our present financial efforts. They were out here some months ago and know something of the University.

Mr. and Mrs. Oliver Smith Lyford, Englewood, N. J.

These are two more good Presbyterians now in the city. They have been learning all they can about missionary work, especially in relation to current criticism by foreigners. Mr. Smith has been for years a member of the Session of Doctor Coffin's church. He is also a Yale man. I am asking him to report to our Trustees his impressions and to keep us in mind in his future benevolences. He is another possible candidate for membership on our Board or on a campaign committee.

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Please put on our mailing list:

Reverend Harvey K. Heebner,
2509 North 30 Street,
Philadelphia, Pa.

We are having a hectic time getting our men students housed. We have in all about five hundred with dormitory space for less than four hundred. A few of those in special courses like Leather and Agriculture are being stowed away in the buildings used for those purposes. We intend to take the second dining hall and make of it a dormitory for this session, but it will not be ready for at least a month. We have also secured a Chinese house adjoining our property, but that again will take at least that long to put in shape. We had hoped that the library might afford a temporary refuge, but this seems impracticable, so we are clearing out certain class rooms in the Divinity Hall and Science Buildings for their accommodation. They are staying now in two of the attics, but conditions are almost intolerable for them there.

Very sincerely yours,

J. Leighton Stuart

JLS:B

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燕京大學

YENCHING UNIVERSITY

(INCORPORATED IN 1889 AS PEKING UNIVERSITY)

PEKING, CHINA.

PEKING
TRANSFER

August 27, 1926

To the Board of Trustees:

Letters and cables received from Dr. North during the past two months have revealed an exceedingly serious financial situation of which I was in the main quite unaware. I have been attempting to analyze the causes with the following summary:

(1) Faulty financial Management. This applies especially to the matter of current expenses. We have had here two inexperienced young treasurers who in addition to actual errors in accounts have lacked sufficient grasp of issues and relationships to avoid the difficulties in which we now find ourselves. I have been very much to blame in not having kept myself better informed and in not advising more frequently and thoroughly with them. In the correspondence with our New York office during the past twelve months we have had almost no references either to the then current budget or to the one for the fiscal year 1926-7, although this was sent last winter in order to give ample time to the Trustees for whatever action they might think the circumstances required.

(2) The increased cost of construction over original estimates. This seems, however, to be limited chiefly to the Power Plant where I and others accepted the opinion of the Director of the Construction Bureau, and to the residences. The main academic buildings appear on the whole to be costing less or at any rate no more than the amounts donated in each case. If the Trustees approve of using as much as is needed of G. $50,000 given for theological education (either in plant or endowment) to cover the additional cost of residences over the total contributions for this purpose it could all be credited to homes for teachers in this School and would keep this very essential item within authorized expenditure. Except for certain indispensable improvements on the grounds and a few stone ornaments nothing has been spent which the Trustees had not authorized, and all of these could be covered by Mrs. Harmon's recent gift if my suggestion meets with her approval. We had therefore felt that the Trustees saw their way to complete all the work now contracted for, and have been painfully surprised by the orders to stop drawings during the last crucial weeks before the opening of our first session on the new grounds.

(3) The delay in receiving the Hall Estate funds. I was given verbal assurances last September by the Trustees of this

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Estate that the capital would be paid over probably by January 1, 1926, and this was confirmed by similar statements made to others interested. Two cables came during the next few months both of a reassuring nature, the latter one indicating that the amounts would probably be paid in April. Messrs. Davis and Johnson understood quite clearly that as to the Institute of Chinese Studies the interest up to July 30 would be used for books and residences before beginning actual work with the coming session. We had not expected to benefit on the field from the first half-year of interest from the University's own endowment unless indeed some of it might be needed to meet a deficit on the accounts closing June 30.

(4) The apparent difficulty in securing contributions in America. It would seem that with the work already put into this effort and with two devoted and able men spending full time on this one task more progress would have been made toward providing adequately both for current expenses and for construction. It is extremely depressing to realize that for causes which we out here cannot entirely understand the hopes of steadily increasing resources seem to be contrary to actual experience.

In what is written above there has been no intention to complain or criticise, but rather to get at the facts. In so far as there is any blame I take my full share.

But I shall ask the Trustees to exercise their sympathetic imagination in picturing the plight in which we here have found ourselves this summer when ordered to draw nothing from New York until further notice. Construction work had been contracted for on definite schedules of payment, and after vexatious delays because of military operations and other causes beyond our control any further stoppage would have made impossible our opening on the dates set. As to current expenses, the postponement or closing of college work would have saved very little. We had made contracts with our teachers which could not have been honorably broken. The foreign teachers could not have been left stranded in China, and with the disordered condition of government education our Chinese teachers at this late date would have been about equally helpless. Salaries cover about 80% of our Budget. We would also have broken faith with our old students and done them as well as those planning to come for the first time this autumn a disgraceful injustice.

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The moral consequences one shrinks from contemplating and even in terms of money in addition to losing all students fees we should have suffered a loss in prestige which would be economically disastrous. The Trustees had virtually approved of the increase in our budget involved in our moving out as you had known long in advance that we intended to do so and had been encouraging us to your utmost in the effort. To order us suddenly in letters received late in August to spend only a certain very small amount on a schedule to be furnished us later is to put us in an impossible situation unless we abandon the whole enterprise.

We have therefore undertaken to do what seems to be the only honorable and practical course under the circumstances. We have determined to borrow locally in whatever ways are possible enough money to keep us going until we can hear further from you. We are rushing construction in order to be ready with essential features when the students come, but cutting out everything else, and making no start on either the Men's Gymnasium or the Infirmary. We have revised our budget to the lowest figure that seems possible consistent with good faith and the requirements of operation. This represents a cut of, I believe, some $64,000 silver from the figures sent you last winter. We shall propose to the faculty that each one leave to his credit with the Treasurer during the next few months as much of his salary as he feels he can avoid using, thus reducing the amount of our overdrafts. We request the Trustees to cooperate by advancing or otherwise financing our needs in whatever ways may seem to you practicable. Not later than next New Year we recommend that the Trustees begin to indicate what in the light of resources, deficits and all other factors then to be considered, is the probable amount we can expect for the session of 1927-8 and we can then long in advance cut down or close out Departments, dismiss or make only tentative engagements with teachers, and in all such ways reduce our program so as to keep within resources and pay back the debts which we are now incurring. Undesirable as is this process it enables us to keep good faith and sound credit. I venture to feel that it is what the Trustees would expect of us in this emergency, as both the business-like and the Christian course.

We wonder if it would not be desirable to ask our two financial representatives to put special efforts into securing cash gifts toward our current budget, especially for teachers' salaries for a period of one or more years, and into gifts that would relieve

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the construction burden rather than concentrating too much upon additional buildings or other new features.

A word as to money from Chinese. Under the present military tyranny no one with money dares to attract attention to himself by gifts of any size, and although the banks are congested with money because no one dares to use much, they are equally fearful about making loans. Furthermore when Chinese schools of all grades in this city are closed or suffering heavily for lack of money it would seem unpatriotic to be helping a foreign institution. Almost all Chinese are having great difficulty because of the civil strife.

In conclusion, our University was never more favorably regarded among the Chinese and its effectiveness in witnessing for Christ was never more promising. Despite the problems its financial needs and the blunders of its officers have created, it is an institution abundantly worth supporting and of which all concerned can be increasingly proud. Personally, I regret with shame my large share of responsibility for the present unfortunate situation and pledge myself to do my utmost to rectify it and to avoid any similar recurrence in the future.

Yours in our common task,

J. Leighton Stuart

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燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS:
"YENTA"

August 28, 1926.

Doctor H. W. Luce,
Peking University,
150 Fifth Avenue,
New York City, N. Y.

My dear Harry:

I have before me your letters written between July second and fourteenth. These were all read with great interest. It is fine to have such informative communications. I am keenly feeling a lack of this in regard to the campaign in general and the status of our resources. I have been back only a few days from Peitaiho and have been engrossed in the emergency financial situation of which you are doubtless quite well aware. I am sending by this mail a memorandum to the Board of Trustees on the subject from my standpoint, and hope that you will have a copy of this, thus making unnecessary any further comment here. I would, however, like to make this clear, that in a feeling of depression that there have been no larger cash results, I am in no sense finding fault with Lewis or yourself. I know too well that any such discouragement weighs more heavily upon those actually on the job than upon any who may be watching them and waiting for their help. I do, nevertheless, feel that it might be wise to concentrate for the next few months upon any estates that will bring in real money to ease up existing construction work and current expenses. Of course, the one who is on the job must use his own discretion as to whether such prospects will respond more generously and readily to a new building or to an item of annual maintenance or to the general need.

Yale in China. All that you have written on this subject sounds most encouraging; and even though it may not mean much in the way of immediate cash, yet we ought to do our best to encourage the maintenance of a unit at Yenching for senior college work. My present suggestion would be that maintenance of the Departments of History and Economics might be most acceptable, both to Yale and Yenching. Philosophy is not likely to be a very popular subject with Chinese students in the immediate future, and is fairly well covered in other ways. Psychology might be considered, although we would not press this unless C. W. Luh definitely decides to join our staff. He will not make his decision until sometime next spring. He was a favorite student of President Angel when he taught this subject in Chicago.

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Dormitories. We ought to be planning for additional dormitories, but it would be impossible to make any estimates as to the cost of the new units until Mr. Murphy will have designed his treatment for the north shore of the Lake. He ought to be urged to get these into fall publicity, and his estimates of cost as soon as possible, following this up with the preparation of the actual work in drawings. You could roughly estimate that the plan designed by Mr. Murphy would cost more than .40 silver per cubic foot, which would enable you to make a rough but safe calculation before referring to us out here.

Residences. I doubt if there is anything to add to what I have already written you on this subject. The Faculty are all actually housed at present, but we are using rented buildings in the villages around our old ones on our own ground as temporary makeshifts. My judgment would be not to press the residences as against the more immediate needs unless you feel that the respective donor would prefer this, and that you encourage gifts of about $3,000 or $4,000 gold for Chinese houses rather than more of the definitely foreign type.

Joint Financial Campaign. This matter has also been dealt with in letters to Eric and yourself. You can be assured that we shall take no part in any such effort until there has been a drastic correlation on the field, which will not be achieved without much argument and delay. We can be reasonably confident that except for Agriculture, our program will not be affected materially by the most idealistic re-arrangement.

Prospect for Students. You will be interested in a few items on this matter. We will probably give entrance examinations next week to about forty boys and thirty girls, and choose perhaps about thirty of the best. The Men's College has a new system of affiliated schools as described in the enclosed sheet. There are now about fifteen of these scattered all over China and about thirty boys have been accepted. There are twelve of the original accredited schools from which something like eighty-five students have been accepted.

A new feature is the increasing number of transfers from other colleges, including this year for the first time a number from Chinese government and private institutions. Formerly such transfers were likely to be students, who because of poor work or other reasons had failed, and desired to leave school and take refuge elsewhere. Now, because of the rigid tests we are using, together with our growing reputation, these transfers have become perhaps on the whole the best students we have. There will be not less than thirty-five of these accepted this year. We scarcely dare to accept as many as the above, and are rather troubled as to where to store away the over-flow (if the mixed metaphor may be allowed).

As an evidence of the growing interest in Yenching, I might mention that we have had about fifteen hundred requests for bulletins during the past summer.

We are definitely planning to have the formal opening some time in September next year, exact to be fixed later.

JLS:B Very sincerely yours, J.L.S.

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September 28, 1926.

Dear Leighton:

On the last mail I wrote you a little bit of how things were moving here in the endeavor to bring about cooperation in financial work among the China colleges. There seems to be a pretty unanimous feeling thatto take in the whole group of sixteen or seventeen wouldbe too much of a job. Personally, I am sure it would fail, and I think the others here are hoping that it may be confined to a central group which will really work out some broad, worth-while policy. As I wrote you, Eric is urging the matter through the Committee, which is permanent, on this question and of which Speer is Chairman. Of course various motives on the part of different colleges are urging them on. Nobody having gone so much further than there to try or may not gain by the cooperation, but the other four colleges in connection with this Union University's office feel, no doubt, that they have much to gain and little to lose. Just as the establishment of this Union Office has cost Peking far more than the rest (in that our co-operation as the result of costly experiments has been passed on to them gratis), so probably in this United Drive the same will be true.

At present the thought is to take in also the two women's colleges, Yenching and Ginling, and Eric is holding frequent conferences with Mr Thurston and Garton, relative to their cooperation.

As to Canton, Edmonds is now becoming their director and they are already conducting a pretty active campaign and I rather expect that on the basis of their past experience and wide acquaintance they will carry it through in fine shape. They are after $2,500,000. and I think they are making it pretty hard. Coming into a union with us, which will give them a greater claim on the churches and pastors than they have now, they also would think that a matter of clear gain to them with no loss.

YALE IN CHINA: I am not sure that I have told you about my conference with the Yale Committee at the home of Anson Stokes at Pittsfield, Mass. August 6.

We all spoke very

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frankly. I said to them that as far as getting as concerned, almost any relationship was possible from starting in a small way and gradually developing, up to including the work at Chapel Hill was handing over the work at Duke to the regions as well as the could take it. I told them that as a Yale man I should favor the latter. I told them frankly as a matter of fact that I thought the small part of the Provincial University. This will have only about $250,000. worth of property, [illegible] what fell to the various sections by a plan of gradual [illegible] but I at that time thought the best interests of the [illegible] would be served if the overall gave this property to the regions (on condition of course that at the same time a union operator could be made at once to build up their interest in an institution of University rank). I know to be the case-in fact I took definite action, that at this time the Duke Alumni were raising a fund of about $1,000. year that could not expect to do if they were told, that they could [illegible] have now done heretofore, and that we only began to [illegible] this basis we could raise the [illegible] up to $100,000. a year.

Others were very conservative. They found [illegible] feeling, and took practically the same position that I took, namely, that we ought to do nothing by saying that we felt that our obligations to go up and must continue at least [illegible] of course it remain for me to [illegible] I indicated that if both cases were decided [illegible] Chapel Hill University would favor the latter. Others frankly said that they [illegible] college property at Duke (without the University proper) left on their financial [illegible] and in both cases with a net advantage to the general funds.

They passed a motion in the majority of the Board [illegible] Duke University (referring to its strategic place in China) in more strong words as to really surprised me. And when they made it clear that they would be glad to cooperate in Peking, provided that additional funds could be [illegible] -- which really meant that they hoped he would [illegible] state could by this method give some money to Chapel Hill, and also help them in their connection with Peking. I believe Stokes is to see Mr. Johnson sometime within the next two weeks. I personally am not really counting on it in any very serious way, though of course there is always a possibility for some rapid turn.

OUR [illegible] DUTY: In lieu of the possible union cooperations in Chinese in the United States it is very important that you and I understand each other fully as to the policy. I have no reason to believe but that we are of one mind, at least this is the way it lies in my mind. First, as regards the College of Arts and Science, we should strive to make this

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of the highest grade, and as a rong as possible.(An I right in thinking that even at the present time, in these two lic s no are equal to anything in China.)

Second, the name in regard to our School of Hollglon.

Third, the School of Education. Personall, I believe one of the greatest things for us would be to make our Department of Education and raise it to a Teachers College or a School of Education. Twelve years ago, when I was a member of the Rockefeller Foundation and the Board was helping medical education, we were opposed to the belief that some thing equally good could be done by endeavoring to equal the present education, at the same time maintaining that they have two foundation units. It seems to me that it will be seen that the work of the Rockefeller Foundation and the work of the Education Board will be numbered among the greatest things that Rockefeller ever did. I think we could accomplish this, (but within the border of the Christian University) we would be rendering an almost incomparable service. It is possible that you have seen my very short letter which has recently gone to Mr. Gates, but I have given no, [illegible] up to date simply to remind you.

You also doubtless know that Colonel Worlock out the estimates for this year, carefully when I was in [illegible] the fall of 1924. While as recently gone over [illegible] think they still hold. [illegible] a copy of these estimates, Mr. m. It is quite possible that you have a copy, but I think it would be important for us to have them on hand so that you could see what we have been developing our policy with the care.

I think we could begin launching the School of Religion with an initial guarantee of $50,000. yearly for five years. The total amount for the whole period covering four or five years each, is about $1,000,000. (This of course includes endowment as well as building). Professor Orrok thinks that we ought also to have a School of Research in Education. I laid this matter before Mrs. Scripps last April, but as yet have had no word. I will be writing to her to ask calling the matter to her attention, and I shall hope to see her in January. During last year I had over five interviews with Mr. Proctor of Cincinnati. He was then filled up with giving a big gift to Princeton and leading in building a big hospital in Cincinnati. Our case is clearly before his mind and I am under the impression that he will give it careful consideration. I shall also be writing to him in a few days, recalling the whole matter to his attention.

Fourth, School of Journalism. As you know, in 1924, I worked this out with Britton and Nash and Britton as written no recently that they see no reason to change our estimate of $500,000. which I take it calls for $100,000. a year for five years. Several efforts I made in Chicago fell down entirely, but at the present moment we seem to have a fairly

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good lead with John R. Mott. He wrote me a very cordial note, received this morning, and is hoping to have me meet Mr. Ely, editor and owner of the Times, some time while there. At his suggestion I arranged to see Nicholas Roosevelt, who invited me to dinner the other evening. Fortunately I learned of his general attitude before I met him, and owing to this fact I was able to present the matter of a school of journalism at Nanking in a way that at least seemed to win his approval. If Cora fails, it is intended that he go to some other man, selecting such man as might individually be open to go the whole thing. He has thought of taking me to see Admiral Sims, but the latest announced this last week that Cora is reading a campaign for Russell Conwell's "Temple University" for $5,000,000. I mentioned this not to boast but to see the kind of a situation we have to face here -- innumerable drives of innumerable kinds.

With Department of Agriculture, in all probability a broader cooperation in China (and possible financial mobilization here at home) will lead us not to develope this department, for it is one of the things that seem to me that can be regarded as "practical". Whether or not a failure, I suppose, can be taught about anywhere, I cannot believe that adequate demonstration can take place in a semi-tropical and damp location like Nanking, such as would meet the needs of a dry and dry climate like North China. In a doubt-allot-ting section as contrasted to a wheat-cotton section. Moreover, mindful of our "School of Education", I should think we ought to "concentrate" our cultural work to date our teachers understand elementary agriculture.

I have not great hopes that Cherbonnier is going to work out much here at home. He has written Lewis once or twice, and he will have to learn the lesson (which all of us coming from China have to learn) that things go ahead if depends upon us, and not upon others here at home, with their hands already full. He does not seem to realize that in everything we have to or as we cannot plan his whole campaign and search out the men who will be most likely to be interested in agriculture. Within the last two weeks we have written him twice to come here for a conference with us, and at this writing we have had no word from him. I hope he is "on the job", possibly without our knowing it. If, however, I will help him in every way within our power. But with reference to our general policy, in your discussion with the various committees in China on cooperation, I am hoping you will hold strongly and firmly for the first four items above, using the fifth, Agriculture, as a place where we will cooperate, but endeavor to hold enough for our real needs in North China, and the practical training of our students in the Department of Education. It should be said if you would let me know whether you are of one mind with this policy.

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[illegible] I think that the Committee on Union Finance [illegible] will include only, [illegible] the broad [illegible] police in China, [illegible] will be greatly influenced by the findings of the Committee under Bronson in China. Also, while they will have in mind the [illegible] report of the Educational Commission they will of course have to give [illegible] understand it aright, [illegible] coordination of [illegible] education in China [illegible] to consider the matter, [illegible] think. So, however, [illegible] will be called [illegible] their cooperation [illegible] and report the following [illegible] Venture, Darling, Dilling, [illegible] broad [illegible] police, is published [illegible] given or formation. [illegible] on the matter on all [illegible] be [illegible] derstand, but the other [illegible] this [illegible].

Of course you can see at once how [illegible] to make everything, [illegible] see me or Dr. Bronson [illegible] a letter telling the various representatives [illegible] see me, or they can't see. [illegible] all of us. On the one hand, [illegible] have little constituency [illegible] time has a large field of [illegible] that round to us by [illegible] for us now is [illegible] office [illegible] as [illegible] development of the promotion side. [illegible] for the most interests [illegible] all the higher education [illegible] think the interests [illegible] no and the skilled [illegible].

Very truly,

1 h 60

h 9 h 5 h 5 E