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燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS:
"YENTA"

PEKING
INDEXED
TRANSMITTED

October 4, 1926.

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

My dear Eric:

The newly-constituted Board of Managers met last Saturday. You will soon receive the minutes and a copy of the By-Laws as finally corrected to fit the present composition of the Board. They should be approved by the Trustees. The only variation is in the total number, which must be increased to thirty-seven in order to provide for the demand of the Missions to appoint a Chinese in addition to one of their own number.

There was an excellent spirit in the meeting and they seemed quite interested in the statements made regarding the University's affairs. The only action of any consequence was one recommending that I be sent to America. You will have received my own cable and the one by the Committee appointed for this purpose, and will have their letter soon after this reaches you. This action crystallized my own rather half-formed ideas on the subject to the point where I am willing to make the trip again if there is any hope if by so doing we can sufficiently improve our financial situation to enable us to carry on in future years on the teaching staff as we have it at present with a reasonable increase in annual allowances for administration and equipment.

During the past few weeks I have been not only depressed over the exigencies of the present situation and harassed by the daily facing of needs for which we had no provision, but also by the fear that we could not continue to operate without drastic reductions in our staff. I put it this way because we can scarcely make any reduction in their salaries, nor can we cut any lower in other items without going below the line of true economy and minimum efficiency. It would be hard to reduce the staff in any department and expect the work of that department to continue, nor is it easy to think of departments that could themselves be entirely discontinued. In other words, my starting point cannot be other than that to maintain this institution as in any real sense a University requires with slight changes the staff that we now have with at least as much for the other items. Not only so, but the

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Chinese members have been discovered and secured with a great deal of effort and represent the very best in their respective subjects and in their Christian character that can be found in China. It would be a tragedy to lose any of them. The foreign members are also not only well qualified for their work, but are largely appointed by Boards where the dropping of the individual would probably not result in any equivalent gain in cash.

My plea, therefore, to the Trustees is that they take heroic action to maintain the program of the University essentially on its present basis. We at this end will study the whole problem with a view to cutting down wherever this can be done without loss, and calculated in the light of this year's experience items connected with the operation and maintenance of the physical plant. Any material reduction, however, would be somewhat the same injury as cutting off members of a living organism.

If, as now seems probable, the institutions in China can get together for a joint financial campaign, we would hope that this would result in such benefit to us as to enable us to carry on our present undertakings. I have very little doubt but that all of these, with the exception of Agriculture and possibly a few minor features, would be approved. Our problem then is to clear off existing deficits for campaign expenses in America, for construction, and for this year's current expenses, while maintaining the present program until adequate and permanent relief can be secured.

I venture the hope that various members of the Board of Trustees might make individual efforts to secure gifts toward items in the budget, and that Luce and Lewis might go into an intensive campaign with the same objective. I have written before about securing Mr. Henry Welles of the Presbyterian Board, who seems to be available. Doctor Lew could be utilized for the same purpose. Whether I could help by arousing the Trustees to the determination to get under this program or make a further appeal to the Hall Estate Trustees along the lines of my letter to you of September 23d, or in any other ways that may suggest themselves to you who are facing the problem at the other end, is a question for which I await your decision. From a personal standpoint the harrowing experiences of the past few months, the burden of trying to keep the construction work under way and carry on the work of the session on over-drafts and loans, together with the agony of facing the necessity of cutting down a staff that has been built up with a great deal of effort and which has placed us in a position where we are attracting wide and favorable attention from the Chinese public with every prospect of successful achievement, makes me ready to do anything, attempt anything, that holds out any hope of increasing our resources.

Nothing is less attractive to me than another trip to America for such a purpose. The reasons why I should stay in Peking during this critical year of settling in our new plant

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and with a very uncertain political outlook are sufficiently obvious. As one instance of this, Gibb dropped in yesterday to say that having heard the rumor that I was going to America again, he was about ready to send in his resignation in that event on the ground that his position was difficult enough with me here, but that it would be intolerable otherwise. However, in so far as an expression of my opinion will be of help to the Trustees in making a decision, I feel that any sacrifice is worthwhile that holds out any prospect of averting the disaster of materially reducing our program.

R. S. Britton: The Faculty Executive Committee took action yesterday recommending that Mr. and Mrs. Britton return to America about the end of this month. Mrs. Britton has not been well for sometime, and may be not far away from a nervous breakdown that would require her to return to the States. They have asked that the University advance $600 for her traveling expenses, this to be returned by them in a period of not more than two years. Her parents have some means and she rather expects that they will cover this amount.

In view of anticipating the necessity for reduction, the Department of Journalism would be the first to go. It was undertaken only in the expectation that special funds would be secured through Mrs. Willard Straight or otherwise, and both Mr. Britton and Mr. Nash came to us with that definite understanding. The terms of the agreement are that both of them end with the coming summer, and we should be under obligation to arrange for their return to the States at that time unless there was an assurance of maintaining this Department by special funds. Both of these men are very keen to make an effort to this end before giving up. Britton feels very hopeful of succeeding and has various leads in mind upon which he is counting. My own opinion is that rather than have him go on for the rest of this session building up a Department that is doomed, it would be better to give him every possible facility for securing its continuance, and that even if this fails completely there would be no real financial loss in the action that has been taken. This was to the effect that the University continue to pay his salary on the present basis through June 30th, his travel to the United States and the advance for Mrs. Britton, the salary to cease if before that time he resigned. Mr. Nash would, in the event of the Department being discontinued, be asked to stay with us in the Department of English or allowed to seek employment elsewhere.

I cannot speak too strongly of the desirability of teaching Journalism in a Christian University in the Capital of China, nor of the qualifications of these two men in so far as foreigners can make the attempt. Britton is extremely useful in all forms of publicity and Nash in the promotion of Faculty and Student Activities. With a well qualified Chinese to bring the Department into proper relations with Chinese life, the salaries of these two men and provision for assistants and departmental expenses, we ought to be able to carry on.

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Britton's plan is to go through England and try Mrs. Elmhurst again before starting in at New York. He especially requests that none of our people tackle Thomas Lamont until he would have seen him. He does not feel that the editing of Peking News has been nearly as effective as might have been the case, and would like to undertake this task for four issues, the material for which he has rather clearly in mind.

T. Y. Chen: Mr. Chen is on the second year of a C.M.B. Scholarship in Biology at Columbia University. They have given him a special grant for this second year on condition that we supplement this to the extent of Gold $500. I am not sure whether I have written you about this before or not. In any case, please communicate with him and authorize his drawing this amount during the present session.

Home for Governor Chen Shu-fan: This is the man from whom we bought the estate which was the starting point of our present campus. You may recall that the price of this was Silver $60,000, of which he remitted $20,000 on certain conditions which we accepted. One of these was that his father should be allowed to build a little home somewhere on the grounds for his own use. Governor Chen has been out of office for several years and more or less in hiding. Meanwhile his father having died, I encouraged the idea of his building a memorial to his father which could be used for University purposes. A week or two ago he visited the place for the first time in his life with the idea of claiming the right to build a home for himself on the terms of our agreement, and selected the high ground on the North Shore of the Lake which was to have been the central section of Mr. Murphy's treatment for additional dormitories. It is the spot immediately facing the restored gateway to the temple of the flower ~~garden~~ god on the South Shore of the Lake. He has at least shown his good sense.

We have felt the embarrassment of giving up a location for which we had rather definite plans. On the other hand Governor Chen feels that he has this right and it would force an unpleasant issue if we disputed it. His idea is to have our Construction Bureau put up an attractive Chinese style house, fitting in with our architectural scheme with enclosing walls and an entrance to the road on the north. He would make occasional visits here and his children, as they grow up, could live here while attending our institution.

His friendship has some value to us, and would lead I think to financial assistance although of no very large amount. That this building would ultimately come into possession of the University is quite probable. We here are disposed, therefore, to approve his request and to ask that Mr. Murphy develop his dormitory scheme with this section left out. Gibb is writing in detail as to the dimensions. Judging by present prospects, it will be sometime before we actually have any funds for completing this scheme of buildings.

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Athletic Field: You will note in the minutes of the last Grounds and Buildings Committee meeting a reference to the suggested change of plan for the northeast corner of the campus. Chiefly because it was cheaper to do so, we have used the north end of the strip along the road nearest to the village (known by us as the Prince P'u Lun property) for tennis courts and other athletic purposes. This naturally has provoked the question whether we might not after all maintain this as a permanent athletic field. It is further away than the one originally planned from the Mem's Dormitories and possibly a little close to the Women's Dormitories. On the other hand it is not too far for any students seeking exercise, and makes an attractive feature along the roadway. There is ample room and I am not very hopeful about any immediate development of a school of education with practice schools. The latter could still be put up in the space which remains either north or south of the sewage disposal plant.

We are using some of the houses on the northeast corner, and these, while not of any great value, are of some service to us. If other industrial features are developed, proximity to the power plant, accessibility to the road on the east and relative isolation would all be obtained on that site. The main question would be whether the gymnasium ought to be kept here on the present location or placed on the P'u Lun left. Messrs. Murphy and Warner will be actively interested from the architectural standpoint. It would be a long distance to carry heat and water from the power house if its location is changed.

Since we have given up hope of carrying the gymnasium forward, and because none of us had any very clear opinions, we referred the whole matter to the Trustees for consideration. If Messrs. Murphy and Warner saw no serious objection in removing the gymnasium to the P'u Lun land, it would give a much larger space for athletics all concentrated at one point, which would be impossible on the original scheme. Additional men's dormitories might in that case be extended along the Lake Front where the gymnasium has been planned.

Museum: I am enclosing a memorandum by William Hung which will be of interest. A special opening for a group of Yenching teachers has been arranged for tomorrow afternoon. The investment so far has certainly justified itself.

H-P Institute: In the names of the Administrative Committee in Peking, please substitute that of Doctor W. W. Yen for that of Doctor Wang Chung-hui, and add the name of the Right Reverend L. H. Roots, D. D.

Very sincerely yours,

J. Leighton Stuart

JLS:B

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燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

Stuart

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS:
"YENTA"

October 4, 1926.

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

My dear Harry:

I have your letter of September third and am writing at once instead of waiting for time to enlarge on certain suggestions which I should like to do.

Location of Chapel:

Mr. Murphy is quite definite in wanting the chapel on the site selected, and I am inclined tothink, all things considered, we cannot do better. I doubt if with the attractive walks we hope to have leading to it and with the men's dormitory expansion leading eastward, there would be any sufficient deterrent effect in location to justify putting it further westward. I shall, however, keep the matter in mind and talk with others. We are wondering why the chapel has been delayed. We ought to get it started as soon as possible.

Dormitories:

I shall pass your estimate on to Gibb and try to get his opinion as soon as possible. Meanwhile you need have no anxiety as to pressing for funds for this purpose. We have more than five hundred men students this year, and are planning to turn the second refectory into an improvised dormitory until the new ones can be ready. I have personally overdrawn several thousand dollars at the bank to buy a Chinese house, and with the help of another faculty member we intend to renovate it and use it at least for some years as an over-flow dormitory.

—

We have taken the most rigid care in selecting only the best students, and even so we have considerably over a hundred more than our present dormitory space can accommodate. Next year, even on a conservative calculation, there will probably be an even larger enrollment. The students this year come from a more widely scattered area and are in large part from a better social class, and everyone is commenting on their quality. (as students)

While speaking of dormitories, we must face the question of reserving the central spot directly opposite the gateway to the temple of the flower garden for a home for Governor

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Chen. I intend to write Eric as soon as there is a chance on this subject, and shall either send you a copy of the letter or ask you to get the facts from him.

Roads:

We fortunately have a gift from Sidney Gamble of $7,000 Gold for roads; but as he has not paid it all over, and as we are so hard up in every way and are delayed in getting materials, we shall probably be forced to act on your suggestion of not going in too deeply until we have experimented a bit. I shall keep your timely suggestion in mind.

Improvement of Campus:

I have a beautiful letter from Mrs. Marmon telling me that while she is quite pleased with my suggestion, I am absolutely free to use this money in any way whatever. You need not hesitate, therefore, to go after Mr. Ault or the man in Ponca as hard as possible. We need a great deal of money to get this place looking as it should, and as that is done it certainly will be a beauty spot. When free to do so, I shall be glad to turn Mrs. Marmon's gift into whatever seems for the best financial advantage.

Mr. Henry Welles:

V V EAE

I wrote to Jim Lewis and I think to you also sometime ago about the possibility of securing him for financial work. He is still connected with the Pension Fund of the Presbyterian Church, but apparently this is not to continue long, and his son tells me that he is tremendously interested in China and really enjoys raising money. We are now in a desperately serious situation for current expenses, to say nothing of everything else, and I wonder if it is not worth while to secure him and have him help in an intensive effort to secure as many gifts as possible.

Mrs. Finley:

Doctor Hugh Kerr of Pittsburgh was here recently with the Speer party and told me of the death of Doctor Campbell, and of Mrs. Finley's failing health. I wonder if you could not get her to guarantee the quadrangle proposition and at the same time go on cultivating Mr. Harmon. Doctor Kerr intimated that he would like very much to be the successor of Doctor Campbell, and if you could persuade Mrs. Finley or in some way encourage that arrangement, it would be to our advantage. He has a picture of the Finley dormitory with himself in the foreground.

Bronze Plates:

S V V EAE

I have written Eric about securing the inscriptions desired by donors for the various buildings and residences. He is probably too crowded with other things to be bothered over this, but we ought not put it off too long. My suggestion would

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H.W. Luce

10-4-26

be that the text of these be sent us as they are determined upon, and that through the winter we be getting these inscribed on bronze plates and placed in the buildings. You can quite possibly help.

Yale-in-China:

I am greatly delighted at the progress in this development. My suggestion would be that if it is determined to maintain a Yale unit in Yenching, it be the Departments of Economics, History or Psychology; one or more of these. I have written to invite Doctor Hail of Changsha to join our staff if this scheme is worked out. He would be in the History Department, although we would like for him to give at least part of the time to administering in the Dean's and Registrar's offices. Apart from him, what we would most prefer would be free money to carry on existing work rather than any new foreign staff or expansion into new feautures. We could group together the Yale men now on our staff, including Porter, Timothy Lew, James Chuan and others, and play them up even though the teachers in the Departments concerned were largely drawn from other sources.

If there are reasons for selecting other Departments, there would be no objection providing that the two Princeton Departments (Political Science and Sociology) are left undisturbed. I should also like to have a try at getting the Economics provided from the British Boxer Indemnity Fund before finally committing ourselves.

Very sincerely yours,

J.L.S.

JLS:B

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Mr Evans:
Dr Lew has "dope" on this Chinese professorship endowment. If don't put it thru I can't work it out with him.

燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS:
"YENTA"

October
Ninth
1926

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

My dear Harry:

I am writing Doctor White, asking that you be allowed to represent us on the occasion referred to in the enclosed letter, although I fear it will be too late.

I have written Eric at some length on the matter of my return to America. You can imagine all the reasons why it would be inexpedient for me to leave here. On the other hand we are desperately in need of money to carry on our current expenses for this year and next.

I cannot understand why so little has been raised for these purposes, and feel greatly depressed as to the outlook. I realize that you have been putting your efforts into new buildings. Important as these are, I venture to suggest that for the months immediately ahead you join with Lewis in trying to secure salaries for our fine Chinese and foreign teachers, a number of whom I fear must be dismissed unless relief is found. It is a keen disappointment that Lewis has not been able to secure more toward needs of this kind.

I have also raised the question of transferring our Athletic Field and Gymnasium to the northern end of the P'u Lun land. The details of this will be in letters from Gibb and myself to Eric, although I hope you can give some thought to the matter also.

I am beginning to have a little encouragement in securing money from Chinese, and hope that a section of the new dormitory group can be contributed from this source. I am leaving in a day or two for the National Christian Council in Shanghai and hope to do a little cultivation of Chinese on the side while there.

There is no time for anything more than this hurried word today. As ever, yours,

JLS:B

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YENCHING UNIVERSITY
PEKING, CHINA

OFFICE OF THE PRESIDENT

Shanghai, Oct. 17/26

My dear Eric,

Referring again to the matter of the home for Gov. Chen on the North Shore of the lake, the more I think about this the less willing I am to agree to giving it up to him. I suggest that the Trustees take a strong action reserving this for dormitory use in its entirety, offering him a site elsewhere on our grounds that will be mutually agreeable and expressing appreciation of his generosity.

We local people can put the onus on you in N.Y. who will not suffer and the issue will thus be simplified.

I do not feel that the location of the villa for him there is a very

serious disadvantage, but would rather not permit it. And "face" will be saved all around and relationships eased up if we act under orders from abroad.

In the matter of the shift of the Gymnasium from its position on the N. E. corner of the lake to the northern section of the Pu Lun tract, I should be largely governed by Messrs. Warner's & Murphy's ideas, especially the former. Apart from that, the advantage of having the Gym. where the tennis, basket-ball and other courts could all be massed has much to commend it. We can also continue to utilize what buildings there are on the proposed athletic field (N. E. corner of campus) and gradually put industrial, service and other units there. I wish we had thought of this earlier but as I have a preference now, it is in favor of the changed location.

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Yours &c

J. H. Stuart

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Tientsin,
October 25, 1926.

Doctor J. Leighton Stuart,
Yenching University,
Peking.

Dear Doctor Stuart:

Every Member Campaign:

I wish to suggest a local drive for funds within the University's own constituency for two reasons:

1. It will yield a certain amount of cash and pledges.

2. It will give rise to a stronger feeling of interest on the part of the Chinese staff and the students and alumni, with a sort of sense of proprietorship quite different from the present sentiment of socialism by which the Chinese staff and students regard the University and all its facilities as a free gift of God like the sunshine and fresh air (as indeed it is so far as they are concerned).

The objectives of the drive must be made as concrete as possible. The campus gate-way fund has already been launched. I have photos of the gate which the University hopes to purchase. These photos may be freely displayed as a type (not necessarily the actual gate desired for our campus).

The Journalism Hall at $100,000, Peking currency, is an item in which a large number of students, some of them quite wealthy, have already been made to feel a personal interest. The location for the building will be definitely settled upon in a few days in connection with the location of the printing press. The location is to be marked with a big signboard, bearing also any notation that may be deemed worthwhile concerning cost and plans.

Mr. Nash may make a financial clock or thermometer, a huge one about ten feet high, indicating the progress of the financial campaign and bearing the name of every member of the Promotion Committee. The thermometer might be made to read in both silver and gold corresponding to Centigrade and Fahrenheit, thus avoiding confusion over dollar values.

Another object which I think would make a very strong appeal to the students is boats for the lake. We want some Chinese sanpans of the Shanghai type, some fast despatch boats

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of the type introduced by the Manchus (very easily capsized) and the various types of small boats used as tenders for the junks; also for the sake of appearances there should be a very small house boat about sixteen feet long. There is a boat builder in Haitien who used to build boats for the Empress Dowager. My cook can give you his name. This man has mistaken us for a providential replacement of the Empress Dowager. I have sent him word that this is an error. He will in a few weeks make a less unreasonable bid for a small house boat. He will be glad to build these boats during the slack season around the Chinese New Year. By proper handling, with emphasis on the fact that he is no longer dealing with Mr. Gibb, the bids can be made very reasonable. I believe that in view of the students' fondness for boating or rafting plenty of money can be got from them for buying these boats. I would not be surprised if individual students and teachers would give whole boats and do so gladly. When we have about twenty boats it will be possible to abolish the Boat Club dues and the correlative membership privileges and thus achieve the idea of a boat belonging to every student and teacher -- belonging in the capitalistic sense not in the communistic sense.

Athletic Field. The students want this and plenty of them will be willing to contribute. Contributions could be acceptable either in cash or in labor. A few teachers should set the example in the matter of labor by appearing regularly every afternoon for a few days to do the dirty work of cleaning up the athletic field site. This will arouse a competitive spirit among the students.

This work can be done during the winter months when other forms of exercise are scarce and thus the athletic field can achieve its purpose while in the making. It should be ready for use next spring. The power station ashes and the domestic coal ball ashes can be used on both the cinder track and on tennis courts. Mr. Wee and Mr. Nash are obviously the ones to head up this work. The Camping Club and the ex-Boy Scouts are obviously the ones to first take up the idea.

Organization. I see no need for a new organization to push this Every Member Drive. Mr. Wee and Philip Lu and one or two active alumni could head it up among the Chinese and Mr. Nash and yourself among the non-Chinese. The idea is for every person attached to the University individually to contribute something. This should include every teacher and office employee, every coolie, every student, every graduate and every close friend of the institution. The cash donations should in most cases be solicited by students. The Community Chest of the Church could cooperate but for obvious reasons it should not take the lead.

Advertisement. The three concrete suggestions include notes on advertising. A general scheme of advertising which I have found very effective with my own students is to display a chart showing the cost per teaching hour,per class and per student, including the cost of room, furniture, teaching, building, heating and everything. I figured this out for my own classes at about

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$8.00 per class. This may not be altogether accurate because I figured it out on the blackboard while talking to the students. The figures, of course, will vary in the different departments and the student-hour cost will vary with each class. There is no need to conceal the fact that the cost is away ahead of the tuition fees which the students pay; in fact this is the very point to bring out. All good schools cost far more than student revenue. Possibly the costs in some other institutions might be shown for comparison, both of institutions which cost more and cost less than Yenching.

I have suggested four concrete objects for donations. I am strongly opposed to asking any donations for invisible objects such as endowment and current expenses. I am inclined to think furthermore that the number of objects advertised should be very limited. In a dormitory map, I would put only one dormitory, and when funds have been raised for that dormitory, the same advertising material might be used for another one. The improvement of grounds might be listed, but I am inclined to think that I can take care of this in America.

The idea of contribution in labor may easily be applied to the Journalism Hall. The location can be laid out and the excavation done by students under Mr. Nash's direction. Pictures should be made of this work, and this will be a strong talking point in America and stronger still in China.

Journalism School Funds. I am asking the Chinese Promotion Committee to raise $100,000, Peking currency for the building. I am promising to match this $5.00 to $1.00 for endowment. I am stating very positively and very emphatically that I will not lift a finger to raise money from foreigners until the Chinese Committee has actually raised something among themselves. When they have done so, please cable me. I have repeatedly stated that I am going to America to prove that money cannot be raised for a Chinese institution unless the Chinese themselves raise some cash money for it. Of course, the converse of this is also true, but it need not be advertised.

I suggest that the Chinese Promotion Committee be sent a circular letter at least once a week, giving the full news of the progress of the drive. They should be given my foregoing statements so many times that they cannot forget it. These circular letters should be very neatly typed, not mimeographed, and not in carbon copies. Any of our Journalism students will be glad to do the typing. The letters should in every case bear the signature of the President.

Yours truly,

Roswell S. Britton

RSB:B
Dictated 10/25/26
cc Vernon Nash,
S. J. Chuan
Eric North

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YENCHING UNIVERSITY

PEKING, CHINA.

OFFICE OF THE PRESIDENT

October 25, 1926.

TELEGRAPH ADDRESS: "YENTA"

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

My dear Eric:

I am recently back from a two weeks' trip to Shanghai. No letters have come from you in the interval, so that I am still in most uncomfortable suspense as to our financial situation both for this year and the one following.

Death of Lewis:

The cable bringing this sad news had just arrived on my return. It is idle to speculate as to the cause of this. The fact that I had received only two very brief notes on minor details since I last left New York, the references in your own and other people's letters, and the lack of any apparent results in his work for the University, combine to indicate that he had been suffering in some way for some months. I hope the Trustees are taking up vigorously the problem of filling the vacancy. If we ever needed an efficient and determined secretary in our New York Office, it would seem to be now, for whatever the other features of our financial policy that need correction, the biggest issue of all is the continued inability to get new money in any appreciable amounts.

R. S. Britton:

Since returning here I have heard much about Mr. Britton which indicates that in the time of my absence and during the last days of his preparation for departure he must have been under an abnormal strain, which has had a serious effect upon him. He has made irresponsible, inaccurate and inconsistent statements which no sane man would have made. The impressions produced upon our people have given rise to much uneasiness. I saw him by appointment in Tientsin for several hours, and saw that he was not at all himself. It may be that a restful ocean voyage will help restore him to his normal self. On the other hand I feel that you should have a competent physician study his case rather promptly upon his arrival in New York.

The symptoms are chiefly an exaggeration of certain characteristics of his, such as self-confidence and sweeping assertions of the trust I have put in him and the authority he has from me, together with unqualified strictures on var-

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ious members of our staff or on the institution as a whole. However, he is full of ideas for promoting a School of Journalism, and has high hopes of securing sufficient funds for this purpose. If he is allowed to go around in New York making the sort of reckless statements in which he has been indulging here, it might do our cause much injustice; yet, it may be that in the present shortage he could step in and do very valuable publicity work. He is well trained, knows his subject and has given admirable help along this line, both locally and in what he has prepared for use in America. He and Lew might supplement each other in successfully neutralizing much of the misunderstanding about conditions in China and the consequences for missionary support.

I do not want to alarm you or to thwart any efforts of his, but I am compelled to report the matter to you. In any case, it would not be wise to appoint him to China again without first securing the opinion of a competent alienist or a physician experienced in cases of this kind.

K. A. Wee:

It seems to me desperately urgent that every possible effort be made to secure individual gifts for maintaining our present budget, and to this end any available person ought to be put into the field. I venture to raise the question whether Wee could not be called to America and put on this job to good advantage. He is willing to go, but has no relish for the prospect.

I do not see how we can hope to keep afloat with only Luce to depend upon. His interest has chiefly been in securing building units , and these are of course still important. The only other hope that I can think of is the one commented on before of appealing for an additional sum from the Hall Estate.

I hope you will give Timothy Lew a chance to speak from his heart to the Trustees. He has a certain detached point of view, while at the same time feeling very deeply, and he is a shrewd observer.

Very sincerely yours,

J. Leighton Stuart

JLS:B

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0961

October 27, 1926.

Dear Leighton:

Since the sudden and tragic passing of Jim Lewis, I have been trying to find out exactly what the situation is here at the office. Among other things I have been looking up the question of the Lion Fund. I find that three thousand and twenty-six were manufactured, and of these twenty-six were assigned to Mr Wee to be sold in China at $100. each. Do you know what became of these?

At this end about four hundred were either sold or given away. The earlier ones were sold for $100., and latterly they were sold for $25. Mr. Merrill of the Textbook publishing firm of Charles Merrill & Co., where my daughter Elisabeth was working last year, used to joke her about his not having waited until they came down to $5.!

At this writing I have not been able to check up the total amount to see, but it was somewhere between $20,000 and $25,000. To accomplish this, our mailing list was combed by a series of eight skillfully written letters, coming two or three months apart. As an evidence of the value of constant and repeated calling, I found on looking over the list, some few months ago, that about eighty or ninety percent of those who had respondd were those upon whom calls had been made.

We have about three hundred of these Lions here at the office, and Eric tells me that he thinks the rest are in storage somewhere, as he gets a bill for storage occasionally. If the records are correct, we should have about twenty-five hundred of them on hand. Frankly, I do not as yet see how we can use them, for if we sent them out to all on our list, free, or even with an undignified low price attached, we would offend those who had paid the higher price. Have you or Mr. Wee any suggestion as to their use? It just occurred to me at this moment that we might frankly write to the Lion Fund contributors, tell them our plight and ask them if they would be willing to release the remainder, just to create interest. It all makes an interesting situation, doesn't it?

0962

October 27, 1926.

Dear Leighton:

No one knows bett r than you the difficulty of keeping both ends of our far-flung battle line in touch with the exact status of affairs, and I should be glad if you could have Mr. Gibb or someone send me word as to the status of building operation....by this I mean a list of the buildings entirely completed and occupied, and a list of those which are in process of construction, indicating how far they are along in construction and when it is hoped they can be completed; and also what additional buildings it is hoped may be started in the Spring.

It is possible that Mr. Gibb may think that most of this information is here at the office. If it is, it is embedded in long letters in regard to details of construction and purchase of materials, sent to Eric Worth, and he is so busy that it is next to impossible for him to hand it all on to me without going through the letters, and for this he has no time, as, you know, he has four other College "children", and these are making more and more demands on his time. So if I ask for data and material, which it would seem we ought to have here, I hope you will be patient about it, for I shall ask for nothing that I do not think ~~xxxx~~ bears on the promotional part of our work, and which I am not able to ferret out here.

I take it that you possibly have some committee whose business it would be to keep us fully informed, not only as to the progress in building, but in sending photographs of the same, and keeping us also in touch with any items of interest which might occur. For instance, there ought to be someone all the time alert for photographs of any event or of any thing which could in the slightest way be of interest here -- for instance, such pictures as might be taken at the Pre-cessional Conference or the opening Convocation, and like events all through the year. It will pay to have the pictures taken very well, with a view to reproduction, and the film or plate sent on to us where possible (registered). For instance, I am hoping that you had some pictures taken when Speer and Kerr were there, as I understand they were, at this year's Convocation.

Will you also let me know two additional items: First, is the Pagoda called the Porter Pagoda, as I hope it has been? Second, who is drawing the plans for the Infirmary?

004

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if it is
And is it being constructed, how far has the construction has progressed. As I wrote you, I was sorry to hear from Mr. Murphy that he is not drawing the plans for that building. My own opinion is, that every time we have departed from Murphy's plans or failed to get his advice, we have made a mistake. I am especially concerned about this building because it is more than likely that before many years pass Mrs. McKelvey will come to Peking -- indeed it is quite within the range of both possibility and probability that she will be there next September. She is just now giving very liberally to the Presbyterian Pension Fund, a big hospital drive in Pittsburgh, and also to the city-wide Y.W.C.A. drive there, of which she is President. I am very eager that she be pleased with this Infirmary, and to do this it will have to be pleasing architecturally and compare well with the rest of our architecture.

We have pictures here of the Pagoda when it was about half up. I imagine it is finished now. Mr. Murphy thinks we have a great chance to do a fine thing with this Pagoda provided two great ~~xiffixxxixxxxxxxxxxx~~ liberties are ~~xoxe~~taken in departing from the model of which this was to be a replica.

Ever truly,

HMI:FP

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INDEXED

FILING

TRANSFER

Peking University

October 28, 1926

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

My dear Leighton:

I find that there was sent you either by Jim or his secretary in February correspondence from Mr.Allan D.Wallis with reference to a scholarship which a friend of his was giving for a student at Peking. On this scholarship which was for $100. fifty dollars has been paid, and we are asking for the other half. Will you please write me the name of the student to whom this scholarship has been or will be awarded in order that I may inform the donor who is somewhat restive because he has not heard upon this item, his letters not having been answered on account of Jim's preoccupation and death. Meanwhile I hope to be shortly clearing up the designated gifts and to be sending forward these funds.

Cordially yours,

Secretary
Peking University

EW-H

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TRANSFER

Peking University

October 26, 1926

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

My dear Leighton:

Your letter of August 5th with its enclosures, particularly your letter to Mr.Chamberlain concerning the development of a department of agriculture, have been pretty thoroughly considered here, together with the long letter of reply which Chamberlain made to you. This whole correspondence has been read by the following gentlemen who joined in a conference upon the subject and have gone over the matter with Mr.Chamberlain:

Mr.Franklin Warner
Mr.George Barber
Mr.Ernest Evans
Dr.T.P.Schell
Mr.E.M.McBrier

It is the judgment of the group here that Chamberlain makes his case pretty well for justifying an effective and original school of agriculture at Yenching. Nothing that any of us have seen indicates that it will be at all satisfactory to North China agricultural conditions to expect the experimental work of the Yangtze Valley and the men trained there to fit into the North China situation, so that, as far as the policy of having a department of agriculture is concerned, said department to be fully developed in the course of time at Peking, a conference of the gentlemen whom I have named is for it as sound in principle.

On the other hand, it is their judgment that there are some rather more urgent financial problems before the University which must be satisfactorily settled before we can undertake a program of any considerable expansion. They also feel that they ought not, having you represented by correspondence only, commit the Trustees even in principle to the expansion of an agricultural school. It is for this reason that they have agreed that Mr.Chamberlain should make such attempts as he finds possible during the year to secure funds on a limited program for the Department of Agriculture, it being their expectation that there is a good deal to be learned as to whether Mr.Chamberlain can secure funds for this. The nature of the program which he has outlined and within the object of which it is agreed he shall confine his

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financial efforts is indicated by the statement I enclose. It was the thought of the group that what he was able to secure within this program could be secured on conditions that would not embarras us if the result of your conferences in China should change the present program of the Department of Agriculture.

I have a feeling that you have rather gently handed to us the whole question of Chamberlain's future to the University, by not having stated to Chamberlain the position in which he stands in your judgment with reference to cooperation and as to the attitude of the other institutions toward his leadership at Peking. He has seemed to be cheerful and steady here and is thoroughly confident that you are not backsliding at all on your convictions as to the justification for the Department of Agriculture, but that the adroit brethren in Nanking are taking advantage of the call for a restudy of the programs of colleges to raise again the question of a restudy of the correlation of the work being done primarily in order to maintain their assumed supremacy in the field. I sometimes have thought so myself. He thinks that the result of the conferences which you will hold this fall on this subject will simply be to reiterate the conclusion previously reached as to the justification of full fledged agricultural work in North China, Central China, South China and West China. I certainly do not think that we need to capitulate to anybody as to the justification of a department for full agricultural work at Peking provided it can be financed, and we have not yet demonstrated that in the course of a term of years it cannot be financed though it is probable that it will take sometime.

I have had some talk with Corbett with reference to Chamberlain's experiences during the time that he was in Peking and the attitude of other people toward him and the difficulties that many have had in getting along with him. We did not and could not very well go into this question here in conference with him. It will require more study, and moreover you, and you only, can determine whether he has a place in Peking and whether you believe that he can be helped to fit it. Certainly we do not have sufficient data here for us to be able to say that we and not you have made up our minds that he ought not to go back.

That you do not say at sufficient length to enable us to understand it in your letter of August 5th to me is, in respect to the sources from which the objection comes to his leadership, whether he could counter upon us by saying that the objections to him are due to jealousy either as his being in charge of the work or to the aggressiveness with which he has tried to develop an effective department at Peking. At present he gives no signs of being disgruntled, and his whole attitude is one of thought and concern for the development of his department.

If you are coming to conclusions as to his withdrawal that ought to be stated to him, this should be determined soon enough to enable him to find new connections and a new position before the end of his furlough. Otherwise, we shall have to continue to carry him on our hands as an unprofitable expense.

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TRANSFER

Peking University

October 28, 1926

Mr.J.Leighton Stuart
Yenching University
Haitien, Peking West,
China.

My dear Leighton:

You will have had, by our cable copy of which is enclosed, confirmation of the sad news of the death of James Lewis. The verdict of the coroner was accidental asphyxiation by carbon monoxide gas. He was found in his garage, the doors having been in some manner closed, and the engine evidently having run itself out. Ever since the death of his boy last spring, when he was under very great physical and nervous strain, he has been subject to attacks of nausea and of inability to get his breath for a minute or two at a time, and it is likely that this was a contributory cause. The family was in Chicago at the time and he was alone here.

I need not add how greatly we are distressed by this and what burdens and perplexities it has put upon many of his friends here. Mr. Garner wrote you some time ago of his resignation from the work with the University and I think I need not comment further on that. I was extremely sorry to have a situation develop which prevented him from making the contribution which I felt he could make better than some others to the plans for the future development of the colleges in China, especially in the direction of cooperative campaign, and now his death has emphasized and deepened the loss which I personally felt a good deal. I would suggest that for the information of the friends of the University little if anything be said about the resignation, and that, with reference to Jim's death, it simply be said that he died of the effects of carbon monoxide fumes in his garage.

Cordially yours,

Secretary
Peking University

HMW-H

Enc.1

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燕京大學

YENCHING UNIVERSITY

PEKING-CHINA

OFFICE OF THE TREASURER

TRANSFER

October 28,1926.

Rev. Eric M.North,
150 Fifth Avenue,
New York,N.Y.

My dear North:-

Enclosed please find acknowledgment of a gift of U.S.$900 from Mrs. J.F.Shoemaker for William Hung,duly signed. This gift has come through the Board of Foreign Missions of the Methodist Episcopal Church on a "blue" slip and must go through a great deal of "red tape" to finally arrive in the hands of the recipient.

Inasmuch as Mrs. Shoemaker has formerly sent this gift through you as our treasurer, it would seem reasonable that you would be able to secure this money from the treasurer of the Methodist Board and authorize us to draw this money for Mr, Hung's use. Mr. Glenn V.Fuller,treasurer of the North China Finance Committee has advised that this be the best way to handle the situation.

Dean Hung is waiting to use this gift to install an extra bathroom in his new home since such an improvement would be a great asset to him and to the University now that we are all called upon to do more over-night entertaining on the new site.

I hope you may be able to negotiate this transfer of funds and cable us to draw on them.

Sincerely,
YENCHING UNIVERSITY.

Bliss M.Wiant,
Acting Treasurer.

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JOINT OFFICE

0970

TRANSFER
PEKING

Peking University

October 28, 1926

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

My dear Leighton:

It will be clear to you that there are some rather perplexing problems raised here at home through the resignation and death of James Lewis, and as yet it is too early for us to be able to have a clear conviction as to what ought to be done. Dr.Luce is struggling valiantly to straighten matters out and find out what we know or do not know as to how various matters of approach to donors were left by Lewis. This is one of the cases where the memorandum which Dr.Luce has so thoroughly believed in would have been rather valuable if Jim had had any interest in keeping it. As it is, the data is extremely meagre. The Finance Committee, on the other hand, is by no means idle or lacking in readiness to take hold and deal with the matter constructively. We have at least one meeting every week and I anticipate that before long we shall have a rather fuller meeting to study the whole problem of further financial development.

Meanwhile I hope to be able to cable you some good news in a few days.

Cordially yours,

Secretary
Peking University

EMN-H

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In brief, we are far from clear as to what your own real conclusions in the whole matter are, and I judge you are hoping that time and diplomacy and the Board of Trustees will somehow bring out a clear conclusion. We should, however, be glad for a fuller statement from you as to the results of the conferences this fall, and your view of the policy to be followed.

Cordially yours

Secretary
Peking University

EMH-H

Enc.1

CC: Mr.Franklin Warner

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0972

Mr Evans

I shall try on Wednesday Nov 24 to meet see Lawrence Mead. If I do I'll report to you. I think he is at the Yenching National Committee.

燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

OFFICE OF THE PRESIDENT

October 29, 1926.

TELEGRAPH ADDRESS: "YENTA"

Eric could advise about this. I would think it quite worth while to canvas this.

Doctor H. W. Luce,
Peking University,
New York City.

HWL

Later: I can only have learned to see January. HWL

Dear Harry:

The enclosed copy of letter to Eric explains itself, and repeats much of what I have written to you. You are the only one in America who can really feel the burden of the situation as I do.

I have a special suggestion to make regarding a house for Lawrence Mead. The Women's College built, as you will recall, a residence in the East Compound, which already is proving unsatisfactory because of the long distance which the ladies have to cover. The matter is further complicated by the fact that in attempting to obliterate all racial distinctions, Chinese teachers are living with the others and expect to enjoy the same warmth and service while taking their meals Chinese style in the dormitories. This increases the burden for the housekeepers and the share of expenses for food.

Forward file

It is a delicate situation, and of course I am writing to you in confidence; but Mrs. Frame has had the happy idea of building a series of small units, Chinese style, in each of which a teacher could have her own rooms, kitchen, etc., arranged in courts, making common life possible when desired. These houses should be relatively inexpensive, and if one or more foreign teachers lived in them, there would be no appearance of segregation of the Chinese. You know the problem of old maid missionaries living together independent of racial issues.

The point of all this is that if the Mead family or the Plainfield Church could contribute about $3,000 Gold, we could definitely assign the commodious Women's College house in the East Compound to the Meads for their permanent use. Even though this much could not be raised, the exchange could probably be effected.

I suggest that you state the whole problem frankly to Lawrence and see what can be done. Even though no help can be secured from these special sources, it is quite possible that one or another of the people who have been appealed to for residences could give about half of what we have been asking for a full foreign staff house.

JLS:B
Enc.

As ever, yours, JLS

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Finance Com'ee

燕京大學

YENCHING UNIVERSITY

PEKING, CHINA.

Aus Jan 25, 1927

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OFFICE OF THE PRESIDENT

INDEXED

October 29, 1926.

TELEGRAPHIC ADDRESS: "YENCHINA"

TRANSFER

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

Dear Eric:

You are being afflicted with a continuous stream of letters from me on very much the same subject. It reflects the anxiety which I feel about effective financial promotion, especially with a view to maintaining our present staff.

In my last letter I wrote you of developments in Britton's case, which may unfit him even for financial efforts for a Department or a School of Journalism. I hope that these fears will prove groundless, and that he can be used in issuing Peking News and other publicity work which would be of general value.

I want now to make a further suggestion along the same line, which is that the Trustees call Vernon Nash and K. A. Wee to America. Nash finishes his term next summer and, unless Britton proves entirely successful, would have to secure a renewal of the Kansas City pledges or find other provision for his support. He is a very desirable personality to have in our organization and is of use in many ways, social, athletic, religious, publicity, outside of his own special subject. We could put him in as a teacher of English with certain courses in Journalism; but we would not get the full value of an English teacher and he would be content with this only in the expectation that it was marking time until resources could be secured for the subject in which he is primarily interested. On the other hand, I think he could renew his salary in Kansas City by a personal visit. Apparently there has been some misunderstanding as to the collection of pledges, and some of the important contributors have written him that they did not know where to make payment, and that no one seemed to be looking after the matter.

Wee is a vigorous and devoted young fellow, and under proper guidance could do effective work. Nash says that out of his experience of several years in Y.M.C.A. solicitation, two men get better results than one. This ought to be still more the case when one of them is a Chinese.

My thought would be that after getting his own salary or better still his entire budget provided in Kansas City,

0974

and possibly that of Wee also, the two of them cover the region South and West, Nash making the engagements for Wee. They could put special emphasis on salaries provided over a term of years by individuals, groups or union church efforts in the towns of Kansas, Oklahoma, Texas, etc. A Chinese like Wee ought to be quite a novelty in that region and get a response from those warm-hearted, somewhat impulsive people.

Britton and Lew could be making similar efforts in the East.

A further argument for Nash going this winter would be that unless we can provide for him otherwise, we shall have to send him back next summer anyhow. It may be that this pair would prove so effective that they could be used in other sections of the country, and be kept for a longer period than the present season.

William Hung has had a brilliant inspiration in thinking that Charles Corbett might be induced to succeed Lewis if paid a salary that would enable him to provide for his children as he feels necessary, and that after doing this sort of work for a limited period, he would be ready to come back to our Department of Physics. I am much less hopeful, but pass the suggestion on to you with the further one which William makes that the matter could best be presented to him by Doctor Gault. If it appeals to you at all, you might confer with Doctor Gault and get him to put the proposition up to Corbett.

I have also been given the name of a Mr. Youtz, who once did this sort of work for Canton Christian College, but seems now engaged in writing. I am told that he was quite effective and might be available for us.

Underlying all these suggestions is the intensely earnest request that you bring to the attention of the Trustees our expectation that they will use every effort to secure with the least possible delay one or more men who can do the work to which Lewis was called. By all odds the biggest problem of the University is the securing of sufficient new money to maintain what has been begun. I am willing to carry the whole burden of the situation in China, and feel very little misgiving about the interests of the institution here despite all the disturbances. I believe it is now winning the confidence of the Chinese people, and witnessing to the meaning and value of Christian faith, in a way that would be very gratifying to our Trustees if they were able to be on the spot. Its academic standards, the quality of its faculty and students, the beauty of the new plant, its religious effectiveness, its significance in neutralizing anti-foreign tendencies with the rise of Chinese nationalism, and other features of its development all combine to make it a University abundantly worth supporting; but unless we can get ahead with our financial efforts more successfully than has been the case for the past two years, I feel we shall have to reduce to the point of losing much that has been built

0975

up with great effort, or to change the figure to cut into the quick of a living organism and seriously cripple its activities.

Forgive this outburst, but I feel very deeply and I am haunted by these anxieties literally day and night. With the break-down of the government schools and the general disintegration, this is the time of supreme opportunity.

I realize, of course, that Luce is in America and that the Trustees may feel that his presence is sufficient. No one appreciates more fully than I the splendid work that Doctor Luce has done and the selfless devotion with which he puts himself into this effort. Apart from the fact that he ought not be interrupted any more than necessary in his efforts to secure large gifts for additional buildings, he was asked to stay in America when we already had an Executive Secretary, so that he could not be expected to carry the whole burden of office promotion and field work.

In view of the unfavorable ~~popular~~ feeling which seems to exist in America now toward China, those who have come fresh from China might be able to reinforce Doctor Luce better than others, unacquainted with actual conditions here. However all of these are only suggestions, and I am counting on the Trustees to find their own solution.

Could you let me have as soon as possible what seems to be the present resources of the University in the way of income? My brain is unable to get very much out of the monthly statements sent, and I should like to begin to think about the prospects for next session. Having heard nothing to the contrary, I am assuming that the Trustees are standing behind the budget we sent this autumn as being the minimum consistent with carrying on the work at all, and keeping faith in contracts with teachers.

Very sincerely yours,

J. Leighton Stuart

JLS:B

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