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Stuart, J. L. 1926 Nov-Dec

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INDEXED

TRANSMITTED

Peking University

November 4, 1926

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

My dear Leighton:

You probably have wondered why there was not more light sent to you upon our financial situation here. The plain fact is that ever since last May we have been in the position of watching the mail for checks from the Hall Estate which we expected to come and which did not come until last week Friday. The situation was in brief this: In May Mr. Davis phoned me that they were prepared to make out checks for half of the current income for this year on the million dollars, viz: \$30,000., and for \$22,000. for houses, and for \$6000. to refund to the University the amount that we had authorized you to advance for aid to the Chinese Museum. I need not go into the occasions when we inquired as to where the checks were, but to say that by the end of August the situation had become so acute with your drawings of amounts that were not authorized and with our desperate efforts to increase our capacity for borrowing at the bank, (which we did by \$50,000.), and with our efforts to haul in funds from every possible source to meet the situation, that we had by then reached the end of our rope. I wrote to Mr. Johnson then and received word that he expected to meet Mr. Davis shortly after Labor Day. From time to time this process has gone on until finally last week the situation was met by the receipt of a check from them. While this was going on the problem of financing has been met by loans at the bank, by the fact that a number of drafts which Mr. Hiant had drawn were for the Heat, Light and Water System, thus enabling us to collect additional amounts from the Woman's College, and by Mr. Warner's readiness to borrow on his own hook for the benefit of the University. That your picture may be complete I may add that during this period Jim Lewis was getting more and more involved in the matters of which Mr. Warner has written you, and although he made a fine effort to secure a gift from Mr. Rockefeller to meet our urgent needs, the results in this and in general from his work for the last few months have been very little. While Dr. Luce has since February 1925 secured for the University something over \$60,000., in this particular emergency, especially as it occurred during the summer, there was very little that he could do to secure funds. As you can imagine, the concentration of this problem upon your humble servant has been something that he had never experienced before, and it has resulted in doctor's orders restricting my activities to some degree, but I trust not to the detriment of the work of the University. The agony, I think, is now over and I believe that you and we together can look forward to more tranquil times in the future provided your budget is administered with careful conservatism and accuracy.

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The check from the Hall Estate amounted to \$179,500. This consists of several different amounts. First, \$60,000. being the income for 1926 on the proposed gift of a million dollars endowment. Of this amount, we expect to apply only \$25,000. to the current budget for the six months, July 1st to Dec. 31, 1926, using the rest to pay off the overdrafts on the budget of 1925-26, and to begin cleaning up if possible upon the campaign overdraft, all of which will make our financial situation easier.

The check also included \$6000. refund to the University for the amount advanced by you on our instructions for the benefit of the Chinese Museum. One of our difficulties, of course, has been that we advanced this sum and really had to borrow the money to cover it. I have from you this morning William Hung's report on this item, though I am wondering if you do not intend to give us a rather more full and picturesque statement as to what this means. I cannot possibly deal with the pundits of Harvard University and the Trustees of the new Institute on so meagre information as this as to the Museum and what our money has gone for in helping it along. Especially do we need some local color as to the character of the Museum collections, etc. Really, Leighton, it would be very worth while for you to have someone take the time to give us a good write up of this even though the implications as to the aid given by us to it do not appear on the surface.

The check also included \$22,000. for houses for the staff of the Institute, it being understood that these houses were to be on the property of Peking University and to be used by the staff for the Institute. This is specifically stated on the voucher check from the Hall Estate. I take it that the words "on the property of Peking University may have some bearing as to whether any of this amount can be used for Mr. Pettus's residence needs. In any case, it will help us along upon our urgent residence problem, but I think that it must be kept clear as to what houses are used for this purpose and we must always see that the equivalent value of this housing is at the disposal of the Institute's staff.

This check further included the amount of \$91,500. being part of a gift of \$166,500., the remaining \$75,000. being yet to be paid. This is a real act of Providence. When I wrote Mr. Johnson in August I indicated that we needed to have payment early because we had difficulty in financing our building operations, especially the power plant. I did not ask him for any money. It never occurred to me that they would give anything for such an item as this. When Mr. Johnson saw me in New York about the middle of September he asked me about this and asked me how much we needed. He said it had been the principle of the Hall Estate to give endowment because they felt that that was the money hardest to get. I assured him that we were having a hard enough time to get the money for the power plant as we have never discovered anybody who wanted to erect it as a memorial to their ancestors. He asked me for the figure and after taking time to work it out I wrote him that we needed \$166,500. This is based on the conclusion that the whole power plant will cost \$400,000., that we have \$125,000. from the Woman's College, that we can borrow \$100,000. on the fact of the Methodist Board's obligation to us for the payment on the rest of the city site, and \$7500. from miscellaneous sources (already in hand). This left \$166,500., and to my delight he and Mr. Davis agreed to give this.

From this recital you can see that the financial situation is greatly

relieved. As a matter of fact, this check from the Hall Estate enabled me to pay off \$140,000. notes at the bank, and the Finance Committee authorized my cabling you \$42,000. more. This with the gain in exchange at the present rate of exchange, we figured, ought to meet your budget needs with some more beside, up to December 31st, and also cover in full the amount Gibb wanted during October for building operations. The Committee would not authorize any more than that until we had a fuller and clearer understanding as to just what the whole financial situation was. This I think we can now begin to find out since our urgent anxieties have been relieved.

It was with the knowledge of these facts in hand that I cabled you as per the enclosed with reference to the decision to have Britton withdraw from the staff. We had no idea that you would find it necessary, in what we hoped to be a temporary financial difficulty, to send back any of the foreign staff. Therefore, as soon as I got the information that Britton was withdrawing I cabled you and I hope it reached you in time to catch him before he got too far, because I believe him to be a valuable man for the University.

I was unable to send you more hopeful word and to restrain any acts of undue violence of this nature because, as a plain matter of fact, up to the end of last week we did not feel that we had any right to be sure that the money was coming in until we actually received the checks, although we had assurance from Mr. Davis and Mr. Johnson that they believed everything to be all right. We did not feel that we dared go ahead simply because we feared that the long delay in carrying out their expectations might, through some mishap, result in something of a negative nature. However, instead of the result's being negative, it is not only positive, but it is clear from definite statements that Mr. Davis made to me on Monday in a conference I had with him at his request that their interest centers around Peking University with a number of the other colleges probably playing a contributory part to the conceptions they have for the Institute. But of this more later, and may I add the urgent suggestion that at the present time the relations of the University to the Hall Estate be not discussed in University circles or outside.

I shall take up with you very soon the whole matter of the budget of the present year, especially as to the designated sums that may be available from here, but it is meanwhile important that you undertake to restate your budget on a moderate basis, not aiming at any actual expansion to the budget which you originally sent to us for this year, but at least recovering slightly from the cut which has been, alas, forced upon you to the present time. It is particularly important that you do not increase the budget under which you are at present operating any more than is necessary to serve important interests because our Finance Committee here is extremely sensitive over the way the budget for last year was overdrawn and because they have some doubts of the effectiveness of the financial organization on the field. I believe that, in course of time, without radical changes in our staff, we can nevertheless straighten the thing out, but I am somewhat more sanguine on this than are the members of the Finance Committee. May I urge that you send me as soon as possible a revised budget on this basis in order that we may proceed at once to a settlement of the budget for this year, and to put you out of the range of anxiety as to the results.

The Finance Committee has been extremely active in these last few weeks, meeting with at least a quorum once or twice every week since the middle of September. Their present program for the direction of the campaign has been to ask Mr. Evans, Chairman of the Committee, to assume this responsibility, which will mean really that he will be the person in charge, planning and directing what is done. Dr. Luce will work with him, particularly with respect to the approach to donors, and the rest of us will help where we can in the development of a new system of records in the office, etc. I think you can be assured of very fine and energetic activity on the part of the Finance Committee. They have stood by most loyally in this anxious time, even though, during the summer, they were all in Europe or elsewhere.

They are seeking to understand the definite objectives, and we are anxious to have from you at the earliest possible date a full statement as to every residence that we have by number showing the amount spent to date and the amount necessary to complete it, together with schedule of the additional residences that will be needed, particularly to house the staff of the Institute, with precise figures as to cost and type of residence. We are anxious to have this in hand so that, if possible, we may be able to authorize something further in the way of building residences in the spring.

With reference to another letter I am writing you concerning the gift by Mr. McBrier, I want to ask you to understand this, that I did what I could to get Mr. McBrier to turn the fund which he had planned to give toward the needed dormitories, but those who are contributing with him are interested in the recitation building or nothing, and he could not make the change. The new dormitory group I trust can be broken up in sufficiently small units so that we will not have too great difficulty in securing the funds from various donors. Of the status of this I will write you shortly.

May I in conclusion add my very warm appreciation of the pen written note in one of your letters, expressing the hope that the financial anxiety had not been burdening me too severely. There is nothing that helps us more to get under the burdens of our friends on the field than to understand that they sympathize with our own, and I have been more anxious than I can say about your own burdens, and about the financial responsibility that I feared you were taking in meeting the emergency in China. I trust that the funds we have sent forward will enable you to pay off all the loans at once and to carry the University forward for the next two months. I have several additional volumes to write you but must let them go for the present. Perhaps now that the anxiety over the finances is a bit relieved we can be freer in our minds to get other things done.

Faithfully yours,

Secretary  
Peking University

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November 5, 1926.

Dear Leighton:

You will be interested, I think, in the enclosed item in regard to Yale's Alumni Fund. It has occurred to me today that in the process of developing financial help in China it might be helpful for you to meet, sometime during each year, the senior class, or selective members of the senior class, and lay the whole matter before them. Perhaps, quietly, Mr. Lee could talk with them individually, and gradually build up a system of class secretaries who would do at least two things: first, try to keep in touch with each class member during the year, and thus help you keep the addresses at the University up to date, and, second, act as the means to stir them up to give something to the University. I wonder if you think the time has come to start an Alumni Fund in a definite way, or must the organization of the Alumni go further before that can be done?

I am inclined to think that you will have some difficulty in keeping the names and addresses of the Alumni up to date, and I rather think that one of the best aids is to have class secretaries of a rather responsible type. I am finding here that it is very difficult to keep our mailing list up to date, and the method I am following is to search out in each city one to two or three people who are of the type who would gladly contribute this kind of service to us. Already in several cities we have those to whom we can send our list of that particular city each year, and who will report to us, so far as he can, changed addresses and the names of those who have died or moved away. I am very hopeful that this plan will help more than any other we have had to keep our lists up to date. Very little has been done to our lists here in three years, and I find that I waste much time in calling on people who are dead or have changed their addresses.

It is possible that you may have heard of the recent death of Frederick W. Stevens. Do you recall Mrs. Stevens, and would she be one who would be likely to be interested and helpful in our work?

Through two sources at our Presbyterian Board Rooms I have gotten some scattered and indirect information of the September Convocation, and have seen a snap-shot of Robert Speer taken at that time. Up to date we have received no direct word here of this function, and it would have been very helpful if we had full communications about that and other items of the opening for the Peking News, which we are planning to get out at once.

Ever truly,

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TRANSFER

Peking University

November 5, 1926

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

My dear Leighton:

I have the honor to report that Mr. and Mrs. E. J. McBrier have pledged the sum of \$70,000. for the erection of a recitation building upon the north side of the central academic quadrangle of the University flanking Bushford Hall. This building is to be known as McBrier Hall. I am sure that you will all appreciate this fine indication of the strength of the interest of Mr. and Mrs. McBrier in the University and the advantage that this building will mean to the University in meeting the needs of what we are sure will be a steadily growing community of students. I am sure that you will want for your self and perhaps also for the Board of Managers to express to Mr. and Mrs. McBrier, 203 So. Mountain Ave., Montclair, N. J., the University's appreciation for this splendid pledge.

Mr. McBrier would like to have such measures taken with reference to the construction of the building as will make it possible for some appropriate dedicatory service to take place when he and Mrs. McBrier are in Peking as they expect to be at the time of the dedication of the new plant in October 1927.

Will you therefore please arrange to advise me of the schedule of progress which the Construction Bureau would feel might be effectively carried forward on this building? Would it be better to put in the foundations this coming spring, or to put in the foundations in the early fall, lay the corner stone in October, and let the foundations settle over the winter, completing the erection of the building in 1928? Please consider this matter from the point of view on the one hand of what will be the most effective plan of construction of the building and meeting the needs of the University, and on the other hand, of what is the most likely to make an appropriate occasion for exercises in connection with dedicating the building, or laying the corner stone, or raising the roof tree, or some other item of significance in the fall.

Please also have provided a very carefully worked out schedule of dates and amounts in which funds should be provided to make it possible to carry forward the building at the rate desired to meet whatever time schedule of construction you may suggest.

With cordial regards, I am

Faithfully yours,

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Secretary Peking University

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PEKING UNIVERSITY

MEMORANDUM

INDEXED

November 5, 1926

Note the following items from Dr. Stuart's letter to Dr. Luce of Oct. 4th.

1. Dr. Stuart is inquiring why the chapel has been delayed.

"....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.

2. "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 overflow 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 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."

3. "Mr. Henry Welles: 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."

4. "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."

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5. "Bronze Plates: 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 to put it off too long. My suggestion would be that the test of these be sent to 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."
6. "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 could 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 features. 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."

ERIC M. NORTH

EMN H

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學大京燕  
YENCHING UNIVERSITY  
PEKING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS  
"YENTA"

November  
Eighth  
1926

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

My dear Harry:

The following news item may be of use either in printed publicity or in private conversation as showing that Chinese are not as indifferent to the work foreigners are doing in education or as anti-foreign as seems to be the current impression in America.

I began this autumn cultivating a number of prominent Chinese bankers in Peking and Tientsin with the idea of securing a dormitory unit through their gifts and efforts. They have, with one exception, all been extremely cordial and responsive, and have agreed that the Chinese people should give evidence of their appreciation of what is being done for their young men and women by Yenching University by increasing its capacity for receiving students; and readiness to contribute this dormitory is therefore not merely that much additional money, but is an endorsement of the University and all it stands for, and an indication of increasing support from Chinese sources.

✓ A few days ago Doctor W. W. Yen, who has been three times Premier, Ambassador to more than one foreign country, head of the Chinese delegation at the recent Customs Conference, and perhaps the most highly respected man in official life today, as well as an active member of our Board of Managers, gave a luncheon at the Grand Hotel de Pekin to the Committee in charge of this campaign. In addition to himself there were present Doctor Wellington Koo, Acting Premier, several ex-Cabinet ministers, the presidents of most of the important Chinese banks in the city and a few others. Several other bankers had to be in Tientsin for an important financial appointment. Doctor Yen, Doctor Koo, Mr. Liang Chi Chao, who is probably the foremost living writer in China, and one of the bank presidents all made speeches endorsing in the highest terms the work we are doing, and their sense of the claim we have upon Chinese support, as well as their readiness to put this special project through.

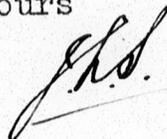
This is all the more striking at a time when the government is practically bankrupt. The government schools in the city

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are all closed, business is almost at a standstill, and conditions generally are about as unpromising as they could ever be. Our Chinese Vice-President, William Hung, and other faculty intimates of mine, as well as Doctor Y. T. Tsur and other Chinese Managers, felt that there was no hope of raising any money in Peking at such a time. The amount we are after in this special effort is \$50,000 Silver.

As ever, yours



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學大京燕  
YENCHING UNIVERSITY  
PEKING, CHINA.

PEKING

OFFICE OF THE PRESIDENT

INDEXED

November  
Eighth  
1926

TELEGRAPH ADDRESS  
"YENTA"

TRANSFER

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

My dear Eric:

The last mail has brought letters from you regarding  
Doctor Faucett and further developments in the Joint Promotional  
Campaign.

As to the former, our difficulty is not knowing what we can count on for next year's budget. The tone of your letters last summer regarding that for the current year were ~~were~~ <sup>was</sup> so unpromising that unless quite substantial additions to our income are in sight, I cannot see how we can avoid drastic reductions. I have been waiting eagerly for further comments on the financial situation, but have nothing except the very brief cables. To take on a married man, with his wife and three children, however desirable he may be, and however we may need an additional teacher in English, seems a rather fatuous hope at present. If you could possibly secure through Doctor Paul Monroe, Doctor Stephen Duggan or some similar source, the money to cover his salary, it would be splendid. In this case, cable me at the earliest opportunity so that I can reach him; otherwise, or unless there has been some other improvement in our resources, of which no word has reached us, I see no hope of getting him.

A part-time arrangement with some other organization does not appeal.

As to the Joint Campaign, I am glad that preparations are going ahead steadily in America, although it does not seem probable that the institutions most affected will be able to adjust their programs so as to fit in with a truly unified scheme.

Treasurer. We have been trying to find some one for this important position, who would also be somewhat familiar with Chinese conditions. At present we are in negotiation with Mr. Glen Fuller, who is acting as Treasurer for the Methodist Mission in Mr. Krause's absence. He is to return to America next June, and our thought would be, if this arrangement were concluded, he

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North

would spend his year at home in getting acquainted with you and your methods, and in studying financial management in one or more American universities. If by any chance he could secure his own salary, or otherwise help in increasing our income, it would be all to the good.

In this case, Wiant is willing to continue to act for another year. I hope that we can keep Mr. Flood, now accountant in the Construction Bureau, at least until next summer, to give his chief attention to cost accounting, especially in relation to the power plant.

Mr. Krause on his return might be made Chairman or at least a member of the Finance Committee of the Board of Managers.

Yenta Christian Fellowship. I had been thinking for some-time of the problem of a University church after we should have moved to the new campus, and in conference with others took steps by which the faculty and students have united in organizing themselves under the above name. Yenta, as you doubtless know, is merely the abbreviated form in Chinese for Yenching University. I am enclosing a copy of a letter sent by me to every member of our faculty and student body, and of the constitution as it has been worked out thus far. There is no national church as yet, and the difficulties of identifying ourselves with one or another of the Western denominations projected into China are sufficiently obvious. Equally so would be the complications in organizing at this stage anything under the name of a church.

Review constitution will follow in next mail.

The present plan permits of growth and alterations on a flexible basis. Last week and the present one are being spent in securing members, and it is too early to report results. I am quite disappointed that, just as I had to be in Shanghai when the movement was started, so am I spending most of this fortnight either in bed at home or in the hospital, where I am now dictating this letter.

I wanted you and the trustees to know of these plans. I trust they will have your approval. I dare to hope that this determination to condition Christian discipleship upon a declaration of purpose will have a favorable influence outside of our own University.

Construction. It would be helpful if you could give me the probabilities as to the building we can go forward with in the spring. I take it that this will include the Infirmary, the Men's Gymnasium and Chapel. Let me know also the actual amount secured for the Bashford Administration Building.

see 1/26/27 #3

The recent cables have given no indication as to the amount that could be spent on construction as against current

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expenses. We ought also to be working out the amounts intended for the different units to see how much, if anything, has been saved on each building out of money given for that purpose. It has been, and I suppose still is, such a struggle to get any cash with which to keep up with the demands of the Construction Bureau for work already under way that this phase of the matter has been held up. With the formal opening next autumn, we ought to lose no time in planning for such improvement of the grounds, ornamentation of buildings, etc. as conditions permit.

To  
Murphy  
2/15/27

In this connection try to secure from Mr. Murphy the cash for his promise of \$1,000 Gold with which to purchase stone ornaments, etc., and urge him to secure from his friends the additional \$4,000 which he promised to undertake. He is rightly anxious that we have Chinese names of the buildings, inscribed on the typical tablet of blue field with gilt border.

*Murphy*

It would be a help also if even a small special gift could be secured for preparation for the formal opening. There will be unavoidable expense in printing invitations, arranging for entertainment, etc.

*James*

In all such matters it would be well if Gold could be remitted to us by cable or draft as promptly as possible. Exchange may continue favorable or may get bad again. Sending drafts to us is better than remitting through the Belgian Bank, because we can then sell at the best rate.

✓

Please have Murphy send as soon as he possibly can the working drawings for the new Men's Dormitory or at least for one or two units. We need them for efforts to secure Chinese gifts.

✓

Photograph of Self. As a feature of the cultivation of the Chinese, I should like to have a good photograph of myself to give to certain individuals, and wonder if a dozen of the Underwood and Underwood, properly mounted, would not be a good investment. My efforts to get a good one locally have not been successful, and the fact that this came from New York would count for something with the type of men I have in mind. I should be glad, therefore, to have you send me a dozen and charge it to promotion.

*Done*

Agricultural Education. I am sending you a copy of a letter just written to Chamberlain. You will also have the minutes of the conference referred to. These communications, together with the previous ones will probably be their own explanation.

Very sincerely yours,

*Freighton Stuart*

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TRANSFER

Peking University

November 11, 1926

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

My dear Leighton:

I enclose a copy of a letter I have written to the members of the committee which cabled us with reference to your return. We do not mean to turn down flatly the possibility of your return at all, but feel that until we have fully explored the financial situation resulting from the actual receipt of funds from the rail estate, carrying on our explorations both in Peking and here, it would be unwise to have you come back. There is too much information that we shall need from the field and it is important that you be there to see that we get it.

I have word from Lawrence Lead saying that they have decided to do without the allowance for one of the children and that, as far as the University budget is concerned, they will consider that the family consists of Larry, Eleanor, Margaret and Elizabeth, aged 3, 3, 4 and 2 respectively. He adds: "If we find we can do more later on we will reconsider it, but this is all that we feel we can do just now". I calculate Lead's furlough allowance as \$258.33 per month beginning February 1st and you should figure five months of this in your budget of the current fiscal year, and also make allowance in the next fiscal year for this amount for July, as I presume he will not start for the field until sometime in August. If the negotiations with Princeton-in-Peking cause any more favorable financial condition in reference to Lead I will let you know.

Faithfully yours,

Secretary  
Peking University

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November 18, 1926.

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

Dear Dr. Stuart:

You no doubt have been advised by Mr. North and through the minutes of the Finance Committee of my appointment as Campaign Director, as stated in Mr. Britton's note regarding his promise to Mr. Thomas Lambert and credit to my attention. I do not think it good policy on the part of our committee with our campaign for funds to visit the East, unless the gift is of sufficient significance. However, if such a promise is made, the fact should be brought to the attention of this office for our records.

If any of the members of the Faculty or of the staff write to friends in the United States for financial assistance for the University, I trust you can advise upon them the need of sending a copy of such requests to this office, so that we may be duly informed.

Dr. Ince is about to make an extensive trip through the Northwest and to the Pacific Coast, and his destination is to go to Kansas City, Missouri. It would be of great help to have the support of Mr. Vernon Nunn. If Mr. Nunn personally corresponds with these contributors to our fund support regarding their financial aid, it would be well to have copies of such correspondence in this office.

We are very sorry that Mr. Britton left for America before receiving Dr. North's cablegram advising you of the change in our financial situation; however, no doubt his services can be used in our campaign for the Department of Journalism, and I hope that you may be able to use him in a campaign for general funds for budget purposes. Our immediate objective is:

\$150,000	for	Dormitories		
40,000	"	Additional houses		
		(We have suggested 3 Houses at 8000		
		each and 5 " " 5000 each)		
20,000	"	Running expenses.		
		Funds to clear up campaign deficit.		

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We are working on an issue of "Peking News", which we hope to have ready for distribution about December 1. We plan to make this as attractive as possible, and hope our appeal will bring results. We find we have very little in the way of real information regarding activities on the field which would be of interest to our constituency. I think it would be well if we could have, from time to time, small paragraphs and articles treating with University activities on the campus for publication purposes. It would no doubt help to make future issues of "Peking News" more interesting.

On receiving a copy of the next issue, I would be glad to have your criticisms. I would like, also, very much to have a list of friends of faculty members in the United States who may not be on our regular list. If we continue to issue "Peking News", we want it to be a medium of news to all that are in any way interested in the development of our University, and certainly the friends of our faculty should be thus interested.

As you will readily understand, I come to these new duties as Campaign Director as a novice, and need the hearty cooperation and support of officers and trustees, and I sincerely hope that our efforts will be fruitful.

Cordially yours,

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學大京燕  
YENCHING UNIVERSITY  
PEKING, CHINA.

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OFFICE OF THE PRESIDENT

INDEXED

November  
Seventeenth  
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TELEGRAPH ADDRESS  
"YENTA"

TRANSFER

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

Dear Eric:

Loan from Doctor W. R. Houston:

When we were ordered by you last summer to make no more drawings from America and were compelled to go on with preparations for opening, I effected a personal loan from Doctor Houston, an old friend of mine, now on the faculty of the Yale Medical School at Changsha, for \$15,000 Silver. He has written, asking that this be placed to his credit in New York at the rate current when the loan was made, which would be \$6,900 Gold. He would like to profit by present exchange and buy Gold Bonds. I have written him that we are asking you to pay this amount in New York on his demand. I hope you will find it possible to do so, and charge it to our construction costs.

Accounts of R. S. Britton:

Mr. Britton has asked us to pay for a check which he drew amounting to Silver \$500, which he felt it necessary to use in his various preparations for returning to the States. We paid in full his travel expenses, and have no source from which to meet this further charge. He claims that his publicity activities and investments will cover this amount. He has, however, left a number of other bills to be paid and has not given authorization for drawing upon an account belonging to the Department of Journalism, which is the only source from which we could meet these payments.

Will you take up with him the procedure for clearing off these items, either accepting them as properly chargeable to the publicity activities of the home office, or to be covered by receipts from his financial efforts. I am enclosing a copy of my letter to him on the subject.

Department of Journalism:

There is little I need to add to what I have written in previous letters on this subject, except that I gather from letters received from Mr. Britton since leaving here that he

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thinks of himself as sent to America to work for the University as a whole. This, of course, is entirely for the Trustees to decide; but I want you to make it as clear as possible that the reason we acted here was that unless through his efforts or otherwise special funds are secured for this Department, we cannot continue its maintenance beyond the present fiscal year.

He has also taken a strong position on securing money from Chinese sources. No one is more interested in accomplishing this than am I, but it is not the time to condition any efforts in America upon such results out here. This Department must have its basic maintenance provided at once from American sources or be discontinued. Once it has established itself, it is quite reasonable to hope that further enlargement can be made possible by Chinese gifts.

In this connection, the return of Britton and the continuance of Nash on our staff ought to be conditioned upon securing not only their salaries and current budget, but money for their residences, and of course for any other members of the Department to be added. It is a long time since any new gifts were secured for residences, and we must have a few more to meet the needs of next autumn. If these two men are to stay with us, authorization for two additional residences ought to be written or cabled to us as soon as possible.

I earnestly hope that you will act favorably on my suggestion that Nash and Wee be called to America. It seems to me that Wee would be quite a possibility for working for a longer period than the present emergency. With the death of Lewis we cannot expect Luce to take the whole burden of meeting additional needs for construction and current expenses. We are running now on the most rigid basis of economy, and are doing this with overdrafts and loans. Unless conditions are very different from anything that I can forecast, we need most urgently to continue an aggressive campaign for new money. Wee is not anxious to continue as Physical Director, and has in fact served notice that he is only carrying on this year to tide us over. He is not especially qualified for teaching English, nor to work in the Business Department, which is his preference. I venture to hope, however, that with proper guidance, he could be most useful to us in this haunting problem of increasing our resources.

University Registrar:

I am enclosing a copy of a letter to Galt, which explains itself. Tewksbury has been thinking of writing informally to Carrington Goodrich, but even though the latter were inclined to accept, and much as I should like to have him in our organization, I could not feel that it would meet the need except as the very last resort. Please cable Galt's answer in order that we can plan accordingly.

*Checked by  
Stewart's copy  
that a Chinese  
Registrar has  
been ...*

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Secretarial Needs:

Miss Crane, as you know, is leaving us this summer. She has been splendidly efficient, and the large increase in the work of the Dean and Registrar's Offices makes it imperative that her place be adequately filled. Our preference here is to ask Miss Barnes to transfer to this office, providing Miss Hague returns to me. Miss Barnes is willing to make this change. I am writing Miss Hague by this mail, asking her to inform you of her decision. If she is unwilling to come back, we must have one new secretary, and should like to have her come out by the beginning of the summer if possible. We are planning a Summer School and a Theological Institute the early part of the summer. The Pacific Basin section of the World's Christian Student Federation is to meet here for the last two weeks of August, and the Formal Opening is planned for the first of October. We absolutely must have one more secretary as nearly like Miss Crane and Miss Barnes as you can find, unless Miss Hague returns.

*Write  
Miss Hague*

✓

Construction Matters:

It is probable that we shall have a much larger number of applications from men students this coming session than last year, and I am quite anxious to bring their number up to 600 or more in the college proper, with provision for a special tutorial class to accommodate those students who, from no fault of their own, cannot enter the Freshman Class because of differing standards, and who may have come a long distance or for other reasons we should not want to turn away. I hope that Mr. Murphy will be urged to send us as promptly as he can the working drawings for his additional units along the north shore of the lake, also that the Trustees give their approval of these plans and allow us to attempt a less expensive form of construction, providing that we guarantee to get the proper architectural effects. We should like approval to put up one or more units, if the money could be secured from ~~New York~~ sources, and if Iuce can without sacrificing more pressing needs, secure gifts in America, it would be of great help.

*Chinese*

The number of men students just given will considerably reduce the per capita cost of instruction, and could be provided for with only a slight increase in staff, and a net reduction perhaps in costs.

We shall doubtless hear from you regarding the suggestions for shifting the athletic and gymnasium features, and receive the working drawings for the Chapel in time to let contracts before the Chinese New Year.

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Very sincerely yours,

*J. Leighton Stuart*

JLS:B  
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Anglo-Chinese College

Foochow, China.

November 19, 1926.

C O P Y

Doctor Leighton Stuart,  
Yenching University,  
Peking, China.

My dear Leighton:

I need not multiply words in expressing to you my deep appreciation of your letter of October twenty-fifth. William Hung's letter on the subject came a little earlier. I wrote an acknowledgement to him which I assumed you would also see. And I have written you a telegram as follows: "Unable come now."

Naturally your proposal brings us to a very important cross-roads. Personal conveniences and relationships are, as usual, mixed with opportunities for service in a complex, from which one seeks to disentangle the call of duty. The possibility of association with yourself and others in the Yenching group in China and America is exceedingly attractive. Mildred, even more than I, would like to change completely our China relationships in this way.

Upon receipt of your letter I took the matter up with Bishop Brown. He is always considerate, but strongly urged that I not leave the Foochow work at this time save, perhaps for a short visit to Peking; naturally he has had other plans for using me as he has for other men on his staff.

My return to America for Yenching at this time needs to be considered in the background of my declining to go home last spring at the call of the secretaries of our Methodist Boards for home base promotional work.

It must also be considered in the background of a difficult situation in our own Church in China whose financial difficulties and other administrative difficulties are very great. I have given myself to direct Church work for twenty years and a retreat from it at this time under heavy fire has its meaning.

Furthermore, I am still under obligations here at the Anglo-Chinese College. I agreed to help here for one year during the absence of Mr. Havighurst on furlough. To be sure, the year is past. But the situation has been delicate. A strong school had been hard hit. Financially it needed help

from America. Havighurst spent several months in furlough study. Then he started after money. By late summer he followed suggestions from Foochow and offered to remain a few weeks longer to try and finance the school if our trustees asked him to do so, which they did. But he hoped to reach here by the first of December. No recent word has come from him to date. I am under obligations to carry on for a little while longer.

Our Annual Conference meets on December first. It would scarcely be fair for me to agree to leave Foochow, either temporarily or for longer, before the session of the Conference. I have been away recently for over a month. It is expected momentarily that Foochow will be under the Southern Government. I have an obligation here at present.

There is another meaning to my going just now. There is great pressure upon Chinese and missionaries to leave direct church work in this region just now. Conditions are very difficult and depressing. When a man deliberately leaves for a position elsewhere, so very attractive as Yenching would be, it has much meaning for others as well as himself.

I have not made the matter a subject for general conversation with my colleagues here, either Chinese or American. Mildred and I have faced your call with a most earnest and a prayerful desire to know in which direction duty lies -- rather than our mere personal preference. I do not see that I can come to you now for a permanent relationship. Nor can I now go on a temporary commission of a few months in America. In view of these conditions I have not felt free even to come to Peking for conference. Particularly can I not come even to Peking until after our Annual Conference in early December. The Bishop at my suggestion has cabled to know when Havighurst may be expected. Local obligations will be more clear by the end of Conference.

My earlier letters to William Hung and telegram to yourself "Unable to come Yenching now" therefore, have a triple meaning:

1st. that I do not see how I can get away for even a short time at Peking now.

2d. That I do not now see how I can agree to go to America for Yenching during the immediate future, and

3d. What the telegram does not say - that Mildred and I very much want to come. With a great deal of hesitation and regret I have had to decide that your need and call have again come to us at a time when I ought not to accept them.

If political or other unforeseen conditions do not prevent, I would be happy to come to Shanghai or Peking for conference in mid-December or early January, preferably the latter time in view of Imogene's coming for the Holidays. But if I came it would be with a full mutual understanding of the local background and obligations as I have suggested the<sub>m</sub>

herein.

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You surely are in distress. Yenching is one of the few greatest University centers of the world for widely radiating Christian influence in the wonderful new period of civilization just ahead. To have a share in making Yenching strong, to companion with you men who are there now, - these things thrill me. I wish that I could join you. I do not feel that I should do so now. Perhaps this means that I never can do so. You must have a man on the job at once.

Thanking you for writing me,

Fraternally yours,

(S) Ralph A. Ward

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TRANSFER

Peking University

November 30, 1926

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

My dear Leighton:

I have a card from Lawrence Faucett at Port Said saying that, if the University appoints him for next fall, he would greatly appreciate some help on traveling expenses. When you come to a conclusion on this matter I think probably you had better cable me as well as Faucett so that I can take care of his need for travel expenses to bring his wife on from England. She would sail about February 1st.

I myself cannot but feel that Faucett's appointment would be a very good thing. I think it would add something to the quality of our staff in English as well as probably make for a desired permanence in the personnel of that group. I also feel that we owe something to Mr. Breece in this respect and I think that Faucett would be worth while. I have not the opportunity of knowing his wife but I am sure you can get impressions of the whole family from the persons whose names I gave you before. It is my judgment that when we get around to it we will find that the budget will be able to take care of this.

Cordially yours,

Secretary  
Peking University

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學大京燕  
YENCHING UNIVERSITY  
PEKING, CHINA.

OFFICE OF THE PRESIDENT

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TELEGRAPH ADDRESS:  
"YENTAN"

**TRANSFER**

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

INDEXED

My dear Eric:

Gift from Mrs. Sidney Gamble:

I am enclosing receipt for the gift of \$500.00 Gold from Mrs. Gamble toward \$7,000 Gold that she and her husband are giving for campus roads. Please take this up with Mr. Gamble's Cincinnati office in order that he may get the proper income tax allowance.

Wan-yu Chang:

Enclosed is a copy of a letter which explains itself. From Mr. Chang's letter to me, I would scarcely feel that he was desirable material for either of the subjects mentioned and has had inadequate training; but it may be that by further correspondence, you would get a different impression. T. Y. Chen is planning to stay an additional year in America, and Miss Boring will be leaving after the session of 1927-28, so that we shall have to make provision for at least those two years in Biology.

We are anxious to have a young Chinese take up religious education; but in the present temper of Chinese students, such a man to make a go of it, ought to have quite an outstanding personality and unusually good scholarship.

In Biology we have a possibility here, which is now being investigated; and for the other subject we would rather have no one than a mediocre man.

Agriculture:

I have your letter of October twenty-eighth. You will in the meantime have received my reply to Mr. Chamberlain's lengthy statement, and the action of the Board of Managers Advisory Committee. Both Mr. Wallace and Mr. Cressy, Secretaries of the Educational Association, have been here within the past week, and their independent judgment is at one in dis-

*to Mrs. Gamble*

*Card*

*Chamberlain's statement  
this was  
written  
11/3/27*

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couraging our doing any college work in Agriculture. I would personally prefer to sacrifice this and insure extension work; but if either with slightly increased resources or a shift of emphasis, the latter can be seriously undertaken, I do not feel that elective courses in general agriculture, permitting students to major or minor in that subject, is in conflict with the most idealistic scheme of correlation among the colleges. My constructive solution would be a strong Chinese as head; but no such man is in sight at present, and it is a serious question whether we could finance him even if he were. If Chamberlain is willing to accept such leadership when available, to carry on until then with no assurance of increased resources, and to take responsibility for systematic demonstration among rural communities even at the sacrifice of various more or less commercial projects, and of class work for college students when necessary, I see no reason why he should not come back to us.

You ask for my position, and frankly I am rather perplexed. It might help if you called Mr. Roger Greene into consultation, and if possible, Professor Joseph Bailey, Roe Hotel, Detroit. Both of these men feel very strongly that the leadership of this Department is too weak to make it probable that funds would be attracted to it from those who have opportunity to observe actual conditions here. Galt feels equally strongly. Etter is unwilling to stay with us under Chamberlain's headship. On the other hand, Chamberlain has untiring energy, big vision, makes many friends, has the unquestioned attachment of the Chinese on our staff and the students in the Department (as evidenced by the communication recently sent him from the Graduate Student Assistants).

Perhaps the best way to sum up my statement is to admit that there would be no serious consequences either way, whether Chamberlain resigned because he sees little hope of carrying out the bigger program he wants; or returns to China, ready to fit into the situation as described above. He now has all the essential facts. Let him decide, and if this means his return to us, let us at both ends support him to the limit.

Methodist Quota:

The Methodists have definitely cut their quota to five men; and in view of further discouraging news from their Board, are now seriously considering a further reduction of another man. This apparently cannot be helped. As Gibb is to go on furlough next summer, and as it would very much simplify our problem if he went even earlier, this will be the form in which such a cut would affect us least harmfully; especially if Gibb decides to go into some other work than the teaching of

To  
Samuel  
Hobbs

Chemistry, which would be the only place we could offer him, and that with no enthusiasm on the part of the other members of the Department.

Lawrence Mead:

I wonder if it would not be possible to persuade the Presbyterian Board to undertake Mr. Mead's salary as the sixth man on their quota. We are not at all likely to be wanting another foreigner in the near future, except in two or three positions at least as secular as this one, and Mead has the missionary spirit as strongly as could be hoped for. Luce would probably be of help in making these contacts, perhaps even to the extent of having Mead's mother designate a gift to the Board on this basis.

*write again*

*note file 1/3/27*

Other matters:

You will receive from Pettus, who was elected Secretary of the Administrative Committee of the Harvard-Peking Institute, our proposals for the present fiscal year. I want to write you in a few days at some length on this subject, and also on the relation between the Construction Bureau and the operation and maintenance of the physical plant, involving several personalities.

I am leaving tomorrow for Tientsin to be gone for two or three days. This is only to warn you of developments that are pending.

Very sincerely yours,

*J. Highten Stuart*

JLS:B

*In view of the cable correspondence from Britton in San Francisco to us, I feel that there is little hope of his being of use in financial promotion, and that any thought of his return here is extremely risky.*

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**TRANSFER**

Peking University

December 2, 1926

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

My dear Leighton:

I enclose herewith draft for \$50., the same being a gift made through Mr. Allan D. Wallis, Philadelphia, from a friend of his for a scholarship for a student at Peking University. He would like to know the name of and something about the student to whom you will award this scholarship. I beg you to fix this up and write me as soon as you can as this matter has been considerably tangled up through the confusion resulting in the campaign office in recent months. I also think that your early action on it would be an advantage because I believe that we can make this matter more or less one of regular procedure.

Cordially yours,

Secretary  
Peking University

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學大京燕  
YENCHING UNIVERSITY  
PEKING, CHINA.

HARVARD-YENCHING  
INSTITUTE

INDEXED

OFFICE OF THE PRESIDENT

December 7, 1926.

TELEGRAPH ADDRESS:  
"YENTA"

TRANSFER

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

Harvard-Peking Institute of Chinese Studies

Dear Doctor North:

You will receive from Mr. W. B. Pettus, Secretary, the minutes of the first meeting of the Administrative Committee, tentatively organized to direct the affairs of the Institute in Peking, pending confirmation by the controlling body in America. It was my understanding from conferences with the Trustees of the Hall Estate and others concerned during August and September 1925 that it was intended that the income should actually begin on January 1, 1926, the amount accumulating during the first six months to be used for residences, books and similar permanent equipment; and that from July 1st, the beginning of the fiscal and academic year of the University, instructional and other activities be undertaken on a budget of current expenses.

"Although up to the present writing no definite word has come as to the payment of capital or interest on this Fund, yet repeatedly in cables and letters from yourself and in comments from other sources we have been led to feel that there had been no departure from the original intention of the Hall Estate Trustees, and that we were expected to act on this assumption. It will be sufficiently obvious that in order to offer courses starting in September, and to engage desirable teachers or research scholars for that purpose, we must make contracts, issue announcements and arrange other details months in advance, and start construction of residences even earlier. All this has been done, and in both the University and the Yenching School of Chinese Studies there is now a staff quite adequate for the immediate needs, satisfactorily housed.

*four*  
"In the University we have been very strict in receiving applicants for graduate or research work in Chinese, having admitted only ~~twenty-five~~ students; but there has been an immediate and notable increase in the undergraduate elections under this subject, as indicated by the enclosed table, and already we are having evidence of the favorable attention this feature is attracting among prospective students and the Chinese public generally. We need have no anxiety as to our ability under the conditions which this Fund makes possible to secure the best quality alike of Chinese teachers and stu-

[Fund in popularity of election; 288 is required course; 212 in the election course]

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dents for the purpose in view, although we are more than ever convinced that at the outset progress can best be made by stressing the basic courses for students, and by encouraging productive activity on the part of teachers qualified for it.

"At the Yenching School of Chinese Studies an institute of several weeks was held last summer for advanced western students of Chinese subjects, attended by twenty-five persons, and another is being announced for the present summer. There is also one residential student through this academic year. It must be remembered that the political turmoil is making it unusually difficult at present for foreigners living in other parts of China to travel to Peking and plan for any period of continuous study, and that there has been as yet no opportunity to attract students from Europe and America for advanced work in Chinese cultural subjects.

"We have delayed calling a meeting of the Administrative Committee in expectation of formal authorization from America. It seemed best, however, not to postpone this any longer in view of the desirability of having approval for the budget as now in operation, and the purchase of books and plans for publication as recommended. We quite realize that both the personnel of the Committee and all of its actions are only tentative until approved in America. It was a source of especial pleasure that Dean Edsall of the Harvard Medical School could sit with us at this first meeting, and on his return to Cambridge in February he will doubtless be able to supplement our communications by his personal impressions.

"In commenting on the financial expenditure as recommended by us, this divides into initial equipment and current expenses.

The University has been severely put to it with its own limited resources and the chaotic military situation to provide housing for all of its staff, and the items charged to this Fund do not at all represent the capital involved in supplying homes owned by us for the teachers concerned. [We have assigned residence No. 35, a new foreign-style bungalow, costing Silver \$11,120.00 to Doctor L. T. Huang, and No. 8, a Chinese house, bought and renovated at a cost of \$6,900.00, to Mr. Kiam Ma. We have also restored two ruined houses, No. 20 and No. 20A, in the Garden of Prince Tsai Tao (leased for thirty years) and installed modern equipment at a cost of \$5,200.00 each; and while by mutual adjustment other Chinese members of the staff are now living in these particular houses, yet we could not have accommodated the whole group except for the expansion thus made possible. The others are living in leased or rented quarters in villages near us or with other faculty members. It will be noted that the capital expenditure is larger than the amount asked for from the Institute, and that an item for rental has been included in the current budget.]

"At the Yenching School of Chinese Studies one foreign residence, costing about \$17,000, is now occupied by the fam-

ily of Doctor Porter.

"As to books, the Yenching School of Chinese Studies already has a library, both in English and Chinese, which is no slight asset for the Institute; but it should be made even more serviceable by further additions, while the University is pitifully lacking in this absolutely essential equipment for any advanced study in Chinese. Until at least a working nucleus has been provided this will be the weakest part of development.

"You will have received sometime hence a memorandum from me on the personnel of our Chinese teachers included under the Institute, and perhaps no further comment is needed. They constitute as strong a group as could be desired, and as funds are available we feel confident that specialists of similar attainments can be secured in the other subjects to be emphasized. At the Yenching School of Chinese Studies Doctor Porter, released from the University experimentally for the present session, is regarded by many people, especially Chinese, as rarely qualified for the important task of promoting the idea of western attention to Chinese culture, and of acting as discoverer or interpreter of Chinese, who are doing significant work in this field, and as liaison officer between them and western students. Mr. March is enthusiastic and competent as librarian. A number of Chinese teachers in the University and other local specialists are being called upon to supplement the regular staff of the Yenching School of Chinese Studies.

Unit  
It will be observed that the institutional use of the current expenses is on a basis of two-thirds and one-third for the University and the Yenching School of Chinese Studies respectively. This is because of an informal agreement made last spring between Mr. Pettus and myself, and of course carries no more authority than the expression of our personal opinions at that time. My view has always been that not more than one-third of the amount of income available for use in Peking should be employed for the benefit of western students, and that this proportion should be tentative from year to year, conditioned upon developments which cannot now be foreseen; furthermore, that the relative amounts to be allowed for instructional facilities in the Yenching School of Chinese Studies as against research and publication with a much wider constituency in view, should be determined largely by the number and quality of the students coming to Peking for really serious advanced work. It would not be a complete presentation of the problem if reference were not made at this point to the question which has already been raised in the minds of a number of those most interested as to whether for at least a large proportion of such western students the association with a school for elementary vocational study of the Chinese language and the regulated control proper for that purpose is a more suitable environment, than the campus of a University with the atmosphere of graduate work, and where they may study directly under Chinese teachers, most of whom can use the English language as a medium. This would pre-

12-7-26

suppose the return of Doctor Porter to the University. The chief objections to such an arrangement would be the excellent library at the Yenching School of Chinese Studies, the many contacts in the city, and the necessity for providing a hostel on the University site. Even assuming this variation from the original plan, it would seem that a limited annual grant should be made to the Yenching School of Chinese Studies toward the provision for advanced teaching which will undoubtedly continue to be made there.

" We shall await instructions from the American body in control before making any plans for succeeding years in order that we may carry out the intentions of the Fund to the best advantage. I am merely trying to put before you our present commitments, aims and uncertainties.

" A word should be added in conclusion as to the two items not directly related to the work of either of our two institutions. A more specific memorandum will be sent regarding the work Baron Staal-Holstein is doing. The loss of income from his ancestral estates, caused by political upheavals in Europe, and from the National University of Peking, due to similar disturbances in China, has left this distinguished scholar destitute, and he would have been driven to the necessity of returning to Europe with his researches unfinished had it not been for this Fund. We propose to carry his budget for the calendar year 1927, but have charged this entire item to the present fiscal year to guarantee him and clear it off. It would seem to be precisely the type of scholarly investigation desired and will certainly give prestige among European savants in this field at the very inception of the Institute.

" Similar considerations obtain in the proposal to start without further delay a semi-annual periodical in English and another in Chinese; except that while Staal-Holstein's budget is only for twelve months, the periodicals should be permanent. They should be closely related, thus securing various economies and other benefits, but neither should be a translation of the other.

" We should be glad to have a cabled reply to our recommendations, or in any case a reply by mail as early as possible, and remittances as rapidly as these can be made, especially to cover expenditures already incurred. "

Very sincerely yours,

*J. Highton Stuart*

JLS:B

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學大京燕  
YENCHING UNIVERSITY  
PEKING, CHINA.

OFFICE OF THE PRESIDENT

December  
Seventh  
1926

TELEGRAPH ADDRESS:  
"YENTA"

Mr. Ernest A. Evans,  
1875 University Avenue,  
New York City.

Dear Mr. Evans:

I have just heard from Mr. Warner of the active interest you are taking in the affairs of the University as shown in your taking over the promotional affairs in the office and going there every afternoon. I am not unfamiliar with some of the difficulties involved, and am all the more relieved to know this matter is in your capable hands. Part of the anxiety with which I have been oppressed since returning from America a year ago last October has been the apparent lack of any progress in this promotional work. In the mail which has just come, giving news of large financial gifts, I think I am really more delighted at the evidence of the interest of the little group who have been meeting weekly, and at the news of your personal direction of campaign efforts, than at the actual sums of money that have been secured.

My chief concern now is in regard to the current budget for this year and those immediately ahead. I have written at length to Doctor North and others of this matter, and these letters have doubtless been seen by you. We have a group of the choicest Chinese in the country and need to add a few more. I am more desirous of retaining these men than any other single feature, because I believe they are the greatest asset we have under present conditions in China, and mean more for the progress of the institution than anything else.

With the view to more aggressive financial efforts, especially in funds for current expenses, until adequate endowment can be secured, I venture to urge that Reverend R. A. Ward, D. D., now Principal of the Anglo-Chinese College at Foochow, be invited to some such position as Mr. Lewis has held. He has been one of our Trustees and is very well known by the Methodist group, especially, from whom you can learn more about his qualifications. When our affairs seemed darkest last autumn, I wrote him a kind of S.O.S. appeal, and can perhaps do no better than to enclose a copy of his reply, which has just come. It discloses his difficulty as well as his desire.

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12-7-26

I am also writing Doctor North regarding K. A. Wee. Whether Ward took this work or not, Wee might be very useful at this stage. He would like nothing better than to work under Ward's direction, and the two of them might count more than both of them separate. Even with the income from the Hall Estate, we are in pressing need of increasing our resources even to maintain our present program, and a limited enlargement would increase our efficiency and establish us in a place of supremacy, which in view of the disintegration of the Government schools, is the unique opportunity for Christian education. Once so established, we have a permanent place in the ~~light~~ <sup>life</sup> of the nation.

With great satisfaction at the deepening of the fellowship which I have felt from the time when you first came on our Board, believe me

Very sincerely yours,

*J. Heighton Stuart*

JLS:B  
Enclosure

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TRANSFER

Peking University

December 14, 1926

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

My dear Leighton:

I have had your cable of November 29th about Mr. Britton and enclose confirmation of my cable of December 7th. The anxiety which you expressed in one of your recent letters is confirmed by the way in which he has been trying to draw funds on anybody and everybody connected with the University from whom he thought funds could be secured. Even before your cable came we had been trying to deal with the situation through a friend of Mr. Evans, a Mr. Krick in one of the banks in San Francisco. At the present time we understand that Mr. Britton is sailing, or shortly to sail by way of Panama to New York. Mrs. Britton left him in San Francisco not realizing how unsettled he was. It is our hope that she will meet him here on his arrival. She reports herself to be much better.

Mr. Britton seems to have thought he had authority from you to do everything that was necessary toward collecting funds from the Hall Estate, raising money right and left, and drawing upon us with your authority for unlimited expenses. Mrs. Britton in writing to me, expressed the thought that she had feared in Tientsin that he was getting from you, in your conversation with him there, an impression of his responsibility in the matter which perhaps was not justified and which perhaps you did not intend to give. We hope that before long we shall have him on here and will do our best to hold him steady and take care of him.

Faithfully yours,

Secretary  
Peking University

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INDEXED

TRANSFER

Peking University

December 14, 1926

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

My dear Leighton:

Just a note to say that we have made an arrangement to take care of Dr. Lew's living expenses here as a charge against our campaign expense. He, meanwhile, is to undertake to get himself in good health to do what speaking for us we can arrange and desire, and also to make use of such opportunities as he has to lecture and speak in the seminaries and colleges. I think he is cheerful over the plans made and I am hopeful that the visit will be productive of health and strength for him, and also useful to the University.

I have also to add that we have requested Mr. Barker to go to Peking by way of New York and he is due here on the second of January. Our anticipation is that he will sail from Seattle on the 17th of January, reaching Peking a few days before he is scheduled to arrive.

Cordially yours,

Secretary  
Peking University

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學大京燕  
YENCHING UNIVERSITY  
PEKING, CHINA.

PEKING

TRANSMITTED

TELEGRAPH ADDRESS:  
"YENTA"

OFFICE OF THE PRESIDENT

December 16, 1926.

INDEXED

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

Dear Eric:

I have been running back and forth to Tientsin so much recently that I have not been able to reply to your letter of November fourth, despite the immense relief that the reading of it brought to me. ✓

I want to congratulate you in particular for securing the gift of \$166,500 from the Hall Estate men on the Power Plant. This is clearly due to your own relationships with them, and represents a very substantial improvement in our finances, concerning an item which is unattractive enough at best to any donor, but becomes even more so when it has to do with a deficit. ✓

It is also a great joy to know that the income from the two million dollar endowments is actually paid over for 1926, and that the Museum item of \$6,000 has been refunded. I hope that William Hung's letter regarding the Museum will meet the need to which you give expression. ✓

The whole matter of the Hall Estate payments gives a sense of stability and assurance no less to your office than to us out here. It is also a delightful surprise to learn of the McBrier Recitation Building. Much as we need the dormitories, and heartily as I commend you for having tried to divert the gift to that purpose, yet on the whole perhaps it may prove easier to get these provided for in small units, whereas the recitation building will become a necessity in about two years from now, and might not be secured otherwise. I have written a letter of appreciation to Mr. and Mrs. McBrier. ✓

It has been even more encouraging perhaps to know of the little group of Trustees, who have been giving serious and constant attention to our financial affairs. ✓

I am still greatly concerned about constant and effective promotional efforts for current expenses, and have never felt that devoted and successful as Doctor Luce is, we ought to look to him to meet these needs at the very time when he is absorbed in securing additional funds for buildings

(Part of letter to H. H. - 11/1/27)

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and grounds. I have written Mr. Evans, recommending that Ralph Ward be called by the Trustees to do permanent work for the University in some such capacity as the one Jim Lewis had. I am enclosing herewith copy of a second letter just received from him, which reveals his state of mind and his practical difficulties.

no

I also want to comment again on the problem of K. A. Wee. He is not willing to go on as Physical Director, and is acting this year on the understanding that we will find a permanent solution by next semester. He would like to come into our business organization, but the judgment of all of us concerned is that this would not be advisable. On the other hand he is devoted to the University and is quite willing to give his life to serving its interests. I feel strongly that his best usefulness next to that of being athletic director is in promotion in America. If he could work under Ward, to whom he is very much attached, he ought to do splendid service, and could be trained for going into the important field of overseas Chinese. He will never be much of a success in working with local Chinese, unless possibly our own Alumni. Even with them we can for the present perhaps make more satisfactory arrangements otherwise.

✓

Let me have the judgment of the Trustees on the case of Wee as soon as possible, both in relation to whatever action may be taken in regard to Ward and on the assumption that Ward will not be available.

|| ✓

Government Registration:

Will you send me an official statement as soon as possible as to the amount of our present endowment holdings and the income they yield. This information is necessary in connection with our registration. It might be well also to state the definite amounts that come to us from Mission Boards, the China Medical Board, Princeton-in-Peking, and any other fixed sources of income that can be regarded as the equivalent of endowment.

Wrote  
4/28/27

|| ✓

Roswell Britton:

I am enclosing herewith copies of cables that have come and gone between Mr. Britton, New York and ourselves. They may be of some value in securing medical opinion. I might add that Doctor Adrian Taylor, who has known the Brittons for many years, told me two or three nights ago that he saw Mr. Britton the day before he left Peking and was then convinced from his manner that he was mentally unbalanced. He thinks the trouble may be dementia precox. It is a very pathetic development, and was wholly unexpected when the plans were made for his leaving China. I might add in explanation of our sending him that it was in order either to secure permanent support

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sent to  
Waller

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for the Department of Journalism or discontinue it. Even apart from the general problem of our maintaining the present budget, I do not see how we could have carried Nash and Britton without securing a salary for the latter and renewing that of Nash by special efforts.

Very sincerely yours,

*J. H. Stueck*

JLS:B  
Enclosures

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RECEIVED  
PEKING  
**TRANSFER**  
Peking University

December 20, 1926

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

My dear Leighton:

I enclose a copy of a letter I have just written to Mr. Wiant. The action with reference to further borrowing on the field is **very definite**. The Finance Committee insist that hereafter any consciousness of need of the University for one thing or another must not be met by borrowing funds in China. However the situation in the past months may have justified it, as it no doubt has, we are anxious that this matter be kept entirely clear for the future.

I have not time to write fully now and catch the present mail. I can say this, however, that the budget of \$304,000. which you asked us to cover in your letter of September 14, 1926 has been considered. Let me note certain items with reference to it.

First, it is very confusing to get budgets from you with different figures sent about the same time, but with the relation between them not shown. The typewritten budget schedule which came about the time your letter did showed a total budget of Mex. \$262,995. Then along comes your letter of September 14th and statements of a budget of \$304,625. No explanation is given of the relation between these or what is or is not included so that we may know what items of expense have been excluded which may thereby exclude certain items of income which are designated to cover such expense. In this case, after some investigation, I have discovered that you have included the Harvard Orient budget in your letter of September 14th but omitted it from the schedule sent.

Second - in your letter of September 14th you listed local income which you have deducted in estimating the amount required from us, but it seems to me that you ought to include in that local income the miscellaneous amounts for the Departments of Sociology and Political Science. Those are paid in Peking and not here, and as you have put it up in this letter you would seem to be collecting from us enough to cover these expenditures, and on the other hand, securing from Princeton in Peking an additional amount to cover these expenditures. We have no process here of dealing with the American Board rent for Tewksbury and assume you will collect that there. I have therefore deducted as local income not Mex. \$73,700. but Mex. \$77,500. The balance of Mex. \$227,125. is what you now expect from us.

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It still is necessary for us to insist that you be extremely conservative with the expenditure even on that budget. In the first place, we have not received any money yet from the Harvard-Orient Institute and no expenditures of any kind for books should be made on this account until the budget is approved and we notify you accordingly. This will be one element of saving in your budget which you can make inasmuch as you have put in the whole of the Harvard-Orient budget in your figure of \$304,000.

In the second place, the principal amount of the Hall Estate endowment is not in hand yet, and we do not have any definite statement from them that they will pay us for the next half year the \$25,000. or \$30,000. that would represent the income from such endowment. I have no doubt that somehow or other we will secure this, but the Finance Committee do not believe that we ought to get into another jam on this matter. I shall do everything I can to hasten the assurance of this amount, but meanwhile must again urge that upon the present budget expenditure you be extremely conservative.

You asked in one of your letters what to figure on for the budget for next year. Our recommendation would be that you make out your budget for next year without exceeding your present budget figure at all, but making such adjustment between departments and amounts as experience may show to be necessary. Then present a distinct and separate schedule showing supplementary additions to the budget in order of relative importance which you believe ought to be made if the Trustees have the income for that purpose. It seems to me that the best way to make the budget each year is to follow a process like this. I venture to hope that we may deal constructively with your budget when it comes at a much earlier date than we were able to do last year, but again, that depends upon the speed that our friends of the Hall Estate and the Harvard-Orient Institute people can make. We are not at all lying down on the problems and processes of raising money, but it must be remembered that we are still carrying a debt of something like \$50,000. and we must proceed to pay this off and get free of this millstone.

I am sorry that the situation makes necessary your adherence strictly to the budget that is named, and to your getting well inside of it if you possibly can, but it is the part of wisdom to do that until we can get on a truly clear and secure foundation.

One word further; it seems to me to be of very little use to have a budget for the year and to keep within that budget for the year as shown by the Assistant Treasurer's accounts, and then have a raft of non budget items of expenditure authorized by who knows who to reduce our funds and give us another set of deficits that are real but are not truly controlled by a budget process. It seems to me that there must be some way found whereby expenditure on non-budget items is prohibited until the funds are actually in hand for the purpose involved.

I would write more at length upon many items if it were not necessary to stop now in order to catch the mail.

Cordially yours,

Secretary

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TRANSFER

Peking University

December 22, 1926

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

My dear Leighton:

We have the booklet entitled "Progress at Yenching" with its fine story of the opening exercises and impressions of the Campus, and the calendars. We are glad to have these and will endeavor to make the best possible use of them. We have been working here at getting out the Peking News and have been somewhat handicapped by the fact that we have had no real account of the opening. It would be a great help if matters of such interest as this could be sent on to us regularly as soon as possible.

I enclose confirmation of my cablegram of December 15th which you have already answered, and concerning which I wrote you by the last mail.

Cordially yours,

Secretary  
Peking University

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COPY.

23 December 1926.

## TRANSFER

Dr. J. Leighton Stuart,  
Yenching University,  
Haitien.

Dear Dr. Stuart:

I think I told you that I was to take luncheon yesterday with Dr. Porter, Mr. Hummel and Mr. March to discuss their slant on the problems that we have gone over. I found there also Mr. Gardner and Mr. Priest.

They were entirely discreet in all that they said to me and did not bring in any of the recent correspondence of which they had seen the copies and which you showed me. But at the same time they were very frank. The general impression that I carry with me is that if it were feasible to arrange to have some of the money at this end used at the Language School, the amounts and the manner of its expenditure to be determined by you and your Board, it would be desirable in certain ways to have such an arrangement because of the advantages of the already existing library and some other reasons. It would also, however, be, I thin, essential to have some dean or other properly designated officer as the academic head of the graduate work and not subject to Mr. Pettus but subject to you and your Board. That, obviously, is a difficult arrangement to carry out successfully, particularly if there is already a sense of something approaching conflict. Similar arrangements, however, have been made by the Harvard Medical School, for example, with hospitals, and have been successfully managed for years, with a spirit of cooperation between both, the university appointing all the academic personnel and controlling them, and, in part, entirely paying for, and, in part, sharing the costs of salaries, research costs, etc., that are looked upon as advantageous to both institutions. The appointments of personnel are subject to the approval of the hospital authorities but are entirely initiated by the university faculty, and the money that the university puts into the matter is wholly controlled by the university authorities. Unless something could be arranged that gave Yenching entire control of the situation, it seems to me dangerous to attempt to depend upon that place as a place to develop graduate teaching and if it cannot be arranged then it would be desirable to try to arrange it elsewhere.

I am writing you this as I am about to leave, not, of course, to attempt to make any suggestions to you but merely to present to you the impressions that I go away with, because I know that I shall pumped when I get back. I shall be indebted if you will write me in care of the Dollar Line Steamship Company, Yokohama, if you have any criticisms to make of the above impression. I want to carry a fair view-point back with me and a fair knowledge of what your views are, as the primary thing that would be useful to the people at home.

Sincerely yours

*Davidson*  
*see note 5 27/27.*

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TRANSFERS

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RECEIVED  
UNIVERSITY OF  
MAR 9 1927  
JOHN JOHNSON

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學大京燕  
YENCHING UNIVERSITY  
PEKING, CHINA.

OFFICE OF THE PRESIDENT

INDEXED

TRANSFER  
TELEGRAPH ADDRESS:  
"YENTA"

December 23, 1926.

2

Doctor Eric M. North,  
Yenching University,  
New York, N. Y.

Dear Eric:

R.S. Britton:

I am enclosing herewith a copy of a letter which explains itself. My hearty sympathy in the burden this has put upon you, with the additional feature of being maligned and misunderstood, which of course has made your duty much more difficult. You will find comfort in the realization that Mr. Britton is not himself, and that you are the victim of his abnormal condition.

see R.S. Britton



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If you have not already done so, I wonder if it would not be wise to write to Mrs. Britton to the effect that we feel he ought not undertake any work for the University in America, and that in view of these developments we can scarcely think it wise for him to return to us, even though he seemed to recover entirely from the present symptoms. Her address is c/o McConnell Brothers, Asheville, North Carolina. You may, however, already have had correspondence with one or the other of them that would make this action unnecessary.

Building Costs:

We have never had official information as to the money paid in for our various buildings. Gibb has recently sent you a statement of expenditure on these to-date. A number of them can be treated as practically completed, such as the Ninde Divinity Hall, the two Science Buildings and the four dormitories.

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write explaining

It would help if you gave us authorization in detail for expending up to what is available for each of these completed and incomplete, together with the total amount available for purchase and improvement of grounds again analyzed. Not until then can we know at either end what our actual surplus or deficit will be. I realize that we want to save everything possible of the amount given for a specified building, and let it count either for helping the general overhead or to be reserved for endowment. On the other hand, the question is continually coming up as to whether equipment in these buildings that is really needed for efficient work can be allowed or not.

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Porter Residence:

It seems now almost certain that Lucius Porter will not stay in the city after the present session, in which case a house should be built for him in view of the gift from the Brooklyn Church. As this has, however, gone into the general residence expenditure, I see no way out but claiming a further sum from the Harvard-Peking Institute. By taking the special gift of \$22,000 for residences as belonging only to the University, we might allow a grant to Pettus on next year's budget that will pay off the house in which Porter has been living, and give him that much permanent value from the present arrangement.

Mrs. Frame and Dean Hung both feel that my comments on this subject to you were quite mild, as I intended they should be in the first official reference. Developments since then increase in my mind the probability of our finding the relationship with the Yenching School of Chinese Studies after the present session *an impossible one.* I want to suggest that you get in touch with Dean D. S. Edsall of the Harvard School of Medicine, who is leaving here next week, and ask his frank opinion of this whole problem. It would make things much easier for me if instructions could originate in America, although I shall not shirk the definite issues that apparently will have to be faced.

Very sincerely yours,

*Edsall*

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Enclosure

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JAN 24 1927  
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*John* *Dr. Eric M. North*

December 29, 1926.

RECEIVED

Dr. J. L. Stuart  
President of Yenching University  
Peking West

**TRANSFER**

Dear Dr. Stuart:

At a recent meeting of the Executive Committee of the Board of Directors of the Yenching School of Chinese Studies there was presented a copy of your letter to Dr. Eric M. North, Secretary of Yenching University in which was stated the case both of Yenching University and the Yenching School of Chinese Studies for funds as passed by the Administrative Committee of the Harvard-Peking Institute. As you are the Chairman of the Administrative Committee and as Dr. North is a member of the Board of Trustees of the Harvard-Peking Board of Trustees in America, and as there has been copy of no other correspondence between you and the Board in America, we assume that this letter is virtually your official letter discussing the budget.

We wish to express our thanks for the courtesy of the copy of this letter as sent to Mr. Pettus. At the same time we trust that you will pardon our writing in this connection to express the feeling of the Executive Committee of the Yenching School of Chinese Studies that its side of the case has not been adequately presented tending to create, we fear, the impression in the minds of the responsible body in America that the School is doing comparatively little beyond the teaching of elementary Chinese and that its advanced studies and research are not to be taken very seriously.

In addition to the things stated in your letter, we would like to point out certain facts which we believe should be brought out in order to give a better appreciation and understanding of the work of the School.

- (1) In regard to the courses offered, mention is made of the Summer School. In addition it should be made clear that a very varied number of courses are offered in the Autumn, Winter and Spring terms, which constitute the main work of the year and occupy the major time of its foreign faculty.
- (2) In regard to students, instead of the one residential student, mentioned by you, there are eleven doing solid work, including those who have come specially for advanced work from Canton, Wanking, Szechuen and other places in China. This does not include the four professors of Chinese from England, Holland, Germany and Russia, who have been with the school during the past few months and to whom valuable aid has been rendered.
- (3) In regard to the students who are beginning the study of Chinese described as "elementary vocational study of the Chinese language" it should be pointed out that practically all of these students are college graduates, many with master and doctor degrees, and that, preparing for a life of service in China they are potentially a most likely group to render service in future research in the field of Chinese life and culture. Surrounded from the start by the atmosphere created by advance study, interest is stimulated which in the future should lead to real contributions to the knowledge of Chinese things. It should also be pointed out that their study in the Chinese language, even the beginning work, is the equivalent of work recognized by Columbia University and other similar institutions as credit towards the higher degrees.

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(4) In regard to the teaching staff, in addition to Dr. Porter and Mr. March, mention should be made of Mr. A.W. Hummel, Professor of Chinese History and his scholarly studies, writing and lecturing and of the work of Prof. J J Brandt of the Department of Chinese Literature with his twenty-three years of experience in teaching in a Chinese School founded by the Ministry of Foreign Affairs.

(5) In regard to research and original production, mention should be made of Dr. C H Fenn's English-Chinese Dictionary, recently published which has met with wide spread favor, and of the book on the Chinese Literary Language by Prof. J J Brandt shortly to be off the press.

Finally in regard to the policy advocated by you, namely that it would be more advantageous to have most of this advanced work withdrawn from the Yenching School of Chinese Studies and done on the Yenching University campus, we would raise the question as to why this matter was taken up with the Trustees in America before it had been brought up before, or discussed by the Administrative Committee of the Harvard-Peking Institute, the Board of Managers of Yenching University or the Board of Directors of the Yenching School of Chinese Studies. We welcome free discussion on these matters that the best plan may be worked out to realize the aims of the founder of the fund, and would not hinder any expression of private opinion, but feel it is not proper that such a drastic change in policy, seriously affecting the interests and program of one party of two cooperating bodies, and tending to invalidate approval of a budget passed recently with your vote, should have been recommended even personally by yourself as the responsible head of the other body without previous consultation not only with the boards of control of the two bodies affected but also with the Administrative Committee of the Harvard-Peking Institute on the field.

We trust that you will pardon the frankness of this letter. We desire only to work out the most cordial relations between Yenching University and the Yenching School of Chinese Studies and the best use of the Hall Fund and feel that the best interests of all will be conserved by openness and frank friendly discussion.

With very best regards, we remain

Sincerely yours

For the Yenching Committee of the  
Yenching School of Chinese Studies

(Signed) C. H. Fenn  
(Signed) Dwight W. Edwards  
(Signed) S. F. Mayters

RECEIVED  
MAY 12 1930  
EDUCATIONAL  
DEPARTMENT

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(4) In regard to the teaching staff, in addition to Dr. Porter and Mr. March, mention should be made of Mr. A.W. Hummel, Professor of Chinese History and his scholarly studies, writing and lecturing and of the work of Prof. J. J. Brandt of the Department of Chinese Literature with his twenty-three years of experience in teaching in a Chinese School founded by the Ministry of Foreign Affairs.

(5) In regard to research and original production, mention should be made of Dr. C. H. Fenn's English-Chinese dictionary, recently published which has met with wide approval, and of the book on the Chinese literary language by Prof. J. J. Brandt shortly to be off the press.

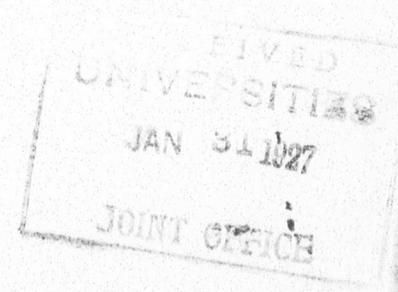
Finally in regard to the policy advocated by you, namely that it would be more advantageous to have most of this advanced work withdrawn from the Yenching School of Chinese Studies and done on the Yenching University campus, we would raise the question as to why this matter was taken up with the trustees in America before it had been brought up before, or discussed by the Administrative Committee of the Harvard-Yenching Institute, the Board of Managers of Yenching University or the Board of Directors of the Yenching School of Chinese Studies. We welcome free discussion on these matters that the best plan may be worked out to realize the aims of the founder of the fund, and would not hinder any expression of private opinion, but feel it is not proper that such a drastic change in policy, seriously affecting the interests and program of one party of two cooperating bodies, and tending to invalidate approval of a budget passed recently with your vote, should have been recommended even personally by yourself as the responsible head of the other body without previous consultation not only with the boards of control of the two bodies affected but also with the Administrative Committee of the Harvard-Yenching Institute on the field.

We trust that you will pardon the frankness of this letter. We desire only to work out the most cordial relations between Yenching University and the Yenching School of Chinese Studies and the best use of the full fund and feel that the best interests of all will be conserved by openness and frank friendly discussion.

Sincerely yours,  
With very best regards, we remain

For the Yenching Committee of the  
Yenching School of Chinese Studies

(Signed) C. H. Fenn  
(Signed) Dwight W. Edwards  
(Signed) S. F. Mayers



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