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Stuart, J.L. 1927 Jul

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燕京大學

YENCHING UNIVERSITY

PEKING, CHINA.

TELEGRAPH ADDRESS:
"YENTA"

OFFICE OF THE PRESIDENT

HARVARD-YENCHING INSTITUTE

July 1, 1927.

TRANSFER

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

My dear Dr. North:

The last American mail brought your letters of May 23 and 24 and June 2, dealing primarily with the matters concerning the proposed Institute of Chinese Studies. These letters were read with eager interest, and I am very much pleased to know that the outlook is so encouraging. The questions raised are extremely pertinent, and I am taking advantage of a fast American mail leaving here tomorrow to make such comments as have come to my mind thus far. I have also been consulting others, and yesterday had a full conversation with Dr. W.W. Yen. The facts expressed in this letter are shared by him and such other Chinese both within the University and outside as I have been able to see.

(1) As to the purely legal issues involved in the transfer of the Hall Estate funds to this University you in America are all in a position to make decisions. As I understand the aspirations of Chinese nationalists there would be no conflict between the holding body to which such endowment should be entrusted and a local Board of Control which could represent the institution in all official relations with the Chinese government and people, and having authority in actual administration. The Board of Trustees, whether its name is changed or not, would be able at any time to discontinue grants. Personally, I have no anxiety about this being a thoroughly workable arrangement so far as the problem of endowment is concerned. That of property is another issue which need not be dealt with in this letter.

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(2) As to the establishment of an independent institute unrelated to this or any other existing University as against the plan of having it connected with Yenching alone or a group of Universities, all whom I have consulted are in favor of the latter course. Dr. Yen especially was emphatic in this. It is felt that the establishment of a new cultural enterprise financed by American capital would be resented by the more radical elements in Chinese nationalism and could be misunderstood by others. It would also involve much new machinery including not only the usual Board of Control and administrative offices, but would have to make its own adjustments with changing governments at a time when any supposed invasion of Chinese rights would make such an effort peculiarly difficult. Whether it could be registered at all is open to serious question. By utilizing Yenching University all that it would undertake can be cared for without complications as far as the feelings of the Chinese government and people are concerned with a minimum of overhead expenses and additional organization. By carrying out the original plan of having a local administrative committee in direct touch with the Board of Trustees to be organized in America, the special interests of this Institute could be adequately protected, and there would be practically as much freedom as otherwise.

(3) As to maintaining it as a purely research enterprise rather than a teaching institution my own very strong recommendation would be, as far as Chinese students are concerned, that for the next few years at least, it ought to make provision for instructional work, both undergraduate and graduate. Two factors especially have tended to derange such preparations in Chinese subjects as would fit students for the more advanced work: the first is the so-called Literary Revolution by which the old classical models have given way to a style which is in effect a somewhat dignified form of the spoken language, and secondly, the political disturbances which have seriously interfered with all government education. The result is that the teaching of Chinese has necessarily been neglected and is in a somewhat chaotic condition. In the case of Mission Schools the teaching of Chinese subjects has always been a notoriously weak feature, although recently there has been a strong effort to correct this. By offering attractive undergraduate work in Chinese with the promise of research opportunities to those who qualified, desirable students will be encouraged

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to specialise in such subjects and will be attracted to our own and any other institutions where these opportunities are known to exist. Meanwhile, efforts could be in process for securing the very best scholars in The Research School of Chinese Studies, and they could be doing creative investigation and publishing their results while waiting for the students who would do advanced work under their direction. This has been the clear judgment of all with whom I have consulted as being the only sure foundation upon which the higher work could be planned. It must also be kept in mind that economic pressure will force almost every Chinese student to consider primarily the vocational aspects of whatever studies he will major in. Our own institution must, therefore, be so planned throughout that students on completing their studies should be able to find positions as teachers, officers in libraries or museums, writers, etc. The provision for Western students could in my judgment be handled most satisfactorily by retaining Dr. L.C. Porter as Director, and utilizing such Chinese and foreign teachers of our own or any neighboring institution as would meet the needs of individual students. The majority of our Chinese teachers would be able to lecture in English, and students would have the advantage of doing their work directly under natives of the country. Dr. Porter would also be ready to act as a intermediary and adviser as required. We could help in suggesting reading matter, in arranging library facilities and in relating each student to the one or more teachers who would be most helpful in his case. We would also keep records of the academic work of such students, and be responsible for their credits. Whether such students should live in the city or on our campus is a detail to be worked out, though our thought at present is that the former course would be more satisfactory. Motor transportation would make it possible for them to come to their teachers or vice versa without much expense or loss of time, and in the city they would have many library and other advantages which would add particularly to the benefit of studying in Peking.

(4) I have not been able to secure an equally clear expression of opinion from others on the matter of confining the efforts of the Institute to one University as against assisting several such institutions. It would seem to me preferable to have the graduate studies and research centred in Peking, although it would undoubtedly be to the advantage of the Institute if grants for strengthening Senior College work in Chinese subjects could be made to certain other selected

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institutions. As intimated above, the one Administrative Committee to be formed in Peking could act in such distribution. It would not be fair to the basic features of the enterprise, however, if such grants would have to be included in that proportion of the interest on one million dollars ($1,000,000) which is given to be spent in China. I plead strongly for the allotment of two million dollars ($2,000,000) and feel confident that with this amount, and by associating ourselves wisely with the best elements in Chinese nationalism who are especially concerned with education, we can achieve a result which will honor the name of Mr. Hall in a unique way and be an important factor in Chinese-American relationships of goodwill and cultural exchange, while at the same time tremendously helping forward such educational efforts as are now being attempted here.

Since first hearing of this proposal I have been thrilled with its potentialities and recent developments in China so far from discouraging, have made me feel more hopeful than ever. The fact that Tsing Hua University has a similar development and that the National University of Peking, whenever political conditions stabilize sufficiently, will stress the same features, means that we can work together, sharing or exchanging certain features, avoiding reduplication, and in general making Peking a centre for Chinese culture. Our own special contribution would be--and this is where it seems to me the association with Harvard is especially valuable--in furnishing Western critical methods and apparatus, and in emphasizing the translation into English and perhaps other Western languages of original results. Such need not be limited to the work done by our own scholars, but we could act for the whole group in this respect. The China Foundation--American Boxer Indemnity--is planning a large library in Peking and certain forms of assistance to museums and other cultural developments in this city. There could be mutual help in all such enterprises. I might add that this Foundation has at its last meeting, the day before yesterday, done me the honor to elect me as one of the members of the commission which controls its affairs, the other Americans being Dr. Paul Monroe, Mr. Roger Greene and Mr. C.R. Bennett of the National City Bank of New York, Peking branch. Dr. Monroe informed me yesterday in urging me to accept that one reason which had influenced him in voting for me had been the increasing connection that could thus be brought about between these two undertakings. Several of the Chinese members of this commission are also members of our Board of Managers, Dr. W.W. Yen, Dr. Y.T. Tsur, Dr. W.T. Tao and others are personal friends of some years. My name had been mentioned

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1276

when this commission had at first been formed, but Dr. Monroe then opposed it on the ground that it would avoid suspicion and criticism if no missionary educator were included. He reported this to me and I thoroughly agreed with him. Dr. Monroe knew that my name was to be urged again and in connection with a special trip south to meet a number of nationalist leaders he took the occasion to inquire whether there would be any objections at this time, and seems to have been assured by all whom he consulted that my name would be acceptable, in those quarters. I rather shrink from the added responsibility that my acceptance would involve, but am influenced to accept largely by the consideration of the way in which I could endeavor to relate these two American cultural undertakings to their mutual advantage. In this connection I might add that you and others interested in this Institute will find it helpful to advise with Dr. Monroe on the points raised in this letter. Unless I hear more definitely I shall be glad to cooperate at this end in the further steps necessary to get this Institute going thoroughly well. Everything here is ripe. All the work we are carrying on now is, of course, only a little strengthening of undergraduate and a beginning in research activity. You may care to arrange through me for the nomination of a local Administration Committee. In view of the discontinuance of all relations with the Language School, the tentative committee formed last autumn may be dissolved.

Very sincerely yours,

J. Leighton Stuart

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w/Stuart 7/17/31.

A Post-script

The communication on University finances was finished at Peitaiho and sent to Peking to be typed a few days before your cable of July 16 was forwarded from there. It is difficult to speak with restraint about the desolating effect of this news and much of what might be said is already understood by you. I am returning to Yenching today to face the issue. Apart from teachers' salaries and a few items which may be eliminated (e.g. Formal Opening, Books for the Library) everything had been already worked over until it could scarcely be reduced any lower, so that practically no relief can be found there. We shall break off negotiations with two or three very choice and much needed Chinese Christian teachers if we can do so without breach of faith. It would be almost impossible to dismiss any of our present staff (already in several instances carrying extra work because of the unusual number of those to be absent next session) not only because of courses of study already announced but also because in the present chaotic conditions they could scarcely get any other position at this late date. The only two possible courses are, therefore;

(1) to try to raise some money locally from Chinese sources and,

(2) to cut all salaries on whatever percentage is necessary.

As to the former, one could scarcely conceive a less favorable time than the present; and as to the latter, I have already commented on the inadequacy of the present scale and might add that amid all of the present uncertainties the one certain feature after the Nationalists arrive is that the cost of living will at once be materially increased. The salary cut will make more so the already difficult task of maintaining faculty morale, and can only be enforced as a temporary device.

The most alarming feature of the cable is, however, the implication that the Hall Estate will not even pay interest as promised. If we are to lose this source of income the sooner we know it the better, and in that event I recommend at least for the present closing down the institution. The small amount of cash available after deducting income for the School of Religion and Department of Agriculture would count for little in operating the physical plant and maintaining our Chinese staff. Even assuming the Mission Boards can continue to supply foreign teachers (the day after the cable reached me I had the first intimation that the L.M.S. would probably be forced to discontinue the support of Mr. Tayler and Miss Wood), an institution chiefly staffed by foreigners has no future under new conditions in this country. Judging by the experience of recent years, apart from the Hall Estate, we have no supporting constituency to appeal to and no effective process even for attempting to do so. Once the present staff--built up with patient effort and remarkable good fortune--is allowed to disintegrate, it would not be easy to gather them or their like together again. At this crisis failure to keep the property in use and full to capacity would make the holding

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1279

of it risky. In short, the very existence of the University is at stake.

A. Unless these endowments, especially the ones we speak of as our own are retained, or until an equivalent income can be provided from other sources, we would seem to be forced to discontinue, although the loss of every kind none of us will care to contemplate. Personally, I should prefer to spend my remaining active years in directly religious work, preferably in China or failing this in America, to continuing to attempt the next to impossible and doubtfully worth-while task of maintaining a University with as wholly insufficient and precarious a financial basis as this one would be left with, and this in the face of the storming strength of Chinese Nationalism. What makes my attitude serious is that it would be shared by at least the majority of my colleagues and perhaps by almost anyone outside who might be considered for administrative responsibilities. I shall undertake to carry through with honor and fidelity to all obligations incurred until June 30, hoping passionately that the endowments we have been counting on are not to be taken away from us, and endeavoring to sustain the uncomplaining fortitude and hopefulness of staff and students.

B. After that date some solution must be found for liquidating obligations and disposing of the property. Meanwhile, let us pray and strive for the continued life and usefulness of <u>our University</u> as we never have before.

J.L.S.

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燕京大學

YENCHING UNIVERSITY

PEKING, CHINA.

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TELEGRAPH ADDRESS:
"YENTA"

OFFICE OF THE PRESIDENT

HARVARD-YENCHING
INSTITUTE

July 1, 1927.

TRANSFER

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

My dear Eric:

I am sending herewith a formal reply regarding the Harvard Orient Institute or whatever it is to be called. I have tried to write as you want me to thinking of the Institute and not merely of our own budget and other problems. These latter, however, are never out of my mind and the absolute limitation of all construction or even repair is hitting us very hard. Would it not be possible to get from the Institute a small additional grant for rents or residence improvement with which we can ease up actual problems of housing our faculty during the coming year. For instance, we are taking an old Chinese house and renovating it for the Porters at a cost of something like twenty-five hundred or three thousand dollars silver (Mex.$2,500 or $3,000) Could we not get five thousand silver (Mex.$5,000) at least authorized to help in this feature. If so, send me a cable as soon as you can. We are distinctly up against it and we are only able to carry on at all because of the fortunate circumstance that a few families are frightened out of China by the disturbances and others have unexpectedly left.

Very sincerely yours,

Leighton

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Stuart

燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS:
"YENTA"

July 1, 1927.

Mr. Ernest A. Evans,
Office of Peking University,
150 Fifth Avenue,
New York City,
U.S.A.

Dear Mr. Evans:

I have your letter telling me of the wide use of certain material sent you. This is very gratifying. We shall try to send along the photographs and other materials dealing with the Chinese teachers. as rapidly as we can collect it. I note the offer of Mr. Ernest W. Mandeville to furnish certain back numbers of the Chinese Repository, and write at once to say that we shall be delighted to have these. They are quite valuable. They should be mailed to Professor William Hung, chairman of the Library Committee.

I am inclosing herewith a photograph and life history of Mr. Yiam Na.

This is only a hurried note to catch the American mail leaving tomorrow.

Very sincerely yours,

J. Leighton Stuart

1284

燕京大學

YENCHING UNIVERSITY

Peking China

Office of the Treasurer

July 1, 1926
to
June 30, 1927

Biology Department:			
A. M. Boring	Salary	$1968.00	
"	Rent	720.00	
C. F. Wu	Salary	4200.00	
"	Rent	960.00	
K. Y. Lu	Salary	1800.00	
Federica Chiang	Salary	1560.00	
"	Rent	120.00	
Assistants' Salaries		375.00	
Technicians Salaries		360.00	
Departmental Expenses		2686.69	$14749.69
Chemistry Department:			
S. D. Wilson	Salary	$3420.00	
"	Rent	960.00	
"	Medical Expense	219.00	
E. O. Wilson (On Furlough)	Salary etc.	6379.82	
C. P. Tsao	Salary	1440.00	
T. C. Wang	Salary	1440.00	
Assistants' Salaries		1888.00	
Technicians' Salaries		414.00	
Departmental Expenses		6656.02	$22816.84
Physics Department:			
P. A. Anderson	Salary	2380.00	
"	Rent	840.00	
Y. M. Hsieh	Salary	2750.00	
"	Rent	600.00	
D. K. Yang	Allownace	898.50	
Assistants' Salaries		1100.00	
Technicians' Salaries		951.60	
Departmental Expenses		4173.37	$14193.47
Total of Three Departments			$51760.00

YENCHING UNIVERSITY

J. Leighton Stuart

President

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1286

PEKING

TRANSFER

TRANSFER

Nanking. 3rd 1927

Dear Dr. Stuart,

I am exceedingly glad to tell you that my father, Hsü Teng Jen, after forty long fearful and exciting days, has been safely escaped from danger. He is a perfectly free man now. During his stay in prison he has constantly praying God and he knew that though there is no real justice in men, but God will never forget His helpless sheep. This occurance has made my father feel the real love of God and His mighty grace. And besides, He has really helped our friends in saving him. My father and the family wish to express their most gratiful thanks to you for trying so hard to rescue my father's life. We now can understand how valuable friendship is! "A true friend worth more than anything else." This statement has been thoroughly revealed to us.

Thanking you again for all your kindeness to us and we know that words can never express our real hearts.

With best wishes, I am,

Yours most sincerely,

Hsü Te

1287

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1288

燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

TRANS

INDEXED

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS:
"YENTA"

PEKING

July 5, 1927.

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

Dear Dr. North:

In reply to the cable of June 25, giving alternate courses for arranging the reorganization made necessary by nationalistic developments in China, my present thought would be that we shall confer with Mr. McBrier and any other Trustees who may come out this summer or autumn, and that we decide in the light of developments whether a Commission be planned for the year following, or I be called to America for conference and decision with the whole Board of Trustees present, after the political changes that are anticipated in this region will have taken place. The steps we have taken to secure a Chinese Chancellor will enable us to get by the first clash. What follows will depend largely, as does everything else in China, upon ~~present~~ personal relationships. If our student body remains loyal, and agitators cannot work up some form of attack from within, if individuals in our organization will have formed or can form friendly relations with individuals of sufficient importance in the new government, if the general program of the nationalists includes a bid for Western, and especially American, goodwill, all of which at present seem probable, we shall not be seriously disturbed during the first days of the new regime. Latterly, as they get down to serious business in educational matters we can hope for a procedure which, while determined on their part, will also be friendly and will not involve

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1289

unreasonable demands to be immediately complied with. It may be that despite the opposition of our Board of Managers and the lack of authority from the Trustees, we shall, if no Chinese Chancellor can be secured, go on a Commission basis as a temporary expedient to avoid an attack on me similar to what occurred in Fukien Christian University. I am not very hopeful about our securing a Chinese Chancellor in the near future. While many of us would urge Dr. W.W. Yen, yet as he himself quite correctly points out, we have no evidence that he would be acceptable to the Southern leaders who regard him as identified with the old mandarinate which they are trying to destroy. Every time an individual is discussed the net result simmers down to an attitude of let well enough alone for the present. This is embarrassing to me, and yet I can see the disadvantages in a wrong, or only mildly satisfactory, choice. The Trustees need have no anxiety regarding our use of the Commission form of government. In effect it only means that we go on as we are doing now with the Faculty Executive Committee and with a change of title on my part until the crisis is over. No responsibility will be neglected or confused. If we survive the first impact and seem to be functioning smoothly under the new regime, it may be advisable to have me make a trip to America, having interviewed the new educational authorities, and being thus prepared to answer any questions in the midst of all members of the Board. I would thus expect to return to China with authoritative action. I incline to think that the two matters that will require most attention after the vexed question of the President will have been disposed of, are the final authority of the Board of Managers in matters affecting administration, all of which must now be referred to the Trustees, and a simplified reorganization of the Board of Managers itself. On the first of these the Trustees in actual practice always have and doubtless always will follow the recommendations of the Managers, and the ceding of authority is more apparent than real. The real power of the Trustees will continue to be, as it actually is now, in the financial resources, which they will continue to control or secure, and in a moral and spiritual fellowship which will exist as long as the right people are sought and secured at both ends. On the other hand, the present organization of the Board of Managers is extremely clumsy with a membership of nearly forty, most of whom are mere figureheads, and is constructed on the assumption of the permanent

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This is not what I was trying to say but is near enough.)

existence in China of church affiliation ~~with the projected~~ ~~of~~ Western ecclesiastical bodies ~~which~~ and projected by the which have organized The University

I think it quite probable that the new educational authorities will object to the whole conception therein involved, and am no less sure that a simplification could be effected without injuring any of the real interests concerned, and making not only a much more presentable but much more effectively functioning body.

These comments are not official and only represent my personal opinions at this time for the guidance of yourself and others interested. In general, I should say that the Trustees, having acted as wisely and helpfully as they have thus far, may await further news of recommendations from us out here before acting further. It is a constant source of comfort and reassurance to me to be able to work under a Board that has the intelligent sympathy with the rapidly changing developments that our Trustees have been showing.

I am also inclosing herewith a statement which affects the China Medical Board account, being the expenditures in the premedical sciences for the past fiscal year. You will, of course, see to it that it is collected as possible.

Very sincerely yours,

J. Leighton Stuart

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July 11, 1927

Dr. J. Leighton Stuart
Yenching University
Peking, China

Dear Leighton:

Since 1923 the Holley, N.Y. Presbyterian Church has been giving $100 a year toward a scholarship.

The name of the student which has been connected with it, Tung Shao Ning, does not seem to appear on this year's list and, of course, it is quite possible for a variety of reasons that he may have left the college, possibly even without graduating. Where possible, I am endeavoring to keep people interested in the University as a whole even where we have to tie them to some specific name.

At Sewickley I proposed to the church that they regard themselves as interested in the University at large, expressing it, for the time, through Professor Corbett. It was fortunate that it was done in that way for after only a few months and before they had seen him, he had resigned. They are carrying on, however, and are printing on their calendar every Sunday the name of the University and have been doing this ever since Corbett resigned.

I have been endeavoring to get the Committee here to take up this old question of the Presbyterian quota (which just now is in a pretty serious condition) and I have hopes now that by September something will be worked out. I think also, where possible, we should get a church interested in the University as a whole even for a scholarship.

We are not quite sure, at this writing, whether this Holley church shall continue but I shall do everything in my power to get them to do so. In the meantime will you let me know, so that I may be able to reply intelligently to them in case they make the request, what has happened to Tung Shao-Ning and also send me the name of some student in good standing who is likely to be with us for say three or four years and tell me a little bit about his biography and prospects.

I would be glad to have a letter from you at your early convenience.

Ever truly,

H L/ES

1293

July 12, 1927

Dr. J. Leighton Stuart
Yenching University
Peking, China

Dear Leighton:

Doubtless you have seen this item in the report of Wallace after his visit last March to Wuhan. As far as the relation of Yali and Yenching at this end of the line is concerned, there has been no change so far as I know except Bevis was in and suggested the matter of Professor Hall Kwei, as per attached note of mine.

I should be glad if you could send me a letter telling how the whole matter lies in your mind at the present time. If the Nationalists should demand the capital to be moved to Hankow or Nanking I imagine that it would end the thought of Yali uniting with us. Indeed it is very important in case the capital should be moved, for you to send me on the present facts possible for use in maintaining interest here in our work there..

It seems almost unthinkable to me that they would abandon all of the government buildings in Peking, to say nothing of what it might mean to other institutions like P.U.M.C. to say nothing of ourselves. Still if such a change should come about it is quite possible that reckless rather than good judgment would fail and I suppose some good arguments could be advanced for it either way. It is a matter of great gratification that the plants of our Christian University are fairly well advanced. If they were not I would think it would be hopeless to expect that we could get them now. It will be difficult enough for us to maintain them on a scale adequate to the opportunity which I believe will be before us in the not distant future. In any event keep me supplied with such "ammunition" as may come to you and which you think will help in meeting the situation here.

You may even wish so etimes to send us a cable; especially during the month of September we will need to have on hand all the material possible. No one can tell what our Finance Committee might decide upon but I am hoping we can get out either a mimeographed letter or a Peking News to our constituency to prepare for the Fall work.

In case you should wish to send me, at any time, a letter direct, our home address now and for a year will be 611 West 112th Street, New York City.

Ever truly

EML/ES

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1294

July 12, 1927

Dear Leighton:

It is possible that I have written you before that I have not known a time when it was so difficult to get funds for Peking. Our Finance Committee, as with all other Finance Committees are very anxious and they have impressed upon me (as though I did not know it better than they) in some pretty strong language; and this in spite of the fact that since January 1st, the returns for Yenching have been far greater than the other Universities connected with this Union office and so far as I know better than any other Chinese college.

At the present time the more significant and serious thing now is the hesitancy and lack of vision for the future on the part of men to whom we might expect great leadership both in faith and action. On June 15th and 16th, there was a meeting of the various Board representatives and Missionaries under the leadership of the Committee of Reference and Counsel and a good many of the younger men felt this lack of leadership on the part of some of the older men.

Recently I have had occasion to cross seventh avenue a good many times where they are building a new subway. One of the most remarkable things is that while they are digging this new subway, they are keeping the traffic going on the main street. My great fear is that while we are, so to speak, digging a new subway in China we may fail to keep the traffic going while this is going on; at least keep it going in an adequate way.

Ever truly,

WWP

July 14, 1927

Dr. J. Leighton Stuart
Yenching University
Peking, China

Dear Leighton:

Our Finance Committee got aroused enough on certain reports of mine (which last Fall they were inclined to discount) that our office records and files were needing a thorough revision. They are now going to the other extreme and spending a large amount of money in order to carry this out. One item has turned up which illustrates the point that I have mentioned several times but which for some reason does not seem to function as yet to any great degree. On February 7, 1927 Dr. Eric North gave a memo to Mr. Evans, Chairman of the Finance Committee. The memo opened with these words, "Here are three items from a letter of Dr. Stuart of August 27th which I fear I have not passed on to you." And this was followed by the three items from your letter which refers to an old report to you of the gift of Mrs. Shoemaker to William Hunn's work; another as to your relationship to Brick Church and third in regard to delayed gifts of Mr. T. E. Ennis.

Now the point I am making is this, that all these items should have been referred to me in addition to anything that you sent to the Central Office. Then having the approach from two sides there would be a greater chance that the matters would receive attention. Of course it is quite possible that you may have sent me a carbon copy of this letter and yet I did not note it as carefully as I would now, since I was trusting more to the central office than I would now for information. I am hoping that by September we can get things in better shape so that the Central office will transmit to me such information as I ought to have, but under the best conditions it will not work out very well and it would be well for you to send as many carbons of your letters on all matters which you think should come to me, marking this carbon distinctly as to be sent to me.

I am trying to get some careful action in regard to our whole Presbyterian quota. It would of course involve your relationship to the Brick Church. The matter is very delicate one and will have to be carefully considered. I am not quite clear yet by whom this matter should be considered. About June 1st, I referred it to Mr. Evans but on June 18th he started for Wisvacation to California and will be gone until late September.

You suggest in a letter that Ziferz could be appointed to Rochester but you see that ~~is~~ for some years he has been connected with the Glen Falls church. In addition to this, Sewickley Church matter is still left open but matters were so arranged there that we could maintain there interest apart from Corbett or any other individual. Such a situation can not, of course, be maintained permanently.

As in China, so here, a good many things are going through a critical period. The big men who ought to be our leaders in faith and action are hesitating and faltering with no certain vision for the future and apparently no great faith. I think Yenching is as well off or perhaps better off than most other colleges in China both at Peking and in New York but those are stern times in both, calling for the best thought and the most steadfast faith to go forward with God as our ever-present Leader.

Ever truly,

HWL/ES

1296

燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

PEKING

INDEXED

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS:
"YENTA"

Peking, July 15, 1927.

ack. 8/25/27.
(Leaves Aud 8/30/27)

To the Board of Trustees of Yenching University:

From time to time I have undertaken to send you reports concerning the religious life of the University, the bearing on its affairs of the awakening national self-consciousness, and other phases of our common task. This is an attempt to deal with the financial problems of the University as viewed from the standpoint of my special responsibilities. Perhaps little will be said with which you are not already quite familiar from your own knowledge of the facts as well as from annoyingly insistent comments by myself and others in Peking. However, I venture to feel that a summary of present conditions and future requirements will not be without value, and am confident that it will be received by you with the understanding sympathy and readiness to help which have characterized you in all the issues which I have thus far brought to your attention.

1. Problems of Construction. The Grounds and Buildings Committee of the Board of Managers has recently been endeavoring to allocate to various buildings the large item of undistributed funds which appears in the monthly statements of the Construction Bureau. As this effort progresses shall we be able to see more clearly in what instances particular buildings or other features have been kept under or have exceeded the original estimates or the amounts donated. This information is being forwarded to you and with the further advantage of Mr. Gibb's presence will enable you to form your own conclusions as to the bearing of these figures on work as yet unfinished. Of course, we have all felt the burden of the ever increasing costliness of the Power Plant over the successive estimates furnished and the diversion of undesignated funds to this single feature that we had counted on using elsewhere. The oppressive weight of the campaign deficit in which apparently much money contributed for specific purposes is still tied up is another misfortune one consequence of which is that building work except for certain favored units is now almost at a standstill and the

1297

grounds are in a state of unfinished disorder. If my understanding is correct there is still due from the sale of the old site enough to clear off this deficit and thus release funds needed for projects already authorized and atarted.

Another serious embarrassment has been in the matter of housing our faculty. The foreign style residences first erected with funds specially contributed exceeded on the average the amounts secured for them, but fell far short of accommodating those families who had to be provided for. The all but absolute lack of progress during the past two or three years in securing additional gifts for residences has been most disappointing, and this has been aggravated by the no less absolute necessity of finding some solution of the housing problem. We have secured leases for houses in the neighborhood and have taken advantage of all available old buildings on property bought by us. But in every instance this has involved more or less expenditure to secure some degree of comfort and sanitation, and there are now no funds--again we are forced to speak in absolute terms--even for the renovation and installation that all such properties require. Despite orders to the contrary we are forced to borrow among ourselves to put in order a few houses to accommodate the people to whom we are obligated this autumn. It is only the accidental circumstance--to be regarded from this standpoint as fortunate--of the absence of an unusual number of the staff who had homes that enables us to get along at all through the coming session. To go into detail: the resignation of Messrs. Chamberlain and Vincent, and for the time at least of Messrs. Bartlett and Terman, the withdrawal of Messrs. Britton and Nash and the anticipation of their furloughs by one year of Misses Konantz and Dickinson, the political anxieties which have led to the advice that Messrs. Tayler and Mead do not bring their families with them this autumn, the delay in the return of the Burgesses and Dr. T.T. Lew, the decision of Mrs. Davis to stay in the city next session for the children's schooling, the furloughs of the Barbours, Tewksburys and Gibbs, have put a number of houses temporarily at our disposal. But as against this, the Chinese who are being quartered in the homes of the Barbours, Davises and Burgesses and of Misses Konantz and Dickinson must be otherwise provided for next year, the Taylers and Meads must be housed, etc. Doctors Homer Lew and J.S. Li and Mr. K.L. Chen have recently been married, Messrs. Andrew Cheng and Shadick will be before the session opens. The first named is on the Agricultural Budget and Miss Gouldy has graciously solved the problem created by the marriage of the second. It is quite clear that hereafter there should be no expansion unless adequate residential equipment is provided. This should apply to the conditions upon which Mr. Terman is permitted to return, the Department of Journalism is authorized and Princeton-in-Peking is to be extended. It is

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wasteful to pay annual rental for houses into which we have to put rather expensive improvements with no assurance of continuous use. We should erect very few, if any more, of the costly two story foreign houses such as we have been building. I recommend that hereafter we build simple Chinese houses of the general type put up in the Prince's Garden and for Dr. and Mrs. J.C. Li, costing about six thousand silver (Mex.$6000) or bungalows with one upstairs room. It may be that a few neighboring houses can be bought and improved to advantage. But it is essential that permission be given for erecting or purchasing about six additional houses before March 1928. Under the present trying conditions in this country the morale of our foreign and Chinese teachers simply must be maintained and the basic factor in doing so is that they and their families be given comfortable homes.

Scarcely less urgent is the need of additional Men's Dormitories. The two existing quadrangles, after office space and other claims upon them have been deducted, accommodate about 400 students. The Chinese building on the south edge of the campus can take nearly 50 more, and by using attics and other space perhaps as many more can be packed away as a temporary expedient. In view of the derangements affecting other colleges we shall be sorely put to it this year to receive all those who wish to transfer to us and thus not have their course of study interrupted, to say nothing of those who seek to enter as Freshmen. We have under consideration the using of rooms scattered through the academic buildings as improvised dormitories, a makeshift solution unsatisfactory alike to teachers and students. It would be highly desirable if we could start construction next spring on enough of the new lake-shore units to accommodate about 150 men. Expansion beyond that figure need not be hastened. But this total would require almost no increase in the teaching staff or in equipment, and none in general overhead or plant. In other words, we have a larger faculty than the present enrollment really justifies although the number and variety of courses offered requires their maintenance. Economy and efficiency are best combined by increasing the enrollment up to about 600-650 men, rather than by reducing the number of teachers. Under such circumstances the fees from 100 additional students amount to approximately ten thousand silver (Mex.$10,000) which can be treated as practically that much net income. The contribution of dormitory units thus becomes in effect an additional endowment, accomplishing two things: the enlargement of our spiritual influence and of our material resources. Mr. Gibb will be able, with access to our architect's working drawings, to compute the exact cost of these units and the number of students each will accommodate.

1299

The pressure for increasing dormitory provision for women students is not so immediate an issue, but should be kept in mind as one that we shall soon be joyously facing. The outstanding need of the Women's College, at present, is a Gymnasium, although it may be that simple Chinese-style homes for a few teachers singly or in small groups should be put before this.

Next to these items in order of need I should place the equipment of the Men's Athletic Field at the north-east corner of the campus, and the improvement of athletic facilities on other parts of the grounds. Apart from the usual reasons for this form of expenditure, provision for sports and physical exercise can be under present conditions of unique character-building value and of no slight help in winning student loyalty which will be the ultimate factor in holding our place during the revolutionary disturbances through which we shall soon be passing.

The above represent almost all that is necessary to round-out our working plant. When the gift of Mrs. Marmon can be released for improving the grounds and if this amount can be doubled we shall have a physical equipment beautiful, serviceable and a source of pride and high hopes for the future. Other features will be needed and can doubtless one by one be provided. But until these are supplied we shall work under a harassing sense of limitation and incompleteness. Mr. Gibb will be prepared to give figures on all the above items. But the total amount required will only be a small fraction of what has already been expended. Having started out eight years ago with nothing but a vision of opportunity and a determination to realize it, and struggling on through discouragements that will be vividly recalled by all those concerned, we need not flinch at the comparatively small requirements called for in completing our first unit of construction.

11. Problems of Budget. Taking as a basis the statement of income furnished in a letter from Dr. E.M. North under date of July 6, 1926, and assuming that the income from the Hall Estate endowments is assured, we can with rigid and sometimes harmful economies just about carry on for the next year or two. We shall also assume that the constituent Mission Boards will maintain the grants in men and money upon which they originally determined, and that the Departments of Sociology and Political Science will hereafter be entirely cared for by Princeton-in-Peking. There are, however, several considerations which we should keep in mind even in endeavoring to maintain our present program. The grant from the Far Eastern Division of the Rockefeller Foundation for our premedical sciences will

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soon have exhausted its five-year period. The nationalistic movement will undoubtedly increase the cost of all labor. Our salaries both for Chinese and foreigners--especially perhaps the latter--were fixed when living conditions were much easier, and should soon be increased in order merely to give equivalent values. We have no reserve for insurance or pensions, almost none for sabbatical years of absence, emergencies, etc. Annual budgeting for equipment, notably in library and athletics, is not on a scale in keeping with our plant and pretensions. To do no more than maintain our work as now projected we should have an increase of perhaps from 10% to 20% of our present income. It would be almost impossible to reduce our current expenses. In preparing the budget for the year upon which we are now entering, the Faculty Executive Committee spent many uncomfortable hours in taking it up item by item, department by department, teachers one by one, to see how we could effect economies. Allowing for features specially provided, there seemed not to be a single department that could be eliminated without cutting into the living organism, nor any individuals who could be spared without doing injustice to the courses offered. As in the case of the physical plant, the true blend of economy and efficiency will be secured not be reduction but by a relatively slight increase. Such increase would very much improve the morale of faculty and students and relieve no little tension. Speaking personally, the greatest possible relief that could have come to me during the past harrowing session or that would help me as I face those perhaps more critical ones just ahead would be assurance that this marginal difference could be provided. A large proportion of my working hours is expended in harassed efforts to satisfy those who desire funds for perfectly proper purposes or to "get by" some perplexing financial issue. In as intimate a communication as this aims to be, it may be permissible to say that my usefulness in higher and more significant emphases will perhaps be increased about in proportion as the plea of the above few sentences could be met. To state in broader terms the provision for current expenses that would be adequate for developments both within the institution and in adjustments with its present supporting constituency and future environment, we ought in my judgment to plan in the very near future for an additional endowment of one and a half million dollars (U.S. currency) This figure is meant to include the Women's College.

It would seem that in order to meet these needs definite plans should be made and put into effect with as little delay as possible. For the past two years very little new money has been secured except from the Hall Estate and for McBrier Hall. As each monthly financial statement comes to

1301

me from New York I always scan it eagerly to note any such itmes and always of late with the same depressing result. I am writing thus not at all in criticism or complaint. The death of Mr. Lewis must have caused a serious derangement of your promotional efforts. Recent happenings in China must have made it all but impossible to interest people in putting money into any form of altruistic enterprise under such chaotic and threatening conditions. These and other difficulties are in no sense ignored in urging--as I hereby do-- that the Trustees undertake some process, beginning in the early autumn, for a vigorous continuance of our financial campaign. You may feel that this can best be done by securing a competent successor to Mr. Lewis. It may be that experience may have led you to adopt some other method as more likely to prove fruitful. Meanwhile, we at this end shall do our utmost to demonstrate that anxieties as to our permanent and welcomed place in Chinese life and the misfortunes we may suffer when the Nationalists reach North China are groundless, and that this institution is more gloriously worth supporting in the new order now struggling into birth than it ever was before. If we survive the impact of the revolutionary movement when it finally gets control of this region--and I have always been confident that we shall--we shall have a place of superlative influence for conserving the past investments in the Christian Movement and in the healing or reconstructive work that must begin at once for the church, for social, economic and other national progress, and for international peace and goodwill. The next year or two will probably be decisive, and in fighting thus for our very existence we shall need to muster all our resources of every sort. Success in securing American money will not only accomplish the results with which the earlier paragraphs of this report are occupied, but will have valuable spiritual by-products in heartening our faculty when they need all such encouragement, in strengthening the loyalty of our students, and even more in proving to the now watchful Chinese public American confidence in their country and undisturbed desire for her welfare. Lifting thus a lengthy and otherwise wearisome report on financial needs into the plane of its spiritual significance, I commit the whole problem to you with the hopeful assurance that you will now as always accept your share in the responsibilities of our common task and with my determination by God's help to make our University as worthy as possible of your efforts on its behalf,

Respectfully submitted,

J. Leighton Stuart

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Only
Copy

Department of Agriculture
YENCHING UNIVERSITY
Peking, China

July 15, 192[illegible]

TRANSIT

Doctor J.L.Stuart,
President, Yenching University
Peking, Chin.a

Dear Doctor Stuart:

Prompted by a desire to express our appreciation for the services rendered to the Chinese people by Walter E.Chamberlain, the former Head of the Department of Agriculture, we venture to make the suggestion that he be granted an honorary doctor's degree by the University.

Five years ago Mr.Chamberlain came out to China, amid most difficult financial conditions. Since then he has been untiring in his energy and devotion to the upbuilding of the Department of Agriculture. Under his direction the Department has established several demonstration farms, a fine collection of purebred livestock, a model dairy and many of the other experimental prerequisites of ordinary agricultural training and extension work. He has helped to build up so much property and such a name that we are quite proud of.

Apart from his above impressive record, Mr.Chamberlain has won the admiration and friendship of the Chinese staff members, workmen and students. His love of our people and earnestness to render his technical assistance, with no motive other than that of helping China and with a real Christian spirit, are highly appreciated by all.

In consideration of his achievements, we respectfully request you to consider that Mr.Chamberlain be granted an honorary doctor's degree, as a means of expressing the appreciation of the Chinese people for the services he rendered Yenching University and the Chinese farming people.

Although Mr.Chamberlain has left us permanently and is far distant from China, yet we are still linked by ties of friendship, confidence and are deeply interested in his personal welfare. We believe that an honorary degree will be of assistance to him in securing new connections.

On the other hand we believe that Mr.Chamberlain will be more concerned with the extension and development of the department and can be even more faithful than now, and do even more excellent work for us, if he had the encouragement of an honorary degree, which will serve as a constant stimulus to do his best. Indirectly we shall be greatly benefited.

We are looking forward with interest to your favourable consideration of our request.

Yours very faithfully

Homer H.Lew
P.H.Yen
Yu Chen Chou
Chiang Yun Ch'ang
Chiang I Ch'ang
Ho Mao Ch'un
H.T.Chang
Fan I Hua
P.T.Kuo
S.T.Shen
Y.L.Lew
M.C.Wang

Agricultural Staff Members

Representing the Agriculture Student Body

Li Ming Teh, Representing the Agriculture Laborers

1304

YENCHING UNIVERSITY
PEKING, CHINA

OFFICE OF THE PRESIDENT

AUG 15 1927

Peitaiho, July 17/27

My dear Harry,

I am down here for two weeks or so of rest and had intended to do nothing serious. The past session has been — as you can well imagine — a rather strenuous one, and the one ahead promises to be scarcely less so. I have, however, written several letters every day, many of them the personal ones that I had rather intended to clear off at this time, but by no means all. None the less I am having quite a relief from the incessant demands when on the grounds and shall feel more "peppy" when I get back. I hope Mrs. Luce and you are having a good vacation for none need it more than those in such work as yours, especially at the pace you keep and under the present

difficulties.

Last night your two letters of June 24 reached me. One of these deals with Mr. Hamilton's readiness to purchase the "Presidents' Garden" or Tien Pei Yuan (頤 北 園 Garden North of Haitien), and refers to previous ones on the subject which apparently have not yet reached me. This has apparently all the essential points, however, and I shall take the matter up again on my return. I have no large amount of hope that it can be secured, as I have used every available approach including D.H.C.W. Gen, his old friend the great scholar Yen Hsiu, our good friend and the father of his daughter's husband Governor Yang of Kiangsi, all without success. It may be that with definite money in sight we can make headway especially with the

YENCHING UNIVERSITY
PEKING, CHINA

OFFICE OF THE PRESIDENT

Nationalist menace ahead. There is the further question as to what value it now has for us. It was more that a case of sour grapes that led me - especially after going carefully through the place once or twice - to decide that we did not want it after all. Had we been able to get it earlier it would have been an ideal residence compound, but we now have more lots than there is apparently much hope of getting money to put houses upon for a long time yet. Our immediate dormitory expansion is to be along the north shore of the lake and there again it will be years before we can get money to complete that extension or need any more. That garden has only one small house in good repair

and to make it habitable would require adding kitchen, servants' quarters &c and the usual installations. The other buildings are all in more or less dilapidated condition and would require large expenditure to make at all livable. The place is largely water and even the land is probably not far from underground streams making heavy building costly. Having said all this I feel that we ought to get it if the price is at all reasonable and I shall make a definite offer. It has the possibilities of being a lovely spot and if we can get any money at all for residences we might begin by renovating these. The open land can be used by our Dept. Agriculture for farming as is now being done. Our securing of it is also a preparation against future and as yet unforeseen developments and will be a protection

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against undesirable neighbors.
I shall try to get photographs.
OFFICE OF THE PRESIDENT

Your other letter deals with the Berry Library. I am sorry that you did not wait to consult Gibb who was due at the office in a few days and has all this information. I am writing him and hope that among you the matter be put through without further delay. My own conviction is that we shall need all of the $3700. to complete the shell which is now standing unfinished and ugly because of lack of funds. Is there any hope of getting through Mrs. Bradleton an annual grant toward books of even $1000. or $2000. to enable us to equip the building once we have it?

On the further question of our

financial needs I have written the Trustees a lengthy report which ought to reach Ny. about the time of this letter. After hesitating some time I made no reference to your work. I did not want to say anything artificial and felt in general that I should deal only with needs and plans at this end, leaving all else to them as their responsibility. I had you in mind constantly as being thus given material for appeals. At present we are in a pitiable condition. We dare not spend a dollar on even coolie work for cleaning or levelling the grounds for painting or otherwise finishing off buildings which apparently are not costing more than was given for them. Above all we need money for residences of the simpler type and for dormitories. Is the McCormick hope gone? If not we can give them the Science Bldg. on the north + thus free money for dormitories &c. Also the Finley Quadrangle? I have a letter in my office unanswered in the

INDEXED

TRANSFER

Peking University

July 19th, 1927

President J. Leighton Stuart
Yenching University
Tsing Hua Yuan
Peking West, China.

My dear Dr. Stuart,

I a m enclosing confirmation copies of the cablegrams sent you in the last few days, and will offer a few added words of explanation in regard to the matters they cover.

1. Action on Budget for 1927-28 . This is taken up in the cablegram of July 16th. At a joint meeting of the Executive and Finance Committees on July 15th, a couple of hours was given to the discussion of the financial situation of the University at this time. Dr. North presented a statement of the financial situation at present and a forecast of what we may expect during the next few months. Briefly summarized this showed that to meet the needs as submitted by the field for building program and current operating expenses will require month by month a considerably larger amount than our income can produce, so that by the end of October we will be confronted with a deficit of from $75,000 to $100,000 gold. Beyond October this will probably continue to grow. I am not enclosing this statement here, for I am sending this letter by air mail, but will forward it, together with the usual monthly financial statements, by regular mail.

Of course the largest single factor in this situation is the delay in securing any action in regard to the Hall Estate funds, coupled with a doubt as to what will be the final outcome of the case. Dr. North has already discussed this at length, so I need add nothing further save to say that action by the surrogate is still being postponed because of illness. Yet even assuming that these funds are made available in the near future, a serious deficit would still remain.

Confronted by this situation, the Committees took the following action as being the best that could possibly be done under the circumstances:-

EF - 2119 VOTED that the field be instructed to reduce the budget as presented to the amount of U.S. $20,000 or more for the academic year, and U.S. $10,000 for the first half of the academic year.

EF - 2120 VOTED that the budget for the first half year be authorized as thus reduced, and that if and when hoped for funds from the Hall Estate, or a like amount from other

1311

sources, is received, the Executive Committee stands ready to approve the second half-year's budget on this reduced basis."

The Committee felt that even if all hoped-for sums are received, it would still be impossible to meet the full budget as presented, for there would remain a deficit of at least U.S. $20,000 beyond other previous or prospective deficits which will tax their resources to the limit. Yet in order to keep the University going, they voted to approve the first half-year's budget if it were reduced by U.S. $10,000 on the field. In doing this they are facing the certainty of having a tremendous shortage by the end of the first semester if the Hall Estate funds are lost or still delayed. If these funds are not in sight before the time for the second term to begin, still more serious consequences will have to be faced, and the University authorities will of course have to keep this situation in mind in making their plans for the year.

Needless to say, the Trustees, the Central Office, and the Campaign Office, are all deeply concerned over the situation, and straining every nerve to bring about an improvement. We know that all the University staff will meet the crisis in a similar spirit.

2. Mr. Gibb's Relation with the New York Office. Both the Finance Committee and a special committee appointed to confer with Mr. Gibb went very thoroughly with him into the question of his relationship with the New York office of the University. I enclose a copy of the minutes of the meeting of this special committee, showing the actions taken.

The Committee felt that it would be a mistake to have Peking University withdraw from its present affiliation with the other institutions in the China Union Universities office, and set up a separate organization of its own with Mr. Gibb or some other in charge, both because of the great increase in expense that this would involve and also because of other losses which would come about through lack of cooperation. Undoubtedly you on the field often have good reason to become impatient with the Central Office, but I think you would find the same problems still remaining however a reorganization might be effected.

There was some discussion also as to the possibility of Mr. Gibb working with the Campaign Committee, but this was not approved because of the added expense involved.

Mr. Gibb has been of great service in providing information and helpful suggestions, and I believe Dr. North hopes to keep him about for at least a few weeks, even though the University states that it desires to have him return at an early date to complete the building season.

3. Authorization to Draw Funds. The authorization to draw funds as contained in today's cable probably needs no comment. We trust that these funds will greatly help to relieve the financial tension. To meet these drafts the Board will have to borrow heavily, and of course there are limits beyond which it cannot go.

4. Visit of Dean Walter Williams. Vernon Nash wrote you on June 28th giving the details of Dean Williams' coming visit to Japan and China, so we

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need not comment further, except to say that Dean Williams missed his first boat and was forced to postpone his sailing to the Tenyo Maru, leaving July 19th. We trust that he will still have time to visit Yenching, and that his conferences with you will result in a great strengthening of the work of the Department of Journalism.

I am hurrying this off by air mail to catch a mail which closed for ordinary letters yesterday. We earnestly hope that this letter will find Peking still relatively peaceful, and all China gradually returning to quieter times. All financial support on behalf of our Chinese institutions is now seriously disturbed here in America as a result of the news and propaganda coming out of China during recent months.

Very sincerely yours,

BAG/G

Assistant Secretary

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July 19, 1927

Dr. J. Leighton Stuart
Yenching University
Peking, China

Dear Leighton:

I don't suppose it will at all be possible to stop a certain type of letter that some on our faculty are constantly writing to America but you might, in a measure lessen it by conferring with them about it.

For instance, two letters have come through to those here not directly connected with our office by (one of them written by a very responsible person on our faculty). It told about the incident in June where the students tried to get a decision to close the academic year without examinations. They did not tell enough about it for the people to really understand it and the incident seemed to be retold as a choice bit of gossip, or as an item indicating what a terrible year Institutions are going through in China. It might be said of them as someone said of Bishop Graves statement (which took up two columns in the New York Times recently), "He didn't say anything that wasn't true but he didn't tell the Truth".

Part of this is due to the fact that members of the faculty want to pass on a good story and part of the injury is due to the fact that they do not realize how sensitive the situation is here in this country and of course have had no experience in deciding between items as to their publicity value or their publicity injury. Perhaps you might set down to them the fundamental principles of publicity and how Western people, especially at this sensitive time, react to things Chinese.

The fact is that we need everything optimistic to help us. We can be sure that the newspapers will play up everything pessimistic so that will dominate in the minds of anyone whom members of our faculty will be writing to.

Ever truly,

HWL/ES

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(J.L. Stuart)

July 19, 1927

Dear Leighton:

Apparently there is rather a general belief here that the difficulties of securing funds for China will continue through the Fall. Much, of course, will depend upon the status of things in China when the Fall comes. While no one, of course, can foretell what the situation may be, yet the fact that Yenching has come through well so far (in spite of the serious incident in June) and the fact that (as it looks to us from this distance) the Nationalists have dealt in a large measure with the minority "red" element in central China, gives us great hope that Yenching may open normally in September.

As I have written you before, I should like to have you keep us pretty well informed through September even if you have to send a cable or two. My hope would be that on the basis of the very best information in September, we could, late in the month, or in October sent out information to our constituency that would at least help them to maintain their interest in the University. An additional thought in mind that we will wrote to some two or three hundred of the most interested of our constituency in September asking them to plan to cooperate with us during the year putting High upon their lists, Yenching University.

It is for these reasons that I hope that you will, in various ways, by letters written in August and possibly by some cables in September help us to have authentic information to give to our constituency. Perhaps the best bit of news that you could give us would be for you to cable us if, and when, the University actually opens.

Of course I should be glad if you would write to me also the darker possibilities as you see them so that we can have a fully balanced view of the situation in our own minds even though we do not give it out entirely to the constituency. Experience of the last few years shows that when you draw a black line in ones picture, unless you put a white line very near it, your hearers think you have painted your picture with a broad brush dipped in ink. They are very quick to note the shadows and not so alert to note the bright things.

Ever truly,

HLM/ES

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Copy for Peking

TRANSFER

July 21, 1927.

Dr. J. Leighton Stuart
Yenching University
Tsinghua Yuan
Peking West, China

My dear Dr. Stuart:

At our Finance Committee meeting yesterday the question of the banks with which the University does business was discussed. Mr. Gibb advised us that the Chinese American Bank had opened a branch in the Bashford Building.

We consider it a very doubtful policy to lend any space in our buildings as facilities for a branch bank. While it may be very convenient, it is establishing a precedent, and is almost sure to be viewed as showing partiality toward the bank occupying the premises.

We cannot see any disadvantage if a satisfactory and reputable banking concern desires to open a branch bank just outside of our premises. It will be nearly as convenient as to have it right on the premises.

A second point that wa s discussed was the standing of the Chinese American bank that occupies space in the Bashford Memorial. The financial standing of this bank has been questioned in some quarters, and we feel very strongly that you would do well to keep your deposits with banks of unquestioned financial integrity. We understand the National City Bank of New York has a branch there, or if you prefer a striotly Chinese bank we understand the Bank of China is such a bank, but that the Chinese American Bank has been very severely criticized for their financial policy, and we do not feel that it is advisable to form business connections with such a bank.

The third point was in reference to our account remaining with the Hongkong and Shanghai Bank, with whom we have done business in the past. Mr. Gibb said there had been some discussion and, I think, a letter written which had created the impression that we were intending to discontinue business with this bank. This is to inform you that it is our desire and intention that our Building Fund account remain with the Hongkong and Shanghai Bank.

I am enclosing a copy of this letter which I will ask you to hand to Dr. Wiant so that he may be duly informed.

Very sincerely yours,

EMMcB

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July 21, 1927

Dr. J. Leighton Stuart
Yenching University
Tsing Hua Yuan
Peking West, China

My dear Leighton:

I am returning to your letter of April 13 and reporting on some of the items therein:

1. K.A. Wee arrived and we tried to engage him in some campaign work with Nash, but Nash found that the situation with the Lions Clubs was breaking which made it impracticable to make use of Wee. He is doing some summer work until campaign matters are readjusted and then we hope to call on him. He will continue in his studies probably for the rest of the year but there may be opportunity for him to give us some service on a side.

2. With reference to E.L. Terman, I talked with him quite frankly as to the point of view which I thought the Trustees would be likely to hold in connection with his return to the University. He recognized that but first has to clear the problem with the Methodist Board and until that is done, we have nothing further to say. I told him that I did not believe that the Trustees would approve his return unless there was at hand $15,000 of Science subscriptions covering salary and travel expenses of a five year term. We are not in a position to run the risk of having additional charges come back on our budget.

I think Dr. Gamewell understands the points made as to the calibre of Mr. Terman's work which we all recognize as good, but is perhaps not best suited to Yenching.

We understand that at the beginning of the next session the Department of Education will give us some definite word one way or the other as to whether his return should be discouraged or not from the point of view of the University's academic work.

3. Concerning T.T. Lew, I trust he sent on part or all of the long letter which he read to me, outlining his reasons for not returning at this time. We have tried to combine the two interests of having him active and happy on the one hand, and of helping to improve his physical condition. My impression is that

he is much improved over what he was when he arrived, thought it is hard to say for he is somewhat elusive and it is not easy to fix for him a rigid routine. As no cable has come from Lew, we have learned he is going to Lausanne and is doing some work with the British students during part of the summer.

We have paid off the loan which was made from your brother with interest in accordance with your directions. This is charged to the budget for 1927-1928, and you will, of course, plan the revision of the budget so as to cover this amount without fail.

We have also paid off the loan made by Mr. Houston. Of course, the paying off of these loans is one reason why our resources have gone down.

Concerning Mrs. Sailer's gift for the Yen Residence, as you know by my letters of March 8, 9, and 10th, all of our resources are pooled in the effort to meet our obligations, which means that special money is not available for special purposes unless it is included in the schedule of obligations.

As I read the minutes of the Grounds and Buildings Committees, I am impressed by the way of each item and that items of comparatively small expenditure are authorized. All of this goes toward adding to our financial obligations and it means that the total results are further entangled.

Faithfully yours,

EMN-R Secretary

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July 21, 1927

Dear Leighton:

I write further in regard to pictures. In an earlier letter I expressed the hope that you could take advantage of the mature foliage of the Fall to take some flash pictures of the various buildings and especially of the residences. The only pictures we have of the twin buildings in the Women's College (the Dean's house and Administration) were taken before they were finished and with piles of brick in front. We hear a good deal about the exquisite furnishings of the Reception room in the Dean of Women's Residence and if we had photographs of this it would no doubt help to increase interest.

Also, our picture of Sage Hall was taken while I was out there and when there was a pile of stones in front which we have hidden somewhat by inserting some sprays of grass. The best pictures we have so far of the rest of the College have been from Mr. Murphy or from Dr. Sharman. The buildings that have been taken showing reflection either in the lake or in the pools near the Science Halls make a fine impression.

We can get the best results here if you could send us the films and, perhaps if you want to keep the films for any reason, you might have two films taken. This coming year I want to use two sizes of pictures, one size, the ordinary four by five in order to be able to carry a whole outfit in my pocket where it would be embarrassing to carry a brief-case, however, ordinarily I have with me a brief-case carrying pictures, the outside limit of which is 8" by 10".

We have great difficulty in getting pictures colored here because of three things, 1. It is hard to find someone to do it. 2. They do not know the proper colors. 3. It is so expensive.

We find now with the wonderfully find ground plan that if we start in showing pictures in connection with this ground plan, starting at the Women's Colleges, and going from building to building, we can almost give a person a trip through the ground and for the first time we are able to make a real impression as to what really has been accomplished there. I would appreciate it very much if you could have a full series of pictures taken, one series four by five and one series when enlarged might be approximately of an outside limit of eight by ten. If you could have these pictures colored there, it would seem to me that it could be done far better and much more cheaply. Mr. Gibb is of the same opinion too. He said he found someone there at Chang-fu who did some fairly satisfactory for him.

If you are still at Yenching I hope you will have this attended to as soon as you can conveniently or as soon as possible on your return.

Ever truly,

H.L/ES

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1320

Peking University

July 25, 1927

Dr. J. Leighton Stuart
Yenching University
Tsinghua Yuan
Peking West, China

My dear Dr. Stuart:

The Finance Committee at its meeting on July 20 took a number of actions which will be of interest. A few of these actions may be embodied in a cablegram to be sent you within the next two or three days.

Auditorium in Bashford Administration Hall. The Committee discussed with Mr. Gibb at some length the considerations involved in the question of whether the floor in the Bashford Administration Hall should be level or inclined. They finally voted to recommend that the floor of the auditorium be kept level and suggested that it should be possible to raise the level of the stage some two or three feet so as to provide a better view for parts of an audience seated in the back of the room. Owing to the difficult financial situation, it was voted that the purchase of chairs for the Bashford Administration Hall be postponed and that the field be earnestly requested to continue using the present temporary equipment for another year.

Offices on Second Floor of McBrier Recitation Hall. Some weeks ago when the Finance Committee was informed that it had been proposed to devote all of the second floor of McBrier Hall to offices for members of the staff, several members of the Committee questioned the widdom of the policy. Mr. McBrier particularly professed doubt as to the necessity for such a large number of additional offices in this building. In the meeting last week, the question was again raised with Mr. Gibb and, after discussion, it was voted to recommend at least half of the floor space of the second floor of the McBrier Recitation Hall be made into rooms of classroom size. The Committee instructed that we wrote to the field asking for your policy in supplying offices to the teaching staff. From Mr. Gibb's statement it appears that there are already a large number of offices available in other buildings on the campus, particularly in Bashford Administration Hall. The Committee recognized the necessity for having office space for as many of the teaching staff as possible and also the advisability of using offices for small seminars or classes with only a few students enrolled. Yet they felt that all of these objectives could be met without taking the whole of the second floor of McBrier Hall as offices for staff members. If there are other factors in the situation which the Committee has not considered, it would be glad to learn of them.

Other Construction Items. The Committee examined tentative plans for the proposed Lake Front dormitories for men students and noted that the size of the

1321

dormitory rooms was given as 10½ ft. by 15 ft. This is a marked increase over the rooms of the present men's dormitories which are a little more than 9 ft. by 13 ft. in size. It is also larger than the rooms in the women's dormitories which are 10ft. by 14 ft. It seems that another factor should also be considered:- that the proposed new dormitory will have a southern exposure which would tend to make it particularly desirable. In the light of all these factors, the Committee recommended that the Secretary correspond with the field to raise the question as to whether or not the size of the rooms in the proposed dormitory should be reduced.

Mr. Gibb also reported that some discussion had arisen as to the addition of canopies above the exterior doorways of the library. Since this architectural feature seemed to be of questionable practical and architectural value, the Committee recommended that for the present these canopies be omitted, pending further conference with Mr. Murphy.

Mr. Nash's Plans for Next Year. The Committee considered a letter from Mr. Nash, in which he asked permission to spend next year in study. His letter stated that he would personally guarantee that his support could be secured from friends and organizations in America interested in his work. On this assurance, the Committee voted that subject to your approval as President of the University, the Committee would approve Mr. Nash's plan for study next year. I believe Mr. Nash has already written to you, setting forth the details of his plans. We would be glad to have your comments.

Purchase of Marble Columns. Dr. North read the Committee your letter in regard to the four marble columns from the old Summer palace which could be secured for the University by payment of ~~$5~~ $4,000. Mr. Gibb added further details as to the history of the University's attempts to secure these columns. The Committee felt that it would be inadvisable to approach Mr. Davis in regard to the matter but asked Dr. North to take up the proposal with any organization or individual whose interest might be enlisted, mentioning particularly the Harvard-Orient Institute as a hopeful possibility.

Scholarship for Tung Shao Ming in the School of Theology. I have received the following memorandum which I am passing on with a request that you supply us any information which may be available:

"It would appear from correspondence (June 28,1924) (6-29-27) that a scholarship would be needed for this student for three years and that this church had agreed to a yearly payment of $100 for this purpose, their first payment being in January 1923. Four payments have been made in all, a total of $300. We are therefore under the impression that the pledge has been fulfilled, particularly if this student graduated this past June. His name, however, does not appear among the list of students for 1926-7.

"The account card stands as follows:

Donor	Purpose	Date Payment	Amount Payment
Holley Presbyterian Church	Scholarship S.M. Tung	Jan. 1,1923	$100
		Dec.26,1924	100
		Oct.22,1926	50
		July 1,1927	50
		Total	$300.

1322

"In order to be sure of the status of this account, Dr. North thinks it would be desirable to remind the field of these facts, ask them to advise us what the balance of the pledge is, if any, and send us whatever information might be necessary to secure a continuance of the gift."

Account of Miscellaneous Personal Items. Miss Lane has asked me to send you the enclosed Statement of Book Account for miscellaneous items which she believes to have been handled for you personally.

Letter in Regard to Examinations. I enclose a letter from the University of the State of New York, reminding the students of Peking University of the importance of examinations if they expect to attend American institutions later on. An identical letter has been sent to the Presidents of several of the larger Christian Universities in China.

Copy of Letter to Mr. Wiant I enclose a copy of a letter to Mr.Wiant which is going forward in the same mail. We would particularly ask your assistance in the matter of arranging with the field authorities a more satisfactory way of handling payments for goods purchased by the field from business houses in America. Dr. North states that there has never been worked out with Peking University a thorough understanding in regard to procedure to be followed and, as a result, there has been a considerable amount of delay, confusion and inaccuracy in handling such payments. If we can work out a better understanding with the field, it will mean a saving in time and in money, as well as more satisfactory handling of such orders and an improvement in the general credit of the University. It seems that the thing most needed is a clear understanding among all the departments of the University as to just what is to be done and how. Whether this should be arranged with the Office of Treasurer or through your own Office I do not know.

With best wishes, I am

Very sincerely yours,

Assistant Secretary
Peking University

BAG-R
Encls.

1323

July 25, 1927

Dear Leighton:

On February 7, 1927 there was given to Mr. Evans a memorandum beginning, "There are three items from a letter of Dr. Stuart of August 27th which I fear I have not passed on to you." By referring to that early letter of yours you will note that they refer to the carelessness of our Yenching office here to reply to Mrs. Shoemaker who had given $1000 to Wm. Hung. In addition to this the memorandum referred two other important items, namely, your relationship to the Rochester Church and, secondly, to the matter of the gifts of Mr. Ennis' father, both to his salary and to his residence.

It is only within a couple of weeks that these items came into my hands. In the meantime I had turned up the question of Mrs. Shoemaker in our files and wrote a long letter to her but it must have fell pretty flat in view of what you recorded in your letter of last August.

In this same memorandum your second reference to Mr. Ennis in your letter of January 11th, 1927 was mentioned. I have heard indirectly (but have not been able to verify it even at the central office here) that Mr. Ennis had already left the University and was connected with some News agency in Peking. If that is true I take it that any hope for further funds which apparently is expected will not be forthcoming.

The main point in mentioning these is to have you study the dates of the above communications and to suggest to you xxxxx once more (I shall endeavor not to so offend again) that where possible it would be well to send me copies of your letters to the Central Office. This is still more important now that Dr. North is not here as possibly you may know Mr. Garside of Shantung University is temporarily taking his place. Mr. Garside started last September to represent Shantung University in this country in harmony with the (to me too hasty) actions of various Boards of Trustees here (or rather their Finance Committees) to get every man off their payroll possible Mr. Garside is giving only part time to Shantung University.

As if to bear out further the main thesis of this letter, extracts from your very important letters regarding the situation and possibly reorganization dated April 14, 1927, also April 20th, was held back and was only released on July 22nd to me and I think to all the Trustees at what would seem to me an entirely inadequate reason, "because of my feeling that some suggestions in it might be dealt with in the light of the result of some issue in connection with the Hall Estate".

I trust that at least you had information that this was being done but certainly your letters contained information that I should have had to better represent Yenching here and for lack of some of it I have been actually embarrassed.

Ever truly,

HWL/ES

1324

re. Kansas City + Dan Williams trip to China.

July 25, 1927

Dr. J. Leighton Stuart
Yenching University
Peking, China

Dear Leighton:

Last December I stopped at Kansas City and laid plans for Dan to lecture there (Mr. Ford due on Vernon Nash's party). It was decided that he would make the effort in early April, but plans was carried out only after definite assurance. Just as the latter had been agreed upon, very indirectly I learned that Vernon Nash was in Seattle! I then at once did all in my power to lay a better foundation for the continuing of their interests, full notes of this whole thing were in Vernon's hands on his arrival at Kansas City. The arrears have now been fully made up.

In harmony with all striving to China they are somewhat hesitant still in Kansas City over with all the additional interest personally in Vernon Nash. As I wrote you about the general situation for the Fall work much will depend upon our using every possible optimistic item to restore confidence in China in general and in our particular Yenching project in particular. The following enclosed letter from H.B. Chea, President of the Lions Club dated July 21, 1927 will illustrate what I have said and will also show how important it was for you to do all in your power to deepen and widen the interest of Dan. Williams, [illegible] of the Columbia-Missouri School of Journalism. I take it for granted that Vernon has written you that Dan Williams is even now probably on his way to China. Mr. Chea writes: "I have been negligent in advising you that at a recent meeting of the Board of Directors of the Lions Club of Kansas City, Mr. Nash's situation was discussed and it was our opinion that no additional subscriptions should be made after our obligation of $2000 was taken care of, until Dean Williams' return from China. As I understand it, our obligation of $2000 was to carry Mr. Nash up until the middle of August of this year. Dean Williams will not return from China until sometime in October, so that Mr. Nash will be under expense for two or three months after the middle of August. We estimate his expense at about $750. I placed this matter before the Board of Directors and it seemed to be the feeling of the Board that we should keep behind Mr. Nash until after the Dean's return, and we, therefore, will make an effort to raise an additional $750. so that Mr. Nash will be taken care of. These subscriptions will undoubtedly commence to come in within the next month and remittances will go forward to you as fast as they are received by the Club."

Ever truly,

WWR/S

TRANSFER

Peking University

July 25th, 1927

President J. Leighton Stuart,
Yenching University,
Hsing Hua Yuan,
Peking West, China.

Dear Dr. Stuart,

We have just received a letter from Mr. E. O. Wilson, who is now in Cambridge, Mass. I quote the following paragraph:-

> "I have begun the work at the Chemical Engineering Practice School in connection with M.I.T. and have paid the first fee ($100). Dr. Stuart has agreed that the University will pay the extra expense involved by this course and I understand that he has written your office to that effect. I have estimated the total extra cost at about $400. If convenient I would like that amount paid to me in four instalments of $100 each, on the first of each month beginning August 1st. I expect to end this work about December 20th, and to be ready to sail about Jaunary 1st. I am to spend two months here in Boston, two in Buffalo, and two in Bangor, Maine."

Our office seems to have no record of any such information from you as Mr. Wilson mentions, and Dr. North has no recollection of your having mentioned the matter. Until we can hear from you we are advancing Mr. Wilson $100 per month, with the understanding that there will be a later adjustment if this advance is not authorized by the field. Will you please inform us of youf wishes?

Very sincerely yours,

BAG/G

1326

燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS:
"YENTA"

July 25, 1927.

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

My dear Eric:

I am writing you on the assumption and in the hope that you are still functioning for part time as our secretary. This is the only advantage apparently in the delays caused by the legal questions in the matter of the Hall Estate. I am writing now to catch the next American mail and want to supplement the report which you will have received dealing with the whole question of our finances, and especially the recent cut ordered by cable. Just as I had started to dictate this letter I opened one from Mr. McBrier indicating that he is not coming to China this autumn after all, and recommending that I make a trip to the States in the near future to deal with these matters. I myself feel that any help in that endowment is incomparably the most useful thing I can do for the University in the next few months. I shall not plan to do so however unless the Trustees call me by cable. I suggest that action to this effect be taken as soon as possible leaving to me the time when it would seem that local conditions warrant my absence. I shall try to come equipped with all the information that can be secured as to the probable demands upon us by Chinese Nationalism and their bearing upon the legal questions involved in Mr. Hall's will. It is quite possible also that approval by the Trustees of such steps as we may be compelled later on to take will anticipate pressure upon us from the authorities and avoid clashes with them or with agitators. Would it not be possible to get the Hall Estate executors to finance such a trip? If so, I should like this fact to be included in the cable. My present thought is that I should stay here until the new session will have

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opened, and leave very soon after that unless circumstances develop at that time which would make this inadvisable.

Very sincerely yours,

J. Kreighton Stuart

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Stuart

燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

AUG 20 1927

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS:
"YENTA"

July 28, 1927.

Dr. H.W. Luce,
150 Fifth Avenue,
New York City.

My dear Harry:

where are these letters?
BB

I have before me your letters of May 6 and June 6. As to Mrs. Hubbard, I do not see that with our present financial burdens there is the slightest hope or even occasion for asking her to come out here unless a large sum were secured for improving the grounds, part of which could be used to cover her expenses. Even this is of doubtful value. Mr. Sohtsu King is much interested and seems fully qualified to plan our landscaping. In other words, we know very well what we want if we can only get even small amounts of money to do a bit here and there.

Your second letter gave a lot of interesting items. I can fully understand the difficulties of raising money for any cause and especially for anything in China at this time. It is, however, gratifying to know that the two residences undertaken over two years ago in Albany are still possibilities. I hope that you will keep in close touch with Mr. Gibson and also keep after the Presbyterian group. If necessary, cut these amounts down to about half of the original figures which will enable us to build the simpler style of Chinese house which is what we really need. It would be much better to get these two gifts thus reduced than to lose the whole thing as we have seemed to be in danger of doing. I am glad also that you are working on the Rochester Brick Church. In view of Vincent's resignation it might be that we could claim the payment of the $3000 silver which is agreed upon when vacancies occur. Vincent will be in America some time in the early autumn.

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You might keep this in mind to take up with him if necessary. I am glad that you are also following up the opportunities in Warren, Pennsylvania, that we failed to take full advantage of. I regret to say that owing to a variety of causes, one of which is the much larger expense than originally comtemplated, the Alumni Gate is making slow progress. The foundations have been started, but work has been stopped because of inability to collect the amounts needed. There seems little probability of any radical change in the political situation in North China in the near future. Apparently, the discussions among the Kuomintang leaders will keep them occupied in Central China, and unless Feng Yu-hsiang is able to advance and take control of Peking there is no likelihood of anyone else doing so. If he does, we shall have nothing to fear, although I do not see how he could undertake this until much better equipped in men and materials than is the case at the present. I have been writing to Eric about problems connected with the Hall Estate, and of the possibility of calling me to America in connection with clearing up the questions involved. You are doubtless in touch with this whole issue. I hope very much that it will not be necessary to call me and yet there is nothing that affects our future problems as much as this issue.

With constant sympathy in your most difficult part of our common task,

As ever yours,

J.L.S.

There are no records in the Construction Bureau regarding Berry Library excess cost. I suggest therefore that the figures furnished before be taken as final and that you collect G.$ 3700. as soon as possible.

Yrs. J.L.S.

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PEKING

July 28, 1927.

CONFIDENTIAL

Dr. J. Leighton Stuart,
Yenching University,
Tsing Hua Yuan,
Peking West, China.

My dear Leighton:

You will probably have received from Dr. Luce letters of distress and letters critical of the cooperation he has been receiving from his associates. I hardly think it wise for me to try to describe the situation in a letter except to say that the Finance Committee felt that Dr. Luce was not cooperating with them and working as they wished him to work, while on the other hand, Dr. Luce felt that he was doing the best he knew how what the Finance Committee wanted him to do and that the Finance Committee was not cooperating with him. In the development of the situation, a number of misunderstandings seem to have arisen on both sides, which it has taken a good deal of time and patience to try to clear up. Just at the present moment, however, there is a proposal that is likely to be favorably accepted and which will provide a solution of these difficulties for a time, at least.

I shall write you if this proposal comes to be accepted by both sides, but I think it best not to discuss the matter until it is completed.

Meanwhile, may I offer the suggestion that you continue to avoid send ng to Dr. Luce letters relating to administrative matters - and on the whole, letters relating to campaign needs and follow-up? If these matters are sent to Mr. Garside, I am sure that he will see that whatever is possible is done to work them out.

Faithfully yours,

Secretary.

EMN/L

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July 28, 1927.

Letter #1

Dr. J. Leighton Stuart,
Yenching University,
Tsing Hua Yuan,
Peking West, China.

My dear Leighton:

Your letter of April 14th to me concerning the political situation as affecting the University and particularly concerning the reorganization of the University I did not share very far with the Trustees, partly because I felt that some of it was written with the experiences at Nanking too largely in the foreground and also because there were in it some suggestions which it seemed to me unwise to take up until after we had made some progress in settling the legal issue involved in settling the Hall Estate matter. Inasmuch as the June meeting of the Board of Managers is now passed without showing that some of the more radical suggestions in your letter of April 14th have been pressed, and in view of the fact that the Hall Estate matter is now at a point where discussion of the considerations in this letter would not be likely to cause embarrassment, I have sent to a number of the Trustees extended extracts from this letter and from those of April 20th and June 16th with reference to reorganization. Instead of presenting the matter formally to the Trustees, I thought it would be better if the Trustees to whom I sent the letter would write their reactions to the matter informally and let me send them on to you, so that you could get an impression as to the thoughts of the individual Trustees.

I asked them to give their judgments particularly with reference to the matter of the relationship between the Board of Managers and the Board of Trustees. In this connection I find that one of the critical phrases in your letter of April 14th seems to me to be open to two interpretations and I do not know which to make. On page 4, at the top, you say that the Board of Managers "will have final authority when issues are referred to it either by the foundation in America or by the faculty". Do you mean that it is intended that its authority shall be superior to that of the Board of Trustees or that simply it has final authority on such matters as the Trustees delegate to it or refer to it with the intent that the Board of Managers shall exercise final authority? These are two very different things and I am not quite sure which you mean, and if these proposals should become incorporated in a document, it would be necessary

to find out what was meant.

It would be an advantage to us to have some further word from you as to how these proposals in your letter of April 14th look since the meeting of the Board of Managers in June. I cannot tell from your letter of June 16th clearly as to the status of these proposals in detail, but only in reference to the matter of Chancellor and the related arrangements.

I shall write you my own reactions to this matter later on.

Cordially yours,

Secretary,
Peking University.

HMN/L

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PEKING

TRANSFER

Letter #2 July 28, 1927.

Dr. J. Leighton Stuart,
Yenching University,
Tsing Hua Yuan,
Peking, [illegible] t, China.

My dear Leighton:

Your letter of June 15th brought the letter you wrote to Mr. Britton concerning his resignation. I am glad you have expressed yourself so specifically in writing. If we had only had something as definite as this earlier it might have cleared up some things upon which we had no conclusive information. However, it is now in Mrs. Britton's hands as it would not help his mental state for him to have it. He is now in Bloomingdale Sanitarium at White Plains, and some help is being given by the United States Veterans' Bureau. It is, I think, fairly well apparent that the difficulty is not such as was thought in Peking before he left, but is more probably a type of mental affliction that comes and goes at long periods. Of afflictions of this kind, it is the type most likely to promise return to good mental health for a stretch of years. It may well be that the whole experience is another one of the not easily traced but nevertheless tragic consequences of the War.

Faithfully yours,

Secretary.

EMN/L

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TRANSFER

PEKING

INDEXED

Letter #4

July 28, 1927.

Dr. J. Leighton Stuart,
Yenching University,
Tsing Hua Yuan,
Peking West, China.

My dear Dr. Stuart:

I enclose the confirmation of our long cablegram of June 25th concerning the dedication matter for your files. I think I need not write upon this, inasmuch as the cablegram was so explicit and your reply to it has already been received. There was apparently no hope of getting out to China more than two or three - Mr. Hawkins, certainly, and possibly Mr. McBrier and Mr. Stock. The personal plans of Mr. McBrier and Mr. Stock shifted somewhat, so that Mr. McBrier at least felt that he would prefer not to go unless it were clear that a full group would go.

Cordially yours,

Secretary.

Enc.
EMN/L

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TRANSMITTED

Letter #5 July 28, 1927.

Dr. J. Leighton Stuart,
Yenching University,
Tsing Hua Yuan,
Peking West, China.

My dear Leighton:

Garside will be cabling you in a day or two concerning the question as to whether you are thinking of having Gibb qualify as comptroller. This matter came up to me in a rather unexpected way, being taken up by Mr. McBrier in a Finance Committee meeting with Mr. Gibb present, Mr. Gibb having opened the matter with Mr. McBrier and having said nothing to me about it. Gibb's point was that if it should turn out as he thought likely that he would not be needed in Peking for the Construction Bureau work for the rest of this season, he ought to be preparing for whatever his future work is to be and he wished to know whether there was a possibility that he would become comptroller, for which he was ready to make preparation by studying and by being in touch with the office in New York. There was some impetus given to the discussion because of the very definite feeling upon the part of Mr. McBrier and others of the Finance Committee that the University in China very much needed an effective comptroller and Mr. McBrier, not being familiar with your correspondence, brought the matter up. Gibb based his raising the question on your discussions with him on the matter a year ago, but acknowledged that he had had no recent conversation with you on the matter. I had the impression from your correspondence that Gibb would not be likely to be persona grata in such a position.

We recognize the problem as to what Gibb is to do, but we are not quite sure that the way to solve it and other personnel problems is by putting the right man in the wrong place.

Cordially yours,

Secretary.

EMN/L

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