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YENCHING

TRANSFER

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Yenching University

December 4, 1928.

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

My dear Dr. Stuart:

Since I wrote you about Prof. Saleski last week I have received from him the following letter which I quote to you for your information:-

"Dean George H. Chase of Harvard has given me your address as the United States representative of Yenching University.

Several years ago, while I was still working on my dissertation, I discovered the importance of Chinese to the student of language. I have since devoted much of my free time to the study of Chinese, making such progress as private study and available textbooks permitted. But I became more and more convinced that a sojourn in China of a year or over would be worth more to me than I can hope to accomplish with much effort and more time here. Accordingly, I appeal to you.

That you may be able to judge in what capacity I might be of service to Yenching University, I add the following personal information: Harvard (1911) A.B., A.M. University of Freiburg im Breisgau Ph.D. (subjects Linguistics, Philosophy, German). Assistant Professor and Professor of German at the University of Delaware and Bethany College since 1917. Incidentally I have also taught French and Spanish. Of course, I could not get the doctorate in the above subjects without a knowledge of Latin and Greek.

Sincerely yours,

/S/ R. E. Saleski.

*Cordially*

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YENCHING

Yenching University

December 4, 1928.

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

My dear Mr. Stuart:

I have now had an opportunity to <sup>Talk</sup> look over with Dr. Scott the case of Miss Anne Cochran to which you refer in your letter of October 3rd. I understand that Dr. Scott and Mr. Patton have already had some correspondence in regard to the matter. So it is quite probable that Mr. Patton has passed on to you the decisions that have been reached. However, as I understand Dr. Scott's explanation, a compromise has been reached in the case of Miss Cochran at Yenching, and a very similar case of Mrs. Seymour at Cheeloo, whereby these ladies are to be considered as non-quota members of the staff until January 1, 1929, and will thereafter be considered as filling a place on the quota of the University where they are located.

As regards the case of Miss Cochran, Dr. Scott points out quite logically that not only is she urgently needed in the work of her own station at Hwaiyuen but would also be of great value in filling any one of several other vacancies now existing in the Presbyterian work in China where a young woman with her qualifications is urgently needed. As long, therefore, as she remains at Yenching under Presbyterian support some other Presbyterian position she might be filling in her own station, or elsewhere, will go unfilled.

I suggested to Dr. Scott that inasmuch as Miss Cochran's salary as a single woman is considerably less than the M \$3000. a year provided in case of each vacancy on the quota, some arrangement might be effected whereby the difference between Miss Cochran's salary and the cash equivalent for a quota vacancy would go to Yenching University. Dr. Scott felt, however, that such an arrangement would be extremely difficult, and would, moreover, create a most undesirable precedent.

I found that a suggestion has already reached the Presbyterian Board - coming, I believe from Miss Cochran to her uncle, Mr. Henry Cochran, and passed on by him to the Presby-

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terian Board - that as a solution to the problem Mr. Henry Cochran and the Presbyterian Church, sharing with him in the support of Miss Cochran, might transfer their support to Yenching University direct rather than pay it through the Presbyterian Board, as they have done heretofore. I find that this suggestion is very vigorously disapproved by our friends in the Presbyterian Board. As you know, the support of practically all the Presbyterian missionaries is assigned in more or less definite fashion to interested churches or individuals. In some cases, as in the case of Miss Cochran, this is a very close and personal connection - in other cases, the relationship is a purely nominal one. Therefore, the Presbyterian Board has relatively little undesignated current income for the support of missionaries and the maintenance of its quotas on such institutions as our China Colleges. Wherever funds that have been coming into the Treasurer of the Presbyterian Board for the support of a missionary, or the maintenance of a place on some of its quotas, is so transferred that it is sent direct to the individual or institution concerned rather than naturally through the Board, it usually means that the Board loses just that much income without in any way being relieved of its obligations. The Board is apt to take the attitude, therefore, that if funds previously going through the Presbyterian Board are transferred direct to some institution it is helping support that the Board is justified in refusing its support of the institution just that much. I have reason to believe that one of the causes for the reduction of the Presbyterian quota at Yenching last year was the fact that funds formerly received from Mrs. Mead were transferred to the direct support of her son at Yenching. During the last year I have felt that whether or not our Presbyterian friends were justified in the course they took, yet as a matter of practical politics Yenching lost considerably more in reduced support and friendliness from the Presbyterian Board than they gained in adding Mr. Mead's support as one of their items of direct income. I very much fear that a repetition of another case of the same sort with regard to Miss Cochran would be extremely detrimental to both the present and the future interests of Yenching.

I am setting forth all these factors quite fully and confidentially so that you may have all of them in mind in dealing with Miss Cochran's case. My conversation with Dr. Scott leads me to feel that the safest procedure to follow after January 1st in Miss Cochran's case would be to consider her a member of the Presbyterian quota at the University, as has been recommended by the China Council, until the end of this academic year, or until she makes other arrangements. Whatever happens, we must try to avoid offending Mr. Henry Cochran, who, together with other members of the Cochran family, have always been generous

supporters of the work of the Presbyterian Board,

Very sincerely yours,

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December 4, 1928

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

My dear Dr. Stuart:

I had planned to write to you before this and to acknowledge for the firm your very gracious comments regarding the members of our staff assigned to your campaign and the manner in which they fitted into your organization in the direction of the second campaign for Yenching University.

Mr. Brown and I have felt from the beginning that the success of our work depended to a very large extent on the careful selection and training of our personnel and their employment on a permanent basis. Only in this way can we offer our clients an experienced staff of men and women of character and a high degree of intelligence. We are happy, therefore, to have your judgment strengthen our opinion that our theories are sound and that the staff assigned to Peking is a worthy example.

Concerning the recent campaign, you are of course already familiar with the financial results achieved. There was approximately \$258,000 in cash and pledges and two conditional gifts totalling \$95,000, which, together with the \$100,000 gift in hand before the campaign was launched, brought the total, including contingent gifts, up to \$453,000 toward a \$500,000 goal.

In this connection you will undoubtedly recall the contract arrangements with Tamblin and Brown whereby \$10,000 was provided for fee and salaries, as well as a contingent fee of \$5,000 (already paid) if, and when, \$200,000 was reached, and a second contingent fee of \$5,000 if \$325,000 was secured by October 1st. As noted above, the \$325,000 has been reached if contingent gifts are included. We would not, however, count such gifts unless the conditions under which they were made were met.

YENCHING  
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Legally, therefore, the second \$5,000 conditional fee is not due Tamblin and Brown. However, in view of the fact that in both of our campaigns for Peking we have rendered the best possible service, and on the first campaign our net loss was \$3,762.80 and our profit on the campaign just closed is less than \$475, we are taking the liberty of seeking your counsel.

You will recall that through one of your trustees you were placed in touch with a certain woman in New York who wrote \$50,000 for the University into her will. Later it was discovered that a large additional gift could be made available from the same source.

However, at the time this question came up you were planning to return to China and it was quite definitely understood that there was a gift of \$100,000 which would be made by a wealthy family in Chicago. On that basis less than \$50,000 was needed to complete the fund and it was recommended that the New York woman should not be asked to make a further contribution at that time because of the possibility of securing a still larger sum for a special object not connected with the campaign. However, sometime after your departure it developed that the Chicago family did not consider themselves definitely bound to the \$100,000 contribution and indicated that they would be unable to make such a gift at this time. Despite this fact, the goal was within \$75,000 of the objective.

Shortly thereafter Professor Wannamaker had a conference with the trustee who had originally made the contact with the woman from whom it was thought a substantial gift could be obtained and inquired of the trustee whether or not this lady could be properly asked to make a gift sufficient to complete the fund and clinch the gift of \$90,000 from Mr. and Mrs. Boyd. Professor Wannamaker was told that this would be possible but that if this were done, the trustee in question could not undertake to secure the much larger contribution which he had in mind.

Of course Mr. Wannamaker did not wish to prejudice the securing of the larger gift and so told the trustee to do nothing about the matter at the present time. We do not for a moment question the wisdom of that decision, but the fact remains that the decision undoubtedly prevented the securing of an amount which would have completed the campaign, and hence prevented our collection of the \$5,000 fee which would have been due us under our contract.

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Dr. Stuart Page 3.

With the above in mind, I am wondering if you would feel that the facts in the case warrant your bringing the matter to the attention of your Board. We do not in any way wish to appear small in regard to this matter. On the other hand we have, and I am sure that you will agree, rendered a satisfactory service and in so doing have incurred a substantial loss. Even if the \$5,000 now in question is paid, Tamblyn and Brown will still have a net loss of several hundred dollars as the result of its relationship to the two Peking campaigns. And finally, because the conditions under which the contingent fee was payable to Tamblyn and Brown were made impossible by the deliberate choice on the part of your Board, we are taking the liberty of bringing the matter to your attention and seeking your good advice.

In closing, Mr. Brown and I wish to express the hope that you are enjoying the best of health and that the work to which you have set your hand and heart will continue to prosper.

With kindest personal regards, I am

Very cordially yours,

George O. Tamblyn

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YENCHING UNIVERSITY  
PEKING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS  
"YENTA"

December 4, 1928.

Mr O.D. Wannamaker,  
150 Fifth Avenue,  
New York City.

My dear Olin:

Harvard Students Support. Referring again to the Philips Brooks house and the possibility of support being secured through that source for Harvard men on our staff, it occurs to me that in the case of either Pedelford or Shattuck it might be quite worth while to get Porter and Hung interested in promoting this idea. You have probably thought of this already. In the case of Shattuck we shall certainly want him after next summer if approved by the Trustees committee provided that his support could be specially secured. Even if this is not practicable from the above source, it is not impossible that Porter or Hung could secure it somewhere in New England. It might be that Dr. and Mrs. Thayer of Portsmouth, N.H. would be willing to pledge this themselves.

Natural Science Endowment. You are aware that the China Medical Board of the Rockefeller Foundation made us a grant for our three premedical sciences for five years of which this is the fourth. The chairmen of these departments and I have been consulting among ourselves and with Messrs. Greene and Gee of the Rockefeller Foundation with the result that we are virtually promised that on the expiration of the five year period the Rockefeller Foundation will capitalize their present grant to the extent of one quarter of a million dollars on condition that we are able to secure a similar amount of endowment for the same purpose. In this event we could very nearly if not entirely remove these items from our general budget, thus releasing about LC\$30,000 for other purposes. However, these departments feel very much restricted and urge that the money now allotted them

X to S.R. fund also

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is scarcely even a minimum for meeting the actual requirements of their growing work. There is some reason to hope that the Science Division of the Rockefeller Foundation under the leadership of Dr. Max Mason may be induced to give us another quarter of a million of endowment for advanced work in Natural Science provided that we could match this amount also. Messrs. Greene and Gee are themselves as yet uninformed regarding the plans which will result from the present reorganization but they would heartily endorse such a proposition, and although not directly connected, their opinions would undoubtedly carry weight. If we could secure one million endowment for these three Natural Sciences and Geology and Mathematics we could do both undergraduate and some graduate work of a fine quality and on an assured basis. We have according to Mr. Gee the best teachers and are doing the best work being done anywhere in China and it would be most unfortunate if this could not be conserved and in general, put on a strong basis. In other words, we ought to begin to study as to how we can secure one half million dollars endowment for Natural Sciences. This is perhaps a matter of discovering some foundation or such individuals as would feel this special appeal. Organizations or persons who have made a large amount of money through application of scientific knowledge to industry should be especially responsive. We shall have about a year and a half, from now until our present grant expires, but the earlier we work on this the better. Could you not set in process some investigation as to the most likely prospects. It may be that Tamblin and Brown could be retained for this special purpose. Meanwhile, the intimation that the Rockefeller Foundation intends to capitalize their present grant ought to be treated with the utmost confidence as we have nothing but the friendly and informal assurance of these men. Mr. Greene is leaving here early next month to spend a few months in America and his presence ought to be utilized to make as much progress in this matter as possible. We are now preparing the text of our appeal of which you will have a copy later, but it might be wise to start thinking about the problem earlier.

Grover Little. We cabled today to the effect that Dr. Sharman has recommended this man for our financial secretary. He speaks of him from long personal knowledge as being very well qualified and as being available until quite recently. The importance of the field man, especially in view of the above paragraph, will be quite obvious,

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and I thought it might help to let you know by cable of this possibility.

*Annual* Library Endowment. There is a very insistent plea from many of our teachers that we should have a definite ~~enough~~ sum of at least LC\$10,000 for the purchase of new books other than Chinese (which are provided for by the Harvard-Yenching Institute). The cogency of this will be quite apparent to you. An endowment of G\$100,000 would make this possible. An endowment of a quarter of a million would provide for this and the administrative expenses of the Library. Our biggest problem from now on will be endowment, and such units may be helpful in efforts to secure it.

Mrs. Jenkins. I am inclosing a letter which is quite incoherent to me but may interest you as showing what is passing through her mind.

Very sincerely yours,

*J. Houghton Stewart*

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學大京燕  
YENCHING UNIVERSITY  
PEKING, CHINA.

YENCHING

INDEXED

December 7, 1928.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS  
"YENTA"

Mr. B.A. Garside,  
150 Fifth Avenue,  
New York City.

My dear Mr. Garside:

Miss Anne Cochran. A letter has come to our treasurer from the Associated Mission Treasurers of Shanghai quoting the following action of the Presbyterian Board.

"The Temporary Transfer of Miss Anne Cochran.

*1/2/29*

To Yenching, North China Mission for one year was approved by the Board on October 15th with the understanding that Miss Cochran is included within the Board's quota on the University staff after January 1, 1929. According to the Board's general policy regarding regular missionaries filling vacancies Miss Cochran really should count within the quota all of the time she served the University but as the University may have expected another arrangement the Board defers the application of the principle until January 1, 1929, which is the middle of the University's fiscal year."

I have already written regarding the misunderstanding by which Miss Cochran came to us last autumn chiefly because of disturbed conditions at Huai Yuen. She had been refugeeing with us during the previous session and when conditions permitted her to return to her station she felt very reluctant about leaving the type of life and work which she found here. Both Dean Stahl of the Women's College and I in personal conference with Dr. Patton in Shanghai explained that we would be glad to have her stay with us for another year in order to enable her to find herself and to relieve the Presbyterian authorities of a delicate personal problem provided that it would be on the same basis as the previous year. We would on this basis continue to furnish a home for her, and the Board would supply her salary. Owing to a series of circumstances for which we were in no way responsible, Miss Cochran came here and started in work before either she or we realized that she had been sent here as one of the Board's quota to the University. Originally, she had been thought of as a member of the Women's College faculty, and in a sense I had no direct connection with the transaction. As it has worked out the Women's College, having exhausted its quota from the Presbyterian Board and having no other funds that could possibly be used for this purpose, is helpless. The University, on the other hand, is caught in an arrangement which involves us in a definite financial loss for which there is no provision in the budget. On any other basis than the one we agreed upon with Dr. Patton we should have preferred to make other use of this income than this one. I propose, therefore, that the Board of Trustees allow us to take Miss Cochran on as a University teacher for the year at our regular salary for such purposes and that the Board continue to supply the LC\$250 a month which

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is its custom when there is a vacancy in its quota. We shall plan our budget on this basis unless we hear from you to the contrary.

*Refer to letter Dec 10 writing reports*

// The Budget for Next Year. We are busily working over this budget and find some interesting developments. There are certain apparently unavoidable increases in the administrative offices and in the operation of the physical plant especially as certain buildings and residences are being passed over from construction accounts to annual maintenance. We also recommend to the Trustees an increase of approximately ten percent in the salaries of university paid foreign teachers. The mission boards have already been increasing their salaries and the cost of living out here is steadily rising. Both foreigners under mission boards and Chinese teachers are relatively better off than this group. If this is done, it actually amounts to just about the salary of one newly married couple. There is also the very necessary item of money for the purchase of new English books. If this is put down at LC\$10,000 which would seem to be the minimum it means an increase in these various features over the present budget of approximately LC\$30,000. Assuming as apparently we must that we can count on no additional income, there must be a corresponding reduction in our instructional and other features. There are two possible items of relief, namely, the new plans for a School of Education and for Physical Education. I hope that the finance committee in conference with Mr. Wannamaker can give assurance that in each case these are proving so successful that the two items can be taken out of the general budget and treated as those maintained by special funds. We are trying to apply this principle to the three premedical sciences, the group of applied social sciences, the Harvard-Yenching Institute and the School of Religion. It may be well worth while for K.A. Wee to spend the remainder of the season after he gets his degree in working at special support for his department in Kansas and elsewhere. //

*not until report to trustee*

Board of Managers. There was a meeting yesterday at which Vice President Wu was unanimously elected Chancellor. If he accepts as we have every reason to think he will, certain changes will be required in the constitution of the University. We shall try to get these worked out here and sent to you as they affect primarily the by-laws of the Board of Managers and the Faculty Constitution. There is no departure in principle from what was worked out in documents B, C and D of the Trustees. Now, that we are in a fair way to having a Chinese head of the institution we are going ahead with plans for registration which involve an enormous amount of detail. For instance, every course in our curriculum must be listed and described, every text book and reference book named with its date of

publication, etc., every piece of apparatus in our laboratories itemized with place of purchase, price, etc. These regulations are an attempt to debar the irresponsible colleges which have sprung into existence in different parts of the country, but they work a very real hardship to places such as ours, and will doubtless be given up if we wait long enough. The question was raised at the meeting of the Board yesterday as to whether it would not be a fitting thing if the Board of Trustees conferred the honorary degree of LL.D. upon our new Chancellor, and do this while he is in the Ministry of Education. I recall that shortly after my own connection with the University began, the Trustees took some action discouraging the awarding of honorary degrees, since which time the practice has been discontinued. It might be well if the Trustees discussed this matter and in the event of approving, that Mr. Wu be so honored, the action might be conveyed to us in such a way as to leave it to our discretion as to whether to announce this or not. Judged by every standard Mr. Wu fully deserves such recognition.

Very sincerely yours,

*J. Highton Stewart*

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YENCHING

Yenching University

December 8, 1928.

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

My dear Dr. Stuart:

During the last few months we have been trying to make a beginning of the task of formulating some plan of group insurance or retirement fund, or both, for the staff at Yenching, supported directly by the University. I find that before we can get any very accurate estimates of what the cost of any such plans would be we must have more complete information about the staff than is available here in our office.

I am attaching a tabulation showing, as far as we are able, the essential facts in regard to each of the Western staff now at Yenching supported directly by the University. I would very much appreciate it if you would have some one in your office correct and amplify this tabulation so that it will be complete and up to date.

There arises also the question of whether or not any plan of group insurance or retirement should not cover the Chinese members of the Yenching staff as well as the Western ones. What is the sentiment on the field in regard to this? Our office is almost totally lacking in the information we would need as regards the Chinese staff. If you feel, therefore, that the Chinese as well as the Western staff should be included in plans for insurance or retirement, will you please send us a similar tabulation of statistics covering the Chinese staff?

We would also be glad to have your suggestions as to the general type of plan toward which we should work. Is group insurance alone sufficient, or is a retirement fund alone sufficient, or should we have some plan combining the two? How should we in any plan adopted carry the expense involved? Should the University pay all the cost or the individual staff members pay all the cost, or should there be a division of expense between the University and the individuals? In all of these questions of course we must be guided largely by financial resources rather than by following simply an ideal course. We must recognize in

(To schedule see letter  
to Robert Russell 12/30/28)

Ans. 12/9/28  
see catalogue

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the beginning that whatever funds go into such a plan as this will mean just that much less for the needs of the University. We must, therefore, try to strike a balance that will be fair both to the staff and to the University.

Mr. Barber is taking quite a definite interest in this matter and I believe one or two of the other trustees also have it in mind, but as yet nothing very definite has been accomplished. I feel that before we can make much progress we must have in hand such facts as I am asking for in this letter.

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Very cordially yours,

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TRANSFER

YENCHING

Yenching University

December 8, 1928

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

My dear Dr. Stuart:

I am sure you will be interested in a word regarding Chang Wen Li and Chang Ke.

I am enclosing herewith copies of recent correspondence between our office and Chang Wen Li. We are all very much pleased with the spirit Mr. Chang is showing this year and the way in which he seems to be pitching into it both his academic work and the practical problem of getting along in an American university. We have tried to make reasonably adequate provision for his financial needs so he would not have to worry too much on that score. In fact, the allowance we are sending him from month to month is about ten dollars more than the estimated requirement. Both Mr. Wannamaker and I have been very much pleased, therefore, to see that Mr. Chang has on his own initiative decided to do a little part-time work, not only to provide a little extra money for books and other needs, but also to gain some practical experience in the psychology of American college men. Unless he goes so far in this as to get into difficulties with the immigration regulations, it seems to me this should be a very valuable experience for him. Not many of our Chinese students coming to America are able to take quite this attitude.

I am today writing to William Hung to ask what he thinks as to the wisdom of Mr. Chang's course. If he feels that there is likely to be any trouble over immigration regulations or anything of that sort we should, of course, advise Mr. Chang to alter his plans.

Mr. S. J. Chang seems to be getting along fairly well in Columbia. Unfortunately he arrived in America too late to get any credit on the first semester's work, so I fear that his first three months in America will not bring in as good results as they would have otherwise. He does not seem to have quite the same knack in handling his finances as does Chang Wen Li. In the case of S. J. Chang, however, we probably should wait a little longer before forming too definite an opinion.

Very cordially yours,

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Enc.

11/16 to Chang Ke  
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11/28 to Chang Wen Li  
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December 8, 1928

Dear Leighton:

I shall only acknowledge today your letter of November 2nd. We are driving very hard to complete the campaign and almost everything else is being set aside in favor of that.

Long before you receive this letter I hope we may be able to cable you either Christmas or New Year greetings with the announcement that the campaign has been successfully concluded. At the moment of writing we need \$30,000 to complete the \$500,000 for the specific objectives. Two additional good verbal pledges of \$1,000 each may be reduced to writing and we shall then need \$28,000.

Mr. McBrier is working strenuously to help us complete this drive - it has become a veritable drive during the last few months. I am confident that we shall succeed in capturing the Boyd gift even though it may have to be by securing an underwriting of a small amount of the balance still needed from some member of the Board.

Please be assured that we shall give the best possible attention to other matters mentioned in your letter - S. J. Chang (Mr. Garside and I are just about to provide him with a typewriter and deduct small instalments from his monthly allowance to pay for it); Norman Padelford (I will get in touch with his father shortly); Dr. Jenney (already engaged for the calendar year 1929).

I am very sorry to hear that you have been under excessive pressure and are requiring a rest. I hope you have had the rest by this time and are feeling much better.

Princeton-in-Peking is going through the most critical period since I took charge of the office. It is primarily psychological. Mr. Todd insists upon resigning the presidency and we have not yet succeeded in persuading Sidney Gamble to accept this office. Mr. McAlpin must give up his office as treasurer. We have failed to persuade

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Christy Payne to accept this office and are now trying to get Cleveland Hodge to consider it. The committee is made up of very fine men everyone of whom is involved in other obligation so large and so pressing that he dreads to become the burden bearer of this special thing. I think we shall weather the storm but it is really rather dangerous just now. I am doing everything possible to bring some young men on the Board. Lemig Sweet is helping. Dr. Wickes, the new "Dean of Religion" at Princeton, has become a staunch friend and will help us much. The overhead for an organization existing solely on a multitude of small contributions which must be secured year by year is necessarily excessively high. Sidney's brother, Clarence Gambal, seems to have decided to cut us off from his annual contribution of \$2,000 because he objects to the heavy overhead. This may become a very serious matter. Sweet suggests that I try to get a few members of the Board to pledge the home office expenses as their contribution and then remove this from the budget so that we can say that every dollar given goes to the field. Possibly this may work. It even occurs to me that Yenching University might do well to absorb the overhead of Princeton-in-Peking if that should become necessary since it would simply mean that Yenching would conserve the net income rather than to lose it.

I ought to add, however, that I have had two rather heated discussions with the Yenching finance committee on the overhead of the Yenching campaign office as it stands. Certain conservative members of the Board are insistent that I cut down immediately in spite of the fact that our secretaries have all been under excessive strain for a whole year uninterrupted. It is good to have these men watching one but it is also very necessary that they should show ample confidence both in our campaign needs and also in our conscientious attention to expenditures.

Enough about this for the moment. I am to have another conference with the campaign committee shortly and hope we may come to a mutual agreement.

Cordially,

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

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TRANSFER



YENCHING UNIVERSITY

December 10, 1928.

*Qua 7/9/29*

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

My dear Dr. Stuart:

I believe that last summer, when the arrangements for Mr. Mervyn Armstrong's appointment had been made through Mr. Hawkins, Mr. Garside wrote you concerning the appointment, under date of June 28th, requesting that as soon as the usual employment agreement with Mr. Armstrong had been signed, that a copy be sent us. To date, we have received no copy of any contract agreement with Mr. Armstrong, nor any copy of a letter embodying the terms agreed upon with him. As you know, this office is frequently called upon to make adjustments with members of the staff returning from the University for one reason or another on the basis of terms agreed upon on the field; it is, therefore, desirable that we receive as promptly as possible, copies of employment agreements with the University-supported members of the staff which are prepared and signed at the University. We should, accordingly, very much appreciate it if we might receive a copy of the agreement with Mr. Armstrong.

In the previous China mail we forwarded to you twenty-five copies of the minutes of the meeting of the Board of Trustees which was held on November 16th. Since those copies were mailed to you, we have discovered a typographical error on page 5 which we hope may be corrected before the minutes are distributed to the Board of Managers. Action T-2385 should read: "to add to Article III of the Constitution ..." rather than "to add to Article II.." While this amendment has been correctly incorporated in the new draft of the Constitution (of which copies have been mailed to you in this mail) the error might cause some question. We are sorry that this error was not detected before the minutes were mailed.

With cordial good wishes for the New Year, I am

Very sincerely yours,

L.

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December 10, 1928

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

My dear Dr. Stuart:

I thought you would be glad to have me  
share with you a letter received from Mrs. Lyman with  
a check for \$1,000 to apply on our campaign.

Sincerely yours,

EMMcB/A  
Encl.

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Yenching University

December 10, 1928.

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

My dear Dr. Stuart:

At this time we are sending you a copy of the Minutes of a rather important meeting of the Finance Committee held on December 4th. To them I am attaching a long letter, of which the original was addressed to Dr. Galt, since most of the items are chiefly or wholly financial. I will not, therefore, add any further comments in this letter on the Finance Committee's Minutes.

To this letter we are attaching a copy of the Minutes of the Executive Committee Meeting of December 3rd and also copies of the Constitution of the University and the By-Laws of the Board of Trustees, as they have been revised to date. At this time we are sending to the field under separate cover a sufficient quantity of the amended Constitution and By-Laws to supply all members of the Board of Managers.

You will note that the Board of Trustees have not as yet been able to officially adopt the proposals of the field as regards the new composition of the Board of Managers. The proposals did not reach us in time for us to give the Trustees the 30 days notice necessary when any revision of the Constitution or By-Laws of the Board of Trustees is contemplated. In order to avoid embarrassing the Board of Managers until such action can be formally taken the Executive Committee passed action E-2401 authorizing the Board of Managers to continue for the time being under the organization set forth in the revised Managers' By-Laws as approved at your meeting of September 22nd. I believe that there will be no difficulty at the annual meeting in April of incorporating this new composition of the Managers in the Constitution and at the same time approving the revised By-Laws of the Managers. I believe I have already requested that the field send us well in advance of the April meeting of the Trustees copies of the By-Laws of the Board of Managers with all amendments to date.

THE AMENDED CONSTITUTION: I believe it is not

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necessary for us to comment on any of these amendments to the Constitution. They have all been set forth in detail in the Trustees Minutes of November 16th, copies of which were sent to the field a fortnight ago.

AMENDMENTS TO THE BY-LAWS OF THE BOARD OF

TRUSTEES: One important change in the procedure provided for in the recent amendments to the By-Laws is the method of formulating the University budget. You will note that Article 3, Section 8, Duties of Committee on Budget, now provides that "The committee --- shall submit to the board at the annual meeting for its consideration and approval, a budget for the year commencing the first day of the following July. The budget submitted shall include an itemized statement of the probable income for the University available for its expenses, shall indicate the sources from which the income is to be derived, and shall show, where possible, the schools and colleges for which the various portions of the income are to be used. It shall also give an itemized list of the estimated expenses of the University for the year, showing separately the expenses of the general University administration and operation, and of each of the several constituent schools and colleges. --- The section of the budget pertaining to the Yenching College for Women shall be approved by the Committee of such college before it is passed upon by the Budget Committee."

Under the procedure outlined above, the budget should show the income and expenditure of all the departments and colleges of the entire university. The amendment was of course intended primarily to include the budget of the College for Women with the other colleges of the University in the unified general budget. But as a matter of fact there are certain other departments which under the amendment should also be included in the budget. There are, for example, the Department of Agriculture and the graduate work of the Harvard Yenching Institute. Such departments as these would probably be so included in the budget that their income would be clearly distinguished, and their expenditure would likewise be shown separately and would exactly balance the income. If it is possible to include such departments as these in the 1929-30 budget, I believe it would not only meet the technical provisions of the by-laws but would also give a more accurate and comprehensive statement of just what is available and needed for Yenching's expenses during a fiscal year. There are times when such a comprehensive statement of current income and expense is of considerable value in promotional work, but to date such a united statement has never been available. Of course it may be that the general 1929-30 budget will have to be drafted

and forwarded to New York for action by the Committee of Yenching College for Women, the Finance Committee, and finally the April meeting of the Board of Trustees, without waiting for the figures you would need to include such departments as Agriculture and the Institute. In that case it will of course be necessary to send us the new budget for the colleges that have always been included, plus the Yenching College for Women and any other departments for which figures are available. Then at some later time a supplement can be added to show such special departments as were not included in the general budget.

THE 1929-30 BUDGET. As far as we are able to foresee now, the contributions from mission boards next year will be about the same as this year. The Methodist Board is raising its appropriation next year to \$3,500.00, which brings it back to the level of the American Board and the Presbyterian Board. I suppose this will be a safe figure for you to use for the Methodist Board in formulating the new budget, even though their appropriation carries us only half through the Yenching fiscal year of 1929-30.

The China Medical Board appropriation for 1929-30 is on the same basis as this year, i.e., M. \$28,753.00. The fiscal year 1929-30 ends their five-year agreement.

I have no special word as to the Princeton-in-Peking plans, but I presume all the necessary facts on this are available in Peking.

The Laura Spelman Rockefeller gift provisions you already know.

The income from endowment, including the Hall Estate, should, I believe, be counted for the new year on practically the same basis as this year:- Endowment unrestricted, G. \$7,990., restricted, \$6,850., Hall Estate \$75,000. Incidentally, no final word has yet come from the Hall Estate, and nothing has been paid in yet on this year, but we are trusting all will work out as was promised when you were here.

The Bashford maintenance fund income for next year should be estimated at approximately \$1,350. This may possibly be increased slightly when the Bashford building account is closed out, but if so later notice will be given. The increase would not be large enough to make much difference.

We hope that Mr. McBrier's endowment for religious work will be available for next year, but I am puzzled to know just what relation this income will have to the current budget. I believe you and he are now corresponding about this.

The above covers all the regular sources of budget income in which our office is directly interested. If the present campaign is successful, although the completion of

Dr. Stuart

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Dec. 10, 1928.

the original objectives will not directly affect the budget, this may slightly assist in certain quarters, such as allowing income on endowment to be figured at a rate somewhat above 5%. We cannot be sure of this, however, and too much hope should not be built on anything coming in from this source.

In addition to the regular budget income you will also want to consider the income from the China Famine Relief Committee for the Department of Agriculture. This figure is worked out in Shanghai and our office is usually the last to learn what has been appropriated. You will also be hearing from the Harvard-Yenching Institute in due course as to their appropriation for 1929-30. As far as I know, nothing very definite has yet been done at this end, for everyone is waiting for some definite action by the Hall Estate trustees. I presume you and Dr. North will keep in touch with each other on these matters.

The only other source of income of which I can think is the support being secured by Mr. Nash for his work in Journalism. This is still in a rather nebulous state, so nothing very definite can be stated. I sincerely trust that he will soon be able to finish up the objectives he is seeking.

If the field is including in the budget for next year an estimate of the needs for the Central Office, don't forget that if the ladies have us take over their books there will be additional expense for that accounting work. It is difficult for us to estimate how large an item this will be. Possibly the field will wish this estimate for Home Administration to be fixed by the Finance Committee here. We find that all our universities are growing in size and in the volume of our needs, so the amount of work our Central Office has to do from year to year is growing a good deal faster than our income. That unfortunately cannot go on indefinitely.

With all good wishes, I am,

Very sincerely yours,

BAG/G

Enc.

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學大京燕  
YENCHING UNIVERSITY  
PEKING, CHINA.

OFFICE OF THE PRESIDENT

December 14, 1928.

TELEGRAPH ADDRESS  
"YENTA"

*ack: to Mr. Barbour*

Mr. B.A. Garside,  
150 Fifth Avenue,  
New York City.

*ack. 12/14*

Dear Mr. Garside:

Replying to your letter of November 2nd, my suggestion regarding the University seal would be that you request Mr. George Barbour to design one based upon the monogram which we use here and which I believe has been worked into the Harvard-Yenching seal. Mr. Barbour has unusual artistic and designing skill and is thoroughly conversant with the spirit of the University and its formal expressions. I am inclosing copies of these monograms.

*Get Messrs. Porter & King  
to pass on it before adoption*

The Methodist Vacancy. I note that Mr. Gibb is being carried until he has made other arrangements, and as I have written before, heartily endorse this procedure. Looking forward to the time when this will not be necessary, I am making a suggestion as explained in the inclosed copy of a letter to Dr. Felt. You may care to take the matter up with the Methodist representatives in New York.

Dr. S.D. Wilson. I note that he has been definitely taken over by the American Board. At present Dr. and Mrs. Wilson are not planning to return to America until the summer of 1930.

Very sincerely yours,

*J. Hightower*

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COPY TO MR. WANNAMAKER

December 14, 1928.

Mr. H.S. Vincent,  
255 Clark Road,  
Brookline, Mass.

My dear Howell:

Since my previous letter to you about your return to us, in a letter from William Hung I have learned that this would probably not take effect in any case until a year from next summer. It occurs to me that probably this second year you may be able to help our New York office in financial efforts very much to our advantage, and to be perfectly frank, this would accomplish two things.

There is, first, the uncessing need for additional funds both to complete our capital equipment and the increasingly acute matter of endowment or other forms of a steady income. Mr. Wannamaker can easily go into detail on this point.

The second point is one that concerns Timothy Lew. At the time when we had no intimation that you would return here he waived his right at my suggestion to another house in the East Compound and chose yours. They are just about ready to move into it now as I am getting into my new house next week, but are quite disturbed at the prospect of having to vacate it next summer. They have had to make so many moves always at much financial loss as well as disturbance in other respects, that they dread the thought of having to do so in a few months again. Not only so, but just as in your own case, a house was contributed especially for Dr. Lew by friends of his in Seattle. Although the fund for residences has long since been exhausted, yet we have not provided one for this family. We are, therefore, under obligation to do so: if they must be turned out of No. 51 they can quite justly claim that

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a similar one be built for them, or some other house be vacated. One of our acute problems for next year is the housing of the faculty. Of course, if you feel quite definitely that you should return next summer it is up to us to try to find some way out of this embarrassing situation and it is not impossible that the Trustees will authorize a residence which would enable us to keep faith with the Seattle group and accommodate one more family.

However, the larger issue of helping, in so far as other plans you have in mind for next year permit, in specific campaign projects, would be an extremely valuable aid and ought not to be thought of merely as of monetary benefit to Yenching as it ought to help the general missionary cause of the Presbyterian Board.

With affectionate greetings to Agnes, the boys and Ray,

Very sincerely yours,

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學大京燕  
YENCHING UNIVERSITY  
PEKING, CHINA.

LLS

OFFICE OF THE PRESIDENT

December 14, 1928.

TELEGRAPH ADDRESS  
"YENTA"

Mr. O.D. Wannamaker,  
150 Fifth Avenue,  
New York City.

My dear Mr. Wannamaker:

H.A. Vincent. I inclose a letter which explains itself. He has in the past been considered quite an attractive speaker and it occurs to me that he might work out in the Iowan-Nebraska district or the Philadelphia area with good results. This is assuming that the Board or private sources provide his salary on our budget.

K.A. Wee. He wishes to continue in America long enough to get his Ph.D. about a year from the time this letter reaches you. On the whole this seems to me the most satisfactory arrangement and I shall soon be writing him to that effect. There ought to be some way in which he can be used to build up a support in Kansas which within smaller limits could develop into what Princeton-in-Peking has come to mean. He ought also to be able to help somewhat in other campaign phases. He is a good speaker and can also make an effective presentation personally where he has the proper approach.

Henry Sloane Coffin. Dr. Coffin promised me the salary of one of our Chinese teachers in the School of Religion at G\$1800 a year for five years of which I fear the present one (1928-9) is the last. An effort ought to be made to secure the continuance of this promise. He rather thinks that this is being used for William Hung of whom he is quite fond. This was the case until we got Hung's support from the group of three ladies at which time I transferred T.C. Chao to the Coffin gift. Dean Chao is spiritually and intellectually the outstanding member of our faculty in religious activity, and in addition to being Dean of the School of Religion is chaplain of our University Service which he has been conducting with an increasing effectiveness in the beauty and reverence of the liturgical elements as well as with a high order of preaching, so that there has been a steadily improving attendance of students. If I am to come to America it may seem wise to let this matter

*The \$1800 was for year 1927-28*

*see later letter to ODW 12-29-28*

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rest until I can see Coffin personally. Otherwise, I doubt if it could be more effectively presented than through William Hung who can give his own opinion regarding Chao.

I am thinking of you constantly during these last days of strain and anxiety before the campaign ends. I had been thinking of cabling a suggestion that you bring pressure on the Trustees as the final day drew near when I had your letter inclosing the admirable copy of yours to the Trustees to the same effect. I need scarcely comment on how eagerly we are awaiting the outcome. I am also very much pleased to note that you are proposing to retain Jenney for one or more years which I thoroughly approve. I am distressed to know of the falling receipts from Princeton Alumni, but hope that this can be recovered and in this connection shall keep matters in suspense until I learn whether you wish me to make the trip this spring or not.

I had a very cordial letter from Mr. Chevalier. If he qualifies he might be kept in mind as the next new Trustee. When we come to the effort to match an endowment for Science work from the Rockefeller people the only prospect that occurs to me is Mr. E.P. Davis whom we should have to work at through this young man. I suggest, therefore, that you make special efforts to keep in touch with him.

Very sincerely yours,

*Freighton Stewart*

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## OWN LIFE

Student's Body is Found  
Suspended from Steam Pipe  
in College Dormitory

A Yenching graduate student, Mr. Wu Jui-kao, committed suicide in the dormitory last Saturday night or Sunday morning.

When the janitor opened the door of Mr. Wu's room Sunday morning he found the student's body suspended from a rope fastened to a steam pipe. Mr. Wu left nothing to show the cause of his suicide.

It is surmised that Mr. Wu took the opportunity of the absence of his roommate, who came to town for the week-end, to end his life when all were asleep. A telegram was sent to his family in Fenghua, Chekiang.

Mr. Wu obtained his B. A. from Shanghai College last June and came to Yenching for graduate studies in the department of sociology in the fall. His record shows that he is a student of high standing, getting a merit point of 1.7, or 3 merit-point to perfection.

Mr. Wu seemed to be zealous and ambitious and dressed simply. His folks are farmers. He was unmarried, 26 years old, and of a solitary nature.—

Kuo Wen.

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TRANSFER

Yenching University

December 15, 1928

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

My dear Dr. Stuart:

We acknowledge receipt of your letter of November 13th.

H.S. Vincent. We are glad to have your viewpoint on the matter of Dr. Vincent's reappointment. I will make some inquiries to see what Dr. Vincent's plans are and if I find that he is seriously considering returning to Yenching within the next year I will take up the matter with the Executive Committee. Of course, at the present time there is still one vacancy on the Presbyterian quota of four, but I presume you desire to keep this vacancy available for a new man in science. We may meet with some difficulty in making arrangements with the Presbyterian Board if it should happen that the question of Dr. Vincent's reassignment to Yenching should come before that Board before any nomination has been made to fill the vacancy in your science departments. The Board would probably be unwilling to accept Dr. Vincent as the fifth member of their quota if they had one vacancy existing in the present quota of four, but, on the other hand, if they accepted Dr. Vincent to fill this one vacancy on their quota they might not be willing later to increase their quota from four to five if a man for Physics or Chemistry were proposed for appointment. However, we will try to find some way to avoid this difficulty if it should arise. It may be that Dr. and Mrs. Vincent will be able to handle their support without calling on either the Presbyterian Board or the general University budget. When any decision in the matter is reached we will cable.

Pensions. I sent you a long letter in the last China mail on this important subject. I believe there is nothing more which we can add at this time. I can assure you that we are anxious here in New York to work out some plan for the protection of the staff supported directly by the University. The greatest problem is, as ever, the fact that the needs of the University are increasing more rapidly than new sources of support are being found.

Mr. Shattuck. I will communicate to Dr. Porter your comment on Mr. Shattuck. I presume you have already written him directly. We will also try to keep in touch with Mr. Shattuck in the hope that his appointment can be arranged for next autumn. As I understand, however, that his appointment will depend upon the procuring of special support for

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Dr. Stuart-2

12/15/28

this purpose, we will have to be a bit careful not to make too definite a commitment until there is concrete evidence that such support will be forthcoming. Of necessity the Campaign Office is still giving all its effort to meeting the objectives of the present campaign so they will not be able to do much along lines of securing special objectives until after the first of January.

Very sincerely yours,

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TRANSFER

YENCHING

*Yenching*  
~~University of Nanking~~

December 17, 1928

Dr. J. L. Stuart, President  
Yenching University  
Peking (Pepang) West,  
China

Dear Dr. Stuart:

A short time ago we received a letter from A. Hoen & Co., - Chester Chase & Biddle Streets, - Baltimore, Maryland, as follows:

"We are sending you, with our compliments one of our Metric System Charts in English, also, a print in blue of the same chart translated into the Chinese language. Would it be possible for you to get in touch with the Universities in China, and determine whether or not they could use and distribute these charts? We believe they would be very useful if, as translated they cover sufficiently the various tongues of the Chinese language. We are sending you five of each of these prints for each of your universities. If you can make a collective order we will be pleased to give you a price."

We have accordingly mailed you under separate cover, one copy of each of these charts and should be glad to hear from you as to the practicability of these charts for the University's work. If you should desire to order a supply of these charts we should be glad to combine your order with any other orders received from the other Universities represented in this office.

Very sincerely yours,

KJL/EH

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December 21, 1928

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

My dear Dr. Stuart;

We enclose a confirmation copy of a cablegram we sent you a few days ago.

In regard to the admission of Mr. Chang to the Harvard Graduate School of Arts and Sciences, Dean Chase wrote on December 17th as follows:

"I have your letter of December 14 in regard to Mr. Chang Yu-yuan. It seems to me that there should be no difficulty about Mr. Chang's admission to this School, although perhaps I should mention that as a candidate for the Master's degree he would be conditioned in French. Registration for the second half-year will be February 4.

"The papers which you sent me, including the transcript of his record at Yenching University, I shall hold for the present, expecting his registration. I should think that you might cable Mr. Chang that we shall be glad to welcome him to Harvard whenever he can arrange to come."

William Hung wrote some days ago telling us that Dr. Edmund D. Soper is being installed as President of Ohio Wesleyan University during the latter part of February, and suggested that he would be happy to attend the inauguration as the representative of Yenching. He pointed out that Dr. Soper has long been a good friend of Yenching and that it is therefore quite appropriate and desirable that the University should have a representative at his formal installation. The Campaign Committee informally gave its warm approval to the suggestion but felt that formal appointment by the University would be desirable. I am sure we shall all be happy to have Mr. Hung represent Yenching at these ceremonies, particularly as he assures us that he will manage the trip without expense to the University.

Very cordially yours,

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YENCHING

December 22, 1928

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

My dear Dr. Stuart:

We acknowledge receipt of your letter of November 22nd. In this letter you refer to two matters, arrangements with Dr. Paul Anderson and the problem of landscaping. As to the continuance of Dr. Anderson's salary, you will have learned from my recent letters that to date the Finance Committee has approved the advance of salary at the married furlough rate plus children's allowance to the end of December. A letter received from Dr. Anderson this week indicates that he would very much appreciate at least one additional month's salary to carry him through January. I will bring the matter to the attention of the Finance Committee at its meeting on January 3rd.

I know that the Finance Committee will be very much interested in the problems of landscaping discussed in your letter. I am distributing copies of your letter to the Committee in advance of the January 3rd meeting and hope the Committee will be able to act at that time. If they find it possible to approve the disbursement of funds for landscaping I will at once cable you to that effect.

We have been hearing disquieting rumors about the state of your health. Though I am afraid sometimes our official correspondence does not seem as sympathetic of your needs and problems as might be desired, we really do appreciate the fact that you are constantly working under a tremendous strain and that you are always facing extremely difficult problems of policy and personnel and finance. It is a burden that would severely tax the endurance of any one. We are all anxious to do everything we can to lighten your labors and earnestly hope and pray that you may be given at all times physical strength necessary for the invaluable work you are doing for Yenching and for all Christian higher education in China.

Very sincerely yours,

BAG-H

0513

YENCHING

Yenching University

December 26, 1928

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

My dear Dr. Stuart:

I find there are several items in your letter of November 1st on which I have not given any formal acknowledgment. I will comment on them here.

Reorganization of Women's College. This is covered in other correspondence.

Furlough of Dr. and Mrs. S. D. Wilson. We are glad to note that arrangements with the American Board are going forward satisfactorily.

L. S. R. Scholarships for W. L. and S. J. Chang. We are reserving \$150. each for these two students and will deduct this from our January remittance to you under the L. S. R. Memorial fund.

Third Presbyterian Church, Rochester. Since Mr. and Mrs. Corbett have definitely decided that it will be impossible for them to return to China Dr. and Mrs. Adolph seem to be the most promising prospects for this vacancy on the Yenching staff. I have had quite a voluminous correspondence with Dr. Adolph during recent months. I believe he is quite anxious to get back to China if he can see reasonably good prospects for meeting his financial needs in the future. During the summer of 1927 when Dr. Adolph was nearing the end of his regular six months furlough and Shantung Christian University was expecting his return within a few months, our friends in the Presbyterian Board made a most unfortunate mess of his case. Instead of carrying his salary for about two months in the hope that he would be able to return to the field, they became panic-stricken and urged him to seek other means of support while awaiting his return to China. He found employment in this country without any difficulty but when, as we had all hoped, the way for his return to Tsinan that fall opened up, it was impossible for him to go. He quite naturally has a certain amount of fear lest should he return to China under the Presbyterian Board, there might, within a few years, come up another emergency where he would again be thrown on his own resources with inadequate warning and might not be able a second time to reestablish himself satisfactorily here in America. I believe that these factors weighed rather heavily with him when he failed to accept the urgent invitation of Shantung Christian University to return to the field in the autumn of 1928. I know that he also feels - quite mistakenly, I think - that his work at Cheeloo can better be carried on by a Chinese.

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As I estimate Dr. Adolph's attitude just now, he would be glad to accept at once an invitation from Yenching to come out to the University under direct University support. He is somewhat more hesitant to go under Presbyterian support. If he is to be under the Presbyterian Board either at Cheeloo or at Yenching I suppose he will wish to weigh carefully the needs and opportunities of the two positions. We are anxious to lay all the factors of the situation before him in a thoroughly impartial manner and let him reach his own decision. I wish to have a talk with Dr. Scott about his case sometime within the next two or three days. I trust he will be able to make a final decision within the next two or three weeks. We shall probably cable you as soon as his decision is made.

Vice-President Wu. We are very much interested in Vice President Wu's invitation to become Vice Minister in the National Government Ministry of Education. We shall be glad to learn just how the matter develops. I sent members of the Board of Trustees ~~the~~ confidential copies of the extract from your comments on Mr. Wu.

Abbreviated Constitution. We acknowledge receipt of the thirty copies of the abbreviated Constitution prepared for distribution to the Ministry of Education. These copies were sent out to all members of the Board of Trustees about ten days ago.

Very cordially yours,

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YENCHING

December 27, 1928

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

My dear Dr. Stuart:

We acknowledge receipt of your letters of November 19, November 24 and November 27. I will take these letters up in order.

Professor Porter's salary. On November 11th we sent to the field, as a part of our remittance of the Harvard-Yenching Institute funds, the sum of Mex.\$2,750.00, representing the first half of the appropriation of Harvard-Yenching Institute to the University for the fiscal year 1928/29. for Professor Porter's services. The other half of this amount will follow with the next H-Y.I. remittance about the end of March.

Additional Men's College Dormitories. I am sending to all members of the Finance Committee your discussion of this subject. I hope it will be possible for the Committee to consider the matter at the meeting on January 3rd.

Residences. This subject also is one to which the Finance Committee has given some preliminary consideration and will, I am sure, give still further study as soon as funds are actually in sight.

Construction Bureau. This too is being taken up with the Finance Committee.

Remittance to the field on funds furnished by Mrs. Blair. On November 26th we wrote Dr. T. T. Lew enclosing a list of all payments made to that time from the funds given by Mrs. Blair and Mr. Woolverton. No additional payments have been made since the letter was sent to Dr. Lew so the account now is as reported in our letter of November 26th. The unexpended portion is \$360.61. We are therefore sending a remittance to Dr. Galt for this amount at this time.

Dr. Adolph. I have reported in other letters the correspondence we have had with Dr. Adolph during the last two months. I have also had one or two informal conferences with Dr. Scott of the Presbyterian Board.

Varnish. I will write Mr. Booker to get further details as to the amount and cost of varnish he thinks will be necessary for the exterior of the academic buildings. When I get this detailed information from him we will communicate further.

Very cordially yours,

WALSH

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COPY

*Stuart*  
December 28, 1928.

Dean George H. Chase,  
Graduate School,  
Harvard University,  
Cambridge, Mass.

Dear Dean Chase:

I am enclosing herewith the minutes of the Administrative Committee of our H-Y Institute held on December 20. I had delayed calling this meeting because of various uncertainties in our own plans as well as in the expectation that there might be some word from Cambridge that would have a bearing upon such plans. I hope the names appointed will meet with the approval of the group at your end. Porter and Hung can explain who the various individuals are. I am specially glad that Mr. Greene could be present in view of the fact that he is leaving next month for a trip to the States which will give him an opportunity to get in touch with the organizations at the American end also. According to the action taken by our trustees we have prepared the budget in two forms, one in the expectation of \$2,000,000 and the other of \$3,000,000 endowment. It should also be noted that we have not included developments for western students or other features that may be decided upon at Cambridge. These can be added by yourselves. Please also make the necessary adjustments in our figures. Professor Porter's salary must be added, but we have not listed this for the reason that the purely Chinese committee which has been at work have drafted a schedule which seemed to them virtually necessary to carry out our program without attempting to deal with any of the western features. The figures given in connection with the budget are all in local currency. I am also sending a report prepared by Dr. Hwang as secretary of our faculty committee. Our experience here will doubtless be paralleled by your own in convincing us that we ought to have the full amount of \$3,000,000 to carry on the Institute on any adequate basis. I very much hope that with the help of Dean Donham and our two Yenching representatives the Hall Estate Trustees will feel themselves able to promise this.

I get very encouraging reports from Porter and Hung about their experiences with you and trust that they are rendering useful service.

We are planning to have our formal opening at the end of next September having deferred this twice because of political uncertainties. It would be very delightful for us to have you come to China for that occasion and in order to acquaint yourself with the work as projected here at Yenching. You might also form a judgment as to the extent to which archaeological research in the form of expeditions, etc., should be undertaken. If Dean Donham requires another period of rest could it not be combined with a trip to China at the same time. He would find Peking and its environments a good base for diverting and not too vigorous activity.

With a growing enthusiasm for our cooperative enterprise,

Very sincerely yours,

(Signed J.L. Stuart)

0517

RECEIVED  
YENCHING  
TRANSFER  
December 28, 1928

Dr. J. Leighton Stuart, President,  
Yenching University,  
Peking (Peping) West, China.

My dear Dr. Stuart:

This will formally acknowledge receipt of your cable-gram of December 21. We have followed up all the items of an administrative nature, and have reported to Mr. Wannamaker the various promotional and Princeton-in-Peking items. I presume he is corresponding with you in regard to them.

This morning the Trustees of the Hall Estate formally turned over to all our Universities our various shares of the Hall Estate funds. Yenching received \$1,000,000 in securities. An additional \$500,000 is to be placed in the Harvard-Yenching Institute in trust for Yenching, as Mr. Johnson and Mr. Davis promised when you were here. We are all very much gratified that this long-awaited event has now actually transpired.

It appears at present that Yenching is going to have one unexpected problem in connection with this distribution. The securities turned over to us will have due on January 1, income for approximately three months. I presume the same situation is true in the case of securities being turned over to the Harvard-Yenching Institute. Apparently that will mean that we will get only about three months' income between July 1, 1928 and December 31, 1928 or income for approximately nine months of the current fiscal year 1928-9. Dr. North is now raising with Mr. Johnson and Mr. Davis the question of whether anything can be done to fill this gap of three months, and we hope that something may grow out of his conferences with them. After the meeting of the Finance Committee on January 3rd, we will write you more in detail.

I feel too that the other universities in the office should be grateful to you for the good work you did for them with the Trustees of the Hall Estate. Fukien got a quarter million, as Dr. Goudy was hoping for. I know you had a hand in helping him with this. Somewhat to our surprise we learned last week that the Trustees were adding \$100,000 more for Shantung Christian University than they contemplated when you talked with Mr. Johnson last spring. I feel that your conference with him had a

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Dr. J. Leighton Stuart - - - - - (2)

great deal of influence with him in securing this increase.  
The amount for Nanking was increased from \$500,000 to  
\$600,000 and I believe that here too your interest was of  
real value.

With all good wishes, I am

Very cordially yours,

BAG:RL

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Confidential

December 28, 1928

Dear Leighton:

I am tremendously sorry to write you this note. I hope, however, that the keen disappointment I feel at the present moment may be relieved somewhat later if we do just the right thing under the circumstances to which I refer.

While we were driving harder than usual to complete the campaign during the early half of December, Mr. McBrier telephoned Mr. Eldridge one day, while Dr. Jenney was here but while I was away from the office, pressing upon him the emergency existing. I do not know whether he at that time referred to the possibility that Mr. Eldridge might get an additional contribution from Mrs. MacLean or not. Mr. Eldridge came down and talked in an exceedingly friendly fashion with Mr. McBrier, Dr. Jenney, and Mr. Garside. One of these gentlemen told me just afterward that Mr. Eldridge said he had virtually arranged for the endowment of the School of Education.

I do not know whether it was just before this or just afterward that William Hung went to Mrs. MacLean's home for one or two nights upon my urgent insistence that he should feel free to do this on Mr. Eldridge's invitation. Hung told me shortly after this that Mr. Eldridge had spoken of the matter intimating that Mrs. MacLean would give a large part of the endowment and Hung had suggested that she give the whole thing and make it her particular part of the University and also that she raise the figure to \$500,000. I think Hung got the idea that Mr. Eldridge thought the whole thing would be arranged that way.

Sometime after the conference here between Mr. Eldridge, Mr. Garside, Dr. Jenney, and Mr. McBrier, the last named telephoned Mr. Eldridge and in a half jocular fashion told him that we were counting upon him to get the last \$10,000 to complete the campaign. A little while later there came a very brief note from Mr. Eldridge to Mr. Warner resigning his membership in the Board of Trustees, expressing his admiration of Yancking, and regretting that he had not been able to do more to assist. There was no explanation whatever of his resignation.

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Feeling that Mr. Eldridge had become impatient because of pressure brought to bear upon him, I suggested to Mr. McBrier that he should not approach him again in regard to the campaign and intimated that Mr. Eldridge had become nervous over the pressure brought to bear from this office. I told him I thought Mr. Eldridge a very temperamental man. Mr. McBrier told me that in his last conversation Mr. Eldridge had said that Mrs. MacLean had suddenly come face to face with the necessity of paying out \$250,000 for which she had had no reason to make provision. In spite of this fact, it seems that Mr. McBrier still left the impression in his talk over the telephone that we were all counting on Mr. Eldridge to get the \$10,000.

Mr. Garside says that, when Mr. Eldridge told Mr. McBrier that he thought it unwise to ask Mrs. MacLean for any more money now for fear he might hinder the endowment of the School of Education, Mr. McBrier at once acquiesced in this decision and that a little later in the conversation Mr. Eldridge entirely of his own accord said that, if we would let him know near the end of the campaign, he felt that he could get the last \$10,000. It was because of this statement that Mr. McBrier later telephoned him.

After we received the resignation from Mr. Eldridge I tried to reach him several times by telephone and go and talk with him but he was always out of the office. I finally told his secretary confidentially to use her own judgment as to what she should say to him but that I wanted the idea conveyed to him that I very much regretted that any pressure had been brought to bear upon him and that we could complete our campaign without any further effort on his part. I told her to tell him that I wanted to see him as soon as possible. She said that she was very glad I telephoned and that she would get this information to Mr. Eldridge, implying that she was very sorry because of some unfortunate feeling that had been aroused,

I talked with Mr. McBrier very tactfully about the resignation that had come in. He was extremely sorry and greatly disturbed. He went up to see Mr. Eldridge personally and apologized to him. He reported to me that Mr. Eldridge received him in the most friendly manner and said there was no occasion for him to come and make such an apology, that there had been no misunderstanding.

I thought, perhaps, that after this I might save the situation if I could get a talk with Mr. Eldridge. After several vain efforts, I had a chance today to see him. He was extremely cordial to me and expressed the most affectionate feeling for you and the greatest admiration for Yenching. I introduced the conversation by telling him - with perhaps some little exaggeration to get him in the right mood - that you had been in ill health and that I was greatly disturbed about you, laying much emphasis upon the burdens you were carrying and the relationships you were trying to keep harmonious. I told him we were all trying to get you to take a little rest, et cetera.

I then told him that you had written the most earnest request in regard to two members of the Board of Trustees, mentioning only these two - that Mr. Eldridge and Mr. Ludington should be prevailed upon to come to the formal opening of the University next autumn. I told him that the only

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other person you had urged us to secure was President Hibben. He seemed greatly pleased and gratified and I got the impression that he would like to go. I thought that he was in such a friendly mood that perhaps a few words about the resignation would prepare the way for its withdrawal. On the contrary, he told me as soon as the subject was introduced that there was no use mentioning it, that he had made up his mind once for all and that no one could induce him to change it. He said that he had joined the Board on your account with the explicit understanding that he could help only on the School of Education project, that he had never been so enthusiastic over anything in his life, that he thought it a wonderful undertaking. He went on to say that there were many fine things in the world and that he was not the one to judge which were the most important, that he always did what he got the most happiness out of but that in the case of Yenching all happiness had been taken out when "they" kept pressing him to get \$10,000 from Mrs. MacLean after he had so carefully explained why he hesitated to do this.

After feeling my way with him I decided that there was no use trying to make further effort at this time to endeavor to make him change his decision. I decided that the only thing to do was to treat him like a human being and establish such pleasant relationships that he would forget the unpleasantness recently experienced. I could not tell whether he meant to imply that he would not now ask Mrs. MacLean to give the endowment for the School of Education but it seemed very much as if he did mean this. He said that he had already told her that he was going to arrange for the endowment of this school even if he had to ask her to put in the whole \$500,000 and that she had said, "All right. Let's do it." But the impression was strong, if not explicitly expressed, that he had washed his hands of Yenching University.

I came to the conclusion in this conversation that Mr. Eldridge is perhaps the most temperamental man I have ever met for a person of his type - supposedly a common sense man of affairs. Probably his temperamental nature has had a great deal to do with his high degree of success in persuading people to give a great deal of money. He must be handled with this in mind. I have not at all decided that we shall not get the endowment from Mrs. MacLean but I do believe that we must use all the skill possible if we are to do this. I shall cultivate the personal friendship of Mr. Eldridge, accepting at once his very cordial invitation given me today to come and take lunch with him.

William Hung telephoned him today of his arrival in the city with his wife and children and Mr. Eldridge immediately told him to go to Mrs. MacLean's and hang up his hat. I have been trying to reach Hung to inform him of this delicate situation so that he may be cautious in his refer to the School of Education. I have not been able to reach him but hope to do so before the dinner hour tonight.

I shall have an opportunity to dictate replies to certain letters of yours within the next day or two. We are now busy making up a

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detailed study of the dates of partial payments on our many pledges to be ready for a meeting of the finance committee on January 3rd.

Sincerely yours,

Dr. J. Leighton Stuart  
Yenching University  
Peking, China

ODW:BB

P.S. William Hung has just come in and we shall confer carefully about the matter, I think you may rest assured that the difficulties will be overcome though it may take a little time.

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學大京燕  
YENCHING UNIVERSITY  
PEKING, CHINA.

J.L.S.  
C.M.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS  
"YENTA"

December 29, 1928.

Mr. O.D. Wannamaker,  
150 Fifth Avenue,  
New York City.

My dear Olin:

We are still rejoicing over the successful completion of the campaign. I am curious as to what really happened those last few weeks in view of the discouraging conditions up to the time of the last letter from you. I hope that the Trustees came to the rescue as they should have done and that this is the real explanation. It is also no slight relief to be able to abandon the thought of going to America this spring. With many matters of internal reorganization, registration under the government, the summer plans, the formal opening, etc., to say nothing of the endless claims of personal affairs among faculty and students, I should hate to be away these next few months. It is also a great relief to know that Jenney is staying on at least for another year. The last issue of "The Peking News" has come to hand and is certainly a creditable piece of work. I had a letter from Eldridge by the last mail which indicates that the School of Education plans are going ahead quite hopefully. He thinks it will take about three years to complete its establishment and has indicated that Mrs. McLean is willing to contribute G\$450,000 on condition that certain investments come through satisfactorily, which he feels is pretty well assured. I wrote you before that we are leaving the Department of Education out of our current budget for next year in the hope that enough can come in from this source to relieve us of that item. William Hung has made a very favorable impression upon them and I suggest that you have him work out with them a schedule of payments, putting the present features as our first need. The President's garden has not been purchased yet because of a controversy as to ownership and disputes over the price. We prefer to appear quite indifferent and to let the matter drag along. I think

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Myo  
Dec. 14, 1928

I wrote you about the five year contribution from Henry Coffin of \$1,800 a year for a teacher in the School of Religion. Since I am not to go to America I suggest that you have William Hung see Dr. Coffin in person and ask for this on another five year basis for Dr. T.C. Chao, Dean of the School of Religion, chaplain of our University services and in general the strongest spiritual factor in our community. He made a great impression at the Jerusalem Conference and later on among British students, and his intellectual ability combined with growing religious fervour and the gift of Chinese literary expression make him a man of very unusual value. The cable to Edwards which I have as yet only known of over the telephone would indicate that the campaign results were even better than in the previous message to us. The one we had asked for specific items of \$100 to \$100,000. I shall occupy the last of this letter with a few suggestions along these lines. The cabled reply we sent mentioned dormitories, residences and endowment. We should like very much to begin construction on Lakeview Dormitories B and C next spring and to put up four or five residences. I have written at length to Garside on the economic advantage of doing this construction without delay even though money had to be borrowed for the purpose, and shall not repeat those arguments. Apart from these two items our pressure now is in the matter of current expense.

X to  
Dr. Coffin  
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pocket  
4/20/29

Natural Sciences. I wrote you of the hope we have that the Rockefeller Foundation will capitalize its present grant to the extent of one quarter of a million dollars on condition that this be matched by a similar amount raised by ourselves. Nothing in the institution is more important than this just at present. When I return from a trip to Hangchow which will occupy me for the next two weeks I hope to send off our appeal on this subject. If we can get a similar grant from them for advanced science work on condition that this is matched by another similar amount, we shall have the best natural science work in China and shall be able to make a very real contribution to the progress of science teaching doing this in an atmosphere which makes quite plain that there is no conflict between science and religion. The religious implications are, therefore, no slight factor in my desire to achieve this purpose.

Applied Economics. I shall see Drs. Kemerer and Paul Monroe on my present trip but I am perfectly sure that they will endorse our program in view of the fact that China's problems are more and more becoming fundamentally economic rather than

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political or international. You are not making a mistake, therefore, in continuing the efforts which were begun while I was in the country.

Library. I hear that Pettus has been able to interest the Sage Foundation in a grant of \$300,000 for this purpose in the Language School. The matter is apparently being referred to various missions out here and Dr. George Scott seems to be active in helping the scheme. The Language School is practically built up around the personality of one man with no assurance of continuity nor of a continued supply of missionaries over any long period of years. If such a project can receive favorable consideration from this Foundation certainly we ought to have a case. An endowment of \$100,000 would ensure the item of LC\$12,000 a year which is what our library committee is pleading for as what is absolutely needed for English books. The quarter of a million dollar endowment would provide for this and the whole administration of our library on its present basis leaving the purchase of Chinese books to the Harvard-Yenching Institute which is already giving us one of the best private collections in the country.

Physical Welfare. One of our least adequately provided for features and one that ought to have a special appeal to certain foundations like the Milbank would be provision for sanitation, training in public health, disease prevention, physical training, athletics, etc. You will recall the correspondence with Dr. Atwater, formerly of Yale-in-China, and you know the plans that center around K.A. Wee. These two personalities incarnate the two aspects of this general issue. We can become an effective propaganda center for hygiene and can develop the moral qualities of sportsmanship, college spirit as well as better physical health through athletics. The openings in Kansas ought to be followed up. Wee is asking to stay on in America until a year from this writing and on the whole it seems best to let him complete the work for his doctorate although it is keeping him away from here that much longer. If this can be utilized to get the work that he intends to do on a sound financial basis it may be worth while.

The above represent the larger issues that seem to me to press upon us. I venture the hope that Dr. Jenney's ability to make friends with persons of much wealth not ordinarily reached for such enterprises as ours might lead to his securing such features as the above. Smaller items

are the maintenance of individual teachers. The new budget will soon be forwarded. Meanwhile, however, the one for the current year will be a guide. There will not be many changes next year so that you are fairly safe in going ahead with the one you now have. You will know what departments or individuals are already specially provided for and Hung, Porter and Wiant can advise you as to the merits of the various individuals. Another quite helpful item is scholarships. One hundred dollars a year almost covers the cost for an individual student and the balance most of them can somehow provide. These scholarships given either on the basis of character and academic record, or treated as loans, constitute one specially useful feature in view of the widespread economic disturbance in the country and the opportunity for personal touch with needy students. Many men and women of fine promise could be brought here as against morally less desirable institutions or could be fitted for useful careers if we had more funds of this sort. This letter will keep all of you busy for a while, so I shall not go on with other needs. William Hung is planning to return next summer and is not undertaking to do academic work for credit so that he could be drawn upon to a limited extent both for such features as those mentioned above and for Princeton cultivation. It might be well also to plan for him to return next summer via Honolulu and lay the foundations for future efforts there. It would be especially helpful if he could persuade some of the wealthy Chinese to come to our formal opening.

I hope that Mrs. Wannamaker is improving in health and that you yourself are not suffering from the strain of your threefold function in the office together with these personal anxieties.

With constant remembrance,

Very sincerely yours,

*J. Keightley Stuart*

*The Budget Committee feel very keenly the heavy drain in maintaining the especially in view of the additional year, and the local consequences in student morale etc. If he stays it ought to be on the assurance of the Kansas funds.*

*N.A. rec. 2d. to China 29 8-10-29*

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December 1928

Publish in North China Newspapers

The successful completion Yenching University's campaign for G\$500,000 was announced in a cable received by the university authorities a few days ago, with certain conditional gift a total of over G\$700,000 has been raised to meet the immediate needs of the university and to provide for buildings urgently needed. It is understood that the sum which has been raised will provide money for the erection of a girls' gymnasium, and several dormitories for men, both of which will fill conspicuous needs. In addition there are small sums for landscaping and the development of the campus.

The success of the campaign was doubly welcome because several of the larger of the donations which were secured early in the year were made upon the stipulation that the whole sum be secured by December 31st at the latest. Among the largest of the recent gifts is G\$90,000 for a Women's College Gymnasium which has been pledged by Mr. and Mrs. William Boyd of Philadelphia.

At the same time there has come an announcement that it is hoped that the special campaign for G\$50,000 for the Department of Journalism of Yenching will soon be brought to a successful termination. It is hoped that this department will be able to resume its work next year after an interruption of almost two years.

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Mr. Wu Lei-chuan, who is at present associated with the Bureau of Education at Nanking, has accepted the post of Chancellor of Yenching University. He will not, however, assume his position until he retires from his present office. In the meantime it is understood that there will be no change in the administration of the University.

The newly elected chancellor has served for over two years as the Vice-president of Yenching University, and only recently resigned his position to take over the larger work in Nanking. He is a distinguished Chinese scholar of the old school, and has been one of the outstanding leaders of the Chinese Church. His acceptance has been received with marked satisfaction by those intrusted with the reorganization of the University in compliance with the regulations of the new government as he has well-proved his fitness for the position for which he has been chosen.

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