Yenching
Corres.
Stuart, J. L. 1929 Jan

January 2, 1929

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

My dear Dr.Stuart:

We are enclosing herewith a copy of the Finance Committee minutes of December 18th.

Completion of campaign. You will note that on December 18th. we had just gone over the top by a few dollars in completing the original objectives of the five hundred thousand. It is hardly necessary to sound the warning that by far the greatest part of this $500,000.00 is as yet in pledges, some of them payable a year or more hence. Relatively little has come in in actual cash, and practically all the cash thus far received has already been expended either to meet the current expenses of the campaign or to provide funds for the building program carried forward at Yenching during 1928. Therefore, the benefit from the successful completion of the campaign will be chiefly to ease financial pressure over a period of several years rather than to give any large additional resources at any one time.

Plans of Mr.K.A.Wee. Action F-2421 is, I trust, full enough to require few additional comments. I suppose Mr.Wee has already written you in regard to his personal plans. We are anxious to make such provision for Mr.Wee as will enable him to do his work in America effectively and will retain him for future service at Yenching. However, in accordance with the established policy of the University that all salaries and allowances of members of staff are the responsibility of the field, the Committee felt that it could take no action except as it could attempt to interpret what you would wish us to do.

Distribution of the Hall Estate. The minutes list the securities which were delivered to us by representatives of the Hall Estate on December 28th. At that time the Estate also turned over $3,475.00 in endowment cash to complete the fund of one million dollars. An additional five hundred thousand in securities and cash is being held in trust for Yenching by the Harvard Yenching Institute. As I mentioned in an earlier letter, we are just now very much troubled by the fact that Mr.Johnson and Mr.Davis seem to have made no provision for continuing their payment of income to Yenching from July 1st to the time these securities were turned over. The bonds turned over to us had only such coupons attached as mature from January 1, 1929 onward, and the first dividend we received on the Aluminum Company Preferred stock is the quarterly 1¼% dividend due on January 1, 1929. After a careful check-up I find that on these securities and on Yenching's share of the securities turned over to the Harvard-Yenching Institute the University will be approximately

G$25,000.00 short of the income of $75,000.00 established in the 1928-29 budget. We are hoping that Dr.Eric North will be able to secure some relief from Mr.Johnson and Mr.Davis, or possibly through the Harvard-Yenching Instatute. The Finance Committee will also give serious study to the problem if no action can be taken by the Hall Estate or the Institute.

These, I believe, were the only items in the Finance Committee minutes requiring any particular comment.

Very sincerely yours,

BAG-H

Enc.

March 19[illegible]
copy

Scholarships Granted to Students of Women's College

1929 - 1930

$150	Ch'en Ching P'ing	1931	1.33	Presbyterian
150	Chen Wen Hsien	1930	1.29	Wheaton College Fund
150	Chung Wen Hui	1931	1.44	Richards Fund
150	Lin Ai Ch'un	1931	1.32	Porter Fund
150	T'an Chao Ying	1931	1.48	Rochester SS Fund
150	Yang Ping	1932	1.50	Crane
150	Yang Yu Lien	1931	1.23	Straight
	Yang Yün Tuan	1930	1.17	Sociology Scholarship
	T'an Jen Ch'iu	1931	1.47	Sociology Scholarship
80	Sung Yü Chen	1933		Tuition Scholarship
80	Hsü Hsiang Lien	1932		Tuition Scholarship

COPY

orig. letter in P-in P. office

The Missions Building
23 Yuen Ming Yuen Road
Shanghai
January 7, 1929

dated 1-7-29 in P-in P office

Mr. O. D. Wannamaker
150 Fifth Avenue
New York, N. Y.

My dear Olin:-

I am enclosing herewith a letter which somewhat explains itself. David Rowe is the son of Dr. and Mrs. H. F. Rowe, for many years Methodist missionaries in Central China. He was a former colleague of mine in Nanking Seminary and is still the president of that institution. David took his B.A. atPrinceton and is now working foran M. A. in the University ofSouthern California. He specialized in political science, probably in international law, which is not the special phase of it which is called for by our department as I recall. You have this information and the material which has gone direct from Peking, and I shall try to follow it up more specifically on my return.

The young man is not brilliant, but is hard working and of course has the China background. In view of certain changes in our staff, we shall need a new teacher of English, contrary to our first expectation. If Rowe is not recommended by the Princeton members of the department of political science he might be considered for the other position. I have so worded my letter to him that you can easily indicate that we are looking for a specialist different from his own, or that the place is being provided for otherwise in English. I should recommend careful inquiry as to his record at Princeton, both scholastic and personal. He has the missionary heritage and the definite religious purpose, but I could scarcely express an opinoin as to his other attainments. Harry Price knew him in China quite well and he might be used to make the necessary inquiries at Princeton.

In this connection there are two other former Nanking playmates of his now at Princeton whom he might be asked to keep in touch with for possible vacancies we have in the future. One is Maurice Keen, who is perhaps a sophomore at present and was quite promising as a boy. His uncle is, I believe, the president of the Temple University in Philadelphia, and a good friend of ours as well as rather influential in that city. I cannot at this time recall his name but Mr. Strong of Tamblyn and Brown would know. Another boy is Franklin Wilson, who is probably at about the same stage of his studies and whose older brother made a very good record at Princeton.

I am also enclosing the name and address of a lady which has been given me for the English position.* Mr. Cressy, secretary of the Council of Higher Education of the China Christian Educational Association, recommends her very highly both as an experienced and successful teacher of English to Chinese students and a desirable personality. I think I am willing to say that in the case of these persons, or any others that may be considered during the next few months, I should be satisfied with the joint recommend-

ation of William Hung and yourself.

We shall also want another secretary whose primary function would be stenographic. The Miss Alexander who was sent out last summer has had a complete nervous breakdown, and was not at all the sort of person who should ever have been sent out here. She is young, temperamental, and had evidently overworked to the point when she was utterly exhausted before she started. I fully realize the difficulty in finding a suitable person, as well as forecasting whether one is going to be suitable or not. This is not, therefore, a criticism of Mr. Garside, but a request that you bring yourself into the decision regarding the filling of this need. It might be well to start immediately in the effort to secure a good stenographer, sufficiently mature and with the poise and health of mind and body which would lead her to fit into as different a situation as ours would be from previous experience.

I have just returned from a meeting of the China Foundation in Hangchow, which brought me into very close relationship with Dr. Paul Monroe. At his request I am going on with him to Tsinan for a conference with the Shantung Christian University group, and to escort him over the rather difficult route of travel from there to Peping.

Very sincerely yours,

J. Leighton Stuart (Signed)

JLS:O

* Miss Hattie Brown
Consolidated High School
Fallon, Nevada.

January 8, 1929

Dear Leighton:

I must answer in one reply several letters from you which have remained in my folder because of our preoccupation with a detailed report of the campaign.

Adolph and Corbett. I have discussed the situation with reference to these two men with Mr. Garside. He is handling it, of course, since it is a matter of administration and not of cultivation. I know that he is doing his best now to secure Adolph for Yenching. He tells me that Adolph was urged for a long while to return to Shantung but failed to give a favorable response and that he (Mr. Garside) is very eager that Adolph shall not be lost to China. He is, therefore, very hopeful of having him go to Yenching. I presume that I am to do nothing further in regard to this matter though I will try to keep informed by inquiring of Mr. Garside from time to time.

Mr. and Mrs. Hoobler. I understand from Dr. Jenney that they will not return to Detroit until the midsummer. He has definitely in mind to approach them at that time.

J.L.S. letter 1/19/29

Your letter regarding Nanking. We sent this to all members of the Board of Trustees and of the Women's College Committee and certain other important friends. We have had a number of acknowledgments showing that the letter was read with quite unusual interest. I heard Mr. Merle-Smith speaking very warmly about it at a metting of the finance committee. We are now sending copies to four additional addresses given by you in your letter of November 19th.

J.L.S. letter 1/19/29

The Rochester Dormitory. I really believe that Jenney did everything he humanly could to secure some action in Rochester. I will discuss the matter with him and see whether any effort seems at all likely to succeed if made in the near future. The situation may be like that at the Old South Church in Boston where the minister has expressed the warmest friendship and desire to secure approval for an item in the budget for Yenching but has explained privately that he cannot override his official Board. A similar situation exists in Plainfield. Mrs. Mead expressed to me her very sincere appreciation of our not having pressed that matter

any further under existing conditions. I know Dr. Jenney will do his utmost under these conditions. He intends to make a home in Plainfield and that will give him a special opportunity there. The pastor of the Old South Church seems to be warmly friendly to Jenney in a personal way. Jenney is now in Boston and I think he will very probably talk with Dr. Stafford though his special task must now is helping Nash with the journalism project.

The Wiant House. I note the carbon of Mr. Hildabrand's letter to you of November 20th explaining the variation in cost of two units of the dormitory group and commenting on charges made against the Wiant house. I hope a more favorable report can be sent us on the Wiant house since we do wish to press Wiant as much as possible to secure adequate money to cover this house. In regard to dormitories, the finance committee is awaiting the completion of a detailed report we have just made forecasting the amount of money to be expected each month for the next three or four years as a result of our campaign just closed. On the basis of this forecast the committee will take up the question of authorization of construction work. It will give earnest consideration to your suggestion of accomplishing everything possible while the Construction Bureau is intact. On the other hand, the committee seems to have strong feelings on authorizing undue expenditure being quite unwilling to do this without seeing the money absolutely assured and within a very short time after authorization. You will certainly hear very soon from the committee.

Nov. 19 1928

The Formal Opening. I am requesting Mr. Garside to place on the agenda for the next meeting of the finance committee your request for authorization for expenditure of $2500 - $3000 Gold in connection with the formal opening of the University. I hope it may seem possible to the committee to authorize this expenditure and take that amount of money from the undesignated pledges secured in the campaign.

cc: J.C.S. 11/9/28

11/29/28

With regard to your invitation to President Hibben to be present and to preach a sermon at the opening of the University, I think it would have been wise not to mention Princeton-in-Peking. President Hibben would react more favorably to an invitation from you as president of a university in China than to this special reference to Princeton-in-Peking. I have not yet taken up the matter with him since I wish first to have authorization by the Princeton-in-Peking committee to state that the expenses of the trip for both President and Mrs. Hibben will be paid by the Princeton committee. We have a meeting of the Executive Committee on the 14th and that matter will be on our agenda.

Mr. McBrier has been in complete charge of the matter of invitations to the formal opening though he has asked my judgment from time to time regarding some letter he was forming, et cetera. William Hung has set me thinking that we should be making more of an effort in this direction. He feels that we ought to have an attractive booklet somewhat like the ones issued by steamship and tourist companies. I am inclined to agree with him. I do not know, however, whether the finance committee would approve an expenditure adequate to prepare such a booklet properly. The committee has

recently insisted upon cutting down my propsed budget for the promotional office and I do not know whether I can get them to approve any special item. I will take the matter up.

Jenkins Dormitory. We had a very successful enlargement made of the small picture you sent. I was very much pleased with the appearance of the larger picture and am sending it to Mrs. Jenkins feeling that she will consider her building a really handsome detail of the University architecture. Her note to you in which she says she was not invited to a certain dinner arranged by Dr. Wallace was due to the confusion of mind into which she seems to fall with the utmost ease. Not only was she invited to the dinner but Dr. Wallace had a written acceptance over her signature and, after I happened to ask him whether he had remembered to invite her, he telephoned her and had a verbal confirmation that she intended to come. She later said on several occasions that she had been slighted although I went to her in person and in a round about, diplomatic manner managed to secure from her an acknowledgment that we no doubt did have an acceptance from her. I think that the unfortunate lady must really be in a certain degree of mental decline, though I may be mistaken.

J. C. Penney Foundation. Although I have had two or more very definite statements in writing that the Foundation has no funds available beyond those allocated, I will now make an effort to see Dr. Poling about the matter of a vocational expert for the University staff.

F. H. Cone. I am asking Mr. Garside to transfer to the building fund the $500 originally contributed by Mr. Cone, leaving us to make up that difference in the fund necessary for the two Chang boys. We mailed your letter promptly to Mr. Cone. I feel certain that we shall not have to call upon you personally for funds for the two students or to call upon Sailer and Ritter for any part of the amount they underwrote though we shall expect Sailer to pay what he definitely pledged as Ritter has already done.

Your Visit to America. I have already cabled you about this. I was encouraged by the attitude taken by the executive committee of Princeton-in-Peking. It was evidently dictated not by a mere desire to postpone any positive action but by the sincere feeling that the likelihood of success adequate to justify your efforts would be much better earlier in 1930 than in 1929. The committee felt that it was necessary first to get a general understanding of the new Princeton-in-Peking work spread among the alumni by Burgess and to solidify our basis of annual support before going out for a partial endowment or any considerable amount of money to be expended for equipment. I believe this action was wise. I will do everything possible to cooperate with Burgess in establishing our basis of current operation. Our books are about to close some days after the date when they ought to be closed. We shall make almost exactly the same showing as at the end of 1927 - approximately $40,000 income as compared with $52,500 in 1926 and 1925. I was talking with Dr. John MacDowell today and he expressed no surprise whatever at this heavy loss during the last few years, saying that it was the common experience of all agencies financing work in China. I think Burgess can restore practically the situation in 1925 and 1926.

I ought to add, however, that we do need to make an earnest effort before any expansion is undertaken. Dr. Clarence Gamble seems

definitely to have eliminated us after having contributed about $2,000 a year for a number of years. He takes exception to what he considers our excessive overhead expense. On the other hand, there seems serious risk that we may lose the support of Mr. John Scheide who has been giving $1,000 a year for a number of years, the occasion of the dissatisfaction in this case being that we have not maintained our religious interest.

letter to J.L.S. 12/4/28

Support from Harvard Students. I have been intending to request Dr. Lucius Porter to take up this matter and spare me the expense of a trip to Boston. I am writing him today giving him all necessary information regarding previous conversations and correspondence on the subject of Padelford.

letter to J.L.S. 12/4/28

Natural Science Endowment. I am glad to have this information from you in exactly the form you have given us. It is exactly this sort of thing I intended in my cable that you inform us of your needs. Dr. Jenney and I have the feeling that we should go to prospective friends with very definite objectives ranging all the way from very small sums to those costing $100,000 or more. I will state this situation clearly to Dr. Jenney and will also work on it myself.

letter to J.L.S. 12/4/28

Grover Little. Mr. Garside did not understand your cable referring to Mr. Grover Little, thinking apparently that you were referring to someone who might be useful to the Committee of Christian Colleges in China. He did not, therefore, pass on this information to me. Unfortunately, nothing in the cable or in your letter of December 4th gives us the least idea of who Grover Little is or where we can find him. I have tried various sources of information in vain and am about to cable you to get a clue. A definite arrangement has been made with Dr. Jenney for 1929 but I shall make inquiries about Grover Little since a successful financial agent is so hard to find that we shall not miss the opportunity to get information about one, even though not immediately necessary

J.L.S. 12/4/28

Library Endowment. The same comment applies as in the case of the natural science endowment.

Student Self Help. I am glad to have the carbon statement on this subject attached to one of your letters without any signature. I believe we can make use of it in the Peking News and also with certain types of donors as a means of securing money.

With all good wishes for the coming year,

Cordially,

Dr. J. Leighton Stuart
Yenching University
Peping, China

ODW:BB

copy Attached to Garside's letter, Jan. 23, 1929

The University of Nebraska

Lincoln

January 11,1929

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

My dear Garside:

Thank you very much for your letter of December 27th.

We have practically decided to accept the invitation from Dr. Stuart to join the faculty of Yenching next fall. As to the manner of handling the salary arrangements, I have decided to leave this in Dr. Stuart's hands. Your letter emboldens me to suggest that I would like him to know my very decided preference to be under the university. I feel I could serve the university best if that was our status. However, Dr. Stuart has his financial plans for the university with which I would like to accord, as far as possible, and if he desires me to act as one of the Presbyterian Board's appointees, I will not seriously object; except that, - it must certainly be understood that I be responsible to Yenching University and subject, I should hope, to the rules and regulations concerning their own appointees.

Whatever financial arrangements are made, I presume the contract will contain some sort of proviso for terminating the appointment, if such a crisis arrives. It occurs to me that there might be a proviso that the engagement be terminated with one year's notice from either side; and while I would go to Yenching to all intents as a permanent appointment, I do not think I would be wrong in requesting some such understanding. My best friends in China urging our return to the Orient, are not backward in noting that an appointment at any university in China carries with it a 100% risk, and I believe they are correct. I want nothing for myself, but merely reasonable protection for my family, and do not think I am asking too much. These things are but elements in assuring that one's mind is made free for satisfactory and constructive work.

I have received several letters from Stanley D. Wilson, the last one answering queries of mine regarding the type of work in chemistry; it further assures me that I could fit into their scheme in the teaching work. I am not writing to Dr. Stuart. -- I think we shall therefore vaguely plan on a return to China for the fall semester. If the appointment materializes, I would have to inform the university here of my resignation not later than the close of March. Moreover, if the Yenching proposal materializes, I should wish to send a note to my friend Li Tien-lu, a copy of which I would send you.

You will be interested in the arrival, Dec.27th last, of Dorothy-May Adolph. The little lady is doing splendidly.

With regards

Very sincerely,

sgd. Wm.H. Adolph.

YENCHING UNIVERSITY

January 12, 1929.

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

My dear Dr. Stuart:

I believe you will recall that I wrote you on September 22nd reporting that the Finance Committee, under action F-2250, had voted to authorize the field to proceed at its discretion in the development of the Scranton-Luce Social Center, approving the expenditure of the funds received for this purpose, but subject to the final approval of the plans by the Finance Committee.

To date we have not received the proposed plans, but the minutes of the Grounds and Buildings Committee of September 27th indicated that it was hoped to start construction this spring, so that I presume that satisfactory plans have been in process. Will you be so kind as to transmit to the proper person the request of the Finance Committee that these plans be submitted before construction is started? As you know, this is not a new policy, but one of the long-standing regulations of the Finance Committee, and it should be followed wherever possible.

Very sincerely yours,

Secretary,
Trustees of Yenching University.

L.

January 15, 1929

Dear Dr. Stuart:

It has been a long time since I have had the pleasure of directing a letter to you, but the campaign has kept me so busy with just record work and reports and getting material for Dr. Jenney's use, that I have had no time for correspondence. We are hoping we can now catch up.

This letter is primarily to tell you of a recent gift of Miss Anna P. Williams of Chicago of $1000 to be used toward the Scranton-Luce Memorial. This sum now brings the total contributed to a trifle over $6,000, of which $1,000 was given by Mr. Linen's sister, Mrs. MacWithey, on condition that the money was to be returned to her within a year if the memorial had not been completed,- that is, by the end of April 1929. I am wondering if we might have some report of the progress of this work.

Very sincerely yours,

Dr. J. L. Stuart
Yenching University
Peping, China

LM

aal. 21.

Yenching University

January 19, 1929

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

My dear Dr. Stuart:

On checking over our files we find that certain letters which Mr. Garside addressed to you on July 20th, 1928 have not been cleared.

In connection with the arrangements which were made for Miss McKlveen's travel to the University, Mr. Garside wrote that while no contract agreement had been made with Miss McKlveen, he presumed that you would probably wish to have her and Mr. Maxwell S. Stewart make out an employment agreement as a married couple and that when such an agreement had been made he would appreciate having such an agreement for our New York records. Just how was the contract agreement with Mr. Stewart adjusted? Was a new agreement made out or was merely a supplement provided to his original contract? We should appreciate word from you on this matter.

Mr. Garside also wrote you concerning the similar question raised by Mr. Shadick's marriage.

We have been somewhat puzzled to understand why we have never heard anything concerning the employment agreement with Mr. Faucett. On July 28th, 1927, Dr. Eric M. North wrote you in connection with this matter but received no reply. On January 20th, 1928 Mr. Garside wrote Dr. Galt regarding our inquiries on the matter, but no reply was received to that letter either. When Mr. Garside wrote you on July 20, 1928 a supplementary letter was also sent to you, forwarding a copy of Dr. North's letter #6 of July 28, 1927. Since this matter has been so long unsettled we are enclosing at this time another copy of Dr. North's letter with the enclosure which he forwarded at that time. In view of the special arrangements which had to be made at the time that Mr. and Mrs. Faucett were appointed to the staff we should particularly like to have in our files a copy of the formal agreement made with them on the field.

I am sorry to have to bother you with these detailed matters but I am sure that you will appreciate the importance of our having available as much accurate information concerning the employment agreements made with the University supported staff as possible.

Very sincerely yours,

KJL/EH
Enc.

TRANSFER

Yenching University

January 21, 1929

Dr. J. Leighton Stuart,
Dr. Howard S. Galt,
Yenching University,
Peping, China.

My dear Dr.Stuart and Dr.Galt:

We are attaching hereto copies of the minutes of two important meetings of the Finance Committee held on January 3rd and January 11threspectively. In this letter I will attempt to comment on the more important actions affecting the field. This letter will also be a partial reply to Dr. Stuart's letters of November 19, November 22 and November 27, and Dr.Galt's letter of November 21. I will write further in response to certain points in the letters just referred to which I will not have time to cover at this time. I am anxious, however, to get this letter, with its attached documents into the China mail closing this afternoon.

MINUTES OF JANUARY 3rd MEETING

There are not many items in these minutes requiring extended comments. The first part of the minutes is concerned with items relating to the distribution of campaign cash receipts and realignment of pledges to meet the objectives of the campaign. The next two sections deal with the securities received from the Hall Estate.

The third general topic has to do with the Boyd Gymnasium. You will note the appointment of a sub-committee to review the proposed plans. We cabled to the field with regard to certain details of these Gymnasium plans and have now received your cable reply sent on January 19th. I have been struggling to get the ladies on this committee together for a meeting, but thus far have found it even more difficult to get a group of women together than is our usual fate in trying to get together a group of men. I will write more fully on the Boyd Gymnasium in other letters.

On page 4 of the January 3rd minutes appears a forecast of the current income and expenditures to June 30th. You will note this shows an apparent deficit to June 30th of $26,635.99. However, the Finance Committee, after more careful study, revised this forecast considerably. The revised figures are attached to the January 11th minutes as Schedule "C". I will comment further on on the problems growing out of this threatened current deficit.

The important subject of campus improvements and building opera-

tions was deferred to the January 11th meeting.

In accordance with what we understood to be the attitude of President Stuart as indicated in his letter of November 22nd, the Committee voted to continue Dr.Anderson's salary until the end of January. As you know, the previous action had continued it only to December 31.

MINUTES OF JANUARY 11th MEETING

Readjustment of campaign pledges. The summary of dates when campaign pledges are due is attached to the minutes as Schedule A. The recommendations of the sub-committee as approved by the Committee for the readjust of campaign pledges to meet the campaign objectives is appended as Schedule B.

Application of Undesignated gifts to complete the clearance of deficits. You will note that by action F-2438 the Committee voted that the first charge against undesignated gifts to be received from the campaign shall be the clearance of deficits outstanding. These deficits have for several years seriously hampered the financing of the University and it was therefore the feeling of the Committee that they should now be cleared off at the earliest possible moment. The adoption of this policy means that the attainment of other objectives within the campaign will be somewhat delayed.

Policy for building program. Actions F-2439 and 2440 outline a general statement of the policy by the Committee as to future building operations of the University. These actions were taken after each member of the Committee had had an opportunity to make a very careful study of Dr.Stuart's letter of November 19, November 22 and November 27. This statement of policy was discussed first at the January 3rd meeting and was again discussed at considerable length at the January 11th meeting. Practically all members of the Finance Committee had some part in the formulation of the policy herein expressed and I believe these two actions express the mature judgment of the Committee. One or two members felt the statement of policy to be rather too conservative, whereas others desired a somewhat more rigid statement, so I believe the action as adopted can rightly be considered as representing the middle ground.

Authorization of building projects. Actions F-2441, 2442 and 2443 list the campus improvements and building operations which the Committee feels can at once be undertaken. I am this afternoon getting off a cable to the field in regard to campus improvements and the Model School Practice Teaching House. Action F-2444 states that further authorization for building projects is impossible at the present time. If, however, any unanticipated payments are made or new pledges and cash receipts are secured in time to be available for the building season, these matters will at once be given the most careful consideration by the Committee.

Financial policy of the University for the next few years. Action F-2445 sets forth what the Committee feels should be the financial policy of the University during the next few years. The intensive promotional efforts of the last year have enabled the University to provide for most of its outstanding current deficits and have succeeded in getting our plant situation into reasonably satisfactory condition. The Committee feels, however, after a very careful study of the situation that for the next few years there will be no room for any large expansion of the University, either in plant or program. The efforts to complete the campaign just closed strained the friendship of our University supporters just about as far as we dared go. In the final weeks of

the campaign, as you know, one of our Trustees presented his resignation because he felt we were putting too much pressure on him to help with securing added finances for the University. Others of the Trustees grew rather restive under the strain before we finally went over the top. Quite a number of Yenching's warmest friends and most generous supporters intimated before the end of the year that they were becoming quite restive under repeated appeals for further funds. It is obvious, therefore, that for the next few years we will have to depend on gradual cultivation rather than any immediate intensive appeal for further support.

Future campaign objectives. Practically all the plant needs of the University covered by recent correspondence from the field are listed in the objectives for future promotional activities. It is extremely difficult to see at this time when these objectives will be attained, and it would be most unwise for either the field or the home base to anticipate the attainment of any of them. We sincerely hope that the field will follow out the request of action F-2447 in sending us a list of any other building operations or capital expenditures not yet provided for which they feel are deserving of early attention. I am this afternoon getting off a cable as directed by action F-2448.

Controller for University. As both of you know, it has long been the feeling of the Finance Committee - and as far as I know, the field is in hearty agreement with the home base - that Yenching University should have a controller who can relieve President Stuart of the tremendous and steadily increasing burden which the numerous financial problems of the University place upon him. We are all growing more and more concerned over the fact that Dr.Stuart is working under far too heavy a strain, and recent rumors of unsatisfactory health have added greatly to our concern. If either of you know of anyone in China who may be available and qualified for this work we trust you will let us know.

Letter from Mr.Hawkins in regard to Insurance. This is included in the minutes more for the information of the field than for the use of the Committee here at home. If you find Mr.Hawkins' suggestions worth while I hope you will correspond with him direct.

Schedule C of appended documents. Schedule "C" sets forth as clearly as we can foresee at the present time the expenditures and income on current accounts to June 30, 1929. You note that the University is facing an extremely serious deficit. This is due to the fact that, while our budget had anticipated the receipt of $75,000 from the Hall Estate, it now appears that the total income which will be received both from the direct Hall Estate endowment of one million dollars and the trust fund of five hundred thousand held by the Harvard-Yenching Institute for Yenching, will amount to only about $38,000. to June 30th. This is due to the fact that coupons on all bonds turned over to us were clipped to January 1, 1929 and all dividends on preferred stocks, to January 1, 1929, had been paid to the Trustees of the Estate. Dr.Eric North is taking up with Mr. Johnson and Mr.Davis the question of whether in any way it will be possible for them to provide the additional income necessary to bring the total up to $65,000.00He is not at all optimistic of securing any very satisfactory results because of the fact that he understands they have now turned over the entire amount of funds they have held. The Finance Committee held

a special meeting on January 18th at which this financial situation was considered in great detail. I have not yet been able to get the minutes of this meeting ready for mailing but will see that they are sent you in the next mail. In general the action of the Committee at the January 18th meeting was to request the field to give very serious study to the financial situation thus created, and to request you to use every economy. The Committee decided, however, not to make any formal request for any stated reduction of expenditures below the figures given in the approved budget. This, I trust, covers the essential portions of these two sets of minutes. During this week I will write a number of other letters, taking up certain of these details more at length.

Very cordially yours,

BAG-H

Enc.

Copy to Mr. Hildebrand

Report to Saleski; make extract for Budget & Finance Com. & Donald D. Arthur

Ack 2/21/29

燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

January 22, 1929.

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

My dear Mr. Garside:

On my return from the south a week ago I found a large correspondence from our office and shall try to reply to some of the points in the following.

Professor R.E. Saleski (See your letters of Nov. 28 and Dec. 4) I fear that there is very little probability of our being able to arrange for a fellowship for his study here. The only possibility would be that funds for this purpose were raised from some other source than our own share of the Harvard-Yenching Institute budget.

Professor Albert G. Weidler (See your letters of Dec. 8 and 14) I see no likelihood of our providing for him out of our own budget resources. It is not at all a question of his fitness, but of our budget resources and the most economical method concerning these for the teaching work planned for next year. As a matter of fact, our staff requirements are all worked out for the coming session and unless there are unexpected changes our resources are entirely mortgaged.

Cable from

Women's College Item LC$7,543. This is dealt with in a letter from Dr. Galt to you No. 2907. The issue is stated by him quite clearly. I only wish to add that since the Trustees have taken over the responsibility for the finances of the whole institution, they should be free to distribute all income so as to get the maximum benefit and avoid deficits in so far as practicable. In other words, the suggested change of treatment if approved by the Trustees ought not to permit of any expansion in Women's College features until after the shortage created has been satisfactorily covered.

P.A. Anderson. I am inclosing herewith his suspense account. The understanding with him was that the University

would stand for one half of what was involved in the expenses connected with the death of his wife. Will you take this up with him on that basis and make such an adjustment as is approved by himself and the Trustees.

K.A. Wee. I am writing to him and to Wannamaker regarding the problems you deal with in your letter on the subject. In a word it seems preferable to let him continue his studies at least until next summer if there is any chance of using him to put his own expenses and those of the department he is to develop upon an adequate basis. In this event the expenses of his further study could be made a first charge. Meanwhile, I suggest with the approval of the Faculty Executive Committee that he be maintained by the Trustees as a charge against such funds or against our budget for the coming year.

Tamblyn and Brown. I am inclosing a letter from the head of this firm which explains itself, and feel surethat the Trustees will give it sympathetic consideration.

Extract placed in F.C. Minutes

Very sincerely yours,

J. Leighton Stuart

~~Travel of F. F. Leu~~

May I request the Trustees to include the Travel of F. F. Leu (L.C. $1,204.81) on campaign expenses rather than on our current budget. The latter course sets a precedent or raises questions in the minds of others that cause embarassment. The actual cost is the same in the end, and the issue will probably not happen again. After all he brought in enough cash to justify the expenditure!

Extract placed in F.C. Minutes

January 22, 1929

Dear Leighton:

11/29/28 **Formal Opening.** I have handed Mr. Garside a memorandum to go into the agenda for the finance committee meeting of early February asking for an appropriation of $2,500 - $3,000 Bold to be put at your disposal for expenses of the formal opening.

I have delayed making any effort to secure the attendance of President Hibben until I could consult our Princeton Board of Trustees regarding his expenses. The Trustees did not definitely authorize me to inform President Hibben that his expenses would be met but rather gave me the intimation that, if it should become necessary to do so, a fund could probably be secured as a special thing. I hope to see President Hibben in the near future.

11/29/28 **Dr. S. Y. Ch'en.** There is a curious story about this matter. Dr. Jenney secured a verbal pledge from a Mr. Shaefer in Pennsylvania for $1,000 for Dr. Ch'en's salary. Later he decided that he should have asked for a much larger gift from Mr. Shaefer and his brother. After discussing the matter with me, he decided quite definitely that he would not ask for the payment of this verbal pledge but delay any action until he had cultivated the acquaintance of these two brothers sufficiently to ask them for a large gift. He has been thinking in terms of a gift from the two brothers for a good many thousand dollars. He has not neglected the matter but one of the brothers has been on a trip, and Dr. Jenney made a special trip near Christmas solely to strengthen his personal relationship with the family. He reported a delightful time and brought back a Christmas gift of $100 for one of our students in America which he said Mr. Shaefer insisted upon giving him. I feel rather optimistic about the possibilities there but we have no money whatever for Dr. Ch'en. You were authorized to add him to the faculty on the strength of Dr. Jenney's statement and the task of securing his budget for the present year as well as for next year remains to be accomplished. I have brought this to Dr. Jenney's attention and he will do his best.

11/29/28 **Mr. and Mrs. Peter L. Evans.** We have placed these names on the mailing list and I have specially called Dr. Jenney's attention to your note. We are glad to have all such information.

12/14/28 H. S. Vincent. I am asking Mr. Garside to place on the agenda of the next finance committee meeting the possibility of an expense fund to make possible the use of Dr. Vincent's services for financial campaigning. The committee was so rigid in its insistence on economy in this office that I shall have to give up a typist we have been using and I reduced my estimate for circular letters by one half. I do not know just what attitude the committee will take toward this question of using Dr. Vincent but I will state to them your interest in the matter.

12/14/28 K. A. Wee. It seems evident that you are mistaken in the supposition that Mr. Wee wishes to remain in America until the early part of 1930. It is our distinct understanding that he expects to receive his degree in June and is ready then to return to China. I presume you have learned of his approaching marriage to a young lady who was at school in Georgia. The finance committee has already voted him an appropriate increase in his salary. I have impressed upon Mr. Wee twice the necessity of his securing some money in Kansas but he has not seemed to find this possible while studying at Columbia.

12/14/28 Dr. Coffin's Gift. I am asking William Hung whether he will find it possible in the near future to take this question up with Dr. Coffin as you suggest. I am sure he can do so. If not, I will call on Dr. Coffin myself and discuss the matter with him.

12/4/28 Harvard Student Support. I have been forced to delay a visit to Boston in reference to Padelford. I was much interested and anxious to see this thing carried through. I was disappointed, however, to get a reply finally from the secretary of Brooks House definitely declining in the name of that association to do anything about a man for Yenching. The information was that Brooks House concerns itself almost entirely with work centered in and around Boston. We were referred to the Harvard Student Union as a more likely source of help. I replied that I would come in person to put up this proposition to the Student Union. Then your letter came suggesting that I take the matter up through Porter and Hung. I did so at once giving full details of your interest and all the correspondence and conversations, including the possible partial support from Mr. Padelford's family. I made an engagement to see Mr. Padelford in this city at the earliest possible moment, which is to be tomorrow. I was surprised to get a reply from Mr. Porter that he and Mr. Hung both felt equally reluctant to approach a Harvard organization with a view to securing support for a man who would become in a sense a credit to Princeton University. Porter has since been to New York and discussed the matter with me, expressing the same feeling. I could not afford to press it on him.

See letter J.L.S. 1/2

Dr. Porter felt that it might be quite possible for him and Mr. Hung to secure assistance for a man in history especially since Hung has made a very favorable impression on the history department at Harvard. I am not quite sure that I was wise in yielding to this suggestion since it seems to me that Padelford is such a valuable person

that it might have been wise to continue efforts to get him despite the objections of Hung and Porter because of what seems to me a rather fine spun matter of credit, etc. As a matter of fact, however, I yielded to his suggestion and urged that he go ahead and do everything possible to get some support from Harvard for a history man.

If he does not find this possible very shortly, I will go in person and try to get support for Padelford from the Harvard Union. Meanwhile, I shall discuss the situation with Dr. Frank Padelford tomorrow explaining the exact situation. Between the two of us we may be able to find some way out.

12/4/28 Natural Science Endowment. I am placing this item among our objectives for the near future.

12/4/28 Grover Little. I am glad to have your cabled information giving his address. I am perplexed as to what steps to take. We cannot possibly use both Jenney and Little. I shall certainly meet him and endeavor to estimate him.

12/4/28 Library Endowment. We have definitely placed this among the approved objectives.

With all good wishes,

Sincerely,

Dr. J. Leighton Stuart
Yenching University
Peping, China

ODW:BB

January 23, 1929

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

TRANSFER

My dear Dr. Stuart:

Within the last few weeks we have received a letter from Dr. William H. Adolph, a copy of which I attach hereto.

Dr. Adolph sets forth his plans and hopes in such detail that there is no need for any further extended comments. I have already written to you explaining that Dr. Adolph has previously stated that he personally would much prefer to go back to China on direct university appointment rather than under a mission board, but he is willing to leave to your judgment the final decision as to these arrangements.

Since Dr. Adolph is anxious for an early decision, I would very much appreciate it if on receipt of this letter you would send us a cable indicating whether the University still desires Dr. Adolph's appointment, and if so, whether you wish to keep to the original proposal that he go out under Presbyterian support.

On December 26 I wrote you giving the situation as far as the Presbyterian Board is concerned. I believe no definite change in that situation has taken place.

Very cordially yours,

BAG:RL
enclosure

P.S. Just after the above was written, Dr. H.S. Vincent came in to talk over his return to China. He is anxious to get back to the field, probably by the fall. He had talked with Dr. Scott, who suggested that he might go out as an affiliated missionary under the Presbyterian Board. (Dr. Scott's thought was that Dr. and Mrs. Vincent would in that case provide their own support.) Apparently Dr. Vincent didn't feel enthusiastic over this suggestion, though he did not actually veto it. On the other hand, the Presbyterian Board would probably lean toward keeping Dr. Vincent as one of their quota of four, since he was previously on the Yenching staff, rather than appoint Dr. Adolph if it meant casting Dr. Vincent adrift. Both Dr. Vincent and I have urged the Presbyterian Board to restore their Yenching quota to five, but apparently this has not met any favorable response. Thus the situation stands at this time.

January 23, 1929

Yenching University

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

Dear Dr. Stuart:

I am attaching hereto confirmation copies of the two cablegrams we have sent yesterday and to-day.

The longer cablegram of yesterday attempts to put in concise form the Actions of the January 11 meeting of the Finance Committee. We also tried to reply to the various questions asked by your cablegram of January 19.

We are giving all the information we can in regard to the prospects for construction of the Boyd Gymnasium and the Model School Practice Teaching House, so that you will be able to make preliminary arrangements, particularly for the Gymnasium, before the China New Year. We tried to make plain in the cablegram, however, that actual construction of these two buildings must not be begun until final approval of plans and estimates has been made by the Finance Committee. As soon as we can get the sub-committee, appointed to study the Boyd Gymnasium plans, to complete its work, we will at once communicate with you. If any very serious changes in the plans are made, we will probably have to send you revised plans by mail. If no serious changes are made it may be possible to cable information as to the changes agreed upon, and to give authorization to proceed.

I do not know just how far the field has gone in planning for the Model School Practice Teaching House. I hope however that it will be possible for you to send us copies of these plans within a short space of time. If the Committee here finds the plans satisfactory we can cable authorization for you to proceed on this building.

There have been absolutely no developments as regards the Wheeler Memorial Chapel. We made our inquiries about this, so that we could find just what plans you have available on the field, and can reopen with the Wheeler family, as opportunity offers, the question of their pledge for the construction of the Chapel.

The request at the end of your January 19 cablegram that we telegraph Kalamazoo at Professor Corwin's request, has been attended to.

The shorter cablegram of today was sent after we received from the Harvard-Yenching Institute the funds needed for the Harvard-Yenching Library purchases. I hope that this authorization will reach you in time to make it possible to complete purchases advantageously before the China New Year.

Very cordially yours,

BAG:RL
enclosures

Yenching University

January 24, 1929

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

My dear Dr.Stuart:

Writing under date of January 1st Mr.F.H.Hawkins makes the following report as to the formal representatives of the London Missionary Society at the opening of Yenching University in October:

> "Referring to my letter of the 7th ultimo, at our China Committee held last month, the Rev.T.Cooker Brown, now of Amoy, who will be succeeding Mr.Sparham as Secretary of our ChinaCouncil in April next, was appointed to represent the Society at the formal opening of Yenching University in the first week of October. Later on we shall appoint a second representative from amongst our North China staff."

Very sincerely yours,

BAG-H

CC: Mr.McBrier

燕京大學

YENCHING UNIVERSITY

PEKING, CHINA

OFFICE OF THE PRESIDENT

January 28, 1929.

Mr. B.A. Garside,
Office of Yenching University,
150 Fifth Avenue,
New York City.

Dear Mr. Garside:

We are sending you herewith the minutes of the [illegible] of the Board of Managers held on January 25, with the following comments:

Budget. This year the process of co-ordinating the budget was reversed by beginning with what appeared to be the available income under different groupings, and then trying to limit our expenditure to these figures. It was decided to restrict the School of Religion to its present and potential resources (Section 2). The same principle was made to apply to the Applied Social Sciences (Section 3), the Department of Agriculture (Section 4) and the Yenching Institute (Section 6). As the preparation for the budget began before the final actions in regard to the Women's College, it was thought best to plan its budget as hitherto on an independent basis (Section 5). In Section 1, we first listed those constant features which seemed indispensable such as, operation of the College, General Administration, etc. We also put down in this class the item for the purchase of new books. Then we cut the instructional features with the most rigid economy, in an effort to cut down or cut out every unnecessary item. There was an exhaustive study of the teaching load of each member of the staff, the number of students electing the courses he offered, the possibility of reducing elective courses, etc. The resultant budget by departments seems to be the most economical treatment that does not cut into a living organism. Some teachers will be dropped, and at every point equipment and all other items have been restricted to the least that is necessary for present commitments. This applies especially to the group of Natural Sciences whose grant from the China Medical Board expires after next session. The total deficit seems

0557

possible to take the matter up more concretely with Dr. Padelford. For the moment I am at a loss to know what step to take.

I think I have written you that the finance committee has adopted officially certain definite objectives and that Dr. Jenney and I are requested to make our efforts in the direction of these objectives. Of course, it may be possible to find some person who would be interested in providing young Padelford's budget and the finance committee would certainly not take any exception to such a thing. At the same time, it is necessary that we here at home should work more or less in line with the mature and officially recorded judgment of the finance committee.

I do not give up hope of finding some way of getting Padelford out but I must confess that I am for the moment unable to make a move.

I looke forward eagerly to the work that Burgess may be able to do for Princeton-in-Peking. I am already planning his itinerary and corresponding in advance in his behalf. Knowing his energy and enthusiasm and the success he has had in the past, I hope for considerable stimulation to our committee as the result of his efforts in the cultivation of new friends and the gaining of new income.

Cordially,

Dr. J. Leighton Stuart
Yenching University
Peping, China

ODY:BB

January 30, 1929

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

My dear Dr.Stuart:

This will acknowledge receipt of your letter of December 7.

On December 4th I wrote you in regard to the case of Miss Anne Cochran. As I reread my letter of that date it seems to me that I have covered the matter about as well as I can so I believe there is nothing further I can add at this time. As soon as we have received a reply from you after you receive our letter of December 4th I will be glad to do anything further you may be able to suggest.

We quite appreciate the fact that Yenching is somewhat embarrassed by this situation. As I mentioned to you on December 4th, Checloo has an identical situation in the case of Mrs.Seymour. Just a few days ago I received a letter from Dr.Shields who finds himself in a very difficult situation.

Budget for next year. I am writing you a separate letter on this topic.

Board of Managers. We are very much pleased to hear of the election of Vice-President Wu as Chancellor of the University. I will report your comments and suggestions to the Board of Trustees.

We also acknowledge receipt of two copies of the minutes of the Board of Managers held on December 5th. Since these minutes are in mimeographed form we have expected that in due course our office would receive a sufficient quantity to supply all members of the Board of Trustees. As yet no further copies have reached us. We will wait until the next China mail comes in at the end of this week, and if further copies of these minutes do not arrive, we will have them restencilled here and distribute them to the Trustees.

Very sincerely yours,

BAG-H

燕京大學

YENCHING UNIVERSITY

PEKING, CHINA.

Ack 3/11/29

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

January 31, 1929.

Mr. B.A. Garside,
Secretary of the Board of Trustees,
150 Fifth Avenue,
New York City.

Dear Mr. Garside:

I am inclosing herewith a copy of an appeal to the Rockefeller Foundation which has been presented to its representatives in this city and will be forwarded by them to New York. I feel confident that our Board of Trustees will endorse this appeal and will take up the matter with the officers of the Foundation in whatever form may seem best. As you are already aware, the present grant from the China Medical Board will be completed after the coming fiscal year. It is of the utmost importance for the maintenance of our science courses that this form of permanent assistance be secured if at all possible. In view, however, of the extreme difficulty of raising one quarter of a million dollars from other sources in America in the event of a favorable reply to this appeal, I am endeavoring to secure an equivalent sum from Chinese sources. On the surface, this would seem to be even more unpromising in view of the economic consequences of long continued political disturbance and the poverty in our own section of China. This is accentuated by the fact of our foreign origin and our supposed affluence in contrast with the disorganized and financially crippled government and private Chinese institutions. On the other hand, there is a growing appreciation of our efforts and a consciousness of the claim we have upon Chinese cooperation. There is also a special sense of the importance of the

natural sciences for China's development and a conviction among them, not wholly unfounded, that an institution founded by western people can bring an experience in the teaching of these subjects which constitutes one of the most valuable contributions we can make to Chinese education. The challenge and the endorsement of favorable action by the Rockefeller Foundation would do more than anything else we can think of to induce the small number of Chinese who can give in substantial amounts to respond to such an effort. I have, therefore, already begun the organization of a local promotion committee consisting of the chiefs of the provincial and municipal governments respectively, (General Shang Chen and Mayor Ho Chi-kung), the representative in North China of the Nanking Government (Hon. Chang Chi) and the heads of four of the strongest Chinese banks in Peking and Tientsin. These men have not only agreed to serve which might be nothing more than a perfunctory courtesy but seem really quite cordial and even hopeful about the undertaking if carried through with sufficient vigor and on a nation-wide basis. My faithful young Chinese secretary for this sort of work is planning a trip to the Straits Settlements in the early spring. I have intimated that a certain Foundation in America,(without of course giving its name) might make us a conditional promise if met by the securing of a similar sum from other sources. I hope that the Trustees will also explore every possibility of securing all or part of the requisite amount in America in anticipation of the Foundation's approval. From past experience in both countries we shall be called upon to exert our very utmost efforts to meet such a condition as we have proposed. If after urging our case upon the officers of the Foundation they feel themselves unable to accede to this request I hope that you will do your utmost to secure the renewal of the present five year grant of LC$28,753 per annum. The consequences for our science teaching will otherwise be disastrous. In bringing this matter to your attention I venture to remind you of a comment in a recent letter of mine to you to the effect that this seems to me to be at present by all odds the most important single issue the University is facing.

Very sincerely yours,

J. Leighton Stuart

P.S. The "appeal" is sent under separate cover.

J.L.S.

Yenching University

January 31,1929

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

My dear Dr. Stuart:

On January 21 I sent you and Dr. Galt copies of the January 3 and January 11 Minutes of the Finance Committee meetings, together with a long covering letter, covering all the important points in these Minutes. In this letter I discussed most of the items referred to in your letters of November 19, 22 and 27. At this time I will comment or elaborate on such items as were not fully covered in my letter of January 21.

Your letter November 19

Dr. L.C.Porter's salary from Harvard-Yenching Institute. We have already remitted to the field the total of Mex.$5,500 paid by the Harvard-Yenching Institute during 1928-9 to Yenching University in lieu of Dr. Porter's services. I believe the explanation I have given as to why the amount is Mex.$5,500 instead of Mex.$6,000, as mentioned in your letter,will have made the matter clear.

Additional Men's College Dormitories. I had distributed to all members of the Committee about ten days in advance of the first of the two Finance Committee meetings, a full extract of your discussion of the need for additional Men's College dormitories. Each member of the Committee had apparently given very careful study to the suggestion before the January 3 meeting. At that meeting there was considerable discussion but formal action was postponed until the January 11 meeting. On January 11 the Committee formulated its general policy for a building program during the next few years, and by Action F-2440 took specific action on the request for additional dormitories. You will be able to read between the lines of all these Finance actions that the Committee feels Yenching has now gone forward far enough with its building program, that we should pause long enough to allow income to catch up with expenditures. For most of the last two years the University has been carrying loans at the bank ranging as high as $65000 to $70000. With the completion of the campaign and the receipt of money from the Chapman Estate, we have just about cleared off our obligations at the bank. At the present moment we carry $3000 in loans. The prospects are that

for the next year the income from campaign pledges together with the other regular sources of income will just about care for the current needs of the institution and provide for the building operations specifically authorized by Actions F-2441, F-2442 and F-2443, that is to say, Campus Improvements, Boyd Gymnasium, and Model School Practice Teaching House. The Finance Committee is therefore very loth at this time to give any further authorization for building operations, but we all sincerely hope that certain indeterminate pledges may be paid in the near future or that other unanticipated income may be received. You may rest assured that if such income is received, the Committee will be only too glad to re-study the situation in the light of such an event.

You may be assured that in taking this action the Finance Committee has not diminished even in the slightest degree its keen interest in your financial problems on the field. It is taking these steps simply in accordance with its feeling that while Yenching University has not yet completed an ideal physical plant, it has at least gone far enough to be past the most urgent stages of development, and from this point on should expand more slowly as funds are in hand to make such expansion possible.

Residences. Here again the Finance Committee felt that any additional expenditure must be dependent on further income. The item of $40,000 placed in the 1928 campaign objectives for completing payments on existing residences and constructing new residences, has already been expended (aside from a balance of $149.71). These expenditures have consisted of payments by draft to the field during 1928 amounting to G$21,875, to provide funds for the erection of the President's residence, the two small Chinese residences and additional payments on the Wiant Memorial residence; $566.29 for miscellaneous payments made here in New York for residence materials and supplies; $13,279 for charges against the residence account from the Building Operations Undistributed Account, for general charges against various residences; and $4130 for drafts authorized but not paid on January 11. Incidentally I find that the Schedule B attached to the January 11 Minutes of the Finance Committee meeting does not correctly list the disbursements made on residence account. The summary given above is the correct one.

The only thing the Finance Committee could do therefore was to place an additional item for new residences in the list of future campaign objectives. You will note that we have listed ten new residences costing a total of G$45,000. We would appreciate further word from the field as to whether the estimated costs given will meet the needs. The estimates we used, as you will note, are as follows: Wiant type residence, G$6000 each: modified Wiant Type residence G$5000 each: modified Li type residence G$3000 each. The estimates given by the field in recent months have varied widely. For example, in the proposed plan for additional faculty residences attached to your letter of August 11, the Wiant type of residence is estimated at G$4500. Another form of this same plan which came, I believe, with a letter from Dr. Galt

about the same time, listed the Wiant type of residence at G$5750. On the other hand, a letter from Mr. Hildebrand, under date of November 20, has the following statement: "In regard to the cost of Mr. Wiant's house, our accounts at present indicate that it will be in the neighborhood of Mex.$16,500 when fully completed." You will recognize the embarrassment of having so many conflicting estimates of cost. If G$6000 is the amount secured and appropriated by the Finance Committee for a residence of this type they will quite certainly insist on the residence being completed within this figure. If G$6000 is not enough, that ought to be thrashed out well in advance of the time when funds are secured and authorizations given. We hope therefore that the field will study the estimates we use and will send us immediately any revisions they think should be made.

Construction Bureau. The Finance Committee's statement of general policy in regard to construction during the newt few years is, I believe, the most comprehensive answer we can give to the questions you ask in regard to the Construction Bureau. This statement of policy should enable the field to estimate with a fair degree of accuracy, the amount of work the Construction Bureau will probably be called upon to do during the next few years, and in the light of that information to make such re-adjustments as are necessary.

Your letter of November 22.

Mr. Paul Anderson. Other correspondence has given you full information as to our arrangements with Dr. Anderson, so I need not comment further here.

Landscape. The Finance Committee gave sympathetic consideration to the needs of the field for going forward with the work of landscaping during the present year. They therefore voted that we at once authorize the field to expend the $9000 remaining in Mrs. Harmon's gift for this objective. As you know the expenditure of this particular gift has been delayed because of the serious deficit existing in this account. Even though the deficit still remains to be provided for, the Committee agreed that the $9000 should at once be released for the needs of the field.

Your letter of November 27

I believe that none of the items discussed in this letter require any further comments. I have discussed above the various matters affecting the Construction Bureau, and in separate correspondence have written you fully in regard to Dr. Adolph. I have written to Mr. L. M. Booker in regard to the varnish he has suggested but for some reason he did not reply to our first letter. We have therefore written a second letter asking for his suggestions. As soon as we hear from him we will pursue the matter further.

Very cordially yours,

BAG:RL

January 31, 1929

Dear Dr. Stuart:

You may be interested to know that in analyzing the gifts to the 1928 Campaign we have found the following:

1. That there were 225 new subscribers to Yenching University.

2. That there were 203 who had given to Y. U. previously but not in 1927.

3. That there were 42 who gave to the Campaign as well as in 1927 and previously.

A total of the above shows 470 givers to the Campaign and indicates that interest was revived in 203 previous contributors. Old contributors who did not give anything to the Campaign number about 1700.

Very sincerely yours,

Dr. J. Leighton Stuart
Yenching University
Peping, China

LM