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COLLEGE FILES
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Stuart, J.L. 1929 Apr

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April 1, 1929.

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

My dear Dr. Stuart and Dr. Galt,

We enclose herewith copies of the minutes of the Finance Committee meeting held on March 14th. This letter will comment on various actions taken at that meeting.

F-2482 Funds for Additional Residences. I wrote to you in this connection several days ago in commenting on our cablegram of March 16th. One point which has been brought up a number of times in the last few days is the assignment of new residences at Yenching to various donors or staff members. I have already spoken of the actions of the Finance Committee relative to the assignment of residence funds for Princeton-in-Peking appointees (These actions appear in F-2480 of the Feb. 1st meeting, and also F-2488 of this meeting.) Certain of the pledges for Mr. Nash's work make more or less definite references to a residence for him, and Dr. Jenney will be seeking other funds for this same purpose. A recent pledge has been received from Mrs. Blair for a residence for Dr. Law. Other designated gifts for residences are being received from time to time. As you know, practically all gifts for residences have such designations as in the illustrations I have just mentioned. It appears, therefore, that all the residences constructed under action F-2482 will have to be assigned in accordance with designations of residence funds, so far as that can possibly be done. Until we know just how many residences are to be erected and how suitable they are for the various staff members referred to above, and others who have been mentioned or may be mentioned in connection with the gift of the funds received or to be received for these residences, it will be difficult to make final assignments. We hope, however, that you will keep constantly in mind the fact that every one of these residences should be definitely linked up with such designated gifts as we have mentioned. We will of course leave to the field the details of these designations, and will try to send you such information as we can as soon as we know the number and type of the residences you are constructing.

F-2483 Request to Rockefeller Foundation for Endowment for Natural Sciences. Mr. Wannamaker has been following this up, and reports that the prospects seem quite encouraging. I have had several talks with Mr. Greene, Dr. Mason, and Dr. Pearse during recent weeks. They are all keenly interested in, and sympathetic with, our China

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colleges, though naturally they are forced to be somewhat conservative and non-committal in their statements. They all seem to feel that the members of the Rockefeller Foundation will be somewhat influenced by the disturbances in China during recent years, and will therefore be reluctant to give anything in the form of an outright endowment. Mr. Greene suggested in another connection that the Foundation might wish to place any endowment they might give for China colleges in the hands of a holding corporation for all these colleges if such a body is created in connection with our joint financial appeal for the correlated program for China.

F-2488-91 Journalism Campaign. I have commented on these actions in a letter to Dr. Galt a few days ago. As regards the Nash residence referred to in F-2491, funds already pledged or still to be secured will certainly be needed by the trustees to pay off the obligation of $25,000 for the residences already authorized. We hope, therefore, that one of the residences to be constructed under the authorization of F-2482 can be designated as the "Nash Residence".

F-2493. Travel of T.T. Low. The Finance Committee sincerely regretted that they could not approve Dr. Stuart's suggestion that a further charge on Dr. Low's travel account be repaid from campaign funds. The Committee felt that since the campaign account has already been charged $2,110.40 for salary, travel, and miscellaneous items in connection with Dr. Low's last visit, campaign has already met a larger proportion of the cost of his trip than the amount of time and effort he gave to campaign work really justifies. While they felt that Dr. Stuart is quite right in hesitating to charge this item against the regular budget account, still it would create even more embarrassing precedents to charge any more of these expenses to the campaign.

F-2492 Hsu Ti-shan Suspense Account. On this also the Committee did not find it possible to take any action at this time. If the field wishes to propose this as one of the items to be considered at the end of this fiscal year in connection with the balance from gain on exchange or other sources, we will be glad to bring the matter to the attention of the committee again, though I cannot predict what the result will be!

F-2495,6 Emergency Account of Dr. Anderson. After studying the situation as fully as they could, the committee felt that it is the University's duty to assume the expenses in connection with Mrs. Anderson's last illness and the subsequent return of Dr. Anderson to America. The committee was uncertain, however, whether the University should be responsible for Mrs. Anderson'f funeral expenses. Therefore action F-2495 was so worded as to express a desire, though not a formal demand, that Dr. Anderson repay the funeral expenses at his convenience. The trustees have no fund from which these expenses can be paid, since account 38e is a rather mythical account which stands as a deficit on our books. It is cleared off each year from any funds available, or carried forward if no funds are available. Naturally when the account is cleared it simply means the field receives that much less! Action F-2496 thus provided that the item can for the time being be carried as a deficit on our New York books unless the field is able to cover a part or all of the amount from the appropriation in this year's budget for Dr. Anderson, or from your contingent fund or other available funds. Since the field has made these disbursements and is now carrying this account, it is therefore necessary for us to authorize

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you to draw on us for whatever portion of this amount cannot be provided on the field from funds within the current budget:-

> Authorization 2916- You may draw on us at three days for M.$2,348.41, less whatever portion of this amount may be obtained from funds available within the 1928-29 budget, in order to reimburse the field treasurer's office for disbursements made on behalf of Dr. Paul Anderson in connection with the death of Mrs. Anderson and the subsequent return to America of Dr. Anderson and child. This is being charged on our New York books to account 36c.

For the second time in two years the New York office has been confronted with the question of whether the University should be responsible for the funeral expenses of a member of the staff. The other instance was that of Mr. Walter Chamberlain. What is the judgment of the field as to the policy we should adopt when such tragic cases as these arise? We must not commit the University to expenses for which it is not responsible. On the other hand, such occurrences as the death of Mr. Chamberlain and Mrs. Anderson are not only tragic in themselves but strain the financial resources of the staff members affected. To ask such staff members to be responsible for funeral expenses adds a considerable burden. What to you think the fairest course for the university and the individuals affected?

Matters arising out of Grounds & Buildings Committee Minutes. The committee went over these minutes, as listed, with reasonable care. They noted actions not requiring any further action here in New York, and passed more formal votes on such matters as seemed to require consideration.

Ninde Hall Attic. Several members of the committee expressed concern at this proposal to use the attics of Ninde Hall for dormitory purposes. This seems to raise numerous problems of suitability, health, and possibly also of fire risk, but the committee did not wish to express itself on the matter until all facts were in hand. We would be glad to learn whether it is likely that this arrangement will be continued for any great length of time, and if so whether the use of the Ninde attic for dormitory purposes is likely to cause any questions of disturbance of the regular uses of Ninde Hall, or would raise difficulties of insurance conditions.

Infirmary. Several comments in recent correspondence from the field, as well as the action of the G.& B Executive Committee led the Finance Committee to reiterate its warning that no authorization has been given, or compemplated, which would involve the expenditure of any further funds than the G.$25,000. already disbursed to the field.

F-2500. Painting for Library. The committee regretted that no further funds for the Library are available at this time.

F-2501. Service Connections on Future Buildings. The committee felt quite strongly that in future all service connections with the heat, light, sewage and water systems should be charged against the buildings served. This seems to be the simplest way of handling the accounts of future buildings and satisfying donors that the funds given have been properly used. It is far easier to get gifts for the erection of a building than for the H.L.S.& W.

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general account. The present H.L.S.& W. deficit is seriously complicating all our building accounts, and we don't want it to grow any larger than we can help, so let us by all means charge against the different building accounts every item we conscientiously can! In connection with closing certain building accounts the Finance Committee last month seriously considered the question of whether each building could be charged a portion of the cost of the H.L.S.& W. system, so that balances in these accounts for the individual buildings could be applied for that purpose. The first judgment of the committee was that such a charge would not be in accordance with the wishes of donors, though they did not finally commit themselves to such an opinion.

Participation of Women's College in General University Expense. The committee felt that this question was not within its direct province, so it took no formal action, though I was instructed to enter in the minutes the gist of Mr. Evans' comments. I will write more fully on this in connection with the budget.

Very cordially yours,

BAG/G

Enc.

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YENCHING

April 1, 1929.

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

TRANSFER

Dear Dr. Stuart and Dr. Galt,

I attach hereto copies of the budget committee meeting held March 28th.

You will note that the committee hasn't made very much progress as yet. These minutes will do little more than inform you that we are struggling with the problems involved.

B-2504-5 Rate of Exchange, 1929-30. The committee approves a rate of 2.10 to 1 as the basis for estimating next year's budget. It very strongly disapproves, however, any arrangement with a bank in China whereby the University would accept a guaranteed rate of exchange for next year. Though this would yield an immediate assurance of a slightly higher rate of exchange than the trustees are willing to guarantee, the committee believes that in the end it would mean the probability of loss to the University. No conservative bank would guarantee a rate of exchange on which it did not stand a far better chance to gain than to lose. While the committee desires to recommend the most favorable rate of exchange the board of trustees will be willing to adopt, it frankly hopes that on this basis there will be a small gain on exchange next year. The experience of the last few years has shown that even though the budget is carefully drawn up and conscientiously adhered to there are always miscellaneous demands coming up during the year for which no provision has been or could have been made except through the provision of a large contingent fund. Last year we had a substantial gain on exchange but it was immediately used to good advantage in clearing off various obligations. It appears that this year's gain on exchange, if any, will be more than used up before it is computed! Mr. Micawber's dictum about living within one's income still holds good!

B-2506 Probable Reduction in Budget. I know the field will be disappointed at the preliminary judgment recorded in this action, but I'm afraid this warning may be a necessary preparation for the shock of more definite action later on.

B-2507 Apportionment of General Administration. The decision on this question is important because it will determine in large measure what colleges and departments will have to amend their estimated expenditures downward. We will comment more fully when decisions are reached. It is quite probable that all details, and probably most of the principles involved, will have to be referred to the field.

BAG/G

Cordially,

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燕京大學
YENCHING UNIVERSITY
PEKING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

April 2, 1929.

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

My dear Olin:

3/5/29 Your two letters under this date came recently to hand and were read with the usual interest. I am greatly pleased at the successful outcome of the efforts for Journalism. I hope you will tell Jenney how happy I am at the success of his efforts in this respect. It is not clear from your letter whether the pledge from Miss Laughlin of Philadelphia is specifically for Journalism or not, although from the context I assume that it is. I take it for granted also that Mrs. Elmhirst finally came through with her pledge. I am writing Miss Laughlin and Mr. Ritter notes of appreciation over their gifts.

Henry S. Coffin. I have a letter from Dr. Coffin in which he promises to continue his contribution of gold $1,800 a year for the salary of Dean T.C. Chao. He asks that our office remind him each year about the first of June, which is the time when he makes these payments. Will you kindly see that Miss McCoy gets this on her diary. If she does, we need have no further worry.

J.S. Burgess. I have a letter from him regarding the fine results he secured in Honolulu. This is certainly very gratifying and I hope an earnest of the way in which he can restore the falling Princeton receipts. Leonard Hsu has been very much attracted by an invitation from the Nanking Government to make a survey of the new capital, which would occupy perhaps a year and a half. He had rather counted on Burgess returning here for the coming session, but I have told him that I felt sure that that was out of the question both on account of family and promotional reasons.

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Leonard is leaving in a few days for conferences in Nanking and we shall not definitely decide what our relation to this project will be until after his return.

Bonds for Students. A recent cable indicates that Mr. Garside has apparently left our office to join the Presbyterian Board. I am, therefore, writing you about a matter which he dealt with in a letter under date of March 4. A certain student of ours named Yu-yuan Chang now at Harvard had asked that our Trustees go on his bond, and apparently requests of this sort have been made before. The students are, of course, in a difficult situation in finding after their arrival in the country that this is required, and this puts the Trustees in a similar predicament when they are appealed to. I want to make it perfectly clear that no students should have based such a request upon any promise from me unless I myself send in writing such a request, to our office direct. I do not know what else to say unless there is some way to supply us with a list of the institutions which require a bond of this kind and the amount.

Selection of Staff Members. I realize the difficult position in which you have been placed, but it may be that the change referred to in the last paragraph may bring this matter more directly to your attention. It is improbable that we shall have but very occasional requests for new foreign members from now on. The few that we may want may quite possibly be secured through the direct knowledge we have out here. When we shall want such a person discovered I shall be very happy to leave the decision to your judgment. At present, we are anxiously counting on a new secretary to take the place of Miss Barnes whose time of service expires next June, and quite possibly one to succeed Miss Alexander whose health periodically gives us concern. If Garside is really leaving will you kindly see to it that every effort is made to secure at least one of these secretaries pending further word from us as to a second.

Very sincerely yours,

J. Leighton Stuart

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For Mr Fowler's Files

COPY

See Hall of McBrier
(Copy to Camp. Office)

April 3, 1929.

YENCHING

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

My dear Doctor Stuart:

Your letters of January 30 and February 9 were duly received, for which I thank you.

As both of these letters deal with the subject of the use of the income from the McBRIER FOUNDATION, I will answer the two letters at one time.

You make request that income from the McBRIER FOUNDATION will be used for the following items -

1. For half salary of P.C. Shu (Yeacher in Hisory and Philosophy of Religion.)

2. For salary for new man to replace Mr. Ritter, who has charge of the "Student service work."

3. Scholarships - for which I observe there is an item of $1500 mex. in your budget ($715 gold at 2.10)

4. Travel - for which there is an item of $500 Mex. in your budget $240 gold at 2.10)

5. R eligious Books.

In my letter of December 31, I endeavored at some length to set forth just how I hoped the income from the McBRIER FOUNDATION should be used. Probably this letter was not in your hands when you wrote your letter of January 30; in fact, your letter of February 9 would seem to so indicate.

I hope I have not failed to make it very plain to you that it was not my intention that the income from this fund should be used to pay the salary in whole or in part of any regular Teacher or Professor, even though such Teacher or Professor was teaching a regular courge of the Bible in some department of the University, or was teaching such in the school of religion or was doing, what might be called "Religious work" on the campus outside of his regular duties as a member of the faculty.

I have tried to make plain that I expect the income from the MCBRIER FOUNDATION to be used for "extra" religious work outside of all the regular work of the employed teaching force; that same was to be used for the promotion of distinctly religious work, in order that the students may have a greater opportunity to be brought into personal and vital contact with a more helpful type of religious appeal and teaching, than they would or could have in their "eligious"work.

I am now working on a more comprehensive statement of just what this fund should be used for, and I will soon send you a copy for your review.

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I think you have gathered from my letters what I am attempting to accomplish. I want this fund to make it possible for Yenching University to be a real Christian University, where the student body will have more emphatic, and more personal as weal as Spiritual Christian teaching and leadership, than is the case in the ordinary so-called "Christian" University.

The above being the case, and in accord with what I have endeavored to explain, it would be inappropriate to have item Nos 1 and 2 cared for from the income of the Foundation.

NO. #3 SCHOLARSHIPS

In accord with my letter of December 31 and in reply to yours of January 30, I am willing that this item of No. 3 Scholarships which is one of the items in your budget in the amount of $1500 be supplied from the income from the McBRIER FOUNDATION. This will mean a grant of $715 gold at the rate of 2.10.

I understand this sum is to be used for the sort of scholarships you describe on page 2 of your letter of January 30, i.e., for choice young men from different parts of the country who are willing to study for the missionary or for other forms of Christian work in order to help in the solution of their economic problems to prepare them for such work.

No. 4 TRAVEL

For this item you have $500 mex. in your budget. You say in your letter of February 9, that you felt the expense of travel of the Dean to Manchura might be borne, atleast in part by outside organizations. This should always be done whenever possible.

I approve of this item of $500 Mex. in your budget, - $240 gold, being used for this purpose for the coming year. This will enable you to try it out and see whether this sort of travel will produce the type of student that you desire for various forms of Christian.

No. 5. RELIGIOUS BOOKS

I observe what you say regarding the need for religious books. In looking over your budget I observe $12,000 Mex. in same for Library books. This is rather a large item for one year, although probably they are needed, since your library is still in the making. Whether any portion of this was intended for religious books or not, the budget does not disclose. There is an item of books in the Department of Religion.

To supply this need I am willing that $2,000 gold from the MCBRIER FOUNDATION income be used for this year (not to be repeated) for the purpose of supplying religious books.

I hope these books will be chosen with more than usual care and with a view to teaching real religion; and what I meay by this is the religion of Christ in terms of actual living rather than in theory.

Such a large percentage of religious books are nothing more or less than ecclesiastical speculations with theories, that they are of no spiritual help to anybody.

A summary of the items provided for are as follows:-

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NO. 3 SCHOLARSHIPS	-	$715 gold
No. 4 TRAVEL	-	240 "
No. 5 BOOKS	-	2,000 "
TOTAL	-	$2,955

The money is in hand to apply as above.

TRUTH AND LIFE

Last November I sent $500 gold which I understood from your letter of October 3, would care for the publicity of this little paper for the year. To what date did this amount cover the expense for this paper?

The reason I inquire is because I see an item in your budget for "Publication - Truth and Life, $1,000 Mex. " on page 10.

I thought the amount already allocated would cover for the next year or at any rate for a portion of the year.

In my letter of November 13 last - I referred to Dr. Robert P. Wilder - asking if you knew him and inquired if a man of his type could do the sort of work I am thinking of at Yenching.

I think Mr. Wilder could visit China and be at Yenching a few months, if an opportunity could be afforded him to undertake the sort of work I am thinking about.

I hope you can make some plans to bring into Yenching for "extra" religious work some outstanding Chinese Christian leaders of the higher type of spirituality; men who have that peculiar gift of personal leadership and personal evangelism, that may be secured for a few months to live on the campus among the boys and girls and lead in Bible study, discussion groups and meetings, and what not, in order to promote the type of Christian work and teaching which I am attempting to describe. Have you any plans for such work for the coming year?

There will be available for such work a considerable fund, not less than $3,000 in addition to the amounts herein allocated, and I should like to see something definite attempted along this line this coming school year.

I should like to have you take immediate measures to locate one or two distinctive Chinese Leaders to do this type of work, and have them in Yenching at the beginning of the season. I should like to meet them next September, if possible. In one of your letters you mention precisely the sort of thing I desire to see done. I refer to yours of November 22. You say therein "Unless a certain type of personality, gifted at personal work with Chinese students, and with vital evangelistic purpose can be found, there is no advantage in adding to our staff. I have heard of a young Chinese now in Canton who seems to answer the description and I am making inquiry in his case." This is exactly the sort of man or woman, that I am hoping you can lay hands on, not necessarily for constant employment, but for a month, perhaps two or even three months stay on the campus, to do a particular piece of Christian work. The traveling expense and salary of such a man or woman for the period engaged would be paid from the McBRIER FOUNDATION income.

In some ways I think it wbetter not to have man or woman employed all the year round for this sort of work, just as in the United States, Dr. Mott, Dr. Fosdick.

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also Dr. Robt P. Wilder and Dr. Poling, and other such leaders and teacher, visit the colleges to do a specific piece of Christian work for a definite purpose, similarly would it not be helpful to the religious work and Christian atmosphere of the University, to bring into Yenching outstanding Christian Leaders, of the type spiritually to do a specific piece of work for a few days, a week,or a month, more or less?

A half dozen different men and women who are adapted to and capable for this sort of leadership could be invited during the school year. I should like to see this tried out during the coming year. Let it be your definite program, that these leaders be chosen with the distinct purpose of leading individual members of the student body to personal faith in the Lord Jesus Christ and in obedience to his program.

For this type of work there will be during your next school year, not less than $5,000 available for such men if it can be wisely used.

Please understand all of this must be entirely outside of your regular school program and budget and for the express purpose of increasing the distinctly Christian atmosphere of the University.I trust I have made myself plain in this, and that the coming year may witness a decided increase and emphasis of what to be seems to be the most important part of our work.

Wishing you every blessing and trusting your good health may continue and appreciating your many favors, I remain

Most sincerely,

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Most sincerely,

Wishing you every pleasure and fulfilling work. Good health and continued success
your name forever. I remain

a real boost although I cannot be available to any capacity for this sort
of leadership could be invited during the school year. I should like to see this
fried out during the coming year. Ref it be your definite program, that these
leaders be chosen with the distinct purpose of leading individual members of the
student body to personal faith in the Lord Jesus Christ and in obedience of his
program.

For this type of work there will be during your next school year, not less than
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colleges to do a specific piece of Christian work for a definite purpose, similarly
would if not be helpful to the religious work and Christian atmosphere of the University,
to print into vernacular outstanding Christian leaders, of the type specifically to do a
specific piece of work for a few days, a week, or a month, more or less?

April 10, 1929

Memo to Mr. Garside

Possibly to be discussed at Board meeting. A letter has just come from President Stuart raising the question as to the best time for him to come to America. He suggests the fo lowing as a rational plan.

Leave Peking shortly after the formal opening.
Attend the Institute of Pacific Relations in Japan the latter part of October.
Come via Honolulu and stop there for sometime to work among the Chinese.

Then come on to accomplish preliminary work in the East before the Christmas holidays and take part in a special financial effort for Princeton-in-Peking and other special objectives for Yenching for some time after Christmas

Dr. Stuart would like to be back in Peking before the close of the session in June. He is anxious to know as early as possible what decisions are reached in America regarding his visit in order that he may plan accordingly.

I may add that the executive committee of Princeton-in-Peking has expressed the desire to have Dr. Stuart assist in raising funds during a period beginning very early in 1930.

O. D. Wannamaker

ODW:BB

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April 10, 1929

Dear Leighton:

I reply briefly to your letter of March 8th.

Formal Opening. I am glad to note that you may have Canon Streeter at the opening. I shall write you further about this matter after the meeting of the Board tomorrow.

Mr. and Mrs. L.M. Meiffer. I am asking Dr. Jenney to take special note of these visitors and see what he can do whenever it is possible for him to be in Harrisburg.

Dr. Shuhsi Hsu and the Carnegie Foundation. I hope Dr. Corwin may be able to accomplish what Dr. Hsu desires. I shall be glad if I can be of any service in the matter and I am dropping a note to Dr. Corwin to that end. He expects to arrive in Princeton next month.

S. J. and W. L. Chang. Heartiest thanks for your very unselfish offer to help out if necessary to the extent of $500. I certainly should feel chagrined if we had to accept your offer. I do not believe it will be necessary. I have just addressed one additional friend in the hope of getting part of the $1,000 still needed. I am also writing Hung.

Applied Economics. I shall endeavor to arrange for a conference between James Yen, Froelick, and myself to see whether anything can be done in that matter. Froelick has not been in very good health for sometime past and has been prevented from giving the usual amount of attention to his responsibilities as a member of the executive committee of Princeton-in-Peking. I hope he may be able to do something for us very soon.

English Department. What you write about the proposed text-book work and special methods of teaching developed by Dr. Faucett for English is very interesting. I presume that Lawrence Mead is in some way associated with this work. I wonder whether you have made a direct request of the Harvard-Yenching Institute for phonetic equipment. I will make inquiries of Dr. North. I will see whether there is any

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foundation in America that may have a special relationship to such a project and through which we may obtain the $100,000 you estimate as being necessary for endowment. I think it likely that this sum could be more easily obtained as part of an endowment for a school of education than as a separate item.

In this connection I may say that I have purposely allowed some days to pass since the beginning of April before endeavoring to see Eldridge. His secretary informed me that he would be back in the city about the beginning of this month. The annual meeting of the Lingnan board of trustees occurred yesterday and now that the large amount of preliminary preparation for that meeting is over and Eldridge has had a breathing space since returning to the city, I shall endeavor to see him. I have been thinking about the matter this morning before beginning this letter to you.

Your trip to America. I shall take this matter up immediately with the finance committee of Yenching and the executive committee of Princeton-in-Peking. Personally, I feel that the natural plan would be the one you suggest - that you leave Peking the latter part of October, attend the conference in Kobe, stop for sometime in Honolulu, attend to certain important university matters here, and then make a special effort in behalf of both Yenching and Princeton-in-Peking continuing over as long a time as you have available. I hope to hear before very long regarding the action of the Rockefeller Foundation in response to our request for $250,000. If the response is conditionally affirmative, this will immediately force us to careful study and definite plans for securing the $250,000 to match this.

With all good wishes,

Cordially,

Dr. J. Leighton Stuart
Yenching University
150 Fifth Avenue
New York City

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April 12, 1929.

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

My dear Stuart:

A copy of your letter of March 8 addressed to the board of trustees was put in my hand by Mr. Garside last evening after the meeting of the board. Its subject is so important that I feel I should write to you at once.

In the first place let me reassure you with reference to the matter of starting a joint campaign in America. On November 19, 1928, at a joint meeting of the Committee of Financial Counsel and the Executive Committee, the following recommendation was made to the Committee for Christian Colleges in China:

"VOTED to give tentative approval to the recommendation of the Committee of Financial Counsel that the united campaign should be opened sometime in 1930 and that the field be requested to go forward with preparations for the Correlated Program as rapidly as can be effectively done; it being understood, however, that the date for beginning such a campaign will depend upon the speed with which the necessary preparations can be completed."

At its meeting on February 25 the Committee for Christian Colleges in China voted:

"That it is the judgment of this Committee, in concert with its Committee of Financial Counsel, that a joint campaign will prove the most effective method for financing the Christian Colleges in China when once united in a correlated program.

"That this Committee requests the Board of Trustees and Boards of Missions of the various Christian colleges in China to give careful consideration at their next meetings to the question of a joint campaign, and this Committee recommends that these Boards approve such a campaign in principle as an appropriate method for financing

the colleges in China. It is the distinct understanding of the Committee, however, that no Board of Trustees or Board of Missions commits itself thereby to participation in the joint campaign prior to the adoption of a correlated program and prior to specific action by such board after detailed study of all problems involved in such a joint campaign."

You will see that no date was set for the beginning of the campaign. The committee felt that no such date could be set until we were certain that the correlated program had been completed in a form acceptable to the institutions in China, which would not be until the meeting in July. In the hope that such a program could be adopted, provision was made for a budget of G$17,300 to cover the expenses of a year of preparation for the joint campaign. You will see by the report from the Committee of Financial Counsel which I enclose and which is being considered by the Committee for Christian Colleges in China at its meeting this afternoon, that the committee now recommends that no further steps be taken here until after the adoption of the program in China. This has been done because of the delay in East China and the fear lest even in July a thoroughly acceptable plan may not have been worked out.

We are still asking the boards of trustees to assume their share of the budget of G$17,300 on the distinct understanding that it will not be called for until the Committee for Christian Colleges in China is ready to move forward in preparation for a joint campaign. The college boards so far have given their approval of the conduct of a joint campaign at some time in the near future and are assuming their pro rata share. I enclose a copy of the Cheeloo action and Lingnan and Yenching boards have taken similar action.

So much for the matter of the joint campaign. There is general and quite enthusiastic approval of the ideal of correlation in all our college boards, and a belief that a joint campaign is the method by which the necessary increases in income should be secured. I think, too, that there is a general feeling that it is better to wait for another year than to adopt an unsatisfactory program.

I have been sorry to note the slow progress in East China. Again it seems to be a case of pressure from outside rather than from conviction from within the institutions. Yet when the difficulties are analyzed they seem to narrow down to only a few persons, except in the case of Shanghai College where the attitude of the Southern board is wholly obstructive.

I still feel that the attempt to centralize undergraduate work is most unlikely to secure immediate success, while a true and complete federation in graduate work is immediately possible. If the university could be established on a basis of union in graduate work and federation in undergraduate work, I believe that time would work in the direction of more and more centralization for undergraduate departments. I am not sure that you agree with me in this though it is the proposal of the Educational Commission. I recall the many years it took to bring about union in Shantung and at Yenching, and I feel that we should not be too impatient with the slow progress in realising a complete and ideal scheme for East China, where the existing interests are so

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much larger in every way than those that came together years ago at Yenching and Cheeloo.

A first step which will lead in time to a second one seems to me to be wisdom at this time. Surely that could be taken without any substantial increase of investment in plant or undergraduate departments in any of the six institutions. I should like to see the askings for East China in a correlated program mainly for the graduate work and professional schools, with the definite hope that time would work out a solution of the undergraduate problem, and therefore increased investment there would not be encouraged.

I am very glad that you will be in China for the meeting of the Council of Higher Education. I am sure that your vision and the spirit of conciliation and patience which you have shown in the past, and which has been so successful in your work in Yenching may enable you to help in the discussions on East China.

I am sorry that the date of my return to China is yet uncertain owing to the unexpected illness of my wife. I am still hoping to be able to be out in time for the July meeting. I should like to hear from you here.

My congratulations on the success of your campaign and the recent reorganization of the university.

With warmest personal regards,

Yours very sincerely,

EWW:A
Enc.

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YENCHING UNIVERSITY

C O P Y

April 12, 1929.

Mr. E.C. Carter, Honorary Secretary,
Institute of Pacific Relations,
129 East 52nd Street,
New York City.

Dear Mr. Carter:

Your second cable regarding the cooperation of Mr. Bennett and myself in the Nankai financial campaign reached me this morning. I had replied yesterday to the earlier cable, this having been delayed because of an absence from the city. Mr. Bennett and I are very glad to be associated with Mr. Greene in this as in the Mass Education Movement because we believe so thoroughly in the men and the causes concerned.

I venture to enlist your service in another undertaking that is not without its significance for goodwill between America and China and better understanding, although it may seem to be rather out of our usual field of activity. Mr. Mei Lan Fang is recognized as beyond question the outstanding actor in China. He is a young man of about thirty-four years of age, who like his father and grandfather before him has always impersonated women's roles. Because of oriental ideas on the subject these roles have always been taken by men. Mr. Mei has for several years past had in mind a trip to America not because of any financial possibilities but for the experience to himself, and even more in order to acquaint the American public with this phase of Chinese culture. The ancient drama of China has always had a strong moral and cultural purpose, and in its better phases, quite a considerable literary and artistic quality. The American Minister and I have both been quite concerned to see that Mr. Mei in making this trip would be able to do so under the most favorable conditions, as it would be almost a calamity if it turned out to be a failure. For some

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strange reason Mr. Mei has turned to me for advice and guidance and has particularly asked me to arrange matters for him. Fortunately when in America last year I became acquainted with Mr. Charles Hopkins, 155 West 49th Street, who from all I can learn is one of the best theatrical producers in America and seems to be a man of integrity, professionalism, realism and experience. Mr. Hopkins has made a business proposition which has been accepted and which seemed to me as fair as could be expected in view of the uncertainty to all concerned. I feel that if Mr. Mei is thought of not so much as an actor coming to America on a commercial basis which is entirely foreign to his own intention, but as another type of "ambassador of goodwill" he might in his own way do for Chinese-American relationships what Lindberg in his has done in various parts of the world. I wonder therefore if the Institute together with the American Asiatic Association and the China Society could not associate themselves with Mr. Hopkins in treating Mr. Mei as a guest of the country, and arrange for such social features at the beginning of his performances as would lift the whole undertaking out of any merely commercial relations. If for instance some of the ladies whose social standing in New York would serve the purpose, and who are also interested in better understanding between the two countries, would through a reception or some form of sponsoring indicate their appreciation of the cultural and international aspects of the presence of Mr. Mei, it might be a great help. Almost any American visitor to China will probably have seen Mr. Mei perform or will know of his reputation. I wonder if you happen to know Mr. and Mrs. Egerton Parsons who have recently been here, met Mr. Mei in his home and saw his performance. They can be reached at 80 Maiden Lane and can give you their opinion of the whole proposition. I should be grateful if you could get in touch with Mr. Hopkins and consult with your own organization as to any form of cooperation that seemed desirable. Mr. Mei and his troupe will probably arrive in New York some time next October.

Very sincerely yours,

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YENCHING

TRANSFER

Yenching University

April 15, 1929

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

AIR MAIL

My dear Dr.Stuart and Dr.Galt:

I am enclosing herewith copies of information supplied by Mr. Wm.A.Robinson who has been suggested for the position of Comptroller at Yenching.

The question of the possibility of a comptroller at Yenching is not in any sense a new one but the suggestion of a specific candidate makes it advisable that we give very careful consideration to both the question of the general policy and also qualifications of this particular candidate.

The general policy of a comptroller at Yenching. During January the Finance Committee definitely proposed the appointment of a comptroller at Yenching if a suitable person could be found. Dr.Galt commented on this proposal briefly in his letter of February 18. As yet we have had no special comment from Dr.Stuart.

The thought of the Trustees, and particularly of the Finance Committee, in regard to a comptroller may be summarized somewhat as follows:-

Yenching University is steadily growing and the volume and importance of its financial affairs are increasing in like proportion. Dr.Galt has been doing a splendid piece of financial service as Acting Treasurer this year and all the Trustees are confident that if Dr.Galt were to continue giving a large portion of his time to this financial work in future he could admirably care for the important responsibilities involved. We all feel, however, that Dr.Galt ought to be relieved as soon as possible of his financial work so as to enable him to give full time to his duties in the Department of Education which he alone is qualified to carry forward. We all feel that to have a man with the great ability and experience Dr.Galt possesses in educational matters devote the major part of his time to financial administration is a serious loss to the University.

On the other hand, the Trustees feel that Dr.Stuart has such heavy administrative responsibilities already that it is unfair to ask him to devote a large portion of his time to the direction and control of the University's finances. Moreover, it is felt that it often places Dr.Stuart in a difficult position to compel him to arbitrate many of the

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financial problems which inevitably come up on a university campus. ~~The~~ The comptroller of university finances can never hope to be a popular individual because he is constantly forced, in the financial interest of the institution, to make unpopular decisions. We all feel that Dr.Stuart has too heavy a load in directing the administrative course of Yenching University through extremely troubled and uncertain times to ask him to assume in addition full responsibility for such arbitration of financial questions.

It has been the thought of the Trustees, therefore, that the University should secure a man who combines thorough knowledge of University finance with an unusual degree of judgment and diplomacy for appointment as Comptroller of the University. Such a man should be mature in years and in judgment and must combine clearness and firmness of judgment with the rare knack of winning the respect and liking of those with whom he deals. Such a man could be of great assistance to the University in general and to Dr.Stuart in particular in assuming large responsibility for the financial control of the institution. The title such an officer should bear is of secondary importance. At the present time the University has an officer who bears the title of Comptroller so possibly that title could not rightly be used for this new office. The title of Treasurer does not exactly describe the officer the Trustees have in mind, but there is probably no valid reason for not using this title if the field so desires.

This, in brief summarizes the gist of the discussions held by the Finance Committee and others during the past few months. We all heartily agree that no one here in New York can decide the proposal for such an appointee, and all of us look to the field, and particularly to Dr.Stuart, for advice. Is it your judgment that such an officer, if a suitable man can be found, is needed on the Yenching campus? Would Dr.Stuart welcome his coming and feel that his hands would be strengthened and his burden somewhat lightened by having such a man to assist him? Would such an appointment make it easier for Dr.Galt to devote a larger percentage of his time to the work within his own Department of Education? These are questions which we hope you will answer frankly and freely. If you feel that such a man is not needed nor desired at Yenching we hope you will not hesitate to say so.

The question whether Mr.Robinson is qualified for such a position. This is a matter on which the field will, of course, find it difficult to give any final decision, for it requires more than the examination of a candidate's papers to accurately estimate his capacity. You will note from Mr.Robinson's papers that he is forty-six years of age and has had an unusually rich and varied experience in financial administration, particularly in the field of University finances. Our impression of his personality and ability has, on the whole, been favorable, but we would expect to make a much more thorough and detailed study of his case before reaching any definite decision. He does not have any experience in the field of China nor would it be easy for him, at his age, to master the Chinese language or the Chinese background. We would like to have your judgment as to whether this lack of familiarity with China would prove a serious handicap. We would also like to have your comments on Mr.Robinson's qualifications as you are able to ascertain them from these papers.

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Other possibilities. If you favor the general proposal for the appointment of a financial officer of the type we have been attempting to describe but feel that Mr.Robinson is not the man we are seeking, could you make any suggestions as to other men now in China or elsewhere who might be available for such a position?

I understand that Mr.Robinson would be able to go out to China this summer if we find that he is ~~in order~~ for this work. We would be glad to have your comments at the earliest possible date therefore so that we shall know whether or not we should go forward in our negotiations with him. Thus far Mr.Robinson has met with most of the members of the Finance Committee and in particular has had a number of conversations with Mr.McBrier. I understand that Mr.McBrier has written or will shortly be writing to you in regard to a number of the matters I have discussed in this letter. Of course, no decision would be reached in Mr.Robinson's case until he had been carefully studied by all members of the Finance Committee and the Committee on Instruction. Since we are hoping that Dr.Stuart will come to America this fall it may be that he would prefer to defer any such appointment as this until after he has reached America and has had an opportunity to meet with any candidates who are being considered.

Very cordially yours,

BAG-H

Enc.

CC: via Siberia

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April 16, 1929

Dear Leighton:

My cablegram of April 13th. We are very sorry that some confusion may have caused you considerable nervous tension. Unfortunately, I have two code names, one in use in the Princeton-in-Peking office and the other in the Yanching office. Please note the attached memorandum and see that it is carried into effect to avoid another instance of the wrong code signature. I hope the cablegram I sent yesterday, confirmation copy herewith enclosed, will clear the matter up at once.

All who have discussed the question of your coming to America seem convinced that the best time would be not this late spring but next autumn. I gave an explicit written digest to Mr. Garside of your letter of March 8th and the Board agreed that the plan you suggest for a stop-over in Japan and Honolulu and then straight travel to New York, followed by special effort for Yenching and Princeton-in-Peking, was an excellent one.

David N. Rowe. I corresponded with Rowe after receipt of your letter and looked over certain testimonials he sent me. I then arranged for a personal conference between him and Burgess. The latter reported distinctly unfavorably so far as the need of Yenching is concerned. He feels that Mr. Rowe would not measure up to the high standards of our institution. I have just written the young man that we are not able, unfortunately, to offer him an appointment.

Additional pledges. You will be happy to learn that Dr. Jenney on a visit to Pittsburgh secured $5,000 from Mrs. Gillespie and $5,000 from Miss Gillespie in cash payments toward an endowment of $100,000 for the Women's College. He reports a definite intimation on the part of these ladies that they would be interested in a further gift - perhaps the last $10,000 of this fund, if necessary. I think Dr. Jenney probably felt that an appeal for the Women's College was the most likely to succeed. He probably also felt that a somewhat dramatic report of these gifts at the annual meeting of the Board with a large attendance of women would help to bring about the final settlement of outstanding questions concerning relationships between the Women's College and the University. I arranged for him to have the opportunity to make a statement and he received considerable applause.

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We were able to increase the good humor of the Board by announcing the final reduction to writing of the long anticipated pledge of Mr. Ochs which Dr. and Mrs. Finley had made a special effort to secure in time for the Board meeting. The pledge was accompanied by an instalment of $1250 in cash.

The Berry sisters. Miss Elizabeth Berry and her sisters, Mrs. Pendleton and Mrs. Colby, have sent us a joint pledge of $6,000 for the endowment of the Berry Memorial Library. Your good Y.M.C.A. friend - whose name has momentarily slipped my memory - had a fine talk with them when he came through California. Dr. Jenney made a definite request of them and this is the result.

Further Efforts. Dr. Jenney felt while on the Pacific coast that he had an exceptional opportunity to get access under favorable circumstances to Mr. Harkness. He shortened his trip in the West and returned here to arm himself with a written statement. We telegraphed to Dr. Bronson asking whether he would accompany Dr. Jenney to see Mr. Harkness. Dr. Bronson had shown distinct willingness to do this if possible. He replied indefinitely because of his uncertainty regarding the movements of Mr. Harkness. Nevertheless, Dr. Jenney has gone west again with several important interviews to be held between here and California. We have worked hard much of the time for several days to get ready the best statement possible for submission to Mr. Harkness if the opportunity arises.

We are trying to find the proper access to Mr. Julius Rosenwald. He recently gave ~~$1,000,000~~ $2,250,000 to Beirut. As a result of inquiries I learned from Mrs. Finley that she has a brother in Chicago and that both she and her brother are intimate friends of their cousin Mr. Roland Boyden. The brother in Chicago knows Mr. Rosenwald and has secured money at times from him. We are immediately planning to prepare a statement like that for Mr. Harkness but modifying those elements which emphasize the Christian element in the University, strengthening the statment regarding moral influences, social and economic benefits, etc. Mr. Embree, formerly of the Rockefeller Foundation, is now administrative executive in charge of the Rosenwald Foundation. Whether this will help us or not, I am not quite clear. We shall do our best.

You may be interested in a copy of the statement prepared for use with Mr. Harkness and other very wealthy persons.

Formal Opening. We shall prepare as quickly as possible a list of universities and other organizations or individuals to receive your formal invitation and will mail it without delay.

Mrs. Elmhirst. She seems to have misunderstood your cablegram, interpreting it to mean that you desired early payment of her pledge of $3,500. She communicated with Miss Rose Bigelow who in turn expressed some perplexity to me. We had been making the best effort possible through her and with her help through the committee to secure an extension of Mrs. Elmhirst's pledge to cover two more years. Since both the committee and

Mrs. Elmhirst had established a fixed principle against pleding for more than a single year, it is not surprising that the ~~w~~ reply was negative. But Miss Bogue has been extremely friendly and has generously warned me to make request early in the autumn for a repitition of this gift of $3,500. I feel reasonably certain that we can secure a repitition for 1930.

We tried to arrange for Nash to call on Mrs. Elmhirst. Unfortunately, Miss Bogue did not succeed in this effort since she learned that Mrs. Elmhirst was not to be at her home or in London at the time of Nash's arrival there.

Budget for social sciences. Recent letters from Burgess express perplexity concerning failure to secure additional Americans for the faculty. I restudied the data sent me by Edwards and used with the Princeton board in January. I discovered that there was apparently a small amount of the LSRM grant for the year 1929-30 intended to be used for a additional American teacger. I cabled Edwards regarding this. After receiving his reply today indicating such a residue of $4200 Mex. and containing the statement that this would be sufficient for an unmarried teacher provided the Princeton-in-Peking grant for Yenching for next year should be at least $25,000 Gold, I studied the problem still further with the result that there is no possibility of assuring at the present time a net grant of $25,000 for field expenditure for the social sciences from Peincoton-in-Peking for the fiscal year July 1, 1929 - June 30, 1930. If Edwards meant the Princeton-inPeking former fiscal year, the calendar year 1930, we may hope for that amount though not assuredly. I am not in the situation where I can commit the organization to a new American teacher until the Board meets on April 25th - called to vote a budget for Yenching for the newly adopted fiscal year, July 1, 1929 - June 30, 1930. I fear at this meeting the Board will not feel there is any reason for anticipating a jump from approximately $15,000, which is our present rate of net field grant for the social sciences, to a net grant of $25,000. Burgess is to be present at this meeting and its temper will be determined to some extnet by what he can report concerning his very brief effort among the alumni. Thus far he has secured extremely little money. He has been at work only since March 29th since the close of his lectures at Pomona. I am sure a solid foundation can be built under the Princeton work but I am equally sure that it will take time. I am urging Burgess to give one full year to nothing but financial effort. It will require something of this character to place this work before the alumni adequately.

Mr. E. E. Barber. I am sorry that it seems as if he may not visit Peping. Dr. Jenney will follow up this matter and may approach Mrs. Marmon without waiting for her to hear anything further from Mr. Barber.

Sincerely,

Dr. J. Leighton Stuart
Yenching University
Peping, China

ODW:BB

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TRANSFER

Yenching University

CR: via Siberia

April 17, 1929

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

AIR MAIL.

My dear Dr.Stuart and Dr.Galt:

It has not been possible for us to complete the mimeographing of the minutes of the annual meeting on April 11 in time to catch this China mail. I am, however, sending you herewith copies of the minutes of the Budget Committee meeting held on the afternoon of April 10. The recommendations of the Committee were approved by the Trustees and incorporated in the minutes substantially as they stand here with one minor exception which I will comment on later.

Method of distributing general expenses. The Budget Committee spent a great deal of time in several meetings discussing the most equitable method of apportioning the expenditures within the budget for general administration, maintenance and operation. This question was of greater importance than usual this year because of the readjustment in the relationship of the Women's College. You will note that action B-8512 recommends that in the 1929-30 budget the costs of general administration and maintenance be charged against the undesignated income of the University, and the cost of operating the power plant be apportioned among the different colleges.

Appendix A shows how this apportionment works out. The cost of general administration shown in the budget as submitted by the field totalled Mex.$66,960.00. The cost of maintenance, aside from operation of the power plant, is placed at Mex.$37,300.00, making a total for these two items of Mex.$104,260.00. The only designated income of which we know, applicable to these specific items in the budget, is the income from the Rashford Maintenance Fund which produces approximately Mex. $2,835.00 per year. To provide for the balance of these expenditures toward administration and maintenance will require practically the entire income from the one million dollar Hall Estate endowment, and the general endowment funds of the University amounting to approximately $160,000.00. After meeting these general expenses from this undesignated income we have an estimated surplus of Mex.$5,390.00 to be applied to other objects within the budget.

The Committee further proposed that the Mex.$77,000.00 charged for operation of the power plant be apportioned among the different units of the University approximately on the basis of the actual service rendered by the power plant in supplying light, water and heat. We did not consider that the apportionment set forth in Appendix A need necessarily

be the final one. This apportionment, as you will note, charges two-sevenths of Mex.$2[illegible],000.00 to the Women's College. This is the proportion which has been used for some time and which appears in the budget as submitted by the field. I believe it is quite acceptable to the Committee of Yenching College for Women. The remaining five-sevenths we divided between the College of Arts and Science and the School of Religion on the basis of nine-fourteenths for the Arts College and one-fourteenth for the School of Religion. Whether one-fourteenth represents a fair charge to the School of Religion the Trustees are willing to refer to the judgment of the field for whatever adjustment you may desire to make.

You will note that B-2513 requests the field authorities not later than the fiscal year 1929-30 to distribute the charges of the power plant operation among all the buildings and units served so that power plant operation shall not appear as a separate item on the budget. This proposal would in effect make the power plant in a sense self-supporting. The thought of the Committee and of the Trustees has been that it should be possible for the power plant to so adjust its charges for light, water and heat to all the general University buildings, residences, etc. as to produce a sufficient income to cover the entire cost of power plant operation. Of course, on this basis there would be a considerably enlarged item within the budget for the maintenance and operation of different buildings and units within the University. This plan of so distributing the cost of operating the power plant that this operation is self-supporting is working very satisfactorily in several of the other Universities in China so we hope you will find that it will also prove practicable at Yenching. I believe it is the practice universally adopted by American educational institutions.

Contribution of the Board of Trustees toward the 1929-30 budget. Action B-2514 analyses in some detail the income available for the 1929-30 budget as we have been able to determine from the sources of information available. You will note that, according to this analysis, the Board of Trustees should be able to furnish the field during 1929-30 with Mex.$248,893.00. Action B-2515 therefore proposes that "The Board of Trustees inform the field that the Board of Trustees, including the Committee of the Yenching College for Women, will be able to contribute toward the 1929-30 budget of the University the sum of Mex.$248,893.00 itemized in B-2514". This recommendation was adopted by the Trustees verbatim.

You will note from the list of items of anticipated income that the Women's College Committee have undertaken to assist with raising Mex.$12,600.00 from friends of the Women's College for the general uses of the budget. Under the proposed arrangements whereby administration and maintenance expenses are met from general University funds the Women's College is being relieved of Mex.$11,724.00 charges for their share of general University administration shown in the budget as originally drafted. The Committee felt that the Women's College wished to pay its own way as far as it possibly could in this new relationship with the rest of the University, so they voted to secure during 1929-30 $12[illegible],000.00 to be applied toward the general budget to replace the Mex. $11,724.00 general funds which might be considered as used for meeting their share of general administration and maintenance.

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12,600.00

according to Appendix A, there is a net deficit of $41,101.80. However, Mex.$18,737.80 of this deficit is due to the fact that the expenditures in the Department of Applied Social Sciences as shown in the budget exceeded by $18,737.80 the available income for this work as estimated here in New York. The original budget estimates provide for something more than $110,000.00 Mex. of income for the Department of Applied Social Sciences, but Mr.Mannesmker informs us that their estimate of income from Princeton-in-Peking was much too large. This reduction of estimated income from Princeton-in-Peking has created the deficit shown. We understand that the field has adopted the principle of keeping the expenditures of the School of Applied Social Sciences within the income designated for this work. This would therefore involve the reduction of expenditures in this school by an amount sufficient to bring those expenditures within the available income.

After making adjustments in the budget of the School of Applied Social Sciences as indicated above, there would still remain a deficit of $22,364.00. Apparently the departments where reductions must be made are as follows:- general administration and maintenance, College of Arts and Science for men (regular undergraduate courses), School of Religion. We all regret that such a reduction in estimated expenditures is necessary, but there seems no other alternative unless new sources of income can be found on the field which would, to some extent at least, relieve the threatened shortage.

Revised scale of salaries. The Board of Trustees have approved President Stuart's recommendations for an increase of approximately ten per cent in salaries of the University paid foreign teachers. We understand that these increases were included in the budget as submitted. However, the Women's College Committee have pointed out that in the Women's College section of the budget these increases were not made. It was the feeling of the Trustees that such an increase in salaries should be applied uniformly to all foreign teachers paid from University funds.

Presentation of balanced budget. You will note that action B-2518 strongly recommends that hereafter our home office and the field cooperate in working out in advance of the annual meeting a budget in which the proposed expenditures do not exceed anticipated income. Our office here in New York has without question been somewhat at fault in the past in not providing the field with accurate estimates of anticipated income early enough to permit you to work out a balanced budget and present it to the Trustees at the annual meeting. This year, of course, the receipt of funds from the Hall Estate just at the end of December, together with the uncertainty which persisted for several months as to the exact designation of part of the income, made it extremely difficult both for the home office and the field to estimate just what the income for 1929-30 would be. We hope, however, that in future we will be able to get full information to you by the end of December so that you will have ample time to prepare a balanced budget and get it to New York in time for study and presentation to the annual meeting of the Board.

Depreciation Reserve. Action B-2519 regarding a depreciation reserve for the University's mechanical installation was considerably altered by the Board of Trustees so we will delay any comment on this item until we send you the minutes of the annual meeting.

RAG-H Very cordially yours,

April 17, 1929.

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

TRANSFER

My dear Dr. Stuart:

I have before me copy of Mr. Garside's letter of April 15 concerning control.

Mr. Garside has covered the matter so thoroughly I need add only the following:-

We all feel that if Dr. Galt can be released from his department of educational work and will take up the duties of Controller as his job, he can fill the bill better than any man we can send out. He has the necessary background and experience that along with his knowledge of Chinese. However, if Dr. Galt feels that he should continue his work in the Department of Education and you feel the same way, then we feel there is no alternative than to send some qualified man for the position, because the University is certainly large enough to keep a man fully occupied without being responsible for other duties.

One of our chief reasons for suggesting a Controller is that somebody may be there with full financial responsibility when you are away, and while you are there to relieve you of the financial burdens you have heretofore carried.

The President of a University should be entirely free from having the financial needs of various departments put up to him for settlement.

We have been thinking that an early determination is imperative provided a man is to go out soon. It was our thought that if you approved the plan suggested and would cable us immediately we ought to have an answer here by the middle of May. We would then bring Mr. Robinson into this office and give him a bkckground of the situation here. He would remain in this office a month - he really should be here for three months, but this is impossible if the balance of the plan is carried out. About the middle of June he would sail for China arriving there about the middle of July.

This is a trying time of the year for a man to arrive in China, but we think it would be of great assistance if he could be there and acquaint himself with the situation for a couple of months before the formal opening.

It would doubtless be necessary for Dr. Galt to assist him to a considerable degree during the first six months, and in a somewhat less degree during the remaining six months of his first year. No man is going to find it easy to grasp the details of so large an enterprise without the cooperation of the men on the field.

If Mr. Robinson is going to be competent to fill the arduous duties of Controller, it will be discovered before the year is over. Everyone undertaking a position like this is "on trial." With his experience we hope and believe that he can make good.

Our thought is that a man who has only the one job of Controller may be able to give a more close supervision of buying, the management of the power, heat, light and water departments, and should be able to effect savings and institute methods that will materially help the institution financially and as a smoothly

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President J. Leighton Stuart. 4/17/'29

functioning organization.

We should like to know if you approve of the general policy of controller, and providing Mr. Robinson qualifications appear satisfactory, whether you think the program herein outlined is satisfactory, namely -

1. Mr. Robinson to come into this office for a month or more, to get the general trend of methods employed here.

2. He is then to proceed to Peking so that you and Dr. Galt may take him in tow, and help him get started before the University opens in the fall.

Will you kindly cable this office as soon as possible after the receipt of Mr. Garside's letter and this one, your views regarding the matter, and we will take action accordingly.

Sincerely yours,

s.

RECEIVED
UNIVERSITIES
APR 17 1929
JOINT OFFICE

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燕京大學

YENCHING UNIVERSITY

PEKING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

April 18, 1929.

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

My dear Olin:

3/14/29 I note with interest what you write of your success in getting good teachers of English and fear that I have been remiss in not writing more in detail about our lack of need as it turns out for the additional person we asked for. We have been fortunate in securing a Mr. E.K. Smith, for many years on the Tsing Hua staff, who has long experience and careful technique which make him quite an asset. We are also asking the Methodist Mission to appoint Mr. Martin of Japan in the place of Mr. Gibb to take effect a year from next autumn.

3/18/29 You are quite right in calling attention to the small salaries of our foreign staff. I am acutely conscious of this unsatisfactory condition and look forward to the time when these can be increased. Meanwhile, the pressure on the budget merely to keep up features to which we are already committed seems to make this impossible until we get more endowment, which is by all odds our biggest financial problem now.

I am delighted to know that Dr. Finley finally secured a contribution from Mr. Ochs and am writing him a line of appreciation.

C.E. Jenney. Jenney has written me telling me of his results in Journalism and on the California coast, and of the substantial hopes he has for the future. He is quite anxious to attend our Formal Opening, and if he is to continue after this year in our service, I should think by all means that he should. He ought to speak with much more forcefulness after visiting the place and getting some direct experience of the country.

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I am writing Garside to ask that this matter be presented to the Finance Committee if you approve of a proposition to Jenney to stay longer than the present year. Otherwise, it would, of course, be a needless waste of money and time. I doubt very much whether the correlated program for the China Colleges is going to eventuate in which all of the different interests were merged, at least for one or two more years. It may be that even in the event of such a campaign being undertaken we might continue our own organization.

reply 5-16-29

H.S. Vincent. Since it now seems quite definite that the Vincents are returning to Yenching, I wonder if he could not be used to assist in financial efforts and definitely requested to stay in America until the summer of 1930. There is no urgency about their returning here, and their doing so this summer would aggravate our housing problem. I have also asked him to raise funds for the Leather Tanning project which is his main interest. He might, however, do good work for other features in addition to this primary objective.

carried 5-3-29

Formal Opening. We have received a cable suggesting that the invitations be issued from here and are replying accepting the plan. It might be well if on receiving this letter you cable us approximately the number that would be wanted for American lists. Names could be added from time to time if we have a sufficient number printed for use.

Names for Mailing List. Please add the following to the ordinary list:

Mr. and Mrs. John F. Downey,
1140 Watkins Drive,
Pasadena

Mr. and Mrs. C.C. Webber,
411 Clifton Avenue,
Minneapolis.

done 5/4/29

Letterhead. When new stationery is printed it ought to include the name of Mr. Wu Lei Chuan as Chancellor. In this connection Dr. Luce has written me asking if he could not be made Vice President Emeritus. He would very much appreciate this recognition in this continued relationship to the University, and I venture to feel that it would not be without value financially. I shall have the matter taken up by our Faculty Executive Committee, but it seems to me

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primarily one for the Board of Trustees to deal with and to emphasize in American relations rather than here. This also would affect the letterhead.

Cables regarding My Trip to the U.S.A. There has been a curious misapprehension regarding what now seems to have been a cable signed by yourself with the last word mutilated in transmission. I had written a long letter by hand to Eric North, the substance of which was that if it still seemed worth while in view of the Harvard-Yenching Institute, the School of Education project, or any other interests involved, for me to make a trip to America this spring, I would hold myself in readiness to do so, but would hope that this would not be necessary. The cable seemed to be a reply to this letter. Fortunately, your second cable has made the matter clear, although the sudden decision threw us all into quite a flurry for the intervening two days. I confess that my chief reason for being willing to go was regarding the Education matter. As I have said several times to Dr. Galt lately, if I felt sure that my going to America would secure, or that my not going would lose this important contribution, I should not hesitate to make the trip, but I am not at all sure on either count. This has been a dream of his for ten years, and I would do anything possible for his sake as well as for the enterprise on its own merits to recover a fund which seems to have been jeapordized. I note the references in your letter to having tried repeatedly to see Eldridge but up to the last writing without success. If you feel that it would be of sufficient help for me to make a trip over during the summer for this special purpose, I could leave here immediately after Commencement and be back before the session opened, with no very serious consequences. It is a peculiar situation and one in which it seems impossible to get definite data. I am hearing nothing from either Mrs. McLean or Eldridge which may or may not have significance. It might be well to have Hung follow up his earlier visit which seems to have been useful as far as it went.

Princeton-in-Peping. I have your long letter on this subject and followed your suggestion to destroy it. I understand perfectly the problem you are facing with this Board of Trustees, but doubt if anything would be gained by sharing the detailed comments with anyone else. I can keep the facts in mind and share the essential deductions with others as there is occasion. This is, however, primarily a burden that you and I must share and I want

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to assure you of my readiness to do anything whatever to strengthen and stimulate the interest of Princeton people in Yenching. Until the promotional efforts next winter or spring, about all that I can do will be in administrative emphases, and I shall watch for any effort to do so, or welcome any suggestions. The last Gazette is certainly an attractive getup.

Future Plans. In view of your cable I shall definitely plan to attend the Institute of Pacific Relations next October, go from there to Honolulu and on to the States, which will probably be about the first of December. You will, of course, be making plans so that my time can begin to count to the utmost from the time of landing.

J.C. Penney. Last night the Provincial Government gave a dinner to Mr. and Mrs. Penney at which I was one of the guests. They are on a world tour and as I learned to my surprise had stopped in at Yenching, and had even had me pointed out in the distance. They were both quite cordial and I had a chance to talk about the institution. As he was leaving he told me to be sure to look him up when I next visited New York. With this in view you might go on cultivating Foundation people in preparation for some specific proposition to be made later.

Unit B Lakeside Dormitory. You will be pleased to know that we are now practically sure of a contribution of local currency fifty thousand dollars for the erection of this building. This has been secured by the leading officials and bankers in Peking and Tientsin, who have either given or raised among themselves this amount. Except for the Alumni Gate, it will be the first building on our campus from Chinese sources, and it is the significance of itand the promotional value that count more than the actual money value. We hope that it will be far enough along in the autumn to house some of our foreign guests at the formal opening.

Very sincerely yours,

J. Leighton Stuart

燕京大學

YENCHING UNIVERSITY

PEKING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

April 18, 1929.

INDEXED

TRANSFER

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

My dear Mr. Garside:

Ack

Y.T. Chang. Replying to yours of February 13 regarding correspondence between Dr. Hugh Chaplin and a Chinese student named Y.T. Chang now at Duke University, I wish to assure you, and request that you so inform Dr. Chaplin, that I had nothing to do with recommending this student to go to America or to apply to Union Seminary or elsewhere. On the contrary, I definitely advised him not to attempt to study in America, but when he was determined to do so, gave him a letter that he might use as to his integrity and earnestness of purpose in which I have thorough confidence. As I have said before, I hope that our office will never take the word of any Chinese student as to what I wish or recommend, unless this is accompanied by a signed letter from me or covered in direct correspondence.

2 ss Clark Prod Booklets

H.S. Vincent. I have your report of the action of the Presbyterian Board in sending Dr. and Mrs. Vincent back to Yenching at their own expense. As I have written Dr. Vincent before, we should much prefer to have him endeavor to secure additional funds for the Leather Tanning work before he returns, and understand from him that this would not be until a year from the coming summer in any case. It would still further strain our housing problem if he should do so earlier, and any such plans should be reported to us without delay.

Quote to F.C.

C.E. Jenney. It has been in my thought for some time to ask the Finance Committee of the Trustees to consider extending the service of Dr. Jenney beyond the present calendar year, and in the event of such an arrangement being made, to urge that he be authorized to attend our formal opening. Our big problem in the future will be the permanent maintenance of our present budget, and he

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to Jaside from Stuart

April 18, 1929

gives promise of being useful in helping to provide this imperative need. He ought, however, to be much more effective after having actually visited the place and had first hand acquaintance with Yenching and its Chinese environment. I should suggest that Mr. Wannamaker's views be secured before presenting this matter to the Trustees, but if he endorses the idea it would naturally be for you to handle the procedure.

J.V. Martin. We have requested the Methodist Mission to assign the Reverend J.V. Martin to the University in the vacancy left by Mr. Gibb, to take effect in the summer of 1930. He is a missionary of that Board now in Japan and would join our English Department. The Mission has approved but there should be formal action by the Trustees and the Board concerned.

Rept to Trustees

Budget Deficit. The treasurer estimates that this may amount to about LC$15,000 by the end of the fiscal year. On the other hand, he and Mr. Beddow agree that if we are allowed the exchange surplus and if the item about which we have written before from the Women's College be credited, this deficit will be more than covered. The Finance Committee are already familiar with the facts regarding these two items, so that I shall only assure you that we are watching every expenditure and trying to keep the figures down to the lowest that are consistent with the maintenance of work already undertaken.

Y.C.W. deficit carried B-2481 3/8/29

Attached B. Extract from Dr. Stuart letter of April 18, 29

H.W. Luce. I have a letter from Dr. Luce from which I shall quote the following paragraphs:

To Trustees 6/7/29.

"After having almost night and day dreamed Yenching University for the last ten years, I do not feel that it would be quite the thing for my relationship to be cut off absolutely, as though there had been no special relationship to the University. There is, of course, absolutely no hope of my being able to return to China permanently, though I would love to see the campus there in the great city of the earthly Celestial Kingdom, before I view it from the upper Celestial Kingdom. Just as I have had to dream the vision of it for the last ten years, still I have to do in some measure, for I have never actually seen a fully completed building. But the matter I have in mind at the present moment is this: I have wondered if, through proper action of the Board of Managers,

Rept to Trustees

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there could not be some informal connection maintained as an "emeritus". Dr. Lowry's name is associated as emeritus and I have been wondering if a status, such as "Vice President Emeritus" could be arranged. In order to make sure that this was proper, I went to two of the main dictionaries and on the attached slip have transcribed the definitions. I should be glad if some such slight connection with the University into which I have put so much life-blood might be still maintained.

Nearly every week, I write some letter somewhere relative to the University. Gifts still come in from those whom I knew, and the New York office frequently writes up to to me to write to them. In addition, I am writing different people here and there so as to make sure that their relationship, which has been in part personal because I have been directly connected with the University, shall not lapse."

The Faculty Executive Committee feel the force of this rather touching request, but on the other hand hesitate about cluttering up our already large list of officers of administration with one more foreign name, especially in the somewhat anomalous situation we are in with a Chancellor and a President. The Chinese title of the latter officer is literally equivalent to Dean of Administration, or some such title. We, therefore, refer the matter to the Trustees with our approval, but with the reservation which we prefer not to put into any formal action, that this title be given with special reference to use in America. If approved by the Trustees, it could thus appear on the letterheads and publicity matter issued from New York, ~~but~~ would be rather sparingly introduced into the printed matter used here.

11 New York State Registration. The sub-committee of the Faculty Executive Committee presented the following report yesterday at a meeting during one of the two days when because of the misreading of a cable it seemed that I would be starting for the States in a few days. I was therefore asked to use my discretion after conference with the Trustees in presenting the local point of view. There is a general and rather strong reluctance to open an issue which might seriously restrict our freedom. Personally, I still feel of the opinion expressed more than once in New York that we must be sure of our right to give degrees , and should be very happy if the arrangements suggested in Mr. Merle-Smith's letter as applying to "Porto Rico and some other foreign countries" could be made applicable to us.

Regd 4 m S.

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Recommendations regarding Registration with the Regents of the University of the State of New York.

" I. That the University secure official registry of all Schools and Divisions in the University with the Regents of the University of the State of New York.

II. That after securing the said registry petition be made for amendment to the then existing charter so that the University may grant degrees on its own account but to have the right to state on the diplomas that such degrees are granted under the authority of the University of the State of New York.

April 16, 1929. Committee on University Charter" //

Very sincerely yours,

J. Leighton Stuart

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RECEIVED
UNIVERSITIES
MAY 13 1929
JOINT OFFICE

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YENCHING

TRANSFER

Yenching University

April 18, 1929

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

My dear Dr. Stuart:

The approach of the time of the formal deducation reminds us that there are a number of tablets which should be erected on the Yenching campus.

In particular I am reminded of the fact that a tablet should be erected in the Bashford Administration Building as a memorial for Mr.James Wallace in connection with Mr.F.B.Wallace's generous gift of $100,000.00 Campus fund. As I understand the situation, this tablet will contain a description both in English and Chinese; the English description is to be prepared here in America and approved by Mr.Wallace, the Chinese description and the tablet itself will be prepared in China. Who should prepare the general design for the tablet has not yet been settled. It was suggested some time ago that Mr.Gibb might prepare such a design for us but since he is now on his way to China that plan would no longer be feasible. Would it be possible for someone on the field to prepare such a design for us?

We would appreciate it if you would have the proper individual send us a statement as to the dimensions of the space in Bashford which this tablet is to occupy, together with any suggestions you may have as to the type of tablet to be erected. If it is possible also to have some design prepared there for Mr.Wallace's approval that would very much expedite the matter.

Are there any other tablets which should be erected on the campus in the near future with which our office should assist in any way?

Very cordially yours,

BAG-H

0732

Enclosures: List of donors of $500 or more
List of colleges
List of associations and societies

April 20, 1929

Dear Leighton:

To avoid delay we are sending you a partial list of addresses to which you may wish to send the formal invitation to the opening. We shall probably wish to add to this later. The present list is made up largely from the World Almanac except for the special list of contributors who have given $500 or more to the University. It would seem to be well worthwhile to bear the relatively small expense of sending the dignified formal invitation to every one of these friends.

In making up the rest of the list we have sought to get correct up-to-date names and addresses of the appropriate officers of each society to which it would seem natural for us to send such an invitation. With respect to the colleges and universities, I would suggest that the invitations need not go to any such institution not included in the one page list from the World Almanac of those having an endowment of at least two million dollars. Perhaps some faculty member there who supervises the mailing of the invitations might think it best to omit a good many even of that one page list. The names of the presidents of the institutions in that list will be found on the succeeding pages in the alphabetical order of universities and colleges.

In the list of associations and societies we have checked those which we think might well receive invitations. As you will see, the names of officers and address are given in each case. I would suggest that the invitation be addressed either to the president or executive officer of the organization and perhaps it might be well to have printed a small card to enclose in these invitation indicating that all members of the society who might be able to attend the opening are cordially included in the invitation. You will know best just what should be done.

We shall try to send by the next mail the rest of the list.

Cordially,

Dr. J. Leighton Stuart
Yenching University
Peking, China

ODW:BB

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Yenching University

April 24, 1929

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

TRANSFER

My dear Dr.Stuart:

Dr.North has recently forwarded to me the following letters from you:

Your letter of March 2 addressed to William Hung
Your letters of March 6 and March 9 addressed to Dr.North

To your letter of March 2 was attached a budget study of Harvard-Yenching Institute 1928-29 prepared by Steven Tsai. One item in this summary which does not seem to agree with our New York accounts is that of the amount budgeted for salaries. Mr.Tsai's summary shows this item as Mex.$15,600.00. Our New York records show this item as Mex.$13,000.00 of which Mex.$12,600.00 was approved as a part of the budget adopted by the Institute on April 25, 1928, and the remaining Mex.$400.00 was approved by special action of the Executive Committee on October 22, 1928. Perhaps this is not an important matter but it seems to me desirable that our New York records and the field records agree at this point. If our figure of $15,000.00 is incorrect will you send us the information we need?

Your March 6 letter to Dr.North discusses a number of important questions in connection with the Women's College fund. As yet Mr.Bowman has not turned over the Women's College books or funds to our New York office so we are unable to take up these matters. As soon, however, as the books have been received and I have had an opportunity to study them I will try to bring these questions to the attention of the Committee of the Yenching College for Women and to the Finance Committee of the University.

In your letter of March 9 you raise certain questions in connection with the Warner Gymnasium. I am quoting your comments on this subject to Mr.Wannamaker. It seems somewhat doubtful whether any immediate results can be obtained, but it will certainly be well for us to keep the situation in mind. Mr.Franklin Warner has for at least a year been stating that as soon as he can he will see that Yenching University receives the funds necessary to complete the Warner Gymnasium. I am sure we can count on him to move in this direction as soon as his finances will permit. It will do no harm, however, to tactfully remind him of the situation.

Very cordially yours,

BAG-H

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YENCHING

Yenching University

April 25, 1929

Miss Hilda L. Hague,
Yenching University,
Peping, China.

TRANSFER

My dear Miss Hague:

This will acknowledge receipt of your letter of March 22. We are glad to have this correct list of Western teachers connected with the Men's College, on University contracts. We appreciate your suggestion that you will be willing to send us each autumn copies of Faculty Information Cards you have filled out for your file. We would very much appreciate receiving such cards each autumn. The information shown on the blank you enclosed with your letter will probably meet all of our needs quite satisfactorily. I do not think of any other points we would care to have you cover. It would undoubtedly be helpful to us also to have similar information for the Chinese members of staff, as well as the foreign. If you regularly prepare such information blanks for the Chinese staff and could send us copies without too much additional trouble, we would be glad to receive them. I do not think, however, it would be worth while for your office to compile all this information for our New York office alone.

We will await Mr.Tsai's report on the various questions of insurance which you state he is working on.

We note the confirmation copies of cablegrams of February 28 and March 22. These cables were received promptly and I believe all the items referred to therein have now been cleared.

The copies of "Yenching - An Interpretation" were received in due course.

Very cordially yours,

BAG-H

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YENCHING

INDEXED

TRANSFER

Yenching University

April 29, 1929

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

My dear Dr.Stuart:

We attach hereto a confirmation copy of a cablegram sent you on Saturday.

I have already written on all the items covered by this cable except a few matters referred to at the end.

William Hung wrote us on April 21 as follows. This will explain the part of the cable dealing with T.L.Wang, S.F.Wang and Mr.Li.

"Thank you for forwarding to me the cable message from Peking. I think we ought to send a reply for which I would sugge st a coded message which might contain some such information as follows:

'Hung accepts Harvard another year. Approves T.L.Wang. S.F.Wang not church member, sympathetic toward Christians. He can arrive September fourteenth. Cable your decision. Tell Li Chung Hui may expect trip money July'.

"The first part of the message is quite clear. As to S.F.Wang in view of the fact we cannot expect him to make definite religious contribution to our University as President Stuart and Dr.de Vargas would like to have it, I am referring the decision entirely to them.

"The last part of the message has to do with the bringing of a very brilliant graduate student Mr.Li to us. I have secured the promise of a friend in Chicago who will look after financing him for two or three years graduate study in America. I am expecting a check of $600.00 by July 1st which I shall deposit with you and I would then request you to send another cable to President Stuart stating the money for Li's trip is at hand."

The Message regarding Francis Yu was included in accordance with a letter recently received from Miss Hague.

The last sentence is a request from Mr.Wannamaker to Leonard Hsu asking for a reply to a cablegram Mr.Wannamaker sent on April 22 in regard to the plans of Hung C.Chang.

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I added my signature to the message because recent correspondence from the field indicates that you had some rumor that I had deserted the ship.

Very cordially yours,

BAG-H

Enc.

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F

YENCHING

TRANSFER

Lea Stuart 6/11/29.

Yenching University

April 29, 1929.

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

My dear Dr. Stuart and Dr. Galt,

I attach hereto copies of the minutes of the meeting of the Finance Committee held on April 26th. I am extremely sorry that the meeting of the Finance Committee was held so late this month. We made three attempts earlier in the month to call the committee together, but each time we were forced to postpone the meeting due to absences, illness, and other conflicting engagements of members of the committee. We have been working our Finance Committee pretty hard this last year, and the main burden has fallen on the four or five faithful ones who have given generously of their time and thought even at the expense of their personal responsibilities and convenience. Several of the old reliables have been growing more and more restive under the load, and there have been so many hints of resignation that we've simply had to ease up the pressure a bit. Dr. Eric North made an urgent plea that he be released from the Committee, so Mr. Warner did not reappoint him at the time of the annual meeting. Just now two others are seriously considering asking to be relieved of their place on the Committee, and a third is wavering, but I hope that with a little care we can kept the present group intact. The five men who are the regular members of the Committee form a superb quintet and are rendering the University some invaluable service. We can't afford to lose any of them.

Report on Building Plans. I wrote Dr. Galt on April 20th enclosing a copy of the memorandum minutes of the meeting of the sub-committee on building plans held on April 18th, and commenting at length on these minutes and the recommendations of the sub-committee. Appendix A is the same as the draft of the minutes I sent Dr. Galt, except that under the Scranton-Luce Social Center we have deleted a suggestion in the original draft that a second stairway from the basement to the tea room might not be necessary, and have added a suggestion that the furnace be moved nearer the coal store. The Committee also asked me to raise informally the question of whether provision should be made in the Scranton-Luce Social Center for a mao fang for the servants. We were unable to reach any very definite conclusion as to the amount of time the servants would spend at the Center.

Actions F-2569 to F-2573 have already been discussed in my April 20 letter to Dr. Galt. Plans for the Infirmary were received just the day before the meeting of the Finance Committee, so there was no opportunity for detailed study of them. However, in view of the fact that the field is anxious to go forward with the infirmary this spring, it was decided to ap-

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prove the plans as submitted, on condition that they are found satisfactory to Mr. H. K. Murphy. This provision was added because the Committee was rather doubtful as to whether the flat-roofed ends of the buildings would blend harmoniously with the general style of architecture at Yenching, and felt that Mr. Murphy's opinion on this point would be valuable. Since he is now in China, we hope that his decision can be obtained without much trouble or delay.

Boyd Gymnasium plans have been sent in duplicate during the last fortnight, the first batch two weeks ago, the second batch last week. I am today mailing the original tracings for the second batch.

Immediately after the meeting of the Finance Committee we despatched a long cablegram to Peping, chiefly concerned with these building matters. I am sending you confirmation copies today.

Residence Items. Actions F-2578, 79, and 80 serve to clear up some of the adjustments we must make on our books here to find funds for residences already constructed or authorized.

Since Vernon Nash sailed several highly gratifying gifts for Journalism have been received, some of them conditioned upon the University building a suitable residence for him. The Committee therefore felt that it should see that definite provisions are made for Mr. Nash to have a suitable residence in the very near future. As I wrote you at the time the Committee appropriated $25,000. for additional residences, there was a general understanding then that one of these would probably be assigned to Mr. Nash. Action F-2531 makes this understanding more definite, and also provides that if none of the residences being constructed with this $25,000. are of the type that could be assigned to Mr. Nash to the best advantage of himself and the University, then perhaps some residence already erected may be acceptable to him and advantageous to the University.

Appropriation for Formal Dedication. The Committee heartily approved appropriating up to G.$3,000 as may be required by Dr. Starr for expenses in connection with the formal dedication; even though as yet we do not know where the funds for this purpose are to be procured. I am today sending Dr. Galt formal authorization to draw on us for this amount.

Plans for Wheeler Chapel. It is a little difficult to know how we stand on the Wheeler Chapel until we get the Women's College books, but it seems quite doubtful whether funds will be available to construct the Chapel this year. However, we should complete the formalities of getting a set of plans approved by the field and the Finance Committee, so when the opportunity to begin work does arrive we can go forward without delay. I have already written about these plans, so without doubt I shall soon be hearing from you.

Deficit for Home Economics Practice House. I know that the ladies will be glad to read vote F-2584. Just when undesignated funds for clearing off this deficit will be in hand is a question not yet answered.

Repairs to Heating Mains. For some months the Committee has been seriously concerned over the fact that the heating mains are in urgent need of cleaning and reinsulation, and are undoubtedly deteriorating as time

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goes on. Therefore the Committee voted to appropriate M.$10,000. for repairing the heating trenches and cleaning and reinsulating the heating mains so that this work can be carried on this season is feasible.

Actions of Grounds & Buildings Committee. A large mass of G.& B. minutes had accumulated since the last meeting, most of which had been distributed to the Committee. Mr. C. A. Evans and I attempted to prepare a digest of this mass of material before the meeting, in order to save as much of the Committee's time as we could. Most of these G.& B. minutes deal with matters of which the Finance Committee does not need to take any cognizance, but scattered here and there are actions addressed to the Finance Committee or dealing with matters in which the Finance Committee is directly interested, so very careful study of the minutes and of covering letters from Dr. Galt or Mr Hildebrand has been necessary. You will note the Committee took special note of or action on several items:-

(a) Landscaping Operations. The Finance Committee is always reluctant to disapprove any action taken on the field until it has made a careful study of the situation and is sure it has all the facts before it. Hasty action on the basis of partial information always causes embarassment! However, the Committee felt that if it correctly interpreted the action of the G.& B. Executive Committee in appropriating M.$7,000. of landscaping funds for the purchase of additional plots of land within the present campus, and another M.$1,500. of these funds for painting the library, then it has grounds for a vigorous objection. When G.$9,000. was sent out a short time ago to provide for landscaping the campus we understood that all this money, and probably more, was urgently needed to carry out the landscaping which must be done if the campus is to look even fairly well finished up in time for the formal dedication. Without doubt the two other objects for which a part of these funds seem to have been used are quite important, and possibly even urgent, but the Committee feels that there can be no justification for diverting to these purposes, even temporarily, funds sent out for another very distinct object. I know both of you will appreciate the fact that any such redirection of funds sent out by the Committee on the urgent and repeated request of the field will inevitably serve to make the Committee prone to regard very lightly future pleas from the field. I'd be very glad to have any further information at this point which I could lay before the Committee to reassure them.

In this same connection, should not the $568 for athletic field improvements be charged against the athletic field account, for which the Roxor Pearce fund of G.$10,000. has been pledged?

(b) Reduction of Construction Bureau. We are unable to accurately estimate the effect of the field's plans for the reduction of the Construction Bureau, but feel that this reorganization should effect a material saving, and we trust that it can be carried through without any loss of care and effectiveness in handling construction work.

(c) Insurance. We were sorry to note that various perplexities have again intruded in connection with the University's insurance. Possibly the suggestions made by Mr. Hawkins or Mr. Stock may be of assistance.

0740

(d) Auditorium Chairs. Sorry that a decision on this matter has been so long delayed. The cable sent by the field on this subject was partially unintelligible, due, as I remember it to the fact that the figure you used simply meant the number 4,500 instead of M.$4,500. When we got that cleared up it was difficult to get immediate action by the Committee. And now, to add a final climax, I failed to include in Saturday's cable our authorization for you to draw this M.$4,500! I will cable again within the next few days.

(e) Location of Practice School. As far as we were able to judge the slight change in the location of the Practice School seems to be satisfactory, but we felt that here too it would be valuable to get Mr. Murphy's opinion.

There are several other items of construction and building affairs which are still at loose ends. I will try to gather them all into a letter during the course of this week.

Designation of Dormitories #3 and #4. You will note that this report simply confirms the interchange of the designation of the Forbes and Gamble dormitories concerning which we have written earlier.

For the moment our Finance Committee slate is wiped fairly clean. Probably it will be jammed up again in about a fortnight!

Cordially,

RAG/G

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Yenching University

April 29, 1929.

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

Dear Dr. Stuart and Dr. Galt,

We attach hereto copies of the minutes of the Annual Meeting of the Board of Trustees, held on April 11th. Under separate cover we are mailing the field a sufficient quantity of these minutes to supply the Board of Managers and others you may wish to have this material. This letter will comment briefly on such matters as seem to require notice or explanation.

Report of Dr. Stuart. Preceding the meeting a full docket, with a large number of appended documents, had been mailed to the Trustees, so all had had an opportunity to familiarize themselves with the general business of the meeting beforehand. One of the documents thus mailed out was the report of Dr. Stuart addressed to the Board of Trustees. All members of the Board expressed themselves as highly gratified at the rapid and steady progress of the University so well pictured by Dr. Stuart's letter. I felt throughout the meeting that this report proved of tremendous value in bringing concretely before the trustees' minds the work and accomplishments and needs of the University in a way which stimulated and encouraged them but at the same time made them realize that there is much still to be accomplished.

Report of the Secretary and the Promotional Office. These reports were presented to the meeting but were not appended to the minutes. I am, however, enclosing copies herewith for your information. The report of the accomplishments of the promotional office during the last year was most gratifying. Not all the financial problems of Yenching have been solved as yet, but the accomplishments of the last year have been greater than we dared hope for a year ago. We all appreciate the fact that Dr. Stuart's work in America last year was the dominant factor in making this possible, and that the record Yenching has been making during these disturbed times has furnished the basis without which there could have been no successful appeal. We are all gratified at the prospect that we will be seeing Dr. Stuart in America this fall.

Plans for the Dedication. Mr. McBrier and Mr. Wannamaker are members of the committee for arranging to secure representatives from the West for the formal dedication, and since I know both of them have been writing you fully in regard to the plans they are making, I need not elaborate on the actions taken by the annual meeting.

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Harvard-Yenching Institute. I believe that the section in the minutes dealing with this subject, together with Appendix B, give such full comments as to require no further elaboration. I know you will be interested in Mr. Boyden's letter of March 30th stating the general conditions for the use of the income from the $500,000. trust fund. Identical communications were sent by Mr. Boyden to each of the other five universities having a share in this trust fund. Fukien, Nanking, Shantung, and West China are planning to use a considerable portion of the income from this trust fund to extend and to increase their work in the departments of Chinese language literature and history beyond what they are now doing, but as I have talked with Mr. Eric North and others of the Institute trustees I have gained the impression that they feel any further extension of these work in these departments at Yenching is not so necessary to fulfill the conditions of the Institute because of the fact that these departments at Yenching have already been built up to a large extent through the income received from the Hall Estate and the Institute, so this $500,000. can be considered as being in a sense a fund for maintaining what has already been built up. This is, however, an entirely informal judgment of the attitude of the Institute on this point. Dr. Stuart will be far better qualified than I to interpret the wishes of the Institute.

Will you please note the request from the Institute that in October of each year the University present a report telling how the income from the previous year has been used? We expect to receive a remittance from the Institute this week covering the income from January 1 to May 1, 1929. That will be all we will receive from this $500,000. fund in this fiscal year. We plan to apply it toward the budget as already adopted. I trust, however, that the field will be able to send us a somewhat more attractive statement than this which we can present to the Institute trustees in October. You will note also that the University is invited to make suggestions to the Institute trustees for the use of the fund, and is specifically instructed to state each spring what it plans to do with the income for the next year.

Supplementary Report of the Treasurer. This was not appended to the minutes, but I am enclosing copies for your information.

New Corporate Seal. I had some correspondence with Dr. Stuart on this subject several months ago. After consultation with Hung and Porter and others, Mr. Barbour designed a corporate seal with the Yenching monogram in Chinese characters in the center, and "Trustees of Yenching University" in the border. This design was adopted by the Trustees. There was some deliberation over the question of whether the design should be submitted to the field for comments and approval before it was formally adopted, but in consideration of the correspondence already carried on, and the fact that such a seal will probably be used chiefly in America anyway, it seemed unnecessary to postpone action. I will send you a copy of the design as soon as one is available. I will shortly be having a seal press prepared for use here in affixing the seal to legal documents. Will you want a similar press for use on the field, or will you use exclusively the conventional rectangular Chinese seal with which you stamp your formal documents?

Revision of the Constitution. You will note that action T-2535 brings the Constitution of the University into accord with the By-Laws of the Board

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of Managers.

Cooperation with Committee for Christian Colleges in China. Dr. Wallace was present at the meeting and summarized briefly the work being done in China and in the west to develop a coordination of the work of our China colleges and a union of our promotional efforts for their support. Here in America, and also in Great Britain, there has been an encouraging growth of interest in this undertaking, though all agree that progress here is possible only as the colleges in China get together wholeheartedly on a practicable and educationally satisfactory program. You will note that the Trustees agreed to support the work of the C.C.C.C., and gave approval in principle to a joint financial campaign, with the understanding that it does not in any way commit itself until a satisfactory program is worked out in China.

Dr. Stuart's letter to the Trustees dealing with this subject was brought before the Board in this same connection, though the letter itself is incorporated in the minutes at a later point (p. 14). All the members of the Board agreed heartily with the viewpoint of Dr. Stuart, and asked that the letter be brought to the attention of the Committee of Christian Colleges in China, which met the following day. The Committee also gave very careful study and cordial approval to the views expressed by Dr. Stuart. I will try to write to Dr. Stuart this week from the standpoint of the C.C.C.C.

Reorganization of Relationship with the Women's College. Six weeks ago I sent Dr. Stuart a copy of Mrs. Lee's letter of March 4th raising certain questions regarding the relationship between the Women's College and the rest of the University. Although this letter was not a formal communication from the Committee of Yenching College for Women, the Executive Committee met with the Special Committee on Reorganization of the Women's College Committee on April 9th, and proposed to the Trustees the actions taken in T-2547,48, and 49. The Trustees were somewhat reluctant to take any action without having direct word from Dr. Stuart and the Board of Managers on the points covered, but they felt that these actions do not in any sense alter the reorganization approved by the Trustees last fall, but merely define more fully the policy then agreed upon. Action T-2547 removes from the Constitution a section which we added last year largely at the request of the ladies, but which has not proven very satisfactory to anyone and is quite unnecessary as well as probably somewhat out of place in the Constitution anyway.

Budget for 1929-30. I have written to both of you fully on this point, and have sent you copies of the minutes of the meeting of the Budget Committee held on April 10th. No further comments are necessary at this time. However, two gratifying bits of information have been received since the budget was adopted:- (a) The appropriation of Princeton-in-Peking has now been increased to G.$29,623.22 which will make possible somewhat larger expenditure in the School of Applied Social Science; and (b) We have learned from Dr. Stuart that Dr. Coffin is continuing his grant of G.$1,800. per year to the School of Religion, thus reducing the estimated deficit in that School. You will note that the Finance Committee is asked to make a further study of a depreciation fund for the H.L.S.& W system.

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Revised By-Laws of the Board of Managers. It was the opinion of the Board of Trustees that so long as the By-Laws of the Managers are in harmony with the Constitution of the University formal action of approval by the Trustees is unnecessary. The Trustees found that the Managers By-Laws are substantially in harmony with the Constitution, and recorded this judgment in action T-2561. The method of electing the President of the University as outlined in the Managers By-Laws differs somewhat from that set forth in the Constitution of the University, but the Trustees decided this difference was not wide enough to cause any serious problem.

Abbreviated Constitution and Outline of Organization. The Trustees did not take formal action of approval or disapproval of these two documents, and were somewhat at a loss to know whether any such formal action would have been appropriate. A number of criticisms of the documents were voiced by individual trustees, directed not so much at what the documents contain as what they omit. Both of you know quite well the normal reaction of our Boards of Trustees of all the China colleges to any document or statement descriptive of these colleges which seems to carefully avoid any intimation of the Christian purpose of the institution or the relationship of the institution to the missionary bodies and boards of trustees here in the West. While recognizing that these two documents were prepared for use with the Chinese educational authorities they felt that possibly the fundamental raison d'etre of the University might have been more definitely revealed without causing offence. However, everyone agreed that it would be both foolish and unwise for a board in America to pass final judgment on such matters, and all heartily agreed that we should follow Dr. Stuart's decision in the matter. The minutes mention three points at which it appears that these documents differ somewhat from the Constitution.

Internal Reorganization. The trustees cordially approved the internal reorganization of the University as described in Dr. Stuart's letter of March 1st. I will try this week to prepare appropriate letters addressed to the three new deans and to Chancellor Wu.

Proposal Concerning Junior College Work. Dr. George T. Scott presented to all three of the Boards of Trustees of which he is a member (Yenching, Choeloo, Nanking) suggestions that it might prove worth while in China to provide more distinct recognition for the completion of the Junior College course through the granting of a special degree and the awarding of a special diploma after two years of college work. Of course this matter has been quite often discussed in China, and there are many things to be said in favor of some such plan as Dr. Scott proposes. We would be glad to have your comments, and to learn the opinion of the Board of Managers.

I hope you feel the Board of Trustees accomplished enough to justify its continued existence a bit longer!

Cordially,

BAG/C

Enc.

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copy for Mr. Garside

April 30, 1929

Dear Leighton:

When Harry Price decided after conference with me that it would be advisable for him to take advantage of the opportunity to go to China with Professor Kemmerer, I felt that it would be advisable to suggest that he refund to the treasury of the University one half of the scholarship grant of $500 which had been paid to him to assist him in a year of graduate work at Princeton. Since he had spent only half a college year there it would not be legitimate to charge the whole scholarship grant to his account. On the other hand, I feel that we should certainly desire to protect him in a certain prior claim on a grant of $250 when he returns to Princeton to continue his year's work. He has sent me the first remittance of $100 in refund of the total of $250 and expects to remit the balance of $150 early in June. This money is being returned to the treasury of the University.

I am writing you this in the hope that you will take whatever measures seem to you practicable to place a prior claim in Harry's name for the $250 when he returns to Princeton - I suppose about January 1930. I am sending him a copy of this note and he may perhaps wish to correspond with you about the matter.

Sincerely,

Dr. J. Leighton Stuart
Yenching University
Peping, China

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