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Stuart, J.L. 1931 Mar-Jul

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To the Foreign Members of the Faculty on the University Budget:

Dear Friends,

This is to express to you how very deeply I appreciate the decision reached by every one of you to accept the new single Salary Schedule beginning with the coming fiscal year. The fact that this was entirely voluntary on your part is of course what gives it significance, and reveals the fine idealism which I had confidently expected. I also want to thank you for the spirit radiantly manifested in the notes I have been receiving. These have been the most cheering experience during some distressing days of struggling to achieve a balanced budget, unless indeed I except the joy it has been to hear the Chinese comments as they have learned of your action. Whatever financial sacrifice this may involve - and present exchange gives dramatic force to this aspect of it - I feel sure that you will be richly repaid in the consciousness of helping materially toward an even happier harmony at Yenching between Foreigners and Chinese than has existed in the past.

In this abundantly worth-while fellowship, I am

Very sincerely yours,

1254

To the foreign members of the Faculty on the University Budget

Dear Friends,

This is to express to you how very deeply I appreciate

the decision reached by every one of you to accept the new
single salary schedule beginning with the coming fiscal year.

The fact that this was entirely voluntarily on your part is of

course what gives it significance, and reveals the fine

idealism which I had confidently expected. I also want to

thank you for the spirit radiantly manifested in the notes I

have been receiving. There have been the most cheering ex-

periences during some of our previous days of struggling to achieve

a balanced budget, unless indeed I except the joy it has been

to hear the Chinese comments as they have learned of your

action. However financial sacrifice this may involve - and

present exchange gives dramatic force to this aspect of it - I

feel sure that you will be richly repaid in the consciousness

of helping materially toward an ever happier harmony of working

between foreigners and Chinese than has existed in the past.

In this abundantly worthwhile fellowship, I am

Very sincerely yours,

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UNIVERSITIES

MAR 11 1931

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See Dr. A. G. Studer, Y. M. C. A.

Mr. Wannamaker

March 2, 1931

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

My dear Dr. Stuart:

I am glad that you are coming home because I think your presence here at this time will do more to clear up some things in our thinking and planning than we could ever accomplish by correspondence. Moreover, I think that at this particular juncture there is a good opportunity for you to make a few approaches, not many, in the interest of Yenching to match the Rockefeller gift.

I think Mr. Philip Fu has done some very good work and made some splendid contacts, but I think for him to attempt to work alone might invite disappointment. He needs good strong support, and I personally believe that you are the only one to give him this support at this juncture.

As you know, the principal contact that he has made for you is one that you alone can handle. For anybody else to accompany him to Detroit to fulfil that engagement would, I think, prove disastrous and forever shut the door to future approach. On the other hand, you have such a fine relationship with the National Government and high officers in China that you are persona grata there, and you are about the only person who is persona grata in that particular connection.

Mr. Wannamaker doubtless has in mind a better program than I can suggest, but I venture to briefly outline my thought for your stay in America as follows:-

1. Mr. Philip Fu to meet you in Detroit and make connection with parties there. The situation must be handled by you and Mr. Fu alone.

2. You then come on to New York. There may possibly be two or three parties in Philadelphia whom you should see, perhaps one or two in Buffalo whom you might stop off and see on your way down, and Philip has a few connections in Boston that you probably will follow up.

3. I figure that you will arrive in New York sometime around the last of March. You will want to meet the members of the Finance Committee, and if I am in Florida at that time, as I probably will be, I shall be glad to

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Dr. J. L. Eighton Stuart

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run up for two or three days, if necessary, just to meet you and talk matters over with you. If there should be any openings in Florida where I think you might make contacts, I will have them lined up and will tell you about them or will write you to New York. I will return from Florida about April 15th and it may not be necessary for me to return before then.

4. When the few calls in this vicinity are made that you think should be attempted, and you have had a conference with the Rockefeller Foundation regarding matters in which we all are interested, and your work here is completed, then Mr. Philip Fu will accompany you to the Pacific Coast and see the parties whom he is in touch with there.

You can then return to China, while Mr. Fu will probably come East and complete his work here before he returns.

This, in general, is the suggestion I would make. Possibly Mr. Wannamaker may have a better program, and his suggestions will naturally be more studied and worth while than mine; but I pass on these for what they are worth. I am sure Philip will give you all the needed information regarding the contacts he has made. He seems to have things at his finger ends.

Hoping that you will have a restful trip on the ocean and not too strenuous a time while you are here, and promising every cooperation that I can give, I remain,

Sincerely yours,

EMTB

EMcB.A

1257

C O P Y

YENCHING UNIVERSITY

Office of the
Treasurer

Peiping, China

March 3, 1931

President J.L. Stuart,
Yenching University.

My dear President Stuart:

As you are about to leave for America, I wish to submit to you the following memorandum, which if in order, please bring to the attention of the Trustees for their consideration. As I write the first point of this memorandum, I am fully aware of the danger of being criticised as not "minding my own business". But if I do appear to be indiscreet, it is only because I am too interested in Yenching to be indifferent on any points which seem to me to affect the welfare of the University.

I. Investment of University Fund:- The trustees have definitely turned down the proposal of the Board of Managers of converting quarter of a million dollars of our endowment fund into local currency to be invested in China. I fully appreciate the Trustees' position in this issue and cannot help agreeing with them in view of the instability of silver. But the depreciation of silver cannot be regarded as a reflection on the essential soundness and security of the Chinese Government and its sincerity of meeting its obligations. At any rate, if events should come to such a bad state that the Chinese Government repudiates its obligations, the hope for this University to go on is nil, even if we had all the funds we needed. We, therefore, in all our thinking, must assume the major premise that the Chinese Government is safe and secure. If this is the case, then I would venture to suggest to you that you negotiate with the Trustees to invest a part, at least, of our endowment fund in the Chinese Government gold bonds, such as the Reorganization Loan, 1925 Gold Bonds, etc. They yield about 10% and are actively traded in London. So if the Trustees should decide to invest in them, the market of buying and selling is quite within their reach. I sincerely hope that you can have the matter carefully considered by them.

II. Investing the Building Fund of the Wheeler Memorial Chapel:- As you know we have in the Hongkong and Shanghai Banking Corporation L.C. \$85,000 sent out by the Trustees a year and a half ago when the rate of exchange was about 2.70:1. We are getting 3 $\frac{3}{4}$ % on this deposit. I do not know what is the building plan regarding the chapel. But if we are not going to begin construction work in the near future, I wonder if we should not invest this fund in a different form so that we could get a better return. My suggestion is that we invest in the Chinese 7th year 6% bond which, at the present market rate, yields about 12%. If we are going to erect the building very soon, the matter of investing is, of course, out of question.

III. Items 3 to 8 of the Preferential List Attached to the Current Budget: There has been a good deal of correspondence back and forth between the field and New York regarding these items. Dr. Galt and I feel that it is useless to write on this subject any further at this stage of our budget operation. But if you could explain the situation to the Trustees in person, I feel you can have our position presented to them more clearly. Let me say a few

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words about the history to refresh the matter in your mind. Last year when we sent in our budget for 1930-31 to the Board of Trustees, we appended a preferential list composed of eight items.

1. Salary increases	\$17637
2. Annuity	13000
3. Library books	13718
4. O. & M.	11536
5. Additional housing for faculty	5000
6. Department of Physical Education	4300
7. Laboratory needs	6050
8.a Individual Sal. In. 8022	
b Additional Expense <u>9077</u>	17099

In approving the budget the Trustees also approved items 1 and 2 and referred 3 to 8 for further study by their Committee on Finance and Budget. Subsequently, in view of the new fund for the Natural Science College, the Committee on Finance and Budget approved conditionally items 3, 4, 6, 7, and part of item 8. Item 5 was deleted from the list because of new residence fund appropriated. Item 8 was also deleted by the field in the fall. This leaves items 3, 4, 6, and 7 in question.

The complication of the Chou Tso Min gift necessitated the return of the first $\frac{1}{4}$ million dollars to the F.R., which event, in turn, necessitated the Trustees rescinding the conditional approval of items 3 to 8. Theoretically, we should at once reduce our budget to the approved figure. But Natural Sciences had gone ahead and placed their orders abroad on the basis of item 7 being granted and you know how absolutely essential it is for the Library to have item 3 which, to them, seems to be only a trifle. Power Plant must have the additional funds as provided in item 4. Physical Education simply cannot carry on with l.c.\$1500.00. Last year, this department expended over \$5000.00 in actual dollars and cents. This apparent impossibility of affecting any reduction coupled with the hope that the R.F. might accept the recommendation of their representatives, Messrs. Gee and Green to make the gift unconditional, made things most difficult and uncertain. What is more is; New York, thinking that we were aware of the happening, did not send us definite word concerning the current income until November. In the meanwhile, we had revised our budget in October incorporating items 3, 4, 6, and 7. This is the budget we are operating on now. As soon as we received word from New York in December, rescinding items 3 to 8, we at once addressed a letter to each department asking them to effect the strictest economy possible without having any formal action taking away any advantage gained from the preferential list. We felt that any formal action was of no avail in as far as most of the funds were already expended.

The question is further complicated by the request of Natural Sciences to having a 3:1 rate, which the G.F.E. approved and which New York has turned down. So, as things stand now, we are disobeying New York orders in regard to both items 3 to 8 and the Natural Sciences 3:1 proposition.

With these facts before you and your knowledge of the situation here, I am sure you will have no difficulty to straighten out things with the Trustees for us after you reach New York.

Yours very sincerely,
 (Signed) Stephen Tsai
 Associate Treasurer

1259

March 7, 1932

Dear Dr. Stuart:

I cannot find that anyone has written you about the suicide of the son of Y. T. Tsur. One evening last week he was found hanging in the dormitory. He had eaten his dinner at the usual time and gone to his room. You will soon read the account of it in the Yenching Gazette.

He was found by his room mate Fan Chao Ting and immediately word was sent to his father of course, who came right out. For several hours efforts were made to resuscitate him but in vain. The cause is supposed to be brooding over the situation in China.

I am forwarding some personal letters by this mail. Mr. Yang says they are usually forwarded by re-addressing so I am letting him do that.

Nothing of any importance has come in for attention by the University.

With best wishes for a successful trip-

Yours very truly,

Eleanor Peterson

Dr. Mei has just asked me to wire you the news which I am doing.

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Wiant Memorial Residence,
Yenching University
Peking, China.



528
廬 椿 憶

學 大 京 燕
平 北

March 11, 1931.

Dear Leighton:-

We have good news: we have a fine little girl born on the 9th at 10:30 in the morning. She weighed more than 9 pounds and is a splendid little baby. We have named her Cecelia Aline. This day is also Adeline Veghte's birthday so the 'Aline' part not onyl serves as a memorial for your beloved wife but also as a contraction of Adeline! Mildred had an unusually easy time and came thru in most excellent condition. I am sure she will be back to normal in a very short time. The community of our friends is uproariously happy with us over this little maiden for it breaks up the line of boys in the Yen Nan Yuan and in the whole University this year. We are doubly happy because this child is the only one in her generation in my own family which can boast brothers. In fact she has only one girl cousin and seven boy cousins. Two of my brothers have adopted boys thus making nine. Hsieh Wan Ying calls me up and inquires "How is it that you ALAWYS get what you want!!?" I think it must be by counting our blessings and forgetting the others. We hope your trip across the stretches between us was restful

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and that the way for success is opening up in a most hopeful and encouraging way. We all trust you to "bring home the bacon". There is no other soul in this world who can do it for Yenching except you. This is however, not your only unique ability.

Things are running on so far with smoothness. We trust they will continue and will look forward with great eagerness to the day when you are back in June.

We all send our warmest affection,

As ever,

W. H. S.

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YENCHING

Yenching University

March 14, 1931

Dr. J. Leighton Stuart,
C/o Canadian Pacific S.S. Co.
Vancouver, B.C.

My dear Dr. Stuart:-

This is merely a personal note to tell you of our happiness over your approaching trip to the States. We are all looking forward eagerly to seeing you.

The annual meeting of the Trustees has been set for April 15. Of course, there should be a number of committee meetings preliminary to the annual meeting of the Board, particularly meetings of the Budget Committee and the Finance Committee. We are holding plans for such committee meetings in abeyance until we ascertain more definitely just when you will be available.

We have received your letter of February 19, together with the report which you wrote to the Board of Trustees under date of February 18. At the time this report was written you were not planning to come to the United States so I am not sure whether you would prefer to have us mail out copies of this report to the Trustees as originally written, would prefer some modified form of the report, or desire to make a verbal presentation at the annual meeting. Please let us know which procedure you prefer to follow.

We all profoundly appreciate the sacrifice you are making in coming to the United States this spring and will do everything we possibly can to cooperate with you in the solution of all the important and perplexing problems now confronting the University.

With warmest regards, I am

Very cordially yours,

BAG-H

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PATRONS ARE REQUESTED TO FAVOR THE COMPANY BY CRITICISM AND SUGGESTION CONCERNING ITS SERVICE

13018

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable sign above or preceding the address.

WESTERN UNION

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

SIGNS

DL = Day Letter
NM = Night Message
NL = Night Letter
LCO = Deferred Cable
NLT = Cable Night Letter
WLT = Week-End Letter

The filing time as shown in the date line on full-rate telegrams and day letters, and the time of receipt at destination as shown on all messages, is STANDARD TIME.

Received at

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ZC1015 47 NL=DETROIT MICH 25

o D WANNAMAKER=

150 FIFTH AVE NEWYORK NY=

STAYING HERE WITH PHILIP OVER FRIDAY NIGHT POSSIBLY SATURDAY
STATLER HOTEL REQUEST GARSIDE ARRANGE TRUSTEE COMMITTEE
MEETINGS ANY POSSIBLE DATES NEXT WEEK THIS URGENTLY DESIRABLE
TO CONSIDER MY COMMUNICATION AND RELATED MATTERS INFORM ME
BRIER AND ASCERTAIN HIS PLANS RESERVE APRIL SIXTH AND
SEVENTH FOR ME PRINCETON=

J LEIGHTON STUART.

THE QUICKEST, SUREST AND SAFEST WAY TO SEND MONEY IS BY TELEGRAPH OR CABLE

1264

March 26, 1931

Dear Leighton:

Immediately upon receipt of your telegram I conferred in full detail with Garside and Evans. They had, of course, already been doing everything possible to arrange a satisfactory joint meeting of the Finance and Executive Committees, notice of which you have already probably received - meeting scheduled for Tuesday, the 31st at 12:30 in the cafeteria conference room. Since attendance at this meeting is not going to be very satisfactory, both Mr. McBrier and Mr. Barber being eliminated, we discussed the question as to whether it would be wiser to endeavor to arrange a meeting for Thursday, April 2nd, in the hope that Mr. Barber might be present at that meeting and that Mr. McBrier might still ^{hasten} his return from Florida and arrive in time if we telegraphed him. Mr. Evans is telephoning now to see what can be done. It is my understanding that he is not disturbing the meeting arranged for the 31st. If, however, a much better attendance proves to be possible for April 2nd, the meeting called for the 31st might be cancelled at the last moment. On the other hand, Mr. Garside feels strongly that there will be so many matters to discuss prior to the meeting of the Board, that it would be wiser to hold the meeting on the 31st with the understanding that if you should prefer to postpone the most important matters until a larger number of committee members could be present - we hope on April 2nd - you could bring forward less important matters and have these cleared off by the smaller meeting on the 31st.

Mr. Garside recently underwent a very trying surgical experience - the removal of his tonsils and the scraping of the sinus passages. He should not by any means have returned to the office so quickly. I feel that he risks his health by doing so. This season of the year, however, is so strenuous that I presume he felt it absolutely imperative to come back. I mention this especially in this connection for the reason that I know you will wish to show that you are aware of the strain under which he has put himself in order to avoid any embarrassment to the University and to you just at this time.

Heartiest greetings to Philip. We are just forwarding him three letters from China and hope they will be delivered promptly.

Cordially yours,

Dr. J. Leighton Stuart
Statler Hotel
Detroit, Michigan

ODW*KK

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學大京燕
YENCHING UNIVERSITY
PEIPING, CHINA.

March 26, 1931

DEPARTMENT OF HISTORY

Dr. J. Leighton Stuart
China Union Universities
150 Fifth Avenue
New York, N.Y.

My dear Dr. Stuart:

I believe you will be landing at Vancouver today. I hope you have had a pleasant voyage and a much-needed respite from details. We shall await the reports of your campaign with the greatest of interest.

x to — The immediate reason for writing this letter is to ask you to investigate further as soon as possible the case of Dr. Russell Gardiner Shiman. Mr. Hung says that he has spoken to you briefly regarding him. Letters of introduction came *from Chih Meng* China Institute, New York, in whose care I am sure he may be addressed. The first point is for you or someone familiar with our situation here to meet him personally. The letters give no clue whatever to his nationality, but I would guess he might be a Jew. His offer to pay his own travel expenses shows that he is anxious for a "Pied à terre". His own letter shows that he has a great eagerness to have a position which will give him an opportunity to pursue research in diplomatic foreign relations of China. He is apparently well-qualified, but what we especially are anxious to get is your own judgment of his personality as a teacher and as a member of the faculty, who would cooperate fully with us in our Christian attitude and purposes. If he seems to you to be well-qualified in every respect, the next point is whether there is any money that might be allocated to his salary. Mr. Hung tells me that in confidence you have raised the question as to his giving much time for the year of Dr. Porter's absence to the Harvard-Yenching Institute. The only possibility of his doing so would be the allocation of some money toward some teaching in the Department of History. Would the amount of money thus set free be sufficient for a salary for Dr. Shiman, if he seems to us the right person for the place? The fact that this position might be available for only one year might be a deterrent to his considering it, even if ~~we~~ wished it. You will see that we are giving you large discretionary powers. If Dr. Shiman is the right man, and if there can be money for his salary for one year, would you be willing to make certain tentative advances to him? The matter could then be taken up with the G F E for authorization and approval. Probably Dr. Shiman himself is rather anxious to know the probably out-

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come of the letters that have come to Mr. Hung, so I hope you will be able to give this matter your earliest attention. If he does come, there will be many details of living accommodations, salary, courses, and other things that would have to be settled upon.

I am writing Miss Kendrick that Miss Kao Chün-Shan^{Xto ✓} with whom we had correspondence some four years ago, might be considered for the Department of Education. Her sister, Miss Kao Chün Wei, you may recall, was a much-loved member of our Department of Chemistry, but died after the operation for the removal of a malignant tumor. There is no money for Miss Kao in our budget, but as that was figured at 3.50, and the contract has been made for 4.40, we will have some leeway, and the Education Department feels that we owe it to them to make a contribution as one of the first claims on this gold exchange item. I am writing Miss Wagner to find out whether Miss Kao has any commitments to any other institutions.

If you can meet Miss Antoinette Soo-hoo (Szu T'u)^{Xto ✓} at Ann Arbor, we would be glad of your opinion. She has been formally asked to come to join the Department of English when she secures her Ph.D. There is some talk of trying to get Miss Ruth Feng,^{Xto ✓} who is getting a Ph.D. in Chemistry at Ohio State University in June, but she may not come for another year.

I am wondering if you have heard that Wang Chieh I has again succumbed to a slight attack of T B? The rest of the faculty seem to be well, and no more engagements have yet been announced!

I have just returned from the trip to the annual meeting of the Council of Higher Education. When you see Mr. Cressy and get a copy of the minutes, you will realize that one of the first bits of business was ~~to~~ indirectly to pass a vote of censure on Yenching for proceeding to raise money for its needs! The motion really passed was to the effect that no members of the Council should secure money for any object whatever outside of the original askings, without reporting for approval to the Council. The inference also was that any money secured between the time of the setting of the askings (January 1930) and the completion of the \$13,000,000 campaign should be subtracted from said member's share in the total askings. They took exception to the vote passed by ^{the} Board of Managers, accepting the "watch and wait" attitude of the other institutions, ^{in that} ~~in that~~ special gifts for special purposes were withdrawn from the operation of the rule. Whether they were aiming particularly at the Law Department or others, I took care not to inquire, but assured them that we were not going outside our prescribed radius of curriculum objectives, and that we had always stood ready to cooperate to any extent. Mr. Cressy will report to you that he was authorized to secure \$30,000 L C to help Central China University in its present difficulties. You will have heard directly from them that they feel that as they are the only Christian institution in a large area, they should maintain their status quo, and not move to join any other institution. East China Federated University succeeded in getting a vote of a possible emergency grant to build a Law School building in

Shanghai which might contain offices for the Federated University. Dr. Knight was with us, and I think was quite disgusted at the extremely financial flavor of our long one-day session. He gave us a good talk along the lines of vocationalizing our curricula and making it more closely suited to China rather than keeping its western patterns.

I spent a part of a day at Ginling where affairs seem to be fairly peaceful, though they have a deficit in their annual budget.

Today's paper reports that the last Wendell sister has died, and that the \$12,000,000 really will be received by Nanking Theological School. We all hope that the conditions of the will will permit it to be used as a foundation for several, instead of one, school.

Sincerely yours,

Alicia B. Frame

Mrs. Murray S. Frame
Dean

ABF C

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YENCHING

TRANSEER

Yenching University

March 26, 1931

Dr. J. Leighton Stuart,
Hotel Statler,
Detroit, Mich.

G31-5-26 AIR MAIL

My dear Dr. Stuart:

Mr. Wannamaker has shown me the telegram he received from you this morning announcing your plans for the next few days and requesting us to arrange for meetings of the various committees of the Yenching Trustees as soon as possible after your arrival in New York City next week to deal with the important questions which are now pending.

The following is a tentative schedule of the various committees and board meetings which will be held during the fortnight after your arrival in the city:-

Tuesday, March 31,	12:30 P.M.	Joint meeting of Finance-Executive Committees
Friday, April 10,	11 A.M.	Meeting of Budget Committee
Friday "	10, 12:30 P.M.	Joint meeting of Finance-Executive Committees
Monday, "	13, 2 P.M.	Meeting of Yenching College Building Committee
Monday, "	13, 4 P.M.	Meeting of Yenching College Budget Committee
Monday "	13, 7:30 P.M.	Meeting of Yenching College Promotion "
Tuesday, "	14, 10 A.M.	Meeting of Yenching College Committee (continuing into afternoon)
Tuesday, "	14, 4 P.M.	Meeting of Budget Committee
Wednesday, April 15,	10 A.M.	Annual meeting of Yenching Trustees (continuing into afternoon)

You will note that the first meeting after your arrival is a joint meeting of the Executive Committee and the Finance Committee on Tuesday, March 31. I am enclosing herewith a docket for that meeting. We have put as the first matter of business the presentation of whatever report you wish to bring to the Committees. The business of the meeting will depend almost entirely upon your wishes.

It is never possible to obtain a one hundred per cent attendance of any board or committee. It is particularly difficult to obtain a full attendance just at this season of the year for a number of our Trustees have not yet returned to New York City from their winter journeyings. Also the fact that Easter falls on April 5 means that many of the Trustees have unusually numerous engagements or are planning trips away from the city during the Easter season.

I hope, however, that we will have a reasonably satisfactory

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attendance at the meeting on Tuesday, March 31. Unfortunately Mr. McBrier, who has been spending some weeks in Florida, will not be back in the city until after Easter. I presume also that Mr. Warner will not be back in time for a meeting next week. I hope that with these two exceptions almost all the members of the Executive and Finance Committees will be present on Tuesday.

Since it is obvious that one meeting will not be able to dispose of all the important matters of business coming before these two committees, we have arranged tentatively for a second joint meeting of the Executive- Finance Committees on Friday, April 10.

We are planning two meetings of the Budget Committee. The first is scheduled for the morning of April 10. We hope that by that time a general study of the budget can be made and that relatively final decisions will be reached on practically all questions except some affecting the budget of the Women's College. On the afternoon of April 14 a second meeting of the Budget Committee is planned. At this time both the Women's College Budget Committee and the Yenching College Committee will have taken action on the Women's College section of the budget so we should be able to reach final decisions.

The afternoon of Monday, April 13, and the entire day of Tuesday, April 14, will be spent in meetings of the various sub-committees of Yenching College Committee and the meeting of the full Yenching College Committee.

Wednesday, April 15 will be devoted to the annual meeting of the Trustees.

Undoubtedly we will find after you arrive here that it will be necessary to call some additional meetings. We have left free the last few days before Easter. We have also left open the first part of the week following Easter since we understand that you will be in Princeton at least two days early in this week.

With warmest good wishes for the success of the important work you are now doing in and around Detroit, I am

Very cordially yours,

BAG-H

Enc.

CC: Promotional Office

April 3, 1931

My dear Hilda:

I arrived here about a week ago after brief stops in Chicago and Detroit. We made a record trip across the Pacific and I arrived in Chicago Monday morning, that is to say, in two weeks and two days after leaving Yenching, with an extra day in Tokyo. In Chicago Mrs. Potter (Jean Dickinson) was kind enough to arrange for me to meet in her home Dean S. D. Wilson and Dr. Leonard Hsu, Messrs. Li Chung Hui and Cho Cheng Hsin, so that we had a very pleasant little Yenching party.

Our old friend, L. M. Bocker, met me when the steamer landed in Seattle and helped me through the Customs and across to the railway station, so that I caught my train a little over an hour after landing. He is doing as well as could be expected in view of the present business depression and is as much interested in Yenching as he always has been.

From letters received on landing and other indications since arriving here, I have been forced to realize that my fears about any favorable opportunities for raising money to match the Rockefeller gift were all too well grounded. No real plans have been made, nor do I at this writing have any idea where to turn. As one gets closer to the financial depression in America, the extent and reality of it becomes much more vividly apparent than in reading about it at long distance. It is in everybody's mind, it has paralyzed all solicitation of money except for immediate relief of unemployment and related issues; it would be idle under these circumstances and with the brevity of my stay in the country even to attempt to secure funds in the large amounts that we must have them from any new sources. Our old friends have been solicited so often that there seems very little gain in irritating them by a fresh and emergency appeal. I have had one meeting with the Executive and Finance Committees of the Trustees in joint session, which as usual, was only attended by some of the members, although I ought to add that the others, also as usual, had very good reasons for not being able to be present. I do not see how the Trustees whom we have at present can do very much to help the problem, whatever their desires.

How much of this comment you may care to share with the Yenching community generally, I leave to your judgment and consultation with Dr. Galt. He and Stephen will want to know the exact outlook, but I should think it wise to make any reference to the situation rather general, that goes in the bulletin or reaches others.

1271

Miss Hague.....#2

Apr. 3, 1931

Having described the facts exactly as they are, I cannot overcome the hopeful confidence that despite the grim realities of the situation, we are going to find a solution somehow.

In a little more pleasantly personal way, Jack arrived this morning to stay with me over Easter, and I shall plan to be at his graduation on May 12th at Richmond. I had a delightful evening with Mrs. Mead and her daughter at Sunnyside, and Donald Tewksbury spent last evening with me. The Yenching students here are trying to arrange a meeting for me as soon as I can find the free time. We have ample evidence of the friendly interest in the University by many people here, and there is a constantly increasing interest in China. Every one who asks me is greatly pleased at the reassuring comments I feel able to make on the political situation in the country and the other signs of progress.

With constant remembrance of all our Yenching circle.

Very sincerely yours,

President

Miss Hilda Hague
Yenching University
Peiping, China

JLS:KH

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- C O P Y -

YENCHING UNIVERSITY
School of Religion
Peiping China

+28-
✓ New Sch of Rel
✓ in Scholarships

Office of the Dean

April 23, 1931.

My dear Leighton:

I have just returned from the biennial conference of the N.C.C. which was attended by ten Yenching people, four graduates of the School of Religion, two college graduates and four from our faculty. Tayler, Mrs. Frame, T.T., and myself represented the faculty. Several of us made some very substantial contributions during the meetings, especially in the Youth Group.

Up to the present I am definitely assured of seven new college graduates who will come to study in our School of Religion, but as our scholarship fund as budgetted for next year is only enough to cover the number of scholarships offered to the students who will continue to study with us from this year, we shall have to secure L.C. \$1,500 to meet the needs of our new students. I have been trying to get the students on the faith that somehow money will come. I have put my thought on students first. If we can secure them and if they are the best quality of young folks we shall find the means of helping them through their education in our School of Religion. May I inquire if Mr. McBrier will be willing to consider the setting apart of a portion of his contribution as a scholarship fund for the School of Religion, say L.C. \$2,000 per year. It is only by investing good money in good young people who will do the Christian work in the future that the Christian cause can be maintained and furthered in our land. I can assure you that the young people that we are able to secure for the School of Religion are those full of idealism and earnest desire to serve their country, both in the rural districts and urban centres.

You may be interested to know that we are considering a new Bible Correspondence Course. Courses in the Old Testament and New Testament will be offered to pastors, ministers, Y.M. and Y.W.C.A. secretaries, teachers in Christian schools and others who want to know the Bible more thoroughly. We do not have a budget for this. According to our calculation L.C. \$200 will be needed, but I am sure that quite a number of students will be glad to avail themselves of the opportunity of this correspondence course. I shall be in charge of all the routine work. Andrew and J.F. will be the teachers. For the next year our teaching load will be made very full.

I do not need to urge upon you the needs of the school. It seems that while China needs only two great Christian universities for the furtherance of the Christian cause, it needs at least one full fledged graduate school of religion adequately supported for religious and social research and for the preparation of ministers and other Christian workers. For the time being we are the only group in China prepared to meet this need, although we are still weak in many respects.

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There are reports in the newspapers concerning the large sum of money contributed by Miss Wendell to the Nanking Theological Seminary. Nothing definite has come to our notice. I very much hope that when the money does come it will come through a committee for a Foundation created for the placement of the fund so that it may be profitably employed for the furtherance of the Kingdom, not against it. The greatest danger to the cause of Christianity in China is religiosity and bigoted individualism, and disjointed, blind ignorance.

Hoping you are well and strong enough to meet your many pressing problems and expecting your return before the school term ends,

Very sincerely yours,

T.C. Chao

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COPY

5704 Kenwood Avenue
Chicago, Illinois
May 14, 1931

Dear Mr. Wilson:

I read your last letter with much interest. I am very sorry that a reply could not have been made earlier owing to some other pressing duties.

Indeed the Yenching position seems attractive in several respects. There is the true spirit of cooperation among colleagues, students and teachers. Moreover, one can lead a quiet academic life there without certain unnecessary interruptions due to political influence.

At present, I am however not entirely clear with the position. Will you permit me to ask a few questions so that with better knowledge of it I may later reach a decision more easily? First, what is the maximum number of hours a junior faculty member may be required to teach. Besides teaching, are there any other major official duties? Secondly, is it within regulation that in certain cases a man with no teaching reference may nevertheless receive a lectureship and a salary of about \$250 per month? In the making of appointments does a research experience longer than that of an ordinary new Ph.D. enter into consideration? At Yenching perhaps a man may still be allowed to serve two institutions at the same time. Is there any difference between a man giving courses at two institutions and the one who devotes all his teaching activities exclusively to one alone? Because his natural interest in the subject, can a man, engaged in original research, teach more enthusiastically and hence leave a deeper impression in student's mind than those who deliver perfunctory lectures merely for the sake of making a living? As I am concerned there is no particular hurry in this matter. However, when you find leisure, may I expect to hear from you and be given your valuable counsel?

I consider it a great honor to meet President Stuart, so distinguished an educator. When he decides to pass through Chicago, will you let me know?

Whether the present series of arrangements will send me to Yenching remains to be seen. Your kindness shown me is very obliging. This I sincerely hope to reciprocate.

I wish Mrs. Wilson and you a very pleasant voyage.

Most respectfully yours,

/s/ Yuan-Yung Tseng.

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COPY

JLS

YENCHING UNIVERSITY

Peiping, China

orig. sent
5/18/31
M.A.

College of Natural Sciences
Office of the Dean

144 Hancock Street
Auburndale, Mass.
May 18, 1931

Dear President Stuart:

I have owed you a letter ever since I left New York a week ago. The trip up here was most pleasant and we are very happily situated here at the Missionary Home. I am spending most of the day hours in the Carnegie Laboratory. This association will be of real value to us I am sure. They are letting us have apparatus worth several hundred dollars for the joint undertakings. The research will be of real significance to them and also to us. I am enjoying the work and contacts with them very much indeed.

I have just had word from Miss Feng of Ohio State that Mrs. Frame has made her a direct offer by letter and that she has accepted by cable. This seems to me a very happy solution of this discussion. Miss Feng will most likely return to China with us on the Tatsuta Maru sailing on August 6 from San Francisco. She has asked that she might sail with us and we have sent her a most cordial invitation to do so. I hope that she proves as valuable as we have been led to hope.

I have just this afternoon received a reply from Mr. Y. Y. Tseng in regard to the position in Mathematics. He neither accepts nor rejects the position. On the other hand, he asks a series of questions and most of these are such that I am unable to give him exact replies. I am going to enclose his letter in this to you. Will you see if you can answer these in detail? Perhaps you could write him direct, or what would be most satisfactory, perhaps you could see him on your way West. I hope very much that you do this latter. I know that he will appreciate it very much if he can have an interview with you. On the other hand, if you can not see him personally, perhaps you can write him. Again, if you cannot write him perhaps you can indicate the proper answers to the questions on the enclosed letter and return it to me. I will be glad to continue the discussion with him if you so order but I do hope that you will meet him and if possible reach an agreement before sailing.

I have just had a letter from Galt giving me authority to engage Mr. Kiang Tsai-han at Princeton, but of course this is now all off since he has taken the other position. I have not yet seen Sch at Tech. but will do so very shortly now. However I do not feel that he should be considered if we can get Tseng at Chicago.

If all goes well we will be leaving here on May 25 for my home in Maine. Until then my address will be that at the head of this letter. After that date I can be reached, care Miss Amy L. Wilson, Belfast, Maine.

I hope that the meeting to-day was successful and that all proper effort is being made by the Trustees to meet our needs. If any results have been achieved, you will of course let me know. It is to be hoped that you will obtain a little rest before sailing. With best wishes for your return trip.

Sincerely yours,
Stanley D. Wilson

/s/

c

1276

May 25, 1931

Dear Leighton:

This is rather a word of bon voyage than an official letter. There is virtually nothing official to report. I need say nothing further for the moment than that the formal letter of invitation from the Trustees to Dr. Jenney and also a similar formal letter from the Trustees of Lingnan were mailed to Dr. Jenney Friday last. He requested that he should receive these letters before the 25th, today, because he is going to the General Assembly at Pittsburgh and he wished to confer with his friend McIvor of Saint Louis regarding this whole proposition. In both letters of invitation he was urged to give as prompt an answer as possible because of the pressing financial needs of the two universities. Besides this statement regarding Jenney, I need add only that Mr. Aydelott, with brief notes of introduction from me, in the name of the Trustees, is succeeding in getting personal interviews with some of the very important men on the list given us by Pierce & Hedrick. I think he is doing a good piece of work.

The Yenching News has been finished and mailed. A special letter of appeal is being sent on the recommendation of Hedrick one week after the News. I am trying to get copies of these two pieces of publicity to you by this mail.

Of course, I am very optimistic about the Ford contact. I understand that you are writing with pen to Mr. Ford from Seattle. I presume that his answer will go to Peiping. I shall appreciate your informing me as promptly as possible of the nature of the reply. Any information you send can be treated as confidential, if necessary. We shall communicate in no way from the office with the Ford executives since it is obviously much better that Mr. Ford should have the feeling of dealing directly with the head of an institution in China and not thinking at all about a promotional office in America.

If something substantial comes out of Detroit all the strenuous effort made in the last few months will have been justified.

I hope you may have a restful voyage and find things in a fairly satisfactory condition upon arriving on the campus again.

Cordially yours,

Dr. J. Leighton Stuart
S. S. President Lincoln
Departing Seattle- May 30th.

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Geopins for
O.W.

May 28/31

pls. note
+ filing



My dear Olin

This is to report on my observations in California. First I saw Mr. Carl Hamilton and went a great deal further in winning his confidence and active interest. He is still clearing off his obligations, but is making progress and has definite plans for winning back money. If he succeeds, we can count on help from him in substantial amounts and on his readiness to ask others to join him. The visit with him

1278

was alone ^{or} worth my stopping
in Los Angeles. Keep him on our
select mailing-list for non-
solicitation, non-religious
material. I shall write him
from time to time as he asked
me to.

I saw the Warners, Burgesses,
President Bird of Occidental
College, Oliver Bronson and
Mrs. Blaine. This last was as
cordial as ever, perhaps more so,
but is worried over her brother's
illness, and told me soon after
we met that she was not ready
to take up our matter yet,
or even to think about it! I

suggested ³ that she write or
cable me when she was ready
and I would even make
a special  trip from
China, to which she agreed.

But the special point
of this letter is to urge that
P. L. Wills be taken ^{over} by
us, beginning next September
for nine months, to be continued
after that if the results seem
to justify it. Jim Henry joins
in this plan as heartily as do
I. We have both had a conference
this morning with Mr. Pierce
who has asked me to write
him a letter to this effect.

Wills has ⁴ been conducting
a campaign for Whittier College,
a small Quaker institution
near Los Angeles, and secured
himself between \$70,000. and
\$80,000. in 7 months, 25% in cash.
He feels confident that he can
do at least as well for us, and
much prefers our proposition
than Whittier, which has offered
him a permanent post on their
own staff. I realize - as does he -
that we spent a lot of money in this
state last season, with but slight
results. But Petrus was covering
the whole state in the latter stages
of an intensive effort, and we deliberately
postponed our solicitation. Wills

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would do systematic cultivation
and soliciting with a com-
mittee of the friends we have
already made,  working for
Lingnan & Yenching through our
respective contacts. He will
make a trip to the two institutions
this summer at his own expense
and be ready for work in Sep-
tember. If we do not take
him up he will leave Pierce
& Hedrick and go out for direct
solicitation on his own. If we
make him an offer he will
retain a nominal association
with P. & H. but not take orders
from them, nor allow a deduction

of his salary ⁽⁶⁾ as is their
custom - \$75⁰⁰ out of \$250⁰⁰
per month. His proposal to us
is a guarantee of \$250⁰⁰ per
month ^{week} and expenses - which
would be slight as he goes
everywhere in his own car. If
he brings in more than \$80,000. in the
nine months he is to be ~~made~~ ^{given} a cor-
responding percentage up to a total
of \$400⁰⁰. This is his present contract
with Whittier, which they accepted
in the face of all the depression
& other discouraging features. This
expires June 1. Henry and I have
gone over the unfavorable aspects
of the case, but agree it is worth
trying even though we only pay expenses

1
to begin with. Will is confident
that we will at least get
\$80,000. over a nine month
effort, and I believe he
will. Then as business improves
we should be in a position to get
much larger amounts. With the
friends we already have in the state,
Porter coming, the Lingman staff
people &c here, Pettus out of the
way, the effective capacity of Will
and his new enthusiasm for our
cause, I am confident we cannot
lose and may get very large results.
Do not let Pierce or Hedrick
know of the determination Will
has to leave them or to be paid
his salary &c nett. This is a matter

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among themselves. But I earnestly hope you can persuade the Trustees. I am asking Will to go over the whole situation with Warner, and Pierce will doubtless write you soon. I shall not take more time to comment on details here, because the calls will & I have made all turn on his future relations with us. But if he is going to China, he ought to get off very soon. He is quite willing to have Tenney come out here any time.

I shall try to write you again from Seattle.

Yours &
S. H. H. H. H. H.

YENCHING

INDEXED

TRANSFER

Yenching University

May 28, 1931

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

ack. 7/1

My dear Dr. Stuart:

Since we shall hardly have time to get a letter to you before you sail on Saturday I am addressing this letter to you at the University. I trust that when you read this you will have happily arrived on the University campus after a pleasant journey during which you have had an opportunity to get a little rest. You certainly had some very strenuous weeks while you were here in the United States, and deserve a long vacation this summer. I know you will not get nearly as long a rest as you should have, but at least we hope that you will have a number of weeks of uninterrupted quiet.

A number of questions have come up during the last few days as to interpretations of the new salary schedule at Yenching. These new salaries are in one sense a radical departure from the basis used by all our Mission Boards, and heretofore used by the Board of Trustees in determining salary schedules for the University supported Western staff. Missionary salaries are always based on the theory of uniformity, whereas the new Yenching schedule is built up entirely on the basis of rank, experience and academic training. We are just now beginning to realize how radical a change this makes in the conditions under which new appointees go to the University staff. Heretofore we have been able to state definitely to prospective appointees that they will receive a certain fixed salary, and certain fixed allowances from the time of their appointment throughout the term of their contract. Now we can only show them a somewhat complex salary table with salaries ranging from L.C. \$75 to L.C. \$460 per month. Sometimes it is very difficult for us to point out just what point on the chart marks the beginning of their salary, or how they will probably progress through the chart from year to year. In the past the rank the staff member is to hold at the University, and the number of years experience to his credit, did not enter into the question of his salary at all; now these two factors are all-important.

The specific case now pending is that of Dr. Clara Nutting, who has been appointed as "Resident Physician for Yenching College for Women". You are already acquainted with Dr. Nutting and are familiar with the facts concerning her appointment. When Mrs. Lee undertook to discuss with Dr. Nutting the question of her salary upon arrival at Yenching we immediately got into difficulties. Since Dr. Nutting holds a Doctor's degree we can at once classify her in the third salary group, "for holders of Doctor's degrees or their equivalent". We do not know, however, what her rank will be when she

1286

first arrives on the campus or what she may look forward to in the way of promotion from rank to rank ^{as} she remains on the campus. Even more important is the question of the amount of experience with which she should be credited. While Dr. Nutting has not heretofore served on the Yenching staff, I understand that she has had fifteen or sixteen years of medical work in China.

In Dr. Nutting's case it is quite possible that a cablegram will be sent to the field during the next few days asking for specific information as to what Dr. Nutting may expect in the way of salary, upon her arrival at Yenching. However, the problems arising out of her case, and perhaps also some other cases now in prospect, illustrate the urgent need for a clearer understanding by the University's offices here in New York and also in Boston as to the application of the new salary schedule.

Suppose, for example, that a young man who has just received his Master's degree, and has no previous experience in teaching, is appointed to Yenching for a short term of three years. According to the salary schedule, he would have to start in as an Assistant at a salary of L.C. \$105 per month, one-fourth of which might be drawn in gold at 2 to 1, and the balance of which would be paid in local currency. It would be quite unlikely that we could ever persuade any young man without substantial personal resources to go out to China under such a salary arrangement. The case would be much more difficult if the young man were married and was thinking of starting out to the field for permanent service. With his Master's degree and no previous experience, he would evidently still receive only L.C. \$105 per month. It would be almost impossible for us to secure any new appointees on such a basis. Even though the prospective appointee held a Doctor's degree, but had no actual teaching experience, he would receive only L.C. \$135 per month, which at the present rate of exchange is only about G\$36; or if he were able to begin with the rank of instructor, he would receive L.C. \$200 a month or around G\$50.

Since the time is generally too short for us to write to the field and ask for specific information in each individual case when appointees are being actively considered, it is the part of wisdom for us to have a clear understanding in advance as to how the new salary schedule is to operate in cases of new appointees to the Western staff of the University. We would appreciate it if you would have the proper individuals or committees send us this information for our reference. Even though we have all the general information of this kind that it is possible to supply in advance, it would still be wise for the field to indicate definitely, whenever a request is made for a new appointment, the rank and salary which the new appointee will probably have.

Very cordially yours,

BAG-H

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YENCHING

American Mail Line

PRESIDENT LINERS

ORIENT
ROUND THE WORLD

TRANSFER

May 30, 1931

INDEXED

My dear Yarside,

Replying to your night letter, I can only approve any recommendation of our Librarian, H. T. Tien, as to a qualified person for taking the place of the young woman we had hoped to secure by the name (I think it is) of Ta June Lu. The outgoing expenses were included in the

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UNIVERSITIES
JUN 4 - 1931
JOINT OFFICE

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Budget at the usual figure, and the salary, which is \$L.C. \$120⁰⁰ per month as I recall, though Mr. Tien will have the details. We were thinking of the Chinese girl, but I should feel justified in approving a 3 or 5 year contract on the usual terms of travel, outfit &c for an American. The title would probably be Assistant Librarian, though this would be subject to action by the Faculty Executive Committee. For the rest, follow in consultation with Tien, the usual procedure.

Thanks for the message

of goodwill. Let me take this occasion to express my grateful appreciation to Evans & yourself for your unflinching courtesy and efficient help.

Yours very sincerely,

Henry Johnston



American Mail Line

PRESIDENT LINERS

ORIENT
ROUND THE WORLD

June 11/31

My dear Olin,

We are due in Yokohama tomorrow morning after on the whole quite a calm voyage which I have spent quite leisurely. My most strenuous exercise has been reading a Chinese novel two or three hours daily under Philip's helpful tutelage.

Two matters have developed by radios received on board:

① Wills informs me that he

1290

sailed on June 8. I take it that Pierce, yourself and others must have come to prompt agreement regarding his proposition. I am writing Jim Henry and we shall do what we can to make his trip worth while.

(2) A message from Martin, a visiting or exchange teacher from Japan whose wife suggested the possibility of Japanese financial help, states that this is "off". The letter he promises will give details, but the essential fact is clear. It was a chance I thought worth taking, and I believe the Japanese would have benefited by the proposal, but economic conditions are exceedingly, almost hopelessly, bad in that country, and I am not surprised.

Ruling out the Macy Foundation and Japanese money, we have left as possibilities of matching the Rockefeller conditions:

- (1) Some form of Chinese help which Philip may yet be able to achieve.
- (2) The very illusory chance that Mr. Boyden may succeed with E. S. Harkness.
- (3) The prospect of somehow capitalizing the interest of the Fords.
- (4) Active efforts in all directions by Trustees, and

all of us, to get the money in relatively small amounts. I hope you will continue to "harass" those of them who can do something or who have given no evidence of being desirable as Board members on other grounds. This ought to result at least in a few resignations. Then there is the supreme importance of Jenney's service. Mills in California for (say) Physics, Chemistry in New York in cooperation with N.Y. University, and similar distribution of units, are further ideas. I need scarcely add that (4) is the one we ought to work on. I have listed our hopes in order of least likelihood.

In leaving the problem in your keeping there is a great sense of relief & hope despite all the discouragements. In this fellowship, Very heartily yours, Leighton



American Mail Line

PRESIDENT LINERS

ORIENT
ROUND THE WORLD

May 30, 31

My dear Helen,

On arrival here this morning, Philip had been in Seattle a day and was being cared for. All our baggage &c had been delivered on board. Your letter and enclosures was delivered after we had sailed. The Macy decision is a disappointment, but we have learned not to grieve in so often repeated an experience.

1293

There is no special comment to make on the material from you or other mail, except to remind you again that I am always interested in these details.

It occurred to me that if N.Y. University could be induced to undertake our Chemistry endowment, the Physics might be organized in Southern California under Dr. Millikan's leadership, and Biology in some other form or at large. Mills could thus have a more concrete objective.

I also have the suggestion that we renew the plan of having "Advisors" from whom future Trustees could properly be developed. Ellis Phillips, Dr. Howard of St. Louis & others illustrate the idea. And W. C. Cowling, of Ford Motor Co. should certainly be included. Mills will have a California list. June will add others. Ditto Couart perhaps. Do your utmost to get a favorable decision from June.

Let me know how the scheme for support ^{noted on} Harry Price comes out, and keep him informed. ^{to send} ^{Chas file}

Goodbye again. Take care of yourself. My remembrance to Margaret. As ever yours, J. S. S.

YENCHING

TRANSFER

Yenching University

June 15, 1931

Miss Hilda Hague,
Yenching University,
Peiping, China.

My dear Miss Hague:

Let me acknowledge receipt of your letter of May 16 and also the additional file of faculty information cards.

The explanation you give that a number of the names on the faculty address list are of minor employees of the University who could not rightfully be included in the list we are keeping, is in line with that Miss Sackmann and I thought was probably the case. However it seemed wisest to send you all these names for you to check over the ones on which we should really have information.

We can sympathize with your difficulties in getting this information from some of the old-school faculty members. I remember some similar experiences of my own in trying to dig up facts when I was attempting to prepare a faculty information list upon one of our China University campuses. However, since the information in our files is used chiefly when we have inquiries with regard to members of the staff who have studied in the West, or are planning to visit this country for some type of special work or study, we would probably not have any need for the information on the cards of the Missing staff members unless we were making some study that called for information with regard to all members of the University staff. Si

Since Dr. Stuart is already on his way back to China we cannot get the Faculty Executive Committee minutes which you enclosed into his hands before he reaches Peiping. We will, therefore, simply place these minutes in our files.

Very cordially yours,

BAG-H

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June 16, 1931

Dear Dr. Stuart:

I am sending you herewith a revised list of the special people to whom you will want to write occasionally. With the addition of the new names secured this spring, I am afraid it is getting to be a very long list. If you want any names cut out, please let us know. I am sorry we couldn't get this ready for you before you sailed as you may have wished for it while on the boat.

Thank you for your nice letter telling me of your trip west. It was too bad about the airplane part of it. We hope you had a pleasant voyage back to China and presume that you are just about this time having a glorious reception back on the old Yenohing campus.

I had a nice letter from Hilda yesterday and she says she will be glad to try to get items for our Yenohing News. Between us, I hope we can work this thing up.

Jack has just written to Mr. Evans that he is going down to Baltimore to try out a pulpit in one of the suburbs. I should think he would feel more at home down there nearer the south.

Best wishes for a restful and hopeful summer, I am

Sincerely yours,

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YENCHING

INDEXED

TRANSFER

Yenching University

June 19, 1931

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

My dear Dr. Stuart:

The Committee on the McBrier Foundation for Biblical Instruction and Christian Work have now adopted the following resolutions:-

"VOTED That President J. Leighton Stuart be authorized to use during the fiscal year 1931-32 whatever amount is required up to the maximum stated below, for the granting of fellowships to unusually deserving Christian students who otherwise would not be able to continue their preparation, and for other objectives closely related thereto."

"VOTED that the amount of the above authorization be C\$1,500."

In commenting on the votes on these two resolutions, members of the Committee made the following observations:-

"I note in your letter that Dr. Stuart suggests a fellowship of L.C.\$1,800 for one student. Inasmuch as some full-time instructors on the faculty are receiving about that amount, it seems to me that a fellowship of that size is unduly large. However, there are probably other factors in the picture which have not been reported."

"Such fellowships should be standardized before they become too numerous."

These informal comments are passed along for your information.

In accordance with this action of the Committee, we are happy to give at this time the following authorization to the Field Treasurer:-

Authorization No. 3139. On instructions from President J. Leighton Stuart you are authorized to draw at three days, during the fiscal year 1931-32, one or more drafts for an aggregate amount not in excess of Gold \$1,500, of the funds in the account of the McBrier Foundation for Biblical Instruction and Christian Work, to be used at Dr. Stuart's discretion for fellowships to deserving Christian students, and for other objectives closely related thereto. Drawings under this authorization will be charged on our books to account 175.2b.

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Dr. Stuart-2

6-19-31

I am sending the Field Treasurer's office a copy of this letter.

Very cordially yours,

BAG-H

CC: Field Treasurer
Accounting Office

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June 26, 1931

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

My dear Dr. Stuart:

We are enclosing herewith a copy of the minutes of the meeting of the Committee for Christian Colleges in China, together with its two Committees of Counsel, held on June 16. I feel that at this meeting we took some important forward strides in the working out of a larger measure of co-operation among our Christian higher educational institutions in China.

During the last year or two there has been a growing conviction here in the West that it is absolutely essential for the continued success and progress of our Christian higher educational work in China that there be close correlation both of the work on the field, and of the administrative and promotional functions at the home base.

At the meeting on June 16 it was apparent that practically everyone present was convinced that we should accept the Correlated Program as worked out by the Council of Higher Education as the most satisfactory basis now available for unifying our educational program in China. It was felt that as we go forward with the working out of such a program, and with appeals for its increased support both in China and in the West, it will be necessary and desirable that some changes in details should be worked out. The general sentiment, however, was that we should begin without further delay all possible immediate steps both in the direction of the application of the Program among the institutions in China, and in the preparation of plans for seeking increased support here in the West. You will find that practically all the minutes of the June 16 meeting are based on this general line of procedure.

At one point, however, the members of the Committee for Christian Colleges in China and its two related Committees of Counsel expressed themselves as filled with rather serious concern. There were present at the meeting four or five men who had just returned from China and had consulted with representatives of most of the colleges, and had talked with many others who are directly or indirectly interested in Christian higher education in China. While each of these men had his own individual viewpoint, all seemed to hold the conviction that as yet there is not as much unanimity of opinion among the different colleges or as much enthusiasm or loyalty for the Correlated Program as now drafted, as would

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enable any joint organization here in the West to conduct an appeal for increased support that would be productive of maximum results. We all recognize that even under the most favorable circumstances, the securing of any large amount of increased support for Christian higher education in China will be a long and arduous task. If the institutions in China are not whole-heartedly behind such an undertaking, willing to sacrifice some of their own individual interests for the sake of the entire group, and loyal enough to refrain from any public criticism of the undertaking which represents the joint interests of all Christian higher education in China, then such an appeal would have no hope of success.

We all recognize the fact that in the initial stages of the working out of the Correlated Program it has been quite natural, and indeed desirable, that each institution should study first its own needs, and should make the strongest possible presentation of its place in the Program and the support required for it to fill this place adequately. But our work of correlation has now reached the next stage, where all the institutions must lay aside their individual interests, their disappointments if the places assigned to them seem somewhat inadequate, and their criticisms of other parts of the program that seem to them not wholly ideal. Everyone will acknowledge frankly that the Program as now drafted is not perfect; and we would have to admit too that any hope of an absolutely perfect program is purely visionary. The best we can do is to take the Program as it now stands as representing the best thought that Christian educators both from China and from the West have been able to give, during more than a decade, to this tremendous undertaking, and to support loyally the program as it now stands, leaving to future experience the working out of any improvements in detail.

It seems to the Committee for Christian Colleges in China that if we are to achieve this unity of thought and action it is indispensable that each University and college should record in a clear and unequivocal manner its approval of the Correlated Program as a whole, its acceptance of its own place within this program, and its determination to work heartily and loyally for the success of the entire program. With this conviction in mind the Committee adopted action No. 148, which reads as follows:-

"#148 - VOTED that, when the Secretary reports the general approval already given to the Correlated Program, he also express to each of the Universities the concern raised in the minds of certain visitors to China who have been greatly perplexed as to the apparent lack of agreement to and support of the Correlated Program by members of the governing boards and administrative staffs of the various institutions, that he request from each institution a definite statement as to the attitude of that institution toward the Correlated Program as a whole, as well as with regard to the share which the individual institution will have within the program, and whether the institution will loyally support a coordinated campaign based upon the program; and lastly, that he ask also for full details as to how the funds allocated to each institution under the Correlated Program would be employed."

To accomplish what is requested in action #148 it is necessary that each institution, either through its responsible administrative officers if they are able to speak for the institution, or through the governing boards where

necessary, should take the following steps:-

1. Institutions should affirm or re-affirm their approval of the Correlated Program as a whole, their acceptance of the part assigned to them within the Program, and their willingness to cooperate heartily and loyally in every endeavor looking toward the success of that Program. Their action should be clear-cut and unequivocal, without restrictions or limitations.
2. Wherever an institution wishes to add any supplementary action, not inharmonious with the action described above, or wishes to present any proposal or request relative to the Program as a whole or the institution's participation therein, such matters should be presented in a separate action, so phrased as to make clear that it is not in conflict with the institution's whole-hearted acceptance of the Correlated Program as drafted.
3. In addition to these formal actions of approval, it would be most helpful if the responsible administrative officers, board members and faculty members would seek in every way they can, both in correspondence and in conversation, to demonstrate their loyal cooperation in the efforts being made to bring about a unification of the Christian higher educational program in China.

The Committee for Christian Colleges in China is planning to go forward as rapidly as possible with preliminary steps looking toward an appeal both in China and in the West for increased support for the Christian higher educational program in China, at as early a date as the circumstances will permit. If we are to be ready to go forward whenever conditions permit, it is imperative that there be no further delay either on the field or at the home base. The Committee urges, therefore, that each institution should take, without delay, the actions outlined above.

You will also note that the last part of action #148 requests "full details as to how the funds allocated to each institution under the Correlated Program would be employed." The thought of the Committee in making this request was that it is now high time for us to begin the collection of publicity material on which any appeal for support must be based. To this end, each institution should prepare full and attractive material descriptive of the work of the institution, and particularly of the needs for which support will be sought in connection with the program. Each institution should work out this publicity material in whatever way is most effective for its own particular needs. The material should include not only the statistical information necessary to carry conviction, but should also contain a human interest appeal, as for example, through the use of stories and examples from real life. Also, it is extremely important that a generous supply of pictures should be provided. These should be of high grade from a photographic standpoint so as to permit reproduction, and should show not only the physical appearance of the campus but should also keep in the foreground the life and activities which would interest and attract prospective donors. The earlier we can obtain adequate material of this kind from all the institutions in China, the earlier we can begin a preparation for an appeal for support. Each institution should undertake this preparation of publicity material immediately.

6/28/31

The foregoing is written in very general terms. In applying all this to Yenching University, a few special points should be noted.

When the Yenching Board of Managers, on March 1, 1930, took action on the Correlated Program, their vote merely approved "this plan for approximately a \$3,000,000 fund for Yenching University in the proposed united campaign for Christian colleges and universities in China". From the conversations and correspondence I have had with you and with others of the leaders at Yenching, I hope that we can count on Yenching's loyal support of the Correlated Program as a whole. You have pointed out certain places in the program where you feel modifications should be made, and on some of these points we would be inclined to agree with you. The statement of the position of each institution, as requested by the Committee for Christian Colleges in China, gives an opportunity for each institution to point out modifications it would like to see made, but does emphasize the absolute necessity of each institution stating clearly whether it is for or against the Program as it now stands.

A number of questions have been raised here in New York as to the meaning of the amendment to the Yenching action in support of the Correlated Program whereby it was provided that "in endorsing this program and in participating in it, Yenching University's financially independent divisions would not be limited in conducting campaigns in their own constituency." From a letter Dr. Galt wrote in explanation of this amendment, and from other correspondence and conversations we have had, I understand that this amendment is intended merely to protect such necessary current appeals^{as} Yenching is making from year to year to the Princeton-Yenching constituency and the Department of Journalism constituency for the funds necessary to keep the current work of these financially independent units going forward. Action #147 (a) of the C.C.C.C. recognized the propriety of continuing such appeals for current support. It would, however, do much to relieve the uneasiness now existing in the minds of the members of the C.C.C.C. if Yenching would give a statement that this amendment was intended only to protect the necessary appeals for current funds for carrying on existing work of these financially independent units.

There is of course no need to ask Yenching for general publicity material, since an adequate supply is on hand in our Yenching Promotional Office. However, the specific details as to the use of the "\$3,000,000 fund for Yenching University" in the Correlated Program campaign have not as yet been very clearly stated. A clear and attractive statement of these objectives would be extremely valuable, and we trust that it will be possible for the University to supply us with such a statement sometime in the near future.

Very cordially yours,

BAG.A

Secretary.

1302

COPY
學大京燕
YENCHING UNIVERSITY
PEPING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

YENCHING

June 29, 1931.

TRANSFER

Dr. Ralph Wells,
China Council,
23 Yuen Ming Yuen Road,
Shanghai.

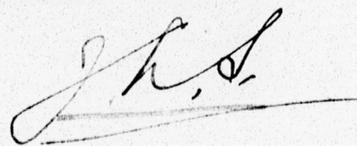
Dear Dr. Wells:

INDEXED

I am writing to confirm a letter which is being sent you by our Women's College to the effect that the Faculty of Yenching University has supported the recommendation of the Women's College that Miss Anne Cochran be continued as a representative of the Presbyterian Board of our Women's College Faculty upon her return from furlough.

Trusting that there will be no difficulty in meeting this request.

Very sincerely yours,



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File - Yenching Univ

Letter to Presidents

June 29, 1931

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

My dear Dr. Stuart:

I am glad to be able to report to you that we have made three important steps forward in connection with the Correlated Program.

The first of these is the formation, in England, of the United Committee for Christian Universities of China. I was able to get several preliminary actions taken, when in England a year ago, and the Committee is now established with an office, a full time Secretary, and a Treasurer who is giving a large amount of time to promotion. They have already gotten out attractive publicity, and set up groups of influential people in a number of cities as a basis for securing increased support.

The second step is the action of the Committee for Christian Colleges in China, at its meeting of June 16th, the minutes of which accompany this, in which they "accept the Correlated Program as a hopeful and encouraging but still uncompleted program and as the preliminary basis for a joint financial campaign." You will perhaps remember that at the last important meeting of the Committee for Christian Colleges in China, held April 12, 1929, which considered the former program adopted in 1923, their action was - "We do not believe that the program is at present in such shape that it could wisely be presented to the American public". The present action means that while the Committee is not fully satisfied with the program of 1930, it finds it a sufficient basis upon which to go ahead.

The third step is the decision to proceed at once "to draft a program for the first stage of a financial campaign". In this connection the Committee has requested me to stay on for some months as its Acting Executive Secretary, and my Board has agreed to this request, so that I shall be remaining here for some time, sailing to reach Shanghai January 23, 1932. The minutes of the Committee of Educational Counsel give details.

Mr. Garais, as Secretary of the Committee for Christian Colleges in China, has written the covering letter for the minutes, presenting the point of view of the Committee, and I think it is unnecessary for me to add any comment.

1305

The point of this letter is to deal with action #143, in which the Committee requests "a definite statement as to attitude".

At the meeting of the Committee for Christian Colleges in China, on June 16th, acting as the representative of the Council of Higher Education and, through the Council, of your institution so far as concerned in the Correlated Program, I presented the Correlated Program, and on behalf of the Council asked for its adoption. The situation which I ran into was this. A number of those present at the meeting had recently been in China and stated that they felt that the various institutions were not whole-heartedly behind the Correlated Program.

We had presented the official actions taken by all of the boards of control, and I reported the explanations as to conditional actions which were made at the last meeting of the Council of Higher Education, and the judgment of the Council that these were not of a nature to conflict with the program or to require action of the Council. I pointed out in addition that there had for many years been opposition on the part of some to any such program and that we were quite aware that in a number of instances such opposition still continued, but I pointed out that the judgment of the majority was that on record in the official actions, and that that should be taken by the Committee here as its basis rather than the objections urged by the minorities. However, I found it impossible to overcome the impressions in the minds of a considerable number of persons to the effect that the Correlated Program did not have sufficient backing. There were two main reasons for this.

First, there is a definite feeling in the minds of many here that the various institutions, in voting for the program, voted merely for what they hoped to get out of it for themselves, and therefore approved it for selfish reasons and not from any generous vision as to the welfare of the Christian movement in China as a whole or willingness to sacrifice anything in order to bring about real correlation and take a place in a nation-wide program. As a basis for this, they pointed to a number of actions which merely stated approval of a certain sum of money included in the program for the institution concerned, or to others which contained conditions. The Chairman of the Committee stated emphatically that institutions could not be both in and out of the program, and that conditional actions did not give a sound basis for going ahead with anything.

Second, persons recently returned from China reported that they had conferred with a large number in various colleges who had talked against the program. One stated emphatically that his conversation with various presidents led him to believe that "right down the line, not a single President was wholeheartedly backing the Correlated Program." Others thought this was an extreme statement, but agreed in part. One of the leading business men on the committee, whose judgment commands the greatest respect from all, stated "All of the people from China who come into my office talk at cross-purposes."

I refused to accept this interpretation of the situation; but the day's discussions gradually made it clear to me that a good many members of the Committee here in New York will be unable to go forward with any enthusiastic conviction of success in raising money unless they become convinced that there is much more unanimity of spirit in China than they think there is at present. Therefore action #143 was taken which asks for clear-cut and unconditional statements in order to clear up this uncertainty.

Now particularly as to Yenching. I reported that in the Council of Higher Education last March, the President of one of the other colleges asked whether the action of Yenching merely approved of \$3,000,000 for itself, with no reference to the rest of the program. The representatives of Yenching replied emphatically that Yenching was committed to the nation-wide program, although they made it clear that they did not think it perfect. I further reported my conversation with you in Peiping last January to the effect that the statement that "Yenching's financially independent divisions would not be limited in conducting campaigns in their own constituency" referred to the securing, year by year, of the amounts regularly so secured from such constituencies for the current budget, and that all increases were included in the \$3,000,000 specified in the program. The point of view of the Committee is that any independent outside campaigns for amounts additional to those in the program would frustrate the whole idea of correlation. They therefore desire a definite statement from you, defining the action of the Yenching field board in these two regards.

In a word, the conclusion reached here is that the Committee will go ahead and work out difficulties on an actual and practical basis. The idea was repeatedly expressed that if nothing could be done without an ideally perfect program, they would have to wait indefinitely, and that the present one was sufficiently good to permit of beginning actual preparations.

It seems to me that this injects a note of reality into the whole situation, which will enable us to get down to brass tacks in solving some of the problems which the Committee here, as well as the Council in China, recognizes as still awaiting satisfactory solution.

Faithfully yours,

EHC.A

E. H. Cressy, Secretary,
Council of Higher Education

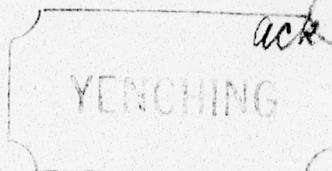
學大京燕
YENCHING UNIVERSITY
PEPING, CHINA.

OFFICE OF THE PRESIDENT

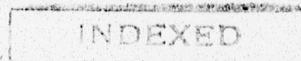
July 1, 1931.

TELEGRAPH ADDRESS
"YENTA"

Mr. B. A. Garside,
Yenching University,
150 Fifth Avenue,
New York, N.Y.,
U. S. A.



TRANSFER



Dear Mr. Garside:

I have your letter of May 29th, regarding the case of Dr. Nutting. It should be explained that the single-salary schedule, upon which you base your comments, applies only to teaching members of the Faculty. This is definitely provided for, although unfortunately this was not specified in the copy of the Committee's report which is in your possession, in that administrative officers are treated on a different basis. The understanding here is that she would be paid two hundred and seventy dollars local currency (\$270.00) per month, which is the minimum salary of an Assistant Professor. This includes the provision for one quarter of the salary to be drawn in gold at two to one, if desired. Travel and other arrangements are as in the case of Faculty members. Any further changes in salary will be subject to decision here, but never to her disadvantage without her approval. I think she has only had about twelve years of medical work in China, although this discrepancy does not affect the treatment she will receive.

The reference to a Doctor's degree is understood by us as applying to academic post-graduate work, such as Ph.D., rather than a professional medical degree.

On the broader question there is unquestionably a real difficulty. For the present let me make a few comments which do not entirely clear up the problem but may be of some assistance. First of all, we anticipate that the number of young Western teachers coming to us in the future will be quite small. Wherever possible, I should prefer that these be under mission boards, or some agency established in the West, such as Princeton-Yenching, a special body maintaining our Department of Journalism, etc., which will have independent arrangements. This is desirable for other reasons than the one of dodging the salary issue. The remaining individual cases will have to be dealt with as best we can. The advantages in this policy apart from the particular problem you raised are so real and significant that we feel ready to deal with these more or less hypothetical cases as they arise by some process that is tolerable to the persons concerned and will preserve the integrity of the scheme as a whole.

Very sincerely yours,

Heington Stark

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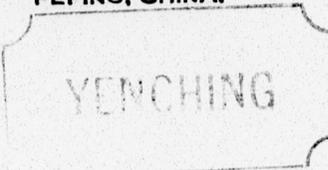
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YENCHING UNIVERSITY
PEPING, CHINA.



OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

July 7, 1931.

TRANSFER

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

ack. 8/14

See also letter of 8/28

My dear Mr. Garside:

INDEXED

Li Chien-fan. I sent you a cable regarding this matter which I hope was clear. The substance of it was that we have received gold \$250 here for refunding Dr. George Moore of the Missouri Botanical Gardens vault charges and for simple interment in St. Louis. If this is not enough let me know and we shall see what can be done.

Degrees. You were informed last autumn that we are planning to give the degree of LL.B. A further decision by our University Council and Board of Managers approves of our giving the degree of Bachelor of Journalism. Will you kindly make the proper report to the authorities at Albany. Unless we hear to the contrary we shall assume that these actions are approved.

I am enclosing herewith a page from a recent letter from David Yui, the marked paragraph of which will be of interest to you. You may care to pass this on to Mr. Wannamaker and others.

Very sincerely yours,

Shepley Stuart

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YENCHING

INDEXED

TRANSFER

Yenching University

July 8, 1931

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

My dear Dr. Stuart and Dr. Galt:

We are enclosing herewith a confirmation copy of the cablegram we are sending today in reply to Dr. Galt's letter of April 30, 1931, (G31-12). This letter dealt with the proposal for the use of the balance of approximately L.C. \$25,000 from the 1930 Residence appropriation for beginning of construction of Unit C of the Lake Front Dormitory group.

We held Dr. Galt's letter for a while in the hope that we could secure a regular meeting of the Finance Committee. When this proved impossible we sent a circular letter to all members of the Committee giving the gist of this letter, and requesting the members to indicate their attitude toward the proposed use of this balance of the Residence Fund for the construction of a dormitory.

Without a single exception all members of the Committee indicated their disapproval of the use of this balance in the 1930 Residence Fund for the construction of Unit C of the Lake Front Dormitory group. The comments by the members of the Committee indicated a wide-spread conviction that at the present time no new construction of any kind, aside from that already authorized and begun, should be undertaken at Yenching. As you know, the Trustees are now so profoundly concerned over the necessity of meeting the conditions for the first Rockefeller conditional grant before June 30, 1932, that they feel everything else must be put aside for the time being.

I believe the members of the Committee understand quite early, from the information given in the first paragraph on the second page of Dr. Galt's letter, that the construction of Unit C would permit the transfer of approximately 30 students from the Yen Compound and make this Compound available for unmarried men on the University faculty, thus in effect increasing the residential accommodations of the University without materially affecting the dormitory accommodations. However, some of the members of the Committee have suggested as an alternative that the student body might be reduced by approximately 30 in order to leave the Yen Compound available for the unmarried members of staff. While this would mean some reduction in student fees, we understand that the University is now incurring heavy expenses in providing rented quarters for these unmarried members of staff, so we presume that the loss in student fees would be compensated by the saving

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in rent. We do not have information available here which would give us exact figures on this point.

The Committee is also disinclined toward a proposal that would mean only the partial construction of a building, leaving it in an unfinished and probably an unsightly condition for an indefinite period. It now appears that it may be some years before the Trustees could secure new funds which could be used for the completion of this building. And while the Trustees in making their appropriation in gold for 1931-32 have transferred to the field the responsibility for the wise use of any gain on exchange accruing from these funds, they would be very reluctant to give their indirect approval to the use of a substantial amount of anticipated gain on exchange for a capital purpose, when there is such a profound conviction within the Board that every available dollar of gain on exchange accruing at the present time should be placed in reserve to guard against future adverse fluctuations in exchange, or possible decrease in University income from other sources.

You are familiar with the fact that when the Trustees made their emergency appropriation of \$25,000 in the spring of 1930 for the construction of residences, it was done on the understanding that the full amount of this money would be required during the year 1930-31 for the construction of residences necessary to accommodate the University staff. In making this appropriation the Trustees were granting funds that were not in hand and it was necessary for them to negotiate loans for almost the entire amount of the grant.

At the close of the fiscal year 1930-31 our Plant account showed a deficit of over \$17,000. In addition to this actual cash deficit we are obligated to restore to certain building accounts balances which have temporarily been used to meet the demand for residences. The Committee is inclined to feel, therefore, that any unused balance remaining in this appropriation should not be expended without further action by the Trustees. Since the University is now devoting every effort toward securing funds for the Natural Science endowment, the prospects for meeting the cash deficit in the Plant account and restoring unused balances in certain building funds are far from bright.

I am extremely sorry that we have the unhappy duty of reporting this adverse judgment on the part of the Finance Committee, for we appreciate the seriousness of the difficult you are facing in housing the unmarried members of the staff. We note, however, that the lease on the "Ta Yuan" will continue for one more year and we hope that by the end of that time conditions will have improved to a point where more satisfactory arrangements can be made.

Very cordially yours,

BAG-H

Enc.

(Translation of cable) REFERRING TO DR. HOWARD S. GALT'S LETTER OF APRIL 30, 1931, WOULD SAY FINANCE COMMITTEE DOES NOT APPROVE OF THE PROPOSAL CONSTRUCTION DORMITORY

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Charge to the account of China Union Universities - 150 Fifth Avenue
(Yenching)

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WESTERN UNION



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J. C. WILLEVER, FIRST VICE-PRESIDENT

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Send the following Cablegram, subject to the terms
on back hereof, which are hereby agreed to

New York
July 8, 1931

file JLS

Yenta
Peiping China

Committee undecided regarding Wills Urges caution avoid committal prior committee
decision Endeavoring form NewYork committee Jenney undecided Interviewing
now Webster Laughlin

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學大京燕
YENCHING UNIVERSITY
PEPING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

July 13th, 1931.

To the Committee on Promotion,
Trustees of Yenching University.

Dear Friends,

carbon copy in Wills file

Mr. P. L. Wills left us yesterday afternoon after spending twelve days on our Campus, and this gives the occasion for certain comments regarding the problems we are facing which have been crystallising in my mind since leaving America, and more especially through the visit of Mr. Wills.

Let me report first of all what a pleasure it has been to have him here, and how intelligently he set himself to become acquainted with the various aspects of our institutional life. He met faculty members and administrative officers in groups or as individuals; he did the same with students representing various types; went over our grounds and buildings; had some contact with prominent local Chinese and Western friends, and did enough sight-seeing in the city and to the other famous places nearby to have a good idea of our environment. He seemed to enjoy his experience, and the impression made upon our people has been fine. He is now on his way to Lingnan, and will spend a day in Nanking to get some impression of the University of Nanking, and to see what he can of the new capital. We had hoped that he might visit Nankai and Cheeloo for the same purpose, but information about sailing dates and other plans to be made seemed to rule this out. We hope that he can visit the Christian Colleges at Shanghai and perhaps at Hangchow and Soochow before he leaves China.

The fact that Mr. Wills has been willing to make an investment of his own money in this trip does not in the slightest way obligate our Trustees to make any contract with him. He and I fully realise this, and in this matter as always hitherto, I recognise the right and the responsibility of the Trustees to make all decisions regarding our promotional activities. None the less, the fact that Mr. Wills now has this intimate knowledge of the University, and I think we may safely claim, a well-informed enthusiasm for it, constitutes a very worth while asset. His record at Whittier College, and his quiet confidence that even in these times of financial depression he can do at least as well for Lingnan and Yenching which seem to him to have so much more appealing a case, would indicate that we have everything to gain and very little to lose by making the experiment advocated by Dr. Henry and myself in our letters just before sailing, to our respective Boards of Trustees. Thus far I am only re-affirming a previous conviction in the light of the visit of Mr. Wills here.

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It seems to me, however, that the proposition made us by Mr. Wills drives us to further thought regarding the whole matter of our promotional efforts. We are maintaining at present quite an expensive promotional budget in our own office which almost pre-supposes a certain amount of steadily maintained field work. No one appreciates more than I do the untiring devotion, the discriminating tact, and the other qualities of Mr. Wannamaker which make him and his staff of helpers so essential to us. None the less, in attempting to render this service for three different units, including on behalf of the other two, a large measure of administrative responsibility, it would be impossible to expect him to do any systematic field work.

The uncertainties regarding the acceptance by Dr. Jenney of our invitation accentuate the importance as it seems to me, of turning elsewhere for some form of systematically planned solicitation. Even if, or when, Dr. Jenney comes to us for full time service this will be so individualistic that it will not relate itself primarily to our own promotional office.

We have in our efforts during previous years, made contacts with two publicity firms. On each occasion I was perhaps more insistent than anyone else on this being done, and I would probably be as ready to acknowledge the value of their service as anyone among us. I do not see how we could possibly have reached anything like the results we now have without their help, and in each instance they have given of us of their best. However, in view of the experience acquired, and of what seem to be very radically changed conditions all over the country in the matter of soliciting funds, I wonder if we are justified any longer in the double over-head involved in maintaining our own promotional office, and spending an additional sum for the helping of another organization, which in its turn must employ the actual field workers. I am in other words asking your Committee to face the question as to whether we ought not either to have our own independent workers, or rely upon a promotional firm for the supervision of our efforts. Of the two courses I myself would unhesitatingly advocate the former, primarily because of my confidence in Mr. Wannamaker, but also because of other reasons which will perhaps readily present themselves to you.

To take the specific case of Mr. Wills, my definite impression after working with him during the first half of the year 1930, and when I saw him just before sailing last May is that he can work in direct *solicitation* relationship, with no added advantage from the firm with which he has been hitherto connected. He has had ample experience in this sort of work, and now understands all that has to do with Yenching to the point where expert supervision, other than Mr. Wannamaker could give, would seem to be unnecessary. If your Committee were able to secure the services of other men with similar experience to work in other areas it would eliminate this additional item of overhead, and it would, if successful, increase our income in proportion to the number of persons so employed. The more widespread such efforts the less would be the proportional cost of our office.

A further consideration is that even if we may hope to receive relatively large gifts secured through Dr. Jenney or the efforts of individual Trustees, yet our main reliance must be upon steadily maintained solicitation resulting in an aggregate secured by many smaller subscriptions. Assuming that by both of these processes we shall be able to meet the conditions of the former Rockefeller grant by June of next year, we must at once begin to think about the second of these grants, as well as of the necessity to put our College of Public Affairs and our Department of Journalism on a permanent basis; to prepare for the certainty of constantly increasing costs of operation, the uncertainties of exchange, the possibility of losing some of our present sources of income, the need for additional resources even to carry on properly our work as at present projected without any expansion whatever, etc. In proportion, therefore, as Mr. Wills and others whom I hope will be employed in other areas in a similar capacity, are effective in securing immediate results, will they also be preparing themselves and us for presumably more successful efforts after the ~~object~~^{the} of the coming season will have been achieved. For all such ought to be cumulative in its effect through the discovery of future prospects, the acquirement of the proper technique, etc.

I am sending a copy of this letter to Dr. Henry in view of the fact that any decision by those in control of either of our two institutions will affect the welfare of the other one also, and I should like to have Dr. Henry's thought in regard to the above comments as they bear upon the outlook for Lingnan. You will understand that in what has been written by me, or anything that he may urge upon the Lingnan Trustees, we are not in any sense trying to bring pressure upon you whom we recognize to be in the position to plan for the best interests of our common cause, as we who are out here in China cannot. We in our turn feel the haunting anxiety and the pressing burden of funds sorely needed as only those can who like ourselves are between the challenging requirements, and the inadequate resources of our two Christian Colleges in the China of to-day.

In this fellowship, which after the worst has been said about its difficulties, is chiefly one of deeply satisfying joy, I am,

Very Sincerely yours,

J. Haighton Stuart

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學大京燕
YENCHING UNIVERSITY
PEIPING, CHINA.

Oct 21
Sept 21

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

July 14th, 1931.

Mr. O. D. Wannamaker,
150, Fifth Avenue,
New York, U.S.A.

*copy sent
ODW at Stuttgart
8-11-31*

My dear Olin,

I am sending through you a letter to our Promotional Committee. There is perhaps no occasion for further comment as you and I understand each other so thoroughly. This letter will also show that the contents of your cable in plain words which came two or three days ago are understood.

W. Wills

*card
July 8th*

Miss Winfred Howard, daughter of the pastor of the Fifth Avenue Presbyterian Church has recently been here and took moving as well as still pictures of various Campus scenes. Philip and I met her at the home of Mrs. MacLean. She will report on her visit to that friend, and has suggested that she may be of help in other quarters. She is on a cargo boat travelling to out-of-the-way places in this part of the world and gets back in the late Autumn. You might get in touch with her on her arrival. She will quite possibly be lecturing on her trip as well as doing some writing, and of course has touch with individuals in her father's congregation who will be worth while cultivating.

*KK
Pls. copy
for a ch
done*

I have been very remiss about writing since arriving here, but have been steadily occupied with immediate affairs. There is nothing very definite to report which is perhaps the best kind of news; in other words, life here is quite normal with no special problems, and a general strengthening of the encouraging aspects of our Yenching life with which you are already familiar. The day after to-morrow the vice-President of the Rockefeller Foundation is to spend the whole day here, and we have already been advised by Mr. Gee that he is almost more interested in our social science work than our Natural Science. Taking this in connection with the interview you and I had with Dr. Day there would seem to be good hope of an additional grant from that source for the College of Public Affairs. This is an added reason why we ought to prove our capacity to match such grants in the issues immediately before us.

I hope that some time this summer you also are going to have a real rest.

As ever yours,

Leighton

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YENCHING

INDEXED

TRANSFER

Yenching University

July 23, 1931 #2

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

My dear Dr. Stuart:

We enclose herewith a copy of the employment agreement with Mr. Robert C. Stuckert. We are attaching a small photograph of Mr. Stuckert so you will know whom to look for on his arrival.

While the time available for collecting full details regarding Mr. Stuckert, and submitting this information to our Candidate Committee, was extremely limited, all the information we have been able to collect indicates that Mr. and Mrs. Stuckert are unusually fine people and that Mr. Stuckert should be able to do thoroughly effective work in English. We hope, therefore, that his year at the University will be happy and profitable both to him and to Yenching.

We received your cablegram on July 17 which we decoded as follows:-

"IS RODERICK SCOTT RETURNING TO FUKIEN? IF NOT WILL HE BE AVAILABLE PEIPING, ENGLISH LITERATURE, THIS AUTUMN? IN THIS CASE DO NOT NEED STUCKERT."

I was somewhat surprised to receive this inquiry because I knew that Professor Scott has been intensely interested in, and loyal to, the work at Fukien, and so far as I know, there has never been any question regarding his return to China except certain family problems that might prevent his return to the field under any conditions. That is to say, I have always felt that if Professor Scott continued his service at all it should be at Fukien Christian University where he is the outstanding member of the Western staff, and his loss would be an extremely serious one to the institution already badly understaffed.

I am wondering also why this inquiry was sent to the United States, since I am sure that we have kept President C. J. Lin fully informed of Professor Scott's plans and he could have communicated these to you in quite definite form. I am sure that Yenching would by all means consult with President Lin before any invitation were extended to Professor Scott, even though the question of his return to Fukien was extremely doubtful.

Because of our lack of information on such questions as these,

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Dr. Stuart-2

7-23-51

in passing on the inquiry to Professor Scott I asked that he keep the matter entirely confidential, since we wish to avoid any misunderstanding between the two institutions. Professor Scott replies that all his plans are now completed for returning to Fukien this fall, and that he would, under no circumstances, consider an invitation elsewhere as long as he can be of service at Fukien.

Very cordially yours,

BAG-H

Enc.

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COPY

SUN LIFE ASSURANCE COMPANY OF CANADA
1420 Walnut Street

Philadelphia, Pa.

July 24, 1931

Mr.B.A.Garside, Secy & Treas.
China Union Universities
150 Fifth Avenue
New York City

Re: Yenching University Pensions

Dear Mr.Garside:

Our Head Office has approved the use of the application card that you got up, sample of which you forwarded with your letter of July 14th.

We will also arrange for our Branch Office Manager in Shanghai to be available to give additional information to any members of your staff who desire it. It will only be necessary for them to call at our office and see our Manager, Mr.E.F.Harris, or communicate with him by letter. (Mr.E.F.Harris, Mgr. Sun Life Assurance Company of Canada, P.O.Box 850, Shanghai, China) to have any details explained to them.

Yours very truly,

(Signed) Graham French

District Manager

Per

GF/EV

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YENCHING

TRANSFER

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Yenching University

July 28, 1951 #1

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

My dear Dr. Stuart:

I am enclosing herewith copy of a letter just received from the District Manager of the Sun Life Assurance Company of Canada.

You will note that their Head Office has approved the use of the special application card printed both in English and Chinese for the members of the Yenching staff who plan to participate in the pension plan. Since this card was somewhat larger than the regular application card issued by the company, it was necessary to get their approval of its use.

You will also notice that arrangements have been made with their Branch Office Manager in Shanghai to give any information concerning the pension plan that may be desired by the Yenching staff. I am sorry that these arrangements were made with their Shanghai Office, rather than with their office in Peiping or Tientsin. I hope, however, that the details of the plan have been made clear enough so that few inquiries will be necessary.

We have received from the Sun Life Assurance Company the master contract on which all policies will be based. Mr. Rounds is now going over this contract to see whether it is in accord at all points with his understanding of our arrangements with the company. As soon as he is satisfied with the provisions of the contract we will forward a copy to the field.

Very cordially yours,

BAG-H

Enc.

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YENCHING

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Yenching University

TRANSMITTED

July 28, 1931 # 2

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

My dear Dr. Stuart:

I am enclosing a copy of a letter I am sending to the presidents of the different Universities benefited by the funds held in trust by the Harvard-Yenching Institute.

During recent months I have received a number of rather urgent letters from different parts of the field asking for information as to the plans the Institute has for formulating a more concrete and permanent policy for the expenditure of the income on its trust fund which it appropriates to the different Universities from year to year. I asked Dr. Eric North whether it would be in order for me to quote to the various Universities the action taken by the Institute on April 22 under No. T-175, but it was Dr. North's judgment that we should leave you to take the initiative in putting this action into effect. I have, therefore, made merely a general reference to the fact that the Institute has abandoned its earlier plan for a consultation with representatives here in the United States of the various colleges, and is asking you to consult with the field representatives of the various institutions.

Very cordially yours,

BAG-H

Enc.

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CHINA UNION UNIVERSITIES

Kien Christian University
Lingnan University
University of Nanking

Shantung Christian University
West China Union University
Yenching University

Princeton - in - Peking

CENTRAL OFFICE

Cable Address
Nanfushan, New York

150 Fifth Avenue, New York City

Telephone
WATkins 8703-4-5

B. A. GARSIDE,
Secretary-Treasurer

C. A. EVANS,
Associate Secretary-Treasurer

July 28, 1951

Dr. J. Leighton Stuart,
Rev. L. J. Davies,
President Y. G. Chen,
President C. J. Lin

Gentlemen:

I have written to most of you during the last year with regard to the annual reports to Harvard-Yenching Institute covering the work done and the expenditures made in your departments of cultural studies during the fiscal year 1950-51. However, I am sending this general letter to remind you of the report for last year.

For the year 1950-51 reports should be prepared similar to those sent in for 1929-30. These reports should show the amounts received from the Harvard-Yenching Institute for your work in the departments of Chinese cultural studies, and the disbursements you have made for these departments, and allied objectives. The disbursements reported should not be less than the amount received from the Institute for these special lines of work. If the disbursements actually made in the departments of Chinese cultural studies, and allied objectives, were not equal to the amounts received from the Institute, an explanation should be made as to the use of the balance remaining; (such, for example, as some proportionate share in the general administrative expenses of the University, etc.).

We were unsuccessful in securing a meeting between representatives of the various Universities benefited by the funds held in trust by the Harvard-Yenching Institute, and the special committee appointed by the Institute two years ago to confer with representatives of the different Universities. We understand that the Institute requested Dr. Stuart, on return to the field, to consult with representatives of the various Universities benefited by these funds. We presume, therefore, that you have either heard from him already, or will hear from him in the near future with regard to these matters.

Very cordially yours,

BAG-H

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