Yenching
Corres.
Stuart, J. L. 1932 Aug-Sep

燕京大學
YENCHING UNIVERSITY
PEIPING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

August 2, 1932

Mr. N. Gist Gee
Yenching University
150 Fifth Avenue
New York City

Dear Mr. Gee,

I am enclosing herewith copies of a letter being sent to members of the Advisory Council and to Mrs. Marmon. The latter was inspired in part by a complaint she apparently made to Dr. Jenney about not having a detailed statement from us although I have been wanting to write such a letter for some time. Let Dr. Jenney know of this or send him the copy enclosed. Send CES

I am enclosing a copy of a letter from Fong Sec to Miss Hague and the accompanying statement, also the photograph of himself. This statement ought to be used with telling effect and be given wide publicity. Because we have not yet organized for mailing stuff from here in printed form this had better be worked out by Pierce and Hedrick and yourself.

I have had two or three pleasant evenings in your home recently while Miss Boring was there, recuperating.

Very sincerely yours,

Leighton Stuart

August 2, 1932

My dear Dr. Stuart:

Messrs. McBrier and Garside have informed you, I am told, from time to time of the developments here in the promotional office. You will note that we have undertaken a very intensive program of money raising for the next twelve months and it will mean an intensive concentration of all the resources of Yenching in that work.

Frankly, I am delighted that we are to have the cooperation of Mr. Gee. The cooperation of a continuous representative of the University here in the American field will be an asset of very great value. Mr. Gee is now on the Pacific coast where he will meet some of the Yenching constituency and we will have a conference with him as soon as he comes east and will get his impressions of the possibilities of the work out there. Mr. Pierce has already taken him under his personal supervision and Mr. Wills is showing a fine spirit of cooperation.

We are endeavoring to get together certain information that will enable us to use the Yenching assets to the best advantage during the year and in a few instances this information can be secured only from the field. I am writing particularly today to ask if you will not see that the promotional office receives regularly information which covers the following points:

(1) The name, office, date of sailing, and American address of any member of the University faculty or staff who comes to America;

(2) The name, office, and date of arrival of any member of the University faculty or staff who returns to Yenching;

(3) The names and addresses, if they can be ascertained, and the date of their visits of any American visitors to Yenching. (Note - this does not take the place of any other requests in other communications from this office).

If this is too much trouble for you personally to attend to, will you not appoint some dependable and responsible person to do this work or to check up on it occasionally to see that it is done. When

we have this information in hand, it is our intention to keep in touch with these persons in America while they are here and utilize them in any way possible for the promotional work.

As we take up the responsibility of the Yenching promotional work, we are, of course, looking into the office and the records of the work which has been done in the past and are pleased to report that we find everything in exceedingly good condition. We are also pleased to testify that Mr. Wannamaker has done a very efficient and notable work for Yenching. We hope that we can carry on the work in the best way and that results will be adequate and satisfactory.

May I also add that we are especially pleased to be cooperating in this capacity with you and your associates in this splendid work and we will welcome from you at any time any suggestions or directions you may have with reference to the program.

With very kind regards, I am

Sincerely yours,

Dr. J. Leighton Stuart
Yenching University
Peiping, China

BMH:LM

President Stuart Comments On The G$500,000 Fund

Kuo Wen

When interviewed regarding the announcement in the press that Yenching University had received an endowment for the College of Natural Science of Gold $500,000. President J. Leighton Stuart expressed his gratification at the successful outcome of this strenuous effort, but pointed out that the gain in actual income to the University was quite slight.

The Rockefeller Foundation founded by John D. Rockefeller and his family, promised $250,000 endowment for the College of Natural Science with special reference to pre-medical studies, provided that an equal sum could be raised from other sources before June 30, 1932. Meanwhile interest at 5% had been very generously contributed annually by the Foundation.

Because of the financial depression in America, it has been impossible to raise the full amount in cash by the required date, so that money was temporarily transferred from funds needed for other purposes, and pledges payable in the next few years were included. The benefit is chiefly, therefore, in putting on a permenant basis rather than increasing the Yenching income, and much work must be done yet before the endowment can be regarded as completed.

It is none the less a great relief to have this important work in the Natural Sciences stabilized, according to Dr. Stuart.

August 4, 1932.

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

My dear Dr. Stuart:

Let me acknowledge receipt of your letter of July 7th, with which you enclosed copies of the annual report for the Albany authorities.

There has of course never been any thought on the part of the New York State Department of Education that our colleges in China will have annual reports in Albany on July 1st. So long as reports are mailed from the field within a reasonable time after the fiscal year closes on June 30th, they arrive in ample time for the purposes of the Department. As a matter of fact, even though these blanks were available on the field well in advance of June 30th, you would not be able to complete the financial portion of the report until the Field Treasurer has closed his books, tentatively at least, at the end of the fiscal year. However, I can quite appreciate the desirability of the field having these forms in hand some weeks at least in advance of the date when they are to be prepared. I am therefore, enclosing herewith three copies of the blank which you can use on June 30, 1933. I note that for a number of years the Department has used exactly the same blanks, with only the date line changed, so I presume that we will be safe in using these same blanks next year. The Department mails out its supply of blanks to all the colleges under its jurisdiction about the last week in May, which means that it is nearly June 30th before these copies can reach the field.

In giving the Yenching report for 1931-32 a final checking over before we forwarded it to Albany, Mr. Evans and I discovered one or two points where corrections must be made. Item 1, the number of days of regular classroom instruction during the year, was omitted, so we are filling in the same figure as you used a year ago, on the assumption that this year's work was substantially the same length as last year. The Department has adopted the policy of returning blanks to us if any of these items are not completely filled out.

In Item 8, the summary of property owned by the institute, including both the University plant and the University investments, we find that you have used identically the same figures as appeared in the 1930-31 report, except that in the 1931-32 report these figures are shown as local currency dollars, where last year they were shown as gold dollars. While it would be permissible to use the same figures for grounds and buildings, since no substantial changes have been made during the year, I am sure the State Department would check us up

immediately if we send in the same figures for investments. For the last item "Net investments at end of year" in the 1930-31 report should be the first item "Total investments at beginning of year" in the 1931-32 report. We have, therefore, taken the liberty of correcting the details in Item 8 as best we can. I am enclosing herewith a copy of the figures we have used, so the field will be able to utilize these next year as a basis for your report as of June 30, 1933.

Our figures here in New York are necessarily incomplete and inaccurate, for we do not know all the details of investments held on the field, and sometimes we are lacking in information as to some of the details as to buildings and grounds. Of course it would delay the report too long if the Field Treasurer waits until he receives the June 30th financial statements before preparing the report, but he could take each year our May 30th financial statements giving approximately up-to-date figures for plant and endowment fund. As long as the May 30th figures from New York are used from year to year each new report would be easily made up from the one for the preceding year.

I am sending an extra copy of this letter to the Field Treasurer's Office for their information.

Very cordially yours,

BAG:PW
Enc.
CC: Field Treasurer's Office

Revision Report

(a) Item 8 Summary of property owned by institution

Grounds) Buildings)	G.$2,386,091.15 *
Furniture	23,198.98
Apparatus	39,470.24
Library Books	81,149.09
Museum	——
Other Property	118,004.14
(Item A) Total property used	G.$2,647,913.60

(b) Total investments at beginning of year $1,685,498.72

Amount added to investments during year as follows:

1. From gifts and bequests	31,683.70
2. From income of former investments	2,000.00
3. From other sources	23,016.99**
Total	$1,742,204.41
Depreciation or losses in investments	26,478.18
(Item B) Net investments at end of year	$1,715,726.23

* Revised to include Woman's College property
** Adjustment in Woman's College Endowment

Item A	G/ $2,647,913.60
Item B	1,715,726.23
Total property	$4,363,639.83
(c) Debts at end of year	—
Net property owned	G. $4,363,639.83

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JOSEPH ALLEN FARLEY
251 Culver Road
Rochester, N.Y.

Appendix B

August 10, 1932

Mr. B. A. Garside
Yenching University
150 Fifth Ave., City

Dear Sir:

I have delayed this letter until my brother-in-law, Mr. Rex Wheeler, had left New York City, wishing to keep the personal element entirely out of this, but as the result of a family conference at Endeavor, Pennsylvania, I have decided to make formal demand for the return of Mrs. Farley's $5,000.00 contribution to the Wheeler Chapel Fund, and also for Mrs. Wheeler's $25,000.00 contribution, or any part of it available, (I understand there may be some complication in connection with the Rockefeller Additon). Please give me the facts on this. Rex states that payment of Mrs. Farley's pledge could be made from funds in New York City but that Mrs. Wheeler's is on deposit in China, and there would probably be the question of exchange to be considered.

Mrs. Farley first discussed this with Dr. Leighton Stuart when at our house on his last trip to the U. S. His statement was that a chapel on the grounds would be an embarrassment in their present program. He had a plan to submit to Rex for a building outside the grounds in which a room that could be used for chapel services might serve as a substitute. Rex told me that Dr. Stuart had tried to interest him in a scholarship fund on his visit to this country prior to the last trip.

I am giving this to you so you will understand that we are not going back on an agreement. In fact, I had to make the payment for Mrs. Farley. She had expected this would come from her father's estate, which has never been closed, and as there is a very urgent need for funds to finance this year's carrying charges, I am hoping prompt action can be taken.

Yours very truly,

/S/ J. Allen Farley

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August 11, 1932

Dr. J. Leighton Stuart
Yenching University
Peiping, China

Dear Dr. Stuart:

I enclose copy of a letter received this morning from Mr. Joseph Allen Farley, together with copy of my reply.

I wrote you some time ago about this matter.

Mr. Rex Wheeler told Mr. Evans that your attempt to get some redesignation of this money has "stirred his family all up", and we expected that we would hear something further from it. They waited until Rex Wheeler had left, as Rex was not at all sympathetic with the views of his family.

This situation has arisen as a result of your approach to them and naturally we must turn to you for suggestions and advice.

My letter of May 26th, with accompanying memorandum, explains everything as we know it here.

We are very anxious to know if the financial statement, which I sent you on May 26th, is correct, and if the $34,689.18 is actually on deposit in the National City Bank of Peiping. I assume the sentence in parenthesis in Mr. Farley's letter refers to the $6,250.00 received through the Laura Spelman Rockefeller Memorial.

Thanking you for your advice, I am,

Sincerely yours,

E. M. McBride

C
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P
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August 11, 1932

Mr. J. Alben Farley
251 Culver Road
Rochester, N. Y.

Dear Sir:

Your letter to Mr. B. A. Garside, Secretary, has been handed to me for reply. Mr. Garside is away on his vacation and will not return until after Labor Day.

Your demand for the return of funds contributed to Yenching University is noted. I regret that I cannot give you the facts you request in reference to the complication that may arise in connection with the gift received from the Laura Spelman Rockefeller Memorial.

Nor can I do much more than acknowledge the receipt of your letter until we lay the case before Dr. J. Leighton Stuart and receive his reply. Dr. Stuart did not acquaint us with the content of his conversation with you and therefore we are at a loss to know how to deal with the situation.

Before any action can be taken we would be obliged to have complete data from Dr. Stuart.

In any event, I do not see how very prompt action can be taken due to the fact that your letter comes when Mr. Garside is away, that we are obliged to secure full date from Dr. Stuart, and then, having all the information, your demand will of necessity have to come before our Finance Committee and we will be obliged to secure the advice of counsel on just what is involved in the matter. All of this will necessarily take time due to the fact that Dr. Stuart is so far removed from this office.

We wish to assure you, however, that there will be no undue delay in the matter, and I am writing Dr. Stuart for full information today.

Very truly yours,

August 15, 1932.

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

My dear Dr. Stuart:

Your letter of July 21st addressed to Mr. Garside came to hand this morning and in his absence I am acknowledging same.

I am sure that the amount of effort put into the California campaign will not be a loss, although the services of Mr. Wills have been temporarily discontinued. Pierce and Hedrick are now in charge of the campaign, with Mr. Pierce in charge of the work on the West Coast. He has also been in touch with Mr. Warner, and I believe it is the unanimous opinion of all those concerned that it is to the advantage of the University and of the saving of a considerable sum to defer high pressure work at that point.

Mr. McBrier is also in close touch with Mr. Wills and assures me that it is not the intention of the Promotional Committee to lose any of the advantagesof the very large investment in California. As a matter of fact the results from the California drive were not anywise comparable with those attained in the East, although the sustained high pressure of work began at a much earlier period than in the East. I am sure that you need not be greatly concerned over the present situation, but nevertheless the matter will be brought before the Promotional Committee.

There is not much we can do regarding the changed situation in the L.M.S. appropriation and personnel. The matter will be discussed at the first meetings arranged in the fall. We are not surprised as the same situation prevails with other universities where the London Missionary Society has a part. It must be recognized that England is undoubtedly in a worse state than the United States. A sympathetic observer of English custom recently returned from England, and one of his outstanding criticisms was their method of handling unemployment and particularly the administration of the dole. A large percentage of England's working classes are too well satisfied to live under present conditions rather than work and have more. Neither is England is leading trader of the world; other countries have superseded. She has gone off from the gold basis. Everything that has transpired has contributed to less in income rather than increase. It is not surprising that this should be reflected in the gifts of mission organisations.

As to the appointment of Mr. W. C. Cowling to the Board of Trustees has been investigated. We find that the appointment had been pressed by the Yenching

Board of Trustees. The approach being conducted ~~fway~~ cleverly through the North Woodward Congregational Church. The last word we have regarding the situation is summed up in the following report from Dr. Emerson, Pastor of the Church:-

> "The situation is this. Mr. Ford has an understanding with his executives that they are not to go on other boards unless with his understanding. I suppose really he has so many interests that he depends upon his trusted executives to help him in such concerns. At any rate Mr. Cowling has been waiting for a chance to have a conversation with Mr. Henry Ford. He has already talked with Edsel and as soon as he gets that opportunity I shall be able to tell you definitely. I should say by all means you should defer the appointment until the thing is settled. He would be a fine man for you and I certainly should be glad to know that one of my members was taking that interest. I do not know Mr. Cowling very well, he only joined my church this spring but of course I know something about him."

Before this reaches you the fall semester will be in full swing, but we sincerely trust that the new year will open up with even more brighter and hopeful prospects than in the past.

Very cordially yours,

CAE:PW

燕京大學校

YENCHING UNIVERSITY

NO. R. 6897

PEIPING, Aug. 24, 1932

今收到 RECEIVED FROM Dr. J. L. Stuart

來銀 THE SUM OF DOLLARS One thousand only. (GOLD DOLLARS)

即付 FOR Contribution to Endowment Fund for College of Natural Sciences (June 24, 1932)

EXC. $1000.00 GOLD(L.C. 4750.00)

YENCHING UNIVERSITY
Howard Yeh
Acting Treasurer
CASHIER

Form 1500-6-32

YENCHING UNIVERSITY

Faculty Bulletin

(Issued by President's Office every Saturday)

No. 53 **December 26, 1931**

Sunday, December 27

7 : 30 a.m.	Sheng Kung Hui : Holy Communion : Sage Chapel (*In Chinese*)
9 : 00 a.m.	Junior Church and Sunday School : Ninde Chapel (*In Chinese*)
10 : 30 a.m.	Junior Church and Sunday School : Sage Chapel (*In English*)
10 : 30 a.m.	Joint English-Chinese Service : Ninde Chapel Special Christmas Music : Miss M. Wood, Leader Chancellor Wu, Preacher
3 : 00 p.m.	Afternoon Service : (*In Chinese*)
8 : 00 p.m.	"The Messiah": The Auditorium

Monday, December 28

9 : 00 a.m.	Memorial Service : The Auditorium Speaker : Miss M. Wood
2 : 30 p.m.	Academic Policy Committee : Conference Room
4 : 00 p.m.	Deans' Committee : Dean's Residence,

Tuesday, December 29

9 : 00 a.m.	Sage Chapel : Miss Huang Hsiu Ying Ninde Chapel : Mr. Breece
11 . 00 a.m.	Property and Finance Committee : Conference Room
4 : 30 p.m.	Faculty Executive Committee : Conference Room
8 : 00 a.m.	Faculty Devotion : Discussion Group : President's House Subject : Missionary Education in China

Wednesday, December 30

9 : 00 a.m.	Sage Chapel : Miss. Dora Bent Ninde Chapel : Mr. Ritter
6 : 40 p.m.	Service of Prayer: Sage Chapel : Mr. Ma Ching Hsuan

Thursday, December 31

Sage Chapel: Mrs. R. C. Sailer
Ninde Chapel : Music

Friday, January 1, 1932 (Holiday)

Saturday, January 2 (Holiday)

FROM THE CHANCELLOR'S OFFICE

January 1, 2 and 3, 1932 has been declared a University Holiday.

SPECIAL NOTICES

NEW YEARS DAY: It has been suggested that members of the faculty exchange New Years Greetings as in the past two years by meeting together in the President's House about ten o'clock New Years morning, at which time the Chancellor will speak to the group. Everyone will thus have an opportunity to see everyone else who takes advantage of this procedure.

ANNOUNCEMENT FROM DIRECTOR OF STUDIES: The trip to Nanking and Shanghai in connection with the Oberlin in Shansi Board meeting will take Mr. Y. P. Mei away from the Uuiversity from Monday December 28th to Sunday January 10th. He requests that during the period of his absence, matters concerning the different Committees of which he is serving as the secretary be referred to the chairmen of those committees and routine business concerning his office be taken up with Mr. H. T. Ti of the Registration Bureau. Matters requiring his consideration may have to wait till his return.

Mr. Tsao I of the Alumni Bureau of the Office of the Director of Studies will also be gone for the Oberlin Board meeting. He will be visiting alumni in the lower Yangtze valley and in Foochow for the month of January and part of February.

CHANGE OF ADDRESS: Mr. Yen Ching-yueh's latest address is c/o School of Social Service Administration, University of Chicago, Chicago.

THE YENTA COOPERATIVE SOCIETY has been liquidated. Detailed account of liquidation is published this week in the Hsiao Kan. Anyone who wishes to see the statement in English may call at the Treasurer's Office.

"THE MESSIAH" will also be given in Peiping at 8:00 p.m., January 2 in Salvation Army Hall.

DISTRIBUTION OF CHRISTIANS IN THE DIFFERENT COLLEGES

	Col. of A. & L.					Col. of N. S.					Col. of P. A.					TOTAL				
	No. of St.		No. of X'ian		%	No. of Stu.		No. of X'ian		%	No. of Stu.		No. of X'ian		%	No. of Stu.		No. of X'ian		%
Grad Stu.		34		17	50.0		30		14	46,7		47		15	31.9		111		46	41.4
M	29		14		48.3	26		12		46.2	41		12		29.3	96		38		39.6
W	5		3		60	4		2		50.0	6		3		50.0	15		8		53.4
Sch. Rel.*		13		13	100												13		13	100
M	10		10		100											10		10		100
W	3		3		100											3		3		100
Ch. Res.*		1			0												1			0
M	1				0											1				0
W																				
Senior		47		26	55.4		33		21	63.6		88		29	33.0		168		76	45.2
M	34		19		55.9	21		10		47.6	72		21		29.2	127		50		29.4
W	13		7		53.8	12		11		91.7	16		8		50	41		26		63.4
Juniors		39		16	41.0		38		18	47.4		45		19	42.2		122		53	43.4
M	20		7		35.0	27		13		48.1	39		14		35.9	86		34		39.5
W	19		9		47.4	11		5		45.5	6		5		83.3	36		19		52.8
Sopho		27		12	44.4		79		39	49.4		61		16	26.2		167		67	40.1
M	14		8		57.2	48		21		43.8	48		13		27.1	110		42		38.2
W	13		4		30.8	31		18		58.1	13		3		23.1	57		25		43.9
Fresh.		33		15	45.4		78		46	59.0		57		17	29.8		168		78	46.4
M	20		4		20.0	52		27		51.9	43		12		27.9	115		43		37.4
W	13		11		84.6	26		19		73.1	14		5		35.7	53		35		66.0
Sh. C.°		39		13	33.3		2		1	50		2		2	100		53		26	49.1
		(49)		(23)	(52.0)															
M	21		3		143	2		1		50	2		2		100	30		11		36.7
	(5)		(5)		(100)											23		15		65.2
W	18		10		55.6															
	(5)		(5)		(100.)															
Auditors		5		5	100		4		3	75							9		8	88,9
M	1		1		100	3		2		66.7						4		3		75
W	4		4		100	1		1		100						5		5		100
		224		104	46.4															
Total		(248)		(127)	(51.2)		264		142	53.8		300		98	32.7		312		367	45.2
M	139		56	40.3		179		86		48.0	245		74		30.2	579		231		39.9
	(155)		(71)	(45.8)																
W	85		48	51.5		85		56		65.9	55		24		43.6	233		136		58.4
	(93)		(56)	(60.2)																

* To save space the students of these two "classes" are tabulated here. These figures are included in the "Totals" that are enclosed in parentheses.

° The figures enclosed in parentheses indicate the number of students in the Religious and Social Service Short Course. These figures again are included in the "Totals" that are enclosed in parentheses.

n.G.G.

燕京大學
YENCHING UNIVERSITY
PEIPING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

August 24, 1932
ack. 10-7-32.

YENCHING

Mr. B. A. Garside
150 Fifth Avenue
New York, N.Y.

INDEXED

My dear Mr. Garside:

Your letter of July 25 has reached me and brings just the type of information for which I have been waiting. We can all be grateful that the Rockefeller Foundation has been as generous as it has, when they might have taken advantage of our distress. Regarding the actual income for the coming academic year, it would be extremely difficult to reduce at this late date the budget of the College of Natural Sciences, and I am inclined to feel that we carry through very much as projected, with the understanding that in the preparation of the following year's budget there be such reductions as may seem necessary. In spite of appearances the program here has not been expanded beyond that which the local representatives of the Rockefeller Foundation felt to be an obligation upon us in view of the purposes for which the Rockefeller grants were made, and the agreement to use the interest until the capital sums had been secured. Furthermore, the maintenance of distinctive work in these subjects is itself an asset of no slight value in the case of discriminating and well-informed supporters. Also, a staff secured with great effort is not easily built up again, and if, as we are hoping, we shall have our complete endowment in future, it would be a pity to let any individuals go whom we should want to keep with us.

I quite realize that there are cogent arguments on the other side, and am suggesting that we try to discover the point between a too drastic reduction which cuts into the living organism and impairs efficiency on the one hand, and that which involves us in a burden of deficits or delayed stabilization on the other.

Copy: Miss McCoy 9/27/32

In regard to the two items which were cabled from here, one is a gift of $1000 Gold which is already in the hands of the local treasurer and deposited in Chinese banks. The family

concerned desired to remain entirely anonymous and have the income from this fund used at my discretion for special needs. When, therefore, it is possible to free this item for its original purpose, it should be done. I shall hope to hear from you regarding this. Meanwhile it can be claimed as money already paid in before June 30.

Copy to Mrs McCoy 9/27/32

The other item was promised by Henry Luce, Jr. during his visit here, and he promised to pay the full amount ($5000 G) about the first of October. He also wishes this to be treated as confidential, and to be an advance against a larger sum which may be raised in the future as a memorial to his father. Meanwhile we are free to use it for the immediate purpose and to count it permanently if absolutely necessary. If he does not take the initiative, this might be done from our office, which I am sure will be done with due tact.

Regarding the Chinese promise, I have been seriously disturbed by the announcement of the successful completion of this fund which was cabled over here, and was carried in Chinese as well as English papers all over the country with big headlines. Even our American friends of all classes have received the impression that this was a sudden gift of half a million dollars from the Rockefeller Foundation. Only last evening the American minister and his wife and Mrs. Calhoun were congratulating me at getting all the money we want. Chinese lacking any background more naturally assumed something of the kind, and those who had agreed together to make up the sum they had promised at once assumed that this was no longer necessary. You know enough of ~~our~~ Chinese to realize the difficulty of explaining to them, and of the tendency they have to suspicion. I shall still hope that after these impressions will have somewhat faded we can find some way to renew the gift.

I am enclosing a statement from the treasurer regarding the finances of the College of Public Affairs, which you might pass over to whoever is acting for this unit, since Wannamaker's departure.

I have your letter regarding Harry Price and the question as to whether his contract should be for three or five years. I am in full sympathy with all that you write, but am concerned as to what would happen to them if by that time there will have

been no substantial increase in the income of this College, and they are left with no source of support here. It would seem to me that the part of faith and forward-looking administration would be to have them study the language as though they were staying here for life, and in every other way proceed on this basis, but to be as generous as possible in arranging their travel back to the States, if, after three years there seems to be no further assurance of support. I am writing Mr. Hedrick on the whole question of the finances of this unit, which is the feature in the institution giving me at present more anxiety than anything else.

Very sincerely yours,

Leighton Stuart

P.S. Evans wrote me (July 20) regarding the Canadian Pacific Ry. refund. I have had no communication from the Company on the subject.

JLS C

August 24, 1932.

Mr. Bayard M. Hedrick
150 Fifth Avenue
New York
N.Y.

My dear Mr. Hedrick:

I have your letter of July 20 with the enclosures all of which have been read with much interest and satisfaction. I am very happy that our Trustees have made this thorough-going arrangement for the financial work without which our University not only cannot develop as it should, but cannot even continue on anything like its present basis.

I passed your letter on to Dean Martin who is writing you himself. You will see from his letter how fully he appreciates the importance of what he is asked to undertake and how ready he is to assist. I shall try to carry out the part assigned to me, and should like to have your frank criticisms or suggestions as to ways in which these monthly reports may be improved. I also note, not with any great shock of surprise, that you are expecting me to spend the months of March, April, and May next spring in the States, and recognize the fitness of such a demand. I shall therefore make my plans accordingly, and shall expect to be scheduled entirely under your direction, so that you can use my presence to the utmost. As a matter of fact, I am somewhat relieved at not being called back to America any earlier.

There are certain features which are not referred to in this correspondence, but which are doubtless under consideration in the New York office. One of these is the Princeton-Yenching Foundation. Mr. Wannamaker as I understand, is no longer connected with that unit, and they had made no permanent plans for the continuance of his work when I last heard. Important as the Science endowments are, yet the group of subjects hitherto financed by the P Y F are in a far more precarious condition, and unless there are very vigorous and effective methods for recovering the rapid drop in annual contributions, either through endowments or cultivation of the Princeton constituency, we shall soon be forced so to reduce this section of our academic work as to lose most of what has been built up thus far.

These subjects happen to be among those through which we can make our most significant contribution to China's new life, and are more distinctively ours, both because of our special purpose and because of the actual achievements thus far, than anything else. Furthermore, if I am to be in America next spring, I should want to help to the limit of my capacity in that aspect of our need which is now giving me the greatest concern.

There is also the special campaign for Journalism. I have asked Vernon Nash to be ready to plunge into this as soon as he finishes his academic work at Missouri next January. Dean Martin will by that time be back on his job with fresh impressions of China, and of our own work in this field. President Williams is already entirely committed to this undertaking. If preliminary arrangements can be begun without delay so that Nash can begin his part with a minimum of lost time, I venture to feel that the prospects are rather bright. Of course I shall be ready to supplement as needed after my arrival. Meanwhile we shall try to get a Chinese contribution concluded before the active work begins in Japuary, which will not only help toward the goal, but ought to be excellent publicity. The share of overhead charges, etc., which this unit ought to take in your campaign expenses is a matter that you and the Trustees will know how to adjust. I wish to request, however, quite definitely, that this be taken into the scope of your planning. I venture to hope that this would not only not divert from the objectives you have listed, but because of its special nature, would help in desirable publicity.

I am writing this at once to acknowledge your letter and to assure you of our intention to cooperate as best we can.

Very sincerely yours,

JKS

August 29, 1932.

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

My dear Dr. Stuart:

Your letter of July 29th came to hand and we are very sorry that conditions did not permit of making a more definite report at an earlier time than information was sent to the field. Mr. Wannamaker's cable of June 30th quite naturally could not give all of the details. I find, however, that letters were mailed on July 1st and 2nd and later on July 5th, but even at that time the actual conditions were not definitely known.

Our letter of July 25th reporting on the actions of the Foundation gives a true story. Under existing circumstances no one could expect them to do more.

Mr. Gee came into the office this morning and had conferences with Mr. McBrier and Mr. Hedrick. I have no means of knowing the outcome of the discussions as it was impossible for me to be present at the conferences. Mr. Gee's early arrival in the office seemed to be a horwinger of others to follow, and a constant stream of callers to the extent that it seems to be a reception day.

Budget for Harry Price. I have shown your letter to Mr. McBrier calling his attention to the request for an additional appropriation from the McBrier Fund. Market Conditions of securities has prompted the Yenching Finance Committee to make adjustments in its investments and during the interim income will be greatly curtailed. The Committee has had under consideration the amount of money voted in the field budget, and are making every effort to maintain the income on endowment funds. However, the investments in the McBrier fund also require adjustment which will decrease income quite considerably. The amount appropriated for Harry Price of course, will be paid, but Mr. McBrier takes the position that no further appropriations can be made until the Foundation is on a more stable basis. We are, however, holding the request until a committee meeting can be called and the subject will then be formally presented.

We were delighted to meet Mr. Gee this morning. He likewise has had a busy day with a number of friends from China calling to extend greetings and best wishes.

Very cordially yours,

CAE:PW

September 1, 1932

Dear Doctor Stuart:

This will acknowledge receipt of your letter of August 2nd.

I am forwarding a copy of your letter to Mrs. Marmon to Doctor Jenney right away together with a brief personal note to him. done; he acknowledged

Please thank Miss Hague for the copy of the letter and small photo of Dr. Fong F. Sec. This kind of publicity is very desirable. It is going into our files for reference as it may be needed, and will doubtless be used before long. I am sure Miss Hague will continue to secure additional material for publicity for us to use here.

I would like very much to keep up to date the list of the Yenching men, teachers, (Chinese and foreigners) students and M.A. men who are in the U.S.A. and information about future visits of these men. We should keep in touch with them as constantly as possible.

alumni + faculty list we have it in mind

Please, through the Bulletin, ask that such information be sent to Miss Hague and she will get it over to us. I have already in my two days here felt the need of a more intimate and personal touch between the office here and the University there. I want more than a formal relationship.

Messrs. Pierce & Hedrick have asked that certain information about the ranking members of the Yenching staff be made available. I would suggest that the enclosed form be mimeographed and sent out and that the information secured be sent to me for use.

noted on letter not enclosed; made as C.O. had the inf already K.

I hope copies of departmental reports which are of general interest will also be sent me occasionally so that my close touch with you may be maintained. New York and Yenching are far apart in miles, but I want to maintain a very warm and close personal touch with all of you there and thus help to bridge the distance.

I am sending a copy of this to Miss Hague since it was our understanding that she would handle these matters for us and act as secretary for the publicity group. I appreciated the fine spirit of Miss Hague and Miss Bent in this matter and am sure Mr. Mead will also cooperate with them in giving us live matter regularly.

September 1, 1932

I shall write more in detail later on about this.

I am glad you have been dropping into 32 North Compound. I hope you will continue to do so. Christine has mentioned how she enjoyed your visits.

Very sincerely yours,

Dr. J. Leighton Stuart
Yenching University
Peiping, China

NGG:KK

JLS articles

CONVOCATION

September 5, 1932

Address by the President

Just as the Chancellor has based his comments upon the quotation from China's ancient classics, so I shall draw my text from an extremely modern question in the world of today, and supplement especially what he said in his concluding remarks. There is in many countries of the world a profound misgiving as to whether, after all, democracy is a practicable and desirable form of government. The advocacy of Communism and Facism, although tending toward opposite extremes, are alike in being a revolt against the supposed indifference of democratic procedure.

We have been attempting here to practice democracy in our Student Self-government Association, and both among the faculty and student body there has, especially in recent months, been dissatisfaction with the results achieved. It seems well, therefore, both because of the questioning of democracy in many parts of the world, and because of recent happenings on our own campus, to think of what we are attempting to do at Yenching in this respect, as we begin a new session.

During the past few years we have been conducting a sort of social and political experiment by a form of democracy in those aspects of student life which they themselves control. If this is to prove successful, it would seem that there must be more cooperation from the faculty, not in interfering with, or suppressing, full student control, but in supplementing and reenforcing the carrying out of regulations recognized by the student officers as wise and right. Even more important is it that the students who are not in office take an active interest in the affairs of the organization, protesting against misuse of power by the officers, supporting them in the enforcement of rules that are for the general welfare, and, in general, realizing that there can be no successful democracy unless the citizens all take an active interest in public affairs.

Democratic government will always be as bad as the people let it be. The source of weakness is the indifference or the timidity of the good citizens. Therefore in all matters of extra-curriculum student life, such as the management of dining-rooms and dormitories, athletics, social contacts, etc., we have an opportunity to receive education with ample freedom for self-development, which carries with it the failure to benefit by the favoring influences, unless the individual exercises his own efforts. In addition to these non-academic affairs, there are also the regulations and standards of horor which the faculty try to maintain. In all of these we hope very much that there will be the creation of a Yenching tradition, - that intangible, imponderable force that can come to

pervade the whole life of our campus, so that it becomes impossible to do things that public opinion disapproves. Impossible, not because of any coercion from outside, but because it becomes instinctive with each one not to do things unworthy of our Yenching tradition. There is the habit of not wasting water or light, not only because this saves money for the University for use for other things more helpful to everyone, but because the habit of wasting these public utilities is unsocial, and hinders the spread of such utilities over China. So also writing anonymous attacks in the student weekly, based on misinformation, is a form of cowardice and cruelty to others. Cheating in examinations, taking any unfair advantage of academic procedure is another instance. In all such and many other matters of daily life we can form habits, and can help others to form habits, which fit us all for good citizens in the China that needs more than it needs anything else, the type of citizen without which there can be no real democracy and no progress in all those phases of progress which depend upon a high order of human leadership.

JLS.

燕京大學
YENCHING UNIVERSITY
PEIPING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

enclosures not received with this letter?

September 6, 1932

Mr. Bayard M. Hedrick
Yenching University
150 Fifth Avenue
New York, N.Y.

My dear Mr. Hedrick:

+ to testimonial

In replying to your letter of August 2 let me begin by assuring you that we want to cooperate in any way that we can, so that you should be free to call upon us for any such information as asked for in your last letter. Perhaps it would be better to regularize all such requests by having them sent to my office rather than to other administrative officers. You will have received from Mr. Gee quite a strong testimonial from Dr. Fong Sec. I want to suggest that you write at once to Dr. George H. Blakeslee, Clark University, Worcester, Mass., who has been of great value to Lord Lytton and other members of the League Commission of Inquiry into the Manchurian Affair, and has just sailed for home. Dr. Blakeslee is an advisor to our own State Department in some capacity, the exact title of which I do not know. He is prepared to give his own estimate of Yenching.

Dr Blakeslee with picture

wrote 10-5-32 he

+ LHT saw him in June 1933

on CL

I think I have already called the attention of someone in our office to the possibility of a similar endorsement from Prof. Rugg of Teacher's College, Columbia University.

Sfurvale 10-5-32

I shall try to keep in mind the desirability of securing further statements. Meanwhile the ones of which you have enclosed copies can be drawn upon. I am also enclosing a copy of a letter just received regarding the Y M C A Conference held here last month. The personal references can be omitted and quotations used from the rest of it.

In this connection our campus has been used this summer for different meetings - a Y W C A Secretarial Training Conference, the Y M C A Conference just referred to, The Chinese Association of Tests and Measurements, and the China Sociological Society. The comments of delegates to all of these meetings are in line with the references to our campus in the enclosed copy. no enclosures

no enclosures

I am enclosing my first attempt at the resume you requested, which I hope is along the lines which you had in mind. Be free to quote any of it except the reference to the Ford negotiations, which ought to be confined to a rather small circle of those who will not be apt to give out any newspaper publicity. We are also enclosing material of the recent happenings here. You will of course use this as it serves your purpose, and may at least help to give a little atmosphere for those who are working on our behalf.

Very sincerely yours,

J. Leighton Stuart

JLS C

P.S. Miss McCoy has written me regarding Carl Hamilton. My suggestion would be that he be let alone for the present. He is now in Europe, and is supposed to come here later on this autumn. He is not in a position to make any contribution at present, or even to pay his pledge, but is actively interested, and I think can be counted on for something much larger when, or if, his financial situation is improved.

September 6, 1932.

Interpretive Resume

by

J. L. S.

The seventeenth session of Yenching University has just opened. This notation is based on the date from which the two constituent colleges agreed to become united. It is the thirteenth session under the present name and administration. It began on September 1, the date fixed by the Ministry, with a Faculty Pre-sessional Conference on Friday and Saturday. This Conference has become an annual event, and seems to be much appreciated. It has been held in some secluded part of our own grounds or in an adjacent garden. It begins each morning with devotional exercises followed by morning and afternoon sessions on topics of general interest, introduced by someone especially qualified, and followed by discussions. A Chinese lunch is provided by a committee of faculty wives, which gives further opportunity for fellowship during the noon session. The same committee provides tea at the close of the afternoon session, thus emphasizing the social as well as the practical purpose of this gathering.

This year the topics selected as being most pertinent were the improvement of arrangements for the extra-curricula affairs and welfare of the students, the problem of how to secure the best material in the disorganized conditions of most Christian and other secondary schools and keep within our restricted enrollment, and the general financial condition of the University at present, and prospects for the future in this vital aspect of our development.

These meetings are necessarily bi-lingual, which more or less detracts, but by good humor and patience on the part of all concerned, the sense of essential oneness in an international group is strengthened, and those who can use only English or Chinese have no feeling of being excluded.

Meanwhile Freshman Week had begun. This is a feature which is now being tried for the second time and apparently with great success. It is modelled upon similar practices in America, and initiates the new students into the origin and purpose of the University, its regulations and procedure, its campus and equipment, etc. It began with a reception in my home, the evening before the Faculty Conference began, and my house overflowed with attractive boys and girls from all parts of China, the Hawaiian Islands, and the Strait Settlements. They listened to short speeches of welcome and first announcements as to what was coming the following day, followed by games and refreshments.

On Sunday morning the service was conducted in Chinese when the Chancellor spoke especially to the freshmen, and the afternoon service was intended as the concluding feature of the Faculty Conference, when I gave a message that seemed appropriate to consequences to our coming academic year from the general world situation

in which we find ourselves.

Monday morning we had the Convocation, or formal opening of the new session, when the faculty appeared in academic gowns, and the Chancellor and I spoke to faculty and students, he in Chinese, and I in English, thus again illustrating the bi-lingual and international nature of the institution. As all our students on entering must give evidence of ability to use English freely, and as many not only of the faculty, but students, from southern China and overseas do not understand the Peking dialect, there is no real disadvantage in using English on such occasions. Following this event, the students will be going through the process of registration during most of this week, after which classes will begin. I shall report later regarding the enrollment.

In internal respects there seems to be at least the usual harmony and friendliness by the faculty and students, and the western and Chinese members of our community. This is often commented upon by others, but has come to be so much a matter of course to ourselves that we probably do not quite realize its full significance.

The chief external issue that concerns us is the threat of Japanese invasion of the Peking-Tientsin area. There have been rumors of this for weeks and very real fear among Chinese in this region and perhaps even more in South China, that the Japanese intend to invade and annex the province of Jehol. This has been taken for granted by well-informed people out here for some time, and the Japanese are apparently actually beginning this undertaking at present from the Manchurian side. I have been trying to keep in close touch with members of the League Commission, our own Legation people, and the Chinese authorities. The net result of what I can learn is about as follows:- that from a purely military standpoint the Japanese would find it easier to invade Jehol from this side of the Great Wall, which would require at least a temporary seizure of these two cities and the surrounding country. This is based on purely technical matters of military strategy. On the other hand the international and economic consequences of such a course would make it extremely unwise in the jusgment of competent observers who say that if it were any other nation than the Japanese they would be ready to affirm that any such procedure would be out of the question. The Japanese have, however, in the last few months perpetrated so many violations of what would be expected of a responsible government that one hesitates to assert what they may or may not do in a given situation. My own opinion has been all along that the invasion of this area is quite improbable until Jehol will have been secured by the more difficult but otherwise simpler invasion from the Manchurian border. If, after that, they feel the threat of counter attack from Peking as a base, or if their military leaders are still in the mood to carry out their dreams of imperialist aggrandizement in China proper, and are not restrained by some form of economic or political upheaval within Japan, there may be military activity in our locality. This again, however, I think unlikely.

Naturally, feeling among the Chinese is very intense, and some form of resistance against the Jehol attack is quite likely. What this may precipitate it would be useless to forecast with present information. It will not be surprising if we have a substantial reduction in enrollment because of the wide-spread fear in the southern provinces from which most of our students come, that there is going to be in Peking a repetition of what happened last winter in Shanghai. We shall also have to expect much distraction and patriotic feeling during the months ahead of us, which will make the conduct of orderly classroom work by no means easy. As we got through last semester, however, when all such feeling was even more fresh, without any untoward happenings, we shall hope for the best during the coming year.

During the past few days when I am perhaps more necessary on this campus than any other time of the year, I had a number of telegrams from Nanking from members of the Central Government who have wanted me to go there at once for consultation regarding plans that have been in process between Mr. Henry Ford and themselves for some form of cooperative development of automotive transportation in China. I am leaving here today for what I hope will be quite a short trip on an errand in which I have become very greatly interested. Having had the opportunity to talk with Messrs. Henry and Edsel Ford on my recent trip to America, and having become convinced of the genuine desire they have to do something that helps China out of the present political unrest and economic distress, I have been much gratified at the hearty response of General Chiang Kai-Shih, Mr. T. V. Soong and other leaders of the present government. It seems to me that we have in this an instance of the possibility of cooperation to mutual advantage which does not clash with, but helps forward in a wholesome way, the present national consciousness here, and which enables Americans to express their good will for China in forms that also tend to promote industrial welfare in both countries.

September 15, 1952.

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

My dear Dr. Stuart:

I am enclosing a confirmation copy of a cablegram we are today sending to you.

Dr. Gee arrived in New York City on the first of September, and since then has had a number of very valuable conferences with individual members and committees of our Yenching Board of Trustees. Everyone has been very favorably impressed by Dr. Gee's personality, ability, and spirit, and we are counting on him to render a very valuable service to Yenching.

The first problems we have faced with Dr. Gee have had to do with such matters as his duties, the title he is to hold, and his relationships to the Yenching Trustees, the Board of Managers, the administrative offices of the Trustees, and the Yenching promotional organization. The letters you have written regarding these questions have been couched in very general terms, so we have had to look to Dr. Gee to supply the details of conversations you and he have had.

I understand that when you and Dr. Gee discussed these matters, you both had in mind three possible alternatives as to Dr. Gee's title and duties:-

1. That Dr. Gee be given the title of "American Director" or some similar title, with the duties and responsibilities usually associated with such a position. This would mean that Dr. Gee would be the responsible head here in New York for both the administrative and the promotional end of Yenching University affairs. We all recognized immediately that Dr. Gee is eminently qualified for such a position. Both Mr. Evans and I would be happy to work under his direction, and I believe that it would be possible to adjust our present arrangements with Pierce & Hedrick to fit in with such a reorganization.

2. That Dr. Gee be given the title of Vice-President of Yenching University, and that in this position he serve as the authorized representative of the University here in North America. The Constitution and By-Laws of the University provide that the Vice-President shall be elected by the Board of Managers, but do not define in detail the duties and responsibilities of this position, so it would be very desirable that a clear-cut statement be formulated so as to avoid possible misunderstandings and duplications of functions. Here again, we recognized

immediately Dr. Gee's very fine qualifications for such a position.

3. That Dr. Gee be given some specially-created title, which would give him a distinctive and recognized place in the University in the eyes of Yenching friends here in the West, but would be understood within the University to carry responsibilities and duties only in the field of promotion. This was Mr. Wannamaker's status as "Assistant to the President."

Before Dr. Gee's arrival, the members of the Board of Trustees had only the vaguest idea as to what was in your mind as to the nature of his duties and responsibilities, but the general impression was that you were thinking of his service purely in terms of promotional activities. As soon as we had opportunity for consultation with Dr. Gee, however, it became apparent that you have had in mind his appointment either as American Director or as Vice President of the University.

You will at once appreciate the fact that this created a situation, which, for a few days, was very embarrassing both to Dr. Gee and to the Board of Trustees with whom he came in contact. For it was necessary that the Trustees get an entirely new view of the arrangements you have had in mind in your discussions with Dr. Gee; and it was necessary for Dr. Gee to adjust his own thinking and planning to a situation substantially different from what he must have had in mind when he arrived in New York. All those who have met and talked with Dr. Gee have been very warm in their praise of the fine spirit of cooperation in which he has met this situation.

A meeting of the Trustees of the University is being called for the first part of next week. At that time all three of the alternatives described above will be laid before the Trustees for their considerationnand decision. The Promotional Committee is recommending, however, the second alternative - the election of Dr. Gee to the Vice-Presidency of the University. Since his election to such a position must come from the Board of Managers, and the Trustees have no jurisdiction except to indicate their concurrence in such an arrangement, it seemed wise to the Promotional Committee that we cable their recommendation to the field in the hope that we may have word from you assuring us of the Board of Managers' approval of this approval when the Trustees convene next week.

We will write you immediately after the meeting of the Trustees as to what decision was reached, and if it seems that information should be sent you immediately we may send another cable.

Let me acknowledge briefly the receipt of three letters you wrote on August 10th and August 16th with regard to various matters in the Field Treasurer's Office. I will reply in detail to Miss Cookingham and Dr. Galt.

I am sorry that your own opportunity for a well deserved rest during the summer months was hampered by the necessity of your carrying for a time the financial as well as the administrative end of affairs. But I sincerely hope that you did get a chance for a real rest before the pressure of the autumn work began.

Very cordially yours,

BAG:PW

Enc.

燕京大學
YENCHING UNIVERSITY
PEIPING, CHINA.

OFFICE OF THE PRESIDENT

YENCHING

TELEGRAPH ADDRESS
"YENTA"

September 16, 1932

Mr. George G. Barber
Chrysler Building
New York

My dear Mr. Barber:

I have your letter of August 10, and am taking the earliest opportunity to write you a word of heart-felt sympathy in the double bereavement which you experienced within such a short period. Having passed through similar losses, though not so close together, I can understand a little of the sorrow you have felt.

May I take this occasion also to thank you personally, as I have tried to convey through Mr. Garside to the Trustees as a whole, for the splendid way in which the Board met the emergency of matching the Rockefeller Foundation grant. Your own part in this is in keeping with the tone of voice in which you reassured me, and strengthens my satisfaction in having you as our President.

Very sincerely yours,

J. Leighton Stuart

JLS C

C_O_P_Y

Appendix C

September 17, 1932.

Mr. J. Allen Farley
251 Culver Road
Rochester, New York

My dear Mr. Farley:

I have received a copy of the letter you wrote Mr. Garside under date of August 10, regarding the return of amounts contributed by Mrs. Farley and Mrs. Wheeler toward the Wheeler Chapel Fund. This demand is based in part at least upon my conversation with you both when a guest in your home last April. In so far as this is based on financial difficulties affection those who made these contributions, I am sure that our Trustees will doubtless give sympathetic consideration.

I should like, however, to put on record for the purpose of clear understanding, my own relationship to this whole matter. First of all, we who are in China, have been waiting for final word as to the amount of money that would ultimately be available for this purpose, before we would be able to make any plans for the construction of the Chapel. The only money which has been spent at all from this fund has been for architect's fees for a building designed with the original pledge in view. Up to the present, no word has reached us as to the amount that will be ultimately available, though we have gathered from various references to it, that the amounts now deposited in China and in New York are probably all that is to be expected. This would not permit the construction of the building as originally conceived. For this reason, and because of other considerations which I understood to describe to you, the question had been raised among a few of us out here, as to whether it would not be possible to construct a Chapel building less ornate in the exterior, but equally serviceable in its interior fittings for our University Chapel, while at the same time equipped with moveable partitions and other features which would enable it to be used for classes in Religious Education throughout the year.

understood

Among the considerations which have led to this, are such as the following. - In a country as poor as China, is it a good religious and economic policy to have a building in use once or twice on Sunday, but in the main unoccupied for the rest of the week, while at the same time requiring continuous heating and other upkeep? If the double uses described above could be worked out satisfactorily, it would preserve all of the original purposes while providing for the use of the building continuously throughout the school year, even in the summer. It had been part of our thought to encourage the development of conferences, institutes, and other gatherings for Christian workers, which would be facilitated by equipment of this kind. If such a plan were adopted, it would be part of the more general arrangement which would determine the location of the building, with this new purpose in mind. As I tried to make clear to Mrs. Farley and yourself, this was nothing more than an idea which had been discussed among a few of us locally while waiting for final word regarding the sum to be authorized by the Trustees, and represented no official decisions whatever. I thought you would both be interested in knowing that we were trying to find a more continuous and far-reaching use for the building when once it could be constructed, than that which was limited to Sunday, or even week-day chapel services. For this latter purpose we have smaller chapels near the men's and women's dormitories respectively, which are more accessible for the interval between classes, and which at present at any rate, are sufficiently large for the purpose. This suggestion has neven even been mentioned to the Trustees, and has not been formulated out here, so that a demand that money be returned to the original donors before the Trustees have had some opportunity to decide whether the building should be designed and located as originally planned, or not, would seem to be premature.

The reference to a scholarship fund which Rex reported, should have included the fact that this was merely a suggestion of our Chinese Chancellor, that until the sum had been completed and was ready for use, the interest accruing from its investment might be used for the purpose he named, and I reported it to Rex purely as a courtesy to the Chancellor, adding that this old gentleman knew very little about financial affairs, and I was quite aware that any such proposal was not to be taken seriously. It, therefore, has not the slightest bearing on the only practical aspect of this matter so far as the University authorities are concerned,

which is the intention of the Trustees. Until they have indicated some intention to use the money otherwise than as the pledge was originally accepted, it would seem that the original agreement should stand. I am very much distressed that my attempt to share with you some ideas which had been generated among a few of us who are deeply interested in the best use of this fund, should have led to any misgivings on your part as to the use to which the money would be put.

I hope you will permit a reconsideration of your decision, or at least allow it to be deferred until the Trustees, who are the only responsible body in such matters of University policy, will have had an opportunity to declare their intentions.

With greetings to Mrs. Farley, and with pleasant remembrances of the day in your home,

Very sincerely yours,

JLS C

燕京大學
YENCHING UNIVERSITY
PEIPING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

September 17, 1932

Mr. E. M. McBrier
150 Fifth Avenue
New York, N.Y.

My dear Mr. McBrier:

I have your letter of August 11, and am enclosing a copy of a letter just written to Mr. Farley in reply. The question had not been raised by me at all, but they had been asking me why nothing was being done with the money. Regarding the sum sent out here, it is still on deposit as instructed, and there is no thought in anyone's mind of touching it until we have instructions from the Trustees.

I suggest that Mr. Farley be asked to let the whole matter rest until I have had an opportunity to discuss with the Trustees the whole issue, upon my arrival in the States next spring. Before then I can secure some sort of formal action by the Faculty and the Board of Managers here, which could be treated as a proposal from the field.

Very sincerely yours,

J. Leighton Stuart

JLS C

Copy to Mr. Fancle

YENCHING

INDEXED

September 22, 1932

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

Dear Dr. Stuart:

You will be duly notified that at the meeting of the Trustees held yesterday, Mr. Ralph Lloyd was elected a Trustee.

So far as I am able to learn, our only source of information that you had invited Mr. Lloyd to become a Trustee came through Mr. Wills in one of his reports during his campaign and it came so late that we were unable to elect Mr. Lloyd at our last Spring meeting.

We have not yet got from Mr. Wills all the information concerning Mr. Lloyd. I wrote him on August 11th and again on September 16th, quoting his letter dated June 18th in which he said, "Mr. Ralph Lloyd of this city agreed conditionally to give us $2500 and become a Trustee," and I asked him two questions,-

(a) What were the conditions?
(b) Did he state this to Dr. Stuart or to you?

I have had no reply to my letters. I hope to have a reply to my letter of September 16th soon.

I just wish to say that it is a little embarrassing for us here to have this information come to us through Mr. Wills. I really think it would be much better if you would acquaint headquarters with information of this kind rather than allow it to filter through some campaigner on the field. I am not referring to the matter of his election as Trustee, not to the matter of his subscription.

One of Mr. Wills letters indicated that Mr. Lloyd was somewhat irritated because he had not been elected sooner as Trustee, but we knew nothing about your conversation with him until we were notified by Mr. Wills.

We are very happy to have Dr. Gee with us. He is actively taking hold of affairs and is cooperating in a most satisfactory way. He is going to be a most valuable asset and his personality is delightful. We are all charmed with him.

We hope that your school year opens up to your entire satisfaction and that you may have a minimum of troubles and irritations, and much blessing in your work.

Sincerely yours,

LMMcB.A

September 26, 1932. #1

G- 32-9-26-1

ack. by Galt 11/24/32

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

My dear Dr. Stuart and Dr. Galt:

I am enclosing herewith copies of the Minutes of the two meetings held on September 21st, the first a Joint Meeting of our Committees on Budget, Promotion, and Finance, and the second a special meeting of the Trustees. Under separate cover we are sending the field a sufficient supply of this material for distribution. (This consists of five copies of the Joint Committee meeting, and thirty copies of the Trustees Minutes.)

In this letter I will comment briefly on matters of general interest to both of you.

Report of the Treasurer. We are mailing to the field at this time twenty copies of the Treasurer's Report. This is a somewhat smaller quantity than we usually send, but the report is rather bulky, and I doubt whether more than twenty of those to whom copies of material from New York is usually distributed, will be sufficiently interested in reading the report to justify the expense of providing them with copies.

Our purpose in making the report more detailed than usual this year was to save some of the expense of the annual audit. By supplying these details in the Treasurer's Report, it will be possible for the Auditors merely to refer to the report rather than to do this work again in submitting their own statement. I believe there is nothing in the report calling for specific comment.

Clearance of Pending Financial Matters. I am enclosing for your information a copy of the informal summary we presented to the joint meeting, although this document is not one of the appendices of the Minutes, and you will note that the Committees did not agree at every point with the suggestions in the summary. I hope, however, that the summary will be helpful to you in giving the background of the discussions and actions.

(a) Setting up of Endowment Fund for Natural Science. You will notice the procedure we are following to bring together on our books the various funds coming into the Endowment Fund for Natural Science. These adjustments will show on the September 30th financial statements.

(b) Allocation of Undesignated Receipts 1928 Campaign. I wish that we might

have had an opportunity to confer with the field before action was taken on this matter, but we trust that the decisions reached will be satisfactory to you. In order to complete the Endowment Funds for Natural Science it has been necessary for the University to pour into that fund all gifts of every kind not definitely allocated elsewhere. Also we have made little provision for a considerable length of time for meeting the increased expenses for promotion resulting from our Natural Science Endowment Campaign, and the deficit in this account has grown to such proportions as to cause a serious problem in our New York financial situation. All these facts were in the minds of the members of the Committees in adopting Action BPF-5109(2).

(c) Transfer of Swiss Committee Endowment. This is purely an accounting adjustment.

Restudy of 1932-33 Budget. A substantial part of the Committees' time was spent in a restudy of the 1932-33 budget situation in the light of the developments that have taken place since action was taken last April. There have been serious losses of income, both on endowment securities and through reductions in Mission Board contributions, so there was a fear among members of the Committees that for us to maintain contributions to the field on the level established by Action T-3040 would involve us in a large deficit at the end of this year. We were all very much pleased, therefore, when we found on the basis of present prospects we will be able to keep the total appropriations listed under T-3040, except for the reduction of G.$5,000 of the Princeton-Yenching Foundation appropriation. This particular reduction has already been reported to the field and adjustments have been made, so the Trustees are in effect reaffirming without reduction the appropriations they made in April.

I am enclosing the memorandum we prepared in advance of the meeting analyzing the Yenching budget situation as it now appears, so that you may be familiar with the basis on which the Committees arrived at their decision. You will notice that in order to provide the funds we have appropriated, the Yenching Trustees are taking two amounts which are not really income for the current year:- "Supplementary fund" consisting of profit accruing from sales of investment securities for a period of years $15,893.92, and Surplus 1931-32, $2,371.76.

One point should be noted in this connection in Action T-3040 the appropriations designated for Natural Science were as follows:-

Rockefeller Foundation	$12,500.00
Harvard-Yenching Institute	12,500.00
Endowment Income	487.88

According to the budget estimate submitted by the field this left a deficit of L.C.$49,147.92 in the proposed budget for the College of Natural Science. The Trustees provided in the first part of Minute T-3040 that the balance available in undesignated income could, with certain reservations, be made applicable toward this deficit in the College of Natural Science.

With the setting up of a large part of the Natural Science Endowment Fund, and the probability that still more of this fund will be available for investment during a portion of the present fiscal year, the added income for the College of Natural Science is substantially above the figure of $487.88 appearing

in Minute T-3040. As well as we can forecast this income will be somewhere in the neighborhood of $7,400.00 arrived at as follows:-

$215,000.00	on hand and invested before September 30, 1932, at estimated income rate of 2½% to June 30, 1932.	$ 5,375.00
90,000.00	anticipated additional receipts during year, at estimated rate of 2½% to June 30, 1932.	2,025.00
	Total Income	$ 7,400.00
	Less Estimate in T-3040.	487.88
	Net increase in income.	$ 6,912.12

(This does not include income on Woman's College securities transferred to Natural Science, as this income must be repaid to them.)

If the field has followed out the suggestion of the Trustees that the balance available in the undesignated general income be used for the budget of the College of Natural Science, it is probable that no adjustments in your estimates will be necessary, for the undesignated income already allocated to Natural Science will be more than the ~~new~~ endowment income amounting to $6,912.12 itemized just above. However, I am passing on this information to you for any possible adjustments you may desire to make. In effect what has happened, is that the loss in undesignated income has approximately been compensated for in the gain in designated Natural Science income.

I brought to the Committees' attention Dr. Galt's cablegram of September 9th asking for "a more satisfactory estimate of income for the College of Natural Science", but it was agreed that the information I have given above was all we could supply at this time.

It was noted that the Board of Managers on June 20th approved the suggestion of the Trustees in Action T-3040 that gain in exchange of 3.50 to 1 be set aside by the field as a reserve fund from which expenditures would be made only with the concurrence of both the Managers and the Trustees. However, I reported informally the considerations raised by Dr. Galt in his letter of June 8th, wherein attention is called to various commitments already outstanding on the field, or likely to be incurred during the current fiscal year, which the field had been hoping might be met by this year's gain in exchange. The Committees recognized the force of Dr. Galt's statements, but felt that in view of the grave financial uncertainty at present, it would be very unwise to make any change in this arrangement at the present time. Should there be any further losses of anticipated income we may be compelled to call on this reserve fund in order to get through the present fiscal year.

<u>Arrangements with Dr. Gee.</u> You will notice the actions taken by the Joint Committees in Minutes BPF-3112, 3113, 3114, and by the Trustees in Minute T-3118 and 3119. We are all very happy to have Dr. Gee with us here in New York and feel that he can make a very valuable contribution. At the earliest possible date Mr. Barber, Mr. McBrier, and I will consult with Dr. Gee along the lines indicated in Action T-3119, and I will then write a separate letter to Dr. Stuart.

<u>Other Matters.</u> I believe that no specific comments are required on any of the other matters dealt with by the Joint Committees and by the full Board. Several of these matters are of considerable importance, but are set forth in full length in the Minutes themselves.

Very cordially yours,

BAG:PW Enc.

燕京大學
YENCHING UNIVERSITY
PEIPING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

September 29, 1932.

Ack 10/29/32

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

My dear Mr. Garside:

I am writing you about a problem confronting us in view of the final settlement of the conditional grant from the Rockefeller Foundation for Natural Sciences, expiring last June. Dr. Gee is so familiar with the circumstances leading up to this grant and the one subsequently made, as well as with the academic problems which are involved, that I hope he will be requested to present the whole issue to the Trustees on our behalf, and help them to adopt some plan that enables the College to continue during these next two or three years of adjustment, without too serious injury to what has already been built up and the commitments which have been undertaken. As you are aware, we had been hoping, either that the Foundation would extend the period within which their grant could be matched, or that by vigorous efforts we could meet the conditions and secure the one quarter million dollars promised. In the latter event we should have had that amount to invest during the current academic year, which at normal rates of interest would have enabled us to continue the College on its present budget. The assumption had been that no claims would be made for use on the field for any income from the amount raised by us, at least until all obligations connected with this effort had been discharged. The terms upon which the Foundation finally accepted our efforts inevitably reduced the income for the current year. Taking the Trustees' statement of income as $25,500, and not including the item of G$2000 designated for Dr. Gee's salary, we should face a deficit of something like L.C.$21,700. Or, estimating the actual income for the year at G$31000. the above deficit would be covered with perhaps a slight surplus. This has been achieved by cutting down every item that would not materially impair the working efficiency of the College for this year, and by drawing on all its surplus funds.

On the basis of a financial policy that never permits expenditure in excess of income within any given year, it is obvious that drastic cuts should have been made in the program

of this College for the current fiscal year. As against this, entirely apart from any expectations such as are described in the preceding paragraph, the two items of $12,500 each which still continue intact, were specifically given for advanced work in Natural Science. Teachers have been retained and courses offered as under this obligation. Students have been led to come here, and are continuing work which could not have been interrupted without injury to them, and apparent lack of good faith on our part. It would not seem honest in our relations with the Rockefeller Foundation to use this income for the more elementary and pre-medical courses, but to discontinue these would of course make impossible the maintenance of the advanced work. We have assembled a group of teachers whom I think you will agree could not be easily replaced by others, nor themselves brought back to us if we once let them go.

From the promotional standpoint it is the quality of the work maintained here which more than any other factor has secured the grants from the Rockefeller Foundation and the sums contributed from other sources. In the very strenuous efforts that must be made to clear off the first of these funds and to prepare for the requested renewal by the Rockefeller Foundation of their second grant before June 1935, it will be of the greatest help to maintain the College as it is at present.

There is at present a strong trend toward Natural Science among the new students entering, which is to my mind an extremely encouraging sign. We should have been forced very much to reduce our total number of new students unless there had been one new teacher in the Chemistry Department, calling for no additional expense from the College of Natural Sciences. With this one exception we are allowing for no extra expenses, and had already gone over the budget with the utmost care to discover any possible economy that might be effected without impairing the efficiency of the work, which we feel obligated to carry on.

When we undertook to finance the salary of Dr. Gee from the field budget, we allocated gold $2,000 to this College, partly because we had economized elsewhere until it deemed impossible to make any further cuts, and partly because of the direct relation of his efforts to the maintenance of this unit.

Under these circumstances, and with the expectation that in from one to three years' time the full income on one million dollars ought to be available, is it not possible for the Trustees to finance the budget within a total sum of $33000. This could be done, if the investment of new funds proves insufficient, by securing gifts for the current budget or by some other process which they are in a better position than we to formulate. The deficit could be deducted from appropriations to this College next year.

In all of this argument I realize that we are facing a double contingency regarding the second grant from the Rockefeller Foundation, now cancelled, both as to whether it will be renewed, and whether as can raise the sum necessary to secure it. However, if, as we approach June 1935, it becomes evident that this source of income will cease, we can then reduce our Natural Science program accordingly.

This brief resume will be supplemented by information possessed by the Trustees, by Dr. Gee's comments in view of his intimate connection with what has happened thus far, and by the outlook for our new financial efforts. There is a certain irony in having to write about a problem so distressing to us when all of our friends are congratulating us on suddenly acquiring an added endowment of half a million dollars gold!

Very sincerely yours,

J. Leighton Stuart

燕京大學
YENCHING UNIVERSITY
PEIPING, CHINA.

OFFICE OF THE PRESIDENT

TELEGRAPH ADDRESS
"YENTA"

September 29, 1932

Mr. N. Gist Gee
150 Fifth Avenue
New York, N.Y.

My dear Mr. Gee:

I am enclosing a copy of a letter written to Mr. Garside, which I think needs no further comment. I had originally written it to you, but in submitting it to the Faculty Executive Committee for their approval, and in an effort to make still further reductions affecting more favorably the figures presented, the letter was recast for the Secretary of the Board of Trustees as being a somewhat more formal procedure.

I am very happy at the prompt decision of the Trustees to have you made Vice-President. This was promptly and heartily and unanimously confirmed here, both by our Faculty Executive Committee and by those members of the Board of Managers who could be reached ~~by~~ before the cabled reply.

The last mail brought letters from the office indicating that you had arrived, and that the first contacts were proving extremely pleasant. I hope that the relations with Pierce and Hedrick are not going to be any embarassment to you, but will on the other hand, give you a technical training, which in view of their varied experience, will enable you to get your own procedure worked out more speedily and satisfactorily than would otherwise have been possible.

We have been somewhat delayed in getting together material for publicity use. The busiest people at the opening of the session are the very ones whom we have had to depend upon. This will, however, be collected rapidly and forwarded.

When Wannamaker organized the Advisory Council, he asked me to write a letter to each member once a month. I have not strictly carried this out, but sent one letter during the summer, and am in process now of writing a second one. I am enclosing a sample of these. Except for the address they are all alike this time. You will note the reference to Miss Hague's article on the Presessional Conference. Will you

see that each member on this list receives a copy of that article in accord with the promise in my letter. I am sending this as per the list furnished me marked 10-31-31 in the upper right-hand corner. Please have me informed of any changes. If there are others to whom this letter might be well sent, but who are not actually members of this committee, I could have this done, making necessary changes in text. being done

Keep me informed as to any other ways in which we can be of help here.

With eager interest in what you are undertaking,

Very sincerely yours,

J. Heighton Stewart

JLS C