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Tsai, Stephen 1939

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燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta" 31

January 10, 1939
T39-1-10-8

Mr. C. A. Evans,
Yenching University,
150 Fifth Avenue,
New York City,
U. S. A.

INDEXED

Dear Mr. Evans:

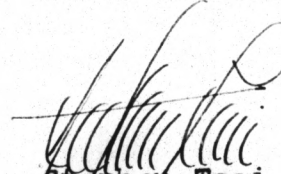
The minutes of the Trustees' meeting of November 10th came last week. I must confess that action T-3616 has given us true arctic temperature in this wintry weather. To have the income cut by some \$22,118.09 (from \$99,856.28 to \$77,738.19) without any warning and in the middle of the year is a very serious matter. We note that the shrinkage of income is due to two factors:- a decrease by \$15,348.09 in the return of investments and an increase by \$6774.00 in home administration. We fully realize that the reduction in the income from invested funds is beyond the control of the Trustees. But to take away \$6774 from a badly depleted income to add to an already huge promotion budget is difficult to understand. For the past six months we have been going on the basis of an assured income of \$99,856.00 and the prospect of an emergency grant of \$56,000.00. Your action not only reduces the assured income by \$22,118 but also slashed the prospective emergency grant from \$56,000 to \$47,831.95. We are at a loss as to how you arrived at this latter figure. Leave that alone for the moment. The net result of your action came at this time of the year means we have to save from the balance of the year \$30,618 (\$22,118 plus \$8,500) which seems to me an impossible task. All fall you repeatedly urged us to send you our revised budget which we did as soon as we had the data on hand. In your letter of September 7 to Dr. Stuart you wrote: "We will therefore await the receipt of the revised budget before taking any further action but accepting your letter as representing authority for approving the request for \$56,331.93." But on November 10th you took the fateful action. This is long before you received our revised budget which Miss Cookingham sent on November 2nd. It appears, therefore, the Trustees did not follow the procedure you proposed and acted on without any reference to the needs of the field. President Stuart is writing you on the subject. In the meantime I wish to communicate to you my own reaction.

As the matter of exchange rate is a very vital factor in the consideration of our budget, I wish to dwell upon briefly the local

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local/ situation. The legal currency, as far as the local government is concerned, is the new Federal Reserve Bank notes. The foreign exchange banks in Peking and Tientsin, however, do not accept them in their foreign exchange dealings. They still use the old legal tender, viz. the notes of the Bank of China and Bank of Communications. According to orders issued by the local government the old notes are accepted only at a 10% discount since August 1938 and a further discount of 40% will be enforced beginning with February 20th. In the Tientsin foreign concessions, however, the old notes command a premium of about 4%, i.e. \$104 Federal Reserve Bank notes for \$100 old notes. So we have two local currencies in this area. Whether or not the efforts of the local authorities to drive out the old notes will be successful time alone can tell. This situation is very amusing but it has not much bearing on the exchange market as far as fluctuations of exchange rates are concerned. The important and interesting point is the discrepancy between rates in North China and in Shanghai. Due to many factors which I will not go into here, the North China currency has a premium of about 10% over the Shanghai currency. At one time the premium went as high as 20%. But recently it seems to have settled down to about 10%. The exchange quotations between U.S. and Chinese dollars quoted by the New York banks are probably in terms of Shanghai currency. Since the Shanghai currency is worth 10% less than Peking currency, the difference between Peking-New York and Shanghai-New York is also about 10%. That is to say on the same day one can get \$5.80 for U.S. \$1.00 in Shanghai, he can only get about \$5.30 in Peking. There are rumors circulating to the effect that the local government is contemplating an exchange control in North China. In that event, there will be further depressing effects on the U.S. dollar. We are living at a time of great uncertainties. It is but prudent that we should provide the greatest possible safety margin against contingency. I am sure this information, if you have not already had, will be of interest to you.

Yours sincerely,



Stephen Tsai.

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燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

January 13, 1939.

T39-1-13-9

Mr. C. A. Evans
Yenching University
150 Fifth Avenue
New York City
U. S. A.

Dear Mr. Evans:

Since I wrote you two days ago commenting on Action T-3616 of the Trustees' meeting, President Stuart received Mr. Parker's letter of December 15th, which, among other things, elucidated the difference between the emergency grant of \$56,331.95 as originally approved and the new figure of \$47,831.95. The net result on the field, however, remains the same as I pointed out in my previous letter inasmuch as we here regard the \$8,500 as a part of the assured income from special gifts. The emergency grant \$56,331.95 is in addition to that. It is true that we do not require the whole \$56,331.95 to balance our revised budget. But commodity prices have been soaring steadily. Some of the contingencies indicated in President Stuart's letter of August 31st are fast becoming realities. Perhaps the most notorious case is the coal situation in our power plant. The only suitable coal for our boilers is the Tatung bituminous from northern Shansi. The local market is now under the absolute control of a company recently formed. All the Tatung coal is being shipped abroad. By sheer luck, we were able to get 800 tons early in the fall. Since then we couldn't get one more ounce. The same situation faces P.U.M.C. In desperation we are burning, or more appropriately to say trying to burn, an anthracite coal from the mines just 15 miles west of us. This coal is not at all suited for our use. But we have no choice. We are burning 28 to 30 tons a day instead of 17 or 18 without getting the same heat value. We had been paying about \$10 a ton for the good Tatung coal before hostilities. Now we have to pay \$18 for this poor anthracite coal. I estimated that at the end of the year our cost of coal will triple that of a normal year.

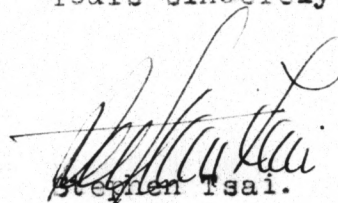
In reading the report of the Treasurer of the Trustees I note that the expenses of Mr. Rugh and myself are charged to University Promotion and you have a promotional deficit for the year \$5,025.54. Since all receipts were credited to the Emergency Relief Fund, shouldn't our expenses come out of that fund too? It seems hardly fair for Yenching to bear our expenses in addition to our share in the ABCCC while the receipts are all credited to the Emergency Fund.

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Fund./ If Mr. Rugh and I did not go to America, we would have saved all the expenses while presumably we would get the same amount from the Emergency Fund. This, however, is purely for the Trustees to say. I am interested in this because of my personal connection in it as well as from the viewpoint of the University's financial officer. I hope you do not feel I am being indiscreet in raising the point.

With kindest regards.

Yours sincerely,



Stephen Tsai.

BT:H

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INDEXED

February 10, 1939

E - 39 - 2 - 10 - 1

*ack by Tsai
T34-3-20-11*

Mr. Stephen Tsai
Yenching University
Peking, China

Dear Mr. Tsai:

I am answering your letter of January 10th No. 8 which refers particularly to the trustees appropriation for the current budget.

For some time I have had figures on my desk reviewing the revised budget which you sent us in November and which was based upon a 3 to 1 exchange. I have purposely delayed presenting the budget for any action, as meanwhile the trustees took action on the amount of money available for the current budget, and I felt confident we would receive some action from the field. May I say in connection with this action that there was considerable discussion as to whether or not the figure of \$77,738.19 should be used, or that some portion of the income from emergency gifts be included, and there were several factors which influenced the acceptance of the smaller figure:-

First, - there was no thought of definitely reducing the amount available as No. 3 of the same action indicated that the trustees were seeking additional funds to the amount of \$47,831.95. It was brought out that the original emergency requests approximated US\$15,000 - whereas, the trustees were requesting from the Associated Boards more than \$50,000. It was felt that somewhere between these figures a sufficient amount might be secured to offset any deduction in budget estimates.

Secondly, - the budget was figured on a 3 to 1 basis, whereas the Shanghai rate of exchange has been better than 6 to 1 for some time, and your letter indicates that even in North China you are getting better than 5 to 1. Therefore, by setting up the budget on the basis of 5 to 1 considerable extra local currency would be secured.

Thirdly, - your balance sheet of June 30, 1938 showed the University and College Surplus Account to be \$122,006.10, of which \$63,530.40 represented an accumulation which might possibly be used in case of extreme

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Mr. Stephen Teal

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2/10/38

necessity.

The Trustees of Yenching University have been more sensitive to the problems which China is facing than any other board on our list. They are constantly in touch with our office and desire to show how vitally interested they are in the special problem which Yenching has to face. It is inconceivable to my mind that anything would be done by this Board which would seriously cripple its effectiveness. I don't know of a single institution on the whole mission field that possess such a loyal group of trustees. Every dollar which is expended either here or in China is for the interest of Yenching. A great deal of time has been expended by the Investment Committee alone for the purpose of reducing cost of investment counsel. The Treasurer is constantly hounding me about this and that expenditure and I have to show good cause for signing every check which goes through.

After having said all of the foregoing, I would like to add that could I do so, I would like to double the appropriation for the field if it seemed a reasonable thing to do. Anyway it is my feeling.

I greatly appreciate your discussion of the exchange problem in North China, of which we have had some information through various channels. We are in constant touch with the Chinese banks and our investment counsel brings us frequent word as to foreign exchange, and we are constantly watching the daily papers, aside from reading various financial items which deal with the problem you are facing. But, you on the field, nevertheless, are going through the experience and know how it immediately affects your financial needs, and I sympathize deeply with your new problem.

Please be assured that wherever it is possible to render any assistance in building up interest or the budget of Yenching, we will do so. We are certainly proud of the institution and for all you are standing for.

Very truly yours,

C. A. EVANS

CAE/B

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Mr. Stephen Ts'ai
Yenching University
Peking, China

February 21, 1939

ack 3/29/39
T34-3-29-13

Dear Stephens

In reading the last paragraph of your letter of January 13th to Mr. Evans - T39-1-13-9 - I see that we failed last spring when you were with us to make clear the basis on which all our promotional costs were being handled.

The basis on which total costs were computed was briefly this: In one column we assembled at the end of the year all of the new gifts of every kind - emergency, current, and capital - secured during the year by and for each participating institution. In another column we assembled all the promotional expenses during the year incurred by the individual boards and by the united group. Each board's total promotional expense was then apportioned pro rata to its percentage of the total in new gifts secured during the year. Toward each board's total share in these costs it was given full credit for all promotional expenditures made by the board direct, and the balance was considered its share in the promotional costs of the group as a whole.

This general procedure was applied toward our Yenching promotional costs as follows:-

On the side of new income Yenching received during 1937-38 a little over \$31,000 in the emergency fund, and about \$3,000 in other current gifts outside the emergency. It secured most of the cash and pledges which went to make up the \$50,000 Gamewell Endowment Fund. It received payments or pledges on other building and endowment objectives to the extent of ten or fifteen thousand dollars. Thus around \$100,000 was secured by or for Yenching in "new funds". Not all of these were counted in computing Yenching's share in promotional expenses, and some items were counted at only half their value. Gifts secured through our efforts for Princeton-Yenching were omitted entirely, as were all the regular items of current income secured by or for the Yenching trustees from mission boards, foundations, investments, and individuals, amounting to well over \$100,000. And of course no calculation could be made of efforts during the year to discover new friends who might give in future - as you were doing in much of your good work among us.

On the above basis, the Yenching Trustees' total share in all 1937-38 promotional costs was computed to be \$15,758. Since the Yenching Trustees expended \$8,174 in their own promotional budget, the amount of their share in the Associated Boards budget was the remaining \$7,594.

In your letter you state that the expenses of Arthur Rugh and yourself (which totalled \$3,558) should have been met by the Associated Boards rather than the Yenching Trustees. From the above it is obvious that the net result to the Yenching Trustees

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February 21, 1939

would have been absolutely the same. Had these items been deducted from the Yenching promotional budget, that total would have been \$4,616. and the Yenching Trustees share in the Associated Boards budget would have been \$11,142, giving the same grand total of \$15,758.

Both the Associated Boards and the Yenching Trustees would have preferred to have the expenses of Mr. Rugh and yourself provided for within the Associated Boards budget. But the first intimation we had from Peking that you two distinguished Yenchiangians would be available for promotional work here in the States was not received until sometime in December, when the fiscal year 1937-38 was nearly half over, and both the Associated Boards promotional budget and the Yenching promotional budget had long been worked out in full detail. The total amount available in the Associated Boards budget for travel expenses was only \$5,600; and since all this and more was required for the travel expenses of members of the Associated Boards staff engaged in promotional work it was quite impossible to add an additional item of \$3,500 with the very narrow limits of the Associated Boards budget. The Yenching Trustees had set up their own budget on the assumption that it would total around \$4,500, and this was all that the Yenching Trustees were really authorized to ask credit for in computing the share it should bear in the budget of the Associated Boards.

Because of these budgetary limitations the Yenching Trustees spent several weeks trying to reach a decision as to whether it would be financially possible to have Mr. Rugh and you undertake the promotional activities proposed by Dr. Stuart. At last, however, the Trustees decided that they would be happy to have you come, and that they would deal with the problem of expenses as best they could when the year was over. You will note that by increasing their own promotional budget and thereby reducing their participation in the promotional budget of the Associated Boards, the Yenching Trustees actually shifted most of your expenses (79% to be exact) to the other Boards of Trustees which participated in the Associated Boards budget. But all members of our group were happy to have you with us, and felt that your presence here was profitable for the group of Colleges as a whole as well as Yenching alone.

You express some concern that the year 1937-38 closed with a promotional deficit of \$5,025.54. It must be obvious that this deficit was primarily due to two factors: First, the additional activities in connection with securing emergency funds, all of which were planned after our budgets were originally set up, added substantially to our promotional costs. Second, the coming of Mr. Rugh and yourself made a further addition to promotional costs, indirectly as well as in the handling of your actual travel expenses. To these two obvious factors a third might be added - that whereas in previous years a substantial amount of designated current gifts received by the Yenching Trustees were applied to meeting our promotional expenses, during 1937-38 practically all such undesignated gifts were turned over to the University as part of the emergency fund. I am sure that you have noticed, both from the annual report of the Yenching Trustees and from the monthly financial statements we have been sending you, that this deficit of \$5,025.54 has not been charged either directly or indirectly against the current funds which the Trustees are supplying to the University, but is being carried by the Trustees as a deficit for which they are responsible, and for which they must make provision in future years. The expenses, while presumably we would get the same amount from the emergency fund. I am sure you do not mean what this sentence indicates, for it seems to point in exactly the opposite direction from the spirit of cooperation in which all of our promotional work on behalf of the Colleges is

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February 21, 1939

now being carried on, and must of necessity be carried on. The basis on which the Yen-ching Trustees invited you and Mr. Rugh to come to America last year and asked the other Boards of Trustees to share in your expenses, was that your presence here would help materially in the securing not only of Yen-ching's share in the emergency fund, but also the share of the other Colleges as well. We have been particularly grateful to Mr. Rugh for the fine and unselfish way in which he threw himself into the leadership of the promotional activities on the Pacific Coast on behalf of the entire group of Colleges. While you yourself preferred to specialize more in Yen-ching objectives, we felt that your presence was of value to the group as a whole, as well as to Yen-ching.

I am not usually so generous in my correspondence as to send a three page letter in reply to a single paragraph. But I have been quite concerned during recent months over your references to our "huge promotional budgets," and your feeling that Yen-ching is bearing a disproportionately large share in the cost of our cooperative promotional enterprise. Studies we have made at various times during recent years show that there has been a steady decrease year by year over the last fifteen years in the amount that the Yen-ching Trustees have been expending here in America for their promotional work. At the same time there has been a steady rise in the proportion of each dollar of current and capital gifts which have been available for the actual purpose for which the gift is intended after all direct and indirect promotional costs have been deducted. This decrease in cost and increase in productivity has been brought about largely by the Yen-ching Trustees' cooperation with the Boards of Trustees of the other Colleges in their promotional activities.

The main reason why the field has become increasingly conscious of the cost of our promotional activities has been this:- In former years the Yen-ching Trustees were spending from \$20,000 to \$40,000 a year for promotional activities but were meeting this from undesignated gifts received from its promotional activities, from special campaigns which were carried on to secure money for promotional work, or through rolling up very large promotional deficits. At some times we have had promotional deficits of as much as \$100,000 standing on the books of the Yen-ching Trustees. This meant that over a period of years the Yen-ching Trustees had to put on special campaigns and to utilize all available surpluses, to clear off these huge promotional deficits. In recent years, our more modest promotional costs have been shown as they should have been all along - as a part of the current operating expenses of the Boards of Trustees. While a part of these expenses have been budgeted in such a way that they cause an immediate reduction in appropriations which would otherwise have gone to the field, these reductions have been more than compensated for in various ways - by turning over to the field undesignated gifts which formerly went to meet promotional expenses, by making available for the field surpluses which would otherwise have been used here, and by putting into the University's endowment funds gifts and income which under the previous procedure would have gone to decrease promotional deficits.

I know that you need no assurances from us that the Yen-ching Trustees are doing their best - as they have always done and always will do - to make available for the work of the University every dollar they can possibly secure, and to keep the necessary expenses of American administration and promotion at the minimum which will permit the effective carrying on of the work which the best interests of the University require.

With warmest personal regards, I am

Very cordially yours

BAG:CN

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燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

March 20, 1939.
T39-3-20-11

Mr. C. A. Evans,
Yenching University,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

Thank you for your letter of February 10th in answering mine of January 10th dealing with the Trustees' appropriation for the current year. I have also read your letter to President Stuart on the same subject. I wish to apologize if my letter seemed captious of the Trustees' action. I was writing under very uncertain atmosphere regarding the outcome of the exchange control as it would affect our budget. If and when the efforts of the powers that be to control the exchange at U.S. 29¢ to a dollar should succeed, the University finance would be in a bad shape with the reduced income. The control has gone into effect for ten days. So far it has only shown depressing effects on the new currency, viz. the Federal Reserve Bank notes. I have just heard this noon over the radio that the Shanghai rate is about 6.20 compared with 6.30 here. If this keeps up, we will of course be able to get through the year without much difficulty in spite of the reduction. But efforts of all kinds are being brought upon the market by the local authorities to achieve the aim of the exchange control. Time will tell whether or not economic laws can be superseded by arbitrary action and force.

At the time when the exchange control went into effect on the 10th of this month the old notes (those of the Banks of China and Communications) were also banned from circulation. The banks in the city have been systematically searched. Attempts were even made to search the branch office of a local bank in this building, Bashford Hall. But Dr. Stuart refused to give permission. It is a criminal act to carry the old notes now. But in Tientsin foreign concessions the old notes still command a premium of 3 to 5%. All the leading foreign exchange banks, with the exception of The National City Bank, do not do any exchange transaction except in terms of the old notes. We regret that the American bank shows a compromising attitude. Their argument is accommodation to their clients, which of course is a short-sighted policy. You have no doubt read about the barricading of the Tientsin foreign concessions. It is apparently connected with the carrying out of the exchange control.

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Mr. C. A. Evans
T39-3-20-11

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The cost of living is continually rising. If there should be an inflation and the exchange control fails to achieve its ends, we will have to readjust our salaries to alleviate the financial problems of the members of the faculty. On the other hand, if the control should work out as hoped by its authors, the exchange rate will fall and our income will be affected. So, it seems to me we are between the devil and the deep blue sea. I may be too pessimistic, but you can see our position is not an envious one.

We are rushing the budget for 1939-40. It won't be ready for a few more days. I fear we will not be able to get it to you in time for your April meeting with the mail so terribly slowed down these days. I am proposing that we cable you the main features in the new budget so that you will have some material for deliberation at your meeting. In any case, I hope it will reach you for your May meeting.

In conclusion I wish to say how very conscious we all are here of the ever-abiding loyalty and generous support, both material and moral, which our Trustees have so unsparingly given us without which we might have faltered during these difficult times.

Yours sincerely,



Stephen Tsai.

ST:H

0831

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

March 24, 1939.
T39-3-24-12

ack 4/23/39

Mr. C. A. Evans,
Yenching University,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

Miss Cookingham has not had any extended vacation for several years. Lately she has not been feeling well. The medical doctor recommends that she be given five months of rest. This was approved heartily by the University. She is leaving as soon as she can get a passage, possibly on the Empress of Asia leaving Kobe April 5th. We will, of course, miss her for these few months.

With reference to the payment of the equipment for the Physical Education Department, concerning which you and Miss Cookingham have exchanged correspondence (see Miss Cookingham's letter No.36 and yours of February 20th), I wish to say that the whole procedure was irregular. We wish no such recurrences in the future. The best way to clear the account and to avoid any further complications in our accounts is to have you charge us \$3.54 as requested by Miss Cookingham in her letter No.36.

*2/20/39
Cleared by
J.R. #1375
Mr. Evans
letter 2/18/39*

Yours sincerely,

Stephen Tsai
Stephen Tsai.

ST:H

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燕京大學
YENCHING UNIVERSITY
Peking, China

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APR 25 1939
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RECEIVED
YENCHING UNIVERSITY
133 Fifth Avenue
New York City

Dear Sir:
This is to advise you that the
vacation for several years. The
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燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

March 29, 1939.
T39-3-29-13

Ack 4/29/39

Mr. B. A. Garside
Associated Boards
150 Fifth Avenue
New York City
U S A

Dear B. A.:

Thank you very much for your letter of February 21st which deals at length with the accounting procedure in the Associated Boards with reference to Yenching's contribution. I am grateful for the enlightenment.

There are two points, however, I wish to comment on.

(1) Regarding current appropriation and the cost of Home Administration. Take the present year for instance, the Trustees in your meeting of November 10th, cut down the appropriation from \$99,856.28 to \$77,717.96. This sum \$77,717.96 is assured income, for which little or no promotional cost is involved. At the same time we are spending \$31,064 for Home Administration, from which the field receives no more assurance of any benefit than a conditional promise of \$47,831.95 from the Emergency Fund "as and if received". It, therefore, seems quite natural for us in a distance not conversant with all factors involved to question the wisdom of spending \$31,064 of good money for a problematical emergency fund of \$47,831.95.

(2) The second point is my attitude toward the joint campaign. As I told you on several occasions in your office, my first duty was to do all I could for Yenching. If I were in a position to do anything for the joint program, after fulfilling my obligation to Yenching, I would be only too glad to do it. But I hesitated to sacrifice Yenching for the other colleges. I never refused to take part in any joint undertaking. I made quite a few calls with Mr. Adylott for the Associated Colleges in and around New York City. I think Mrs. MacMillan can also testify that I was ready to do anything possible for the group as a whole. My only regret was that I was not kept busy continuously. Day after day I waited for instructions in the office for something to do and I became quite restive. Finally I asked Mr. Gamble if I could make calls on the Princeton men. To this he readily consented. At those moments I would be happy to do anything for the joint campaign. I am not saying that anyone was at fault. I fully realize that it takes a full-time secretary like Mr. Adylott to accompany anyone from China. Then, too, I was to blame for having not made my position clear.

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Mr. B. A. Garside
T39-3-29-13

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In conclusion, I wish to say how very conscious we are of the Trustees' ever-readiness to stand by us. My trip to America last year gave me an opportunity to appreciate this fact more than ever. It was a revelation to me. I came back with new vigor and conviction. If my enthusiasm seems to have overtaken my propriety, I wish to beg your indulgence.

With kindest regards.

Yours sincerely,


Stephen Tsai.

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0836

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

April 1, 1939.
T39-4-1-16

Mr. C. A. Evans,
150 Fifth Avenue,
New York City.
U. S. A.

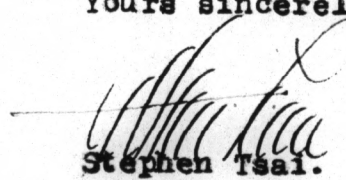
Dear Mr. Evans:

Dr. Stuart has already sent you copies of our proposed budget for 1939-40. I am enclosing herewith another copy. We are sorry that we have not been able to get this off earlier. The delay, however, is not because we were negligent on the matter but rather due to factors which were unavoidable. I am afraid that the copies Dr. Stuart sent earlier this week will not reach you by the middle of April, as you requested in your letter of February 4th. The nebulous deficit of over a quarter of a million dollars seems very alarming. If the rate of exchange continues at the present scale, the situation is not so bad. Dr. Stuart has written you the reason why we still use the rate of 3:1. I have gone into details of the exchange situation in my previous correspondence, so I will not repeat them again. For the income of both the University and the Women's College we have used the figures given by you in your letters of February 4th and 11th respectively.

We have made some pencil corrections in this copy of the budget, but they are not important. Please ignore them.

In the last budget analysis we received from you I note that you included Item 175.2 Miscellaneous Scholarships for \$647.35 as part of the appropriation of \$77,738.19. The inclusion of this item in the appropriation means to us a reduction by that amount, because this item of scholarships has never been included in the budget before. If you wish to include it with others, don't you think you ought to increase the total appropriation by that amount in order that we may not suffer the loss? Kindly let us know on this point.

Yours sincerely,


Stephen Tsai.

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燕京大学

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MAY 2 1939
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燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

May 5, 1939.
T39-5-5-30

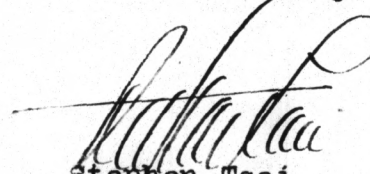
Mr. C. A. Evans
Yenching University
150 Fifth Avenue
New York City
U S A

Dear Mr. Evans:

INDEXED
Your letter E-39-4-1-1 informs us of the deposit in our account \$150.00 which you received from the Frances E. Ashbrook Missionary Circle of Washington for two scholarships for two girls. I understand from Mr. Rugh that these girls are daughters of our alumni who are victims of the present conflict and whom Dr. Stuart wishes to find ways to help. We will probably need to use the money after the President returns from his recent trip.

Your letter E-39-4-1-2 is a reply to Miss Cookingham's inquiry regarding the amount of interest paid on savings bank accounts. While the rate 2% does not look very attractive, the safety of the principle is a compensating factor. We have full confidence in you and your committee in doing the wisest thing.

Yours sincerely,


Stephen Tsai.

ST:H

0839

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RECEIVED
UNITED STATES
JUN 5 1939
JOINT OFFICE

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燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

May 5, 1939.
T39-5-5-31
OK 6/17/39

Mr. C. A. Evans
Yenching University
150 Fifth Avenue
New York City
U. S. A.

INDEXED

Dear Mr. Evans:

*These authorizations
were transferred to
manager current
funds - 6/13/39
gr. 1402 + 221*

Your letters of April 10th enclosing budget analysis and cash statements for March came this morning. This is perhaps the fastest mail we have received for sometime. We are very happy to note that you have made such good progress in the emergency campaign and note with gratitude the two authorizations, one for \$9,500 for the University and the other \$1,000 for the Women's College. Please be assured that we are fully aware of the uncertainties in the situation and will use the funds with utmost care. We are under no illusion that the Trustees have struck a gold mine.

We have had other letters from you besides the ones I have referred to in the present writing. But I don't think they require any further comments from us.

Yours sincerely,

Stephen Tsai
Stephen Tsai.

ST:H

0841

燕京大學
YENCHING UNIVERSITY
Peking, China

Office of the President

May 3, 1939
Y-3-3-11

Mr. C. A. Evans
Yenching University
150 Fifth Avenue
New York City
U. S. A.

Dear Mr. Evans:

Your letter of April 11th regarding budget analysis and cash statement for 1938-39 has been received. This is perhaps the latest mail we have received for sometime. We are very sorry to hear that you have made such good progress in the campaign and note with regret the two contributions one for \$5,000 for the University and the other \$1,000 for the Yenching College. I have been assured that the Yenching College is in a position to take care of the contributions in the situation and will be able to handle the funds with utmost care. We are sure to find that the Trustees have struck a good deal.

I have had other letters from you and the ones I have received in the meantime. I don't think I have received any other letters from you.

Yours sincerely,

Stephen Fair

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燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

May 19, 1939.
T39-5-19-35

Mr. C. A. Evans,
Yenching University,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

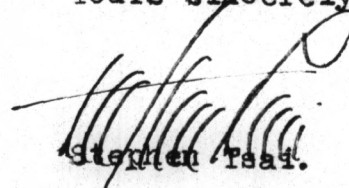
Your letter of April 22nd enclosing Dr. Gamewell's check for IC\$618.00 came yesterday. We are certainly grateful to Dr. Gamewell for his continued interest in the University's work and progress. We are crediting the Trustees US\$100.00 in the Emergency Grant for this gift.

In the first sentence of your letter you referred to the matter of addressing your correspondence. I may say a word about our office arrangement here. I have a room and desk in the Controller's Office which is just across hall from the Bursar's Office. I also have a desk in Miss Cookingham's office where we consult with each other regarding strictly Bursar's Office business and sign the checks jointly with her. During her absence Dr. Galt, who does the pinch-hitting for almost everybody in this university, countersigns checks. The New York and other financial correspondence are kept in files where both Miss Cookingham and I have free access to. We initial all the letters that we read. On my part I almost prefer that office letters be addressed to the office concerned. This would direct the postman to deliver the letters accordingly. Letters addressed us personally are delivered to our houses. This complicates matters in re-addressing when we are away from the campus. Business letters addressed direct to the offices would avoid the difficulty. However, we have experienced no great "hardship" in the present system.

While writing I may acknowledge receipt of your letter of April 12th enclosing the quarterly statements for the Princeton Yenching Foundation. We hope that the Princeton constituents will rally to the appeal of the Foundation during the closing month.

I wish also to thank you for taking care of the personal item of \$3.45 to Vernon Nash. With kindest regards.

Yours sincerely,


Stephen Nash.

ST:H

0843

燕京大學
YENCHING UNIVERSITY
Peking

UNIVERSITIES
JUN 21 1939
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RECEIVED
UNIVERSITIES
JUN 21 1939
JOINT OFFICE

0844

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

May 19, 1939.
T39-5-19-34

Mr. C. A. Evans,
Yenching University,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

In the Construction Department statements there appear the following accounts:

House No. 2	US\$12.91	LC\$ 60.00	?
Dr. Chen's House	602.12 ✓	2800.00 ✓	
3 Shu Pu Hutung	421.86 ✓	1961.77 ✓	
10 Huai Shu Chieh	215.68 ✓	1002.97 ✓	
12 Huai Shu Chieh	38.74 ✓	180.14 ✓	
3 Chun Chi Chu	23.17 ✓	107.73 ✓	
1 Chun Chi Chu	38.34 ✓	178.30 ✓	
5 Chi Hsiang Hutung	68.89 ✓	320.34 ✓	
	<u>US\$1421.71</u>	<u>LC\$6611.25</u>	

3751.25
28
3551.25
60

These sums represent improvements, except House No. 2, made in rented houses, the leases on which have all lapsed excepting No. 3 Shu Pu Hutung. We can never recover for what we put in. The expenditures, therefore, can not be capitalized. It should have been taken care of from the beginning in current budget. With encouraging words from you regarding the emergency gifts this year, we propose to write these off out of this year's budget. We have, therefore, put through the following entries and would ask you to reciprocate in your accounts.

Building Operations | Dr. Undistributed 26f1 US\$1421.71 LC\$6611.25
Cr. Residence 26m US\$1421.71 LC\$6611.25

I hope this will meet with your approval.

Yours sincerely,

Stephen Tsai.

ST:H

0845

May 22, 1939
2-39-5-22-1

ack 39-6-24-44

Mr. Stephen Tsai
Yenching University
Peking, China

Dear Mr. Tsai:

I have been attempting to reply to your letter of March 20th No. 11 on several occasions but in each instance something of immediate importance interrupted.

The question regarding the rise in commodity prices and fluctuation of exchange is one that is constantly before us. This is accentuated by newspaper reports from time to time which indicate this, that, or the other system is to be inaugurated with an effort to stabilize the exchange, or for some other purpose. Along with that, we secure reports from banking houses and other financial institutions which sometimes adds to the confusion. Anyway, it may seem like confusion at the time, but ^{very} often than not we secure a composite picture which warrants our going ahead for a time at least on a certain fixed basis, and so far it has worked out very well.

The problem, however, of the rising cost in living expenses is one we can hardly check from this end. The reports from West China confirm what you say regarding this situation and it seems only right for the field to make some adjustments to cover this new situation. The situation at Szechwan is getting acute and we have urged that some adjustment be made in the salaries which will compensate for higher costs, but the faculty in all the colleges so far have voted against a full restoration of salaries, due to the war emergency. But, sooner or later, it will have to be faced as some staff members will be able to find more remunerated positions elsewhere.

Personally I am not at all concerned over anything which the field may think or write regarding the program here in America or its cost. There is sufficient history on the books to show what Yenching has paid for its promotional costs since moving out to the present campus and everyone was aware of these charges at the time, and to my mind the awakening consciousness of these excessive costs is one of the best signs of the times. Wherever reductions can be made, certainly they should be without impairing the service. The Associated Boards' Committees have certainly accomplished a major task in reaching the present stage, and if adjustments are to be made, I am sure there will be no hesitation in voting it. Personally I am glad to get reactions from the field as it clarifies the situation from both ends and either gives us greater conviction to go on, or else incentive to make corrections.

I am combining with this letter an answer to yours of April 1st No. 16 enclosing copies of the budget. Analysis has been made of these figures and presented to the Budget Committee, and I am hoping to have a Finance Committee meeting before the Annual Meeting of the Board early in June.

0847

Mr. Tsai

-2-

5/22/39

The last paragraph of your letter alludes to \$647.35 being included in the total appropriation of \$77,738.19. By referring to page 2 of the minutes of the Trustees meeting held November 10, 1938, you will note that the Scholarship Funds under Section "e" total \$2,157.83. This is the sum of the Luce Scholarship Fund of \$1,510.48 and Miscellaneous Scholarships of \$647.35. In other words, we included all of Endowment Income in the appropriation of \$77,738.19. A careful checking of the first page of the Budget Analysis of April 30th will show you clearly what I mean. The difference between the total figure in the original action and that set forth in the budget is the Scranton-Luce Social Center \$20.23 of Anticipated Income. This was discovered after November 10th and included in the budget.

I am sure you will discover that were we to take the \$647.35 out of the income side; of necessity we would be compelled to take it from the expenditures as well.

Just as soon as there are any new developments, I will write you immediately.

Very truly yours,

C. A. EVANS

CAE/B

0848

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

May 27, 1939.
T39-5-27-36

Mr. B. A. Garside,
Associated Boards,
150 Fifth Avenue,
New York City,
U. S. A.

ack 6/27

Dear B. A.:

Your letter of April 25th together with the statistical data pertaining to the funds and income of the University came yesterday afternoon. The material looks like the dissertation for a Ph.D. degree. I have not had time to study it very carefully, but I will at the first opportunity. In the meantime I want to thank you most heartily for the painstaking and elaborate way which you have taken in attempting to clarify the issue with us. I am proposing to President Stuart that this material be circulated among the members of the Faculty Executive Committee, so that they may all have a chance to study and understand the situation intelligently.

It is unnecessary for me to say that I concur with you absolutely in what you said about our Yenching Trustees. I had on previous occasions expressed to you my feelings on the subject.

With best wishes and kindest regards.

Yours sincerely,

ST:H

Stephen Tsai.

0849

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telephone Address
123-37-38

May 27, 1939
123-37-38

Mr. B. A. Gardner,
Associated Boards,
150 Fifth Avenue,
New York City,
U. S. A.

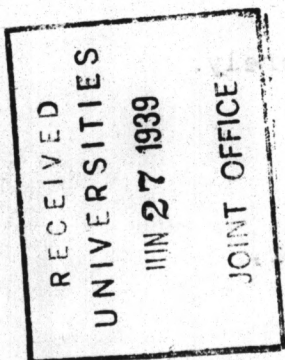
Dear B. A.:

Your letter of April 28th regarding the data pertaining to the funds and income of the University came yesterday afternoon. The material looks like the data for a Ph.D. degree. I have not had time to study it very fully, but I will at the first opportunity. In the meantime I want to thank you most heartily for the interesting and informative way in which you have been presenting the facts with us. I am proposing to President that this material be circulated among the members of the Faculty Committee, so that they may all have a chance to study and understand the situation intelligently.

It is unnecessary for me to say that I am very interested in what you said about our financial situation. I had on previous occasions expressed to you my feelings on the subject.

With best wishes and kindest regards,

Yours sincerely,



0580

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

June 2, 1939.
T39-6-2-39

ack 7/1/39

Mr. C. A. Evans,
Yenching University,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

I received yesterday the large envelope from you enclosing letters written between May 4th and 6th. The postal stamp on the envelope is dated New York May 8th. This means it has traveled all the way from New York to Peiping in twenty-four days, which is as fast as can be expected.

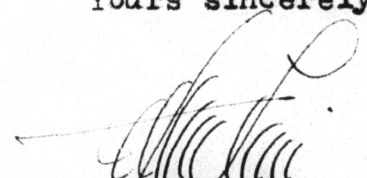
Your first two letters of May 4th require no further comments. The third letter deals with the US\$50 which you received from Miss Climena L. Judd of Smith College, to be transmitted to Mrs. Y. S. Tsao. We are sending Mrs. Tsao a check for this amount.

With the first letter of May 5th you attached a copy of the medical report of Miss Ann Gertrude Jacobs. We are looking forward to having her here next fall. Your second letter of the same date instructs us to remit to Dr. William B. Pettus US\$25.00 which you received from Miss Mabel C. Mead. We are sending Mr. Pettus a check for this sum.

Your two letters of May 6th are covering letters for the April financial statements for University and Women's College. We note with joy that you have been doing so well in the Emergency Campaign. We are also pleased to learn that the Harvard-Yenching restricted funds have been increased to \$22,368.42. This addition will be a great help to us in balancing the accounts of the year of the College of Arts and Letters.

With kindest regards.

Yours sincerely,


Stephen Tsai.

ST:H

0851

燕京大學
YENCHING UNIVERSITY
Peking, China

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學大京燕
YENCHING UNIVERSITY
Peiping China

Office of the Bursar

June 9, 1939.
No. T39-6-9-40.

INDEXED

Mr. C. A. Evans,
Yenching University,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

*Paid 12/13/39
no 9245
no 9246*
Herewith I am sending you Eastern and Western Certificates for Mr. and Mrs. Hsu Peng Cheng (P.C.Hsu) of the Department of Chemistry who are going to the States. Mr. Hsu will go to Cornell while Mrs. Hsu will go to Michigan. They are due San Francisco on August 3 on the President Pierce. Please mail the certificates to the boat. I may also mention that they will travel third class.

Mr. Hsu has been promised by President Stuart U.S.\$1000.00 to help him to get through the first year at Cornell. We have paid Mr. Hsu \$274.00 (including \$4.00 for the certificates which you can charge us through Account 31). Please pay Mr. Hsu in such installments as he may require during the year to the total of U.S.\$726.00. Mr. Hsu has made an excellent record both as student and as teacher, I am sure this opportunity for further study will greatly enhance his usefulness to the University. I hope he will have an opportunity to meet you and Mr. Garside.

*noted
2-c*

Sincerely yours,

[Signature]
Stephen Tsai.

ST:W

*Eastern & Western
certificates applied for
for Mr. & Mrs.
7/1/39*

0853

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JUL 10 1939
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0854

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

June 12, 1939.
T39-6-13-41

Mr. C. A. Evans,
150 Fifth Avenue,
New York City,
U. S. A.

INDEXED

Dear Mr. Evans:

I find that we still have several authorizations not drawn yet. Since the year is fast approaching its end, we are drawing on you on all the outstanding authorizations. We enclose the drafts herewith for the respective accounts. Please deposit these drafts to our account with the Central Honover Bank and Trust Company.

The exchange market has been most erratic these last few days. The banks are reluctant to do any business without cover. This morning we tried to sell the Harvard-Yenching Institute money, but we couldn't get a buyer who would give a reasonable rate. Since we still have a large balance in our local currency account, we decided to absorb these authorizations ourselves at the normal rate that prevailed here until the present upheaval. Hence the enclosed drafts.

*Charged against
Acct Payable*

Draft No. T-1539 for US\$12,000 on account of the Trustees' current appropriation as per your authorizations Nos. 3910 and 3911 of US\$6,000 each. 12,000.

Draft No. T-1540 for US\$400 on the McBrier Foundation account as per authorization No. 3912. 400.

Draft No. T-1541 for US\$1,200, being the equivalent of LC\$7,500. at the rate of 6.25, also on the McBrier Foundation account of the same authorization, No. 3912. 1,200.

✓ Draft No. T-1542 for US\$2,374.36, being the equivalent of LC\$14,839.76 on the Harvard-Yenching Institute account authorizations Nos. 3904, 3905 and 3906 (see Mr. Garside's letter of December 20, 1938). 2,374.36

through 15,974.36

I am sorry we didn't put this/earlier. But I hope it will reach you not too late for your closing entries. While writing I wish also to acknowledge receipt of your letter of May 12th informing us that you had deposited US\$2,280 to our account in the Central Honover Bank and Trust Co. for the balance of the Harvard-Yenching Institute account.

Yours sincerely,

4 drafts attached

Encls.
ST:H

Dep. 7/12/39 15,974.36

Stephen Tsai.

0855

燕京大學
YENCHING UNIVERSITY
Peking, China

Office of the Controller

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燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

June 24, 1939.
T39-6-24-44

Mr. C. A. Evans,
Yenching University,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

With the Commencement Exercises on Tuesday, the University added one more successful year to its history. This next year perhaps will be another year of great uncertainties and no one can predict what may become of us a year hence. But we have the experience of these past two years to help us to weather the storm. There are many speculations concerning the situation here this summer. The more cautious have even given up the idea of going to Peitaiho for fear of being trapped at the beach. Prudence prohibits me to say any more on this subject. But I believe you will get more information concerning the situation from the President.

Your letter of May 25th brought us the good news concerning the Rockefeller Foundation gift. We are happy for our allotment of US\$16,000. I have taken note of the conditions of the gift and will have the reports prepared and sent to you as soon as possible.

I wish to thank you for your letter of May 22nd. The cost of living has gone up so much that it has worked no small amount of financial difficulties with the members of the staff. The fact we have two local currencies here complicates the matter. The Administration decided to give an exchange compensation amounting to 25% of the regular salary in May. The same percentage was again voted for this month. We fully realize that we should not give any resemblance of living in comfort and plenty while the rest of the nation is suffering from the present crisis. This is a general feeling of the faculty. There has never been a hint from the faculty of asking a raise in salary. The 25% which we call "exchange compensation" was initiated by the Administration. It does not constitute a raise in salary. The amount, if any, is to be decided by the Administration from month to month. I may point out that the cost of living has gone up a good deal more than 25% compared with pre-war basis. Foodstuff, for instance, has risen about 80%. As most of the flour and rice are imported and with the drop in exchange rate, the prices of these essentials will continue to rise.

0857

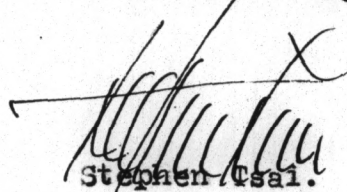
Mr. C. A. Evans
T39-6-24-44

2

I appreciate your attitude toward the remarks we made concerning the promotional cost in America. The only way to clarify any point is by question and answer. The more we can have open and frank discussion the less the possibility of misunderstanding.

I wish also acknowledge receipt of your three letters of May 16th and one of May 17th, none of which requires further comment.

Yours sincerely,



Stephen Tsai.

ST:H

0858

W. L. A. Evans
139-8-24-44

I appreciate your attitude toward the matter as made
concerning the provisional coat in Mexico. The only way to
any point is by question and answer. The more we have open
Frank discussion the less the possibility of misunderstanding.

I wish also acknowledge receipt of your letter of
May 18th and one of May 17th, none of which required further action.



0859

燕京大學
YENCHING UNIVERSITY

INDEXED ^{Peking} China.

Office of the Controller

Telegraph Address
"Yenta"

June 24, 1939.
T39-6-24-45

Mr. C. A. Evans,
Yenching University,
150 Fifth Avenue,
New York City,
U. S. A.

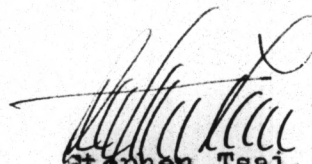
Dear Mr. Evans:

*Do you want to
write
Sun Life Assurance*

Miss Dora M. L. Bent is leaving for England for a year of furlough. Whether she will return to the University after this year or not is still undecided. We have agreed to pay her salary for July and August. Her annuity payment for these two months shall, therefore, be continued on the old basis. But after August she wishes to have her payments suspended for a year. We will write you again on the matter during the year about the future.

*noted on
card S.C.*

Yours sincerely,


Stephen Tsai.

ST:H

0860

燕京大學
YENCHING UNIVERSITY

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381-5575

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

INDEXED

Telegraph Address
"Yenta"

July 14, 1939.
T39-7-14-52

Mr. C. A. Evans,
Yenching University,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

The President has no doubt notified you that Mr. Kuan Yü-shan has accepted the Columbia University fellowship. From your cable we understand that in addition to free tuition at Columbia Mr. Kuan is provided with \$600. cash. On this basis the President has authorized to advance Mr. Kuan \$200 for his travel. This is to be deducted from the \$600 that he is going to receive during the year. We do not know how this money will be paid over to Mr. Kuan. If it is going through your office, will you please deduct the \$200 and deposit it to our account. If not, Mr. Kuan will pay it to you for our account.

Yours sincerely,

Stephen Tsai.

ST:H
Copy to Mr. Kuan

0862

燕京大學
YENCHING UNIVERSITY
Peking China

INDEXED

Office of the Librarian

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燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

*Mr. by Basman
Mr. C. A. Evans*

Telegraph Address
"Yenta"

August 10, 1939.

Mr. C. A. Evans,
Yenching University,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

This will introduce to you Mr. Yü K'ang-yuan, a graduate from Yenching last June. He is going to the States for further study. Anything you can do for him if he happens to be in New York, will be greatly appreciated.

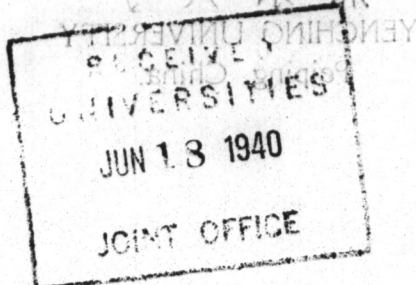
Yours sincerely,

Stephen Tsai
Stephen Tsai.

ST:H

0864

燕京大學



Telephone Address
Room 101

Office of the Controller

Mr. J. H. ...
Yenching University
150 Fifth Avenue
New York City
N. Y.

Dear Mr. ...

Enclosed for you are ...
the ...
of the ...
of the ...
of the ...

Very truly yours,
[Signature]

0065

381-5575

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

INDEXED

Telegraph Address
"Yenta"

September 8, 1939.
T39-9-8-59

ACK 10/11/39
E-39-10-11-4

Mr. C. A. Evans,
Yenching University,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

Apropos of the condition of the special grant of US\$16,000 from the Rockefeller Foundation to the University, I am sending you herewith our statement in duplicate showing the absorption of the grant in the accounts of the year ended June 30th, 1939. You will note that the grant has been treated as General Income of the University to finance the budgets of the General Administration, College of Arts and Letters, and College of Natural Sciences. We did not include the School of Religion and College of Public Affairs both because those units are financially independent and they came out with surpluses as you will see in the auditor's statements. The surplus of US\$804.12, which is being carried forward to the new year, may be regarded as unexpended portion of the grant.

I hope this statement is clear and will be acceptable to you and the Foundation.

Yours sincerely,


Stephen Tsai.

Encl.
ST:H

0866

UNIVERSITIES

RECEIVED

October 11, 1939

Mr. J. A. Evans,
Yenching University,
100 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

Proposed for the extension of the grant of \$100,000 from the Rockefeller Foundation to the University. I am sending you herewith our statement in duplicate showing the operation of the grant in the accounts of the year ended June 30, 1939. You will note that the grant has been received as General Income of the University to finance the College of Arts and Letters, the College of Arts and Letters, and the College of Education. It does not include the School of Religion and the College of Public Affairs but these are financially independent and they have no direct relation to the grant. The surplus of \$38,000.00, which is being carried forward to the new year, may be regarded as unexpended surplus of the grant.

I hope this statement is clear and will be acceptable to you and the Foundation.

Very sincerely,
John D. Rockefeller

John D. Rockefeller

RECEIVED
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OCT 11 1939
H:TS
JOINT OFFICE

7680

YENCHING UNIVERSITY

Statement showing the absorption of the Rockefeller Foundation grant of US\$16,000 in the expenditure of the University for the year ended 30th June 1939

INDEXED

INCOME

	U. S.	L. \$
1. General		
From Trustees	28,281.92	
" Rockefeller Foundation	16,000.00	
	<u>44,281.92</u>	
Less Converted to Local Currency	34,317.25	= 137,269.01
	<u>9,964.67</u>	
Student Fees		113,726.10
Chinese Government Grant		41,835.78
Other Local Income	390.40	69,355.86
2. College of Arts & Letters		
From Trustees US\$24,556.85		
Less Converted to L.C. 19,851.60		= 79,406.40
	<u>4,705.25</u>	
Special Grants		9,838.20
Exchange Surplus		17,171.90
Mission Board Staff Salaries		40,650.00
Sundry Local Income		468.39
3. College of Natural Sciences		
From Trustees US\$13,952.26		
Less Converted to L.C. 10,379.38		= 41,517.52
	<u>3,572.88</u>	
Special Grants		23,730.00
Exchange Surplus		8,148.26
Mission Board Staff Salaries		14,400.00
Sundry Local Income		450.40
	<u>383.52</u>	
TOTAL INCOME	<u>US\$ 20,850.72</u>	<u>L\$597,967.82</u>

EXPENDITURE

	U. S.	L. \$
1. General Administration	9,550.95	340,184.25
2. College of Arts & Letters	4,705.25	147,723.38
3. College of Natural Sciences	5,790.40	110,060.19
TOTAL EXPENDITURE	<u>US\$ 20,046.60</u>	<u>L\$597,967.82</u>

SUMMARY

Total Income.....	US\$ 20,850.72	L\$597,967.82
Total Expenditure.....	<u>20,046.60</u>	<u>597,967.82</u>
SURPLUS	<u>US\$ 804.12</u>	<u>Nil</u>

0868

Statement showing the absorption of the Rockefeller Foundation grant of US\$16,000 in the expenditure of the University for the year ended 30th June 1939

2. U

J. General

From Trustees
" Rockefeller Foundation

less converted to local currency

Other Local Income
Chinese Government Rent
Student Fees

College of Arts & Letters

From Trustees
Less Converted to I.O. 19,851.60
4,705.25
\$2524,556.35

Handy Local Income
Mission Board Staff Salaries
Exchange Savings
Special Grants

College of Natural Sciences

\$3,873.01 converted to L.C. 10-29-53
\$3,873.01

Special Grants
Exchange Grants
Mission Board Staff Salaries
Sunday School Income

RECEIVED
UNIVERSITY
JAN 11 1939
JOINT OFFICE

1. General Administration
2. College of Arts & Letters
3. College of Natural Sciences

TOTAL EXPENSES

УРАДУ

SURPLUS

Total Income	
Total Expenditure	

\$8.730.76201	\$8.730.76201
<u>\$8.730.76201</u>	<u>\$8.730.76201</u>
MIL	MIL

111

28.730,795
28.730,795

15557, 907, 98

170,000.75

82,481,040
82,481,040

10. *Journal of the American Medical Association*, 1997; 277: 1033-1038.

1,550.00

4.500.55

04.027.2

00.040.05 427

125.30,02 851

30,046.00

U.S. 80-408

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Ack. 10/13/39

Office of the Controller

Telegraph Address
"Yenta"

September 12, 1939.
T39-9-12-62

Mr. Joseph I. Parker,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Parker:

With the interruption of summer vacation and the opening rush of the new session, I have fallen behind with my correspondence.

First of all let me acknowledge receipt of your circular letter of July 20th to the Treasurers of the Participating Colleges enclosing minutes of two meetings of the Executive Committee of the Associated Boards on June 19 and 29. We noted with interest the actions taken.

The Associated Boards should be congratulated for the successful conclusion of the emergency campaign for the year closed June 30. Having had a little taste of the task of raising money myself in the spring of 1938, I fully appreciate the difficulties involved. With the world situation as such and the many uncertainties of the future, it must be increasingly hard to raise funds these days. Your tentative goal of \$25,000 for this year is a challenging figure. President Stuart has written to you about our requirements for this year. I believe he is going to write you again soon about it.

Your letter of August 9th informs us that you had deposited to our account US\$1,000 for the University of Nanking Crop Improvement Station here. We had already heard from Miss Priest and dealt with the matter.

Your second letter of August 9th informs us of the deposit you had made to the Women's College account.

Your third letter of August 9th enclosed eight annuity certificates for which we wish to thank you.

Your monthly news letter to the Presidents of the China Colleges was read with a good deal of interest. Such letters,

0870

Mr. Joseph I. Parker,
September 12, 1939 (No.62)

2

it seems to me, would bring the Associated Boards much closer to the administrative officers of the colleges. A greater degree of cooperation between the fields and the Associated Boards would be achieved through the better mutual understanding. I for one certainly hope that you will continue the good work of supplying the monthly news letter.

Yours sincerely,


Stephen Tsai.

ST:H

0871

RECEIVED
UNIVERSITIES
OCT 11 1939
JOINT OFFICE

0872

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

INDEXED

Telegraph Address
"Yenta"

September 12, 1939.
T39-9-12-63

Mr. C. A. Evans,
150 Fifth Avenue,
New York City,
U. S. A.

ACK 10/11/39

E-39-10-11-2

Dear Mr. Evans:

I have your letter of July 24th enclosing a report of the annuity list from the Sun Life Assurance Company. In the past the report from the Company gave us much fuller information. For instance, for Certificate No. 1 and employee Band the following information was given:

<u>Age</u>	<u>Total Monthly Contribution</u>	<u>Total Accumulation to date</u>	<u>Cash Value of Bonus Additions allotted during year</u>	<u>Annuity purchased incl. bonus</u>	<u>Total Annuity to date</u>
32	\$16.50	\$1,548.31	\$2.55	\$64.78	\$492.79

In the present list we do not quite understand what is meant by "Amount of Ultimate Annuity". Will you please take up with the Sun Life Assurance Co. asking them to supply us with the same kind of report as they had before.

Yours sincerely,


Stephen Tsai.

ST:H

0873

燕京大學
YENCHING UNIVERSITY
Peking, China

Office of the Controller

RECEIVED
YENCHING UNIVERSITY
OCT 11 1936
Mr. C. A. Evans,
180 Fifth Avenue,
New York City,
U. S. A.

September 12, 1936.
1936-9-12-63

Dear Mr. Evans:

I have your letter of July 24th enclosing a report of the annuity list from the Sun Life Assurance Company. In the past the report from the Company gave us much fuller information. For instance, for Certificate No. 1 and employee had the following information was given:

Age	Contribution	date	Total Accumulation to Bonus Additions purchased annuity	Cash Value of Annuity	Total
32	\$16.50	\$1,548.31	\$2.55	\$64.78	\$-02.72

In the present list we do not quite understand what is meant by "Amount of Ultimate Annuity." Will you please take up with the Sun Life Assurance Co. and ask them to supply us with the same kind of report as they had before.

Yours sincerely,

Stephen Tait.

ST:H

4780

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

September 20, 1939.
T39-9-20-65

ack 10/20/39
"E-39-10-25-2"

Mr. C. A. Evans,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

We are paying to Mr. E. O. Wilson US\$500.00 for children's educational allowance this year. The amount in the budget for this purpose is only US\$489.00. This means we must draw US\$11.00 from the accumulated funds which are in your hand. Please deposit this US\$11.00 to our account in the Hanover Bank. As their children grow older and the budget appropriation remains stationary at US\$163 per child per year, the difference between the amount we pay to the Wilsons and the budget amount has to come from the accumulated funds each year. Will you please let us know what is the actual accumulation up to date. I cannot find this account in your balance sheet. - 112 b

Dep 10/24/39
No 9324

June 30 1939
2.06465
11.00 H.
2.05365

June 30 1939
1,030.89

I have consulted with President Stuart regarding the disposition of the educational allowance for Harry Price's children. The President authorizes the retention of this money for the time being. I would also like to know the accumulated amount up to date in this account.

"Educational Fund for Foreign Children"

Yours sincerely,

Stephen Tsai.

ST:H

0875

RECEIVED
UNIVERSITIES
OCT 30 1939
JOINT OFFICE

0876

燕京大學
YENCHING UNIVERSITY
Peiping, China.

797 Long meadow St
Long meadow mess

Office of the Controller

Telegraph Address
"Yenta"

October 6, 1939
T39-10-6-69

ack 11/8/39

Mr. C. A. Evans,
150 Fifth Avenue,
New York City,
U. S. A.

My dear Mr. Evans:

Your letters of September 13th and 14th came yesterday. Three of these letters deal with the authorizations for the current budgets. I was on the point of sending you a cable regarding the Harvard-Yenching authorizations because we have advanced a considerable amount from the University account for their current expenses. As soon as your letters came we immediately sold authorizations Nos. 3917-20 inclusive, all on the Harvard-Yenching Account. The last authorization is not due until October 15th. But we need a little more cash for the present, because we have paid out large sums during the autumn festival. As you know, this festival constitutes one of the three settlement days in commercial China. The draft number is T1543 and the rate one U.S. dollar per \$12.70 Federal Reserve Bank notes. I hope this earlier demand on you will not cause you any complicated things with you.

Regarding the Harvard-Yenching budget there seems to be some discrepancy between the budget approved by the Institute's Trustees and the one given in your letter. For the sake of comparison I will put the amounts in parallel columns to show wherein lie the differences.

	Budget approved by the Institute's Trustees		Budget given in your letter	
	<u>L.C.</u>	<u>U.S.</u>	<u>L.C.</u>	<u>U.S.</u>
Y- 1	\$10,000.	\$3,000.	\$10,000.	\$3,000.
Y- 2	1,000.		1,000.	
Y- 3	20,760.	1,900.	21,260.	300.
Y- 4	3,600.		3,600.	
Y- 5	6,000.		6,000.	
Y- 6	8,000.		8,000.	
Y- 7	2,000.		2,000.	
Y- 8	2,200.		2,200.	
Y- 9	3,045.	308.	3,045.	308.
Y-10	3,000.		3,000.	
Y-11	5,500.	1,000.	---	
Y-12	18,000.		18,000.	
Y-13	2,820.	350.	2,820.	350.

0877

Mr. C. A. Evans
T39-10-6-69

2

Mr. William Hung is negotiating with the Director of the Institute to increase the budget to take care of the exchange compensation which the University has given to the members of the staff from month to month to alleviate the problems caused by the increased cost of living. When that request is approved, the salary items will have to be revised. I trust the Institute will communicate with you regarding the matter.

Apropos of your letter of September 13th we are returning herewith four signature cards for the Central Hanover Bank and Trust Company.

Yours sincerely,


Stephen Tsai.

Encls.
ST:H



0878

Mr. G. A. Evans
T29-10-8-69

Mr. William Hugg is negotiating with the Director of the Institute to increase the budget to take care of the exchange compensation which the University has given to the members of the staff from month to month to alleviate the problems caused by the increased cost of living. When that request is approved, the salary items will have to be revised. I trust the Institute will communicate with you regarding the matter.

Propose of your letter of September 10th we are returning herewith four signature cards for the Central Bank and Trust Company.

Yours sincerely,

Stephen Tash

Encs.
STH



0879

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

October 9, 1939.
T39-10-9-71

ack 11/9/39

Mr. C. A. Evans,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

*error should
have been correct
Budget*

Your letter of September 9th informs us that you had deposited to our account with the Central Hanover Bank and Trust Company the amount of US\$12,525.29, being the balance of the emergency grant for 1938-39. I have tried to check up with our records as to how you arrived at this sum but have not been successful. Will you please be good enough to give us a complete report of the emergency grant showing the total amount originally granted and what current gifts should be included in this grant. In your June statements under Account 175.5 the amount you paid over to us up to that time was US\$29,630.37. Not having all the facts on hand, I have not been able to reconcile our account with yours.

Mr. Garside sometime ago wrote to Dr. Stuart asking us to report to you any gifts that we received directly from donors in America. I think Dr. Stuart has already reported to you that the only gift we received this year was the check of US\$500 received by Dr. Stuart from Mr. Danforth in January. I understand from Mr. Garside's letter that gifts like this are to be included in the emergency grant. I may also mention that the checks from Mrs. Shoemaker to Mr. William Hung which had come through your office were purely personal and did not enter into our University Accounts.

Yours sincerely,

[Signature]
Stephen Tsai.

ST:H

P.S. Please deposit the enclosed check for US\$17.50 to our account with the Central Hanover Bank and Trust Co.

*1 ch. attached
Dep - 11/16/39 - 22*

燕京大學
YENCHING UNIVERSITY
Peking, China

Office of the Controller

October 2, 1939
1939-10-2-11

Mr. C. A. Evans,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

Your letter of September 24th information is that you had deposited to our account with the Central Hanover Bank and Trust Company the amount of \$100.00, being the balance of the emergency grant for 1938-39. I have tried to check up with our records as to how you arrived at this figure and have not been successful. Will you please be good enough to send a complete report as to the emergency grant showing the total amount originally granted and what current items should be included in this grant. In your annual statements under account 175.5 the amount you paid over is \$400 to that time was \$289,530.00. Not having all the data on hand, I have not been able to reconcile our records with yours.

Mr. Gervase sometime ago wrote to me, asking me to report to you any gifts that we received directly from donors in America. I think Dr. Gervase has already reported to you that the only gift we received this year was a check of \$500 received by Dr. Gervase from Mr. Gervase in January. I understand from Mr. Gervase's letter that the \$500 is to be included in the emergency grant. I may also mention that the checks from Mrs. Gervase to Mr. Gervase and Mr. Gervase had come through your office were purely personal and did not enter into our University accounts.

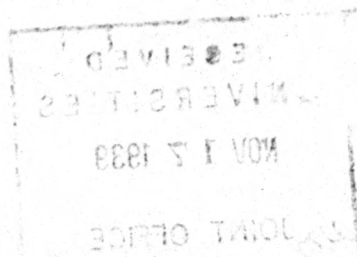
Yours sincerely,

Stephen T. H.

ST:H

P.S. Please deposit the enclosed check for \$100.00 to our account with the Central Hanover Bank and Trust Co.

1880



Office of the Controller

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Telegraph Address
"Yenta"

INDEXED

October 18, 1939.
T39-10-18-73

ack 11/18/39
E-39-11-18-2

Mr. G. A. Evans,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

We have received another payment on interest due on the investments of the Wheeler Chapel Fund. Will you please make the following entries in your University and Women's College books respectively.

University

Dr. 26T	Wheeler Chapel Memorial Fund	US\$228.07	LC\$2,130.18
Cr. 126T	Wheeler Chapel Memorial Fund	US\$228.07	LC\$2,130.18

Women's College

Dr. 22j	Wheeler Chapel Memorial Fund	US\$105.76	LC\$1,375.00
Cr. 122j	Wheeler Chapel Memorial Fund	US\$105.76	LC\$1,375.00

After you have put these into your books, our books will then be in complete accord with yours in these accounts.

For your files we are enclosing herewith a copy of the Construction Department Trial Balance as of September 30, 1939.

Yours sincerely,

Stephen Tsai
Stephen Tsai.

Encls.
ST:H

0882

燕京大學
YENCHING UNIVERSITY
Peking, China

RECEIVED
UNIVERSITIES
NOV 17 1939
JOINT OFFICE

October 18, 1939
100-10-10-70

Mr. C. A. Evans,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

We have received another payment on interest due on the investments of the Wheeler Chapel Fund. Will you please make the following entries in your University and Women's College accounts respectively.

University

Mr. 1937 Wheeler Chapel Memorial Fund \$1,138.07
Mr. 1938 Wheeler Chapel Memorial Fund \$1,138.07

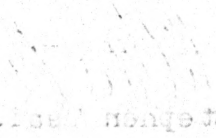
Women's College

Mr. 1937 Wheeler Chapel Memorial Fund \$1,138.07
Mr. 1938 Wheeler Chapel Memorial Fund \$1,138.07

After you have put these into your account, they will then be in complete accord with yours in these accounts.

For your files we are enclosing a review of the Corporation's report for the year ending on September 30, 1939.

Yours sincerely,


John H. Johnson

Encls.
JH

0000

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

November 2, 1939.

Mrs. T. D. Macmillan,
Associated Boards,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Eva:

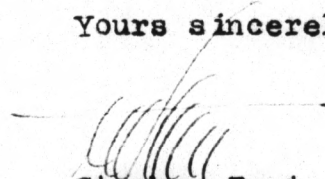
I must apologize for being such a poor reporter. I know how eager you are to get news from the China Colleges. I have not done my duty. My negligence in this respect is no proof of my concern of the tremendous task you people are having in trying to raise funds for the Colleges, for a day never goes by without some thought of you and your work. With people like the President, Margaret Speer and Grace Boynton, etc., I have good reason to believe that the Yenching campus is pretty well covered.

Yesterday President Stuart and I were discussing the financial problems of the University. Even using the high rate of exchange of 6:1, our revised budget has a deficit of LC\$290,000. When the exchange returns to normal as it surely will when the war is over, we will either have to curtail our program materially or to have our American income increased. It will be a long time before we can expect a substantial support from China sources, because during the period of reconstruction there will be great demands for funds everywhere.

There is no possibility of President Stuart's leaving here this year. He suggested that I make a trip next spring and has written Garside to this effect. Although I do not see how I can leave with Miss Cookingham away unless we shift the whole responsibility of this office to Dr. Galt, the President is quite ready to let me go if you people in New York think I could be of any help. In case I go, I hope plans can be so made in advance that my time can be utilized most profitably. I shall also hope that I will again have the pleasure of working with you and without interruptions.

With best wishes and kindest regards.

Yours sincerely,


Stephen Tsai.

ST:H

0884

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

November 10, 1939.
T39-11-10-77

ack 12/20/39

Mr. C. A. Evans,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Mr. Evans:

I am writing to acknowledge receipt of a batch of letters from you which came yesterday.

Yours of October 2nd deals with the Annual Report of the Treasurer of Princeton-Yenching Foundation which is attached to the letter. It is certainly gratifying to know that the Foundation closed the year in such a fine condition. I have always felt that there are many potentialities in the Princeton constituency which have not been thoroughly explored. I told many Princeton alumni last year jokingly that they ought to be half as good as Yale. I understand that the Yale-in-China budget is around \$40,000.

Your letter of October 4th informs us that Miss Frances Chen has paid to you at US\$1.00 for a diploma. Our Director of Studies Office has already received her application and the diploma will be sent to her as soon as it is prepared.

Your letter of October 9th is numbered E-39-10-9-2. This indicates that there is another one numbered E-39-1-9-1, which is yet to come. It is not an unusual occurrence to lose letters these days in this part of the world. Will you please check up whether this letter was numbered wrong or there is really one more to come. The enclosed papers in this letter are all received. We have no special urgency to use the money represented in your Journal Voucher No.1427. We will not draw on you until we are specifically authorized to do so.

Four letters dated October 11th. Letter No.1 deals with the quarterly trial balance of the Princeton-Yenching Foundation which is enclosed together with the financial statements for the period. I believe no further comments are necessary.

Letter No.2 deals with the report from the Sun Life Assurance Company regarding annuity policies. We have received the later report which answers the questions I raised in mine of Sept. 12th.

0885

Mr. C. A. Evans
T39-11-10-77

2

Letter No. 3 requires no further comment.

Letter No. 4 deals with the report to the Rockefeller Foundation on the Foundation grant of US\$16,000. We are carrying forward the sum US\$804.12 to the new year as unexpended portion of the grant. I hope the report has proved satisfactory to the Foundation.

Yours sincerely,



Stephen Tsai.

ST:H

0886

Mr. G. A. Evans
T32-11-10-77

Letter No. 3 requires no further comment.

Letter No. 4 deals with the report to the Rockefeller Foundation on the Foundation grant of US\$16,000. It is carrying forward the sum US\$804.12 to the new year as unexpended portion of the grant. I hope the report has proved satisfactory to the Foundation.

Yours sincerely,

RECEIVED
UNIVERSITY
DEC 14 1977
OFFICE

H:TB

7880

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

INDEXED

Telegraph Address
"Yenta"

December 5, 1939.
T39-12-5-86
Ack. 1/9/40

Dr. B. A. Garside,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Dr. Garside:

*(Endowment
Fund
Women's College)*

We note from the Treasurer's report of the Trustees that the University still owes the Women's College \$47,596.50 as loan to the Endowment Fund of the College of Natural Sciences. The Administrative Committee at its meeting this morning authorized me to forward to you the suggestion that you liquidate this loan from the funds which we have transferred from the local investments to New York during recent years. If you approve of this proposal, we will leave it to you the exact securities to be transferred from our list. This will reduce our investment in your books from \$104,802.14 to \$57,205.64.

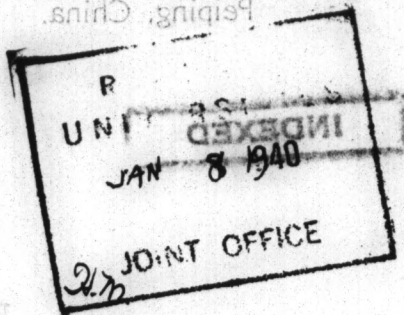
Your clipper letter to Dr. Galt for the celebration of his and Mrs. Galt's 40th year in China arrived yesterday. Preparation for the occasion have practically been completed. The entire faculty and staff will be present. You will receive a complete report of the event later. We are looking forward to a successful evening.

Yours sincerely,


Stephen Tsai.

ST:H

YENCHING UNIVERSITY
Peiping, China.



Office of the Controller

Telephone Address
"Yenching"

December 2, 1939
T.S.-12-84
H.K. 11340

Dr. S. A. Garrison,
150 Fifth Avenue,
New York City,
U. S. A.

Dear Dr. Garrison:

We note from the Treasurer's report of the Trustees that the University still owes the Yenching College \$500.00 as loan to the Endowment Fund of the College. I have discussed this matter with the Trustees at its meeting this morning and authorized me to forward to you the suggestion that you liquidate this loan from the funds which we have transferred from the local investments to New York during recent years. If you approve of this proposal, we will leave it to you to effect securities to be transferred from your list. This will reduce our investment in your books from \$104,802.14 to \$87,802.14.

An earlier letter to Mr. Galt for the collection of his and Mrs. Galt's 40th year in China arrived yesterday. Preparation for the occasion have practically been completed. The entire faculty and staff will be present. You will receive a complete report of the event later. We are looking forward to a successful evening.

Yours sincerely,

Stephen T'ao.

STH

9880

3 8 1 5 5 7 5

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

December 12, 1939.
T39-12-12-87

Mr. C. A. Evans,
150 Fifth Avenue,
New York City,
U. S. A.

ack 1/15/40
E-40-1-15-1

Dear Mr. Evans:

American mail yesterday. Yours written between November 2nd and 9th came. I will comment on these as seem necessary.

Letter E-39-11-2-1. Thank you for the enclosed draft for LC\$423.60 and your advice of the deposit to our account in the Central Hanover Bank and Trust Company, both to clear the charges covering pictures and lantern slides supplied to your office for promotional work. It has been a point of contention in the local money market as to which is the legal local currency - the Chinese National dollar or F.R.B. The former is at present discounted by about 10% in terms of the latter. The banks seem to interpret the term "local currency" at their discretion to their advantage. We have put through your draft for collection and have not heard whether the Hongkong Shanghai Bank is paying us the Chinese National dollar or the F.R.B. I am writing this merely to show you how complicated things are here.

Your two letters of November 3 require no further comments.

Letter E-39-11-6-1. Thank you for forwarding the report of the comptroller of the University of Illinois. I met the gentleman in Oberlin last when I was in America. I received a copy of his report last year and I was greatly interested in reading it. I too wish that we could publish a similar report for Yenching. But time and finance are relevant difficulties. The material I sent you on November 28th is a feeble attempt at such a report.

Letter E-39-11-6-1. (This number is apparently duplicated with the preceding letter) encloses the October statements for both the University and the Women's College. No further comments seem necessary.

0890

Mr. C. A. Evans
T39-12-12-87

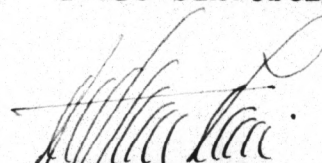
2

Letter E-39-11-6-2. This explains the inclusion of the two names unfamiliar to us in our annuity list. We understand the reason now and will raise no question even if these names should appear again in our list.

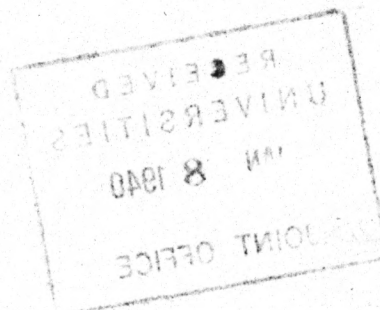
Letter E-39-11-8-1. The Harvard-Yenching Institute budget has undergone many changes since it was first submitted in April. I am checking up matters with Professor Hung and will write you separately again after my conference with him.

Letter E-39-11-9-1. Thank you for the detailed account of the emergency grant for 1938-39. The University's share is clear. But I still do not quite understand the situation in the Women's College account. The total amount of the emergency grant for the whole University was \$56,331.95, of which \$50,698.00 was earmarked for the University and \$5,633.95 for the Women's College. On May 16th, 1939 we drew \$1,000 and in August you deposited in the Women's College account \$2,138.08. This makes a total of \$3,138.08 which the Women's College received up to date. There still remains a balance of \$2,495.87 due the Women's College. Is my understanding correct? I would appreciate your confirmation on this point.

Yours sincerely,


Stephen Tsai.

ST:H



✓ 130.68
365.19
✓ 495.87

0891

Mr. C. A. Evans
739-12-18-87

Letter 7-32-11-8-3. This explains the inclusion of the two names mentioned to us in our monthly list. We understand the reason now and will raise no question even if it was named before appear again in our list.

Letter 7-34-11-8-1. The Harvard-Yenching Institute project has undergone many changes since it was first started in April. I am checking up matters with Professor Hsiao and will report separately again after my conference with him.

Letter 7-36-11-8-1. Thank you for the letter of the emergency grant for 1938-39. The University's financial situation is still not quite understood. The total amount of the emergency grant for the University was \$50,000.00 of which \$20,000.00 was assigned for the University and \$30,000.00 for the Women's College. In 1938 we drew \$1,000 and in 1939 we drew \$1,000. The College account was \$1,000.00. This was a total of \$2,000.00. The Women's College received \$1,000.00. There will remain a balance of \$1,000.00 for the Women's College. I would appreciate your confirmation of this.

RECEIVED
UNIVERSITIES
JAN 8 1940
JOINT OFFICE

0892

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

WROTE TO: AAA Engrossing Studio
Abbot-Deyer " "
Ames & Rollinson
Brettell, Geo. A.
J. V. Haring & Son
Malcolm & Hayes
Stevens-Nelson 2/19/40

Telegraph Address
"Yenta"

INDEXED

December 18, 1939.
T39-12-18-91

Mr. C. A. Evans
150 Fifth Avenue
New York City
U. S. A.

Order placed with
Stevens-Nelson Corp. 2/20/40

Dear Mr. Evans:

In the past we ordered diploma parchments from a firm in England. Under present circumstances, I hesitate to order anything from that part of the world for fearing that it may never get here even if the dealer can fulfill the order. I will cut off a corner of an old diploma to show you the quality of the parchment that we are used to give to our graduates. I will appreciate your ordering 200 pieces for our 1940 graduates. I believe there is a standard size for diplomas. Just to make it sure, our size is 15" x 22". I do not believe, however, they must conform to this size exactly. I think the simplest way of sending them will be by parcel post, unless you can find a suitable person to bring them over. Please charge the cost of this to our account.

Yours sincerely,

Stephen Tsai.

Encl.
ST:H

Pateron Parchment Paper Co
120 Broadway N.Y.
West Carrollton Parchment Co
99 Hudson St.
N.Y.

Write Pateron Parchment
" West Carrollton 2/5
2/5

ACK 2/27

One of 2/20 rewritten

0893

燕京大學
YENCHING UNIVERSITY
Peking, China.

Office of the Controller

WROTE TO: AAA Engraving Studio

Abbott-Dwyer "

James & Rollinson

Bretzell, Geo. A.

J. V. Hering & Son

Malcolm & Hayes

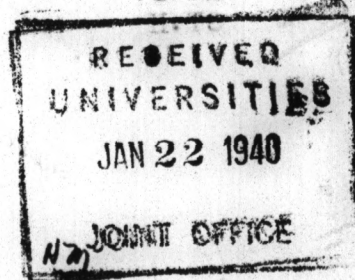
Stevens-Wilson & Co.

INDEXED

110 Fifth Avenue
New York City
U. S. A.

Dear Mr. Stevens:

In the past we ordered diplomas printed in
from within in England. These diplomas were printed
estate to order printing. In that part of the world
for learning these it may never be even if we
own fulfill the order. We will not be a corner
diploma to that is the only way of the government
are used to give to our students. It will be
your ordering 200 diplomas for our last year
diploma is a standard size. It is 11" x 14" x 24".
size. It size is 11" x 14" x 24". It is not a standard
they must conform to this size. It is not a standard
simplest way of sending them will be to send them
Xerox 200 diplomas for our last year. It is not a standard
change the size of the diplomas.



4980

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Office of the Controller

Telegraph Address
"Yenta"

Mr. C. A. Evans
150 Fifth Avenue
New York City
U. S. A.

INDEXED

December 23, 1939.
T39-12-23-94

ack 1/24/40

Dear Mr. Evans:

President Stuart showed me your letter to him dated November 18th with reference to the financial arrangements of Mr. Hsia Yun. I note that you have given him another \$300.00 and charged it to account No. 31. I do not wish to go into the question as to whether or not the University should continue to help Mr. Hsia. I merely wish to establish some clear understanding between your office and this office regarding disbursements of funds by you on our behalf. We are often at fault in not supplying you with adequate and advance information. You have often been placed in the difficult position of having to use your own discretion in acting for us. In this respect I have nothing but the highest respect and admiration for the way you have acted on such occasions. But every effort should be made to avoid such a situation so that you will not have to make commitments or disburse funds without specific requests from us to do so. It is absolutely essential in budget control that every disbursement should be accounted for in the budget. Here in the University we hold every department to the budget. Only by abiding by this rule strictly can we operate the University on a sound financial basis. You will readily see how important your cooperation is in achieving this objective. Account No. 31 is the Trustees' appropriation. Every cent of it is earmarked. Any disbursement that you charge to it, unless it is in the budget, will throw us off in our budget control by that much. For instance, this year we have had to adjust the extra freight charges of \$56.53 of Miss Jacobs, because this was above the regular travel allowance in our budget for her. Then again the item of \$51.37 for books which Miss Jacobs purchased has to be adjusted, because the Physical Education Department budget has no allowance for it. (Some of the books she bought duplicate with what we already have.) The case of Hsia Yun is more difficult to adjust because the amount is so large. Dr. Stuart has been helping people like Hsia Yun, Hsu P'eng-ch'eng, Han Ch'ing-lien, etc. from the gifts from Mr. Danforth. Unfortunately, the President has made more commitments than the gifts. As a consequence, we have a deficit of over \$500 in this account at present. I am sure that more gifts are forthcoming from Mr. Danforth and we can probably clear up Hsia Yun's account later.

0895

Mr. C. A. Evans - T39-12-23-94

2

But to spend money before one has it is a procedure that no sensible financial officer can conscientiously advocate.

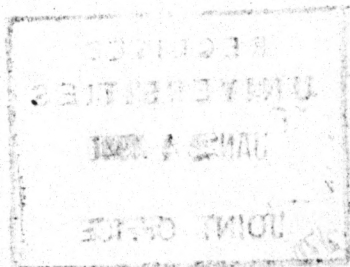
In trying to present the point of issue I hope I have not given you the impression of being captious. For the future may I suggest that when and if you are confronted with a situation in which a member of our staff requires financial help and in which you think immediate action is necessary before you can refer it to the field, you advance money only as loan with the specific understanding in writing that it is repayable by him unless otherwise settled. This will safeguard you from embarrassment as well as our budget.

With kindest regards.

Yours sincerely,


Stephen Tsai.

ST:H



0896

Mr. C. A. Evans - 139-12-23-94

2

But to spend money before one has it is a procedure that no sensible financial officer can conscientiously advocate.

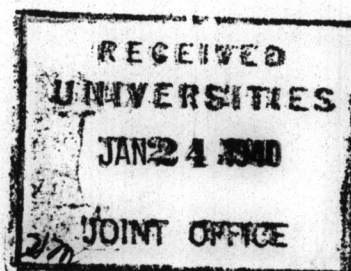
In trying to present the point of issue I hope I have not given you the impression of being capricious. For the future may I suggest that when and if you are confronted with a situation in which a member of our staff requires financial help and in which you think immediate action is necessary before you can refer it to the field, you advance money only as loan with the specific understanding in writing that it is repayable by him unless otherwise settled. This will safeguard you from embarrassment as well as our budget.

With kindest regards.

Yours sincerely,

Stephen Tass.

HTS



7980

燕京大學
YENCHING UNIVERSITY
Peiping, China.

Resam Jan 1st 93 486 75
C. W. 5957.50
Jan 7/2 93 22 626.93

Office of the Controller

INDEXED

Telegraph Address
"Yenta"

December 28, 1939.
T39-12-28-95
Ack. 2/23/40

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

Dear B. A.:

I am sending you herewith a copy of the letter from Mr. Samuel Dean, our Consulting Engineer, regarding our boilers. The situation is explained fully in Mr. Dean's letter. It has been in our minds for quite a few years. But, on account of many uncertainties that have confronted us in recent years, we have procrastinated the matter. It seems now that something has to be done before next winter. The Administrative Committee at its meeting yesterday authorized Mr. Dean and myself to take whatever steps necessary to ensure efficient and economical operation of the power plant. Mr. Dean is writing you separately giving you the technical details of our requirements. Will you please look into the matter for us as Mr. Dean may request you to do. As you know, Mr. Dean is a member of the Presbyterian Mission in the city. He comes here every Friday afternoon to inspect the power plant and to conduct a course in mechanical drawing. He is very loyal to Yenching and has been looking after our mechanical equipments faithfully for many years.

In purchasing and installing new boilers the question of finance naturally comes up. If the \$100,000 Women's College endowment can be completed as you hope to this year, we can use the \$47,596.50 which the Administrative Committee proposed to repay the Women's College loan to the College of Natural Sciences, as I reported to you in my letter to you dated December 5th. This proposal has now been rescinded by the Administrative Committee. Dr. Stuart is writing you fully about this. In passing I may mention that the thought of the Committee was that we do not wish to do anything that may hinder the progress of your campaign. If necessary, at the end of the year, the matter can be considered again in the light of the result of your campaign for the Women's College endowment.

Yours sincerely,

Stephen Tsai.

Encl.
ST:H

0898

燕京大學
YENCHING UNIVERSITY
Peking, China

December 28, 1933.
133-12-28-35

Mr. B. A. Garbide
150 Fifth Avenue
New York City
U. S. A.

Dear B. A.:

I am sending you herewith a copy of the letter from Mr. Samuel Dean, our Consulting Engineer, regarding our boilers. The situation is explained fully in Mr. Dean's letter. It has been in our minds for quite a few years. But, on account of many uncertainties that have confronted us in recent years, we have procrastinated the matter. It seems now that something has to be done before next winter. The Administrative Committee at its meeting yesterday authorized Mr. Dean and myself to take whatever steps necessary to ensure efficient and economical operation of the power plant. Mr. Dean is writing you separately giving you the technical details of our requirements. Will you please look into the matter for us as Mr. Dean may request you to do. As you know, Mr. Dean is a member of the Presbyterian Mission in the city. He comes here every Friday afternoon to inspect the power plant and to conduct a course in mechanical drawing. He is very loyal to Yenching and has been looking after our mechanical equipments faithfully for many years.

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Yours sincerely,

Stephen Tsiang



Encl.
S.T.H.

December 15, 1939.

Mr. Stephen Ts'ai, Controller,
Yenching University,
Peking West.

Dear Mr. Ts'ai:-

For our mutual files I am asking Mr. Liu to type the essentials of our conversation of this afternoon as held between Dr. Galt, yourself, the Power House foremen and myself at various times.

Evidently the present boilers can not run much longer in an efficient manner. It is reported that two years after their installation inferior hard coal had to be burned under high combustion rate (forced draft) and the back tube sheet (plate) was badly warped and the tubes leaked. From then till now, it has been a constant fight to keep rolling the tubes tight with attending thinning of tubes and enlargement of tube sheet holes.

Several years ago we all agreed that these were inefficiently designed boilers and now in a bad way so decided to buy new ones of the water tube type. Unfortunately circumstances made this impossible and new tubes were installed to enable us to limp along.

This year these tubes again leaked badly in spite of rolling them in. Pressure has been reduced to 70# per square inch at some loss of efficiency to the steam engine but with great saving of coal. Should the old boilers be run at 20# per square inch they might with care last five years more. At the 70# pressure I can not guarantee them thru next winter. We must thus either have motor drive on our heating system pumps and run the hot water and heating on 20# pressure or else buy a new high pressure boiler and run our engine and pump turbines on that, using the old boilers for low pressure. The question of power to run the four pumps needing 60 Horse Power Total is not simple, in case we depend entirely on Diesel for power since we would then need to generate current continuously.

It is my belief we should buy at least one 150 B.H.P. water tube boiler and preferably two such units at this time.

0900

boiler
 Perhaps one large 250 B.H.P. water tube/would do if price economy was in it's favor. Then the present four old boilers could be rebuilt to give two slightly shorter boilers with a stock of spare parts. The front tube sheets of two boilers would be used as back sheets and all tubes made available for the shorter units. The room made by taking out two old boilers would be used for the new boilers.

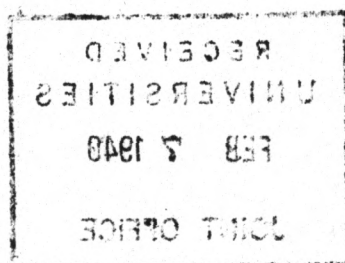
This would satisfy Dr. Galt's desire that the new Physics shops be placed over the power plant shop. Should this later be done I would also suggest that the whole N.E. corner be so planned that a good drafting room might also be included there as well as the shops since there seems increasing demand to teach machine and architectural drafting as well as descriptive geometry etc. I would however point out that the floors would need to be strengthened above the present framing to bear lathes and milling machine and that windows would need to be considerably altered.

As I understand it you are already making inquiry into the probable existance of a buyable water tube boiler somewhere in stock.

I hope we can find a suitable boiler at a possible price since I am much concerned over the boiler situation.

Yours sincerely,

Samuel M. Dean



0901

perhaps one large 250 B.H.P. water tube boiler would do if price economic was in its favor. Then the present four old boilers could be rebuilt to give two slightly shorter boilers with a stock of spare parts. The front tube sheets of two boilers would be used as back sheets and all tubes made available for the shorter units. The room made by taking out two old boilers would be used for the new boilers.

This would satisfy Mr. Galt's desire that the new fly-ash shop be placed over the power plant shop. Should this later be done I would also suggest that the whole W.R. corner be so planned that a good drifting room might also be included there as well as the shop since there seems increasing demand to teach machine and architectural drafting as well as descriptive geometry etc. I would however point out that the floors would need to be strengthened above the present framing to bear lathes and milling machine and that windows would need to be considerably altered.

As I understand it you are already making inquiry into the probable existence of a payable water tube boiler somewhere in stock.

I hope we can find a suitable boiler at a possible price since I am much concerned over the boiler situation.

Yours sincerely,

Samuel M. Dean

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