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UBCHEA ARCHIVES
COLLEGE FILES
RG 11

Yenching
Publicity Reports
Promotional Committee
activities 1929 - 1936

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FILE - "YENCHING UNIV."

CHINA UNION UNIVERSITIES

Fukien Christian University
Lingnan University
University of Nanking

Shantung Christian University
West China Union University
Yenching University

CENTRAL OFFICE

Cable Address
Nanfushan, New York

150 Fifth Avenue, New York City

B. A. GARSIDE, Secretary and Treasurer

Telephone:
WATkins 8703-4-5

Yenching University

March 6, 1929

Memo. to Dr. Wallace

For your information I quote below the action taken by the Finance Committee of Yenching University at a meeting held on March 1st in connection with the request of the Committee for Christian Colleges in China that Yenching University assume its pro rate share of the C.C.C.C. budget to June 30, 1929:

"F-2469 VOTED to assume responsibility, in accordance with the request of the Committee for Christian Colleges in China, for Yenching University's pro-rata share, amounting to not more than \$1,954.00, of the budget of expenses of the Committee for Christian Colleges in China to June 30, 1929; and to authorize the Treasurer to make advances if and when required by the Committee in payment of this obligation; with the understanding, however, that the Campaign Office be requested to include this item as one of the objectives for which they are appealing for support."

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B. A. GARSIDE

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METHOD OF HANDLING YENCHING UNIVERSITY
PROMOTIONAL WORK AS A DEPARTMENT OF THE
ASSOCIATED BOARDS PROMOTIONAL DEPARTMENT

The Yenching University Promotional Office will function as an integral unit of the Associated Boards Promotional Department, under the direction of the latter, in the following manner.

1. Office to be maintained as in the past, in charge of an attendant working exclusively for Yenching under the supervision of the Associated Boards Promotional Department.
2. Yenching Record Cards, information, pledges and pledge cards, correspondence, and all data to be kept in Yenching Promotional Office as formerly. The Yenching promotional files to be used for repository of all correspondence with Yenching list of donors.
3. All cards of actual Donors to Yenching University, also all cards of prospective donors who have been personally interviewed by representatives of Yenching within the last ten years, and those who have expressed sufficient interest to give hope for a contribution, are to be known as "Yenching Prospects", and are to be interviewed and solicited by person or letter or otherwise in the interest of Yenching only, (with exceptions noted under No. 5).

All other cards, such as those that have been on the Yenching mailing list, or have been receiving literature or form letters without any actual response in the form of a donation, are to be permanently transferred from the Yenching files to the Associated Boards files, and further cultivation is to be done in the name of the Associated Boards.

4. Cultivation of all "Yenching Prospects" shall be superintended by the Promotional Department of the Associated Boards. Approach by letter or in person is to be solely in the name of and for the benefit of Yenching in correspondence with Yenching prospects, Yenching stationery to be used. Soliciting is to be done as the representative of the University, and pledges given are to be made on the University pledge card.

No attempt shall be made to transfer the allegiance of any "Yenching Prospect" to the Associated Boards nor shall any approach or solicitation be made to a Yenching prospect for the Associated Boards. This does not preclude giving information to Yenching prospects regarding the integration of the University in the Associated Boards nor does it prevent the sending of Associated Boards printed matter to said Yenching prospects, providing such literature contains no solicitation of funds. It does preclude requesting donations to the Associated Boards for the Yenching University until such time as shall be hereafter determined.

5. Where an individual is listed as a donor or prospect ~~is~~ by two or more universities, or by one or more universities and the Associated Boards, the following procedure will be followed:

(a) If donation has been made to only one university or only to the Associated Boards the name shall be reserved for the prospect list of the organization to which donation was made, and removed from the files of all other organizations.

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- (b) If donations have been made to two or more universities, or to one or more universities and to the Associated Boards, representatives of these organizations should confer, and either allocate the name to one organization or to the Associated Boards for solicitation in the name of the organization or organizations concerned; any donations made to the Associated Boards for the benefit of two or more organizations to be divided upon a predetermined ratio.
6. The Associated Boards Promotional Office should use the Yenching prospect list in the Yenching office as mailing list in sending out any publicity or letter of appeal for the benefit of Yenching University; also use same list for mailing Associated Boards literature, information, etc.
 7. Payments on subscriptions and new checks for Yenching University should be turned over to the Yenching Promotional Office for record, for receipts to be made out, and for acknowledgment of payments. Full information of receipts and the acknowledgment of letters are to be sent immediately to the Associated Boards Promotional Office.
 8. Should pledges or subscriptions for Yenching be sent to the Associated Boards promotional office, same are to be immediately turned over to the Yenching Promotional Office, to be handled after same manner as indicated in No. 7.
 9. All correspondence pertaining to a Yenching pledge or with the name of a Yenching prospect is to be filed in the Yenching Promotional Office. Yenching files are to be considered the Yenching department of the Associated Boards Promotional Office.
 10. There should be complete knowledge on the part of the Yenching Promotional Office as to activities, correspondence, information, etc. in possession of the Associated Boards Promotional Office as related to the Yenching University; and on the other hand the Yenching Promotional Office must keep the Associated Boards Office fully informed on all subjects, payments, correspondence, and information pertaining to Yenching prospects.

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Kanumaker, O. S. - April 1930

YENCHING

YENCHING UNIVERSITY

TRANSFER

Synopsis of Promotional Activities
between annual meetings April 1929
and April 1930.

The campaign of 1928 closed officially on December 31 of that year with all essential objectives reached. The intensive work was prolonged, however, in order to secure funds still required for the Department of Journalism. In January 1929 the Finance Committee discussed and adopted certain additional objectives towards which the promotional work should be especially directed. The usual kinds of promotional effort were continued; with Dr. Chester E. Jenney still giving his entire time to the University. Considerable success resulted from these efforts even after the close of the intensive campaign.

Unfortunately, Dr. Jenney found it necessary to offer his resignation to take effect on September 30, 1929, to re-enter the active ministry. The loss of Dr. Jenney naturally weakened the promotional organization.

President Stuart returned to America in December 1929. After conferences with the Finance Committee arrangements were made for engaging the services of the professional organization of Pierce & Hedrick under a very flexible contract permitting the promotional office to call at any time for the service of one or more field representatives of this organization, and also to request a discontinuance of activity by any or all of these representatives upon brief notice. This contract entitles the University to expert counsel and assistance of the entire organization. The Finance and Executive Committees re-affirmed certain objectives previously adopted and added certain new objectives suggested by President Stuart. Intensive efforts were set on foot immediately.

The financial situation in the country has rendered the raising of funds, not only for this institution, but for all others, extraordinarily difficult. The results of efforts in this new campaign have thus far been smaller than under the campaign of 1928. Nevertheless, a careful watch of these results indicates that the contract is fully justified. Not only has the University strengthened its position with the public, but it is actually securing an ample amount in new pledges and contributions to justify the expenditure even regardless of future prospects. The promotional office is convinced that the present form of contract with an able and reliable professional organization will prove to be a steadying and enriching means of promotion for the University.

It is gratifying to be able to announce that Doctor Jenney will re-enter the service of the University in the coming autumn.

The following tabular exhibit shows without minute classification on the total results of promotional efforts by the office and by President Stuart since the annual meeting of April 1929.

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I. Payments received since annual meeting of April 1929 on pledges made prior to that date \$ 94,274.00

II. New pledges and cash contributions secured since annual meeting of April 1929:

1. Cash contributions	\$282,956.72	
2. Pledges	<u>467,025.00</u>	\$749,981.72

(Already collected on these pledges \$30,033)

3. In addition, an annuity gift in stock worth approximately 100,000.00

4. In addition, a second conditional pledge with five years in which to match this amount from another source 250,000.00

Comment: Under II, (1) above is included \$250,000, from the Rockefeller Foundation given on condition that an equal amount be secured elsewhere. Under II, (2) is included the gift of a Chinese banker which meets this condition. But details of negotiation are not yet completed.

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*Warranaker
O.S.*

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YENCHING

COST OF PROMOTIONAL WORK

April 11, 1929 - April 23, 1930

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TRANSFER

Analysis I.

Total new pledges and cash since annual meeting of April 1929	\$1,099,981.72
Collection of former pledges	94,274.00

Expenditures:

Total cost, including all promotional office
expenditures, Pierce & Hedrick accruals and
payments and President Stuart's expenses in America ...\$29,860.74

If no part of cost is here attributed to
collection of former pledges, percentage of
cost of new pledges and cash is027%

Analysis II.

Total new pledges and cash since annual meeting
of April 1929, eliminating China banker's pledge,
both Rockefeller appropriations, interest promised
by Rockefeller Foundation and Harvard-Yenching
Institute, and Porter Annuity \$149,981.72

Former pledges collected 94,274.00

Total cost after eliminating Dr. Stuart's expense ... \$28,563.70

If no part of cost is attributed to collection
of former pledges, the cost of securing new
pledges and cash amounts to19plus %

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YENCHING

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Yenching University

March 13, 1931

Acting President,
Yenching University,
Peiping, China.

My dear Sir:

We have not as yet learned who has been appointed to carry on during Dr. Stuart's absence from the field, so I am reduced to the necessity of addressing you in this impersonal way.

Let me acknowledge receipt of Dr. Stuart's letters of February 6 and 13. As soon as Dr. Stuart arrives in New York we will discuss with him such matters as are dealt with in this correspondence. I will, therefore, confine myself here to a few brief comments on these letters.

Dr. Stuart's letter of February 6 discusses both the problem of investments in China, and also certain details in the proposed handling of current University income during 1931-32.

I am very much concerned to note from the first point raised by Dr. Stuart in this letter that he is apparently keenly dissatisfied with the proposal of the Finance Committee that the regular and recurrent expenditures for the Yenching Promotional work here in New York be made a part of the regular current obligations of the University. No doubt Dr. Stuart's attitude on this matter reflects the judgment of others on the University campus.

We are a bit surprised that Dr. Stuart should find such an arrangement unsatisfactory because we have been under the impression that it is substantially in line with the policy he advocated very strongly when he was last here in the United States, that we set aside a portion of our Yenching endowment income to meet the expenses of our Yenching Promotional work. It was found rather impracticable to assign a specific portion of our Yenching endowment funds to meet promotional expenses, but it appeared to the Finance Committee that substantially the same result was accomplished by including these expenses within the regular estimates from year to year.

In making this proposal the Finance Committee certainly took no thought whatever of reducing the amount of income which, in the final analysis, is transmitted to the field. Heretofore these promotional expenses have been met by making use of whatever special sources of income may be available from year to year, such as gain in exchange, surplus income on invested funds, and undesignated gifts. All such special income would sooner or later be transmitted to the field were it not necessary that it

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be used for such purposes as carrying on the promotional work. Moreover, in suggesting the new policy whereby all available income will be transmitted to the field in gold, the Trustees are giving up the possible gain on exchange which has in the past been one of the major sources whence we have been able to care for the cost of the promotional office.

We can assure the field that if, after Dr. Stuart's arrival, any solution can be found which will result in the elimination of any reduction of current income to cover Promotional Office expenses, the Trustees will be only too happy to agree to such a solution.

Dr. Stuart's letter, of February 13 gives us formal endorsement as President of the University to request of the College of Natural Sciences that all income during 1930-31 designated for the College of Natural Sciences be transmitted in such a way as to give the College full benefit of the unusually favorable rate of exchange.

I have already written to the acting Dean of the College of Natural Sciences on this matter and sent a copy of my letter to the Field Treasurer, so I will not go into the matter at any great length here. We will, however, attempt a brief summary of what appear to us to be some of the most important factors in connection with this question:-

According to our understanding, the College of Natural Sciences is already receiving the full gold value of all funds spent in gold for equipment, supplies and the like. The Dean of the College of Natural Sciences has given an estimate that around 90% of the expenditures of the College of Natural Sciences are either directly or indirectly on the gold basis. If this be true, the proposal of the College of Natural Sciences is already being about 90% met.

The Finance Committee did not give any very serious study to the request of the College of Natural Sciences when the matter was first brought to their attention simply because it took the position that all available income for 1930-31 has already been allocated to the field, and that no reallocation can now be made which would appropriate more funds to any one department without at the same time reducing the income available for other parts of the University work. All requests coming from the field in connection with this proposal of the College of Natural Sciences have been merely that the net income available for work in Natural Sciences be increased. Nothing whatever has been said as to where adjustments could be made which would compensate for such an increase. The attitude of the Trustees has always been to transmit funds to the field with a minimum of restriction as to their use. If the field can make readjustments within the budget so as to save at other points any increase of funds allocated to the College of Natural Sciences, probably the Trustees would not raise any objection whatever to such readjustments within the budget.

This proposal of the College of Natural Sciences also raises some important questions of general policy which are perhaps of greater significance than the immediate question of whether or not the increase asked by the College of Natural Science can be approved. I will not attempt at this time to enter into a discussion of these general principles.

We are looking forward with great eagerness to Dr. Stuart's arrival in this country. We hope that during the weeks he is here it will be

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Acting Pres.-3

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possible for him and the Trustees to think through together many of these important questions on which it is not always easy to reach a consensus of opinion through the medium of correspondence alone.

Very cordially yours,

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Wannamaker, O. G.

YENCHING

YENCHING UNIVERSITY

PROMOTIONAL OFFICE

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TRANSFER

Summary of Work April 15 - October 28, 1931.

Special Promotional Committee Appointed. Upon request of Mr. Wannamaker the Finance Committee appointed in May 1930 a promotional sub-committee with which the Promotional Office could keep in more frequent touch than with the full Finance Committee. Because, however, of the urgency of need for a special financial effort to meet the Rockefeller Foundation conditional gift, the Trustees appointed at the Annual Meeting last April, a special Committee on Promotion with responsibility pertaining to this emergency requirement. Mr. McBrier and President Stuart were requested to select the membership of this Special Promotional Committee.

At a special meeting of the Trustees held on May 18th, this Special Committee on Promotion reported on activities up to that point, including the report that a good many of those who had been requested to serve on the Special Promotional Committee had found it impossible to do so. The Committee also reported the result of conversations between President Stuart and Doctor James M. Henry, of Lingnan University, relative to a joint engagement of Doctor Chester E. Jenney by the two Universities and the willingness of Doctor Jenney to serve in this manner. The Trustees then appointed a new committee empowered to take such steps as might be thought necessary in reorganizing the Special Committee on Promotion and to work out details of arrangements with Doctor Jenney, and to handle financial arrangements with any other organizations and individuals connected with the promotional activities of Yenching University.

This new Special Committee consisted of:

- Prof. Wm. J. Thompson
- Mr. E. M. McBrier
- Mrs. J. H. Finley
- Mr. S. D. Gamble

together with Mr. Wannamaker and Mr. Garside, ex-officio.

At a meeting of the Special Promotional Committee held on June 9th, it was moved that those who had accepted the invitation to join the Promotional Committee created by the Trustees at the April meeting, should constitute that Committee, but an Executive Sub-committee was appointed, consisting of

- Dr. Wm. J. Thompson, Chairman
- Mrs. John H. Finley
- Mr. E. M. McBrier

this Executive Committee to be enlarged by the addition of a very small number of persons able to attend meetings and assist otherwise, selection of this group not to be limited to the Board of Trustees. Because of the approaching trip of Mr. Gamble to the Orient, he was not able to accept invitation to join this Executive Committee. Since that date no additional members have been added.

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The full Promotional Committee, after elimination of those unable to serve, now consists of the following:

Mrs. J. M. Avann
Dr. J. L. Barton
Mrs. J. H. Finley
Dr. H. T. Hodgkin
Mr. E. M. McBrier
Miss Ellen F. Pondleton
Dr. Wm. J. Thompson
Dr. A. L. Warnshuis

Individual members of this group have helped very generously at various times in special promotional efforts. It has not been practicable, however, to call any meetings of the full committee.

Invitation to Doctor Chester E. Jenney. Immediately after the meeting of the Board of Trustees of May 18th the Special Committee, together with President Stuart, conferred with Doctor Jenney. The result of this conference was that Doctor Jenney withhold final decision as to whether he would consider it wise in the very near future to give up his pastorate and devote himself entirely to promotional work in behalf of Yenching and Lingnan Universities. His judgment as to the advisability of this step continued uncertain until September when he definitely advised that he thought it would be unwise under the present abnormal financial conditions to burden the two Universities with his budget and traveling expenses, but indicated at the same time that he accepted the invitation to enter the service of the two institutions at such time as might seem mutually advisable. At a meeting of the Special Promotional Committee held on June 9th it was decided that no pressure should be brought to bear upon Doctor Jenney for the beginning of immediate full-time service, but that Mr. Wannamaker should continue his policy of calling upon Doctor Jenney on special occasions when, in the judgment of Doctor Jenney and himself, a visit by the latter to some locality or to some specially important prospect might be advisable. This policy is being pursued at the present time, but very cautiously and economically to avoid fruitless travel expense.

Contract with Pierce & Hedrick and their Services. The existing contract with Pierce & Hedrick was carefully considered by the Promotional Committee at its meeting of June 9th, and, by mutual agreement with that firm, was extended without specifying time limit. Under this contract no current payments are required of the Trustees until and unless representatives of the firm are called upon for active field service.

In order to cooperate actively with President Stuart while he was available, the firm was requested to assign Mr. George C. Aydelott to our field promotional work on April 27th. Mr. Aydelott's work was continued until June 30th. His effort consisted partly in direct solicitation of pledges and contributions, partly in making contacts for President Stuart, and, to a very large extent, in the formation of a committee of New York business men to sponsor a later financial effort by the University, and to enlarge its contacts with the men of affairs and business leaders in this city. After later consultation it was decided that Mr. Aydelott

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and, in the second place, the fact that Mr. Wills was strikingly successful in raising funds for a small college in Southern California, in spite of the financial depression, during the first six months of 1931.

Collection of Pledges and New Pledges. The University has probably never faced greater difficulties in securing money. Most of those who have contributed in the past are not financially able, or not in a mood, to contribute again under present business conditions. Undue pressure upon such friends might even alienate them. On the other hand, present conditions do not conduce to the gaining of new contributors to the University when all such potential donors are being pressed to give as generously as possible to emergency needs in their own communities. The best advice the Promotional Committee has been able to obtain indicates that hope for any degree of success must depend upon the discovery of the very small number of exceptional persons not prevented by these conditions from making generous contributions. Expensive publicity and circularization of small donors at the present time seems inadvisable. The Promotion Office has done everything possible since the last meeting of the Trustees, in the various ways open to us, for securing funds, but with only very small concrete results, as follows:

CONTRIBUTIONS TO YENCHING UNIVERSITY

From April 15, 1931 (date of last Trustees' Meeting) to October 28, 1931.

MEN'S COLLEGE

<u>Allocation:</u>	<u>New Money (Cash and Pledges)</u>	<u>Payments on Past Pledges</u>	
Undesignated gifts	\$1,250.00	\$ 7,250.00	
General Endowment	200.00	3,900.00	
Journalism	1,500.00	4,815.77	
Endow.for Nat.Sciences	862.30		
Miscellaneous	1,250.00	24,795.00	
	<u>\$5,062.30</u>	<u>40,760.77</u>	\$45,823.07

WOMEN'S COLLEGE

<u>Allocation</u>	<u>New Money</u>	<u>Payments on Past Pledges</u>	
Undesignated gifts	\$ 400.00	\$	
Endowment	260.00	1,290.00	
Scholarships	275.00		
1930-31 Budget		4,500.00	
Miscellaneous	725.00		
	<u>\$1,660.00</u>	<u>5,790.00</u>	\$ 7,450.00
		GRAND TOTAL	<u>\$53,273.07</u>

NOTES: Of the new pledges made during this period, the only one on which a payment has been due and made is \$500 toward Mrs. Elmhirst's gift of \$1500 to Journalism. This \$500 has been counted in the total for Journalism payments on pledges. \$23,000 of the payments on pledges came from Mr. Warner for the gymnasium.

Thanks. The Promotional Office is very grateful for the most generous and continuous assistance rendered by Mr. McBrier and Doctor William Thompson. Other Trustees have also assisted so far as has been practicable, either by conferences at the office or by receiving a representative from the office and giving suggestions and introductions.

Respectfully submitted,

O. D. Wannamaker

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December 30, 1931

TRANSFER

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Memorandum Regarding Promotional Work Since Report to
the Trustees on November 4th, 1931.

A report for the period from April 15th to October 28th, 1931, was submitted to the Trustees on November 4th. There is very little to report during the short interval since that date.

Collections and new contributions. Since the last report, which included October 28th, the total amount of new gifts secured (almost entirely in cash - only a small portion in pledges) amounts to \$5,106. During the same period \$4,122.50 has been collected on pledges previously held. An appeal letter to our mailing list, dated December 7th, brought in \$961.00 of the new contributions just mentioned. A second appeal to the same list will be mailed with the expectation of a considerable increase in the result from this mail appeal.

Dr. Jenney and Mr. Wills. Dr. Jenney recently came for a conference with Mr. McBrier and the President of the Lingnan Trustees. He plans certain special calls during the coming weeks and holds himself in readiness to begin continuous work whenever financial conditions seem to warrant such a decision on his part and on that of the Trustees.

After Mr. Wills and Mr. Warner returned to California from a conference here, Mr. Warner reported that Mr. Wills was unhappy in working under the direction of Messrs. Pierce & Hedrick and preferred direct connection with Yenching University or Yenching and Lingnan together. After prolonged correspondence between Mr. McBrier and Mr. Wannamaker on the one hand, and Mr. Warner on the other, a proposed working agreement has been drafted for the use of Mr. Wills either by Yenching alone or by the two universities together. This has been mailed to Mr. Warner to be signed by him with Mr. Wills, provided the Finance Committee approves. Draft of the agreement is submitted herewith for consideration by the Committee.

Women's College Committee. Early in November that Committee accepted the resignation of Miss Alice Keep Clark as chairman of their promotional sub-committee and as a member. Dean Lucy J. Franklin has accepted appointment as chairman of the Committee. This office is working in the greatest possible cooperation with that promotional sub-committee of the Women's College Committee.

Request of Lingnan University that Mr. Wannamaker make a trip to Canton. For months past Dr. Henry has urged me to come to China to share in drafting the terms of a relationship between the local Directors and the American Foundation for a second period of five years to begin July 1st, 1932. I have urged, repeatedly, that a visit by me to China be postponed to a more favorable time. Dr. Henry, however, is so earnest in his request for this

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December 30, 1931

cooperation, and the Executive Committee of the Lingnan Trustees are now so eager to have me make this visit to Canton, that the matter must be discussed within the next few days with the Executive Committee of the Lingnan Trustees and a definite decision reached. This decision may be unavoidably in favor of the trip to China. I have kept both Mr. McBrier and also the Executive Committee of Princeton-Yenching Foundation informed of this situation. Although I have tried to avoid this visit to China at the present time, I feel assured that my usefulness to Yenching University would be greatly enhanced by such a visit. President Stuart is evidently eager for a closer cooperation with Lingnan University. He has recently alluded in a letter to me to the hope that he might see me soon in China, though he has not pressed the matter at all. Dr. Henry writes that President Stuart said he would make a trip to Canton, if necessary, for a joint conference with Dr. Henry and myself regarding a closer collaboration of promotional work in America.

I suggest that the Finance Committee authorize the Promotional Sub-Committee to take action in the name of the Finance Committee as regards this visit to China, decision in regard to which must not be longer deferred. Dr. Henry desired me to reach Canton before the end of December. The usefulness of my visit to Lingnan University would be largely lost if I should arrive there later than early March.

Olin D. Wannamaker

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Campaign reports misc
1932

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REPORT OF PIERCE & HEDRICK *xtor*

For Meeting with Dr. Gee, Monday, August 29, 1932.

Since starting our operations on the new contract with Yenching University on July 11th, we have been occupied as follows:

1. Under date of July 18th we submitted to the Promotional Committee a "preliminary draft of promotional plan for Yenching University" and "appeal analysis publicity" and "outline of procedure." These were approved by the Promotional Committee in its meeting of July 19th.

2. A procedure looking toward the culling of existing prospect lists was adopted August 1st, and the work of putting this into effect has been going on since that time.

3. We prepared a letter under date of August 8th from Mr. McBrier, introducing Mr. Thompson to the several members of the Advisory Council. Mr. Thompson has sought interviews with these persons but most of them have been away from the city during this period. He has had highly satisfactory interviews to date with Dr. John H. Finley of the New York Times, Mr. Karl Bickel, President of the United Press, and with Mr. William M. Chadbourne. Interviews with Mr. Henry Luce, Editor of "Time" and with Mr. Paul D. Cravath are imminent.

3. We have prepared a letter to be sent to prospective members of Yenching Advisory Councils in various parts of the country. This letter is to be signed by that trustee or officer whose name seems likely to carry the most weight with the person addressed. This letter is to go to a carefully selected list of persons whose present interests and attitudes make it appear probable that they might like to take an interest in shaping Chinese ideals and affairs. Mr. Thompson is preparing a list of between 500 and 1,000 names.

5. We are preparing a "special cultivation list of 100". Persons on this list are, during the ensuing year, to receive intensive cultivation looking toward the securing of gifts in amounts ranging from \$1,000 to \$500,000.

6. Through Mr. Lyman Pierce in California we are making a close study of our constituency on the West coast.


Lyman H. Thompson

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REPORT OF PROMOTIONAL ACTIVITIES
YENCHING UNIVERSITY
November 22, 1932

The Promotional Department is well underway with its program. This program is the outgrowth of the fixed policy which the Promotional Committee adopted last July. Among the important items in this policy are the following:

1. A co-ordination of the promotional activities of all University interests. Due to the fine cooperation of President Barber of the Board, of Vice-President Gee of the University and Mr. McBrier and other members of the Promotional Committee; President Casble of the Princeton-Yenching Foundation and members of the Board of Trustees of the Foundation; Professor Nash of the School of Journalism and President Martin of the University of Missouri; and Dean Franklin and Mrs. Finley, and Mrs. Boyd, and Mrs. Williamsson of the Women's College, decided progress has been made in this matter. Already the Princeton-Yenching and the University programs are co-ordinated to the extent that Dr. Gee and Mr. Thompson are contacting Princeton people as well as the University friends in general in their field work and we have worked together with Professor Nash in developing a plan for the School of Journalism. Conferences with leaders in the Women's College and the inclusion of their objectives in the general University objective have already been achieved.

2. The building of an Advisory Council which was authorized by the Promotional Committee is now underway. More than one hundred outstanding leaders in business, education and the other professions have accepted appointment as members of this Council. This will go steadily forward and if the present ratio of acceptance continues, should result in three or four hundred leaders alining themselves with the interests of this great University in China.

3. Lists. The decision to eliminate a number of names from the lists has resulted in approximately 3,000 names being removed. However, when we came to gathering up the by-products of the recent campaign, we found that approximately 3,000 names of new prospects have been uncovered and are therefore added to the list so there is little change in the total number which approximates 9,000 names. We believe this is the best list of prospects the University has ever possessed. Although this work has thrown more work in the office than had been anticipated, we have been able to keep within the budget of the Department and intend to continue to do so.

4. Cultivation. The methods of cultivation which were approved by the Promotional Committee are underway. Vice-President Gee and Mr. Thompson have been in the field in the New England Area. They find a genuine appreciation of Yenching University and are laying a foundation on which a definite appeal can be projected later. General methods of publicity have been in use; several newspaper stories have been released, and

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they have had favorable acceptance. One issue of "Yenching News" has been produced and mailed. Letters from China and resumes of information from the field have been mailed to certain groups for their information and cultivation. This work continues and another issue of "Yenching News" is in preparation; also a quite dignified letter of solicitation is now in preparation. This letter is designed to keep interest alive rather than to produce immediate and large results. It is necessary to keep people informed of the needs of a cause in times like the present.

5. Appeal for the 1932-33 objectives. A definite time for the presentation for the appeal for these items has been set; namely, March, April and May, and Dr. Stuart is planning to be in America to assist us at that time. These objectives include:

- \$35,000 for the Women's College endowment to replace funds allocated by the Women's College to the Natural Science Endowment Fund;
- \$30,000 to balance the University budget covering deficits in promotional activities accumulated during the past years;
- \$35,000 for Promotional Office budget for the current year;
- \$40,000 for the Women's College dormitory;
- \$50,000 for residences already erected on the campus; and for a sum (the amount yet to be decided upon) for the School of Journalism.

In the development of these plans we are working in close cooperation with all the leaders in the University and are thinking in terms of a number of years. That the policy the Promotional Committee has adopted is sound is becoming more and more evident every day as our contacts with the field increase. Friendships are being built and connections established which will undoubtedly mean much to the University in the future. We want to acknowledge here with grateful appreciation the splendid help and cooperation of President Stuart on the campus who is seeing that we get all the material and every assistance we request in that quarter, and also of Mr. Garside and his staff who are cooperating in the same wholehearted way at the home base. Already there is beginning to come through from the University campus material which is most helpful in the work of the Publicity Department. Mr. Garside's assistance in providing essential information from his office is most valuable.

The promotional program is designed to concentrate the attention on the need of China for the educational facilities of such an institution as Yenching and to emphasize the possibilities of the influence which the University generates in the mind of young China and releases in that great country for the benefit of mankind generally. This emphasis commands the thoughtful attention of public-spirited men. We believe it is the right emphasis.

Respectfully submitted,

Bayard M. Hedrick
Bayard M. Hedrick

77-88-1-57-00

April 14, 1933

A REPORT TO THE PROMOTIONAL COMMITTEE OF YENCHING UNIVERSITY

The program approved by the Promotional Committee has been carried on to date in detail. While substantial results in gifts have not been realized as yet, a vast amount of important work has been accomplished.

First. More than 600 persons have been personally interviewed in various parts of the country. These interviews have been conducted by Dr. Stuart, Dr. Gee, Dr. Jenney and Mr. Thompson, and in a few instances by Dr. Young. As a result of these, new information has been added to the lists concerning many of the prospects, and there is a better evaluation of the names than ever before. Also there has been much valuable cultivation work done.

Second. There has been a steady flow of mail cultivation, including general letters to selected sections of the list, two issues of the Yenching News (a third issue is now under way), special letters to smaller selected groups, etc., etc.

Three. General propaganda through the press and radio. There has been an usually wide distribution; literally thousands of new people have been reached since July 1 when this program was actively begun.

Fourth. An Advisory Council reaching into 26 states and consisting of 427 persons has been built up. The object of building this Advisory Council is to lay a foundation for an increasingly heavy volume of promotional work in the future. This Council is undoubtedly one of the finest permanent resources of this character the University has ever had and if properly used during the next five years, will develop into an asset of great permanent value.

Fifth. A campaign of intensive cultivation and to some extent solicitation has been carried on (a) through the mail, and (b) through the President's trip across the continent, beginning in Seattle March 7th and to be concluded the latter part of May. Many new people have heard of Yenching and many names of valuable prospects have been added to the list.

It is too early to forecast the final results in gifts. Unquestionably due to present conditions these will likely not be large, although we may be agreeably surprised at the ultimate returns. Nevertheless, certain definite things worthwhile

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have been accomplished. During the last three years there has been a heavy loss of supporting power in the former constituency of the University. The work being done at present has done much to cover these losses by the addition of new names of value; that is, an increase in the lists of persons who will likely be able to help in the future.

There is a lively interest in China at this particular time and it seems providential that this program should have been arranged for this particular hour. The actual value of the cultivational work being done now, not only because of the interest in the field but because of the emphasis that it is possible to place on the cause at this particular time, will do much to hold the older constituency steady and at the same time to build in the interest of many new prospective givers.

The continuous policy of the Promotional Committee should be to conserve these values and to add to them. The service which has been applied to this end during the past nine months has consisted of experienced planning, counsel and supervision of the program, trained publicity direction, and experienced direction of program and organization. In addition to this, valuable personal contact service has been rendered by Dr. Stuart, Dr. Gee, Mr. McBrier and Mr. Garside, and others.

Immediate and intensive cultivation of the new interest which has developed, particularly on the Pacific Coast, in the central West, in the East and in New England should be carried on continuously.

This calls for a greater intensity of effort than ever before if the investment which has been made in laying these foundations is to result in the larger values which are so much to be desired.

The program now under way will be continued as directed by the committee.

Respectfully submitted,

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TENTATIVE CALENDAR
DR. GEE

May 31, 1933

July)
August) EAST
September)
October - St. Louis
November)
December) PACIFIC COAST
January)
February) EAST
March - St. Louis
April)
May) PACIFIC COAST
June - EAST

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TENTATIVE CALENDAR
DR. GEE

May 31, 1933

July)
August) EAST
September)
October - St. Louis
November)
December) PACIFIC COAST
January)
February) EAST
March - St. Louis
April)
May) PACIFIC COAST
June - EAST

MP-00157-52

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1933 - 34 PROGRAM

I. General

The plan will be to

- (1) secure as many actual subscribers as possible on an annual basis,
- (2) and to keep going constantly a sound program of cultivation.

II. The Cultivation of Prospects will be by

- (1) Personal contacts by representatives and friends of the University
- (2) by at least one issue of Yenching News
- (3) by series of letters to selected lists.
- (4) and several special circulars.

III. The Advisory Council will be expanded and their interest intensified

- (1) by personal contact
- (2) and series of communications of interesting matter.
- (3) also by the appointment of confidential secretaries in each locality, insofar as practicable, who will serve as contact representative between the promotional office and local groups.

IV. The Objectives for a period of three years will be as follows:

- (1) to secure promotional budget
- (2) and to remove past deficits.
- (3) to secure \$100,000 for Women's College Endowment
- (4) and to secure \$40,000 for Women's College Dormitory,
- (5) and to secure \$50,000 to defray cost of residences and
- (6) to secure an additional \$250,000 for Natural Science Endowment
- (7) and to secure professorship in the several departments/

Of course, every effort will be made to cover 1-2-3- and 4 during the current year.

V. Every effort will be made to secure General Publicity.

- (1) A series of articles in friendly magazines and papers on the University.
- (2) Newspaper releases throughout the entire country.

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(3) Thrae travel agencies and transportation companies

VI. The solicitations will be made by interested friends and employed personnel;
and for

(1) direct gifts for approved items

(2) for bequests in wills

(3) salaries of professors and items which have special interest to the
person solicited.

VII. The cooperation with the **Associated Board** will be genuine. If the Associated
Boards establish a clearance bureau, their plan will be followed in clearing
names, and publicity and coordinating activities.

VIII. In **Conclusion** the year's work must produce the maximum possible money return
plus an increased goodwill and general interest on the part of the registered
friends and prospects.

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June 14, 1933

WESTERN AREA

Division A:

California - Both Yenching and P.Y.F.

Missouri - " " " "

Division B:

Oregon - Both Yenching and P.Y.F.

Kansas - Yenching

Washington - Yenching

Division C:

Colorado - Both Yenching and P.Y.F.

Iowa - " " " "

Minnesota - " " " "

Texas - " " " "

Arizona - Yenching

Montana - "

Nebraska - "

Wisconsin - "

EASTERN AREA

Division A:

Rhode Island - Yenching

Connecticut - Both Yenching and P.Y.F.

Massachusetts - " " " "

New Hampshire - " " " "

New Jersey - " " " "

New York - " " " "

Pennsylvania - " " " "

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EASTERN AREA (CON'TD)

Division B:

- Alabama - Yenching
- Illinois - Both Yenching and P.Y.F.
- District of Columbia - Y. " "
- Maryland - Both Yenching and P.Y.F.
- Michigan - " " " "
- Ohio - " " " "
- Maine - Yenching
- Virginia - "
- South Carolina - Yenching

Division C:

- Delaware - Both Yenching and P.Y.F.
- West Virginia - " " "
- Indiana - Princeton-Yenching Fdn.
- Louisiana - " " "
- North Carolina - Yenching
- Tennessee - "
- Vermont - "

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YENCHING UNIVERSITY

- For- 1. Magazines, Newspapers,
Church Papers
2. Yenching News
3. To Advisory Council Members
4. To a selected Mailing List.

- I Its History, Purpose and Growth
Dr. J. Leighton Stuart, President
- II Its Organization and Maintenance (aid from Foundations, especially the
American side)
Mr. E. M. McBrier, Treasurer
- III The College of Arts and Letters
Dean Chen^{Chen}
- IV The College of Natural Sciences
Dr. S. D. Wilson
- V The College of Public Affairs (Stress Princeton Cooperation)
Dr. Gideon Chen
- VI The School of Religion
Dr. T. C. Chao
- VII The Department of Journalism
Vernon Nash (Material already in hand)
Professor Martin
- VIII The Women's College
Miss Margaret Speer
- IX The Graduate Work
Miss Alice Boring
- X By-products of University Work (Potato food, food values, etc.)
Dr. W. H. Adolph *Sodium in water, Koolie standards of living -
S. J. C. Li and Prof. M. Dorn. practical aspects of college work.*
- XI The Place of Athletics in University Life in China. *sporting spirit, fair play, right way to take defeat
etc.*
K. K. Wee
- XII Ching Ho, an Experiment in Community Reconstruction *Brief articles on the different phases of
work being carried on. This to be treated
as a typical case and results of general
application over the whole of China.*
Mr. Chang
- XIII Industrial Work (among the women of the villages around Yenching)
Miss Hilda Hague
- XIV Yenching's Academic Standing (in China and abroad)
and Student Body
Dr. Y. P. Mei
- XV The Student Situation in China Today (Five or Six brief papers from
outstanding students)
- XVI The New Place of Women in the China of Today
Dean Ssu-tu and Mrs. A. C. Ten (Sophia Chen)

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- XVII Home Industries for Rural Communities (Industrial Development for Farmers)
✓(J. B. Tayler's article has material)
- XVIII Yenching's Alumni - (Their distribution, their occupations, their places in the life of the communities where they live - outstanding examples of service among them, etc. for local, provincial or national governments.)
Alumni Secretary
- XIX Human Interest Stories
✓Miss Boynton will sent from boat in Los Angeles
Miss Veghte letter sent to her 7/6/33
- XX Home Economics for China
Miss Chen
- XXI Industrial Research needed in China
(Chemistry Department - several brief papers)
- XXII Opportunities for Practical Biologists in China -(Teaching, Health work, Pests, Research, etc.)
Dr. J. C. Li and Biology Staff
- XXIII The Harvard-Yenching Institute (Its present work and future plans)
Dr. William Hung
- XXIV Leather Work at Yenching
E.O. Wilson
- XXV The Beauty of Yenching's Campus
Mr. and Mrs. H. K. Murphy
- XXVI The Romance of Yenching's Environment
✓Dr. William Hung
- XXVII Yenching's Part in China's Reconstruction
Dr. Leonard Hsu

Folders - (For the purpose of slipping them into regular correspondence).

"Yenching Today"

Princeton-Yenching Foundation
"Princeton Across the World"

Harvard-Yenching Institute

Missouri-Yenching Foundation
(Nash has submitted material already)

Wellesley Cooperation

Yenching's Needs

What an Advisory Councilor Is!

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July 28th

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Dr. N. Gist Gee,

C. R. Zeininger

Promotional Articles for Yenching University

Confirming our conversation of July 26th, I am taking the liberty of asking you if you will approach the individuals who, in your opinion, are best qualified to do so, with a request that they prepare and send to you articles on the following topics.

It is our understanding, I believe, that these individuals will be told that the New York office desires to make use of these for general promotional purposes, such as publication in public prints or the Yenching News; distribution to members of the American Advisory Council or to the mailing list, etc. I feel that it is essential, however, that we protect ourselves by making it clear that the disposition of the article must rest wholly upon our decision. We must also be careful not to convey the impression that we can or will assure publication in any case.

You have prepared a list of suggested topics for such articles, which it seems to me is quite comprehensive. At the moment I think of nothing to add to it. On the other hand, I think it would be wise not to request all, or in fact even a considerable number of these articles at one time. There is a tendency on the part of writers to "date" their work unconsciously, and in a relatively small time we often find the data and conclusions out-of-date.

For this reason I am suggesting that we take this list of 27 titles and subdivide it. Following this line of thought, I suggest further that at this time we request the following be prepared: (I take the numbers from your recent memo)

- I Yenching, Its History, Purpose and Growth
- II Organization and Maintenance
- XXVII Yenching's Part in China's Reconstruction.

During September, with an eye to possible use during the winter, I would ask for:

- III The College of Arts and Letters
- IV The College of Natural Sciences
- V The College of Public Affairs
- VI The School of Religion
- VII The Department of Journalism (Martin's part)

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VIII The Women's College
IX Graduate Work

The remainder of this list, I suggest, be covered next spring (for autumn use) and next autumn (for winter and spring use). This covers, as you will recall:

X By-Products of University Work
XI The Place of Athletics in University
Life in China
XII Ching Ho, An Experiment in Community
Reconstruction
XIII Industrial Work Among Women
XIV Yenching's Academic Standing
XV The Student Situation in China Today
XVI The New Place of Women in China Today
XVII Home Industries for Rural Communities
XVIII Yenching's Alumni
XIX Human Interest Stories (I include these
but understand that such are being
arranged for on a continuous basis)
XX Home Economics for China
XXI Industrial Research Needs of China
XXII Opportunities for Practical Biologists in
China
XXIII Harvard-Yenching Institute
XXIV Leather Work at Yenching
XXV Beauties of Yenching's Campus
XXVI The Romance of Yenching's Environment

C.R. Zeininger,
Director of Publications
Pierce & Hedrick, Inc.

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Letters to Advisory Councilor List.
by Dr. Stuart

- 1. Regular quarterly letter; one printed on Chinese writing paper and mailed in Chinese envelopes.
- 2. Another letter printed on University stationery in typewriting. Vary the form of the letter with each issue.
- 3. A Chinese Christmas card sent at that season. *attractive cards*
- 4. A colored postcard slipped in with one of the letters. (This should be a good picture of one of the buildings.)

Urge staff members to keep in touch with their friends in U. S. A. and keep the university and its needs before them.

MP-00-157-52

January 8, 1934.

To the Board of Trustees:

During the past few months I have had occasion to write you regarding the financial outlook for the College of Arts and Letters and of Natural Sciences and for the School of Religion. These communications all had special reference to the coming academic year. It is not too early, however, to bring to your attention the situation which we may be facing after June, 1935. In the case of the College of Natural Sciences, if the Rockefeller Foundation does not renew its conditional grant or we find ourselves unable to meet it, we shall presumably be left with only the income from \$500,000, this being dependent on whatever the rates of interest in America and of exchange in China will be, and probably with other charges against. This will mean the disruption of the work of the College as at present conducted and its limitation in the main to pre-medical or other relatively elementary courses. As a natural consequence the enrollment of this unit will be substantially reduced. This means increased overhead and per capita costs with reduced income from tuition fees. The College of Public Affairs (which for the present purpose will be treated as including Sociology) will by June, 1935, have ceased to benefit by the sliding grant from the R.F., and unless the present application for a renewal is approved, will be dependent wholly on Princeton contributions which have been dwindling rapidly. Until Princeton support can be restored to a figure approximating what it once was and put on a basis less precarious than at present, it is problematic as to how many of the staff can be maintained and how large an enrollment could be expected. Here again there would be disproportionate overhead and instructional costs. The College of Arts and Letters in its present depleted condition (eliminating Journalism which has its own uncertainties) has become not very much more than a division supplying instrumental and supplementary courses to the other two colleges which contain the major part of our vocational or functional training, and represent the main features of the distinctive contribution we have endeavored to make to the needs of China. The College of Arts and Letters might therefore almost be included along with Administration and Operation and Maintenance of the Physical Plant as part of a huge overhead for the other two colleges and a shrinking amount of graduate work. In the event that these two colleges will have their scope materially impaired, the question arises as to whether it would not be preferable temporarily to close the institution. A full enrollment under such conditions could scarcely be counted on or properly cared for. Standards could not be maintained. The per capita instructional costs would mount up and the overhead subject us to just criticism. Furthermore, there would be the more searching question of Why? as well as How? What advantage would there be in carrying on under such conditions, and to whom?

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One possible alternative would be that we as a temporary measure develop a senior middle school along with the remnants of our present college courses. Apart from such problems as keeping good faith with the existing Christian middle schools in this vicinity, government regulations, etc., there would be many undesirable internal adjustments.

It may be that the time has come for the Trustees to consider even more fundamental solutions. If the present controlling bodies cannot maintain a really creditable university, the question as to what other possibilities might be explored will sooner or later be forced upon us.

The Christian colleges of China will soon be falling into one or another of some such categories as the following: 1. Because of denominational backing or promotional skill or luck, success in carrying on somehow; 2. Specialization in some one field sufficiently notable to win support; 3. Maintenance of formal Christian control but with mediocre equipment and academic standards; 4. Transfer either by deliberate policy or by opportunist drifting to some type of secular management. The tendency toward 3 and 4 is already manifest in not a few formerly mission middle schools. The mention of "Christian" as against "secular" control refers to the form of organization rather than to any possible religious consequences. Under which of these categories Yenching will come to be classed is the burden of the present memorandum.

Although we have publicized our intention to raise an endowment fund in China there is no likelihood that substantial immediate relief will come from this source. The country is in desperate economic straits. Our own natural constituency is narrowly restricted and possessed of very limited resources. There are always numerous appeals being vigorously promoted. Even though the opportunity came to interest some wealthy philanthropist there would probably be the necessity for structural changes which the Trustees would hesitate to approve.

There remains therefore the constructive phase of this issue. You will be in a better position than I to judge when it will be practicable to renew our own efforts toward recovery, and what form these should take under post-depression conditions. But we are doubtless all of one mind as to the desirability of having our plans perfected without delay and our cultivation program steadily maintained. It is scarcely necessary to add anything to your appreciation of the crisis we are facing more than is contained in the preceding paragraphs. All of us by cooperating to the utmost of our endeavor in an intensive effort first to discover and then to apply whatever personnel and process will secure results in the United States during the next eighteen months will be doing more to conserve the distinctive values which have been created at Yenching than through any other form of service to the institution.

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I have been trying to give a realistic description of the issues we shall soon be facing without allowing my own emotions to creep in, but shall at this point remove this restraint to the extent of remarking that never perhaps have the various non-monetary aspects of our affairs seemed more full of satisfaction or of promise than now.

More specifically, we may expect a decision from the Rockefeller Foundation regarding our Social Sciences by next April, probably before your Annual Meeting. If this is favorable, my recommendation would be that we proceed to concentrate on the Natural Science endowment, hoping that this vitally important unit can also be maintained without serious interruption, meanwhile making plans for renewing Princeton support of the Social Sciences and for acquiring additional resources for the other most essential features. As to my own part in this task, I am as hitherto entirely at your disposal. The chief hesitation I have in offering to spend a large part of the coming year in the States - apart from uncertainty as to general economic conditions - is in regard to making arrangements for reducing or reorganizing or closing entirely by the fateful date of June, 1935, in the event of our failing to secure the hoped for funds upon which our continued operation depends. It will be no light responsibility to provide promptly and helpfully for the teachers, foreign and Chinese, who have depended upon us, and for the students who have come here assuming our stability. We should want all such adjustments to be carried through in a way that brought no avoidable discredit to the cause for which we have been established. But as to this and other details you will be able to reach a decision in the light of future developments. As we reflect upon the anxieties and achievements in which we have all shared in the past we need not be too unhopeful that the problems we now confront will also in due time find their adequate solution.

J. L. S.

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(copy)

January 9, 1934

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

My dear Mr. Garside:

Amateur Radiograms - I am enclosing a memorandum from the Chairman of the Department of Physics, Mr. Band, which is perhaps more satisfactory than my attempting to summarize it. You might add this station to the one mentioned in your letter, "WGG C H D - George Bennett, Box 25B Walnut Creek, San Francisco, California."

D. J. Chang - I regret very much that no way has as yet been found to clear up the deficit of \$230.66 on this account. If I had not already done so much toward advancing money for various University needs, I would try to clear this off myself and shall keep it in mind to be attended to when, or if, I can recover on some of the outstanding projects. Much to my regret, therefore, I request that this item be kept in suspense for a while longer.

Miss Mary Cookingham - She is planning to leave on furlough next summer and to spend a large part of the period in study at Columbia University with special reference to equipping herself more thoroughly for her prospective work as Treasurer or Bursar. Could you make inquiries of the American Board as to whether it would be possible for her to receive a grant from an educational fund which we understand is held for just such use as this? The claim she would have would of course be because of her connection with this institution, and this might be somewhat strengthened by the fact that the Board has been forced to reduce its help to us in other ways.

Dr. Clara Nutting - As the medical officer of the Women's College this former missionary of the American Board is now on the regular budget of the Women's College. Would it be feasible for the American Board to take her again as one of their regular missionary appointees in place of the cash grant that we understand they are making to your office? The supposed equivalent in cash is actually not of the same value to us as the assignment of a person, and here again, since reductions have been made in other ways, the comparative small increased cost to the Board might be offset by the attempt to restore something of the loss to us in other ways, together with the moral advantage of the direct Board connection.

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Rate of Exchange on Last Year's Budget - It has seemed very strange to us that the Trustees showed such irritability and felt it necessary to pass resolutions and have you write a letter which expressed this in such violent language. Mr. Galt has made L&S comments as reported in a letter from the Trassurers. In my letter of July 7 I make it quite clear that this is a request. None of us can see how we could have made our recommendations in any other language or by any other process than we did, and this request could have been refused without the asperity which it seems to have generated. We in our turn could complain that the Trustees had adopted a policy of making grants in gold and leaving it to us to dispense this according to our best judgment. The issue is probably a dead one since there seems little likelihood of further benefits from exchange surplus, and there is the demand upon all of us to be sympathetic and patient because of the consequences of the depression upon over-strained nerves and haunting anxieties at both ends. We, therefore, are taking the scolding in this spirit and only ask that the Trustees try to think of us as reasonably conscious of the financial difficulties in the situation and are endeavoring to administer affairs in cooperation with them and the best interests of the institution here.

Enclosed Memorandum - With this in view I have prepared a communication which may be thought of as my report at the coming annual meeting. I hope it will be taken in the spirit in which I have tried to write it. It is an attempt to be frank and fore-sighted and to place clearly before the Trustees factors and trends in the situation of which I am conscious because of my observation of what is actually happening elsewhere, or can be sensed from contacts with my own colleagues here. There is nothing, therefore, intended in the nature of threats, or complaints, or grievances from me personally, and I continue ready to put every ounce of time and strength that I possess into working for Yenching according to whatever program the Trustees adopt. All that I insist on is that we do not drift along on the assumption that the institution can continue indefinitely regardless of losses in income, and that the time has come for creative, constructive, well-conceived, and rather adventurous financial efforts, or an alternative which none of us want to contemplate.

Very sincerely yours,

JLS C

P.S. We question whether it is worthwhile to pay the postage on so many copies of the Minutes you send here. A small number for the administrative offices will be sufficient.

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(copy)

January 10, 1934

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

My dear Mr. Garside:

The enclosed letter explains itself. The only relief that seems to me at all possible would be to ask our constituent mission boards each to make a special grant specifically for scholarships to theological students. If there is one thing that these boards ought to undertake to make provision for, it would seem to me to be this, and it ought to be one of the causes which would most eagerly find a response among their people. Exchange should be estimated at \$2.50. Even the cancelling either the one-half salary of J. F. Li or the scholarships, this School still has a small deficit to face. Please cable as soon as possible whether or not this suggestion can have favorable consideration in order that Dr. Li can be informed without further delay as to his future.

The radio message regarding the McBrier Fund and recommending Mr. Lyman Hoover for part time, reached me last night. I have replied stating that I still much prefer the original proposal regarding P. C. Hsu. He is a Chinese which in many ways is an advantage. He has a definite status on our faculty which counts more in China than we western people quite realize, especially under present conditions of student thinking. He is quite familiar with the internal conditions, and lives here. Mr. Hoover on the other hand, would presumably continue to live in the city and would find himself hampered by the fact that he was professionally in this type of work. The chief consideration in my own mind, however, is that if, or when, the School of Religion funds permitted, P. C. Hsu would go back on that budget, and we can then find a more permanent use of the income from the McBrier Foundation, whereas otherwise we lose Dr. Hsu, perhaps permanently. It has only been my personal efforts this past week that he has not replied favorably to the presentation by Dr. Willard Lyon of the claims of the Y M C A and his own literature program. It is quite possible that Mr. Hoover would later on be our solution, and I shall not fail to keep this in mind.

Very sincerely yours,

JLS C

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Page Two
January 22, 1934
To - Mr. B. A. Garside

Nothing substantial was reported from Fukien, and the report from the East China group gave convincing evidence of the hopelessness of any intention thus far so to relate these institutions as to justify any presentation to the American public of a joint campaign on the assumption that this represents any really comprehensive and well coordinated scheme. The reference to Cheeloo by the Associated Boards was disapproved, and is an instance of the embarrassment inherent in such a body as the Council taking an action to which one of its members makes objection. This is accentuated by the traditional instincts of the Chinese in facing such an issue. Despite, therefore, a general spirit which is reassuring, and a patient determination to continue efforts toward correlation, and the evidence of both of these in the reports which will reach you officially, I am compelled to insist that nothing occurred which would lead us to change the statement we presented.

It was difficult to make clear our position without causing misunderstanding, and most of what I said was in the attempt to clearaway these misconceptions. We have no intention of withdrawing from the Council or even from discussion of the correlated program when Yenching is involved - still less from the Associated Boards. All we ask the Trustees to do is to withdraw from a joint financial campaign which we feel is unjustified if on the underlying assumption that it represents an appeal for a program of Christian Higher Education so well integrated and so free from needless waste and duplication that we have a right to ask for its adequate support from the American contributing public. It was urged in the meeting that the present effort is at present educational and promotional rather than directly financial, and our reply was that it is precisely for this reason that we object to it.

The material which has reached us implies that the ten colleges concerned all have a place essentially as they are now being conducted. Furthermore, the fact that this campaign has actually been inaugurated is unquestionably encouraging the Executives in the illusory hope that thier financial needs and ambitions are in process of not only being approved but provided for. This tends to aggravate seriously the already great difficulty of enforcing adjustments at this end. It is, therefore, from our standpoint, a moral issue; and on this ground we earnestly hope that the Trustees will assist in helping forward the only presentation that seems to us defensible by temporarily withdrawing from the campaign as it has already been projected.

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Page Three
January 22, 1934
To - Mr. B. A. Garside

Furthermore - regard it as sordid if you will - the relatively large amount of money that Yenching is putting into a campaign year after year, to which we on the field object, under delays for which we are in no way responsible, and in the face of disastrous shrinkage in resources which is seriously impairing the work that we have attempted to maintain, is a further consideration that weighs with us very strongly. If we felt that this money was really contributing to the interest of Christian Higher Education in China as a whole, we would suffer the loss without complaint and even with hearty endorsement, but when it injures by so much the work we are committed to carry on and at the same time seems to us actually to hinder the larger interests involved, we plead with the Trustees to join with us in an action which we are thoroughly convinced will in the end help accomplish more effectively the objects in view.

Nothing in our statement was challenged, and the only question raised concerning it was as to the feasibility of appointing "a competent and authoritative body". Quite a little time was spent on this subject, but we urged that until the institutions concerned agreed to take the necessary step of wanting such a body and being ready to abide by the consequences, the details of procedure were rather irrelevant. Several speakers expressed hearty endorsement of the ideals underlying our statement but urged the difficulties in making further progress.

This, again, seems to us a reason for holding up any promise of financial efforts until these difficulties have been sufficiently overcome to present a well-conceived program to the American public.

I hope that the Trustees will read very carefully the whole of this statement. It is intentionally restrained and could be put in much stronger language. It also aims to be thoroughly constructive and to aid toward the solution of the problems involved rather than to disrupt or delay an achievement which Yenching has perhaps desired from the beginning more than any other institution in the group.

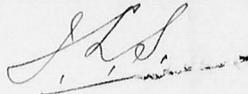
It may be pertinent to remark that there is already evidence that this forcing of the issue has ~~already~~ had a noticeable tendency in this direction. I have taken part in some intimate discussions which may yet lead to a solution of the baffling East China problem. As to Cheeloo and other places, economic necessity may bring about what idealistic considerations have thus far failed to attain.

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Page Four
January 22, 1934
To - Mr. B. A. Garside

Finally, let me make it as clear as this can be put in writing that we on the field are not only ready but eager to join with the Trustees in the proposed joint financial campaign - whatever the loss or gain to ourselves - as soon as we can do this with hearty conviction in the rightness and wisdom of the correlated program toward which we shall all continue to work.

Very sincerely yours,

A handwritten signature in cursive script, appearing to be 'J. L. S.', with a horizontal line underneath.

JLS:RPM

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September 26, 1934

MEMORANDUM:

To the Members of the Promotion Committee
of Yenching University:

Since it seems impossible to get a meeting of our Committee before early in October, I am taking this means of circularizing the Committee, reporting on what we have done since the first of July and outlining in some detail our plans for the year. Please bring this letter with you to the meeting as it will be used as a basis of discussion at our first Promotion Committee meeting.

I. Office Arrangements:

I wish to report that since the first of July we have transferred our offices to Room 905 in order to make room for the needed expansion of the offices of the ABCCC. We are now comfortably located in our new offices. We invite you to drop in and see our present arrangement.

Our Yenching University stock has been moved also and assembled in good order, making it more accessible. This has been a very difficult undertaking but we feel we are now in much better condition than we were when our materials were placed in the general stockroom.

A great deal of time and energy has been spent in filing the accumulations of a long period of time.

We have been very fortunate in securing the services of Miss Helen L. Woodward, who is in charge of the office. Miss Woodward's experience and ability eminently fit her for this responsible undertaking. We feel very happy that we have her with us.

II. Lists:

Since Miss Woodward's arrival we have been working steadily on our various lists which we find in need of a great deal of revising and bringing up to date. Of all the lists we find the lately developed Cultivation Lists by far the most satisfactory and this will be our basis in our revision.

We have actively underway the revision of our Alumni list for the year 1934-35. This has proved to be a very great service in the past and with the cooperation of a number of people we hope to make it even more serviceable for the future.

III. Preparation of Publicity Material:

- a. At my suggestion the YENCHING TODAY folder was revised and reprinted before the end of the past academic year. (Appendix I)
- b. With the cooperation of the University of Missouri, and without cost to Yenching, there has been printed a MISSOURI-YENCHING folder. (Appendix II)

- c. We have printed the WELLESLEY-YENCHING folder and have sent 2,000 copies to Wellesley. We are actively cooperating with their Service Fund Committee. We have had the very cordial cooperation of Dr. Pendleton in all of these preparations. (Appendix III)
- d. We have sent to press the HARVARD-YENCHING INSTITUTE folder and this will be available in a few days.
- e. We wish your advice as to the advisability of preparing a special folder for wills and bequests.
- f. We are using newspapers and magazines for Yenching University articles.

IV. Solicitation of Funds:

We sent out a circular letter to the Board of Trustees of Yenching University asking for annual contributions from them for the work at Yenching. A similar letter was mailed to the members of the Woman's College Committee. It will be interesting to you to know the results of these mailings. From the Board of Trustees, 25 in all, we had responses from three: Mr. McBrier, Mr. Rounds and Miss Burton.

The responses from the Women's College Committee were a bit more encouraging and are listed herewith: Mrs. Parlin, Mrs. Cavert, Mrs. Williamson and Mrs. Franklin. *Miss Margaret C. Rogers - Mrs. Finley*

It should be pointed out that a number of our Trustees and members of the Women's Committee are already in the habit of making annual contributions for specific purposes and their failure to respond can thus be accounted for. Nevertheless, is it surprising in the light of these responses that we get so few responses from our letters to our general contributors?

We have made test mailings to three selected lists and are in the process of getting out a fourth letter, making a total of around 150 names circularized. It is too early to make a report on results. We plan a definite follow-up of these lists when we fail to get a reply from our first letter. This has not been done, I believe, heretofore. *Regular mailings each month to contributors whose former gifts were in that month are being made.*

During the time I have had available I have made a number of calls in this vicinity, keeping our contacts with people who have promised or have given us money. I shall, of course, continue this just as much as possible, since I recognize that this method of cultivation is by all means the most important.

I am picking out several cases that seem to give promise of larger gifts and definitely cultivating them with this object in view.

Our cultivation of new names added to our lists is also receiving our attention and we are planning hereafter to send a personal letter together with literature to each new name as it is added to our list.

Dr. C. E. Jenney is cooperating with us in the approach to several prospects whom he considers most promising.

V. Plans for Cultivation by Mail:

It is our general idea that we will make four mailings ^(if funds permit) to each person on our lists during the year. Two of these will contain definite appeals and the other two will be more informational. We are preparing an appeal now which we hope to get out early in October. We would like in December to get out in some attractive form a general informational news letter which would also go to our entire list. This might be written by some one on the field. In March or April we would prepare a second appeal letter. Then toward the end of the year, probably in June, we would issue the Yenching News, probably in China and would enclose with this a subscription blank.

In view of the very great need in the School of Religion I would suggest that we issue a letter to those who have a special interest in this piece of work and make an appeal for adequate support for this important division of the work.

VI. Plans for Advisory Council Members:

Our Advisory Council membership numbers 984 and we have the following definite plans for this group for the present year: First, they will receive a quarterly letter from Dr. Stuart, the first one having already been mailed; Second, we have prepared a release for the newspapers over the country which will make a brief statement about Yenching and list the members of the Advisory Council for the territory where the release is appearing; Third, we are hoping to start a test mailing soon for one area asking for suggestions from our Advisory Councilors as to additions to our list from their region and for any suggestions they may have to offer relative to Yenching; Fourth, we propose to have a luncheon with a program of the Advisory Councilors in each of the cities visited by the Associated Boards for Christian Colleges in China and we would like to have some type of organization developed through ^{it is given the best thing to do} these meetings; Fifth, I wish to raise the question with the Committee as to the advisability of preparing some form of list of our Advisory Council membership for publicity uses. This might be done in the form of a folded letterhead, the first page of which would be blank except for the heading and the remaining three sides of the paper listing the names of all members of the Advisory Council according to states, or on the back of letterhead. Or possibly this might be done in pamphlet form and this could be distributed where it would be of service.

VII. Travel Plans of the Vice President:

For the fall and winter we plan definitely to cooperate with the ABCCC in their conferences, which we understand are to begin around the middle of October and continue through January 1935. Plans were drawn up by the Yenching office at the request of Mr. Hedrick and we understand that the China Colleges organization will use these plans. (Appendix IV) The manuscripts for Yenching's publicity material for these conferences are prepared and will be available for use in connection with visits to the various cities.

Immediately following this series of conferences I hope to have the services of Dr. S. P. Young for a period of about one month. He and I will cover intensively a selected territory.

As soon as the trip with Dr. Young is over I shall plan to repeat the trip which I made in the fall of 1933 to the West Coast, continuing the cultivation of that part of the country and further developing possible givers for the near future.

I wish also to raise the question with this Committee of the possibility of a trip to China by me during the summer of 1935. If this trip is made it would be wise to continue to China from the West Coast. I find it increasingly difficult to speak with accuracy and a thorough understanding of the situation in China without a renewal of my contacts there. Newspaper interviewers are not much interested when they learn that I have been away from China for two and a half years. If I am to continue with Yenching it seems to me essential that I make a brief visit to the field, remaining at least until the opening of school in the fall so that I might bring back detailed information about the institution as well as the Chinese situation generally.

VIII. Matters Requiring Action by the Committee:

1. I wish to secure the approval of this Committee to use Dr. Young for one month in the spring of 1935 just after the closing of the conferences of the A.B.C.C.C.
2. We are enclosing with this letter our proposal for a budget for the current year. (Appendix V). We have been proceeding with the understanding that this budget will be available for the year's work.
3. I am also enclosing a copy of the proposed financial objectives for the current year. (Appendix VI).

Very sincerely,

N. Gist Gee.

N. Gist Gee

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ASSOCIATED BOARDS CAMPAIGN

PREPARATION

Advance publicity.

Photographs.

Cultivation of lists of prospects. Best time to do this.
Send letters to entire list giving information as to meetings, etc.

Special literature for use in the meetings and follow ups.

Careful checking of lists from telephone directories by the end of the summer.

Special issue of the Associated Boards publication for use at the meetings. This to contain a 200 word statement by each of the University Presidents and a photograph of the president and also one of the main administration building of each school. Part of the publication to be general part devoted to the several institutions in the Associated Boards and the part in the program which has been assigned to them.

MEETINGS

Plans to be drawn by the Associated Boards Committee.
Nature of pictures to be decided by Committee. There is to be a uniformity in this.

FOLLOW UP

Personal contacts with as many of the prospects as possible.
Ask for money where there is any likelihood of getting anything. This work to be done after general meetings are over.

Arrange in cities, where we have the proper persons, an advisory committee for Yenching. This group may help in visits, or may arrange teas, or luncheons, or help in transportation.

Afternoon tea for Women's College groups.

A. C. luncheon where there are enough to warrant it.

Find some one or two people who will serve as our constant advisers about the names on our list and to whom we can write for information. Check and eliminate names on present list; add new ones when they can be found.

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Harvard- Yenching Institute

An Institute of Chinese studies, jointly controlled by Trustees appointed by Harvard University, Yenching University at Peiping, China, and the Estate of the late Charles M. Hall, and known as the Harvard-Yenching Institute, was incorporated under the laws of the Commonwealth of Massachusetts on January 5, 1928.

Designed to "conduct and provide research, instruction and publication in the culture of China and other Far Eastern and Near Eastern countries," the Institute is specifically empowered under its articles of incorporation to "carry on, for properly prepared Chinese and Occidental scholars, research and educational work of the type appropriate to a graduate school of arts and sciences, and, in so far as it may appear expedient in order to prepare scholars for admission to the work of the Institute, to develop through other institutions undergraduate work in China; to explore, discover, collect and preserve objects of culture and antiquities, or aid museums or others to do so."

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The Institute owes its existence to the generosity of the late Charles M. Hall, inventor of the modern process of making aluminum, who by his will set aside a substantial sum to be applied by his trustees to educational work in Asia and the Balkan States. On January 5, 1928 it was announced that these trustees had devoted a considerable part of this bequest to the endowment of the Harvard-Yenching Institute of Chinese Studies, with centers at the two universities concerned—Cambridge and Peiping.

The work of the Institute is under control of a board of nine trustees, three representing each university and three originally appointed by the Hall estate and now elected by the remaining trustees.

Specifically, the Institute aims to promote both in China and America graduate study and research in the various branches of Chinese culture, and to encourage the Chinese to study their own civilization and to interpret this civilization to the West.

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As a result of this arrangement, Yenching has found it possible to offer graduate work to its own students and to those from other parts of China, designed to strengthen the emphasis on Chinese culture which has been one of the consequences of the nationalistic awakening among Chinese students. Five other universities in China receive grants from the Harvard-Yenching Institute for developing undergraduate study of Chinese culture.

The work of Harvard consists largely of courses in Chinese literature and language, as well as in various aspects of Sinology studied through the medium of English.

Students from Europe and America are encouraged to go to Peiping for such subjects as can be most advantageously studied there. Harvard and Yenching also cooperate in arranging programs of study and in preparing publications both in English and Chinese especially planned to interpret China and her culture to Western readers.



American Office
YENCHING UNIVERSITY
150 Fifth Avenue New York, N. Y.

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PRINCETON
ACROSS THE WORLD

PRINCETON IS AT WORK on two campuses, lying half a world apart. The one is at Princeton, New Jersey, and the other is located at Peiping, China.

IN CHINA TODAY Princeton sponsors an educational program in the social sciences (Sociology, Political Science and Economics) that promises profound influence upon China's international as well as national life. A single feature of that program—the exchange of professors—in itself typifies a two-fold effectiveness in bringing our country and China into closer understanding.

PRINCETON-YENCHING Foundation is that organization of Princeton men now responsible for development of Princeton's program in China—a program initiated 35 years ago.

YENCHING UNIVERSITY, the largest and leading Christian university established by Americans in China, is the agency through which this Princeton program is given direct effect.

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PRINCETON WENT TO CHINA in 1898, when the Philadelphian Society sent "Bob" Gailey from the Princeton campus to pioneer Y.M.C.A. work in Tientsin.

AS EARLY AS 1906, the work had so developed as to prompt its extension to Peking (now Peiping).

THERE IN THE CAPITAL OF CHINA was established the "Princeton University Center in China," where, as the work grew, Dr. Gailey was joined during the years by such outstanding Princeton alumni as: D. W. Edwards '04; J. S. Burgess '05; L. D. Froelick and A. N. Hoagland '06; J. W. Chambers '09; L. M. Mead and F. C. Wells '11; S. D. Gamble '12; L. D. Howell '13; D. W. Carruthers '15; Lennig Sweet, L. D. Seymour, S. L. Phraner, C. L. Heyniger, W. S. Young, S. M. Shoemaker and E. B. Wall '16; R. H. Ritter '17; L. M. Sears, A. B. Tyler and L. V. Barker '18; J. C. Milne, II, and W. J. P. Edgar '19; K. O. Wilson '20; T. C. Speers, Ray Dulles and T. C. Penney '21; D. M. Maynard, G. D. Loos, A. G. Swede and J. T. Find '22; L. C. Schmertz and Van D. Rickert '23; J. U. Stephens '24; S. M. Allen and R. M. Duncan '25; Stewart Becker '26, and Matt Taylor and L. A. Free of '30.

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AS TIME WENT ON the "Y" program became established on firm foundations, and responsibility for it passed more and more into the hands of the Chinese, leaving Princeton interest free to associate itself more directly with social science education that had developed from "Y" activities in the field of social service.

BY THE YEAR 1930 this program, largely inspired by J. S. Burgess '05, was definitely associated with Yenching University. A School developed there was then designated the "Princeton-Yenching School of Public Affairs," by authority of the Princeton Board of Trustees. It is now one of the three colleges of Yenching, and is as well a Far Eastern laboratory for Princeton's own "School of Public and International Affairs." Yenching's total enrollment for 1932-33 is 789. Of these, 178—nearly 23%—are majoring in subjects supported by the Foundation.

THE PROGRAM'S GROWTH led the Philadelphian Society in 1922 to create for its direction "Princeton-in-Peking," a body of 15 Trustees, and in 1930 this was succeeded by the incorporated "Princeton-Yenching Foundation."

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THE TRUSTEES and Faculty of Princeton fully endorse the Foundation's program, feeling that the same spirit that determined the historical development of Princeton itself is responsible for the extension of its influence abroad.

* * *

**PRINCETON-YENCHING
FOUNDATION**

150 Fifth Ave.

New York City

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Cleveland E. Dodge, '09	Robert Russell Wicks, D.D.

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Appendix I

YENCHING TODAY

YENCHING UNIVERSITY is the largest as well as the leading university established by Americans in China. It occupies a pre-eminent position in educational work in that country.

ITS HISTORY covers more than 65 years. It is the result of the union of China Union College (1867); Peking University (1870); Peking Women's College (1905), and North China Union Theological College (1906).

ITS CAMPUS of 150 acres lies in what was once a Prince's garden, about five miles from the old walls of Peiping (Peking), and near the old Summer Palace of the Manchu rulers.

ITS PLANT is valued at \$2,745,212, as follows: General University, \$1,993,016, and Women's College, \$752,196. Its Endowment amounts to \$2,112,901. Trust Funds represent an additional sum of \$500,000.

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YENCHING'S FACULTY numbers 102, two-thirds being Chinese of whom many were trained in universities of the West. Americans, British and Europeans, the first in large majority, compose the foreign faculty.

ITS STUDENT BODY of young men and women is considerably larger than that of any similar institution in China. Every province is represented. Enrollment for 1933-34 is 804, of whom 107 are graduate students.

ON THE CAMPUS are the College of Arts and Letters; the College of Natural Sciences and the College of Public Affairs, in addition to a Graduate School of Religion.

YENCHING'S PURPOSE is to mediate to the young men and young women of China the finest values of Western civilization, while preserving for them the best in their national heritage.

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THE HARVARD-YENCHING Institute of Chinese Studies represents a joint enterprise of both institutions in the study and preservation of the best elements of Chinese culture.

THE PRINCETON-YENCHING Foundation accords substantial support to the College of Public Affairs.

WELLESLEY COLLEGE faculty and students cooperate substantially in Yenching's educational program for women.

THE UNIVERSITY OF MISSOURI is associated intimately in the program of the Yenching Department of Journalism.

SUCH RELATIONSHIP with outstanding American institutions enables Yenching to lead in China's field of higher education, and at the same time forms a helpful point of contact for goodwill between the countries concerned.

INTER-DENOMINATIONAL in character, Yenching receives support from the Boards of Missions of the Presbyterian, Methodist and Congregational Churches in the United States, and from the London Missionary Society.

THE ANNUAL BUDGET is approximately \$815,000. Towards this the Boards of Missions have been furnishing 11% ; Cash Grants, 5% ; Endowment and Trust Funds, 43% ; Current Gifts, 28% , and Student Fees, 13% .

THE UNIVERSITY property and its invested funds are administered by a Board of Trustees in New York City.

YENCHING UNIVERSITY

American Office

150 Fifth Ave.

New York City

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Appendix II

MISSOURI-YENCHING

SINCE 1929 Yenching University, with the cooperation of the School of Journalism of the University of Missouri, has been providing education for the profession of journalism in China.

IN 1929 the Missouri journalism authorities decided to associate themselves with this Yenching project, and during that year a fund of nearly \$70,000 was subscribed largely by American newspapers and newspaper men, to be expended in five years of experimental effort.

AMONG the chief donors were the New York Times; the New York Sun; the Chicago Tribune; the Chicago Daily News; R. P. Scripps; Dr. Walter Williams, president of the University of Missouri and dean of its school of journalism; the Editor and Publisher; the Dallas News; the Oklahoma City Oklahoman; Marcellus Foster; the American Society of Newspaper Editors; the Missouri Press Association; the Kansas City Journal-Post; the Detroit News, and Mr. and Mrs. F. W. Kellogg of Pasadena, California.

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DURING the scholastic year of 1933-34, the enrollment in the Yenching School of Journalism totaled 55—more than twice the number registered during the previous year. In its classes all sections of China were represented, while its enrollment also included 12 Chinese born over-seas.

GRADUATES of the School are readily finding positions upon leading Chinese papers, and a number have followed their work there with further study in the United States.

CHINESE publishers and journalists are cooperating cordially in the effort, and several of the latter in the Peiping-Tientsin area have been and are giving part-time service upon the faculty of the school.

IN THE MIDST of a crucial transition period, China, it is generally felt, will find her journalists playing a constantly increasing part in the shaping of her future. Therefore, the soundness of their training becomes of paramount importance.

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THE COOPERATIVE relationship between the University of Missouri and Yenching University has decidedly personal aspects. Vernon Nash came from the former institution to conduct pioneer work in connection with journalistic education in China in 1924, and since the opening of the Yenching School of Journalism in 1929 has been at the head of its faculty.

THIS RELATIONSHIP also provides, among other things, for exchange professorships whenever possible and mutually desirable. Dean Frank Lee Martin of the University of Missouri School of Journalism spent most of 1932 on the Yenching campus while Mr. Nash was exchange professor of journalism at Missouri.

SINCE 1930 exchange fellowships, good for a period of two years and available to graduate students of both institutions, have been continuously maintained.

WALTER WILLIAMS has said: "I know of no other undertaking today, offering a greater opportunity for far-reaching service."

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RAPID INCREASES in literacy throughout China are directly reflected in the steady increase in number and circulation of Chinese newspapers and other periodical publications.

THIS EXPANSION in journalism, in turn, is reflected in an increased demand for trained personnel, so that there is a sure and predictable demand for the product of this first and only "Grade A" school of journalism in all of the Far East.

CONTINUANCE of the work of the School of Journalism at Yenching, now that the five-year experimental period for which funds were originally provided has come to an end, will depend upon securing additional financial support, either in the form of annual subscriptions or of permanent endowment. An effort to secure the funds required is already under way in the United States and in China.

YENCHING UNIVERSITY

American Office

150 Fifth Avenue New York City

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WELLESLEY

Appendix III

*S*isters

OVER THE SEA



YENCHING

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Wellesley-Yenching

CHRISTIAN higher education in China has no more significant aspect than that affecting the training of the young women, and nowhere is the cooperation of the East and the West in this field more clearly in evidence than at Yenching University in Peiping.

The part played by American colleges and universities in the development of higher education in China has long been generally recognized, and Yenching has been extremely fortunate in counting with the active support and cooperation of such outstanding institutions as Harvard, Princeton, the University of Missouri and Wellesley College.

For more than 15 years Wellesley's interest in the Women's College at Yenching has endured. It was the spring of 1919 that saw Wellesley adopting, by an all-college vote, a sister in Peiping—the institution which is now a part of Yenching, but which was at that time known as North China Union College.

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PERSONAL ties between Wellesley and the Women's College have been many and close. Miss Grace M. Boynton, who is still a member of the Women's College faculty, was the first of the Wellesley Alumnae to go to the Yenching campus. Others who have served there include:

Alnah James (Mrs. George J. Johnston) '18
Marguerite Atterbury '18
Miriam E. Boyd (Mrs. Charles C. Parlin) '21
Mildred D. Miles '22
Marion P. Perrin (Mrs. Paul A. Anderson) '22
Deceased in 1928
Augusta B. Wagner '24

Wellesley faculty members who have been at Yenching are:

Miss Eliza H. Kendrick
Miss Elizabeth K. Kendall
Miss Seal Thompson
Dr. Alice M. Boring, now permanently at Yenching

American Office
YENCHING UNIVERSITY
150 Fifth Avenue New York City

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Promotion Committee Meeting

November 5th, 1934

1. New Office Arrangements
2. Office Lists
3. Publicity
Newspapers, periodicals for news items.
Use of Miss Wu in interviews and Miss Boynton's story. Mr Price's article in Social Forces, etc.

Our folder series. Y.U.To-day, Wellesley-Yenching, Princeton-Yenching, Missouri-Yenching, Harvard-Yenching. Pledge card. etc.
4. Mailings
a number of special letters and several series of form letters to larger numbers. Regular notices to pledged givers.
Board of Trustees and Women's College Committee.
General mailing to list soon. Now actively at it.
General news letter to selected list at Christmas.
Publication of Yenching News in China. General appeal in this also.
? Special folder for wills and bequests.
? Special appeal for Women's College needs - ? Special appeal for school of religion -
5. Soliciting funds by personal visits.
Personal visits to people near at hand.
Select a few cases for special cultivation for large gifts.
Dr Jenney given four special people to follow up.
? Dr Young to be used for a month of special solicitation in the winter or early spring.
6. Plans for Advisory Council Members
 - a. Quarterly letter from J.L.S.
 - b. Newspaper releases over country
 - c. Test mailing for suggestions as to other A.C. possibilities.
 - d. Printing of list for use in publicity, in folder, booklet, or on back ^{of} letter head.
7. Travel plans for year
 - a. With ABCCC through January
 - b. With Dr Young for one month soon after ABCCC conferences in Pa, N.Y., and New England.
 - c. To West Coast covering field covered in 1933.
 - ? d. Trip to China for summer and early fall.
8. Budget (Herewith)
9. Financial Objectives
10. Report of money collected to-date.
11. Other Business
12. Adjournment.

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Report on
Yenching University Income to Date
1934-1935

	July	August	September	October	November (5th)	
Natural Science Endowment	\$650.	\$1,000.	\$215.	\$125.	\$	\$1,990.
Journalism	5.	10.				15.
General Campus Endowment	600.			10.		610.
Women's College Campus	200.					200.
Undesignated	5,400.	325.	175.	455.	75.	6,430.
Women's College Budget		10.		50.		60.
<u>TOTAL</u>	<u>\$6,855.</u>	<u>\$1,345.</u>	<u>\$390.</u>	<u>\$640.</u>	<u>\$75.</u>	<u>\$9,305.</u>

November 5, 1934

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ASSOCIATED BOARDS FOR CHRISTIAN COLLEGES IN CHINA

Central China College
Fukien Christian College
Ginling College

Hangchow Christian College
Lingnan University
University of Nanking
Shantung Christian University

Soochow University
West China Union University
Yenching University

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JAMES ENDICOTT, *Vice-Pres.*
B. A. GARSIDE, *Secretary*
E. M. MCBRIER, *Treasurer*

EXECUTIVE OFFICE

150 FIFTH AVENUE
NEW YORK CITY

Cable Address: ABCHICOL
Telephone: WAtkins 9-8703-4-5

Officers of Executive Office

B. A. GARSIDE, *Secretary and*
Assoc. Treas.
E. M. MCBRIER, *Treasurer*
C. A. EVANS, *Assoc. Secy. and*
Assoc. Treas.

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Relationship to the Government Educational System
and Chinese Opinion of Institution.

Yenching is an outstanding evidence to the Chinese people of American good will. Not a Government institution but a gift to Chinese People from the American People

Registered by the Ministry of Education as a University and highly esteemed by them. Inspected and approved by Government inspectors from time to time.

Former Chancellor, still a teacher in Yenching, gave up his position as Vice Minister of Education of the National Government to come to Yenching

Present Minister of Education has said that he thought that the Government should subsidize the Mission colleges during this time of depression abroad in recognition of their service to China.

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Ching Ho a county used as a laboratory with the approval and assistance of the government. R.F. selected Y.U. as place to train rural administrators

Dr W. W. Yen Minister to Russia and Dr H. H. Kung Minister of Finance on Y.U. Board of Managers.

Y.U. graduates taking important places in country in education and other services.

Testimonials from a number of the outstanding men of China.
(Chinese Testimonials)

00 1 50 7 21

Copy to
Mr. H. H. ...
4/11/34

Why should we support a college in China while the condition there is so unsettled?

Situation not as unsettled as it seems - shifting loyalties (Y.U. News Apr. '34)
Civil wars never very serious, few deaths - often political only in significance, no principles involved.
Decided progress made even when strife is said to be going on, purely local
China is making real development in manufacturing, road building and general communications in spite of reports.
Rural reconstruction now great center of interest
Newspaper reports greatly exaggerate conditions.

Why not wait until conditions are better?

Organized institutions cannot open and close at will - a going institution is the result of decades of continuous effort and reputation already made must be retained if an institution is to retain confidence and render a real service to the people.
To stop now would mean that Y.U. would fail to make its contribution to the solution of present problems and would also fail to train young men and women for further leadership in China's reconstruction which is going forward now, and will increasingly gain momentum during the next few years.

Why should one give to Yenching, the strongest institution, rather than to some of the other weaker ones?

Y.U. is not a local institution, its students come from all over China. Its teachers are being called upon for national service as well as for local services. Hsu at Geneva. L. Hsu now in Nanking Yen, penologist, just returning will advise Govt. in his line. These some of the cases of national service. Many give local service. Y.U. more outstandingly a national institution than any other mission educational institution.

Y.U. is the center for graduate work and trains many of the college teachers for the other schools in China, mission, private and even government.

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ASSOCIATED BOARDS FOR CHRISTIAN COLLEGES IN CHINA

Central China College
Fukien Christian College
Ginling College

Hangchow Christian College
Lingnan University
University of Nanking
Shantung Christian University

Soochow University
West China Union University
Yenching University

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Assoc. Treas.

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The best institutions in China are going to be the permanent ones. They must be distinctive in order to hold their places in future years as the Government institutions become stronger when they have more abundant and steady incomes. Y.U. has now a distinctive place and it can be maintained more readily and at far less expense than to attempt to build another institution up to that standard.

The smaller and weaker institutions are going to gradually fade out of the picture entirely or drop into the position of Junior Colleges or even good high schools if they cannot keep up their financial support from U.S.A.

Why should Missions give education at all?

Primary motive was the presentation of Christianity. This still plays a large part in their work. Methods are changing but the ideals are still the same.

Considering the question of leadership for Christian service, it becomes necessary for the church to prepare its own leaders Also to give to its constituency opportunities for education for their children under church auspices.

The larger motive of sharing with others the best we have in all lines religion, knowledge, health, business, government etc.

0917

00 1 51 7 72

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Financial Situation

Yenching's gifts have been fewer and smaller on account of the depression now extending over several years

This is due to no dissatisfaction with the work at the University, but to the following causes:-

The cutting off of income from investments

Real estate failing to yield income

People assuming support of their unemployed relatives and connections

Many of our givers also have heavy obligations to other institutions in U.S.A. and give precedence to local institutions.

Many of them have church responsibilities here, are pressed for all kinds of local charities and community drives which take up all their available funds for philanthropies.

A number of those who have pledged funds now find that they cannot pay these pledges. Some find it impossible to pay even small pledges.

The inflation of our American dollar has cut our income heavily. There had already been a cut before this in our budget. The total cuts amount to over fifty per cent(?). Exchange was about 5 to 1 now it is less than 3 to 1.

There is need for \$ to even balance the very heavily cut budget for this year and even more for the budget for 1934-1935

Princeton Yenching Foundation has cut its gift from \$7,000 to \$4,000 for the coming year

Journalism budget has no provision for anything as yet from America. Salary must be provided for Nash or his travel home must be found.

College of Natural Science needs money to meet the gift of the Rockefeller another year even to get their gift continued.

J.C. Liu trained for Y.U. in U.S.A. now cannot take him on.

E.O. Wilson Industrial Chemist must have salary provided or we lose him.

09 19

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Campaign started in China to make that Country Yenching conscious.

Object to raise ONE MILLION DOLLARS local currency.

Process a long one, education of people to give needed first before gifts will be large.

FACULTY has pledged \$100.00 even though they are on small salaries and have no other resources in most cases.

STUDENTS to take the responsibility of raising a good share details being worked out.

ALUMNI will be cultivated and asked for assistance

Then a general appeal to friends of education in China will be made.

FOUR or Five years will be taken to follow this plan through.

Missouri Yenching Foundation is being formed. Incorporation about complete
This Foundation will assume responsibility for Journalism at Y.U.
CHINESE JOURNALISTS and friends have pledged enough to support local Chinese staff.

Rockefeller Foundation impressed with Y.U. and will doubtless ask for continued liberal support of that work which they have been helping.
(This not for publication)

Miss Burttt being sent back for seven years by the Friends Service Council
Mr Mead returning supported by his family
Miss Veghte returning supported by the Presbyterian Board.

0923

77-88-57-5-21

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Academic Situation

6

Yenching University recognized as the leading educational institution under foreign support in China to-day.

Largest student body
Largest and best trained staff
Largest endowments and Trust funds
Best equipment
Best college plant
Best library in China of Chinese books, etc.
Located in cultural center of China, best library facilities for research in China-Metropolitan, Tsinghua, Y.U., P.U.M.C. etc. Geol. Survey, Natl Univ.. Research Institutes in several fields. Free from political disturbances
Y.U. has been set aside as the institution to do the graduate work for the Christian Colleges of China. Is prepared to offer work of this nature in most of the departments.
Many of her teachers very active in research in addition to their regular instructional burdens.
Best Physical Education in China-two gymnasiums-and two teachers. One for men and one for women.
Y.U. graduate work accepted without question where its students have previously studied
Exchange relationship with Harvard- teachers and students.
Cooperation with Harvard, Princeton, University of Missouri, Wellesley. Other cooperative plans under consideration.
Y.U. graduate degrees as highly esteemed as those from U.S. institutions. ?

Analysis of student body distribution, number, etc.

Analysis of faculty training, experience, degrees, etc.
Quite a number of them doing work at times for govt., church, other institutions, etc. Porter, Hung, the two Hsu men, Wu, Adolph two Wilsons, etc.

School of Religion under one of the strongest Christian men in China. A strong Christian influence

Y.U. taking a very prominent place in Christian literature
(Y U. News April 1934)

0925

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McBrier Foundation will provide for constant religious work, outside of the curriculum, among the student body by a well chosen man who is to give his entire time to this.

Mission Boards supply a strong group of missionaries for the teaching staff. The whole atmosphere of the institution is Christian.

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E. M. M...
C. A. P...

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Office of Executive Office
B. E. D...
M. V. S...
E. A. G...
E. M. M...

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Relationship to the Government Educational System
and Chinese Opinion of Institution.

Yenching is an outstanding evidence to the Chinese people of American good will. Not a Government institution but a gift to Chinese People from the American People

Registered by the Ministry of Education as a University and highly esteemed by them. Inspected and approved by Government inspectors from time to time.

Former Chancellor, still a teacher in Yenching, gave up his position as Vice Minister of Education of the National Government to come to Yenching

Present Minister of Education has said that he thought that the Government should subsidize the Mission colleges during this time of depression abroad in recognition of their service to China.

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Y.U. graduates taking important places in country in education and other services.

Testimonials from a number of the outstanding men of China.
(Chinese Testimonials)

0929

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ASSOCIATED BOARDS CAMPAIGN

Preparation.

Advance publicity

Photographs

Cultivation of lists of prospects. Best time to do this

Special literature for use in the meetings and follow ups.

Ass. Bds. to purchase ?

Careful checking of lists from telephone directories by the end of the summer.

Special issue of the Associated Boards publication for use at the meetings. This to contain a 200 word statement by each of the University Presidents and a photograph of the president and also one of the main administration building of each school. Part of publication to be general part devoted to the several institutions in the Associated Boards and the part in the program which has been assigned to them.

Meetings.

Plans to be drawn by the Associated Boards Committee.

Nature of pictures to be decided by Committee. There is to be a uniformity in this

Follow Up.

Personal contacts with as many of the prospects as possible ask for money where there is any likelihood of getting anything. This work to be done after general meetings are over.

Arrange in cities, where we have the proper persons, an advisory committee for Yenching. This group may help in visits, or may arrange teas, or luncheons or help in transportation

Afternoon tea for Womens College group.

A.C. luncheon where there are enough to warrant it

Find some one or two people who will serve as our constant advisers about the names on our list and to whom we can write for information. Check and eliminate names on present list: add new ones when they can be found.

Y.U. literature

Yenching 4-day ✓

P.Y. Foundation ✓

Harvard-Y. Institute

Wellesley-Y. Cooperation

Missouri-Y. Foundation

Y.U. in abs. Bds.

0931

Suggested Program for 1934-1935

1. Keep in close touch with the field
2. Keep in close touch with the Board of Trustees, with the Women's College Committee and with other Committees of the Board of Trustees
3. Consult with others in the offices concerned with promotional work for other institutions. Correlate our work as far as possible
4. Cooperate with the Associated Boards in its promotion program
5. Make a thorough restudy of our lists of "contributors", "prospects", etc. Eliminate, classify and arrange for ready use
6. Advisory Council
Complete by a slower method of personal contacts with present members and use these as a means for enlarging our list.
Special cultivation of this group in given areas during the coming year.
7. Cultivation of our constituency by use of:-
 - News letters from the field
 - Printed matter of distinctive kinds to special groups
 - Form letters and personalized letters to special groups
 - Visits to special places for long enough periods of time to
to thoroughly cultivate our friends there
 - Personal contacts with as many people as possible
8. Publicity
 - Yenching News(? if issued to be done as an experiment in China)
 - Folders revised and extended to other phases of work
 - Newspaper articles and interviews
 - Articles for Church papers
 - Lectures before different groups
9. Institutional connections
 - Churches
 - Hold and cultivate those supporting faculty members or other projects
 - Try experimentally a few additional ones. They give us access to people we could not otherwise reach.
 - Educational Institutions
 - Cultivate for visiting professors
 - for fellowships for Yenching professors or graduates
 - for possible help later on under better conditions
 - Foundations
 - Keep contacts and friendly relations with those in charge
10. Larger use of Yenching teachers on furlough
 - In personal contacts, group meetings, public interviews, and group meetings
11. Solicitation by
 - Members of the Board of Trustees, executives, friends and special solicitors
 - For cash gifts, for pledges for regular annual gifts, for bequests in wills, for annuities ?, for support of professorships, for special projects
12. Special objectives to be restudied and stated by the Promotion Committee
 - General objectives: To secure as much money as possible
 - To retain and strengthen the interest and good will of our constituency
 - To develop new sources of support as rapidly as possible.

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TENTATIVE SUGGESTIONS

YENCHING PROMOTIONAL PLANS, 1934 - 35.

- I A restudy of objectives for the year 1934-35 with the Promotion Committee. Print these for discriminating use.
- II Strive to work in correlation with the other organizations in office in promotional work. Periodical meetings for discussions of policies and plans. (Staff and Promotional Committees)
- III Careful study of our existing C. L.s - then a definite follow up of special uses by personal contact where possible (or by personal letters when persons cannot be visited).
- a. Keep only live and promising names on our prospect list.
1. Determine this by advising with some correspondent in each locality (confidential correspondent in each place).
 2. Also use return post card method for revisions as experiment. -
Object:- to eliminate worthless names, to test our addresses, and thus to reduce costs in mailings.
 3. Test mailings of various sections of list of prospects now and then.
 1. To secure promotional budget \$
 2. To remove past deficits \$
 3. To secure \$100,000 for Women's College endowment
 4. To secure \$40,000 for Women's College dormitory
 5. To secure \$50,000 to cover cost of residences
 6. To secure \$250,000 for W. S. Endowment
 7. To secure professorships in the several departments
- For '33-34*
- b. Constantly add new names carefully selected.
1. Follow these up and make them feel a personal interest in Yenching University. Use literature and a personal letter. Prepare some regular procedure for such cultivation.
 2. Arrange a personal contact by some Yenching University representative or some local friend of Y. U. when this can be done.
- IV Arrange for more institutional connections.
1. For Church
Helps to overcome selfishness by stimulating giving to something outside of U.S.A.

stimulate an interest in other and new projects
stimulate their giving to other mission projects

Arouses an interest in China - a foreign country.

Educates to international thinking.
- For Yenching University
Gives Y. U. a church home in community
- Can be made into a regular procedure*
Report of
St. John's
with committee

0933

Gives Y. U. an opportunity to get before church group now and then.

Puts Y. U. in Church bulletin and so reaches the church constituency.

Provides access to daily press as a local church project.

Gives us access to wealthy members of church where pastor does not oppose it.

2. Universities.

Work of some preliminary cooperative plan which may be used as a beginning of cordial relationships. Develop this as occasion arises into something more helpful to both.

- a. Visiting Professors on furlough to come to these institutions as teachers or research workers.
- b. Their Professors to spend a term or a year at Y.U.
- c. Fellowships for Y.U. graduates.
- d. ? Exchange of students in last years of college course?

Advocate of Pan-china program

V Advisory Council. Do not conduct any further mailing campaign for Councilors - add these now only for special reasons - Keep the number around 900 - 1000 present numbers.

- a. Cultivation by letters from China - these to be varied from time to time (China news and Yenching notes)
- b. Follow up personal by contacts
- c. Where possible have informal group meetings. Do not organize but find some good man in each group who will ask a correspondent for that group.

Very important to Kibaki's scheme as well as

VI Cultivation of Prospects.

Literature

- 1. Prepare at once (small four page folders)

Yenchings needs
 Religious work at Y. U.
 Harvard-Yenching Institute
 Missouri-Yenching Foundation
 Wellesley-Yenching Cooperation
 Revise present folders.
Yenching Today
 P. Y. Foundation

Do literature used profitably?

- 2. Continue President's letters from China. Get as much help as possible from field in this way.
- 3. Yenching News- if continued to be prepared on the field - Is it the best form of publicity? If so send only to a smaller list of those who keep up with Y.U. and make it news.
- 4. Released for newspapers - from China .

Good - rest always

001570

- a. Series of articles coming from field - through Department of Journalism might handle this.
 - b. Special articles on religious work or on other departments for use with those who have special interests.
5. "Sparks from the Field" (in four page form dated) an occasional circular of radiograms through amateurs about striking events in Y. U. or China.
6. Similar Folders to No. 1 -
 What Yenching stands for -
- a. For building Christian character
 - b. For Education in China and in U.S.A.
 - c. For International Good-will

*Literature
can easily
be made*

Larger use of Teachers on Furlough

Personal contacts

Procedure in longer visits to cities where we have a number of prospects.

- 1. Seek occasion for a newspaper story for Y. U. Have prepared suitable releases and pictures ready to give to newspapers.
- 2. Arrange for group meetings centered around individuals, organizations, clubs, churches, Sunday-schools, missionary societies, schools, rotary and lion clubs and Women's clubs.
- 3. Select worthwhile people for cultivation - Delete names of no value to us.
- 4. Secure contacts with best people for our purpose, create friendships and gain access to their homes.
- 5. Interest people in specific projects and make requests for definite sums.
 - a. Arrange for some confidential correspondent in each place.
 - b. A church connection should be arranged where it seems possible and desirable
 - c. Find some one who will drive us around

*Good
Must
prospects
Good
Good
Very hard to find*

Trip to Orient for A.C. members - direct tourists to visit Y.U. where possible -

Secure cooperation of members of Board of Trustees, Women's Committee to check lists.

Give introductions and to assist in soliciting funds. (work with and through them where they are present in a city.)

Provide each one with a list of prospects in his or her region. Keep them thoroughly informed of field happenings.

VII Stress the possibilities in gifts in Wills to Yenching University

- 1. Talk with lawyers and trust officers and get their help in directing gifts where their advice is asked.
- 2. Present question to older people by literature and by personal visits.
- 3. Print a card to be used in this way.

IX Solicitation

- a. Will be made by personal contacts
- b. By personal letters to special individuals

001572

- c. By letters to special groups.
- d. Contributors will be followed up with reminders of pledges and thanks for their gifts.
- e. Close contacts with Foundations helping in Y. U.

IX Objectives

To raise as much new money as possible.

To keep our present contributors loyal and active.

M R 00 1 51 R 37 M

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學 大 京 燕

YENCHING UNIVERSITY

PEIPING, CHINA

American Office

150 Fifth Avenue

New York

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 C. A. EVANS, *Assistant Secretary and Assistant Treasurer*

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C. W. LUH
Chancellor
 J. LEIGHTON STUART
President
 MARGARET B. SPEER
Dean of the Women's College
 STEPHEN I. O. TSAI
Controller

January 31, 1936

PROGRESS TOWARD MEETING
REVISED LIST OF EMERGENCY REQUIREMENTS, 1935-36

	<u>Total Objectives</u>	<u>Cash Received</u>	<u>New Pledges</u>	<u>Total Obtained</u>
I. <u>CURRENT BUDGET REQUIREMENTS</u>				
To maintain the current work of the University without serious curtailment, the following are the very minimum amounts required				
1. <u>For academic year 1935-36</u>	\$25,000.00	\$4,609.50	\$1,475.00	\$6,084.50
2. <u>For academic year 1936-37</u>	25,000.00	-	300.00	300.00
II. <u>IMMEDIATE ENDOWMENT REQUIREMENTS</u>				
1. <u>Endowment for the General University</u>	100,000.00	255.00	-	255.00
To stabilize income in order to carry on the regular academic work of the University.				
2. <u>Endowment for School of Religion</u>	50,000.00	25,000.00	-	25,000.00
In order to provide a stable income for this most important department, \$100,000 is needed for Endowment. At this time we seek one half of this amount.				
3. <u>Endowment for Women's College</u>	90,000.00	5,911.76	1,300.00	7,211.76
To provide stable income for the annual budget. This amount is one of the most pressing needs.				
<u>Still to be designated</u>			10,000.00	10,000.00
	<u>\$290,000.00</u>	<u>\$35,776.26</u>	<u>\$13,075.00</u>	<u>\$48,851.26</u>

Cheeloo University (Shantung)
 Fukien Christian University
 Ginling College
 Hangchow Christian College
 Hua Chung College
 Hwa Nan College

ASSOCIATED BOARDS
 FOR
 CHRISTIAN COLLEGES IN CHINA

Lingnan University
 University of Nanking
 Soochow University
 West China Union University
 Yenching University

150 FIFTH AVENUE, NEW YORK

Cable: ABCHICOL Tel: WATKINS 9-8703

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Executive Directors

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 ELLEN F. PENDLETON, *Vice-Pres.*

SUMMARY OF PROMOTIONAL RESULTS, July 1, 1935 to January 31, 1936

1. Secured toward Preferred List of Objectives (Shown on thermometer at right)

<u>Designation</u>	<u>Total Objective</u>	<u>Cash Received</u>	<u>Unpaid Pledges</u>	<u>Total Received</u>
Yenching- Current needs	\$25,000.00	\$5,969.50	\$3,275.00	\$9,244.50
Cheeloo- Medicine, Rural, Theology	20,000.00	908.50	—	908.50
Nanking- Current needs	10,000.00	21.00	—	21.00
Ginling- Current needs	6,500.00	463.95	10.00	473.95
Hua Chung- Current needs	3,500.00	15.00	5,000.00	5,015.00
West China- Current needs	5,000.00	27.00	10.00	37.00
Hwa Nan-Fukien Cooperation)	(25.00	—	25.00
Fukien Christian University)	6,000.00	3,708.85	5.00	3,713.85
Hwa Nan College)	(—	—	—
Council Higher Ed.- Administration	2,000.00	—	—	—
Assoc. Bds. Promotion	<u>23,100.00</u>	<u>4,925.63</u>	<u>40.00</u>	<u>4,965.63</u>
	\$101,100.00	16,064.43	8,340.00	24,404.43

2. Special Fund to Provide Working Capital

Cash Payments	\$1,902.53
Unpaid Pledges	<u>4,641.75</u>
	\$6,544.28
Balance still to be secured	<u>3,455.72</u>
	\$10,000.00

3. Members of Associated Boards Who Have Made Gifts, 1935-36 (Shown on thermometer at left). Of 168 members in the Associated Boards, 54 had made gifts or pledges for the support of the 1935-36 program of some one College, or of the group as a whole. These donors were distributed as follows:-

<u>Board of Trustees</u>	<u>Total No. of members</u>	<u>No. who have made gifts</u>	<u>Percent</u>
Yenching (inc. Women's Col.)	34	20	59%
Ginling	21	10	48
Fukien	21	10	48
Cheeloo	25	9	36
Nanking	19	5	26
Lingnan	14	3	21
West China	20	4	20
Hwa Nan	16	2	13
Hangchow	8	1	13
Hua Chung	17	2	12
Soochow	<u>15</u>	<u>1</u>	<u>7</u>
	210	67	
Duplications	<u>42</u>	<u>13</u>	
	168	54	32%

Members of Associated Boards who have made gifts 1935 - 36

Amount Secured, 1935-36 Objectives

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YENCHING UNIVERSITY

PEIPING, CHINA

American Office

150 Fifth Avenue

New York

OFFICERS OF THE TRUSTEES

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Chancellor

J. LEIGHTON STUART
President

MARGARET B. SPEER
Dean of the Women's College

STEPHEN I. O. TSAI
Controller

February 7, 1936

To members of the
Board of Trustees

Ladies and Gentlemen:

INDEXED

We enclose herewith two analyses of promotional results achieved between July 1st, 1935 and January 31st, 1936, as follows:-

1. Revised List of Yenching Emergency Requirements, 1935-1936.
2. Preferred list of Associated Boards promotional objectives 1935-36.

You will note from the first analysis that our Yenching Trustees have secured to date \$48,851.26 toward meeting our promotional objectives for this year, totaling \$290,000. While this is an encouraging start, it is obviously only a beginning of what we must accomplish before June 30th, 1936. It will be necessary for each member of our Yenching Board and of our Yenching College Committee to redouble their efforts during the next five months.

The summary of promotional results attained by the Associated Boards also shows that while a good beginning has been made toward meeting the united preferred objectives of the entire group of colleges, much still remains to be done. As our Yenching Trustees press forward with meeting our distinctively Yenching objectives, we are at the same time helping along toward the goal set by the colleges as a whole. It is gratifying that our Yenching Board of Trustees stands at the top of the list showing the percentage of members of the various boards of trustees which have made personal gifts since July 1st, 1935. But even our present showing of 59% is much too small. Before June 30th every member of our Yenching Board of Trustees and of the Yenching College Committee should be listed as having made some personal contribution, in addition to the other services they are rendering.

Very sincerely yours,

E. M. McBrier

EMMcB:ER
Enc.

0939

File

YENCHING

October 31, 1936

ANALYSIS OF YENCHING PROMOTIONAL EXPENDITURES

JULY 1, 1936 TO DATE

<u>Item</u>	<u>1936/37 Budget</u>	<u>Pro Rata to Oct.31</u>	<u>Expended to Oct.31</u>	<u>Under or *Over Expended</u>	<u>Remarks</u>
A. Expenditures					
1. Salaries & Retirement (81a) ..	1,943.00	647.67	634.00	13.67	
2. Special Travel Expense (81c).	500.00	166.66	-	166.66	
3. Publicity Material (81e)	1,000.00	333.33	118.87	214.46	
4. Office Supplies (81f)	250.00	83.33	78.31	5.02	
5. Rent & Light (81b)	600.00	200.00	92.21	107.79	
6. Telephone, Telegraph & Cables (81d)	300.00	100.00	55.95	44.05	
7. K. A. Wee - Travel & Expense (82c)	250.00	83.33	-	83.33	
8. Contingent	250.00	83.34	-	83.34	
9. Asso. Boards (Loan) (82e)	<u>8,000.00</u>	<u>2,666.67</u>	<u>5,550.00</u>	<u>2,883.33*</u>	
	<u>13,093.00</u>	<u>4,364.33</u>	<u>6,529.34</u>	<u>2,165.01*</u>	

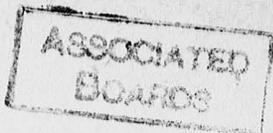
<u>Rec'd to Oct. 31.</u>	<u>Under or *Over Rec'd.</u>
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B. Receipts

1. Charge Against General Income					
(a) General Univ. (181.2)	5,000.00	1,666.67	1,666.67	-	
(b) Womens Coll. (181.1)	775.00	258.33	193.75	64.58	
2. Raised by Promotional Efforts (181)	<u>7,318.00</u>	<u>2,439.33</u>	<u>2,689.00</u>	<u>249.67*</u>	
	<u>13,093.00</u>	<u>4,364.33</u>	<u>4,549.42</u>	<u>185.09</u>	

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77-88-57-72



YENCHING UNIVERSITY

Total Contributions sent to China during 1936 \$119,514.78

The following amounts are likely to be reported from other sources:-

Wellesley College	\$ 3,700.00
American Board of Commissioners for Foreign Missions	3,969.53
Board of Foreign Missions Methodist Episcopal Church . .	1,000.00
Board of Foreign Missions Presbyterian Church U.S.A. . .	3,500.00
Harvard-Yenching Institute. . . .	10,526.31
Women's Foreign Missionary Society Methodist Episcopal Church . .	1,400.00

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Suggested Promotion Program
for 1934-1935

Copy to
M.S.
8/12/34

1. Keep in close touch with the field.
2. Keep in close touch with the Board of Trustees, with the Women's College Committee and with other Committees of the Board.
3. Consult with others in the offices concerned with promotional work for other institutions. Correlate work as much as possible.
4. Cooperate with Associated Boards in its Promotion Program.
5. Thorough restudy of our lists of "contributors", "prospects", etc.
Eliminate, **classify** and arrange for ready use.
6. Advisory Council
Complete by **slower method of personal contacts** with present A.C. members and use them for enlarging list.
Special cultivation in different localities.
7. Cultivation of our constituency by use of
News letters from field
Printed matter of distinctive kinds to special groups
Form letters and personalized letters to special groups
Personal contacts with as many people as possible
Visits to special places for long enough period to see important people on our lists.
8. Publicity
Yenching News ? (if issued to be done as an experiment in China)
Folders revised and extended to other phases of work
Newspapers articles and interviews
Articles for Church papers
Lectures before different groups
9. Institutional connections
Churches
Hold and cultivate those supporting faculty members
Try experimentally a few additional ones. They give us access to people we could not otherwise reach
Educational Institutions
Cultivate for visiting professors
for fellowships for Yenching professors or graduates
for possible help later on under better conditions
Foundations
Keep contacts and friendly relations with those in charge
10. Larger use of Yenching Teachers on furlough
In personal contacts, group meetings, public addresses and interviews
11. Solicitation by
By members of Board of Trustees, executives, friends and special solicitors
For cash gifts, for pledges for regular annual gifts, for bequests in wills, for annuities ?, for support of professorships, for special projects
12. Objectives to be restudied and stated by the Promotion Committee
General objectives: To secure as much money as possible
To retain and strengthen the interest and goodwill of our constituency
To develop new sources of support as rapidly as possible.

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1933 - 34 PROGRAM

I. General

The plan will be to

- (1) secure as many actual subscribers as possible on an annual basis,
- (2) and to keep going constantly a sound program of cultivation.

II. The Cultivation of Prospects will be by

- (1) Personal contacts by representatives and friends of the University
- (2) by at least one issue of Yenching News
- (3) by series of letters to selected lists.
- (4) and several special circulars.

III. The Advisory Council will be expanded and their interest intensified

- (1) by personal contact
- (2) and series of communications of interesting matter.
- (3) also by the appointment of confidential secretaries in each locality, insofar as practicable, who will serve as contact representative between the promotional office and local groups.

IV. The Objectives for a period of three years will be as follows:

- (1) to secure promotional budget
- (2) and to remove past deficits.
- (3) to secure \$100,000 for Women's College Endowment
- (4) and to secure \$40,000 for Women's College Dormitory,
- (5) and to secure \$50,000 to defray cost of residences and
- (6) to secure an additional \$250,000 for Natural Science Endowment
- (7) and to secure professorship in the several departments.

Of course, every effort will be made to cover 1-2-3- and 4 during the current year.

V. Every effort will be made to secure General Publicity.

- (1) A series of articles in friendly magazines and papers on the University.
- (2) Newspaper releases throughout the entire country.

(3) Thrae travel agencies and transportation companies

VI. The solicitations will be made by interested friends and employed personnel;
and for

(1) direct gifts for approved items

(2) for bequests in wills

(3) salaries of professors and items which have special interest to the
person solicited.

VII. The cooperation with the Associated Board will be genuine. If the Associated
Boards establish a clearance bureau, their plan will be followed in clearing
names, and publicity and coordinating activities.

VIII. In Conclusion the year's work must produce the maximum possible money return
plus an increased goodwill and general interest on the part of the registered
friends and prospects.

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