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Faust, New York
August 24, 1945

Dr. Richard Sien
Acting President
Hua Chung College
Hsichow, China

My dear Sir:

This is my first opportunity to express my personal feeling of security in your appointment as Acting President. I do so very sincerely and with conviction that under your leadership all will go as well as possible under the difficult conditions which are ahead of us.

In a sense you have been introduced to me by Dr. Sherman, Dr. Addison, Dr. Hume and Mr. Fowler. I will now introduce myself to you. An engineer by profession, with very little experience in missions or in education, I became greatly interested in China in 1926 when I spent seven weeks there with Mrs. Lyford and my two daughters. Being a Yale man and somewhat familiar with Yale-in-China, I obtained the advice of Dr. Hume regarding travel in your country and persons whom I should meet. I wanted to go to Changsha, but fighting was going on in the Hankow area, so I had to depend on contacts with Yale men in Peking, Nanking and Shanghai for information regarding Yale-in-China and other educational work. Upon my return home, I was promptly appointed a member of the Board of Trustees of Yale-in-China and in the course of time became a representative of that Board on the Hua Chung Board and finally a representative of the Hua Chung Board on the executive committee of the Associated Boards for Christian Colleges in China. This was my status when the Japanese invasion began in 1937.

Circumstances shortly afterward lead to my appointment as Treasurer of the Hua Chung Board and the correspondence with the College naturally fell to me. Fortunately I had had fairly close personal relations with Dr. Wei and Mr. Coe during their visits to America and I have had brief contacts with Sean Fu Kwang, Dr. Hsiao, Bishop Gilman and others. I have great respect and admiration for all of these men and also for Mrs. Coe and Mrs. Lo who certainly are splendid women. When necessary, I look to Dr. Sherman, Dr. Addison, Dr. Hume, Dr. Lobenstine and Mr. Fowler for interpretation of the minutes of meetings of the Executive Committee Pro-tem and to help me visualize what is between the lines of the letters from Dr. Wei and Mr. Coe. So you see my friends and associates have made up for my lack of previous preparation. I have appreciated the privilege and have gained greatly thereby.

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I hope this introduction will help you to understand my letters and I wish to assure you that all communications from you, Mr. Coe or others will be given prompt attention and will be placed before Dr. Sherman and such of the Trustees whose attention may seem necessary. Before many weeks Dr. Wei will be here and naturally he will be consulted regarding all matters.

Our information regarding the recent procedure of Dr. Wei is rather hazy. I have received his letters NY 106 and 107, and in fact seem to have received all of his letters to and including NY 107, but the latter (being the last received from him) was written on June 14 and received July 21. I have not written to him since but wrote to Mr. Coe under date of July 30 (my C-12). As stated in that letter, we understand from cablegrams from Arthur Allen that Dr. Wei arrived in Kuning before July 16 and on or about that date he flew to Chungking. Also we have a cablegram from Allen dated July 23 which indicates that Dr. Wei is hopeful of securing transportation which will enable him to arrive in New York during the first week in October. We have been expecting direct word from Dr. Wei but none has arrived. I interpret Allen's cablegram to mean that Dr. Wei expected to come by water. No doubt the sudden collapse of Japan and the surrender which is expected within the next few days will affect all transportation from China. We and you must hope that the result will be not a delay but a reduced time in transit.

Naturally we of the Hua Chung Board and of the Associated Boards realize the importance of wise decisions regarding the immediate steps to be taken in the interests of the Christian colleges and in the crystallization of plans for the return of these colleges to their respective campuses. As you know, these plans have been under careful consideration for many months, but now we must prepare to act quickly. A joint meeting of the Executive Committee and the Planning Committee of the Associated Boards is to be held tomorrow in New York. I shall not be there, but Dr. Addison will represent Hua Chung. Our strategic location in the Hahan area requires the best possible judgment about all the ideas which may be forthcoming. This is another reason why it is very important that Dr. Wei shall arrive as soon as possible. We shall be handicapped until a Board of Directors for Hua Chung can be available in China. We are hoping that the political difficulties in China will be cleared up soon, and such a Board can be reestablished.

One matter to which I have been giving personal attention is the necessity for teachers of economics. The more I have discussed this problem, the more evident it becomes that much of the teaching of economics in this country is totally inadequate for preparing students for meeting the problems of the immediate future. In fact, I am about ready to say that no teacher at all in theoretical economics is better than an incompetent one. I realize how insistent the Chinese Government is for the teaching of this subject and also that the largest number of Hua Chung students are enrolled for such a course, but really it is a fair question whether John Coe, with his practical experience in handling the affairs of the College is not far more able to teach the practical phases of this subject than anyone specially prepared in

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the theory.

I speak with some authority regarding the practical application of economics to businesses in manufacture, railroading and public utilities. During the last fifty years I have had major responsibilities in connection with the financial and technical success of eighteen enterprises, some of which were very large. I have had no college training in economics but had to learn in the hard way. A good professor of practical economics could have helped me a lot. In one case I called in the heads of economic departments of two colleges. At the time (1917) I was in the U. S. Army in charge of the production of ordnance in the New England States. There was a great shortage of coal and I received orders from the U. S. Government to shut down all the non-essential industries in Worcester, Massachusetts, and see that the war industries received the coal thus released. Of course the immediate question was what industries in that area were "non-essential". The first professor consulted promptly "threw up his hands" saying that there was nothing in his textbooks which made a distinction between essential and non-essential industries. The second fellow took the matter seriously, made a list of the industries of Worcester and tried to classify them, but after two or three days reported that the question was too broad to be decided easily and if decided wrong might cause a lot of unnecessary hardship. So he asked for a discussion with me and we spent some hours together. Out of this came a conclusion that every successful industry is essential to the producers and to the purchasers of the product; otherwise, it would not be successful. Also if "essential" meant essential only to the war industries and we should shut down the others, a large proportion of the people of Worcester would soon be without a livelihood. The industry which could be discontinued with the least hardship to the public and to the employees would be the breweries because, although they used lots of coal, the number of employees was small and the public could get along very well without beer. But the amount of coal released would not make much difference to the war industries. So what? Well, out of the discussion came the question as to what coal mines served New England in normal times and who besides New England users were getting this coal. Why shouldn't New England have a prior right to all the coal from these mines that it ever had had? The answer probably was to be had in the United States Geological Survey in Washington, so I immediately went to Washington, obtained the desired information and proved the right of New England to all the coal needed by all its industries. Also Washington found that the coal from these mines was going to places where it was being wasted.

That experience illustrates a great many others of different kinds which have arisen in the U. S. during the present war. Many of our liberal arts colleges gave up most of their regular courses and took on the specialized training courses for the Army and Navy. The experience of the college administrators in these special practical courses opened their eyes to the impracticality of much that had been taught in the liberal arts. Yale and Harvard are leading off in important changes in their curricula. I am enclosing herewith a newspaper

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digest of a report from Yale. Similar changes are being made by Harvard. From my point of view, this may prove to be one of the best things which has come to the U. S. out of the war. It may also become one of the best things which U. S. educators may contribute to the necessities of China. Incidentally, Dr. Gabriel and Dr. DeVane, who are mentioned in this clipping and who have been the leaders in the development of this new plan are active trustees of Yale-in-China.

I am collecting a few books and papers on this general subject for the use of Dr. Wei and we shall send such literature to you in China as soon as channels of transportation are opened up.

Referring to Mr. Coo's letter L-28 of July 6, I assume that his report for the year 1944-45 is now in transit and this will give us the complete data as usual. We are particularly interested to know what the income of the college has been from sources other than the supporting missions and the U.S.P. I hope that hereafter we may have interim reports from him as to such income.

The meeting of Dr. Wei, Mr. Coo and yourself was very wise as a preliminary procedure and the report will be very helpful for the conferences which we shall have with Dr. Wei. I am sending copies of Mr. Coo's letter, and the memorandum, to Dr. Sherman and the representatives of the various missions. I am advising them that because of the rapid rise now going on in the U. S. exchange rate I do not see that any official action by the Hua Chung trustees is necessary before the October meeting, but that we must all realize that the problem becomes increasingly difficult for the officers and the Executive Committee Pro-tem at Hsichow. You may be sure of our full appreciation of your difficulties in maintaining a just treatment of the personnel and in satisfying the United Clearing Board. We are keeping in close touch with the U. S. R.

Please say to Dr. Lo that I have read with much interest his article on "Appreciating Missionaries" and fully approve of it. It is one of the most honest and effective treatments of the subject which I have ever seen. It should be read by everyone who is seriously interested for or against Foreign Missions.

With warmest regards to all of my friends, I am

Yours very sincerely,

Oliver S. Lyford

P.S. I am writing this at a camp in the Adirondacks and sending it to my secretary in New York who will sign it for me and forward it to you by air-mail.

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HUA CHUNG (CENTRAL CHINA) COLLEGE

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October 10, 1945
Chengtou, Szechuan

Dear Francis:

I am making this report just two days after the meeting of the Council of Higher Education. Impressions are still fresh. Whatever bad taste left in the mouth is completely gone by now. So, you may look on what is presented below as a summary of findings and conclusions, done not in the heat of inconsideration, but rather an attempt at a cool and objective presentation of what seems to me to be of importance that the Planning Committee and Associate Board should go carefully into, if there is to be a future of Christian higher education.

A. The Council Meeting: Attending members do not show up well at all. There is a lack of broadmindedness, i.e., inability to view the whole Christian Higher Education problem without thinking how the individual institutions might be affected. I could only name two persons: Dr. Chester of Ginling, and Dr. T. H. Sun of Cheeloo to be exceptions, (and your humble servant, if such boasting may be allowed).

The general opinion is that the commission report is one sided and unfair. Thinking done does not seem to represent long careful comparing of notes by individual members of the commission. Rather it looks like some dominant personality pushing the program through. Considering the actual make-up of the personnel, I cannot escape the conclusion that this opinion is probably correct. Vice-minister Chu being a busy politician, President Mei, in Chungking for a short time, and never noted of strength in large vision and deep thinking, the program may be chiefly the result of Dr. Cressy and Dr. Fenn, whose long residence at Hwa-si-pa, would tend to make them view things most of the time with Hwa-si-pa in mind. This tends to make the report one sided.

Perhaps, from the confusing situation obtaining at Hwa-si-pa, the report wants to emphasize the desirability of forcing all institutions to strictly follow the program the commission drew up. Your humble servant tried to point out three fundamental dangers to this sort of "drastic and arbitrary" proposals (vide V C words of the report). Many members of the council signified agreement, but nothing was done to write this opinion into the minutes. As I honestly regard these as fundamental, I shall present them here, and hope you may place for me on record with the Planning Committee in New York, that these points may be seriously considered. I hope also you will bring your powerful intellect to bear on these three points I make, and modify and strengthen them as you see fit. Or, in your judgment the three points are unnecessary, I shall abide by your judgment in not urging the presentation of what I regard as fundamental dangers.

B. Fundamental Criticism of the Commission's Report: One can sympathize with the desire of the commission to see an integrated program for all the institutions, and of reducing the number of independent units, particularly in the East China region, as also departments in the various units. But the method proposed is questionable, and to my mind leads to three dangers.

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1) The arbitrary cutting of departments in one institution and strengthening of departments in another, apparently was done in some haste. As I know Hua Chung better, may I use Hua Chung as an illustration: In the commission's program for the Hua Chung Arts College, Philosophy-Religion, and Economics departments were cut out, and the emphasis the commission wanted was balanced "liberal education", more integration of Chinese culture and Christianity, and a well balanced program for Christian Higher Education. I was astounded at the ignorance (if not deliberate institutionally minded attempt to cut smaller units smaller, in order to make larger units larger) betrayed. Perhaps, you have a better explanation. The council decided to let each institution present what it had to say in regard to section IV, directly and immediately to the Planning Committee in New York

I agree that was the only thing the Council could do under the circumstances. I am sending a copy of the commission report, without modifications suggested by the council, for your careful study. Marginal comments are mine.

Such a program, if adopted, will not work for the betterment of Christian Higher Education as a whole, but will merely increase the financial support of one or two universities, which may have opportunity for unlimited expansion (perhaps, not in number of students, but in variety of activities, because, it is always easy to argue a new activity being not in conflict with the original purpose for limiting fields of activity, for there is not a single new line not somehow connected or related to old ones). This above sentence touches only one part of the danger, the more important one is in the commission's recommendation for forcible implementation of their proposed program or any other program. (Vid V, A, and C)

To say that any institution not following strictly the program proposed would be penalized by removal of support is in a nutshell to express the hope to apply coercion in order to compel obedience. Herein lies the chief danger, that I regard as point one. It seems to me, this is merely the unconscious acceptance of a totalitarian attitude, which, alas, is too common in most fields of endeavor now-a-days. The boards were regarded as being weak in the past (V.C.) But I believe that hesitation really was the strength of the boards. They acted in the spirit of persuasion through sympathy, which is fundamentally the only proper attitude for Christians to take.

Dr. Cressy tried to explain the origin of this sort of recommendation. Examples given: a) that in 1936(?) all institutions attending the council meeting agreed on a common program. But in a year or two some institutions came back to report the opening of new departments, and in one case, the institution's own board having strictly ruled against the new department. (b) That when the Shanghai universities were together, if money went to department of one, similar department of another would demand equal treatment in spite of previous agreement (?) I am not clear whether previous agreement on distribution of emphasis and work had been secured or not)

It appears to me, and I hope it will appear similarly to you, the fundamental solution is a program agreed on beforehand, and honest and conscientious administration to carry it out, rather than the "big-

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stick" method. For without a conscientious administration, padding of budgets, subterfuges in explanation will all be resorted to. If we begin with such a foundation of Christian Education, how can we expect honest and Christian educators to remain, and then where will we be setting examples for true Christian influence to permeate a whole campus? We may as well fold up now, and send honest Christians back to government universities where their influence on the student bodies may be more inducive to positive Christian results.

2) The second danger of the "big-stick" method coupled with definitely committed department rigidity, having no degree of freedom for organic growth and natural development in an individual institution, is not desirable even for an interval of five years. A yearly revision will defeat the purpose of the original scheme. For the commission's talk of pioneering will be pioneering prescribed by the report. It is rather like saying "Let us have collective individualism". It appears to my way of things to be a contradictions in terms, or an attempt to bring two cross purposes together. The difficulty, of course, lies again in the idea of applying coercion to compel obedience. President Chen of Nanking U. confirmed my statement that the Physics department there was not created with visual education in view. But visual education developed fortunately in those haphazard days so much deplored by the report. For revision of any program to await approval by a heterogeneous body like the council, and five years at that, it would be encouraging the development of interinstitutional jealousy and log rolling politics. And for that matter the pioneer perhaps will have left the institution that proposed the change, long before the change gets granted, and will be pioneering elsewhere. I am in favor of a joint-integrated program, but some funds at large must be made available to each institution for real pioneering. President Chou of the National Wuhuan U. made a very pertinent remark on this situation, and that was in answer to the Generalissimo and the Ministry at the dinner party given by the Generalissimo. They called for a specified program for training of so many engineers and technicians; Chou said: "We appreciate the atomic bomb now, but two years ago one of our professors applied for permission to do research in Nuclear physics--fission--in America, and the Ministry refused on the ground that such work had no bearing on winning the war!"

3) In the report, there were the terms of graduate and undergraduate universities. These caused a lot of confusion. Although the council drafted a different statement, but nowhere in the report was there an explicit statement to the following (which was given to us verbally by Dr. Crossy and Dr. Fenn):

"That in the opinion of the commission, research must be emphasized in all universities, facilities of which must be provided in the form of even larger grants than before the war."

If such be not done conscientiously, all talk of high standards will be in vain. A first rate teacher simply will not be available if not given adequate opportunity for research--in funds and in assistance. One of the fundamental difficulties in Hua Chung, e.g., is the large number of teaching hours, lack of assistance, while lack of funds being somewhat secondary, as most of the programs require comparatively little in the way of expensive equipment.

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The danger, as I see it, in over emphasis on graduate work will be (a) neglect of research support in the so-called under-graduate universities, by withdrawing financial aid to be put where post graduate work is to go on (b) the expansion of one or two universities on somewhat unjustifiable grounds. Illustration: point (b) The Nanking U. physics department has not had graduate students for the last two years at least, and yet the report wants to strengthen its graduate work--evidently by larger and larger grants. How much more reasonable would it be to strengthen research in all universities, so that they become real universities in the real sense of a university, allow natural growth a chance, and remove too much emphasis on a definite overall program for graduate schools? The argument for this belief is two fold: Pioneering to be done by Christian Higher Education does not require formal graduate schools. An association of high minded scholars together with young assistants may do the thinking just as well. Formal graduate school merely is aping the way of the National universities. While quiet research in as many centers as possible, each concentrated on a small field, with opportunity for interchange of information, discussion, and personnel in all Christian universities, will do away with institutionalism which afflicts the national institutions. We shall be doing real pioneering work. For courses not available for graduate school qualification, individual attention by professors in special programs of reading, say, and the sending of such promising material abroad early enough has the additional advantage of (i) giving these persons a more direct contact with Western Christian culture, and cultural influence, and (ii) enabling these persons to gain a more direct insight into the purposes as well as the directing personnel of the supporting missions.

C. Hua Chung in particular: The report's position on over-emphasis of regional importance is very unsound. As this letter is already too long, I need not add any further comment, since you know the reasons far better than I.

There is only one thing I ought to call to your attention, and this is the sort of thing that gave me a, perhaps, biased view that makers of the report showed too obvious institution mindedness. I refer to the East China situation. Amalgamation reasons offered can apply to any one of the following combinations, which are all better than the particular one proposed:

- A) St. John's, Shanghai, Hanchow, Soochow, Nanking, all combine Shanghai.
Ginling as a women's university (unique and real pioneering in China)
- B) If we want two coeducational institutions instead of one.
 - i) St. John's, Shanghai, Soochow -- in Shanghai
 - ii) Hanchow, Nanking in (I) Nanking or (II) Hanchow
- C) i) St. John's, Shanghai in Shanghai
ii) Nanking, Soochow, Hanchow -- in (I) Nanking or (II) in Hanchow
- D) Combine Ginling with wherever Nanking's name is put if a woman's university is not to be maintained.

NOTE: If Nanking remains the capital and Central University is there the location of Nanking has good reason. If the capital is not in Nanking, Hanchow stands on a par with Nanking for site, with better reason than perhaps, Nanking, for one of the best national universities

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Chokiang, will be there (Best, according to Needham, and generally agreed by Chinese to be better than Central).

To place a Christian university at close proximity of a good national university enables the impact of stimulating mind on stimulating mind really effective (which was the argument for graduate schools), for different ways of thinking particularly in the Humanities gives the greatest stimulus.

I think, if granted regional importance, Hua Chung should fight for its ten year plan, and I know you will do your best, knowing we are all behind you.

D. Miscellaneous Comments:

1) The establishment of graduate departments is by seeking permission from the Ministry. The Ministry never "assigned" any department to any university, not even the National universities. Dr. Cressy uses this term repeatedly in spite of correction. If this is used in other literature (not this report), I hope you will make clear the situation so that New York and London will not misunderstand the significance of his "assign".

2) Law as a professional study perhaps needs not much more expansion, but has Law in its cultural aspect been emphasized? Is political science supposed to take care of it all? View advanced by Dean Shen of Tung-wu Law School. -- emphasis wider influence for Anglo-Saxon Law.

The Ministry called meeting produced results: a) Private institutions do their own moving. b) Moving time to be arranged by getting permission from the Ministry, each on its own merit. c) For rehabilitation on original site, there might be some small subsidy from the Government.

Given coastal shipping, and gasoline, Hua Chung should be able to move any time after February.

Fenn assures me that for moving, we may expect 37,500 NC, which agrees with Coe-Bien estimate. Rehabilitation for buildings and class dormitory room equipment: 100,000,000 NC. I propose refugee method for our resetting up, any surplus to go to permanent building. Please, secure permission from Associated Board.

Rehabilitation of equipment, books, etc. roughly 50,000 U.S. Science estimate alone is over 40,000. Should we think of putting some of our reserve money into that?

Hoping you are in the best of health, and not too busy lecturing, I believe you will read through this long letter with care, and interpret my imperfect English in more effective way to those who are responsible for the future of Christian Higher Education.

Very sincerely yours,

(signed) RICHARD P. BIEN

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(Excerpt from letter written to Dr. Wei by Dr. Bien - [])

letter dated November 9, 1945)

"After consultation with Fenn, assurance on the financial part for moving and repairs was forthcoming. You may know the figures already. Mr. Coe has sent the details to Mr. Lyford from date I gave him. Please consult him. I spent a great deal of time both in Chungking and Kunming exploring possibilities in regard to moving. The final conclusion is that if we cannot get our own trucks we must move out somewhere around late March or the beginning of April at the latest, as (1) the road may not stand another rainy season, (2) trucks in this province will become very high. To meet (3) we think that storing up fuel is the most urgent need at present whether we have our own trucks or charter.

"Now that Constantine is back, may I ask you to ask for his appointment to the executive committee protem, and cable results. With the problem of moving etc. the five left on the committee are not sufficient. I am co-opting him now.

"On my return here, I found the spirit among the faculty and students excellent. I am attending flag raising religiously as per your advice, and am pleased to note the large number of students turning out every morning. The freshmen this year are somewhat better. Some lame ducks (about ten) have already dropped out. Dr. Hwang had to attend to a few discipline cases during the month and a half of my absence.

"If Coe has not written about it, I may add here that our campus in Wuchang is occupied by Hunan soldiers. I have sent official documents to Bishop Gilman to help clear the campus so that repairs may begin. We have so far not heard from Dr. Taylor and do not know whether he ever got to Wuhan at all. Wesley Wan agreed verbally to come back next year. I have appointed him a member of the committee for receiving and repairing college property. He may be in Wuchang now. If he does not go to the northeast to run factories, he, I think, will come back.

(Excerpt from letter written to Dr. Wei by John Coe

letter dated November 10, 1945)

"Dr. Richard Bien returned here last Sunday (Nov. 4) with a great deal of information in regard to the meetings in Chungking and Chengtu and also in regard to the possibilities of moving the college. After a preliminary conference with him last Monday I wrote a letter to Mr. Lyford, in which I summed up a good deal of the financial information which Dr. Bien has given me. Yesterday afternoon (the 9th) we had a long meeting of the Executive Committee. Dr. Bien brought up the question of subsidies. In my letter to Mr. Lyford I touched upon the matter of what Dr. Bien had discovered in Szechwan in regard to prices and the general method of handling the matter of financial subsidies there.

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(Excerpt from letter written to Dr. Wei by John Coe
letter dated November 10, 1945)

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"He recommended an increase starting from November 1 from 500% to 600% of the basic. In addition to this he recommended a rice subsidy for the months of November and December of 150% of the basic. This was passed by the Executive Committee. If prices should not rise a great deal during the remainder of the year, I estimate that the cost of running the college on the basis of the decision taken yesterday will run from N.C.\$45,000,000 to \$48,000,000. I estimate our minimum income as follows:

U.S. \$30,000 at not less than 700-----equivalent to NC 21,000,000.

From UCR and British Aid to China Fund, Aug. 1'45 to Aug. 1'46
-----26,000,000.

This estimate of the income from UCR and British Aid to China is based upon what Dr. Fenn told Dr. Bien, viz., the promise of NC\$30,000,000 for the year Octo. 1, '45 to Oct. 1, '46. The August and September income of 1945 was on the old UCR year, which meant less income than in the new. If exchange should go up, there would then be more income in sight. This action is a slight deviation from the understanding which I had with you and Dr. Bien in July, but in the light of the information which he brought back and in the light of our expected income this increase would seem to be warranted. Prices of some commodities have risen during the last few weeks. Rice has remained fairly steady at around 800 for the last two weeks, and then toward the close of yesterday's market the price broke towards 600.

"The Executive Committee pro-tem also considered at some length the question of moving. It was finally decided to recommend to the Senate that the academic year be closed by the end of March and that the college should try to move as soon as possible after that. Dr. Bien has written many of the reasons why this looks like the wisest plan, and I will not repeat them here as I agree with them. This morning Dr. Bien sent off a cablegram to Mr. Lyford informing him of the recommendation of the meeting and giving information as to our estimates in regard to moving, as well as the minimum we can hope for from the Associated Boards for moving. The figure of N.C. \$60,000,000 which Dr. Bien quoted in the cable, is higher than the figure that I mentioned in my letter written earlier this week to Mr. Lyford. Will you please let him know the reasons for this.

The break-down of the figures is as follows:

N.C.	\$25,000,000	for chartering trucks Hsichow to Yuenling.
"	15,000,000	for gasoline.
"	4,000,000	living subsidy to faculty enroute
"	8,000,000	river travel Yuanling to Wuchang
"	8,000,000	allowance for extras and rise in prices.

"When I wrote Mr. Lyford, the information I had from Dr. Bien led me to think that gasoline would be considerably cheaper than a more careful checking of his figures shows to be the case. Also our original estimate of faculty subsidies was low, and we had in it no figure for extras, as is in the above total. As I wrote Mr. Lyford,

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(Excerpt from letter written to Dr. Wei by John Coe
letter dated November 10, 1945)

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"Dr. Fenn informed Dr. Bien that we could expect N.C.\$37,500,000 for moving, N.C.\$100,000,000 for rehabilitation in Wuchang, N.C.\$50,000,000 for replacement of equipment, and an allowance of probably \$400,000 per adult. If our moving costs should run considerably above the N.C.\$37,500,000, which was the original figure worked out by you in Kunming and which was also figured by us here in September when we were hoping to be able to travel a good part of the way by rail and sea, there is a fair chance that we would be able to get a further grant from the Associated Boards. As I see the situation, many of the other colleges will not be starting their moving as soon as we do, and that should be to our advantage. As I understand it, the amounts mentioned by Dr. Fenn to Dr. Bien would be our share of the original U.S.\$4,500,000 to be raised by the Associated Boards. If the drive is successful to raise U.S.\$10,000,000, or if a greatly expanded scheme as Dr. Bien mentioned that Henry Luce talked about when he was in Kunming in October of raising U.S.\$25,000,000 should come to pass, there would be more money available. Probably you will know much more about this than we do here.

"Dr. Bien also reported that the Council of Higher Education was drawing up plans to raise N.C.\$100,000,000 in a campaign early in the New Year locally.

"Dr. Bien before he left Kunming sent a telegram to Dr. Fenn, asking him to purchase seven trucks and a jeep for us. If this purchase is made, it may reduce the cost of moving to some extent. The figures given above are based on chartering trucks from the highway administration and include transportation for the faculty, staff, and their families, and college equipment. The figures do not include transportation for any large number of students. I believe that most of the limited number of students from Central China who will be in need of assistance for travel will be able to earn their way by helping with the moving.

"The immediate need is to purchase gasoline as quickly as possible. There is a considerable quantity of gasoline in both Kunming and Hsiakwan, which can be secured. During the next few months prices will probably rise, and there is little prospect that there will be fresh supplies of gasoline coming into this part of the country before the college plans to move. Mr. Ling Ching-yu of the Physics Department had to go to Kunming early in the week on personal business. Dr. Bien is sending him word, asking him to stay there for a month and try to secure 50 odd drums of gasoline to be stored in some premises belonging to the Methodist Mission. It is our plan to send Mr. Tan to Hsiakwan at intervals during the next month to try to secure 30 to 50 drums of gasoline there, to be stored with the Yens'."

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Robert
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DLT OLIVER LYFORD

281 FOURTHAVE NEWYORKCITY

EXECUTIVE RECOMMENDS MOVING ALRIL VIA YUANLING PRESENT ESTIMATE
MOVING EXCLUDING STUDENTS SIXTY MILLION NEED IMMEDIATELY TWENTY
MILLION CABLE PERMISSION/FENNI PRELIMINARY PROMISE THIRTYSEVEN
MILLION MOVING RICHARD BIEN

Consult Aco. Bd. get all if possible

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New York, November 28, 1945
Letter No. B-2

Dr. Richard Bien, Acting President
Hua Chung College, Hsichow, China

Dear Sir:

Your cablegram regarding the moving of the college was received on November 13 and a meeting of the Executive Committee was called immediately by President Sherman. At about the same time a cablegram was received by the Associated Boards from Dr. Fenn in which he said that he approved the purchase by Hua Chung of eight Army vehicles and gas for return of the college to Wuchang and said that the probable cost would be U.S. \$15,000. We concluded that your statement that you need immediately 20 million pertains to negotiations which you have been carrying on through Dr. Fenn and that your 20 million are needed immediately in order to secure these vehicles while they can be had. We understand that the U.S. Government probably will require payment in U.S. funds and we assume therefore that the payment will be made here but we can only act on instructions from you.

The first date on which we could secure a quorum of the Executive Committee was November 22. At that time the whole problem of moving and rehabilitation was considered at length. Also we had available such information as the Associated Boards had obtained regarding this problem, but this was very meagre. In fact, as you must be fully aware, it is impossible to determine, either here or there, with any degree of certainty, what the conditions will be in April or later.

Dr. Wei was with us at the meeting and of course it is very fortunate for the College, as well as for the Board of Founders, that he is there at this particular time, to help us interpret these messages and otherwise assist in our deliberations.

The first question was as to whether your estimate of 60 million for moving covered any repair work at Wuchang, much of which will have to be done before the faculty and students shall arrive there. Dr. Wei believes that the cost of moving alone may amount to this total. This is hard for me to understand, but if approximately correct it means that the cost of preparing the Wuchang buildings and grounds for occupancy will be correspondingly high and before you get started on the major part of this expense, we must know where enough money is coming from to cover all this great cost. We shall hope to find new money to cover most of this emergency expense and thus make it possible to hold the present reserve funds for unknown emergencies; but in any event we must not run into debt.

Our supporting missionary societies all have heavy demands upon them for rehabilitation funds for other institutions besides Hua Chung, in China and elsewhere. Likewise the Associated Boards and the United China Relief have demands upon them of which the requirements of Hua Chung are only a fraction of the whole. We propose to get our share of the money from these various sources, but only our reasonable share. This becomes a question of determining what is the surest and cheapest way to get the college back to Wuchang and this in turn means enough information in advance so that long delays and excessive costs do not occur. This also involves the determination of the minimum repair work at Wuchang which will provide shelter and a reasonable degree of comfort for the personnel, using the old buildings as far as possible but with some consideration of a step-by-step program in the near future under which new buildings and other improvements may be provided as workmen, materials and money may be available therefor.

We must remember that funds for re-building and for new equipment must be secured mostly from warm friends of Hua Chung without seriously reducing the funds for annual operations.

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This job would be difficult enough if only China was involved and if China itself was at peace internally, but with the whole world involved in physical and political reconstruction and with all the rest of the world looking to the United States for help, it takes all the faith and optimism of which we are capable, to visualize a program which will enable Hua Chung to start moving in April and be ready for starting the new college year in September, with the necessary operating funds in hand. To proceed with wisdom as well as faith, we are attempting to face these difficulties squarely in advance.

Successful engineering involves a correct specification of the job to be done and the difficulties to be overcome. This includes the financial as well as the physical difficulties to be overcome. It is worth while, when starting on any major project, to put in writing all the difficulties which have a bearing on the job in hand so that all may see them alike. Then there will be the least possibility of running against a serious obstacle in the midst of the undertaking.

Thus far I have put most of the emphasis on the financial difficulties as they relate mostly to our job in the U.S. and England; but we are equally concerned about the problem at your end. We believe you and we, if working on our respective jobs with full understanding and sympathy, are capable of producing a very successful result, with the least likelihood of any serious mishaps.

Judging from conditions in the United States where there has been no destruction of property and where plenty of skilled labor is, or should be available, but where building operations are badly upset, at present, it will be extremely difficult in your case to have suitable housing available at Wuchang in four or five months from today, particularly if your people should begin to arrive in Wuchang before shelter is ready for them. Dr. Wei agrees with you that it is highly desirable to move as soon as possible and I realize that this is so, but this can be done safely only if you have first hand information from some reliable person who has travelled over the route selected and has prepared a workable program; also if you have engaged a competent builder to examine the existing buildings and to secure the necessary materials and labor, both of which are probably very scarce. Until these surveys have been made, and have been reported to us, we shall all be working in the dark. To this end Dr. Addison has cabled Mr. Allen at Kunming asking that he request Bishop Gilman to secure and cable contractor's estimate of cost of minimum repairs of the college property for April occupancy. He did this at Dr. Wei's request and his action must not be interpreted as any indication of what the National Council may be able to do about help in financing this work.

Dr. Wei has discussed this problem with Mr. Bergamini but he says frankly that he cannot make even a reasonable guess of the costs without more knowledge about the present state of the buildings and the probable prices of materials and labor, or without some certainty that competent labor can be secured at any price.

The discussion at the meeting of the Executive Committee was along the above lines. We were in no sense down-hearted by a straight look at the troubles ahead. It was apparent to all that some risks would have to be taken before more complete information could be received and there was good reason in obtaining transportation equipment whenever it is to be had. On the other hand the risk in holding such assets under present conditions in China is great and if purchased it must be housed in or near the College where it can be watched day and night; for the next weeks or months. Considering the demand which there is, and which will increase, for such equipment, this is a major job in protection. On the other hand, if you can keep it safe and can have drivers who will handle it intelligently, when the time comes, it will be an asset which can eventually be disposed of without much loss.

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The Executive Committee therefore voted to approve of your request for the immediate use of U.S. \$20,000 (present equivalent N.C. 20,000,000) for travel equipment, this to be taken temporarily from the Reserve Fund and with the proviso that this equipment can be fully protected. It was felt that we should have a report of your expected use of the remaining N.C. \$40,000,000 and whatever estimate you may have made of the probable cost of initial rehabilitation at Wuchang. Therefore the Committee hesitated to approve of the expenditure of N.C. \$40,000,000 before additional explanation should be received from you.

I therefore cabled you on November 23 to the above effect.

On November 26 Dr. Wei received your letter of October 10 from Chengtu which contained in the last few paragraphs some helpful information regarding plans for moving, etc. As this was dated about one month before your cablegram was sent we assume that the present intention to travel by way of Yuanling is based on information that trucks can be used over that ~~route~~^{route} successfully, but we should have more complete information. Regarding Dr. Fenn's assurance that we may expect N.C. \$37,500,000 for moving and N.C. \$100,000,000 for rehabilitation, I have been unable thus far to learn from the U.C.R. in New York what the basis is for his assertion.

We fear that your estimate of U.S. \$50,000,000 for rehabilitating of equipment, books, etc. is too low. I shall have further discussion with Dr. Wei about this. Certainly more than U.S. \$10,000 will be necessary for books.

Today I have received Mr. Coe's letter of No. L-36 of October 13. I judge that your idea about the route for transportation has changed between October 13 and November 10. I shall not be surprised if it is changed again. I have not had a chance to discuss Mr. Coe's letter with Dr. Wei. We shall be governed by Mr. Coe's instructions regarding Mrs. Hsiao and I shall be very glad to see Mrs. Hsiao again and to do anything that I can for her.

Yours very sincerely,

Oliver S. Lyford

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CO-OPERATING UNITS
BOONE COLLEGE
GRIFFITH JOHN COLLEGE
HUPING COLLEGE
WESLEY COLLEGE
YALE-IN-CHINA COLLEGE

學 大 中 華 立 私
HUA CHUNG (CENTRAL CHINA) COLLEGE
WUCHANG, CHINA
TEMPORARILY IN HSICHOW
VIA TALI, YUNNAN, CHINA

室 長
OFFICE OF THE PRESIDENT

Dec. 29, 1945.

B-I-1.

Mr. Oliver S. Lyford,
54 Dana Place,
Englewood, N. J.

Received Jan 17
F. C. M. W.

My dear Mr. Lyford,

I read and reread your very illuminating letter (B-1) introducing yourself with great appreciation, as soon as I came back from the trip to Chungking and Chengtu. I regret that I shall not be able to reciprocate in the form of a letter. As Dr. Wei is in New York, you may get from him all information concerning my foibles and weaknesses. I hope very much, of course, to be able to meet you in person when I may be permitted to rehabilitate intellectually once more in America.

In answer to your very solid letter (B-2), may I express appreciation of the statement: "It is worthwhile, when starting on any major project, to put in writing all the difficulties which have a bearing on the job in hand so that all may see alike." It is certainly remiss of me not to have written you earlier, trusting entirely to Mr. Coe's fortnightly letters which deal largely with finance. Allow me to make amends now by presenting the difficulties as I see them in Hsichow, (A) concerning moving, (B) concerning Wuchang. In so doing, I hope you will not misunderstand my position, as no reflection is intended to be cast on Mr. Coe. I am doing it on the belief that you may want two statements of similar views for your reference in New York. From now on, I shall endeavor to write you also fortnightly.

- A) . a. Time element: It is decided to move the college not later than April on the grounds (i) to avoid the rainy season, (ii) in as much as the repair of the Indo-China-Yunnan ^{Railway} is uncertain, and in as much as another term or year here in Hsichow would see a large dissolution of faculty and staff, the move must be made this year and start in April.
- b. Means of transportation: Hsichow suffers too much from lack of means of communication, mail or telegraph. As a result I was ~~asked~~ asked by the Executive Committee to find means of transportation. While I was in Chungking and Chengtu reports of the quick restoration of the railways were very meager, United States Army forces were pulling out of Yunnan faster than any rumors about the repair of the railway to Indo-China. No new private trucking companies were coming into existence, and most truck owners were trying to get their trucks to the east coast as fast as they could. After consultation with communications people in Chungking, I talked the matter over with Dr. Fenn in Chengtu, and decided on the ordering of trucks and gasoline. The order confirming our decision by two members of the executive committee (Dr. Hsiao and Mr. Constantine) in Kunning at that time was sent to Dr. Fenn late in October. In a week's time the news of the communist trouble became public property and truck owners were no longer so anxious to get their trucks out of Yunnan. We still have no news of the railway.
- This bit of chronology, I hope, may give you an idea of why we are forced to be fluid in our planning. As time goes on, we are gradually swinging over to the policy of chartering trucks and the order for trucks and gasoline through Dr. Fenn to be ~~cancelled~~ cancelled because (i) there is no certainty as to when and where we would get the trucks (ii) prospects for chartering are improving, (iii) means of transportation must be ready by April.
- c. ^{Coe} Mr. Coe has already dealt with details as we have had them from time to time. I shall present the latest calculations of the various possibilities:
- i). Highest cost: Yunnan highway trucks to Kunning, rail to Kutsing, and

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most expensive commercial trucks to Hengyang, Hunan, thence rail to Wuchang, estimate approximately C\$80,000,000.

- ii). Yunnan highway trucks to Kunming, rail to Kutsing, refugee trucks to Hengyang, rail to Wuchang, estimate approximately C\$45,000,000.
- iii). Chinese military trucks all the way from Hsichow to Hengyang, rail to Wuchang. In negotiation, cost probable between the first two estimates.
- iv). Yunnan highway trucks chartered all the way to Yuanling or Hengyang with subsidy and no payment of their return gasoline charges. estimate approximately C\$60,000,000. (This negotiation I took up tentatively when I was in Kunming in October and was the basis of the figure which we sent in the cable of November). This ~~letter~~ might ~~be~~ possibly be carried through without having to pay the subsidy for chartering in which case the cost would probably be approximately C\$45,000,000.
- v). A large part of the books and equipment (probably six to eight truck loads) not immediately needed may be left in Kunming waiting for the railway to open which might be in May or June 1946, possibly October 1946, ~~and one or possibly~~ sometime in 1947.

- d). Policy in regard to transportation:
 - i) In view of the lack of supplies in Wuchang, and in view of the fact that most families are leaving only the bare necessities with them, a fairly large baggage allowance is made so that there may not be additional suffering after eight years of war. Also if families are able to take more things with them than they could carry themselves, it will mean they will have something to start on instead of having to have a larger grant for rehabilitation.
 - ii). ~~Whatever~~ Whatever replaceable equipment and books that are not urgently needed are either to be disposed of or left in Kunming for later and cheaper transportation.
 - iii). Wartime crowded refugee travel conditions cannot be avoided. However it will be necessary to grant some sort of a subsidy for meals and lodging en route as a faculty member's income will not be sufficient to defray the entire cost.
 - iv). Needy students will be given transport work, such as acting as caretakers, loading and unloading trucks, temporary help to mothers, looking after children etc. A maximum of sixty such is provided for in our estimates but this may be far too high.
- e). summary: concrete report will be ready by end of February.

B). News thus far received of Wuchang is still meager. Dr. P. V. Taylor arrived in Wuchang on Dec. 4. His letter of Dec. 10, reports the condition of the buildings as follows: " I arrived in Wuchang, on a jeep which in turn was on a flat-car on the railroad, at 5 A. M. Dec. 4. I came to the college at once, found it occupied by a Chinese Officers' Training School, and was given permission to occupy the house that had been built for Miss Clark. Wm. Yin is in charge of the campus and does a good piece of liason work with the soldiers.

"With the exception of the Scout Building (destroyed by bombing in August 1938) and Miss Wood's house and greenhouse, all the buildings are in surprisingly good condition when I compare them with buildings I have seen in other cities. In fact, while the damage is great in Wuhan, it is not as severe as I had been led to expect. On our campus, it will be possible to have all the buildings in usable condition within two months time, if we can get the labor and materials.

"This morning I made a thorough inspection of all the buildings with which the college is concerned. I shall start at one end of the campus and make the ~~grounds~~ grounds:
1. The house where Dr. Kweih and I formerly lived: many doors and windows missing, some flooring torn up; roof fair. 2. The Constantine house: in slightly better condition than ~~one~~, no floors torn up. 3. Dr. "ei's house: roof disarranged, windows and doors gone (not all) ~~essily~~ repaired. 4. Sherman house, seemingly very little damage. 5. New Yen Hostel in good condition. 6. Old Yen Hostel, largely door and window trouble. 7. Administration building, doors and windows damaged, roof good, floors in good condition. 8. Poyu hostel, normal damage for an old building and some vandalism. 9. Library, very little damage. 10. Ingle Hall, window and door trouble, some floor damage. 11. The new houses (built in

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1937) on the old city wall land: very good condition except that they have been, more or less rebuilt to meet Japanese needs. 12. Gymnasium, no damage except the running track has been removed. 13. The three houses in the compound on Ku Chia Po, Dr. Bien's, windows and doors gone, roof and floors O. K. The Jeme house practically undamaged, and the Methodist house in perfect condition.

" Of course furniture is as near nil as one can imagine. There is not a book or a shelf in the library. A number of stoves have been saved. One Biology table is still here. A report came in today that a certain government school had taken the greater part of our library and removed it to the country. The school has returned to Hankow, and the report is being investigated."

a) . Estimate of repair and supplying of minimum furniture has not been received, although I have written both Bishop Gilman, chairman of the Wuchang rehabilitation committee, and Dr. Taylor long previous to this. As soon as we receive any figures, we will forward them immediately. What I can present will only be our proposed policy in regard to (i) repair (ii) furniture, (iii) laboratory furnishing.

i) The fundamental policy, it seems to me, as I wrote Dr. Wei, is to allow the college to run more or less under refugee conditions till the new campus is built. Hence repair on all temporary buildings should be minimized, except those residences which are meant to be a part of the new campus plan.

ii) Student beds, dining furniture etc. should be made in as cheap a way as possible planned to last only two or three years, or if funds can be found iron cots be ordered from abroad. This, it seems to me, means true economy. Iron cots may represent part of the investment for the new campus requirements. While wood is expensive, solid furniture may be prohibitive in price, and so the less spent the better. The science departments are planning to make laboratory furniture on a durable basis, and I, for one, do think some of the student furniture may be made in a similar way. It would call for a comparatively larger investment at once.

iii). Laboratory furnishing: Proposed: For apparatus shelves or cases, angle iron be used as basic material. A basic unit is under design now. Angle iron and glass will be standardized casing or shelf for all science departments. Additional units may be built on standardized angle-iron. This will save the former haphazard making of cases and shelves, which sometimes required breaking up if put into another room.

Hint: Office and department document cases, ^{shelves} may follow this plan.

For laboratory tables, iron or steel tubing, with T's to make a frame. Angle iron top, pressing asbestos board table top in place. Such tables are acid-proof, fire-proof, and really flat.

For stools or benches: iron ~~xxxxx~~ or steel tubing with T's or just angle iron, wooden seat.

Hint: office desks and stools may be similarly designed. The only trouble is that there is no art but all utility.

Basic ^{design} for the above are being worked out by Dr. Hsiao, Dr. George Bien and myself. We propose to order such material as necessary from America, and these will go into the new buildings. A minimum amount of material ought to be made available before August. I shall write again concerning this point in two or three weeks time when the designs are completed.

b). Our present guess based on family letters of various faculty members: 1 wooden bed is said to be C\$10,000. Comparative luxurious furnishing of an architect's office is said to be half a million. Comparing these figures, a small living room furnished with wicker things will probably be C\$100,000. If these figures are correct, minimum furniture requirements (including beds etc. for students, say 150 by May, and faculty and staff,) will run to ten to fifteen million. Repair to houses, we are not in a position to estimate because of lack of information, but a guess is ten to fifteen million which may be too low. This does not include classroom or laboratory furniture.

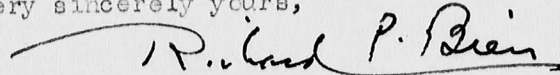
(In conclusion, may I express once more for all who are in the college, their appreciation of your incessant efforts to meet our requirements. All these

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B-L-1. page 4. Dec. 29, 1945.

requirements, may I hasten to assure you, are ~~being~~ being checked over as to the figures by Mr. Coe with myself. ^{as an adviser} As I assured Dr. Wei before he left, ~~that~~ finance must be largely left in Mr. Coe's hands. One of my weaknesses is a tendency to prodigality. But I do assure you, Mr. Coe is a sound check.

Very sincerely yours,



Richard P. Bien, Acting President.

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Outline for ...

Recommendations from the Executive committee, on Jan. 14, 1946.

1. That the instruction from the Executive committee that "baggage allowance for faculty members and one additional member of his family be 15 cu.ft, and each additional member beyond the first be 5 cu.ft" be interpreted that 15 cu.ft. shall not exceed 100kg. in weight, and 5 cu.ft. not exceed 33 kg. in weight. (D)
2. That baggage of members of the faculty now on leave and members of families of faculty members who have been in Hsichow but left before the college moved be transported subject to the same regulations as apply to other faculty members. Further that if an individual faculty member now on leave does not expect to return to the college before the end of the first term 1946-47, that his baggage be transported to Kunming this xxx spring and left there with other college equipment to come later by cheaper means of transportation. This latter does not apply in the case of ~~xxxxxxx~~ absent members of families as their baggage may go with that of the faculty member. If an individual now on leave does not return to the college, he will be liable for charges for moving his baggage.
3. Books and equipment owned by individual faculty members and used in the college in a professional capacity may be sent to the department concerned for registration. Such upon acceptance by the departments and checked by a meeting of department heads may be transported by the college free of charge with the department equipment, but packing charges must be paid by the faculty member and the college assumes no responsibility for the safety of such.
4. The various departments and offices must submit to the transportation committee on or before Feb. 6, 1946 a list of the estimated weights and volumes of their equipment. These lists must be divided into two parts: (1) equipment which must go with the college, (2) equipment and or books which is not needed immediately upon opening in Wuchang and can follow later by cheaper means of transport. Mr. C. Y. Lin and Mr. T. Y. Wen are appointed a sub-~~xxxxxxxxxxxx~~ committee who may be consulted upon weights and measures.
5. Faculty members, who have already applied, may have baggage in excess of the free allowance transports ~~xxx~~ subject to such charges as the committee may find it necessary to make. Faculty members ~~xxx~~ availing themselves of this privilege may state whether the excess is to go by immediate transport or to wait for later and probably cheaper transport.
6. Faculty members who accept reappointment for 1946-47, may if they so desire, receive after commencement a sum of money somewhat approximating the ~~xxxx~~ estimated cost of transporting them to Wuchang by the college plus the living allowance. The person making their choice will be responsible for transporting himself and his baggage to Wuchang and will be expected to report in Wuchang not later than Aug. 1, 1946. This will apply to members of families of faculty members who move from Hsichow to Wuchang this year.
7. Faculty members and their families who start with the college group from Hsichow and leave the group en route will receive in cash only the living allowance and their baggage which started with the college will be carried to Wuchang.
8. Faculty members must register with the transportation committee on or before Feb. 6, 1946 stating the number of people in their families for whom transportation is desired, and also whether they are traveling with the college or independently.
9. Faculty members must apply on or before Feb. 6. for transportation for members of their families who may wish to join the college en route.
10. The college will try to take all reasonable precautions for the safe transportation of people and property, but it will not be liable for any claims for reparation because of loss or damage en route.
11. Merchandise for sale subject to government duty will not be carried. Individuals will be responsible for any taxes or duties imposed on their property, and fines for carrying prohibited articles.
12. The committee reserves the right to inspect any and all baggage.

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Outline for Proposed Investigation in Kunming.

To Yung ching -
result Mr. Tan's going - (2)

I. Investigation of Sea Route, via Indo-China to Hongkong.

A. Kunming to Hanoi. See advertisement in Cheng Yi Hae appeared in January.

Find out, approximate time on route, cost of individual tickets, how large a baggage allowance, rate for freight per ton, is it possible to contract for a number of trucks at how much per truck? How large a company is it? could they handle 200 people and twenty tons of freight within a few days? would they give a discount for a large amount of business like this?

B. Possibility of rail to Kaiyuan, truck thence to border and rail to Haiphong. rail fare to Kaiyuan,

Truck companies with same questions as under A. above, fare, baggage allowance, cost per ton of freight, how large a company, time on route? rail fare from the border to Haiphong.

C. When is Lien Ta, moving? by what route? if they are chartering a boat from Haiphong, would Hua Chung be able to join them on the boat?

D. What is the condition of sea communication between Haiphong and Hongkong? Are there regular sailings? or when are regular sailings expected to begin? If no regular sailings, are there irregular ones which we could use? How much are fares, from Haiphong to Hongkong?

E. What passports or other papers are needed for a party of two hundred odd to pass through Indo-China and Hongkong? (refer to British and French consultates)

F. Is there any date set for the withdrawal of the Chinese army from northern Indo-China?

II. Land Route;

A. Investigate Kunming companies advertising direct service, to either Hengyang or Changsha.

fares, baggage allowance, time on route, size of company, charge per ton of freight, contract for an entire truck, would they handle our business and what discount possible? Also do the companies have regular stations for staying over night etc.?

B. Investigate companies operating from Changyi to Hengyang or Changsha.

Fares, baggage allowance, freight charge per ton, can trucks be contracted for for how much, etc. do companies have wayside stations. How many trucks available per truck, trip, time on route.

III. Is it possible to charter planes from Kunming to Hankow? What is the charter charge and what is the capacity of one plane for people and freight?

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學 大 中 華 立 私
HUA CHUNG (CENTRAL CHINA) COLLEGE
WUCHANG, CHINA
TEMPORARILY IN HSICHOW
VIA TALI, YUNNAN, CHINA

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室 長 校
OFFICE OF THE PRESIDENT

CO-OPERATING UNITS
BOONE COLLEGE
GRIFFITH JOHN COLLEGE
HUPING COLLEGE
WESLEY COLLEGE
YALE-IN-CHINA COLLEGE

January 24, 1946

Received Feb 18
F.C.M. 1946

My dear Mr. Lyford,

See original in my file 0.5.2

Before I take up the matter of the School of Science furniture plan and estimate of cost, possible orders against the summer, etc, may I report first that Mrs. Joe has gone to Kunming on her way to Wuchang and Hankow. My own typing is so inefficient that I hope you will excuse the frequent superposition of letters, and omission of others in any long words I may happen to use.

Last March Dr. Hsiao wrote you about appointing Dr. Li at Harvard for the Biology Department. Later cables never produced any reply from your office. I have written Dr. Wei about him and hope he has seen you about arranging appointing Dr. Li. This is as I understand from Dr. Hsiao the most desirable man for building up the ~~university~~ university. You are yourself very favorably impressed with him, I understand from Dr. Wei. May I enclose two letters that Dr. Hsiao wrote concerning Dr. Li, in case the original got lost somehow on their way to you last March. We beg for immediate attention, and if possible make him available this Fall. There is a chance that the State Department may suggest Dr. Hsiao as a visiting scientist from Hua Chung to do more research and some lecturing in America this Fall. Please, do not publish this, but personally I think Hua Chung ought to grab hold of such opportunities if they occur, as this is the only way to gradually put us on the map, and make us as known as Yenching or Lingnan.

Enclosed are sample drawings of the basic design of furniture for the Science departments (3 copies). I shall give a) Units description, b) department requirements immediate this Fall, if this plan gets adopted, c) detailed description of the various units, d) unit costs, e) a tabulation of estimated requirement in funds for the departments askings. Of course, the prices are based on American prices known to us, 1939-41, and an estimate of total enrolment in the whole university not to exceed 350.

a) Fundamental unit: Lab. Table, based on Eisler Co. design for a Neon Light and vacuum tube construction unit, which we bought before the war, but came in to Hsichow too late to be of use, since Oxygen, gas were no longer available.

- | | | | |
|-------------|----|---|--------------------|
| Lab. Table: | 4 | 8ft long angle iron (1 1/2 in. wide) | } all 1/8" thick |
| | 6 | 40in " " " " " | |
| | 4 | 32 in " " " " " | |
| | 2 | 48 x32 x 1/2 in asbestos board | |
| | 26 | screws or 110 screws flat topped, diam. 1/4" | length see picture |
| | 6 | iron discs for holding table legs, diam. 4 1/4" | thickness 3/8" |
- construction see diagram.

Cabinet : two cabinets per unit, additional requirements:

- 4 8ft angle iron
- 6 40 in " "
- 16 hinges
- wood work and three locks
- 8 pcs 20"x24" glass (Sears Roebuck: 4.60. per 15)
- Saved : 6 iron discs
- 2 asbestos boards

Shelves: two shelves per unit, additional requirements :

- 4 8ft angle iron
- 6 40 in angle iron

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woodwork unless sheet iron of oil drum

謝 吳 奎

HUA CHUNG (CENTRAL CHINA) COLLEGE

OFFICE OF THE PRESIDENT

WUCHANG CHINA

CO-OPERATING UNITS
BOONE COLLEGE
GRIFFITH JOHN COLLEGE
HURING COLLEGE
WESLEY COLLEGE
YALE-CHINA COLLEGE

Saved: asbestos boards and the iron discs.
Desks: two desks per unit, additional requirements:

2 40" angle iron
wood work, and three locks
2 hinges

Saved: iron discs

Stools: three stools per unit, additional requirements:
6 iron discs as specified.

Saved: 1 asbestos board (although less than 1/2
board required)
4 32" angle iron

b) Department requirements:

	Biology	Chemistry	Physics	Total
Lab. Tables	8	18	8	34
Shelves	7	6	6	19
Cabinets	7	12	8	27
Stools	10	10	10	30
Desks	4	4	4	12
Office chair and table	4	4	4	12
Misc.	4	2	3	9
dark room	3	-	2	5
	<u>47</u>	<u>56</u>	<u>45</u>	<u>148</u>

c) See drawings attached. Where misc. and dark room are indicated, it is proposed to buy the fundamental units, but let the departments finance modifications, as the requirements are small, and can come from maintenance funds. In this connection, I must recommend that this year's surplus in maintenance, as orders have not been fulfilled be diverted to this use. The same applies to office chair and cabinet.

d) asbestos boards: 1/4" thick of 48x32 22lb Us\$ 6.00
angle iron average 10¢ per ft. 6.50
screws (average) 1.00
iron discs 1.50
15.00

Glass 20"x24" 15 per box (Sears Roebuck Cat.) Us\$ 4.60

Hinges at 15 ¢ each

Locks at 15 ¢ each

Wood work---estimated by Hsichow prices; expectation, Wuchang prices not higher. This is based on the fact that even by Dec. 11 imported goods have dropped one-half, e.g., cloth, etc. in Hankow.

cabinets 2.50 per unit
shelves 3.50
desks 4.00

20% should be added for transportation charges, 10 % for labor. These will be put on total average, as see figures below:

e).asbestos boards 174 sheets Us\$ 595.
8ft angle iron 578 pcs 6208ft
40" " " 1164 " 4713
32" " " 472 1249
12180 1218

1
6
6
3
0
8
6

carried forward Us\$ 1813

Screws
 glass panes 774
 iron discs equiv. 107 units
 hinges 456
 locks 117

立 華 中 大 學
 HUA CHUNG (CENTRAL CHINA) COLLEGE
 WUCHANG, CHINA
 TEMPORARILY IN HSIANG
 ANING, YUNNAN, CHINA

148
 177
 205
 469
 18
 2430
 486
 2916

CO-OPERATING UNITS
 BOONE COLLEGE
 GRIFFITH JOHN COLLEGE
 HURD COLLEGE
 WAREY COLLEGE
 WALEN-CHINA COLLEGE

*think to be about
 12 months as early
 as possible.*

20% freight

Wood work: cabinets 27
 shelves 19
 desks 12

68
 67
 48
 183

2916
 183
 3099

10% labor (roughly \$2 per unit
 averaging more labor for cabinets as
 contrasted to little for lab.table)

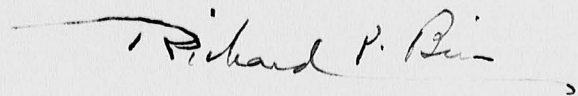
310

Grand total Us\$3409

At 1300 the present rate. This calls for 4.43 million Nc. On this basis, I have made an estimate that if other office furniture, student and bachelor staff furniture, dining room furniture, but 350 iron cots at Us\$8., other department office and reading rooms, etc. a rough total of Nc\$ 40 million seems sufficient. If we could allow general repair without screening and windows panes at 25million Nc., and family furniture allowance at 5 million, Glass and screening at 28 million Nc. The total will come to 102.43 million N.C. which makes Dr. Fenn's figure for rehabilitation figure reasonable. Of course, he put the five million on family furniture into family rehabilitation allowance, but I have omitted sanitary installations. The minimum for such for say one girls' dormitory and four men's dormitories (including one for bachelor staff members) will at least be that. Heating with stoves, etc. are not included. I am mentioning these figures here so that you may call to our board's attention that this represents a plan for more permanent furniture, and should eventually largely come out of the present drive, but a vast improvement on our old scheme of using wood, though wood was cheap in the Wuhan area. In ten ~~times~~ years, probably this is a cheaper plan than constant replacements found necessary. But of course, I have no experience of long term wood cost. Mr. Coe probably can give you more information on this point.

In order not to make a long letter longer, I shall stop here, and present other problems in a fortnight's time. The present proposal from the School of Science is so urgent, that I would like to know whether we can get permission to go ahead, and whether you could find Dr. Fenn help us to do the ordering so that shipments may arrive in Hankow by July or early August, say.

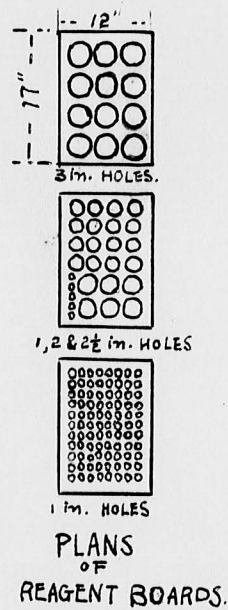
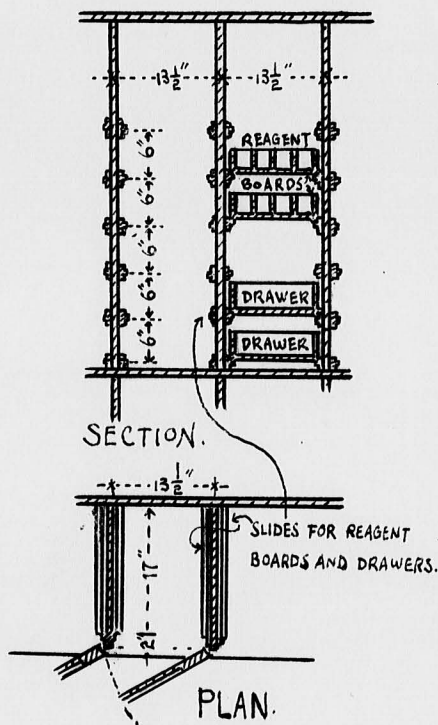
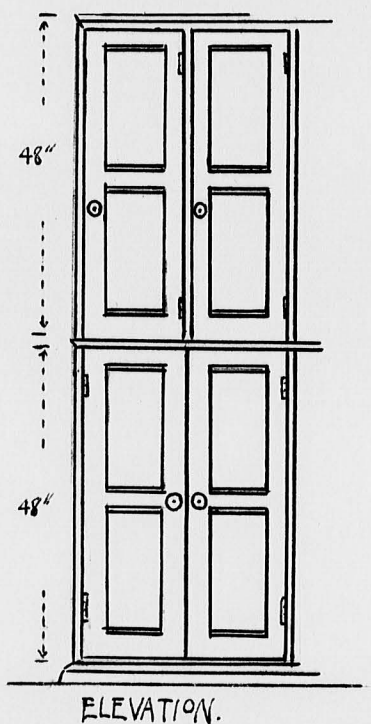
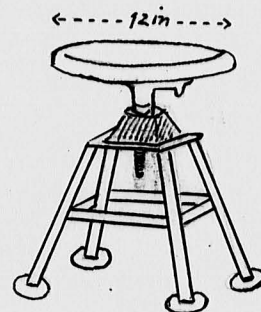
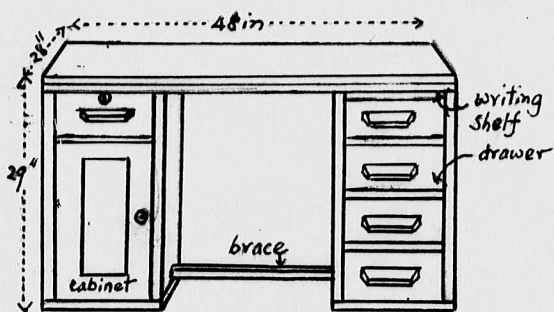
Sincerely yours,



Richard P. Bien

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