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Hwa Nan
Corres.
Ding, James L. 1946
Earhart, Harry B 1943
Hayes, E. Pierce 1932-1943
x Hayes, Lily 1943-1944
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James L. Ding
1946

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COPY OF LETTER FROM MR. JAMES L. DING TO REV. EARLE H. BALLOU

Anglo-Chinese College, Foochow.
February 28, 1946.

Dear Mr. Ballou:

Knowing that you are very much interested in the coordination of Fukien Christian University and Hwa Nan College, I, as chairman of the Joint Conference Committee on Relationship between Fukien Christian University, Hwa Nan College, and the Union Theological College, wish to tender a brief report on what has been done in this connection.

To begin with, the Boards of Managers of the three institutions of higher learning in Foochow elected five representatives each to serve on the Joint Conference Committee to study the problem of relationship. This Committee met for the first time on January 4th and voted to approve of the policy of co-ordination on adjacent sites of Fukien Christian University, Hwa Nan College, and the Union Theological College, as outlined in the report of the Post War Planning Committee under Section II, "Cooperation and Consolidation", Paragraph 10, (d), "Coordination".

Three sub-committees were created to study the problem of location, the problem of administrative functions, and the problem of academic relations. After very careful study and splendid collective thinking the committees brought in reports which were adopted practically in toto by the larger committee.

(1) The committee on location recommended that the adjacent campuses be located at Kweichi in the neighborhood of Fukien Christian University; the committee on administrative functions recommended that a joint administrative council be organized and a chancellor and a comptroller be elected by the Joint Committee subject to the approval of the three separate Boards; the committee on academic relations recommended that all existing departments be continued and courses be open to all students and it further recommended that a joint academic relations committee be created to decide on all academic problems of joint nature.

It is highly gratifying to see that the idea of coordination has received the sympathetic support of all concerned and that the plan of coordination is making rapid headway and taking definite shape. In this connection we must give expression to our gratitude to you for helping to make it possible for us to benefit from the able leadership of Dr. Frank Cartwright whose timely arrival greatly augmented the spirit of cooperation. Himself an apostle of unity, an example of integration, all he needed to do was to lend the weight of his personality and the inspiration of his conviction. To him, more than to any one other man, we owe the realization of the need for coordination, the enthusiasm for it as well as the wisdom in devising adequate means to bring it about. We are truly thankful to have him with us and we wish you to know it.

It is our belief that in coordination and in coordination alone lies the assurance of the full development of these three institutions. We shall be happy to do our very best for them and we are depending on you for encouragement and support. I am planning to go to your country once more in the near future and am looking forward to the pleasure of meeting you. I am,

Cordially yours,

James L. Ding, Chairman,
Joint Conference Committee.

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H.B. Earhart
1943

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EARHART FOUNDATION
PENOBSCOT BUILDING
DETROIT, MICHIGAN

RECEIVED ATTENTION
MAY 27 1943
JUN - 3 1943

E. M. McBRIER

Mr. Edwin Merton McBrier
150 Fifth Avenue
New York, N. Y.

Dear Mr. McBrier:

My recollection is you once hazarded the impression that the logical future of Hwa Nan College was a consolidation with another institution of higher learning and Hwa Nan staff concentrating their efforts on preparatory work.

You may recall my advising you Mrs. Earhart was a trustee of Hwa Nan for a number of years and I naturally would be inclined to respond to the implications of the enclosure if I felt that it would be a constructive thing to do. With the smallness of the institution and the chaotic conditions at present in China I do have some definite reserves as to the wisdom of trying to do anything at this time.

With return of the enclosures would you be willing to give me the benefit of your own thinking?

I trust you continue to enjoy good health, companionship with your done-working club members, and hope if your travels ever lead you this way that you will look in on me.

Sincerely,

Harry B. Earhart

H. B. Earhart

HBE/B

Encl.

Q
Mrs. Earhart
Keel
Minneapolis
601 Masley
Hwa-nan
via Mr. Kimura
Sample.

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3965 PENOBSCOT BUILDING
DETROIT, MICHIGAN - 26

June 7, 1943

RECEIVED ATTENTION

JUN 14 1943

E. M. McBrier

Mr. Edwin Merton McBrier
150 Fifth Avenue
New York, N. Y.

Dear Mr. McBrier:

Thank you for yours of 3rd.

By all means keep Dr. Wang's letter until after
your interview with Mrs. Peel.

I am most appreciative of your taking the time
to help me get some light on a picture that I am frank to
say is rather confusing to me.

With personal regards,

Sincerely,

Harry B. Earhart
H. B. Earhart

HBE/B

Saw

*Dr. Mrs. Wang recommended to
Mrs. Wang that Howard
engine her work to Junior College,
send the students to Peeling for
last 2 yrs. - Did not say anything
about it at Howard - now meeting
Paul Niant - solution not doing job
C. J. Lewis*

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June 14, 1943

Mr. Harry B. Earhart
3965 Penobscot Building
Detroit, Michigan

Dear Mr. Earhart:

Thank you for yours of June 7th.

I had an unhurried talk with Mrs. Leon Peel, 601 Wesley Temple, Minneapolis, Minn., Miss Sally Lou MacKinnon, Secretary of the Woman's Division of Christian Service, and Dr. Frank T. Cartwright, Secretary for China on our Division of Foreign Missions Board.

I had previously consulted with Dr. Cartwright. He is a trustee of Hwa Nan. Mrs. Peel, as you know, is President of the Hwa Nan Board of Trustees.

I also requested the attendance at our conference of Mr. C. A. Evans, General Secretary for the Associated Boards for Christian Colleges in China, who had an intimate knowledge of the conferences of Dr. Lucy Wang and Dr. C. J. Lin when they were in America at the same time a few years ago, and when it seemed that an understanding had been arrived at in regard to the future relationship between the two colleges.

As I stated in my letter of June 3rd, the arrangement that was worked out at the conference that was held when they were in New York was not carried out on the field. Then came the war, and the picture completely changed.

I was very glad indeed to meet Mrs. Peel and Miss MacKinnon for the first time. I feel that under their direction the future of Hwa Nan will be wisely managed from this end. Dr. Cartwright also can be depended upon to exercise good judgment. I have worked very closely with him for many years, in connection with our church problems in the China field.

Of course you know that Hwa Nan College is one of the twelve Christian colleges constituting the Associated Boards for Christian Colleges in China. I have, therefore, known quite a bit about the work of Hwa Nan, but have never met with their Board of Trustees and therefore have never given my personal attention to any of the problems of Hwa Nan.

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June 14, 1943

Hwa Nan has been in the same class as all of the Christian Colleges in China. Those that have not been completely closed have been obliged to leave their campuses and trek westward outside of the zone of the invader. They all hope eventually to return to their original campus or some better located situation in the East. In cases where buildings have been destroyed or so damaged that reoccupation seems inadvisable, such colleges will be faced with the problem of deciding whether their old location or some new location is advisable.

All the Colleges will need substantial sums of money to rehabilitate their buildings and replace equipment that has been destroyed or stolen. In some cases the equipment, including libraries, have been completely scattered or destroyed. We have no dependable information as to just what the condition is in any particular college that has moved out of the occupied zone. We will not know until after the war just what confronts us in the way of needed funds. Rest assured, however, that substantial sums will be needed by each and every college, and you could make no finer contribution to the Christian educational work of our China Colleges than to make such a gift to Hwa Nan as Dr. Wang suggests.

However, such a gift cannot be definitely used until after the war, when decision is made as to just what buildings are to be erected, and where they are to be erected. It would be a beautiful tribute to Mrs. Earhart to erect some building to her memory at Hwa Nan. I observe Dr. Wang's letter refers to building the Main Hall at Hwa Nan, which I understand was destroyed by fire. Whether that, or a Chapel, or a Music Hall is more desirable as a memorial is something that you would do well, I think, to talk over with Mrs. Peel and Miss MacKinnon. Dr. Cartwright said that he would be glad to confer with you and the ladies if such was your desire.

We have begun already to plan for reconstruction after the war because we know that all of our Colleges will need great assistance then. Now is a good time to begin to set apart necessary funds for reconstruction. Some of our Colleges already have set apart certain reserve funds for this purpose.

May I suggest that you give Mrs. Peel and Miss MacKinnon an opportunity to talk this whole subject over with you? It is impossible, within the scope of a letter, for me to answer the many questions which you naturally would like to have answered, or give you a very comprehensive picture of the situation. Knowing that you have established a Foundation for handling matters of this kind, it would be a wonderful inspiration and incentive to the Trustees of Hwa Nan if you felt at this time inclined to set apart a sum for the purpose suggested by Dr. Wang, same to be used under the direction of your Foundation when and as needed. It would form a basis for other gifts which no doubt the Trustees would be glad to accumulate prior to the day when Hwa Nan will require considerable capital funds for the establishment of its work.

Hoping I have performed some helpful service in my conference with these trustees of Hwa Nan above named, and trusting you may find occasion to confer with Mrs. Peel, who is thoroughly conversant with the program of work of Hwa Nan, and with best personal regards, I remain, *

Most sincerely yours,

EMMoB.A

Encs.

C.C.- Mrs. Leon Roy Peel
Dr. Frank T. Cartwright
Miss Sally Lou MacKinnon

1172

June 24, 1943

Mr. Harry B. Earhart
3965 Penobscot Building
Detroit, Michigan

Dear Mr. Earhart:

I thought the enclosed copy of letter, which was recently sent to the Presidents of the Christian Colleges in China, and to Dr. Cressy and Dr. Fern who represent us in China, might be interesting to you, as it shows what is being done for the rehabilitation of the Colleges after the war.

The Planning Committee (see names on Page 4) comprise a group of capable leaders and missionaries and people who are thoroughly conversant with China. Dr. Cartwright is one of the Associate Secretaries of our Board, and a trustee of Hwa Nan. Dr. Decker is President of the Associated Boards for Christian Colleges in China. Dean Wallace Donham is President of the Board of Harvard-Yenching Institute. Dr. B. A. Garside was formerly General Secretary of the Associated Boards for Christian Colleges in China, as was Dr. Eric M. North, son of Dr. Frank Mason North, formerly Secretary of the Methodist Board of Foreign Missions. Dr. Edward H. Hume established Yale-in-China, and Miss Sally Lou MacKinnon is one of the Secretaries of the Women's Division of Foreign Missions and was one of the women with whom I consulted recently. I am sure you will recognize many of these names, but I mention these few just to indicate some of those who have been closely associated with us here for years.

Sincerely yours,

E. H. Hume

EMMcB.A
Enc.

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Personal file (W)

3965 PENOBSCOT BUILDING
DETROIT, MICHIGAN - 26

July 8, 1943

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

My dear Mr. McBrier:

I am appreciative of the pains you have taken to give me further light on the educational situation in general in China, and Hwa Nan in particular.

Somewhere down the road, on this side or the other, perhaps you will give me an opportunity to reciprocate your courtesies.

With personal regards,

Sincerely,

Harry B. Earhart
H. B. Earhart

HBE/B

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E. Pearce Hayes
1943-1944

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學大女南華
HWA NAN COLLEGE
FOOCHOW, CHINA
州福國中

June 24, 1932

Mr. B. A. Garside, Secretary
Com. for Christian Colleges in China
150 Fifth Ave.
New York City

Dear Sir;-

Some time ago we received the large number of reports and statements from you, in regard to the attitude of our Board in regard to the consolidation or correlation of the various College boards of the USA.

I have been instructed to reply that we are anxious for ~~see~~ whatever correlation and cooperation among the various boards is possible in order to further the cause for which we are here.

The position taken by Hwa Nan College concerning the Correlated Program in China has been one of cooperation, but at the same time a very clear statement to the effect, that the autonomy of the College can not be encroached upon in any way. The same general attitude holds in this present case.

Hwa Nan has made a distinctive contribution to the women of this part of China, which those in authority feel will be impossible to continue if the present conditions of the College's life might be changed in any way in a correlated program.

Of course, any commitments by Hwa Nan College, that is, by those here on the field, are contingent upon the action taken by the Hwa Nan College Board of Trustees in the USA.

Please feel that we wish to cooperate in whatever manner possible, while at the same time preserving the present Hwa Nan intact, in her present program for service to the women of South China. We shall appreciate further reports from you from time to time as to developments.

I am

Sincerely yours,



E. Pearce Hayes, Secretary
Hwa Nan College
Board of Directors.

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華南女學院
HWA NAN COLLEGE
WU CHANG, CHINA
中國南京

June 24, 1932

Mr. E. A. Garfield, Secretary
Com. for Christian Colleges in China
150 Fifth Ave.
New York City

Dear Sir:-

Some time ago we received the large number of reports
and statements from you in regard to the attitude of our
board in regard to the consolidation or correlation of the
various college boards in China.

I have been instructed to reply and we are anxious for
as whatever correlation and cooperation with the various
boards is possible in order to further the cause for which
we are here.

The position taken by the Nan College concerning the
correlated program in China has been one of cooperation, but
at the same time a very clear statement to the effect that
the autonomy of the college should not be encroached upon in
any way. The same general attitude holds in this present
case.

We have made a distinctive contribution to the
work of this part of China, which those in authority feel
will be impossible to continue in the present conditions of
the college's life if it be changed in any way in a correlated
program.

Of course, any commitments by the Nan College, that is,
by those here on the field, are contingent upon the action
taken by the Hwa Nan College Board of Trustees in the USA.

Please feel that we wish to cooperate in whatever manner
possible, while at the same time serving the present law
of the land and the service to the women of
South China. We are further reports from you from
time to time as to development.

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UNIVERSITIES
JUL 25 1932
JOINT OFFICE

Sincerely yours,

George Hayes

George Hayes, Secretary
The Nan College
Board of Directors

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August 1, 1932

Mr. E. Pearce Hayes, Secretary
Hwa Nan College
Foochow, China

My dear Mr. Hayes:

I am very happy to have your letter of June 24th, acknowledging receipt of the communications and reports we have sent in connection with the movement toward closer cooperation among our Christian colleges and universities in China.

We are grateful to you for your statement as to the position of Hwa Nan with reference to correlation of its work with a program for China as a whole.

As the various groups here in the West have discussed the proposals for the correlation of our Christian higher education in China, they have always agreed to the desirability and even the necessity, of maintaining the distinctive contribution of the several institutions under any readjustments which may make for greater effectiveness. The position consistently maintained by our groups in America has been that we must look to China for the initiation of recommendations concerning the program as a whole, and the part each individual institution will play in such a program. The most that any group, at this distance from China, can hope to accomplish is to give thoughtful study to recommendations and proposals coming from the field, and perhaps to point out some details where these suggestions might be modified or given further study with a view to securing heartier backing by interested individuals and organizations here in the West.

I will present your letter to the next meeting of our group representing the various colleges in China, which will probably be held during the latter part of October. We are all anxious that Hwa Nan will find it possible to cooperate with the other institutions in China in any plan that may be found most advantageous for the larger interests of Christian higher education in China. One interpretation of the statement in the fourth paragraph of your letter that those in authority at Hwa Nan feel that it would be "impossible to continue if the present conditions of the college's life might be changed in any way in a correlated program," would not leave us any basis for cooperation. For it is absolutely indispensable to any real correlation of effort that each institution participating recognize the possibility that some fundamental change in its program might be necessary in the interests of the whole enterprise. I trust, however, that this is not by any means the thought you intended to convey. We urge members of the Hwa Nan College Board to be present at all our conferences, and we will be very happy to keep you informed of the discussion and actions of these gatherings.

Very sincerely,
A. GARSDEN.

BAG/RC

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ASSOCIATED
BOARDS

Hwa Nan College

May 22, 1936

Mrs. Dorr Diefendorf
45 Prospect Avenue
Madison, N. J.

My dear Mrs. Diefendorf;

See "Docket" 5/27/36

In preparing the attached docket of the meeting of our Associated Boards Executive Committee next Wednesday, I have been reminded that as yet we have had no word from the Hwa Nan trustees as to their actions on a long list of items referred to them by the Associated Boards. I have this week received a letter from Mrs. Peel in which she makes a brief report on some of the actions taken by the Hwa Nan trustees with regard to possibilities of cooperation between Hwa Nan and Fukien. But she makes no mention whatever of the various matters which the Associated Boards has asked the Hwa Nan trustees to consider and to take definite action upon. Some of these matters are as follows:-

1. The Hwa Nan trustees were asked to nominate their representatives on the various standing committees of the Associated Boards for the coming year. I sent Mrs. Peel a detailed memorandum on this subject, with enough copies of the memorandum to supply all members of the Hwa Nan Board. But her letter to me stated that this material was mislaid and not brought to the attention of your Hwa Nan meeting in Columbus, so I am afraid that no action was taken. Under items 2 and 3 of the docket a report should be made as to the status of action by each of the cooperating boards of trustees, so if you can give the committee any further information as to the status of these appointments by Hwa Nan trustees, we would be grateful.

2. Under item 6-(a) report should be made as to the attitude of the various cooperating boards of trustees with regard to the proposed United Board. I am afraid that this also was overlooked at the meeting of the Hwa Nan trustees, because this was included in the memorandum of which all copies were mislaid. But if you can make any informal report, that might be helpful.

3. Aside from the items which are directly referred to in the docket, there are a number of other questions which we have asked the Hwa Nan trustees to consider. Several months ago we wrote a letter to Miss Florence Hooper, the Treasurer of the Hwa Nan Board of Trustees, and sent a copy also

5/22/36

to Mrs. Peel, in which we set forth in detail the requests made by the Associated Boards to the Hwa Nan trustees for a contribution toward the administrative budget of the Associated Boards during 1936, and for an underwriting of a small part of the expense of our promotional work. Miss Hooper acknowledged the letter and stated that she would see that the matter was brought to the attention of the Hwa Nan trustees. But we have heard nothing further concerning the request, and I do not know whether any action has been taken.

We are now within six weeks of the close of the fiscal year, and so have made practically all of the expenditures contemplated under the budget. Nothing has come in from the Hwa Nan trustees for either the administrative or the promotional work. At this time of the year there is always a struggle to get in outstanding obligations and to close the year without a deficit. We certainly hope that the Hwa Nan trustees have taken action on the request made to them some time ago. In the memorandum I prepared for Mrs. Peel to present to the meeting in Columbus last week, I also set forth in detail the request of the Associated Boards with regard to contributions from the Hwa Nan trustees toward the administrative and promotional budgets for 1936-37. We are making a determined effort this year to have each board indicate in a definite way before the fiscal year begins just what we can count upon them to contribute, for this is the only way in which we can possibly conduct the office on a businesslike basis. If the Hwa Nan trustees have not yet taken action, we sincerely hope that they will find some way to do so before June 30th at the very latest.

I hope that it will be possible for you to attend the meeting next Wednesday.

Very cordially yours,

B A GARSIDE

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HWA NAN COLLEGE

Foochow, China

Futsing, Fu.
January 2, 1943

Mrs. Leon Roy Peel
607 Wesley Temple
Minneapolis, Minnesota

Dear Mrs. Peel:

Another Hwa Nan annual board meeting! And it was a good one too; how thankful we are that Hwa Nan is still here after all the threats and seemingly insurmountable difficulties.

The attendance was good, spirit fine, and Dr. Wang was in great hopes and dreams for days ahead. I wrote you from Chungking about the precarious situation of the College; since then we have had brighter prospects from the ABCCC after conversations which Bishop Lacy and I had many times with Dr. Dwight Edwards and Dr. E. H. Cressey. Lucy came back with renewed conviction of Hwa Nan's future as an independent women's college, and with a good number of students. Her faculty have stood by nobly too.

I am enclosing the minutes of our meeting; most are self-explanatory. The increase in salary scale to a basis comparable, or rather similar, to that of other colleges in China was fundamental. The slight variance in living costs (Foochow has jumped up near Chungking now in costs) is adjusted and cared for by a smaller special living costs grant.

Without this new scale, I doubt: Hwa Nan's ability to continue. It will cause a jump in W. D. C. S. scales all along the line in the three Fukien conferences. Personally I am very glad it will force such increases, for in much of our work, we the Church, have been paying less-than-living wages to our workers.

The appreciation to you and to the Board of Trustees was not a formal action; it was real, and down deep, for we well realize how hard a task is upon your shoulders. The consolation is that you are aiding in a large way in building the New China, destined to dominate all Asia.

Since Mr. Lacy is able by part time to plan for the secretary-treasurer situation in the College, we do not need again to present our former request; we are all happy that it has been solved here on the field.

Dr. Wang suggests that you approach Mr. Earhart and Mrs. Dufresne concerning the re-building of Payne Hall. I shall not of course mention it in my letters to them; I shall write merely a general letter of appreciation.

By the way, I have already written Mr. Wiant, but forgot to make plain to him that his chief responsibility was to present the building program of the College; if you get in touch with him, can you please tell him that I overlooked that, merely mentioned "the needs of the College."

We are hoping to be able to interest Mrs. Dufresne possibly by the use of her gift, which we have called a "nucleus of a special fund for religious lectures." Possibly others may add to it during the years.

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Letter from E. P. Hayes
to Mrs. Leon Roy Peel

- 2 -

January 2, 1943

We had considerable discussion concerning President Wang's trip to the USA. It is almost impossible to get war priorities now, and moreover the Board was not anxious to see her undertake such a hazardous journey just now; we are hoping for easier communications some day soon; then she can go. Such a trip would mean much to her and also to the College.

I should add Mrs. David J. Dufresne's address in case you do not have it is Lock Box 371, Porterville, California.

Costs here have sky-rocketed. A 2¢ egg is now \$1.00; all staple foods have jumped almost as badly. We get only 19.75 exchange whereas actually, according to purchasing power of US\$1.00 we should receive about 150.00 instead of a nominal 20. This situation may cause the collapse of some of our work.

Hoping that you are in continued good health and with greetings from the whole Board, I am

Sincerely yours,

/s/ E. Pearce Hayes
Secretary
Hwa Nan College Board of Directors

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Lily Hayes

1943-1944

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ackn 3/15/43
D.C.

2580 C St. San Diego
March 4th 43

Dear Aline,

D.C.

I am wondering what news or bulletins you might have on hand as your department should be really recent and interesting speech material. I have gotten so little since we got into war I feel dreadfully out of date. I am facing having to give a rather difficult talk next Thurs. on "Training of National Leadership" and will need more than just "talk" as they are very keen

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and your wife,

Sincerely

Lily A. Hayes

business women. I should appreciate
it ever so much if you could get
off something to me.

What is the latest concerning
Mr. Stewart of Younging?

Bruce just got a letter from his
father mentioning the fact that
he had been telephoning with
your father, sounds like old
times doesn't it. Evidently his
right is quite good. I am so
glad to think of them as back
in Zutunig.

With best regards to you

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March 15, 1943

Mrs. E. Pearce Hayes
2580 "C" Street
San Diego, California

Dear Mrs. Hayes:

I was delighted to receive your note, and I hope that you will forgive my slowness in answering it. There have been a number of complicating factors, not the least of which was the fact that we actually have very little material which we can give you. I am enclosing with this letter copies of several pamphlets which you may find helpful. However, I doubt if anyone is better aware than we are of the weaknesses of this material. We have received so little information from China that it has been extremely difficult to write fresh, interesting and authoritative articles on our work.

I was very much pleased as well as surprised to hear that my father is able to go tiger hunting. He must have secured his new lenses from India, and if his sight is good enough to shoot tigers, he is a very lucky man. I have received no mail from him dated later than early in November. As you know, he has been very much hurt by Morrie's disappearance in action. Perhaps if he is now able to live a normal and active life, things will be easier for him.

If you have an occasion to visit New York, please do not fail to let us know. It would be a great pleasure to have you as our guest.

With best wishes,

Very sincerely yours,

OJC:MM
Encl.

O. J. Caldwell

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November 29, 1943

Mr. Carl Evans
Associated Boards of Christian Colleges in China
150 Fifth Ave.
New York City

Dear Mr. Evans;-

At a recent meeting of the Hwa Nan Board of Managers, I was instructed to write you and to express the great appreciation of the Board for the assistance you have rendered to the College.

This was in no sense a mere polite action, but one of sincere and deep meaning. The College has gone through some very hard days and now, with the aid from you and also additional help from the Board of Missions of our Church, it is beginning to see the light, although it is not by any means out of the difficulties.

The annual report as read by Dr. Wang, our president, was a thrilling story of faith, courage and statesmanlike planning. It will probably be in your hands a little later.

There are tremendous movements in this old land today and no one dare even predict what the future holds. This much is certain that the new China which had gotten under way in such remarkable fashion just before the Japanese war will come out of this war in a new up-surge in even a more accelerated pace.

There are battles for position for that day ahead, some for long range good and some which may not bring about the peace in the Pacific we all hope and pray for.

At least this much is evident, that ~~that~~ the Christian Church faces one of its supreme challenges of history, - and in that total picture the Christian College plays a tremendous role.

Please excuse this hasty letter, and I am working under great pressure as unexpectedly I am leaving for America within just a few days. I shall hope to see you then and talk over matters.

Sincerely yours,



E. Pearce Hayes, Secretary
Hwa Nan College Board of Directors



Under the Shadow of the Pagoda, Futsing, Fo

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November 29, 1943

Mr. Carl Evans
Associated Boards of Christian Colleges in China
150 Fifth Ave.
New York City

Dear Mr. Evans:-

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The annual report as read by Dr. Wang, our president, was a thrilling story of faith, courage and statesmanlike planning. It will probably be in your hands a little later.

There are tremendous movements in this old land today and no one dare even predict what the future holds. This much is certain that the new China which had gotten under way in such remarkable fashion just before the Japanese war will come out of this war in a new up-surge in even a more accelerated pace.

There are battles for position for that day ahead, some for long range good and some which may not bring about the peace in the Pacific we all hope and pray for.

At least this much is evident, that ~~that~~ the Christian Church faces one of its supreme challenges of history, - and in that total picture the Christian College plays a tremendous role.

Please excuse this hasty letter, and I am working under great pressure as unexpectedly I am leaving for America within just a few days. I shall hope to see you then and talk over matters.

Sincerely yours,

E. Pearce Hayes, Secretary
Hwa Nan College Board of Directors



Under the shadow of the pagoda, Futung

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179 E 199

March 18, 1944

Rev. E. Pearce Hayes
Hwa Nan College
Nanping, Fukien, CHINA

Dear Mr. Hayes:

It was good of you to take time from your busy activities to write as Secretary of the Hwa Nan Board in appreciation of the services we are rendering to the Colleges in China. This, of course, related more particularly to Hwa Nan College and I wish to express my gratitude for the thoughtfulness as well as the words of thanks contained in this communication.

The accomplishments of the Colleges in China repay us in a large measure for any amount of labor involved in our work. We face tremendous difficulties from many angles and some days are dark and gloomy, but invariably there is a bright side which stimulates us to go on to achieve greater things for the name of Christian Education in China.

With every good wish to you, I am

Most sincerely yours,

C. A. EVANS

CAE/B

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Florence Hooper
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ASSOCIATED
BOARDS

Hwa Nan

February 28, 1936

Miss Florence Hooper,
30 Maryland Life Bldg.
Baltimore, Md.

My dear Miss Hooper,

I believe we have not yet cleared the matter of the pro rata contributions our Hwa Nan Board of Trustees has been asked to make toward the support of the work of the Associated Boards for Christian Colleges in China for the fiscal year ending June 30, 1936.

a. Pro rata share in general administrative expenses. About 85% of the administrative budget of the Associated Boards is met by our charges for the secretarial and accounting services rendered to the individual Colleges which have put their administrative activities in the hands of the central office - Cheeloo, Fukien, Lingnan, Nanking, West China, and Yenching. The remaining 15% represents services rendered to the whole group of colleges as a unit, such as meetings and correspondence growing out of meetings of the Associated Boards and its various committees, correspondence with the Council of Higher Education, receipt and distribution of funds received through our united efforts, and other secretarial and accounting processes carried on for the benefit of the entire group.

The share Hwa Nan is asked to bear in this general administrative expense for this year is \$50.00. I attach a tabulation showing how this compares with the other Colleges.

b. Underwriting of Pro rata share in Promotional Budget. At the present time more than 90% of the amount secured through the united promotional efforts of our Associated Boards is designated by the donors for individual Colleges and departments of work, and cannot therefore be applied toward the cost of our united promotional work. In setting up our promotional budget for 1935-36, we estimated that we could safely count on undesignated gifts and other available income applicable to our promotional budget to the amount of about ten thousand dollars. This left approximately fourteen thousand dollars which we could not be sure of getting from undesignated gifts, and which it was therefore necessary to ask the participating Colleges to underwrite. Each Board of Trustees was therefore asked to underwrite its pro rata share of this amount, with the understanding that if our undesignated gifts exceed the minimum of ten thousand dollars, the amount each Board would need to contribute would be proportionately reduced.

The share the Hwa Nan Trustees are asked to underwrite in this promotional budget is \$504.00. I attach a tabulation showing how this compares with the other Colleges.

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I believe that the request for \$50 to apply toward general administrative expenses is such a modest one as to require no comment. In addition to the services we have tried to render Hwa Nan as a part of the general group, we have had a number of conferences and quite a bit of correspondence in connection with our efforts to find the right solution to the problem of cooperation in higher education in Fukien Province.

The request for an underwriting of a maximum of \$504 for our promotional budget is naturally a more complex matter. Since this is the first year Hwa Nan has been a member of our group it would at best be a comparatively unproductive period of preparatory cultivation. Moreover, we have been handicapped by a number of special factors. By far the most important of these has been the fact that until the question of cooperation between Hwa Nan and Fukien has been satisfactorily settled it is not possible for our promotional department to carry on any very effective campaign for either of these institutions. Added to this is the practical difficulty we have faced in the lack of any list of Hwa Nan friends whom we could cultivate on behalf of the College, and the wide distribution of the members of the Hwa Nan trustees so that we have not been able to work with them as effectively as has been the case with most of our other Boards. But on the other hand our Associated Boards has been trying loyally to serve the interests of Hwa Nan and to lay foundations on which we can in future build effective promotion in its behalf. All of the contemplated expenditures within our budget are being made from month to month, and by the end of the year we will require approximately the full amount estimated. Thus far our undesignated gifts have come in at a rate only slightly ahead of our minimum estimates.

We would be grateful if you would lay these matters before whatever group in the Hwa Nan Board should deal with them. Since the year is now well on its way we have, of course, the usual difficulties of keeping our income in step with our necessary expenditures. We should by all means have the accounts of each year in order before we close our books on June 30th.

During recent months we have received a few small contributions designated for Hwa Nan, totalling to date \$45.00. We will be glad to remit these to you at any time, or can hold them to be cleared as a part of the adjustment of the items discussed above - whichever you prefer.

Very sincerely yours,

C. A. Evans

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Enc.

cc - Acctg. Office

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THE AMOUNTS ASKED FROM BOARDS OF TRUSTEES
FOR GENERAL ADMINISTRATIVE AND PROMOTIONAL SERVICES
1935-36

ASSOCIATED BOARDS FOR CHRISTIAN COLLEGES IN CHINA

(a) Budget of Administrative Department

Mission Board Contributions		\$1,154.35
Charges for Services to Individual Colleges		15,193.85
General Services for United Group		
Cheelee	\$265.50	
Fukien	200.60	
Ginling	67.85	
Hangchow	85.55	
Hua Chung	156.35	
Hwa Nan	50.00	
Lingnan	306.80	
Nanking	359.90	
Soochow	61.95	
West China	333.35	
Yenching	<u>1,112.15</u>	
		<u>3,000.00</u>
		\$19,348.20

(b) Budget of Promotional Department

Mission Board Contributions		\$1,142.00
Undesignated Contributions (estimated minimum)		8,147.00
Balance Underwritten by Individual Boards		
Cheelee	\$2,888.00	
Fukien	689.00	
Ginling	904.00	
Hangchow	337.00	
Hua Chung	704.00	
Hwa Nan	504.00	
Nanking	2,194.00	
Soochow	326.00	
West China	1,565.00	
Yenching	<u>4,780.00</u>	
		<u>14,891.00</u>
		\$24,180.00

ASSOCIATED
BOARDS

Hwa Nan College

June 9, 1956

ack-6/10/56

Miss Florence Hooper
50 Maryland Life Building
Baltimore, Maryland

My dear Miss Hooper:

I find that Mr. Garside wrote you on February 28, 1956 covering Hwa Nan's share in the budget of the Associated Boards for Christian Colleges in China.

As stated in that letter, the administrative expenses chargeable to Hwa Nan for the year ending June 30, 1956 total \$50.00. The underwriting of the promotional budget represented a larger outlay, the Hwa Nan share being figured at \$504.00.

We do not know what action the Hwa Nan Board took on these items, but we are rather anxious to know as the fiscal year is drawing to a close very rapidly. Quite naturally if any authorization has been voted we will be pleased to receive same before June 30th.

With sincerest regards, I remain

Very truly yours,

C. A. Evans.

CAE:RC

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WOMAN'S FOREIGN MISSIONARY SOCIETY
OF THE METHODIST EPISCOPAL CHURCH

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812 SUMMIT AVENUE, MT. VERNON, IOWA

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45 PROSPECT STREET, MADISON, N. J.
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ROOM 710, 150 FIFTH AVENUE, NEW YORK, N. Y.

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3811 RODMAN STREET, N. W., WASHINGTON, D. C.

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30 MARYLAND LIFE BUILDING, BALTIMORE, MD.



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MISS RUTH RANSOM
ROOM 710, 150 FIFTH AVENUE, NEW YORK, N. Y.
CABLE ADDRESS, FORMIS, NEW YORK
TELEPHONE, WATKINS 9-7090

SECRETARY, FOREIGN DEPARTMENT
MRS. FRANKLIN REED
619 CARLTON ROAD, WESTFIELD, N. J.

SECRETARY, HOME DEPARTMENT
MRS. F. H. SHEETS
1930 SHERIDAN ROAD, EVANSTON, ILL.

ASSOCIATED
BOARDS

June 10, 1936

file @

Mr. C. A. Evans,
Associated Boards Christian
Colleges in China
150 Fifth Ave., New York City

My dear Mr. Evans:-

I have your letter of June 9, 1936, in the matter of Hwa Nan's share in the budget of the Associated Boards for Christian Colleges in China, \$50 for administrative expenses chargeable to Hwa Nan for the year ending June 30, 1936, and \$504 the amount suggested as Hwa Nan's share of the promotional budget.

No action was taken by the Hwa Nan Board on these items at the recent meeting in Columbus. I am sending a copy of this letter to Mrs. L. R. Peel, who is our official correspondent for Hwa Nan College, and am suggesting that she communicate with you if she has any further word in this matter. Mrs. Peel's address is: 607 Wesley Temple Bldg., Minneapolis, Minn.

Cordially yours,

Florence Hooper
Treasurer

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WOMAN'S FOREIGN MISSIONARY SOCIETY
OF THE METHODIST EPISCOPAL CHURCH



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ASSOCIATED
BOARDS

July 3, 1936

Miss Florence Hooper
30 Maryland Life Bldg.
Baltimore, Maryland

INDEXED

My dear Miss Hooper:

You have already received the minutes of the Annual Meeting of the Associated Boards held in April, but I believe that I have not called specifically to your attention the following actions:-

AB-486 Budget Estimates.

"VOTED that the Associated Boards request the Boards of Trustees of the participating institutions to take such steps as may be necessary to secure from the field authorities of the various institutions the budget estimates in time to get these in the hands of the Committee on Finance not later than March 15th."

Before it will be possible for the Associated Boards to make any intelligent study of the resources, programs, and needs of our Christian Colleges in China, individually and as a group, it is obviously essential that we have detailed budgets of each institution for our detailed study and for comparisons with the budgets of the other Colleges.

Most of the budgets of the Colleges are received in the office of our Associated Boards because of the fiduciary and secretarial services we are rendering to the institutions. We have not, however, been receiving the Hwa Nan budget. We will be grateful to you for calling this request to the attention of the Hwa Nan Board of Trustees and the proper authorities of the College in China. We earnestly hope that the budget for the year 1937-38 will be available for our study here not later than March 15th, 1937.

AB-487 Registration of Land.

The Annual Meeting of the Associated Boards gave quite a little attention to the problem of registration of land with the Chinese Government since this seems to be a matter which is becoming increasingly important to many institutions. The Associated Boards took the following actions:-

"VOTED that steps be taken to secure information from each of the Colleges as to what situation exists regarding registration of their land, and as to what seems to be the wisest policy to pursue."

I have not had any direct information as to whether or not this question of registration of land is an active one at Hwa Nan just now, but

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July 3, 1936

I am sure that the College has at least begun to consider the matter, and may already have found it necessary to adopt some definite policy.

It is quite possible that your office, as Treasurer of the Hwa Nan Trustees, is not the one to which we should look to supply us with information on both or even either one of these matters. If this request should be sent to someone else in the Hwa Nan Board, please let us know and we will redirect our correspondence accordingly.

Since we had our very pleasant conversation here in the office a fortnight ago, we have received very encouraging word from Mrs. Peel as to the decisions of our Hwa Nan Trustees on the various points we discussed with reference to their relationship to the Associated Boards. We earnestly hope that during the coming year we can render much better service to Hwa Nan than was possible in the year which has just closed.

Very sincerely yours,

B A GARSIDE

BAG:MP

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WOMAN'S FOREIGN MISSIONARY SOCIETY
OF THE METHODIST EPISCOPAL CHURCH

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619 CARLTON ROAD, WESTFIELD, N. J.

SECRETARY, HOME DEPARTMENT
MRS. F. H. SHEETS
1930 SHERIDAN ROAD, EVANSTON, ILL.

July 6, 1936

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

My dear Mr. Garside:-

I have your letter of July 3, 1936 in re Hwa Nan College in its relation to the Associated Boards for Christian Colleges in China.

I am referring that letter to Mrs. L. R. Peel since I will not be in office in the months in which the Budget Estimates will probably be made up, and I think it better to turn the matter over to her now.

As to the registration of land, we have made careful study from time to time of our real estate holdings in China in connection with the Woman's Foreign Missionary Society of the Methodist Episcopal Church to which the entire Hwa Nan plant belongs. I have recently written again to China in this connection. However, I will refer the matter to Mrs. Peel, and you will doubtless hear further from her.

With cordial greetings,

Sincerely yours,

Florence Hooper
Treasurer

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WOMAN'S FOREIGN MISSIONARY SOCIETY
OF THE METHODIST EPISCOPAL CHURCH



JULY 6 1936

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BOARD

Rev. Dr. A. A. Garrison
150 Fifth Ave.
New York City

My dear Mr. Garrison:
I have your letter of July 5, 1936, regarding the
W. F. M. S. in connection with the Board of Christian
Work in China. I am pleased to hear that you
kindly will have in mind the work of the Society in
China and I think it better to have the
matter over to you now.
As to the registration of the Society, we have made
study from time to time of our relations in connection
with the Woman's Foreign Missionary Society of the
Methodist Episcopal Church, and we have endeavored
to gain a closer connection with you, and we will
continue our efforts to that end.

Yours truly,
Frances C. [unclear]
The Secretary

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ASSOCIATED
BOARDS

July 16, 1936

Miss Florence Hooper, Treasurer
Board of Trustees of Hwa Nan College
30 Maryland Life Building
Baltimore, Maryland

My dear Miss Hooper:

The Associated Boards Executive Committee on June 25th, by action E-570 (2), instructed me to transmit to the Treasurers of the Boards of Trustees information as to the basis for allocating undesigned gifts received through our united promotional efforts during 1936-37.

The basis for distributing these undesigned gifts received during 1936-37 will be as follows:-

- (a) One-half of these undesigned gifts to be allocated on a pro-rata basis among the objectives listed in the preferred list of current needs as set forth in actions E-565 and E-566.
- (b) One-half of these undesigned gifts to be allocated among the items in the preferred list of objectives as set forth in E-565 and E-566 on the basis of the unmet portion of the respective items.

In the preferred list of objectives referred to, the item set forth for Hwa Nan is \$6,000, in a total list of \$126,500.

I attach hereto an illustrative tabulation showing how this distribution works out in actual practice.

It will probably be some months before we will be in a position to distribute any undesigned gifts among the various Boards of Trustees. All designated gifts are, as a rule, turned over to the individual Boards of Trustees at the end of each month, so we will have to keep on hand for the time being enough undesigned gifts to cover the expenses of our promotional work until adjustments of costs are made with the individual Boards of Trustees on the basis of the total amount of new money they secure through our promotional efforts this year.

If there is anything about these arrangements which is not entirely clear, I will be glad to discuss them further.

Very sincerely yours,

B A GARSIDE

BAG.A
Enc.

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ASSOCIATED
BOARDS

INDEXED

July 16, 1936

Miss Florence Hooper, Treasurer
Board of Trustees of Hwa Nam College
30 Maryland Life Building
Baltimore, Maryland

My dear Miss Hooper:

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In the preferred list of objectives referred to, the item set forth for Hwa Nam is \$6,000, in a total list of \$126,500.

I attach hereto an illustrative tabulation showing how this distribution works out in actual practice.

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If there is anything about these arrangements which is not entirely clear, I will be glad to discuss them further.

Very sincerely yours,

B A GARSIDE

BAG.A
Enc.

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Florence Hooper

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Hwa Nan

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ASSOCIATED
BOARDS

July 17, 1936

Miss Florence Hooper, Treasurer,
Board of Trustees of Hwa Nan College,
30 Maryland Life Building,
Baltimore, Maryland.

My dear Miss Hooper,

We were very much pleased to receive from Mrs. Peel at the end of last month a letter reporting the decision of the officers of the Hwa Nan board that the board would remain in the Associated Boards and would participate actively in our work during the coming year. We are now pressing ahead with plans for activities which should be getting under way vigorously even before Labor Day. We want to render a real service to Hwa Nan this year, and will need the help of the members of the Hwa Nan Board in doing this. We will be calling on each member to serve in whatever way she is best qualified to assist. You yourself can be of particular value in dealing with many of the problems of finance with which the Finance Committee and the full board are called to grapple during the course of the year, as well as helping us with the more general activities of administration and promotion.

Just now we need your assistance in clarifying our financial relationships with Hwa Nan.

In reporting the decisions of the officers of the Hwa Nan board, Mrs. Peel writes, among other things, as follows:-

- "II. A. We approve payment of our obligations which are in arrears.
- B. We approve willingness to underwrite the \$504 for next year contingent on the benefit which Hwa Nan receives from such membership."

As you know, the Associated Boards requested the Hwa Nan Trustees to appropriate \$50 as its pro rata share of the general administrative expenses of the Associated Boards, and to underwrite \$504 as its pro rata share of the promotional budget after applying available undesignated gifts. Both these appropriations were requested for the year closing June 30, 1936. For the fiscal year 1936-37 the only appropriation requested by the Associated Boards was \$50 toward the administrative budget. The promotional expenses are to be met by pro rata charges against actual new money received for each institution. The only assistance asked for promotional expenses from the various boards of trustees is that they be willing to make a temporary loan, as and to the extent it might be required, up to the amount of last year's underwriting, to provide working capital for the initial activities of the year,

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Miss Hooper

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July 17, 1936.

all such loans to be repaid before June 30, 1937.

At the present time the immediate need is to clear off obligations for the fiscal year just closed. We are carrying the \$50 for Hwa Nan's share in administration and the \$504 for promotion as items within our Accounts Receivable. Since ready cash is particularly welcome at the beginning of the new year, we hope that you may have the necessary authorization - and the necessary funds available - to dispose of these obligations for 1935-36. We have been holding on our books the following gifts, totalling \$45, designated for Hwa Nan:-

Mrs. Harry E. James	\$25.00
Bishop Frederick T. Kenney	20.00

We can credit these gifts toward the above obligations, leaving a net \$509 due for last year. Or, if it would make your records clearer, we can send you a check for \$45 and you can send us the full \$554.

As to 1936-37, we are trying to ask the boards of trustees for as little as possible on the amounts they have agreed to loan for promotional work, and to postpone such requests for loans as long as we can. So for the present we have no desire to ask anything from the Hwa Nan as a loan on promotion, but would be grateful for the \$50 toward the administrative budget whenever and however it is convenient to make payment.

Cordially yours,

BAG/G

B A GARSIDE

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WOMAN'S FOREIGN MISSIONARY SOCIETY
OF THE METHODIST EPISCOPAL CHURCH

PRESIDENT, MRS. THOMAS NICHOLSON
812 SUMMIT AVENUE, MT. VERNON, IOWA

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ASSOCIATED
BOARDS

SECRETARY, GENERAL OFFICE
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ROOM 710, 150 FIFTH AVENUE, NEW YORK, N. Y.
CABLE ADDRESS, FORMIS, NEW YORK
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SECRETARY, FOREIGN DEPARTMENT
MRS. FRANKLIN REED
619 CARLTON ROAD, WESTFIELD, N. J.

SECRETARY, HOME DEPARTMENT
MRS. F. H. SHEETS
1930 SHERIDAN ROAD, EVANSTON, ILL.

September 21, 1936.

ack 9/21

Associated Boards for Christian Colleges in China,
Mr. B. A. Garside, Secretary,
150 Fifth Avenue, New York, N. Y.

My dear Mr. Garside:

I am enclosing herewith a check for \$554.00, to cover \$504.00 for promotion as an item within your accounts receivable and \$50.00 for Hwa Nan General Administrative Expense ABCCC. As I understand it, this pays in full all obligations for 1935-36. I shall appreciate if you will send to me \$45.00 covering the gift of Mrs. Harry E. James and Bishop Frederick T. Kenney and any additional items which may have come for Hwa Nan.

Cordially yours,

Florence Hooper

Treasurer.

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WOMAN'S FOREIGN MISSIONARY SOCIETY
OF THE METHODIST EPISCOPAL CHURCH



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ASSOCIATED
BOARDS

FUKIEN

September 22, 1936

Hwa Nan

Miss Florence Hooper
30 Maryland Life Building
Baltimore, Maryland

My dear Miss Hooper:

We are very grateful for your letter of September 21st with the enclosed check for \$554 covering the payment in full of the Hwa Nan Trustees' obligations for their pro rata share both in the administrative and promotional expenses of the Associated Boards for 1935-36. We return your formal receipt herewith.

We enclose also a check to your order in the amount of \$45, covering gifts received from Mrs. Harry E. James and Bishop Frederick T. Kenney during 1935-36 designated for Hwa Nan College. From time to time during this year we will enclose recittances to you covering both designated gifts we may receive for Hwa Nan and also Hwa Nan's pro rata share of the undesignated gifts received by the Associated Boards during 1936-37. Any substantial distribution of these undesignated gifts will probably have to be deferred until near the close of the present year, for we will not know until then just exactly what share each College should receive.

In the hope that our united efforts this year may succeed in securing substantial new income for Hwa Nan, I am

Very sincerely yours,

B A GARSIDE

BAG:MP

Copy Accounting Office

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ASSOCIATED
BOARDS

September 22, 1936

Miss Florence Hooper
30 Maryland Life Building
Baltimore, Maryland

My dear Miss Hooper:

We are planning to send out monthly reports this year to members of our Associated Boards showing the progress we are making toward the attainment of our united promotional objectives. I am therefore asking the Treasurers of each of our Boards of Trustees to send us from month to month reports of both the regular income and the new contributions they are receiving. It will be sufficient for our purposes if regular income is reported quarterly, but we should report new contributions the end of each month.

To the amounts reported by the Treasurers of the individual colleges we will add all contributions received through the Associated Boards. You need not include on your reports, therefore, any of the funds which may be transmitted to you by the Associated Boards, since we have a record of these already. Include only the funds received by your offices direct from mission boards, foundations, college groups and individual donors.

We are enclosing forms for both the new and regular income which we would be grateful to you for filling out and returning to us as of September 30th.

Very sincerely yours,

B A GARSIDE

BAG:MP
Encl.

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WOMAN'S FOREIGN MISSIONARY SOCIETY
OF THE METHODIST EPISCOPAL CHURCH

John

PRESIDENT, MRS. THOMAS NICHOLSON
812 SUMMIT AVENUE, MT. VERNON, IOWA

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ASSISTANT TREASURER, MISS CAROLINE PECKHAM
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SECRETARY, GENERAL OFFICE
MISS RUTH RANSOM
ROOM 710, 150 FIFTH AVENUE, NEW YORK, N. Y.
CABLE ADDRESS, FORMIS, NEW YORK
TELEPHONE, WATKINS 9-7090

SECRETARY, FOREIGN DEPARTMENT
MRS. FRANKLIN REED
619 CARLTON ROAD, WESTFIELD, N. J.

SECRETARY, HOME DEPARTMENT
MRS. F. H. SHEETS
1930 SHERIDAN ROAD, EVANSTON, ILL.



Dec. 3, 1936

Associated Boards for
Christian Colleges in China
150, Fifth Ave., New York City

My dear Mr. Evans:-

Permit me to acknowledge with thanks the receipt
of your letter of Nov. 30, 1936, enclosing check for \$3.50 to cover gifts
received for Hwa Nan College as follows:

Miss Clara A. Pease \$2.50
Miss Myrth Bartlett 1.00

Very truly yours,

Caroline Peckham

Assistant Treasurer

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*Notice sent
16 Dec 1936
Done - 12-3-36
P. G.
S. W. H.*

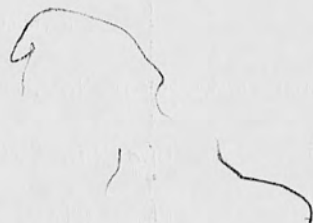
Miss Hooper's treasurership expired Nov. 15, 1936. The new treasurer
is Mrs. J. W. Masland, 1219 - 68th Ave., Oak Lane, Philadelphia, Pa.
The work will be carried on at the office in Baltimore, however, until
January.

Wa-9-7090

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WOMAN'S FOREIGN MISSIONARY SOCIETY
OF THE METHODIST EPISCOPAL CHURCH



RECEIVED
UNIVERSITY
DEC 3 1936
JOINT OFFICE

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