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UBCHEA ARCHIVES  
COLLEGE FILES  
RG 11

Shantung / Cheeloo  
Corres.

Balme, Harold

1924 Jul-Dec

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UBCHEA ARCHIVES  
COLLEGE FILES  
RG 11

Shantung / Cheeloo  
Corres.  
Balme, Harold 1924 Jul - Dec

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SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

OFFICE OF THE PRESIDENT



July 2nd, 1924

TRANSFER

Rev. G.T. Scott, D.D.,  
156 Fifth Avenue,  
NEW YORK.

Dear Dr. Scott,

*re. Enlarged Hosp Scheme*

You will probably be thinking that the long letter which I wrote you last week, together with the other papers, concerning our recent meeting of the Field Board, are sufficient for anyone to have to trouble you with for some time to come, but I must apologise for inflicting another letter upon you, and one which I fear must also be somewhat detailed. The occasion for it lies in the fact that a matter of extreme importance has had to be settled since the adjournment of the Field Board of Managers, and as a great deal will hinge upon our securing quick action, it has been necessary to circularise the whole of the Field Board and to send you this special letter with regard to the question.

I will first give you the additional minute which has now been voted upon in the affirmative by the various members of the Field Board and which will therefore be added to the minutes of our recent annual meeting. It is as follows:-

"Special Action."

After the adjournment of the Field Board, the following additional recommendation of the Finance and Property Committee was voted upon by circulation and approved:-

531. ENLARGED HOSPITAL SCHEME.

*J.B.* 1181  
Voted:- That the General Scheme of reorganisation of Hospital, as outlined by Mr. C.W. Anmer, Architect to the China Medical Board, be approved in principle and submitted to the Joint Boards with the request that it be made the basis of an appeal to the China Medical Board for their favourable consideration and financial assistance.

Estimated Cost of Enlarged Hospital Scheme

Hospital Building for 200 beds for men and women	Mex. \$200,000
Private Patients' Pavilion	30,000
Mechanical Plant, including heating, electric generator, steam for sterilisers	60,000
Furniture and equipment in addition to that already in use	30,000

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Re-modelling of present Hospital and Out-patient Department	\$30,000
Additional Residence	13,000
Well and Pump	10,000
Addition to Nurses' Dormitories	7,000
Removing and re-erecting some existing buildings	17,500
Gas Plant	1,500
Architect's Fees and contingencies	26,000
	<hr/>
	\$425,000 "

I think you will remember that, after the return of Dr. Cochran and Dr. Leonard from New York last year, we decided that, before attempting to prepare any scheme for the enlargement of our University Hospital, we would first approach the C.M.B. with a request for their expert assistance and advice on the architectural problems involved. Although they were not able to lend us the services of one of their architects at once, they have since arranged very generously for Mr. C.W. Anner to give a considerable amount of time and thought to this matter. Both he and Dr. Houghton have been down to Tsinan to look over the whole site, and a scheme which forms the basis of the Minute at the head of this letter comes with the united approval.

Our original idea in thinking of the extension of the Hospital was to attempt to purchase the land and Chinese property immediately north of our existing In-patient Department, and to erect a parallel building which would subsequently be connected with the old one. We soon found out, however, that the cost of securing that land and property would be almost prohibitive, and the plan which we have recently been following and which Mr. Anner considers by far the most satisfactory, looks to the utilisation of the present In-patient Hospital as an enlarged and extended Out-patient Department (the upper wards being converted into additional laboratory space for the Medical School), and to the erection of an entirely new In-patient unit for 200 beds, male and female, on the site at present occupied by the houses in which Dr. Cochran, Dr. Wheeler and Mr. Harmon reside. It is a comparatively small matter to remove these houses and replace them on the Arts Campus, and the cost of so doing and of the additional land needed for them is a mere trifle, compared with what we should have had to pay if we had carried out our former scheme. The money so saved, together with the economy which we shall effect by not needing to enlarge our present Out-patient Department will adequately compensate for the additional cost of rebuilding the whole In-patient Hospital instead of one half of it, whereas we shall also secure the additional satisfaction of having a hospital which was built as a single unit instead of being faced with a difficulty of combining two separate buildings.

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JB | The general scheme, together with a careful estimate of the involved costs which has been presented to us by Mr. Anner, after a conference between himself, Dr. Houghton, Dr. Cochran and Dr. Leonard, has been laid before our Finance and Property Committee, and subsequently before the Field Board, every one of whom has approved it in principle. We have been obliged to act in this somewhat hasty fashion as Dr. Houghton explained to us that if we wish any appeal to go before the C.M.B. this year he must be in a position to make recommendations on the same during this present month; otherwise, the whole matter must be postponed for twelve months. In presenting the matter to him we have, of course explained that we can only make a request subject to the approval or reverse of the Joint Boards. Fortunately this does not create any difficulty as any recommendation which Dr. Houghton may send to the C.M.B. will not be acted upon until October or November, and meantime they will receive the action of the Joint Boards upon the same. I am therefore writing this letter to you to ask if you would be so good as to submit this question to the North American Joint Board in the hope that they will see their way to endorsing this general scheme and the appeal to the C.M.B. which accompanies it. I have also written at great length to Dr. Moorshead who is probably not quite so familiar with all the details of previous negotiations as you yourself, and have asked him to lay the matter before the British Joint Board at their September meeting, and to communicate their action directly to you. This will then enable you to take up the question with the C.M.B. on the basis of the action of both Joint Boards.

I need hardly point out to you that this new scheme is an immense gain to our School of Medicine and to the whole University. In the first place, it will present us with a brand new hospital for 200 patients and also with a Private Pavilion such as we have needed for so many years. In the second place, it will give us a remodelled and greatly extended Out-patient Department sufficiently commodious to accomodate the many special departments which we are now fortunate enough to comprise. In the third place, it will also enable us to secure additional space for our already congested Medical School. The upper wards of the old hospital, together with some of the rooms of the present O.P.D., will come in magnificently for additional laboratories, etc., the need for which has already been brought before you in the Field Board Minutes which I sent you last week. Lastly, this scheme provides for additional mechanical plant and equipment such as will be needed by these big buildings. Whilst it is true that we shall have to give up a certain amount to secure the above, our loss is reduced to the barest minimum, and even such loss will be replaced. From the sentimental side, I am sorry to see these residences go, even though houses as good or better will be built

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outside the wall to replace them. This, however, is a trifle compared with the enormous gains which the new scheme represents.

JB / Before I close, I should briefly mention that, at the same time as this appeal for a capital grant is to be presented to the C.M.B., we shall ask them for an appropriation of \$16,000 Mex. per annum towards up-keep. Perhaps it would be as well for the British Joint Board to consider that matter and, if possible, to endorse that appeal. This is based upon a careful estimate which goes to show that, after deducting the additional revenue which we have good reason to hope for from local sources, the additional cost of up-keep of the enlarged hospital and of the dormitories will, with the necessary added appropriation, amount in all to \$32,000 Mex. per annum. Of this sum we have good reason to hope that the Presbyterian and Methodist Women's Boards would each grant \$8,000, and we are therefore asking the C.M.B. for the remaining \$16,000. By the time the hospital is completed and the need for this grant actually arises, our existing grant from the C.M.B. will be lapsing, and Dr. Houghton has been good enough to suggest that the C.M.B. will perhaps not only grant us this additional \$16,000 which we are now requiring, but also give us a new lease of life for a further five years with the \$33,000, which will relieve us of enormous anxiety if they do so.

I am sorry to inflict so long a letter upon you, but it does not seem to me that you can lay the matter fully before the North American Joint Board unless you have all these facts at your disposal.

With kindest regards,  
Yours very sincerely,

*Walter Saline*

HB:MMS.

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*Harold Balme*  
**SHANTUNG CHRISTIAN UNIVERSITY**  
**TSINAN, CHINA**

**British Joint Board**

F. H. Hawkins, LL.B., Chairman  
R. Fletcher Moorshead, F.R.C.S., Secretary

**North American Joint Board**

Paul Monroe, Ph.D., LL.D., Chairman  
George T. Scott, M.A., Secretary

**Field Board of Managers**

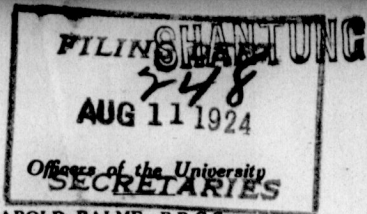
Chang Po-ling, Litt. D., Chairman  
Harold Balme, F.R.C.S., Secretary

**British Office**

19, Furnival St., London, E.C.4

**North American Office**

156 Fifth Avenue, New York City



HAROLD BALME, F.R.C.S.  
President  
JOHN D. MACRAE, B.A., B.D.  
Dean, School of Theology  
LI TIEN-LU, Ph.D.  
Dean, School of Arts and Science  
SAMUEL COCHRAN, M.D.  
Dean, School of Medicine  
J. S. WHITEWRIGHT  
Director, Extension Department  
J. WALTER HUNTER  
Registrar, Acting Treasurer  
PAUL C. CASSAT  
Treasurer

TSINAN, July 3rd, 1924.

Rev. G. T. Scott, D.D.,  
Presbyterian Board of Foreign Missions,  
156 Fifth Avenue,  
NEW YORK.

**TRANSFER**

Dear Dr. Scott,

In accordance with your Board Letter No. 791 of October 3rd, 1923, addressed to Mr. Myers, in which you have given notice as to the action taken by the Board in response to our request for authorisation to engage Chinese to fill financial vacancies in the Board's missionary quota, I am writing to notify you that we would like the name of Mr. S. C. Lo, M.A., to be included, at any rate for the present, as a Chinese member of our staff thus supported.

Mr. Lo is a graduate of our own Arts College and subsequent to his graduation went to America for special work at Columbia, where he secured his Master's degree. He then volunteered to accompany the Chinese Y.M.C.A. to France where he did extremely fine work, being associated for a time with Mr. Burt of our own staff. On his return from France, the departmental committee of our School of Theology requested the Field Board that he be invited to join the Theological staff. This request was subsequently endorsed by the Board and an invitation extended to him, but at that time he had arranged with the American Northern Baptist Mission to take the superintendence of one of their mission stations in Chekiang, which they were handing over entirely to Chinese workers. He remained for two years at this post, rendering admirable service. At the conclusion of that time he returned to Shantung, which is his own province, and in February last accepted the invitation to our School of Theology. He has thus been upon the staff for the last five months, and we accordingly made application to Mr. Myers for a grant of \$900 towards his salary and house rent up to the end of our fiscal year. This sum has now been received as an advance, in order to enable us to include it in our

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*"Did to be consulted  
in each instance"*

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accounts, but Mr. Ernest Hayes reminded me that in the case of such Chinese as are being supported from the Presbyterian quota, the formal approval of the Board is required. I am therefore writing you to send you this information and to ask if you will kindly lay it before the Board, and ask if they will be good enough to approve of this grant being made to Mr. Lo, pending the appointment of anyone else to fill your Board's quota.

Believe me,

Yours very sincerely,

*Harold Salome*

HB:MMS.

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Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, CHINA

British Joint Board

F. H. Hawkins, LL.B., Chairman  
R. Fletcher Moorshead, F.R.C.S., Secretary

North American Joint Board

Paul Monroe, Ph.D., LL.D., Chairman  
George T. Scott, M.A., Secretary

Field Board of Managers

Chang Po-ling, Litt.D., Chairman  
Harold Balme, F.R.C.S., Secretary

British Office

19, Furnival St., London, E.C.4

North American Office

156 Fifth Avenue, New York City

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Officers of the University  
SECRETARIES

HAROLD BALME, F.R.C.S.

President

JOHN D. MacRAE, B.A., B.D.

Dean, School of Theology

LI TIEN-LU, Ph.D.

Dean, School of Arts and Science

SAMUEL COCHRAN, M.D.

Dean, School of Medicine

J. S. WHITEWRIGHT

Director, Extension Department

J. WALTER HUNTER

Registrar, Acting Treasurer

PAUL C. CASSAT

Treasurer

TRANSFER

TSINAN

July 4th, 1924.

Dr. R. Fletcher Moorshead,  
19 Furnival Street,  
LONDON. E.C.4.

Rev. G. T. Scott, D.D.,  
156 Fifth Avenue,  
NEW YORK.

Dear Dr. Scott and Dr. Moorshead,

During the next few days you will be receiving from Mr. Hunter a copy of the financial report for the past year, from which you will notice that we have been able to close our books with a small working balance. It is true that the Arts School and the General University Account both show small deficits, due in the latter case to the fact that we were disappointed in our hopes as to the sum to be received from the British Joint Board. These deficits, however, are more than covered by the credit balances on the other departments.

I ought perhaps to offer a word of explanation regarding the departmental overdrafts which appear in the accounts of the Arts and Medical Schools and which, in the former case, increase the deficit for the year from \$460 to a total of over \$2000, and which, in the latter case, decrease the actual balance for the year. These overdrafts are not true deficits but are due to the fact that certain departments, particularly the laboratories, need to order stock considerably ahead so that certain sums appear in this year's accounts for materials which will be needed for the ensuing year. For this reason, these particular departments are permitted to overdraw above their regular budgets up to a certain fixed limit, and in no case has that limit been exceeded or even reached.

I think you will agree with me that the accounts for the year are in every way satisfactory and thoroughly justify

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our rigid policy of insisting upon each school or department living within its budget. I cannot speak too warmly of the meticulous care with which Mr. Hunter has kept the books during the past twelve months. He has presented us month by month with an exact statement of accounts which has invariably been in our hands within two or three days of the end of the month, and which has enabled the various administrative officers to know exactly how their funds stood. But for this system, the organisation of which we owe to Mr. Lazear and Mr. Cassat, it would have been quite impossible to maintain the close supervision which is so essential to the working of an institution of this character. My great desire now is to see the overdrafts on our building funds entirely cleared away so that we may be able to present a perfectly clean financial slate. This should not present a serious problem if the various promotional campaigns meet with any success.

With kind regards,  
Believe me,  
Yours very sincerely,

*Spencer Saline*

HB:MMS.

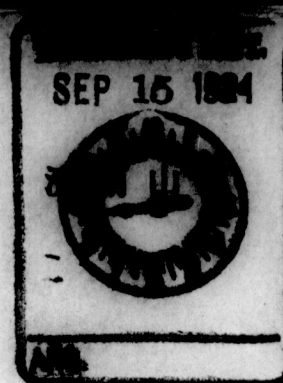
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SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

OFFICE OF THE PRESIDENT



*file* *Balme*

22nd July 1924.

Roger S. Greene, Esq.,  
China Medical Board,  
61 Broadway,  
NEW YORK CITY, U.S.A.

Dear Mr. Greene:-

You will doubtless have heard from Dr. Houghton and Mr. Goodrich of the negotiations which have been taking place with reference to the completion of our plans for Hospital extension, in accordance with the arrangements which were entered into with the representatives of the North China Union Medical College for Women.

After the return of Dr. Cochran and Dr. Leonard in the autumn of last year we gave considerable time and thought to the details of the further buildings which would be necessary in order to enable us to carry on efficient work as a teaching institution. It was evident, as soon as these were prepared, that we were facing an architectural problem of no ordinary character, but by the kindness of Dr. Houghton, the expert services of Mr. C.W. Anner were loaned to us, in order

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to advise us as to the most satisfactory and economical scheme that could be devised to meet our needs. We are greatly indebted to him for the care and thought which he has devoted to this object, and the plan which he has suggested has met with universal approval, both on the part of members of the faculty and also of our Field Board of Managers. That plan, as you have no doubt heard, looks to the erection of a new In-patient Hospital of 200 beds on the site occupied by the houses in which Dr. Cochran, Dr. Wheeler and Mr. Harmon at present reside, together with a portion of the Dormitory quarters, the present hospital buildings being utilised for an enlarged and remodelled Out-patient Department, with additional laboratory space already sorely needed for the work of the School. This plan will obviate the necessity of purchasing new land and buildings to the north of the hospital, such as we had previously contemplated, but which would have involved a very serious expenditure.

The estimate given us by Mr. Anner, including the cost of replacing such buildings as will have to be torn down; the erection of the new hospital and one residence; the remodelling of the present hospital buildings; the provision of a Private Patients' Pavilion (which is seriously needed for the purpose of cultivating a wider local constituency); and the installation of a complete Central Power Plant and other necessary equipment, amounts in all to Mex. 425,000. Towards this sum the Women's Committee have in hand

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your Board.

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approximately Gold \$150,000, of which Gold \$50,000 was derived from the grant already made by the China Medical Board. If to this sum the China Medical Board, as we earnestly hope, could see their way to add a further Gold \$50,000, thus matching the \$100,000 provided by the Women's Committee, this total of Gold \$200,000 would go a long way towards providing the Mex. \$425,000 estimated, and I am not without hope that we should find it possible to raise the balance from other sources.

This building scheme, if it could be put through in its entirety would place us in a position in which we could regard our responsibilities as a teaching institution with confidence, so far as physical plant and equipment are concerned. It would give us sufficient laboratory space in which to handle all our departments, and large enough for the accommodation of the largest class that our staff warrants us in admitting; it would provide adequate clinical material for their instruction, private offices and wards by means of which to strengthen our basis of local support, and the necessary mechanical equipment for the heating and lighting of our various buildings. We therefore feel every justification in submitting this appeal to the sympathetic consideration of your Board.

2. A far more serious problem before us, however, is the provision of the additional funds that will be required for the upkeep of this enlarged plant. When first we entered

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into negotiations with the representatives of the North China Union Medical College for Women. Dr. Cochran and I laid it down as an essential principle - to which Dr. Leonard and her colleagues immediately assented - that no steps should be taken in the direction of amalgamation, or in the erection of new buildings, which would involve annual expenditure that would have to be met out of our present budget. With this in view, we made a most careful estimate of the probable additional cost that would be involved in the upkeep of the women's dormitories and the proposed extension of hospital accommodation; and after making due allowance for the probable receipts to be derived from students' fees and the extra earnings of the hospital, we decided that the minimum extra cost for the first two or three years (that is to say, after the completion of the buildings suggested) would be not less than Mex. \$32,000 per annum. We further estimated a sum of Mex. \$7,500 as being sufficient for the first year (prior to the extension of the hospital), and of Mex. \$20,000 for the second year.

These figures formed the basis of the appeal which was presented to you last year, and it was in the hope that the China Medical Board would be able to meet the Women's Board on a 50/50 basis that we went forward with our plans for completing the union between the two institutions. The Women's Boards have already appropriated more than half of the \$7,500 estimated for 1923-24, and we have just received telegraphic information to the effect that they

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have made appropriations of nearly Mex. \$10,000 for the ensuing fiscal year. We have been hoping that as soon as our estimate for the Hospital extension was completed, thus enabling us to make a single appeal for both capital and current expenditure (in accordance with what I understand was your suggestion to Dr. Cochran), the China Medical Board would be ready to give sympathetic consideration to a request for an equal sum for annual maintenance to that provided by the joint Women's Boards.

3. In looking forward to our future financial obligations, however, we cannot forget that we are within two years of the completion of the five-year period during which we have received the generous grant of Mex. \$33,000 per annum towards the maintenance of our existing work. If the securing of a new grant towards the maintenance of the proposed additional buildings were to be followed by a cessation, or serious reduction, of the previous appropriation, our position would be greatly embarrassed, as it would be extremely difficult for us to go ~~the~~ to Boards, with any hope of success, so soon after the special drive on behalf of the Women's Medical College. It is therefore our earnest hope that the China Medical Board will not only see its way to make a special appropriation for a limited period of years, equal in amount to that contributed by the joint Women's Boards, but will at the same time renew its former grant for that same period. If this could be assured to us, we should be in a position, at the end of that time, to

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face the whole stituation anew, with both Men's and Women's Beards behind us.

4. Meantime I have been considerably troubled by an interview which I have recently had with Dr. Houghton, in which he stated that the China Medical Board were anxious to terminate the period of their obligation to this institution at an early date, and were suggesting the possibility of a final appropriation in the form of a small permanent endowment.

May I say at once that so far as the general principle is concerned, nothing could be more helpful to us than the offer of such an Endowment. It is more than we have dared to hope for, and would relieve our minds of a never-ceasing anxiety regarding the time when the China Medical Board would suddenly terminate. If, instead of a decreasing grant spread over another five-year period, we could be offered an appropriation by way of endowment - possibly contingent upon the raising of a similar though smaller endowment fund by the boards - the uncertainty of which I have spoken would at once be lifted.

My reason for remarking that this suggestion has troubled me is not therefore connected with the principle itself, which I most heartily welcome, but rather with the time at which it is suggested to apply it. I need not remind you that at the present time it is a matter of extreme difficulty to raise new money in Great Britain, - in fact it is as

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much as we can do to secure the continuance of our present grants without a cut. In America also it would be most unfortunate for us to find ourselves compelled to go out on a new financial campaign on behalf of the Medical School until the Women's Boards - our chief hope of securing fresh support - have had time to see some results from their capital investment, and to appreciate something of the necessary cost of maintaining modern medical education. Up to last year, as you probably know, those two Women's Boards only contributed a total of Gold \$2,000 towards the Peking Women's Medical College, apart from the support of their foreign representatives; next year they have pledged themselves to \$10,000 Mex, which we have reason to hope will be increased to Mex. \$16,000 during the following year, or as soon as the new hospital buildings are finished. If however we had to go to them with the statement that we not only needed that \$16,000, but a further \$16,000 to make up for what we had previously hoped the China Medical Board might temporarily grant us, and possibly a still further sum, in the event of the amount received from endowment being less than our present grant of \$33,000, we should have a most discouraging problem to face.

If on the other hand, as we would earnestly appeal, the China Medical Board could make us a grant equal to the Women's Boards appropriations for the period 1926-1931, and could at the same time renew their present grant for that same period, we should be in a very strong position to go

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JUL 22 1924

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out after an Endowment Fund from all the Boards in 1931, to match an Endowment Appropriation such as has been suggested by the China Medical Board.

5. It may perhaps be urged - and indeed I have heard it stated - that it is necessary for the China Medical Board to limit their period of financial responsibility to such an institution as this, lest their grant becomes the key-pin of the School's finances. Whilst it is true that we have owed immeasurably to the support which we have received from your Board, I do not think that any impartial observer could thus describe our present position. I have recently been making some investigations as to the position of this School in the spring of 1916 - the time at which we first entered into negotiations with you - and during this last spring. The results are very illuminating, and I am venturing to submit them to you, both in the form of statistical tables and also as graphs. They are as follows:-

FIGURE A. MISSIONS COOPERATING IN SCHOOL OF MEDICINE.

	<u>1916.</u>	<u>1924.</u>
Number of missions co-operating, in whole or in part	2	12 *

\* In this figure (12) the Women's Board of the Presbyterian Missions has been reckoned as a separate unit.

FIGURE B. SIZE OF TEACHING STAFF.

	<u>1916.</u>	<u>1924.</u>
Foreigners ... ..	5	24
Foreign-trained Chinese	0	2
Chinese without foreign training ...	1	4
	6	30
	—	—

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**FIGURE C. TOTAL TEACHING, ADMINISTRATIVE & NURSING STAFF.**

	<u>1916.</u>	<u>1924.</u>
Foreigners ... ..	7	32
Foreign-trained Chinese ... ..	0	2
Chinese without foreign training	2 *	10 *
	<hr/>	<hr/>
	9	44
	<hr/>	<hr/>

\* In this figures only Chinese occupying senior positions of responsibility are included.

**FIGURE D. BUDGET OF SCHOOL AND HOSPITAL.**

	<u>1916.</u>	<u>1924.</u>
School of Medicine ... .. Mex.	\$15,670	\$124,124.
University Hospital... .. "	12,750	58,970.
	<hr/>	<hr/>
	\$28,420	\$183,094.
	<hr/>	<hr/>

**FIGURE E. SOURCES OF FINANCIAL SUPPORT.**

	<u>1916.</u>	<u>1924.</u>
	Mex. \$	Mex. \$.
Mission Board Appropriations	25,750	114,604
China Medical Board Grant	...	33,000
Local Fees and Subscriptions	2,670	35,490
	<hr/>	<hr/>
	\$28,420	\$183,094.
	<hr/>	<hr/>

I think we may claim that these figures, especially those contained in Figures C and E, prove conclusively that the Mission Boards are the key-pin to this institution, and that the fact that they have practically quintupled their contributions both of staff and of appropriations, within the brief space of eight years, affords unquestionable evidence of their determination to support this School. At the same time these encouraging results would have been absolutely impossible of attainment but for the generous investment which the China Medical Board made in this institution; and it is for the conserving of that investment, and for the securing of adequate time in which to enable the Mission Boards still further to increase their support,

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that I plead for the renewal of your present grant for another five-year period and an additional appropriation towards the upkeep of the enlarged plant.

Although this letter is already long, I cannot close it without again expressing, on behalf of the whole staff, our keen appreciation of the sympathetic treatment and kindness which have been extended to us during these past eight years by your Boards, and, in particular, for the invaluable assistance which we have received from yourself and Dr. Houghton.

With kind regards,

Believe me,

Yours sincerely,

(S<sup>d</sup>) Harold Salmer

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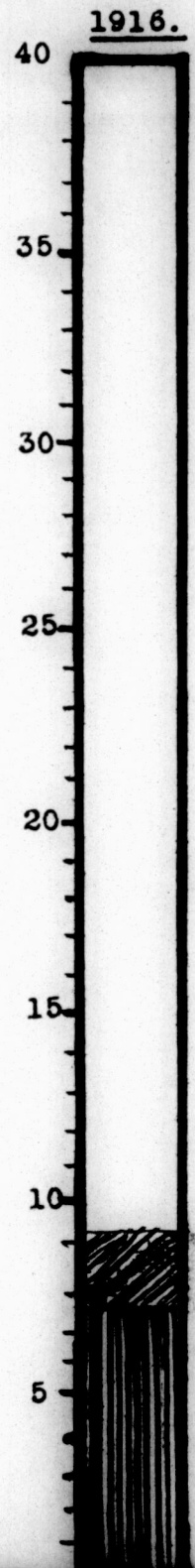
Foreigners.



Foreign-trained Chinese.



Chinese without foreign training.

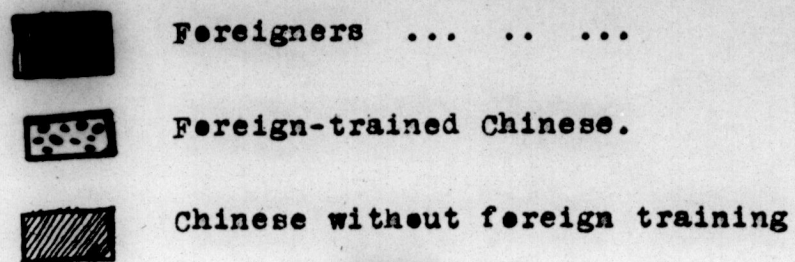


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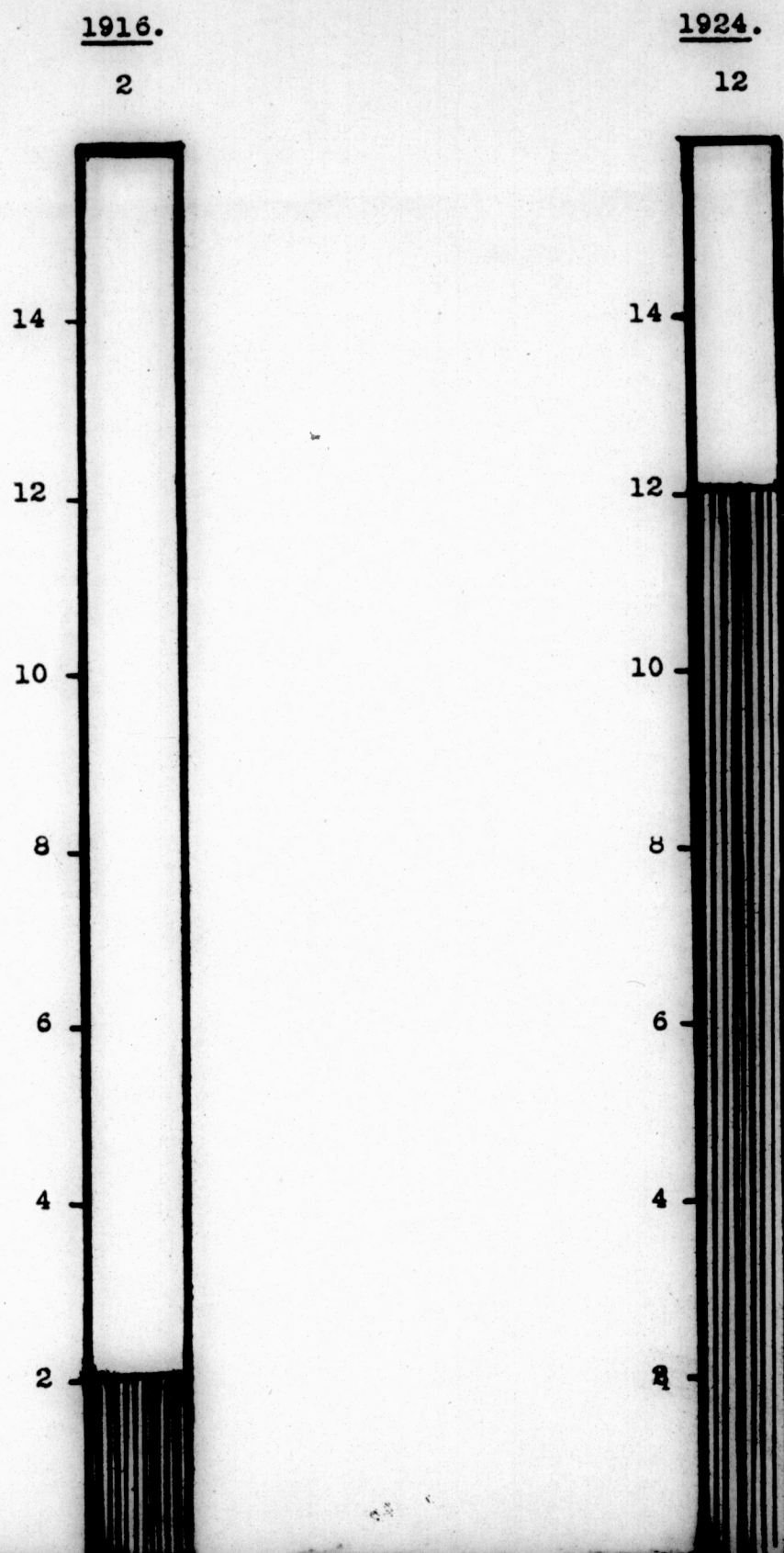


FIGURE B. SIZE OF TEACHING STAFF.



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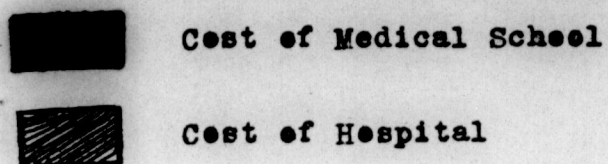
FIGURE A. MISSIONS COOPERATING IN SCHOOL OF MEDICINE, TSINAN.



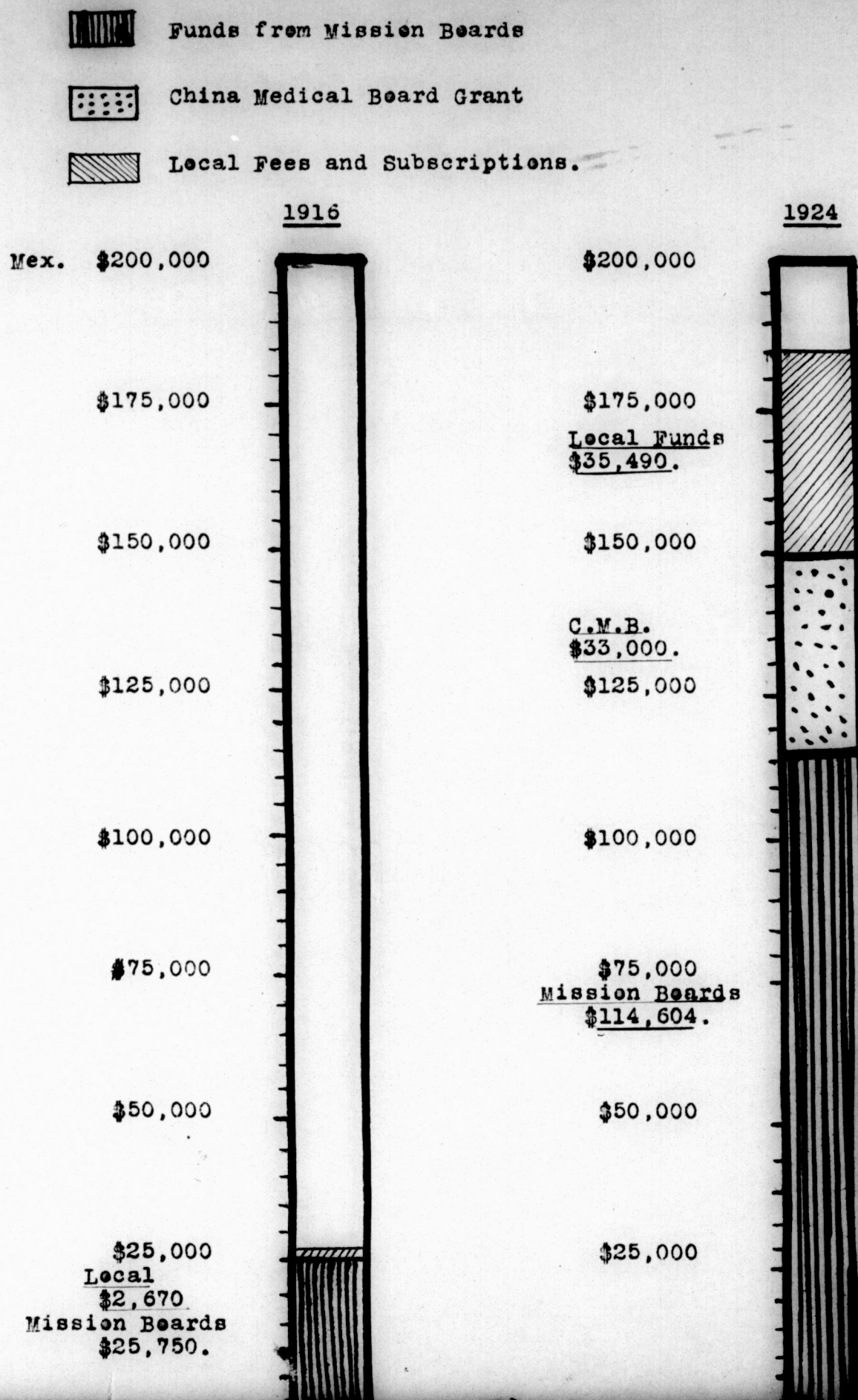
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**FIGURE D. BUDGET OF MEDICAL SCHOOL AND HOSPITAL.**



**FIGURE E. SOURCES OF FINANCIAL SUPPORT.**





齊魯大學

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

OFFICE OF THE PRESIDENT

July 23rd, 1924.

Copy to Dr. Moorshead

Rev. G. T. Scott,  
156 Fifth Avenue,  
NEW YORK.

Dear Dr. Scott,

I am grateful to you for the copy of your joint letter to myself and to Dr. Moorshead, under date of June 23rd, which reached me yesterday. It has helped to clear up many points upon which we were in doubt.

1. Draft Bill. It is quite plain from your letter that we have all misread your cablegram of June 21st which unfortunately arrived in a somewhat garbled condition. As I mentioned to you in my letter of the 27th, we took it to mean that the Charter was likely to be approved "in such degree as is in accordance with the laws of China". The version which you now send is, of course, a very different matter and I do not feel very happy at the wording of the clause which you quote. The suggested amendment which you have made to the Canadian attorneys would be infinitely better, and would not, in my opinion, entail any serious difficulty. As it stands, however, I ~~greatly~~ doubt whether we should be allowed to confer theological degrees which, whilst not perhaps being contrary to any law of China so far enacted, will be difficult to prove as being in accordance with such laws. I presume, from what Mr. MacRae has written, that the matter must be settled one way or another before now, but if not already too late, I should like to suggest that you get the Canadian attorneys to use every possible effort to secure your amendment of the clause.

2. Middle School Funds. Thank you for your help in attempting to secure funds for the temporary fitting out of quarters for the Middle School and dormitory. In case you have not been successful, I think I could meet this charge out of a private gift which has recently been placed in my hands by a personal friend, provided that the way was open for the annual expense of maintaining the middle school to be met. You will probably remember that, in our original estimate, (see Field Board Minute 485), it was conjectured that a capital grant of \$1260 would suffice for the preparation of the temporary quarters, but that, in addition, the school would need an

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JUL 23 1924

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P.B. <sup>Mr.</sup>  
annual grant of \$2124. The British Joint Board is prepared to meet half of ~~this~~ sum. Could the American Joint Board guarantee the remaining half? As we do not expect to open the school until February, we should actually only require one quarter instead of one half of this amount for the present fiscal year. This sum, however, would enable us to make a beginning instead of again postponing this essential part of our teacher training work.

3. Mr. Cassat's Health. It is a keen disappointment to us to hear from Dr. Dodd's recent letters that the question of Mr. Cassat's return to China is considered highly problematical. At the same time we are all so concerned about his personal welfare that we would not think of urging any step which might be fraught with serious consequences to himself. On the other hand, he is so sanguine of recovery and return to Tsinan that one hates to bar the door against him. For that reason I would deprecate any immediate steps in looking for a successor until we have finally heard from your medical board. Meanwhile, we are keeping in constant touch with Mr. Cassat, and are not hinting to him for the present that it may be impossible for him to be back amongst us.

4. Rev. D. Campbell Butler. It has been with great interest that we have heard of the appointment by the Presbyterian Board of Mr. Butler and of the suggestion that he be assigned to the Department of English. I have already received word from Dr. Stearns who has met Mr. Butler in New York and was greatly attracted by him.

From the facts which we have so far received in your letter, I cannot help feeling somewhat dubious as to Mr. Butler's qualifications for heading up so important and difficult a department as that of English, and for that reason I rather regret that he is to sail for the field before we have an opportunity of considering this side of the question. The day has long gone past when any man with a good college education and some practice in teaching methods can make a success of so highly specialised a task as the teaching of English to foreign students. There are crowds of people engaged in this task all over China to-day, but I venture to assert that there are barely a dozen of them who are specially qualified for the task, in the sense that we require the head of a scientific department to be qualified, and less than half that number are conducting the problem scientifically. In our position, as I have mentioned in previous correspondence, the difficulty is much greater than in those institutions in which every course is practically an English lesson, and for that reason we need a man who has had a thorough course in linguistics and phonetics for a considerable period of time, one who, in addition, has, if possible, majored in English, and, above all, one who is thoroughly enthusiastic

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JUL 23 1924

- 3 -

about the job and regards it as his first choice. This is where we have failed in the past and it is here, I confess, that I feel apprehensive regarding Mr. Butler's fitness. I am very sure of what you say, that he would do his best to make a success of any task which was allotted to him, but our experience in the past has been that you need considerably more than this if an English department is to be the ~~live~~ <sup>live</sup> successful department that it needs to be. Any man who regards it as his second best or as a temporary task is ~~not likely to make~~ <sup>not likely to make</sup> a complete success of it. I fear that it is too late for this matter to be reconsidered as I understand from a letter just to hand from Mr. Butler himself that he is expecting to sail from San Francisco on September 2nd. I would, however, like to emphasise the great desirability of full details being sent to the field regarding all such new appointments before they are regarded as final.

1826  
5. Mr. Cassady. It has been delightful news to hear of the possibility of our securing Mr. Cassady as a representative of the Church of the Brethren on our theological staff, and I am grateful for the action which you have taken in negotiating with his board on this subject. I have received full details of his academic qualifications some two months ago and at once took up the matter with his mission, with whom we are in close and sympathetic touch. They have been considerably indebted to this institution for various graduates whom we have sent them and who to-day are carrying a large share of their church work. They were most sympathetic to the proposition and voted unanimously in favour of it, but they feared that their board would not consent to engage in any union enterprise. It is therefore a delightful surprise to know that the board is prepared to do so, and I earnestly hope that it may lead to their co-operation in the other schools also. You will, I am sure, do anything that you can to bring this about. I may mention in this connection that, although they have not previously co-operated, each of their three stations in Shansi is at present manned by a Chinese physician from our School of Medicine. They also have at least one Arts graduate, if not more. Seeing therefore that there is evidently no objection on their part to union work, and that they are not involved in other institutions, it would be an excellent thing if we could secure a full share of their co-operation here. Meanwhile it is most encouraging to think of the possibility of Mr. Cassady being appointed here.

6. Mr. King Gordon. I have already heard from Mr. MacRae regarding Mr. Gordon and shall wait with interest to learn whether he is able to secure his support from the C.P.M.

7. Dr. Ch'eng Ching Yi. I have just learned that Dr. Ch'eng is due in Shanghai during the first week in August. I have written begging him to come and pay us a visit and am

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JUL 23 1924

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greatly hoping that he may be with us for our Staff Retreat, which would not only introduce him to the other members of our staff, but bring him face to face with some of those spiritual problems which we are most anxious to secure his help in solving.

8. Southern Presbyterian Board. Thank you for your information regarding the attitude of this board to our request for a grant to the Pre-medical Department. We will do what we can to secure favourable action by their mission.

9. China Educational Report. The same mail which brought a copy of the action of the Committee of Reference and Counsel brought a brief note from Mr. Moss on the same subject. I wish it were possible for us to secure earlier information of such actions.. I do not like to suggest anything which would entail heavier work for your office as it must be extremely difficult for you to keep pace with all the claims of the China field. Would you, however, suggest to Mr. Moss that it would be a matter of great assistance to us if we could secure early notice of all actions taken affecting the work of the colleges, and particularly, of course, those which specifically affect this institution.

I have despatched to you this week two parcels containing 30 copies of the printed minutes of the Field Board and also of my annual report. I hope these may reach you in good time.

With kind regards and all good wishes,  
Yours very sincerely,

*Harold Salter*

HB:MMS.

received  
8/20/24  
1 package  
15 copies

0856



# SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

## British Joint Board

F. H. Hawkins, LL.B., Chairman  
R. Fletcher Moorshead, F.R.C.S., Secretary

## North American Joint Board

Paul Monroe, Ph.D., LL.D., Chairman  
George T. Scott, M.A., Secretary

## Field Board of Managers

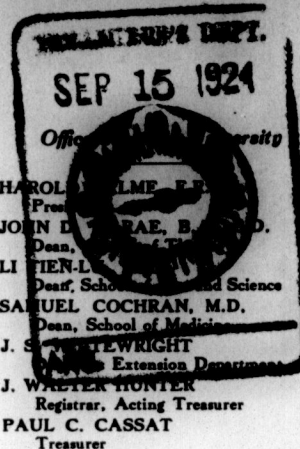
Chang Po-ling, Litt. D., Chairman  
Harold Balme, F.R.C.S., Secretary

## British Office

19, Furnival St., London, E.C.4

## North American Office

156 Fifth Avenue, New York City



SCOTT REC'D

SEP 20 1924

TSINAN

8th August 1924.

Ans'd

Miss Lepper,  
Women's Committee,  
150 Fifth Avenue,  
New York.

Dear Miss Lepper,

Dr Leonard will doubtless have kept you fully informed of the steps which have been taken with regard to the securing of plans and estimates for the new hospital buildings, and also of our recent negotiations with the China Medical Board, through Dr Houghton and Mr Goodrich, in respect to an appeal to that organisation for funds both for capital outlay and annual upkeep.

I have recently had an important interview with Dr Houghton on this latter question, and am anxious for you to see a copy of the letter which I have subsequently sent to Mr Greene, with Dr Houghton's approval. I enclose copy herewith. I think it gives all the salient facts in the present situation, together with some statistics which I think your Committee would be glad to be in possession of. I feel sure that we can count upon their support in backing up our appeal.

I expect you have heard of Dr Leonard's serious illness. Our latest information makes us greatly fear that it is a recurrence of the malignant trouble from which she suffered two years ago, and of which we hoped she was now cured. It is most distressing to think of the loss to the whole cause if she is to be taken from us.

Believe me,

Yours sincerely,

*Harold Balme*

Harold Balme,  
President.

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AUG 11 1924

248  
SECRETARIES

TRANSFER

SHANTUNG

August 8, 1924

Dr. Harold Balme  
Shantung Christian University  
Tsinan, Shantung, China

Dear Dr. Balme:

May I acknowledge briefly the receipt of important and interesting letters and documents from you which have recently reached this office.

The copy of the typewritten minutes of the Field Board of Managers meeting of June, 1924 has been carefully studied and will be laid before the next meeting of the North American Joint Board along with the comments in your fine covering letter of June 21st, and various other matters that will be calling for consideration. In the meantime we will endeavor to keep things moving forward along the lines of the normal and necessary growth of the Institution. On one or two items of the minutes I venture to make comments at this time.

517. If the President's health is involved I earnestly trust that he will take as long a period of relief from the activities and duties of his office as are required for his highest efficiency. The length of time intimated in the Field Board minutes does not seem to call for any special action by the Field Board and I fear that the Secretary of the Field Board may have modified the time element when editing the minutes! Please leave an ample margin around your health and strength.

525-A. This Mex. 2234.65 which is being reimbursed to the Presbyterian Board by the University on account of Dr. Li's residence may be refunded to the Presbyterian Treasurer in Shanghai toward Class I rents for Presbyterian missionaries at the University. The Presbyterian Shanghai Treasurer will report the amount to New York as a credit but will employ the fund on the field for this purpose, which was indicated in the original empowering action of the Presbyterian Board. It was very good of you or the Finance and Property Committee to draft such a graceful minute.

You inquire regarding correspondence with the cooperating Boards in North America on behalf of the University. That is the sphere of responsibility and authority of the officers of the Joint Board, especially the secretaries and the treasurer; conversely the Secretary of the Field Board conducts the correspondence with the cooperating Missions in China. In any matters which require action by Mission Boards in this country it is, as you know, expedient, if not indispensable, that the respective Missions on the field themselves write vigorous presentations to their own denominational Boards.

Regarding Mr. S. C. Lo nominated in your letter of July 3rd to fill the vacancy in the Presbyterian Board's quota, the University is free to employ funds chargeable to the Presbyterian Board up to \$250. Mex. per month for any expenditures the University makes in filling a financial vacancy in the Presbyterian quota. This is quite irrespective of the Presbyterian Board's

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AUG 8 1924

approval of the person filling the vacancy. However, if it is proposed that such vacancy be rather permanently filled by a Chinese and you are therefore not expecting the Presbyterian Board to send a missionary, then the Board should be consulted in each particular case. In view of the fact that you have asked the Board to fill our only remaining vacancy, namely, in the School of Theology, we do not know whether you wish Mr. Lo to be recognized in this somewhat permanent capacity. If so I believe it would be well for you to approach the Executive Committee of our Presbyterian Shantung Mission on the matter and receive its endorsement for Mr. Lo as its representative in the School of Theology.

What should be done about this Presbyterian vacancy in the Theological School? We are most reluctant, especially at this time, to appoint on the staff of a union institution a young, untried recruit unknown to the responsible Mission, otherwise we would have appointed Mr. Butler, or if Mr. Moor were released by his Southern Presbyterian Board, would have gladly considered appointing him. While this matter is pending the Presbyterian Board will naturally approve of the grant being made to Mr. Lo, or as intimated above, the Presbyterian Board need not be consulted about the use of vacancy reimbursement unless it is for some length of time and with the understanding that no missionary is to be sought for that place.

We are particularly gratified by your letter of July 4th reporting such a favorable financial status at the close of the fiscal year, June 30, 1924. You are to be highly commended upon the success of what you name, "our rigid policy of insisting upon each school or department living within its budget." It is good to know that Mr. Hunter is such a worthy successor to Mr. Cassat in handling the indispensable and meager munitions of war. I am not very clear on the "overdrafts on our building funds" either as to their causes or to their exact amounts. It is not easy to follow the straight and narrow path but a long and happy life is promised to those that pursue it!

Inasmuch as this letter refers to financial matters on which Mr. C. M. Myers in Shanghai will wish to be advised, I am sending a copy of this letter to him.

With warmest personal regards and hoping that you are having a real vacation, I am,

Very sincerely yours,

George T. Scott

GTS-WMF

Copy for Dr. Mooreshead  
" " Mr. C. M. Myers

0859

齊魯大學

OFFICE OF THE PRESIDENT

SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, SHANTUNG

CHINA

248

濟南山東

September 1, 1924

Rev G.T.Scott, D.D.  
156, Fifth Avenue,  
NEW YORK. U.S.A.

Dr. R.Fletcher Moorshead,  
19, Furnival Street,  
LONDON, E.C. 4

Dear Dr. Scott and Dr. Moorshead,

It is with very great regret that I write to inform you that I have just received a reply from Dr. Cheng Ching Yi, saying that he is unable to accept the Vice-Presidency of the University. You are of course aware that the National Christian Council, has been making great efforts to secure him as one of their whole-time secretaries. From the letter he has written me, I see that he has decided to accept this position, ~~though I feel sure that he has not done so yet, but is giving the situation full consideration.~~

I confess that it is a real disappointment to me that Dr. Cheng has reached this decision, for I have counted on his coming here, not only on account of the great help he could be to me personally, but also because of the great contribution which he could make to the spiritual life of the University. It has been a very difficult decision for him to make, but I am afraid that the influence of his former friends in the Chinese Christian Convention, and the fact that he has never before held an educational post in this country, turned the balance against us. While keenly regretting our loss, I am fully aware of the value of the work he can do in the N.C.C. and that he would feel a very great claim to service for them. As you know the N.C.C. is the organisation par excellence in which the great problems in co-operation between Chinese and Westerns are being worked out in this country. Dr. Cheng's experience as a pastor, and his nine years of service in the Chinese Christian Convention, enabled him to study the problem of the indigenous churches in this country as probably no one else could have, so I suppose that we should not grudge him to the N.C.C., though it is a keen disappointment to us.

You will doubtless have heard before now of the illness of Dr. Leonard; our latest news of her is that she was taken to the P.U.M.C. for an exploratory operation, but the case has been found to be hopeless, I am afraid. Her loss to this institution, in the early days of experiment, will be incalculable - unfortunately Dr. Heath is out of the country, on furlough in America, while Miss Miner is helping her own mission on a station in Shansi, which is understaffed. This makes the problem of the administration of our Womens' unit somewhat difficult to handle.

With kindest regards,

Yours sincerely,

H. Palmer

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248-

TRANSFER

FILING DEPT.  
SEP 11 1924  
248-9  
SECRETARIE  
SHANTUNG

September 10, 1924

Dr. Harold Balme, President,  
Shantung Christian University,  
Tsinan, Shantung.

My dear Dr. Balme:

There are three or four matters on which you might like to have a report of progress although there is nothing final to be said upon them at the present time.

I am indebted to you for your letters of June 27, July 2, and July 23, none of which I believe have so far been specifically acknowledged.

1. The degree granting power of the University will, we hope, not be limited by the way the clause in the charter is worded. I regret very much that my cablegram to you regarding this matter was, as you report, garbled as you received it and was misunderstood. Realizing that it would be rather difficult to get the idea across by cablegram, we made every effort to phrase our cablegram as carefully and precisely as possible, using the word "quote" to introduce the key clause. Not knowing that the field had misunderstood our inquiry, we did not assume that your approval in reply was based upon an erroneous conception; but, even then, it would probably have been too late to make any changes and we believe that everything will work out happily. In order that you may have the opinion expressed by the Toronto attorneys on this matter, I am quoting in full from Mr. J. E. Allen's letter of June 20, which, on account of a postal strike in Canada, was delayed in reaching us:

"We have not had an opportunity as yet to consider the effect of Clause 10 as passed, but it certainly looks to be in fairly good shape. You will notice in the first place that the Board may make regulations as to the granting of degrees, which will include regulations providing that degrees shall not be granted on the basis of examinations held prior to the passing of the Act. Apparently the Committee did not want to insert in Clause 10 the prohibition against granting degrees retroactively, but this can now be taken care of by the by-laws. The only other point is the reference to the laws of China. You would in any event be subject to Chinese laws, and as you are more or less familiar with those laws you will be able to judge their effect, although we presume there is nothing to hinder you granting such degrees as you may deem advisable.

The whole scheme of the Act, especially Clause 2, shows that Parliament does not purport in this legislation to interfere with foreign laws, and the reference to the laws of China in Clause 10, in the writer's opinion, has no greater effect than if no reference were made to Chinese laws."

Letters from the Ottawa barristers to the Toronto attorneys make it clear that they did the best they could in the wording of this

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particular clause. If I recall rightly, they stated that the expression "in accordance with the laws of China" could reasonably be interpreted as "not contrary to the laws of China".

2. Copies of the Bill of Incorporation are being mailed to you today in quantity, twenty-five to thirty copies to you and the same number to Dr. Moorshead, seventy-five copies having reached us from the King's printer in Ottawa. Any necessary amendments might be considered by the Board of Governors at its initial meeting.

3. By-laws as drawn up can, I hope, be sent forward to the field within two or three weeks. I have not yet received the suggestions and criticisms of one of the members of the committee and of the Toronto attorneys on the legal questions involved. Very constructive suggestions have come from Dean MacRae and Mr. Moss, and approval of the draft as presented has been received from Dr. Finley. Mrs. Roys, the other member of the by-laws committee, expects to report soon.

4. Miss Pollard is, I believe, planning to take the nurses' training course at Teachers College this year, arriving in New York within the next fortnight. The China Medical Board has very generously granted her a scholarship of three hundred dollars and is in direct touch with Dr. Moorshead.

5. Mr. Cassat has just written from Atlantic City that his health is coming along in a very encouraging way. He states, "I am feeling wonderfully well these days". He is putting in his mornings with work in connection with the First Presbyterian Church of Atlantic City, which supports him as its missionary.

6. The Reverend D. Campbell Butler will, we believe, make good in the English Department. I was somewhat disturbed to hear lately a rumor that he had not taken the special course on teaching English to foreigners on which we understood he was to spend approximately six weeks in New York this summer. Mr. Butler has not reported to us but we naturally assumed that he was taking the work as we had arranged for him to do. We hope that he has done this and that the word which reached us indirectly was incorrect.

If Mr. Butler should not prove satisfactory in the Department of English, I am sure that he will wish to be told so frankly and placed in a Department where he will be acceptable. Mr. Butler became available so unexpectedly in May and the decision in his case had to be made so quickly that there was no time to present his qualifications to the field.

7. Mr. Moor is not proceeding to you this year, I believe, on account of his father's health but he hopes to come next year. His Board wishes him to go to Hangchow College while Mr. Moor himself is inclined, I believe, towards Shantung.

8. Thirty Copies of Field Board Minutes and the President's Annual Report reached us recently. My secretary tells me that, on the back of the package, this marking appeared: "For the members of the Board". We have consequently mailed them out to the members of the North American Joint Board although heretofore it has been customary for the members of the Board to receive directly



September 10, 1924

by mail from the field the printed minutes and reports. It is, of course, possible that you intended these for the members of the Presbyterian Board but I assume not.

9. The Middle School Fund.- This is being kept in mind by the Home Base Department of the Presbyterian Board. Mr. Cassat has been authorized to appeal for funds for the middle school, I believe, and also for two Presbyterian residences at the University. With what success he is meeting I have not heard but I assume that, so far, the appeal has met with little, if any, financial return.

10. The scheme for hospital enlargement is being very carefully considered by the Women's Boards concerned. The common understanding is that, inasmuch as this enlargement is necessitated by the coming of the Peking Union Woman's Medical School to Tsinan, the responsibility for providing the funds naturally devolves upon the Women's Boards. We understand that the actual outlay will be less than for a separate women's hospital for which land would necessarily have to be purchased and because of other considerations and extensions incident to a different scheme.

Miss Lepper, secretary and treasurer of the Woman's Committee, learns, upon inquiry of the China Medical Board, that there is no necessity for immediate application and that the China Medical Board is considering as its probable share in the scheme a grant of \$50,000. I believe there is nothing in your letter of July 2 to indicate the proportion expected of the China Medical Board but, if it is to grant only \$50,000, it will be with difficulty and after some little time, I imagine, that the women will be able to provide the balance.

Please keep the Treasurer of the Joint Board carefully and frequently advised as to the status of plant funds in hand on the field. This is highly desirable.

I assume that, when the Woman's Committee has the scheme thought through, the Joint Board or its Executive Committee will meet and consider the proposal. Direct application by the Woman's Committee to the China Medical Board would, to my mind, be as forceful as an application from the Joint Board although, naturally the China Medical Board would wish to know that the Joint Board was behind the proposition. I have made it clear to the women that, as the property of the English Baptist Mission is so largely involved, the desires of the British Joint Board are a very important factor in this whole matter.

Dr. Leonard's illness gives us a great deal of concern. Letters from Dr. Mackey and from another physician have indicated how serious her condition is. We hope and pray for the best but, knowing the underlying causes, cannot be very optimistic about the result.

With kind regards, believe me

Very sincerely yours,

GTS-G

George T. Scott.

Copy for Dr. Moorshead

0863

*Harold Balme*  
**SHANTUNG CHRISTIAN UNIVERSITY**  
TSINAN, CHINA

**British Joint Board**

F. H. Hawkins, LL.B., Chairman  
R. Fletcher Moorshead, F.R.C.S., Secretary

**North American Joint Board**

Paul Monroe, Ph.D., LL.D., Chairman  
George T. Scott, M.A., Secretary

**Field Board of Managers**

Chang Po-ling, Litt. D., Chairman  
Harold Balme, F.R.C.S., Secretary

**British Office**  
19, Furnival St., London, E.C.4

**North American Office**  
156 Fifth Avenue, New York City

**TRANSFER**

**FILING DEPT.**

**NOV 28 1924**

Officers of the University

**SECRETARIES**

HAROLD BALME, F.R.C.S.,  
President  
JOHN D. MACRAE, B.A., B.D.  
Dean, School of Theology  
LI TIEN-LU, Ph.D.  
Dean, School of Arts and Science  
SAMUEL COCHRAN, M.D.  
Dean, School of Medicine  
J. S. WHITEWRIGHT  
Director, Extension Department  
J. WALTER HUNTER  
Registrar, Acting Treasurer  
PAUL C. CASSAT  
Treasurer

**SHANTUNG**

TSINAN September 18, 1924

Ans'd

Rev. G.T. Scott D.D.,  
156, Fifth Avenue,  
New York City,

My dear Dr. Scott,

In my joint letter of the 1st instant to yourself and Mr Moorshead I omitted to include a copy of the letter from Dr Cheng, which I herewith enclose. Since then I have received your kind letter of August 8th, which I wish to acknowledge briefly.

Many thanks for your kindly enquiry regarding my own health. Although I did not find it possible to enjoy complete relief from correspondence etc, during the vacation, I was able to get away for five weeks to our cottage a few miles away from this city. I cannot say that I am quite as fresh as I would like to be at the beginning of the term, but it was quite impossible to secure complete relief while our executive staff is so shorthanded. With Cassat still away, and no one to take his place, and with his secretary and mine both leaving us during the summer, you can well imagine that executive duties were not easy to shake off!

With reference to the money to be refunded to the Presbyterian Board, I am following up your instructions and am making arrangements to pay over this sum to the Treasurer in Shanghai. You ask in your letter as to what should be done about the Presbyterian vacancy in the Theological School. We have, as you know, spent five years in the endeavour to get an appointment on the Field, but in spite of the strong action which has been taken by the Shantung Mission, with reference to the "para-amount necessity" of filling this vacancy, we have not succeeded in securing any of the men who have been approached. Our Departmental Committee of the School of Theology upon which as you know the Shantung Mission and the Chinese Presbyterian Church are both represented, decided to invite a new man, and it was with

*Butler?*

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1876  
S  
S. P. Brand  
wrote him  
Butler?

that in view, that the name of Mr Moor was put before you. I recognise the difficulty, especially at the present time of appointing new recruits to a Union Institution, but the whole business of Union effort is undermined, unless on the one hand the co-operating Boards are prepared to shoulder the whole responsibility of appointing candidates for such posts, and on the other hand the remaining partners in the enterprise are prepared to stand by their judgment. We cannot have both Union and Uniformity, whether it be of ecclesiastical government or of theological expression, but when there is confidence between the partners we can well afford to give away the latter for the sake of the former. If therefore your Board is prepared to approve of Mr Moor as a suitable worker in a union institution, I do not think we shall find any further difficulties by any suggestion of lack of uniformity between his theological mode of expression and that of the majority of the members of your Shantung Mission. I mention this specific point, because I take it for granted that this is the real reason for your declining to respond to the repeated request of the Field Board of Managers for his appointment to the Staff.

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N

With regard to Mr Butler, I still feel somewhat dubious, as I wrote you on July 23rd, as to the wisdom of his appointment as Head of our English Department: We shall of course receive him, and receive him gladly, on the University Staff, with a view to his temporary assignment to the Department of English, but I doubt if we shall offer to appoint him to the Headship of that Department. It may be that within the course of a few years the Departmental Committee of the Theological School will invite him to become a member of that Faculty. This fact should not however detract from our need of Mr Moor, if he can by any means be secured. I understand that he himself is keen to come here, and I do earnestly hope that nothing will hinder this appointment being made.

We have just opened the term under happy circumstances and in spite of the disturbed condition of the country, almost all of our students have been able to return. Following last year's precedent we held a three days' Retreat for members of the Staff, at which thirty or more of us were present, and some of the more intimate problems which affect the Chinese and Westerners were discussed in a spirit of frankness and friendliness.

I took the opportunity the other day to visit Peking for the purpose of seeing Dr. Leonard. I found her very frail and emaciated, but just as bright and brave as ever. Her loss to this institution will be incalculable.

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Whilst in Peking I also had the opportunity of seeing Dr. Paul Monroe, with whom I was able to discuss some of our more immediate problems. It was a disappointment to us that he could not include a visit to Tsinan this time, but he is hoping to return in the spring.

With kind regards,

Yours sincerely,

*W. D. D.*

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REC'D

OCT 18 1924

Ans'd

My dear Dr. Balme:

*Ans'd*

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SECRETARIES

Your kind letter of July 21st. was duly received for which I am very thankful. It is always a pleasure to hear from you and to learn something of the work of the University. After a pleasant and enjoyable trip from America, I found every member of my family well and happy for which I am grateful to the Heavenly Father. While New York is a city with all modern conveniences, still I am happy to be back at home once more!

Since coming back I have been trying to get a better understanding of the situation here especially with a view to my own future sphere of service. I find it extremely difficult to come to a final decision as each invitation has its attraction to which I am drawn. After earnest waiting upon God and consulting some of my more intimate friends, both Chinese and foreign, I have come to the conclusion that my work lies here in Shanghai in connection with the National Christian Council for the time being.

The urge within my soul is the development of the Chinese Church in which I have always been interested. One can readily see along what line the Church is moving at present, but when one begins to consider the best ways and means of reaching the goal the task is by no means an easy one. It is therefore important that more thought, more time, more energy, should be given to this particular phase of the Christian Movement in China especially at the present stage of development. I feel that my immediate task is to have a small share, together with others, in making yet further study of this great subject for the advancement of the kingdom of God here in my country.

This, however, must not be understood as to mean that I am less interested in the University, not by any manner of means. I was drawn to this great Institution ever since I was elected one of the co-opted members of the Field Board some years ago. I can clearly see the unique position the University holds, and the particular contributions it can make to the up-building of the Chinese nation and the Christian work. Though not able to become one of its officers at present, the University shall always have my thought, my interest, my heart!

I am very sorry that after all the trouble you have taken in the matter, I have to give you this negative reply. The only thing that comforts me is the assurance of your broad sympathy in the work of the Lord in its entirety; and our mutual readiness to see His will, not ours, be done. If in any other way I can render the University a helping hand in the days to come, I shall always deem it a joy and an honour to be at its service.

With the warmest regards of

Yours sincerely,

C.Y. CHENG.

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SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

Harold Balme

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TRANSFER

FEB 9 1935  
1187  
SECRETARIES

OFFICE OF THE PRESIDENT

September 10, 1934

SHANTUNG

Dr. R. Fletcher Moorshead,  
19. Furnival Street,  
London, E.C.4  
Rev G.T. Scott, D.D.  
156, Fifth Avenue,  
New York City, U.S.A.

J.B.  
H.H. / 1431  
Rope  
In Rec.  
F.B. Min.

My dear Dr. Moorshead, and Dr. Scott,

In view of the sad condition of Dr. Leonard's health, the Women's Committee have recently held a meeting to consider what should be done for the proper administration of the Women's Unit. At the same time they had before them some valuable suggestions which had been offered by Miss Miner regarding the organisation of that unit, one of which was to the effect that there should also be an Assistant Dean of Women who should relieve the Dean of part of her Administrative duties and also represent her on some of the meetings of the Senate at which the women's viewpoint is specially desirable.

I have now to forward to you three resolutions which have been framed on the recommendations of the Women's Committee, and which have been since passed by the Field Board of Managers. They thus become part of our official minutes but will require the endorsement of the two Joint Boards before being finally ratified. I have but little doubt that the two names which have been suggested as Dean and Assistant Dean will commend themselves to your warm approval, - in fact we may regard ourselves as peculiarly fortunate in thus having an opportunity of securing women of the wide experience and remarkable ability of Miss Miner and Dr. Heath.

Miss Miner is at present away in Shansi where she is assisting at one of the stations of her mission, but she has promised to return here for next semester, and I have every hope of her being willing to accept this nomination to the Deanship of Women, if it is endorsed by Home Boards. Would you kindly inform me as soon as the necessary action is taken as it will be difficult to persuade Miss Miner to assume this position until she hears of the action which has been taken at home with reference to the request.

Believe me,

Yours sincerely,

Harold Balme

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## RESOLUTIONS.

September 1, 1924. In favour, ~~not~~ in favour.

- J.B
1. The Field Board of Managers have received with deep regret the resignation of Dr. Eliza E. Leonard from the position of Dean of Women in the Shantung Christian University, in consequence of the serious condition of her health. The Field Board feel compelled, though with extreme reluctance, to accept Dr. Leonard's resignation under these circumstances, at the same time they desire to place on record their warm appreciation of the valuable services which Dr. Leonard has rendered during the past year, and of the unique contribution she has made to the successful initiation of co-education in the University. They would extend to Dr. Leonard an expression of their deep sympathy in the physical weakness which she is suffering at the present time, and their earnest prayers that she may be divinely protected and upheld.
2. The Field Board of Managers would hereby endorse the recommendation of the Womens' Committee that Dr. Luella Viner be invited to accept the Deanship of Women in the University.
3. The Field Board would also endorse the recommendation of the Womens' Committee that an Assistant Dean of Women be appointed in the University, and that Dr. Frances J. Heath be asked to accept this post; and further that Dr. Annie V. Scott be asked to act in Dr. Heath's stead, pending her return from furlough

Signed

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SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, CHINA



**British Joint Board**

F. H. Hawkins, LL.B., Chairman  
R. Fletcher Moorhead, F.R.C.S., Secretary

**North American Joint Board**

Paul Monroe, Ph.D., LL.D., Chairman  
George T. Scott, M.A., Secretary

**Field Board of Managers**

Chang Po-ling, Litt. D., Chairman  
Harold Balme, F.R.C.S., Secretary

**British Office**

19, Furnial St., London, E.C.

**North American Office**

156 Fifth Avenue, New York City

**Officers of the University**

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JOHN D. MACRAE, B.A., B.D.  
Dean, School of Theology  
LI TEN-LU, Ph.D.  
Dean, School of Arts and Science  
SAMUEL COCHRAN, M.D.  
Dean, School of Medicine  
J. S. WHITEWRIGHT  
Director, Extension Department  
WALTER HUNTER  
Registrar, Acting Treasurer  
PAUL C. CASSAT  
Treasurer

Miss Lucy E. Lepper,  
Honorary Secretary,  
Women's Committee,  
156, Fifth Avenue, New York. U.S.A.

TSINAN September 20, 1924

Dear Miss Lepper,

You will doubtless have heard from the various members of the Women's Committee of the progress of Dr. Leonard's illness. In spite of the surgical operation which was performed last month at the P.U.M.C., I regret to say that her case has proved incurable, and the last news we had from Peking is that she is getting rapidly weaker, and that the end is drawing very near. I find it extremely difficult to face all that this will mean to us here. I have known Dr. Leonard ever since I had any share in Medical Education in this country, and my admiration for her splendid judgment has grown with the years. She was one of the first to see that the only hope of conserving Women's Medical Education along to modern standards in this country lay in some form of co-operative scheme with those who were concentrating on the same problem on behalf of men students. Having once convinced herself of this point, she never swerved from it, and alluring proposals of a single Women's Medical College in Central China never induced her to budge an inch. When the history of Women's Medical Work comes to be written, there is no name to which a worthier place should be accorded than that of Dr. Leonard.

From the moment from which she returned from America last year, the assistance which she has given in connection with University problems has been incalculable. Not only have we naturally referred all questions affecting Women students to her consideration, but I have increasingly come to rely on her advice in the administrative problems of the institution. I am sure therefore you can understand how much her loss will mean to all of us, and how deeply she has been appreciated here.

In view of the serious state of her health, the Women's Committee on the Field Board have felt it advisable to appoint someone in her place, and I am herewith enclosing a series of resolutions which have now been approved by our Field Board of Managers, and are submitted for endorsement to the Joint Boards.

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You will notice that the Committee have unanimously recommended the nomination of Miss Miner as our new Dean of Women. Everyone in Tsinan who is acquainted with Miss Miner, including all the lady Doctors, is enthusiastic about this nomination, but Miss Miner herself is somewhat diffident about accepting it, owing to the fact that she is not connected with the Medical Unit. We all feel that this fact should not for a moment be allowed to outweigh her manifest fitness for this post, and I feel sure that this recommendation will meet with the hearty endorsement both of your committee and the Joint Boards. If you yourself, or some other representative of the Women's Committee could write to Miss Miner expressing the confidence of the Committee in this appointment and urging her to accept it, it would help to allay her very unnecessary apprehension.

You will notice also that the Women's Committee have recommended the appointment of an Assistant Dean Of Women. I heartily approve of this suggestion. The Administrative duties of the office, and the desirability of having the Dean of Women or her representative serve as members on various committees in the University, which touch the life of Women students, imposes too heavy a task upon one individual. I am quite sure that the name of Dr. Heath will commend itself to you as one who is splendidly able to <sup>serve</sup> as assistant Dean.

With kind regards, Believe me,

Yours sincerely,

*Harold Salme*

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SCOTT REC'D

AN INTERDENOMINATIONAL INSTITUTION UNITING TEN MISSIONARY ORGANIZATIONS OF GREAT BRITAIN, CANADA AND THE UNITED STATES

OCT 9 1924

# Shantung Christian University

TSINAN, CHINA

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R. FLETCHER MOORSHEAD, M.B., F.R.C.S. (B.M.S.), Secretary

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REV. CHARLES BROWN, D.D. (B.M.S.)  
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WALTER B. SLOAN, F.R.G.S.  
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Dean of the Junior College.  
Acting Dean Arts and Science School.  
JOHN D. MACRAE, M.A., B.D. (Toronto),  
Dean of the School of Theology.  
SAMUEL COCHRAN, B.A. (Princeton), M.D. (P. & S.),  
Dean of the School of Medicine.  
J. SUTHERLAND WHITEWRIGHT  
Director, Extension Department.  
PAUL C. CASSAT, B.A.,  
Treasurer, Registrar.

TRANSFER { 5882.  
5883.  
OFFICES.

## CHINA—

TSINAN, SHANTUNG PROVINCE, CHINA. SHANTUNG

## N. AMERICA—

156, FIFTH AVENUE, NEW YORK CITY, U.S.A.

## ENGLAND—

19, FURNIVAL STREET, LONDON, E.C.4.

September 25th, 1924.

Dr. Harold Balme,  
Shantung Christian University,  
TSINAN  
Shantung, North China.

My dear Balme,

A few days ago we posted to you with my last letter the Minutes of the meeting of the British Joint Board which was held here on the 12th of this month, and I told you that I would be writing to you again very shortly to deal with any matters upon which a comment needed to be made arising out of these Minutes. Let me in this letter endeavour to do this in the briefest possible way:-

### Minute 279. Welcome to New Members of the Board.

You will have noted I am sure with much pleasure the names of the new members who have joined the Board. I told you in a letter written last Summer who were being invited to join the Board, and you will therefore not need that I should trouble you with any further word upon the subject in this note. We were sorry to miss Professor Roxby and Mr. Ramsay Muir, but hope to have them with us at the next meeting.

### Minute 280. Cablegram re Dr. Ching Cheng Yi.

The Board was sincerely sorry to hear of the cablegram that you had received from Dr. Ching Cheng Yi, of the

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disappointment that you would have felt owing to his being unable to accept the invitation to become the Vice President. I am the more sorry as I think of this because one had hoped that in some way at least the coming of Dr. Ching Cheng Yi would have meant lifting a burden from your shoulders. I know that it would not have meant any relief to you in regard to all the Administrative business which you have to put through, but it would have been a great thing to have had anyone like that looking after all the spiritual interests of the great enterprise.

I am therefore extremely sorry that Dr. Ching Cheng Yi has decided otherwise, and yet we must believe that he was guided rightly, and must hope that before long someone else will emerge who can come along to lighten your burden. In the meantime please feel assured of our continued sympathy.

Minute 281. Grant of Canadian Charter.

245-9  
I do not think that this Minute calls for any further comment. You will observe that we had not before us the draft of the proposed Bye-laws as they have still to arrive from New York. It was agreed that directly they come a special meeting of the Board should be called to consider this very important business.

Minute 283. Report of the President for year ending June 30th, 1924.

The Board were exceedingly interested in your report, and I would like to congratulate you upon what you were able to record as to the doings of the past year. It certainly does seem to have been a very notable year in the history of the University, and the facts that you have drawn attention to in your report cannot fail to arouse great interest both here and in America.

284. Minutes of Annual Meeting of the Field Board of Managers.

Minute 498 Admission of Women Students.

I hope that this Resolution of the British Joint Board will commend itself to you and prove an encouragement. You will observe that the Joint Board does not wish to stand in the way of your admitting Women to the Department of Education as they quite realise the force of your remarks as to the

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importance of the University not lagging behind in this needful branch of Christian Education. On the other hand it is impossible for the Board to dismiss from their minds very real anxiety on account of the financial obligations that may be incurred by opening the doors of the University still wider to Women Students. From your covering letter you had thought this would not involve greater responsibility so far as the present year is concerned, but you also had to make it clear that eventually it would mean further provision in the way of dormitory accommodation etc.

The Board would like to feel sanguine as to the possibility of money being obtained to meet such needs as they come along, but with all their wish to take the sanguine view they cannot hide from their minds the real difficulty that has to be faced today in negotiating anything that involves capital or current outlay. It is this feeling that dictated the latter part of the Resolution which was adopted by the Board, and I am sure that you will understand it in this light. We hope that channels of further help will open up and make much easier the tasks that seem to confront the University in this direction.

Minutes 499, 504 and 505.

All these will, I think, prove self explanatory. The Board felt very strongly in support of the attitude of the Field Board to the question of Non-Resident Students.

Minute 507. Limitation of Numbers of Medical Students.

1181 This Minute is, I hope, sufficiently clear to render needless further comment. There was a general feeling in support of your argument as to the distinct inadvisability of cutting down the number of Medical Students and thereby limiting the particular field of service which had been the means of bringing into the University so many of the Missions. At the same time there was the difficulty over finance, and however willing the Board might be to support in principle the policy advocated by the Field Board, the adequate resources to make it practicable do not seem in sight. The Minute was obviously bound up, as is stated, with the one dealing with the enlarged Hospital scheme and that will be dealt with later.

Minute 515 Need for Recruits for Nursing Staff.

The Board was completely in agreement as to the need to reinforce your nursing staff, and the members representing

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The Co-operating Societies said that they would do anything that they possibly could in endeavouring to ensure that this need shall be made known in their respecting constituencies.

The same remark applies to the next Minute (516) with regard to the Superintendent of Works, and you may take it that if by any means the help that you want in this direction can be obtained no hesitation will be shewn in responding to the appeal.

May I say that I hope our own Society may be able to see their way to adding another nurse to the staff in Tsinan. We quite recognise the fact that Nurse Logan and Nurse Pollard cannot do all that is certainly called for under present conditions, and it is our hope that a nurse really suitable for the work will shortly be forthcoming.

Minute 517. President's Health.

May I say that our Board felt very anxious indeed concerning you and your health. They were inclined to think, as I believe Mr. Scott did too, when he saw the Minute of the Field Board, that the suggestion that all you needed was one month of rest, was quite inadequate. Did the figure one creep in by mistake, or was it one of those errors that somehow or other you always imagine have some intention at the back of them? I venture to suggest that if the figure were "3" the members of the Board would have felt easier about it. Anyhow, the British Joint Board does want to emphasize most earnestly the great importance that the President should not continue to live at the hectic pace of recent months and years. It is impossible that this pace should be kept up, and it is far better in their judgment that the whole University should go at a slower rate and not attempt such tremendous advances than that all this should be done at the cost of a very serious overdone state on the part of the President. May the Secretary of the British Joint Board very humbly, and also with fear and trembling, convey these sentiments to his excellency the august President of the University!!

Minute 518. General University Expenditure.

The appeal of the Field Board for additional contributions toward the General Expenditure of the University

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was a plea that could not fail to arouse the sympathy of the Joint Board. The hope of the Board has been, of course, that the Promotion Campaign would yield such results as might permit of grants being made to meet these special requirements of the University without making it necessary to ask the individual Co-operating Societies to augment their existing grants to the various departments of the University.

The Joint Board still hopes that this will prove ultimately to be the line of greatest success in dealing with this particular need of the University. At the present time, however, the funds to do this are not in hand, and therefore in the hope that individual Societies, or at any rate some of them, may be able to respond to the appeal that has been made, the Joint Board have supported the appeal and have commended it to the sympathy of the Societies.

Minutes 520 and 521. Bursaries and Fellowships.

I think that you will be very interested indeed in the proposal contained in this Minute. I am conferring with the representatives of the other Societies as to the best way of making the proposed Bursary Fund known, and I trust that we may be able to enlist at any rate a measure of support for this purpose.

Minute 523. Work of the Extension Department.

I only wish that the Board could have faced up to the appeal for help of the Extension Department with greater ease. Nothing would have given the members of the Board greater pleasure than to have been in a position to vote the funds asked for. Alas, there were no monies that could be drawn on for the purpose, nor did the representatives of the Co-operating Societies who were present see their way, or an early hope, of their Societies being able to join in this Department. I hope, however, that as we get on a little further we shall find that what does not seem practicable now becomes more than possible, and that the Extension Department may be one of these branches of the work in which not one but several of the Societies are co-operating.

Minute. 525b. Inadequacy of present Water Supply.

This Minute explains itself, I think, and you will be

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glad to be assured of the support of the Board in the step that you have taken to deal promptly with this very important matter. I shall hope to hear that the Women's Committee have been able to make the necessary grant for so vital a purpose.

Minute 285. Enlarged Hospital Scheme.

Inasmuch as I have just posted a letter to Dr. Laurence Ingle dealing with this subject and sent you a copy of that letter, you will not want me to write anything here in amplification of the Minute.

I am very sorry that it did not seem possible to respond at once to the appeal sent home by the Field Board, but the subject is such a very important one that it was impossible for the Board to take action on the spot before the Baptist Missionary Society, as the Society most involved, had had this matter submitted to them. I venture to think that though there must be some little delay in this matter yet in the end it may prove time saved rather than lost.

Minute 286 New Secretary for the President.

I have already dealt with this in my former letter of September 5th, and so need not say anything more today. Miss Hicksen is sailing on October 10th, and I am sure will prove one who will be of the greatest assistance to you in the heavy work of your Office in Tsinan.

We have not yet received the \$450, which you intimated had been most generously voted by the Norwegian Lutheran Mission to cover the expenditure of the new Secretary's passage and outfit, but I trust that this amount will come soon.

Minute 287. Movements of University Staff.

My previous letter of September 5th will have posted you up in all that concerns Miss Pollard, who by now should be safely in New York and starting her course at the Teachers' College. We quite hope that she will be able to get through that course without an undue tax upon her strength, and that after it she will be able to proceed on her return journey to Tsinan and take up upon her arrival there the special

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work of a Sister Tutor in the Nursing School.

Minute 290. Vacant Treasurership.

You will notice that the Board is still without a Treasurer, and I am greatly concerned at this fact. I wish with all my heart that we had been able to secure a new member of the Board to act in that capacity. We had our minds very much set upon Sir Alfred Lewis, but he, at any rate at present, does not feel that he could for one moment contemplate any position which carried with it the holding of an office. Still, we have got him on the Board and I hope that things will seem more possible as time goes on, and that we may find later that Sir Alfred Lewis is willing to become the Treasurer. In the meantime I suppose there is nothing else for it but for the poor overworked Secretary to try and shoulder the duty of the Treasurership as well. Fortunately, though from some points of view unfortunately the business attaching to that office is not very heavy. At the same time it is a position which if filled by the right man might be made a opportunity of appeal to others who might be influenced to support the University, and I will not be satisfied until I have shed this office and seen installed someone who can fill it with the appropriateness that it deserves.

Minute 291. Date of next meeting.

You will note from this Minute that the Board has acceded to your desire and postponed the date of its ordinary December meeting until Friday January 9th. This will allow, we hope, of the Minutes of your Administrative Council in November being received in time to be submitted to the Board rather than waiting until the March meeting.

I think this covers the business of the Joint Board in so far as any comment need be made upon it, and it will be easier perhaps if instead of including in this letter a reply to other correspondence I deal with other matters in a separate letter.

With kindest regards,

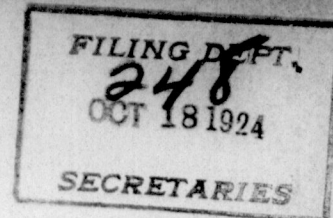
Believe me, my dear Balme,

Yours ever affectionately,

R. Fletcher Moorhead  
(signed)

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SHANTUNG

October 15, 1924

✓  
Dr. Harold Balme, Secretary,  
Field Board of Managers,  
Tsinan, Shantung

Dr. R. Fletcher Moorshead, Secretary,  
British Joint Board,  
London, England

Dear Dr. Balme and Dr. Moorshead;

Minutes of North American Joint Board  
Meeting of October 8, 1924

Under separate cover, we are sending you thirty copies and twenty copies respectively of the Minutes of the North American Joint Board Meeting of October 8, 1924. A copy is also enclosed.

The Board had before it the printed annual minutes of the Board of Managers through No. 531, with the annual report of the President, the Treasurer, et cetera, and also the minutes of the British Joint Board of September 12 with Dr. Moorshead's letters to me of September 19, September 29, and a copy of his letter to Dr. Balme of September 25. Briefly, let me add a word of explanation on a number of the Joint Board Minutes, using their numerals.

The Church of the Brethren Mission on the field should be cultivated as thoroughly as possible and the Mission should present its desires directly to its Board at home. From Dr. Bonsack's attitude, I believe we can be hopeful for their joining the University, presumably for the time being only in the School of Theology, for which they have Mr. Cassady, a likely young candidate, available.

3. We are sorry to lose Mr. Moss from the Central Office but are naturally very happy to have Dr. Eric M. North, with his experience and ability, succeeding to this office. I will continue temporarily to carry the correspondence of Shantung University although Dr. North, I believe, serves actually or virtually as Secretary of the three other institutions in the office; namely, Peking, Nanking, and Fukien Universities. The Central Office is just moving into enlarged quarters in the Methodist Building and the Peking Promotional Office will have a room in connection with it, and, I believe, Dr. Cowdy, Dr. Williams, and perhaps another promotional representative at home from the field will have desk space in the Central Office.

5. Mr. Cassat is coming shortly to New York to have final decision rendered about his health. Mr. E. T. Lazear has written

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October 15, 1924

stating that he would not be free to consider service at the University, much as he would like to do so. How about Mr. Leon M. Bocker?

6. We are deeply concerned over the physical condition of Dr. Elix Leonard, and are hoping against hope for her improvement in health. We must make sure that the interest of the Women's Boards in the Medical School will not be lessened if Dr. Leonard leaves us. Special effort must be made to keep and enlarge the interest of the Methodist Woman's Board.

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\* 7. The cost of securing the charter will probably be more than was at first anticipated. I have asked Dr. Moorshead how he would like to have the British half of the charge handled, whether by direct bill from the attorneys to the British Joint Board or by having payment made and charged to the University on the field on account of the British Joint Board. Perhaps Mr. Armstrong and Mr. MacRae will effect a moderation in the charges although I understand a good deal of the charges covers fixed fees by other than the Toronto attorneys.

248-9  
8. By-Laws. The Toronto attorneys state that the By-Laws should be presented to the cooperating Mission Boards prior to the organization meeting of the Board of Governors; consequently, the Board voted to do this although it is obvious that the By-Laws cannot be in final form until the Board of Governors itself finally revises them and adopts them. I presume, however, that the Board of Governors will not desire to change any of the particular matters about which the individual Mission Boards are especially concerned.

9-498. The admission of women students to the Department of Education is very acceptable to the Joint Board although it does not accept any obligation for providing for their needs. This will be a good point of contact for increasing the interest and support of the Women's Boards. The work, of course, competes to an extent with that which the Women's Boards are doing at Yenching and Ginling, though there are many denominations in the Shantung Christian University whose women are not related to either Yenching or Ginling and these should be especially encouraged to help at Shantung.

9-499. The Presbyterian Board has authorized appeal for the Middle School. Mr. Cassat was given permission to make appeal some months ago, and this appeal will soon be broadcast with the authorized appeals of the Board; also, one or two special leads will be followed-up.

9-507. Will Dr. Balme please see that the detailed estimate for the enlarged medical staff is submitted to the Joint Board? Is the support for this enlarged staff included in the increased medical maintenance budget toward which Mex. \$32,000 is requested jointly from the China Medical Board and the Woman's Committee?

9-522) The Woman's Committee has provided the 22 microscopes and

9-525) Gold \$5,000 for the well and pumps to increase the water supply, approximate total cost \$7,000 Gold, which has been deducted from their funds available for the medical plant.

The Board will be interested in learning the steps which the Managers take for clearing-up the unfortunate overdraft on building account.



October 15, 1924

9-531. The enlarged hospital plan impressed the Board as wise. The Board understands that this plan calls for less initial expenditure than any other plan of similar scope and that it would be more efficient than having two separate hospitals. The Board thoroughly appreciates the significant affect of the plan upon the property and related interests of the English Baptist Society and understands the concern which the Society has regarding the proposed changes for the use of their present fine hospital. However, we assume that these obstacles will not be insurmountable, if the way opens to go forward with the plan. You will notice that the North American Joint Board voted general approval only subject to the concurrence of the British Joint Board. Dr. Moorshead has told me that the matter has been referred to the English Baptist Medical Committee in Shantung and that, if the Committee is unanimous in its decision, he will probably have cabled reply in time to cable me by the end of October, but that, if the Field Committee is divided, the matter will be handled by correspondence and there will be some delay.

On October 9, the day after the Joint Board Meeting, Mr. Greene, without knowing anything of that meeting or its action, telephoned asking if I could come down and answer some questions in his mind regarding this enlarged hospital proposal. I told him of the Committee which had been appointed and asked him if he wished to have this Committee place the matter before him, keeping in mind that anything that might be said would be subject to the approval of the British Joint Board. Mr. Greene replied that he wished only a very informal committee but acceded to my request that Miss Lucy Lepper, Secretary and Treasurer of the Woman's Committee, should join me; consequently, Miss Lepper and I conferred with Mr. Greene at length on Friday, October 10, and at his request again yesterday, October 14.

The China Medical Board is soon to have an important meeting at which Mr. Greene desires to make recommendations regarding the Shantung Hospital Plan. The date of the meeting has not been divulged but I should not be surprised if it were within a week or two. Mr. Greene is, I believe, in hearty sympathy with the hospital plan and wishes to see it carried out; he is, however, disinclined to make an outright request for a larger contribution by the China Medical Board than that requested by Dr. Houghton; namely, I am informed, Gold \$50,000. But in order to supplement this, especially in view of the unfavorable exchange rate that now exists, Mr. Greene may propose to the China Medical Board to make a special additional contribution on account of unfavorable exchange, probably taking the difference between the rate of fifty gold cents to the Mexican dollar and whatever the rate may be at the time the money is given for the hospital, on the entire amount of Mex. \$415,000,- that is, Mex. \$425,000 minus the Mex. \$10,000 already used for the wells and pumps. As far as we can figure out, this would call for about Gold \$10,000 from the Woman's Committee in addition to what it now has as assets. The Women hope that this will be contributed by some of the Women's Boards that have as yet contributed nothing - perhaps the Canadian, Southern Presbyterian, or British

In this connection, allow me to state frankly that Miss Lepper and I have had no financial statements from which we could draw up an accurate account of the money expended or in hand. Miss Lepper stated to Mr. Greene that she had requested this three times from the authorities at Tsinan but without response. Much to our chagrin, at the end of our long interview, Mr. Greene handed us a letter which Dr. Cochran had written Dr. Houghton containing exact financial statements of the sort which Miss Lepper and I had spent a great deal of time trying to work out with only indifferent success. Mr. Greene has had copies made of the correspondence in his

October 15, 1924

hands for Miss Lepper and for me in order that we may be informed on University affairs! While Dr. Heath, Miss Lepper and I had guessed at the amounts which the field had expended of the big sum in their hands and made out a financial statement for the China Medical Board, Mr. Greene had in hand an exact statement which naturally differed from ours which was based more or less on conjecture. However, this and several similar infelicities were largely overlooked by Mr. Greene because of his deep desire to see the plan go through.

Will not the responsible officers on the field kindly see to it that the responsible officers of the North American Joint Board are properly advised and informed, especially when advice has been repeatedly requested by Miss Lepper who is treasurer not only of the Woman's Committee but also of the North American Joint Board? The goodwill of the Woman's Committee and their absolute confidence in the financial management on the field are indispensable elements which must be conserved. Will you kindly have Miss Lepper advised regarding the details of the investment of all funds on the field, giving rates of interest, income from interest, whether investments or deposits are in gold or in silver, the rate at which the gold was exchanged, et cetera. I mention these as a few of the necessary factors which were missing in the equation we have been trying to work out with Mr. Greene this week.

I have had so many interruptions during the dictation of the preceding paragraphs that they may sound disjointed and be sharp at the corners; but they cover a serious and important matter which we, nevertheless, wish to convey to you in the very friendliest spirit.

On funds for current maintenance, we are fairly hopeful; that is, I believe that Mr. Greene is planning to recommend that the China Medical Board grant half of the Mex. \$32,000,- namely, Mex. \$16,000, on condition that the Woman's Committee grant a similar amount and that the Woman's Committee, also, provide certain additional sums for salaries for the staff -- the approximate equivalent of the present woman missionary doctors and/or nurses. This full amount of Mex. \$32,000 would go into effect only after the new scheme is in operation. In the meantime, I imagine the China Medical Board will be ready to take care of their half of the total additional amount made necessary by the coming of the women. I think Mr. Greene will recommend a continuance of the old Mex. \$33,000 a year for the general medical expenses of the University.

11 (b). Will you please convey to the Alumni, on behalf of the North American Joint Board, our heartiest expressions of gratification for the very substantial and significant contribution which the graduates have made to the physical plant of the University and will you also express to them our hope that their interest in the University will deepen and expand and will manifest itself in many constructive and far reaching ways?

11 (c). The occupations of the alumni are always considered a strong index of the character and work of an institution. The Shantung Christian University has an especially fine exhibit and would do well to play it up prominently, particularly before the home constituencies which are always eager for indications of direct contact and obvious results from our Christian educational institutions.

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Dr. Balme and Dr. Moorshead

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October 15, 1924

In looking through again the latest letters from each of you, I can find no items on which there is anything further to be said at present.

With warmest regards and best wishes for the personal welfare of both you good friends and for the success of all your various activities, I am

Very sincerely yours,

GTS-G

George T. Scott.

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SECRET

TRANSFER SHANTUNG

Copy to Mr. Myers  
Copy to Mr. Patton

November 11, 1924

Dr. Harold Balme, President, ✓  
The Shantung Christian University,  
Tsinan, Shantung.

Dear Dr. Balme:

On October 29 we received your cablegram reading in translation as follows:

"Treasurer urgently needed. Lazear acceptable. If not available can get a substitute locally temporarily. May we use Cassat's salary? Reply by telegram."

Mr. Lazear had already replied to my inquiry that, much as he would like to be of service, he was unable to go now or in the near future.

The decision on the question of Mr. Cassat's return to China has been awaiting his arrival in New York for a personal consultation. He came up last week, November 6, and conferred at length with Dr. Dodd and Dr. Thornton Stearns. They both agreed that it was inadvisable for Mr. Cassat to return to the field in the near future, if at all. While Mr. Cassat was not unprepared for some such decision, it was naturally difficult for him to accept it although his spirit is the finest possible. Dr. Dodd's recommendation to the Council will be that, inasmuch as Mr. Cassat should have some more of the special treatments he is now receiving, his furlough with allowances should be extended to Feb. 1, 1924. It is, however, understood that Mr. Cassat may enter upon a remunerative position anytime after the first of January and immediately thereupon his salary would be released. At such time as Mr. Cassat's salary is released, Feb. 1 or a few weeks earlier, there will be a vacancy in the Presbyterian quota for the Shantung Christian University and the rule for financial subsidy at a rate not to exceed Mex. \$250 a month will become operative. Although the Presbyterian Board has not yet met, nevertheless the issue seemed clear and definite and, on November 7, we cabled you as follows:

"OIDOKUPEP BLAIKEULID. - P. C. Cassat - salary - available - Feb. 1 of next year."

I am sending copy of this letter to the Presbyterian Mission Treasurer in Shanghai and also to the Secretary of the Presbyterian China Council.

Trusting that you will not continue to overburden yourself with activities and with earnest prayer for the highest welfare of the University, I am

Very sincerely yours,

GTS-FG

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齊魯大學 SCOTT REC'D

Dr. Harold Balme  
SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA



OFFICE OF THE PRESIDENT DEC 19 1924

Ans'd

November 19th, 1924.

Rev. G. T. Scott,  
156 Fifth Avenue,  
NEW YORK.

SHANTUNG

Dear Dr. Scott,

TRANSFER

You will have heard from Dr. Cochran that I have been away from Tsinan for the past six weeks, partly on University business and partly for the purpose of rest. I arrived back last week to find your letter of October 15th awaiting me, enclosing a copy of the Joint Board Minutes of October 8th, and also a copy of your letter of September 19th to Dr. Moorshead. All these are needing acknowledgment. At the same time I must refer to your letter of September 10th which I do not think has ever been acknowledged. These various documents contain so many matters of importance that perhaps I had better take them seriatim, commencing with those points which arise out of the recent North American Joint Board Minutes.

1. Mr. Moss' Resignation. I am very sorry to hear that Mr. Moss has left the central office, though we are glad to know that the China Universities are to be served by so capable and enthusiastic a worker as Dr. Eric M. North. I am writing to him separately by this mail in order to welcome him in his new position, though I understand that all official correspondence regarding the University is still to be directed to yourself.

20-92  
2. Mr. Cassat's Illness. I cannot tell you what a keen disappointment it has been to us all, and especially to myself personally, to hear the final decision regarding Mr. Cassat's return. As a medical man I have all along known that the chances of his being permitted to come back to China were very remote, and as one who has a great personal affection and regard for Mr. Cassat I have felt clearly that we must never press for his return unless his physicians considered that he would have an equally good chance in this country as in the home land. In spite of that, however, I have been clinging to the hope that in some way he would still be well enough to return. The work that he has done in this place is, as you know, unique, and it is almost impossible to find anyone who combines all the qualities which he possesses. He will be greatly missed by one and all.

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I learn from Dr. Cochran that during my absence you have kindly cabled to the effect that we shall be free to use the salary which is left vacant through Mr. Cassat's resignation from February 1st next, and, with that in view, we are arranging to retain the services of Mr. Ozorio for at least one year. He is a very capable accountant and has done excellent work for us in the Medical School during Mr. Harmon's furlough. This will give us time to make inquiry as to a permanent successor in the Treasurer's office.

X  
3. Charter. I am glad to have the clear minute of the North American Joint Board with reference to their interpretation of Section 10 in the new charter. It is rather disappointing that the fees are so much higher than was expected, though it is very gratifying to hear of the gift from Mrs. Carhart, to whom I am writing in acknowledgment.

248-10  
4. By-laws. The revised set of By-laws as passed by the North American Joint Board have now reached us and have been circulated to all members of the Field Board and of the University Senate. Owing to the disorganisation of railway traffic throughout the country, due to the political disturbances, it has been impossible for us to call the usual November meeting of the Administrative Council. I greatly hope, however, that, with the advent of colder weather, the fighting and disorder will abate, at least for the winter months, and that we shall, therefore be able to hold the Administrative Council meeting next month. Meanwhile I am asking members of the Field Board to send in their criticisms and comments in writing. We shall also have a meeting of the Senate to consider these by-laws. I have not yet had sufficient leisure to study them in detail, but I notice that they omit all reference to the requirements for such degrees as the University may decide to grant. I take it that this has purposely been omitted by the drafting committee in order to receive recommendations on this subject from the field. Although the time is too short for the full consideration that this demands, we must at least be prepared to make such recommendations for incorporation in the by-laws as will enable students of the University to receive their degrees within a comparatively reasonable time. At the very least it ought to be possible for all who matriculate subsequent to the passing of the act to become eligible for such academic distinction. I hope, therefore, that we may be able to prepare suitable recommendations for adoption at the forthcoming meeting of the Board of Governors.

5. Meeting of the Board of Governors. From your letter of September 19th to Dr. Moorshead, I note that you have raised the question as to whether the meeting of the Board of Governors may not advantageously be held at the time of the forthcoming Washington Conference in February next. It is so important to

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us to know exactly by what date our recommendations with reference to the by-laws should reach you that I have cabled you this week asking for telegraphic information as to the approximate date of the Governors' Meeting. To this cable I received last night a code reply "AIVAMEPYXT" which I understand to mean "Waiting advice from London". I hope that, as soon as this date is fixed you will be good enough to send us a further cable. This is all the more important to me personally as there is now a possibility of my being able to attend this meeting of the Board of Governors myself. You will have heard from Dr. Cochran of the action which some of the physicians here have taken, urging that I be permitted to take a short health leave out of China for at least the spring semester of next year. I am truly sorry to have inflicted this inconvenience upon my colleagues and the additional expense upon my own mission board, and feel that I have to some extent failed both the North American and the British Joint Boards by making any such action necessary. It may perhaps fairly be charged against me that I have been somewhat reckless in taking on additional burdens beyond the necessary heavy responsibility of my office in the University. During the past two years, as you may have gathered, I have held the Chairmanship of the Shantung Board of Christian Education, the Council on Medical Education of the China Medical Missionary Association, and of the new Council on Higher Education of the C.C.E.A., together with the Vice-chairmanship of the N.C.C. I fear I have acted wrongly in consenting to this additional work and the only excuse that I can offer is that I have been extremely anxious to keep the work of this University closely articulated with all phases of general missionary activity. I am afraid, however, that in undertaking these additional burdens, I somewhat underestimated the amount of nervous strain which the Presidency of this University entails, particularly at a time when we are so seriously undermanned in responsible executive officers. The loss of Cassat and the absence of MacRae have thrown a great deal of extra administrative burden upon the rest of us, and the absence of any Vice-President, Executive Secretary or Superintendent of Works and Buildings necessarily involve us in a great deal of minor routine which might well be carried by others.

I am still waiting news from London as to the action which my own Board has taken in response to the recommendation of the physicians. If they agree to my returning to England I shall in any case plan to travel via North America so as to have the opportunity and privilege of conferring with you and with the other Board officers. I have hope also that it may be possible for me to fit in this journey with the meeting of the Board of Governors, as it would be a distinct advantage from the point of view of the field to have a personal presentation of the Chinese point of view with reference to the new charter laid before the first meeting of the Board of Governors.

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We hear from Mr. MacRae that, in response to the appeal from the Senate he is planning to be back here by March 1st. If, however, the meeting of the Board of Governors should be held early in February, I think it would be a distinct advantage for him to wait over for that meeting. In any case, it will be most important for him to meet me as there are many matters connected with the University organisation which I shall need to discuss with him if, as I assume, he is to be acting President during my absence.

6. Action on Field Board Minutes. We are much gratified by the actions taken by the North American and British Joint Boards in endorsing almost without exception the various actions taken by our Field Board of Managers in June last. I am particularly grateful for the kind support which you have given us in endorsing our action to receive women students into the School of Education, and also in endorsing the very serious and somewhat unprecedented step which we were obliged to take in the matter of addition to water supply. I confess that it was with considerable feeling of apprehension that I personally agreed to our going ahead in this latter action, for, although I recognised the extreme urgency of the situation, I felt most reluctant to run any risk of adding to our existing overdraft. It is therefore a great relief to hear of the appropriation which the Women's Committee have made to meet this necessary additional expenditure.

7. Overdraft on Building Funds. In reply to your inquiry as to the overdraft on building funds, I may say that we have a promise of a gift next year which should wipe out the deficit on the Chapel building account, and in that way reduce the total substantially. For the rest we are hoping that, by means of private gifts, and of the promotion campaigns which are being conducted in England and North America, we shall be able without serious difficulty to clear out the balance.

8. Middle School. May I say again how grateful I am to the Presbyterian Board for the permission which they have given to Mr. Cassat to appeal for funds towards our proposed middle school? At the same time may I thank you personally for the way in which you have supported this request.

1181  
9. Enlarged Hospital Plan. As I read what you have written in your joint letter to Dr. Moorshead and myself regarding the enlarged hospital plan, I feel somewhat perplexed as to the difficulty in which you were placed regarding an exact knowledge of the financial situation. I had understood that Dr. Leonard, to whom Miss Lepper has, I believe, always addressed her correspondence, had been keeping the Women's Committee fully apprised of the situation here, whilst Dr. Cochran, to my knowledge, had also sent a copy of the financial statement to which



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S 1 | you refer to Miss Hodge. I think possibly one cause for the difficulty has been a lack of clarity with reference to the official correspondents on behalf of the Women's Unit. Dr. Leonard, having had such close relations with the Women's Committee both in Peking and in New York, very naturally maintained these same relations after her appointment as Dean of Women in Tsinan. At the same time, however, I must admit that it has been a little embarrassing at times not to be more closely acquainted with the correspondence that has taken place. As an example I may mention that, in the minutes just to hand from you, reference is made to a meeting of your Women's Committee on April 29th last, the minutes of which were accepted by the Joint Board. Your letter does not include these minutes nor have we any official correspondence as to any actions which were then taken. We shall need to have a more clear definition as to the position held by the Women's Committees in New York and on the field and as to the relation of the officers of these committees to the administrative officers of the University. It is all the same to us whether such official correspondence goes through your hands or through the Secretary of the Women's Committee, and whether it is received by the Dean of Women, the Dean of the Medical School or myself, provided the organization is so clean cut as to prevent unnecessary duplication of correspondence, on the one hand, or the possibility of important actions falling between all of us, on the other.

Dr. Cochran has himself written at length to you and to Miss Lepper in reply to the various queries which you have raised on the financial aspect of the Women's Unit. I will not therefore repeat what he has written, except to ask you to add my apologies to his to Miss Lepper. I am extremely sorry to read in your letter of her statement to Mr. Greene that she has "on three occasions requested financial statements from the authorities in Tsinan, but without response." So far, neither Dr. Cochran, Mr. Hunter nor I can find any trace of any such letters, and I can only imagine that they were addressed to Dr. Leonard and either miscarried in the post or were received at a time when Dr. Leonard was no longer fit to attend to business.

S 1181 | There is one point in connection with the financial details for which Miss Lepper asks that I ought to explain as I am myself responsible for it, by arrangement with Dr. Leonard. I refer to the matter of investment of surplus funds on the field. Several months ago when the Women's Unit began to accumulate on the field larger sums than they were immediately requiring, the question of investing them on deposit was raised, but I recommended to the Treasurer and to Dr. Leonard that it would be better for them to remain in the University account, and for the University to pay to the Women's Unit interest on this sum at whatever rate they could obtain on fixed deposit. My reason for this recom-

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*of Women's Unit funds*  
mendation was two-fold. In the first place it was difficult to see at that time how long we could afford to have this money on deposit. (As a matter of fact there was one period during the past twelve months when we had only approximately Mex. \$4000/ on our books). In the second place, we have, as you know, no capital from which to draw for the maintenance of our current work in the University, and, although we make strenuous efforts to avoid such an emergency, it occasionally happens that the time of receiving appropriations for the upkeep of our current work falls behind the date at which such expenditure has to be made. Instead, therefore, of getting overdrafts from a bank on such occasions, it seemed far wiser for us to borrow from any excess funds at our disposal (of which the Women's Unit funds form one) and to pay them at the regular rate of interest which they might otherwise be drawing, and which, at present varies from 5 to 6%.

It is very encouraging to hear of the sympathetic attitude which Mr. Greene has taken towards our appeal for this enlarged hospital and we shall await with interest an action of the China Medical Board on the subject.

*pastoral*  
10. University Alumni. I will gladly convey to the Alumni the kind sentiments expressed by the North American Joint Board with reference to their gift to the University. Thank you also for your suggestion that we should make full use of the encouraging facts regarding the occupations of our old graduates. I never make a tour to other parts of this country or visit other educational institutions without returning with a deep sense of gratitude to the founders who laid down such strong lines for this institution, and who have been responsible for the fine tradition of Christian service which we have inherited. Only this past month I have visited two well-known missionary colleges in the Yangtze valley, both of which have been in existence many years and have turned out a large number of graduates. At one of them I heard the sad admission that not a single one of their men had ever entered the service of the Church, while from the other there have been but four.

11. Church of the Brethren. We are keeping in close touch with this church on the field, and have their warm and unanimous approval of co-operation in the University. We shall now go forward and extend a definite invitation to Mr. Cassady, at the same time inviting the Church of the Brethren to participate in all departments of the University.

I think I have now covered all the main points in your three letters, with the exception of those which Dr. Cochran has

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himself written about. It may be that before there is time to receive a written reply to this letter I shall myself be on my way to North America. In any case I hope it will not be many months before I have the opportunity of meeting you again.

With kind regards,

Believe me,

Yours very sincerely,

*W. O. S. Saline*

HB:MMS.

Copy to Dr. Moorshead.

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SECRETARIES

SHANTUNG

November 21, 1924

TRANSFER

Dr. Harold Balme, Secretary,  
Field Board of Managers of the Shantung Christian University,  
Tsinan, Shantung.

Dr. R. Fletcher Moorshead, Secretary,  
The British Joint Board,  
London, England.

Dear Dr. Balme and Dr. Moorshead:

Several Shantung Christian University matters should be cleared briefly with each or both of you gentlemen.

1. We greatly regret to know of Dr. Balme's ill health and sincerely trust that his brief stay in Kuling this fall has benefitted him. Personally, I am not convinced that activities at the Home Base are just the cure that his condition indicates but far be it from a clergyman to advise you two physicians on health matters!

2. The date of the meeting of the Board of Governors concerning which Dr. Balme inquired by cablegram has not yet been decided as we are awaiting word from Dr. Moorshead on this matter. We thought that possibly this meeting might be held about the first of February in connection with the Washington Convention if a number of people are here from Great Britain at that time; otherwise, we assume that the second week in April would be the natural time. As soon as a day for the meeting is set, advice will be dispatched to the field. A cablegram in reply to Dr. Balme's inquiry was sent several days ago, indicating that we were awaiting word from London.

3. New Hospital Plan.-- Not having heard from Dr. Moorshead by cablegram in October, we understand that he did not receive by cablegram from the Baptist Medical Committee in Shantung unanimous favorable action to the new proposal. I have also learned indirectly that the land across from the hospital, which has been held for an excessive price, is now available at a reasonable figure and that the Field may believe it wise to hold to the former plan of a separate women's hospital across the street from the present hospital.

After a conference with Mr. Roger S. Greene in which he showed himself very sympathetic to the work of the School of Medicine and the Hospital, the China Medical Board took action on November 5, 1924, as follows:

"RESOLVED that the sum of fifty thousand dollars (\$50,000) be, and is hereby, appropriated to the TRUSTEES of the SHANTUNG CHRISTIAN UNIVERSITY for BUILDING AND EQUIPMENT for the SCHOOL OF MEDICINE of the University, on condition that a sum not less than ten thousand dollars (\$10,000) United States currency shall

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be provided by the University from other sources in addition to the funds already collected or pledged.

RESOLVED that the sum of thirty thousand dollars (\$30,000) be, and it is hereby, appropriated of which so much as may be necessary shall be used for payment of LOSS BY EXCHANGE ON REMITTANCES FOR CAPITAL EXPENDITURE made by the China Medical Board or by the supporting Societies for the SCHOOL OF MEDICINE OF THE SHANTUNG CHRISTIAN UNIVERSITY, considering as the normal exchange rate one dollar local silver currency (Mex. \$1.00) equals fifty cents United States currency (\$ .50).

RESOLVED that, in addition to the sums provided under C.M. 2578, the sum of sixty-five thousand dollars (\$65,000) be, and it is hereby appropriated, of which so much as may be necessary shall be used for the purchase of Mex. \$113,000 for MAINTENANCE of the SCHOOL OF MEDICINE of the SHANTUNG CHRISTIAN UNIVERSITY, on condition that the sums stated below are provided by the Women's Committee of the said University, or from other sources, over and above the amounts provided in the budget of the School of Medicine prior to the year 1923-24, payments to be made as follows:

		From the China Medical Board		From Women's Committee of the Shantung Christian University (including salaries for four staff members)
Jan. 1, 1925 to June 30, 1925	\$ 3,000	to provide Mex.	5,000	Mex. 11,800
July 1, 1925 to June 30, 1926	6,000	"	10,000	" 22,000
July 1, 1926 to June 30, 1927	28,000	"	49,000	" 28,000
July 1, 1927 to June 30, 1928	28,000	"	49,000	" 28,000
	<u>\$65,000</u>	"	<u>113,000</u>	<u>" 89,000"</u>

You will note that, for the years 1926-27 and 1927-28, the China Medical Board add their present Mex. \$33,000 to the Mex. \$16,000, the latter sum being for the Women's Department on a 50-50 basis. The Woman's Committee, in addition to providing an amount equal to the China Medical Board grant, is expected to support four staff members at the rate of Mex. \$5,000 each per annum.

While there is nothing in the action that would indicate that the grant is conditioned upon the particular plan for one hospital as we outlined it to Mr. Greene, yet I believe this plan to be the basis of the China Medical Board action and if there is any change from the single hospital plan the matter should be taken up with the China Medical Board.

4. Ry-Laws.— We have received from Dr. Moorshead a copy of the action of the British Joint Board on the Ry-Laws draft proposed by the North American Joint Board, with copies in quantity of the Ry-Laws as revised. The Ry-Laws with these revisions will be considered at the earliest practicable opportunity. There has been no opportunity to study them as yet so that no comments can be made.

5. Regarding the Presbyterian vacancy in the Theological School, I wrote recently to Mr. Moorshead, sending a copy of my letter to Dr. Balme, explaining why the Presbyterian Board is disinclined to appoint a new, untried recruit to the training of the Christian ministry, particularly in a union institution which is just at present in the position of the School of Theology of the Shantung Christian University. The Shantung Mission should know and approve of the one who represents it on the staff of the Theological School.

November 21, 1924

If Mr. Moor is released by the Southern Presbyterian Board and applies for appointment by the Northern Board, what place is there, other than in the School of Theology, in which the University desires that he should serve? Of course, our hope is that Mr. Butler may be named by the Mission to the School of Theology or, if he is not so named, that Mr. Moor if he becomes available and is appointed may qualify. Each of these men desired a theological appointment. Mr. Butler first became available, will have been on the field at least a year ahead of Mr. Moor, and consequently it is understood that he would have first consideration by the Mission as a possible representative in the School of Theology.

6. The sad death of Dr. Leonard, we all realize, brings a great loss to the University. We hope all her relationships will be satisfactorily carried forward under other leadership. I am enclosing a copy of the Minute of the Presbyterian Board on Dr. Leonard's life and work.

I received Dr. Balme's letter of September 19, giving the Field Board Minute on Dr. Leonard and the action regarding Dr. Miner and Dr. Heath as dean and assistant dean of women. Without doubt this action will receive the cordial approval of the North American Joint Board.

7. Mr. Cassat's case has been finally acted upon, the decision being unfavorable to his return to the field. He will take up remunerative work probably sometime during the month of January and, as soon as his allowances from the Presbyterian Board cease, the University may begin to draw against the Board on account of this vacancy at a rate not to exceed Mex. \$250 a month. Mr. Cassat's relationship with the Presbyterian Board is expected to terminate not later than January 31, 1925, and this information we have cabled to the field in response to Dr. Balme's inquiry.

8. Attorneys' Fees for securing the charter have not yet been settled. We are hoping that the amount will be revised downward. Following Dr. Moershead's suggestion, we can probably arrange to pay the entire amount here and collect from the British Joint Board its one-half share of the expense.

9. Regarding the Middle School, I regret that no money has as yet become available for this work. The Shantung Christian University, you will be interested to know, is listed in the Board's appeal for "Land, Buildings and Equipment Overseas" for Gold \$35,000, this amount covering two residences at \$6,000 each - \$12,000, middle school dormitory - \$5,000, and toward the Woman's Medical Plant - \$15,000. This is the largest amount listed for any of the higher educational institutions in which we cooperate throughout the entire Mission Field. This pamphlet is just off the press, will be widely distributed, and will be the basis of solicitation among the Presbyterian Churches of the whole country. I hope there will be favorable response on the Shantung University items.

Mr. John Van A. MacMurray, who has long been Chief of the Far Eastern Division of the State Department at Washington, D. C., has just been promoted to be an Assistant Secretary of State, presumably with special relationship to the Far East. Mr. MacMurray is well acquainted with the situation in China and we believe he will help forward constructive policies in his new, more responsible position.



November 21, 1924

Dr. Struthers called at the office the other day and is coming in again soon. Today, I indorsed the application of Dr. Ingle for a China Medical Board fellowship. Dr. and Mrs. Stearns have sailed for China and you will have seen them at the University before this letter reaches you.

The length of this letter and the number of items covered are far greater than I anticipated when I modestly began writing and I think it is quite time to stop.

With heartiest Christmas greetings to each of you and to your families, and with every wish for the most satisfactory of New Years, I am

Very sincerely yours,

GTS-G

George T. Scott.

0895

CHINA UNION UNIVERSITY  
SHANTUNG CHRISTIAN UNIVERSITY CENTRAL OFFICE

TSINAN, CHINA

British Joint Board

F. H. Hawkins, LL.B., Chairman  
R. Fletcher Moorshead, F.R.C.S., Secretary

North American Joint Board

Paul Monroes, Ph.D., LL.D., Chairman  
George T. Scott, M.A., Secretary

Field Board of Managers

Chang Po-ling, Litt. D., Chairman  
Harold Balme, F.R.C.S., Secretary

British Office

19, Furnival St., London, E.C.4

North American Office

156 Fifth Avenue, New York City

Officers of the University

HAROLD BALME, F.R.C.S.  
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Dean, School of Theology  
LI TIEN-LU, Ph.D.  
Dean, School of Arts and Science  
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Dean, School of Medicine  
J. S. WHITEWRIGHT  
Director, Extension Department  
J. WALTER HUNTER  
Registrar, Acting Treasurer  
PAUL C. CASSAT  
Treasurer

Dr. Eric M. North,  
China Union University Office,  
150. Fifth Avenue,  
NEW YORK CITY, U.S.A.

SHANTUNG  
TSINAN November 21, 1924

TRANSFER

My dear Dr North,

I see from the Minutes of the last meeting of the North American Joint Board, which have just come to hand, that Mr Leslie Moss has resigned from the Secretary-ship of the China Union University, and that you have been appointed in his place. May I, on behalf of the Staff of this University, extend to you a very sincere welcome in taking up this new office. We know from long experience how keenly interested you are in the work of Christian Higher Education, and though it is a good many years since we had the pleasure of welcoming you to this city, & vast changes have taken place here since that time, we are assured of your continued and growing interest in the development of this institution. I hope that it will not be long before it is possible for you to re-visit the orient, and give us the opportunity of conferring with you in person with regard to our problems and policy. It is possible that before that time comes I may have a chance of seeing you in New York, as I am expecting to go home via the States, early next year.

With this letter I am enclosing a short account of an important meeting of the Council on Higher Education, which was held last month in Shanghai, and of which I was Chairman. I think you will be interested to know something with regard to the discussions which took place at that meeting.

With kind regards, Believe me,

Yours very sincerely,

*Harold Balme*

HB:ab

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# SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

## British Joint Board

F. H. Hawkins, LL.B., Chairman  
R. Fletcher Moorshead, F.R.C.S., Secretary

## North American Joint Board

Paul Monroe, Ph.D., LL.D., Chairman  
George T. Scott, M.A., Secretary

## Field Board of Managers

Chang Po-ling, Litt. D., Chairman  
Harold Balme, F.R.C.S., Secretary

## British Office

19, Furnival St., London, E.C.4

## North American Office

156 Fifth Avenue, New York City

## Officers of the University

HAROLD BALME, F.R.C.S.  
President  
JOHN D. MACRAE, B.A., B.D.  
Dean, School of Theology  
LI TIEN-LU, Ph.D.  
Dean, School of Arts and Science  
SAMUEL COCHRAN, M.D.  
Dean, School of Medicine  
J. S. WHITEWRIGHT  
Director, Extension Department  
J. WALTER HUNTER  
Registrar, Acting Treasurer  
PAUL C. CASSAT  
Treasurer

Miss Lucy E. Lepper,  
Presbyterian Board,  
156, Fifth Avenue,  
NEW YORK CITY, U.S.A.

TSINAN November 27, 1924



Dear Miss Lepper,

I am sorry to read from a recent letter from Dr Scott of the difficulty which you have been experiencing in securing definite information regarding the financial situation of the Womens' Unit here. I think possibly this difficulty has arisen through some looseness in our present organisation. Your requests, have I presume, been addressed to Dr Leonard as Dean of Women, and not to our Treasurer, Mr Hunter; but as they probably reached Dr Leonard at the time when she was already unfit to transact serious business, and as neither Mr Hunter nor I had any knowledge of the correspondence between you and Dr Leonard, there has been a regrettable gap. Please accept our sincere apologies for leaving you unprovided with this essential information. If I might suggest it, I think it would simplify matters if all correspondence on financial questions were sent direct to our Treasurer, or else were sent in duplicate to him and to the Dean of Women. In the same way I would like to suggest that with regard to general questions affecting the Womens' Unit, a copy of your Minutes or of other official correspondence should be sent to me, as President, as well as to the Dean of Women. If such an arrangement commends itself to you I could of course see that duplicate copies of correspondence sent by the Treasurer or myself to your committee was similarly filed in the office of the Dean of Women. I think some such arrangement would obviate the risk of important matters falling between us. However, I am quite expecting to be in New York in the near future, as I expect to be leaving China for a few months in the early part of next year, and in that case I shall have an opportunity of calling upon you and the other officers of the Womens' Committee, and having a conference with you on all these matters.

I understand that Dr Cochran has now forwarded to you a full financial statement showing the exact position of the Womens' Unit funds. I hope this will be perfectly clear & satisfactory.

We are anxious to hear what action the C.M.B. has taken regarding the appeal for a grant towards the building & upkeep of the

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Miss L.E. Lepper.

proposed new Hospital. Information on this subject will probably be reaching us in the near future.

Kind regards, believe me,

Yours sincerely

*W. L. B. Palmer*



HB:ab

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SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

*Palme*  
濟南山東

23th November, 1924.

OFFICE OF THE PRESIDENT

Rev. G. T. Scott D.D.,  
156, Fifth Avenue,  
New York.

Dr. R. F. Moorshead,  
19, Furnival St.,  
London, E.C.

Dr. Eric M. North,  
China Union Universities' Office,  
150, Fifth Avenue,  
New York.

TRANSFER  
SHANTUNG

*Cr. to Sec China*  
*Gen Ed Sec China*

Dear Dr. Moorshead,

A month ago I was in Shanghai, attending a meeting of the Council on Higher Education, which, as you doubtless know, is the Executive Committee of the new-formed China Association for Christian higher education. The importance of this Council lies in the fact that it not only includes representatives of the leading Christian Colleges and Universities, but it also has within its membership some of the Christian Chinese educators connected with Government or private institutions. In this way its scope is very much wider than was the case of the former Association of Christian Colleges, and we are enabled to get mutual conference on all matters concerning the development of the Christian educational system in this country and to receive frank criticism or suggestion from our Christian Chinese friends, who are themselves intimately connected with the national educational system. I am enclosing herewith a brief resume of this meeting as it contains various facts which I think you would be interested to know about, the two most important of which before us were, firstly, the hostile attitude of the Chinese educators towards Christian education, and, secondly, the bearing upon Christian education of the release of the Boxer indemnity fund.

With regard to the former, you are perhaps aware that during this past year we have been conscious of a more articulate spirit of opposition to Christian schools and colleges than has been the case at any time within the last decade. Dr. Paul Monroe on his recent visit to Peking informed me that one of the things which had impressed him during this visit more than anything else was the change of attitude on the part of Chinese national educators towards Mission-controlled schools and colleges. He himself suggested various causes for this attitude of hostility, of which the following are worth consideration:

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A. A serious apprehension as to the effect upon the national loyalty of students trained in Mission schools and colleges, resulting from their most impressionable years being spent in institutions largely foreign-controlled.

B. The strongest opposition to required religious instruction and attendance at religious services.

C. A fear lest the released Boxer funds would be largely devoted to Mission schools and colleges, thus increasing their efficiency at the very time when Government institutions are financially starved.

D. A conviction that, given stable conditions of government and adequate financial resources, Government and private educational institutions can now supply all that is needed in the country and that there is now no longer any need for foreign schools and colleges.

You will, of course, have heard of the discussion of this whole question which took place last summer at the Annual Conference of the Society for the Advancement of Education, the largest and most influential body of educators in this country. If the strongest opponents had then had their way resolutions would have been passed definitely discriminating against the graduates of all Mission schools and colleges. Although the most serious of these resolutions was not passed, the very fact that they were brought forward and that a large number of influential Chinese were prepared to support them is, of course, significant. At the same time I do not feel that we have any cause to be unduly alarmed. On the other hand I feel that this attitude is more or less inevitable and that it actually helps to clarify the issue. Hitherto all our Mission schools and colleges, like our hospitals and medical schools, have been in a somewhat false position in this country, owing to their having what has practically amounted to a dual raison d'être. In the first place there has been the specifically religious objective before them as a justification for their existence, in that they were regarding education as evangelistic and spiritual agency for the presentation of all forms of truth from the Christian stand-point and the impressing of young lives with the call of Christ. On the other hand there has been this second objective, in that they were supplying something along educational or medical lines which the country lacked but which should normally have been supplied by national forces. In many institutions this second objective has tended to cloud

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Dr. Scott  
Dr. Moorshead  
Dr. North.

the first and I feel that it is not altogether a disadvantage if we find it disappearing and if our right to exist has to stand four-square upon our Christian objective and our specifically Christian contribution. That does not, of course, mean that we shall not still have to face a considerable amount of opposition from time to time, but it seems to me that when we are able to keep abreast of the best education that is offered in the country, whilst at the same time centering our whole force upon the Christian purpose of these colleges, we shall still find that there is a place for us in the educational system of the country. After all, the Chinese are a wonderfully courteous and tolerant people and I do not fear any drastic action of an unreasonable or unjust character. At the same time it would be sheer folly to remain blind to the course of events which are pending in the educational world about us.

The question of the Boxer Indemnity Fund is quite a thorny one and we shall need to proceed with very great caution should there be any suggestion of these funds being available for missionary institutions. It would certainly be a calamity if the acquisition of this new source of revenue were to be secured at the cost of Chinese hostility, thus seriously handicapping our policy of making these institutions truly indigenous. I sometimes find myself wishing that the Boxer indemnity fund had long ago been settled and that there was no question of its release today benefitting missionary institutions, for it seems to me that we are going to be in a difficulty whether we become beneficiaries or not. In the former event our difficulties will probably lie in China, whilst in the latter case it would be with our home supporters who may easily question any reluctance or unwillingness on our part to attempt to secure support from the Boxer money.

I will not add more to-day but I thought you would all like to have some details on these important questions, as they may have an effect upon all our Christian educational work in this country in the near future.

Believe me,  
Yours sincerely,

*Howard Salme*

Enc.

HB/GMH.

0902



## COUNCIL ON HIGHER EDUCATION.

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The Council on Higher Education, formed in February last as one of the important results of the Conference of Christian Colleges and Universities at Nanking, held its first full meeting at St. John's University, Shanghai on October 9, 10 and 11. The following members of the Council and Visitors were present:

Rev. J. Leighton Stuart, representing N. China.  
Dr. E.H. Hume and Rev. A.A. Gilman - Central China.  
Rev. J.M. Jard, representing West China.  
Miss Vautrin, Mr. M.S. Bates and Dr. C.C. Chen, representing East China.  
Mr. Kenneth Duncan of Canton, representing S. China.  
Dr. Hawks Pott, Dr. W.T. Tao, Dr. C.Y. Cheng - coopted members-;  
together with the officers of the Council,  
Dr. Harold Balme (Chairman), Rev. E.C. Lobenstine (Secretary), and Rev. E.W. Wallace.

The visitors included Rev. W.T.A. Barber D.D., former President of the Wesleyan Conference of Great Britain and member of the British Joint Board of the Shantung Christian University; Mr. Sandford Chen, of the C. C. F. A., Dr. Lillestrand and Mrs. Manley of West China; and Mr. A.J. Elliott of the Y. M. C. A.

The fact that it was possible for all the meetings to be held at St. John's University, and that three unhurried days could be devoted to the consideration of the subjects before the Council, gave an opportunity for mutual discussion and conference such as has not occurred since the visit of the Educational Commission. The complete frankness which was manifest throughout all the sessions - never more marked than when the present financial position of the Christian Colleges was under review -, and the willingness on the part of all to look at Christian Higher Education as a whole, without regard to institutional interests, bear testimony to the advance which has been made in China since the Commission issued its report, and give promise of all still closer cooperation in the future.

One of the most important subjects discussed was that of the present situation of Christian Higher Education in China, in view of (a) the attitude of non-Christian educators, as revealed in the recent Conference of the National Society for the Advancement of Education held in Nanking last July; (b) the bearing of the release of the Boxer Indemnity Funds for educational purposes; (c) the serious difficulty which each Christian College is at present facing, in attempting to secure adequate financial support for the carrying out of a programme which is educationally efficient; and (d) the probable withdrawal of assistance, on the part of the China Medical Board, from institutions which are not wholly under Chinese control.

With regard to the attitude of non-Christian educators, a very frank statement was made to the meeting, from which the following facts emerged:-

1. That non-Christian educators are giving careful study to the recommendations of the Educational Commission, and are alarmed at what appears to them to be the setting up of a complete system of education in the country, from kindergarten to College, paralleling, and to some extent rivalling, the national educational system.
2. That opposition is chiefly directed towards the widespread programme of primary and secondary education disclosed in those recommendations. Such opposition is twofold in character. On the part of some it consists of hostility to compulsory religious instruction, as being incompatible with a national system based upon secular education and religious freedom. On the part of others it is mainly nationalistic, owing to the fear that children brought up in mission schools come under dual influences - partly western and partly Chinese - and are therefore apt to have their sense of national loyalty weakened.
3. That the existence of Christian Colleges and Universities is not resented by educators to the same extent, as they consider that variants from the normal are to be welcomed in the case of students of college age; but that in these colleges also the existence of compulsory religious instruction and compulsory attendance at religious worship is keenly criticized.
4. That mission funds should be concentrated upon the maintenance of a few colleges or universities in which the educational standards should be of the very highest, and possibly also upon the support of a few "model" middle schools, in both of which all religious instruction should be on a voluntary basis.
5. That much of the present opposition arises from the ignorance on the part of most mission educators, of the work now undertaken by Government and private schools and colleges, and of the programme of the educational organisations in the country; and from similar ignorance, on the part of non-christian educators, of the aims and motives of missions schools and colleges.
6. That the presence of a large number of Chinese, in the administration and teaching of mission colleges and schools, is greatly needed, together with closer cooperation between them and the non-christian educational organisations.

With regard to the Release of the Boxer Indemnity Funds, and its possible bearing upon Christian Higher Education, a very important discussion took place. The action of the American Government, in placing the distribution of these funds in the hands of a Foundation upon which Chinese members are in the majority, has been warmly welcomed by Chinese educators, and at a recent meeting of representatives of the National Society for the Advancement of Education and of the United Provincial Educational Associations



a strong recommendation was passed urging that the same procedure be followed in the case of the other nations now proposing to remit the balance of the Boxer Fund. Unless this method is adopted, there is grave reason to fear that the very purpose for which these funds are remitted - the improving of relations between China and the western powers - will be defeated. Already strong opposition has been expressed against the Japanese proposals, which place the administration of their fund solely in Japanese hands; whilst the reported method of appointment of the British Committee of Investigation has also given rise to considerable hostility and suspicion. The Council, after full discussion, unanimously put themselves on record as favouring the formation of special Foundations (with a majority of Chinese members in each case) for the administration of all Indemnity Funds so released.

A keen debate took place as to whether it would be wise - in the event of foundations, so constituted, being set up - for Christian Colleges and Universities to become beneficiaries from such funds, in the event of their being eligible for grants from these Foundations. One of the Chinese members of the Council expressed grave doubt as to whether the receipt of such subsidies would not prejudice the religious objective of Christian colleges by the creation of a link between them and a Foundation which, in its genesis, is necessarily political in character, and may possibly bear the stigma of the punitive source of the revenue. The fact that mission institutions are to be excluded from any benefits from the American fund also has a close bearing on this subject, particularly in the case of union institutions. It was finally decided that it would be premature and unwise to attempt to formulate any pronouncement on this subject, especially as the function of the Council is purely advisory in capacity. It was however recommended that this matter be commended, for close study, to the various regional areas, and it is hoped that it may be found possible to secure a united voice, on the part of missionary educators, in favour of the first and most essential step to be taken, namely the setting up of responsible Foundations, with a majority of Chinese members, to whom the whole administration of the Funds should be entrusted.

A discussion on the present financial situation of the Colleges, in which the representatives of the Christian Colleges and Universities each made a frank and full statement as to the position of his own institution, brought to light the following serious facts:

1. That each of these Colleges is at present faced with serious difficulties in the attempt to secure an income sufficient to maintain its present educational programme at a standard of efficiency, and to secure an adequate staff of well-trained teachers and administrators. This difficulty is greatly increased in the

case of following out the admittedly essential policy of securing a larger accession of Chinese administrators and professors, owing to the tendency of the supporting Mission Boards to give their support in the form of missionary members of staff, rather than in financial grants which could be equally supplied to the engaging of Chinese colleagues.

2. That the recent efforts to secure large sums from the West have all been disappointing, and that there is reason to fear that this condition will not materially improve within the next few years. During that same time, however, there is a prospect (which all will welcome) of the Chinese colleges being placed upon a stronger financial basis, as a result of grants from the released Boxer Funds, with the result that standards will necessarily rise, and the Christian Colleges may find themselves still further handicapped.

3. That it is becoming increasingly hard to secure large Chinese support for the maintenance of institutions under western control.

4. That the securing of large sums for endowment, whilst most of all to be desired, is even more difficult than the obtaining of gifts for specific objects.

5. That Christian Colleges dependent mainly upon large tuition fees are facing the prospect that with the growth in number and efficiency of Chinese colleges, it will probably be impossible to maintain the present high rates for tuition.

6. That the Christian Church is not yet in a financial position to assume any sense of proprietorship for the maintenance of these Christian Colleges, to which at present she is apt to be somewhat indifferent, partly because of their largely foreign control and administration, and partly because her limited resources are all required at present for the support of the Church itself.

The only solution of this serious problem which the Council could see is along the lines of drastic restriction of programme on the part of each of the Christian Colleges. Mr. Lobenstine has been asked to arrange for regional conferences on this subject, in the six University areas, with a view to frank discussion with members of staff and of Controlling Boards of this whole subject, and the presentation of further recommendations to a future meeting of the Council. It is hoped that Mr. Lobenstine will be set free from other duties to concentrate the major part of his time upon this matter during the next few months.

A brief mention may be made, in closing, of the other matters dealt with by the Council.

1. A uniform Statistical Form has been adopted, and is to be given an experimental trial for one year. This covers all the main facts regarding Student Enrolment, Staff and Finance, and should



supply data for a reliable comparative study of all the institutions engaged in Christian Higher Education.

2. Minimum standards for Colleges desiring registration by the Association of Christian Higher Education have also been drawn up and approved, and are now to be submitted to each Christian College for criticisms and suggestions.

3. Warm approval has been given to the proposal for the establishment of a joint College Entrance Board, and a committee has been entrusted with the heavy task of securing the necessary facts regarding present practice, and formulating suggestions for the establishment of such a Board of Entrance to those Colleges and Universities desiring to participate. This means a great deal of work, and it is feared it will not be ready to function before 1926.

The Council on Higher Education has a large responsibility upon its shoulders, for it is the only body upon which representatives of the Christian Colleges and Christian educators in non-Christian Colleges have an opportunity of conferring together on these vital questions affecting the whole future of Christian Higher Education. The meetings which have just concluded give us every ground to hope that as a result of such mutual conference, we shall be guided to see aright as to the policy to be followed by our Christian Colleges and Universities, and shall find a solution to the main problem which confronts us these days, namely The Distinctive Place of Christian Higher Education in China.

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*Shantung*

~~UNITED STATES DEPARTMENT OF THE INTERIOR~~  
CENTRAL OFFICE

SHANTUNG

*Copy for Dr. North*

December 3, 1924

Dr. Harold Balme  
Shantung Christian University  
Tsinan, Shantung, China

My dear Dr. Balme:

The enclosed letter from Dr. Eric M. North with its enclosure of a copy of his letter to Dr. John Gowdy, President of Fukien Christian University, will place before you the question of pensions and insurance for members of the staff of universities in China.

Inasmuch as the various denominations and/or various denominational Boards cooperating in Shantung University no doubt have their own pension and insurance plans, and as these denominational Boards support practically all of the members of the foreign staff of Shantung University this matter is not so important at Shantung as in some of the other union institutions in China which on their own University budgets support a considerable number of foreigners. However, the problem will include native as well as foreign personnel.

You and the Field Board will know better than we in this office how to handle the question inasmuch as the Field Board represents all of the Boards in interest. Anything that is done should of course have the fullest endorsement of all responsible groups on the field as well as the British and American Boards in interest.

You will note that Dr. North is in correspondence with Mr. Lobenstine on the matter.

With kindest regards, I am,

Very sincerely yours,

*(G. T. Scott)*

George T. Scott

GTS-NMF

Copy for Dr. North

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DEC 6 1924

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CENTRAL OFFICE

*Handwritten signature*

*Copy for Dr. North*

December 8, 1924

Dr. Harold Balme  
Shantung Christian University  
Tsinan, Shantung, China

My dear Dr. Balme:

The enclosed letter from Dr. Eric M. North with its enclosures of a copy of his letter to Dr. John Gowdy, President of Peking Christian University, will place before you the question of pensions and insurance for members of the staff of universities in China.

Inasmuch as the various denominations and/or various denominational boards cooperating in Shantung University no doubt have their own pension and insurance plans, and as these denominational boards support practically all of the members of the foreign staff of Shantung University, this matter is not so important at Shantung as in some of the other universities in China which on their own university budgets support a considerable number of foreigners. However, the problem will include native as well as foreign personnel.

You and the Field Board will know better than we in this office how to handle the question inasmuch as the Field Board represents all of the boards in interest. Anything that is done should of course have the fullest endorsement of all responsible groups on the field as well as the British and American Boards in interest.

You will note that Dr. North is in correspondence with the Department on this matter.

With kindest regards, I am,

Very sincerely yours,

*Handwritten signature*  
George T. Scott

GTS-WHE

Copy for Dr. North

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DEC 6 1924  
OFFICE

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DEC 12 1924

Page 2.

Dr. Scott.

February or early in March. My wife and family are returning direct by Suez whilst I have secured a reservation on the "~~Empress of Asia~~", due in Vancouver Jan. 26th. From there I plan to proceed to Edmonton for a brief visit to some relatives, and in the event of your wishing to communicate with me regarding my travel east I could be reached with a letter at the following address: c/o Mrs. Arthur Hobbs, 11,009, Eightieth Avenue, Edmonton. In the absence of any word from you I shall plan to come on to Toronto and New York, reaching your city about the middle of February. I am just wondering whether I ought to take in Chicago en route so as to go out to Elgin, Illinois and meet the Secretary of the Church of the Brethren regarding the co-operation of that body in the University. If you consider this advisable I should be grateful if you would send me word.

Thank you for writing so clearly with reference to Mr. Cassat. We have arranged to retain the services of the accountant, Mr. Ozorio, for another twelve months at least, as he has proved himself of great value during the absence of the Medical School business manager. I shall however be glad to talk over with you this situation when we meet.

With kind regards and all good wishes for the New Year,

Believe me,  
Yours sincerely,

*Walter Palmer*

HB/GMH.

0911

Dr. Harold Balme

249-4038

SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

British Joint Board

F. H. Hawkins, LL.B., Chairman  
R. Fletcher Moorshead, F.R.C.S., Secretary

North American Joint Board

Paul Monroe, Ph.D., LL.D., Chairman  
George T. Scott, M.A., Secretary

Field Board of Managers

Chang Po-ling, Litt. D., Chairman  
Harold Balme, F.R.C.S., Secretary  
JAN 26 1925

British Office

19, Furnival St., London, E.C.4

North American Office

156 Fifth Avenue, New York City

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Officers of the University  
SECRETARIES

HAROLD BALME, F.R.C.S.  
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Dean, School of Theology  
LI TIEN-LU, Ph.D.  
Dean, School of Arts and Science  
SAMUEL COCHRAN, M.D.  
Dean, School of Medicine  
J. S. WHITEWRIGHT  
Director, Extension Department  
J. WALTER HUNTER  
Registrar, Acting Treasurer  
PAUL C. CASSAT  
Treasurer

SHANTUNG

TSINAN

22nd December, 1924.

TRANSFER

Ans'd

Rev. G. T. Scott, M.A.,  
156, Fifth Avenue,  
New York City.

Dr. R.F. Moorshead,  
19, Furnival Street,  
London, E.C.4.

Dear Dr. Scott and Dr. Moorshead,

After repeated delays and innumerable difficulties caused by the disorganisation of all railway communications in China at the present time, we have succeeded in getting together a small nucleus of the Administrative Council for a consideration of the new By-laws and also for the transaction of other routine business, and I am enclosing herewith an advance copy of the Minutes which have been passed. These will be mimeographed next week but we will delay for ten days or a fortnight before posting them to you, so as to give us time to hear whether they meet with the approval of the whole Field Board. This procedure is all the more essential in this particular case as we found it absolutely impossible to secure a quorum of the Administrative Council, and as you will notice from Minute 0180, special action had to be taken to cover that situation. I think myself it is most probable that these minutes will be approved, in which case they will be sent off to you in due course and can be distributed. If, however, any of the actions are held up through the disapproval of three or more members a note will be made to that effect upon the mimeographed copies before they are despatched.

With the exception of the By-laws our other actions were more or less formal and require but little comment.

0184. Land for New Hospital. - The Minute which was passed last June with reference to the building

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scheme for an enlarged hospital was passed upon the supposition that owing to prohibitive prices it would be impossible for us to secure additional land in the proximity of the present buildings within the available resources, and as a result, a scheme was drawn up by which all the buildings that are needed could be erected upon our present site by the pulling down of three of our foreign residences. Since that time, however, prices for land have dropped considerably and this Minute has therefore been passed in order to give us liberty to purchase such land should we find it possible to do so without going beyond the Budget already passed..

1181  
0191. China Medical Board. The news of the very generous action which has been taken by the China Medical Board in reply to our last appeal reached us just in time for our meeting and called forth an expression of great appreciation and gratitude. I am writing separately to Mr. Greene and Mr. Goodrich on the subject and have no doubt that the North American and British Joint Boards will be taking similar action.

0192. Overdraft on Building Funds. I have referred in former correspondence to my anxiety to clear off the overdraft which still remains on our Building and Land Funds. We have good hope that Mrs. McKelvy will meet the deficit on the Chapel, and the Administrative Council are now making a request that the British Joint Board would assist us in reducing the balance by assigning to this purpose the funds which were specially contributed for capital purposes (including some of the very objects which have caused the present overdraft) during the time that I was last on furlough and since. I understand that there is a sum of approximately £1200 in the hands of the British Joint Board which was specially contributed for these capital objects. I realise that the Board have been reserving this sum in order to meet their promise of assistance towards the building of the middle school, but we feel that before we embark upon any new building scheme it is important to get the existing overdraft cleared up and we should be grateful therefore if these funds could be appropriated to the field for this purpose.

248-10  
0193. University By-laws. The draft of the By-laws as prepared by the North American Committee has been subjected to a close and careful scrutiny on the field. It has been in the hands of each member of the Field Board for over a month, with a request for suggestions or criticisms; it has been laid before each of the three faculties, all of whom have made recommendations regarding various points contained in it; and finally it has

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been the subject of a special meeting of the University Senate at which the various faculty recommendations were considered by the united body. The actions taken by the Administrative Council represent in almost every instance the opinion not only of that body but also of the Senate and faculties. I will not do more than comment briefly upon these suggestions at this stage as I hope to have an opportunity of explaining them in person in the near future.

0193 A. The draft proposed by the North American Committee gave great satisfaction on the field, and we are somewhat disappointed to notice that it has been omitted from the British revision. We fully realise that it would not be practicable to include Chinese representatives on the Board of Governors if it involved a special visit from China whenever the Board held an ensemble meeting, but we have already upon our Field Board at least three influential Chinese who travel fairly frequently in the west and we feel it would be a great point gained if they could be included from the outset upon the Board of Governors, and thus help to dispel a suspicion which is more or less unavoidable at present in the minds of our Chinese colleagues, namely, that this Charter will stamp us more than ever as a foreign institution. I personally look forward keenly to the day when the Board of Governors will meet in China and when the British and American trustees will be represented by proxies. That may seem a long way ahead, but I believe we ought to prepare for it. In fact we may find history repeating itself and China insisting upon such a condition. Should such a contingency arise, it would be a great gain to us to have anticipated it.

0193 B. We understand the clause regarding the minimum basis of cooperation to refer more specifically to the case of a Mission which only cooperates in one School, and we certainly think that the suggested Mex. \$2,000 is reasonable in such a case, even though the co-operating Missions may not see their way to accept that minimum in the case of more than one school that a particular Mission Board shares in.

0193 C. It is not yet possible for the Field Board to prepare a new series of By-laws, though this will be done during the present year. It seemed necessary therefore for some action to be taken by the Board of Governors recognising our existing constitution until such time as the new By-laws are prepared and adopted.

0193 D. Some difficulty has already arisen as to the exact interpretation of the clause in the By-laws regarding the granting of degrees. We have already been informed that this Charter cannot be retro-active and in



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the opinion of some it will not be possible to grant any degrees until four years from the date at which the Bill was passed. Others, however, feel that provided present students are subjected to a re-examination in any courses which they have already taken (such re-examination to conform to whatever new standards are adopted as necessary for degrees) they should also be eligible for this academic distinction. As this is a matter which might involve serious embarrassment it seemed better to us to ask for a clear interpretation from the Board of Governors themselves, after consultation with the Toronto attorneys.

0193 E (1). The sum suggested in the Council's amendment seemed to be a truer representation of the actual cost of a member of staff and is a compromise between the recognised cost of single and married men respectively.

E (3). As the section regarding the President of the University (Article VII, Section 5) mentions that he is to be a member of the Board of Governors it would seem necessary to mention this fact under the Composition of the Board.

E (5). The Field Board have hitherto enjoyed the privilege of initiating action regarding the appointment of administrative officers and senior members of the teaching staff, and as these posts are always filled from those on the Field and not by new appointment from home it would seem wise to retain that procedure, whilst giving the Board of Governors the actual authority for accepting or refusing such nominations.

E (8). The general consensus of opinion on the Field, so far as it is articulate, is opposed to any alteration of the composition of the Field Board of Managers in the direction of adding a larger number of representatives of those Missions which have the biggest financial investment in the institution. This matter has been debated on various occasions and though we appreciate the fact that the investment of these Mission Boards is that of the lives of individual workers rather than of mere finance, we cannot help feeling that in a case of this sort the opinions and strong convictions of those individual workers should be allowed to prevail. The strong (and I believe I am right in saying unanimous) feeling of the staff is that our Field Board is already an almost unwieldy body owing to its present size, but that should it be increased it should be by the addition of further Chinese representatives. Apart from the staff itself, I am also not aware of any feeling amongst the members of the

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Presbyterian and Baptist Missions regarding the size of their representation. We have at present three representatives of the Presbyterian Mission on the Field Board (including the representative of the Women's Board) and two E.B.M. delegates, and I think it is the strong feeling that this representation adequately cares for the interests of these large Missions without any attempt to place membership upon a strictly proportionate basis.

E (9). The suggestion of the North American Committee that there should be at least two members of faculty upon the Field Board in addition to the President will remind you of the prolonged debate which was held on this subject a year ago when I brought forward a resolution appealing for the inclusion of the Deans of the various Schools upon the Board. Our Administrative Council meeting of Dec. 18th being so small in numbers and not being themselves united on this subject, it seemed imprudent to attempt to take any definite action, especially as two absent members of the Field Board had written expressing themselves as being opposed to this suggestion. The Council therefore decided to recommend that no action be taken by the Board of Governors on this point until the Field Board have had an opportunity of reconsidering it at their next general meeting.

E (11). The main point of difference between the original draft and that now suggested by the Administrative Council is that the amended form does not require any action by the Board of Governors in those exceptional cases when one who is not a member of the Christian Church is appointed upon the teaching staff. We have already had one notable case in which such a condition would have been disastrous. Two years ago we engaged upon the staff of the School of Medicine a young Chinese doctor of high moral character who was fully in sympathy with the religious purpose of the University but had not himself become a professing Christian, and at our last staff Retreat in September one of the most touching and inspiring incidents was the testimony of this young doctor to the influence which had come into his life from his association with Christian colleagues on the teaching staff and which had been the means of his conversion and entering the Church. Had it been necessary for us when thinking of engaging this young doctor to submit his case to a Board of Governors situated on two sides of the Atlantic it would of course have been impossible ever to secure him, and it would seem far better for these exceptional cases to be dealt with on the Field rather than at the home base.

E (14). The purpose in suggesting this altered

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form of wording is to avoid the necessity of submitting lists of approved candidates to the Home Board of Governors before being able to grant their degrees. Seeing that our Charter enables us to confer degrees ourselves instead of requiring some existing University in Canada to do so, it would seem that all that is necessary to keep within the terms of the Act would be for the Board of Governors to approve the conditions under which such degrees are granted, and not to pass on the individual names of successful students..

I trust that these comments will make the Minutes sufficiently plain and that the Board of Governors will see their way to adopt the suggestions which have thus come to them from the Field, and which represent the practically unanimous feeling of members of the staff and of the Field Board.

Believe me,

Yours very sincerely,

*W. B. B. B.*

HB/GMH.

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