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SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, CHINA

OFFICE OF THE PRESIDENT

4th January, 1927.

Mrs. A. K. Shaw,
150, Fifth Avenue,
New York.

My dear Mrs. Shaw,

Your letter of October 22nd has been in my hands for the last month but I have not replied to it as I have been endeavouring to ascertain just where we stood on the question of our financial responsibility in America. Your letter, with the long list of disbursements, has come as rather a shock to us all for we had no means of knowing that you were exceeding the \$100 gold budgeted for New York expenses, and until we get further details from Dr. North we are still in the dark as to how some of these items have been charged out to the field. I am sure you will appreciate the fact that with such a rigid system of budgeting as we are bound to adopt on the field, under the exigencies of our somewhat straightened ~~budget~~ ^{finance}; we shall be placed in a position of considerable embarrassment unless we have some means of knowing beforehand what expenditures are likely to be made in New York which will be charged against the field.

In looking through the list of disbursements which you have sent, they appear to fall under three or four definite groups: (1) services of central office, (2) expenditures connected with the setting up of that office for Mr. Garside's use, (3) sums of money advanced which should afterwards be collected on the field, (4) special items of travel for which no explanation has yet been provided. May I just deal with these four points seriatim.

1. In connection with the services of the central office I feel it is necessary that we should come to some understanding as to the limit of our responsibility. I realise that the percentage charged against us is a very small one. At the same time we have no say in the central office budget, and if the total sum is largely increased our share naturally rises in proportion. The result is, in this present instance, that whereas we have budgeted on the old figure of \$100 gold we are suddenly presented with a bill for \$338.71. Possibly you and Dr. North and Mr. Garside could talk over this matter and come to some agreement as to what is a reasonable sum to be charged against us as our annual contribution towards the central office during the time that the services which we receive from it are so very limited. We cannot leave

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Mrs. Shaw

it on its present fluctuating basis unless you are in a position to give us early notice and some opportunity of expressing our opinion as to how much money we can afford to put into this cooperative effort.

2. With regard to expenditures for the setting up of the office, e.g. office furniture, lettering on doors, etc., etc., surely these ought to be charged against the new promotion campaign which Mr. Garside is initiating. The amount of stationery, for example, which Dr. North ordinarily uses in connection with the regular work of the university is comparatively small and should not come anywhere near the \$112 gold which appears on this account. I would like to ask you to revise this statement and deduct from it all such items as could fairly be charged against the promotion campaign.

3. Regarding sums advanced on the field's account, we should be grateful if you would inform our treasurer when such take place. In the case of orders made direct from the field, about which you enquire, we would prefer to continue to carry our own account in New York, as was done in Mr. Cassat's time. This should save complicating the two accounts. We note that you have already paid the \$1.14 and this can be collected on the field, but for the future I think it is better for such transactions to take place directly between our treasurer's office and the Bankers' Trust Co. In addition to this, however, there will always be items of expenditure which are recoverable at this end such as I presume is the case in the matter of travel expenses of Mr. Carl Sipple etc. Would you be good enough to see that we get due notification whenever such advances are made so that there is no slip about recovering the money here.

4. Regarding the other items of travel for Mr. Allen and Mr. North, amounting in all to nearly \$100, we are still waiting for an explanation. I note that by action of the Board of Governors all travelling expenses connected with their meetings were to be defrayed at that end, so am wondering what are these extra expenses which are charged against us.

Might I trouble you to go through this list of disbursements afresh and let us know what can be recovered either on the field or from the promotion campaign fund, as at present I am in a somewhat embarrassing position, the appropriation of the Church of the Brethren used for these disbursements having been previously ear-marked for other purposes out here.

Long ere this I trust you will have received the hospital plans and the action of our Administrative Council and Women's Council regarding them. I hope we may soon be hearing from you by cable with reference to these recommendations so that we may be able to go ahead with building operations. The architects have been up here for the last few days and some of the final details are now being worked out.

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With kind regards and all good wishes.

Believe me,

Yours sincerely,

Robert G. Lane

HB/GMH

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TRANSFER

SHANTUNG

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, CHINA

OFFICE OF THE PRESIDENT

INDEXED

5th January, 1927

Dr. E. M. North,
150, Fifth Avenue,
New York.

Dear Dr. North,

I have to acknowledge today with many thanks receipt of your letters of Nov. 9th, 11th and 23rd.

With regard to the question of Miss Wilson to which you refer in yours of Nov. 9th, we are taking the matter up with Peking, as in fact we have been doing ever since last September and are hoping that now that Miss Wilson is back on the field we shall secure favourable action. We are expecting a visit from her in the near future and we shall certainly do our best to lay our needs before her.

✓

Recall for Gov meeting

Your letter of Nov. 11th enclosed the minutes of your section of the Board of Governors and since then I have received your further letter explaining the reluctance of the Presbyterian Board on the matter of registration. I hope to write direct to Dr. Scott on this subject within the next few days but meanwhile you will understand that we are proceeding somewhat cautiously in the matter. I quite appreciate Dr. Scott's point as to the necessity of keeping in line with the missions and church, so far as it is possible to do so, though most of the leaders whom I have hitherto consulted have taken the position that providing the registration of a university does not mean the shutting of its doors to graduates of non-registered mission schools, the decision as to whether or not such a university should register should rest entirely with *itself* ~~themselves~~. The great consensus of opinion, so far as I am able to judge it, is that colleges stand in a somewhat different category to middle schools in this regard. The latest information from Peking is that graduates of non-registered middle schools would still be able to enter a registered university but of course their certificates of graduation from such a university would not carry a government stamp any more than their middle school certificates had done. I am rather thinking of calling together a group of representative middle school principals during the coming spring for conference on this and other subjects.

There does not appear to be anything further in the actions of your section requiring comment. I need hardly say that I was delighted at the statements of financial needs.

JAN 5 1927
Dr. North

prepared by Mr. Garside and at the action of your Executive Committee with reference to them. We have since gone very carefully through these statements in our Finance Committee and Senate and you will notice from the minutes enclosed that we have made a few minor alterations regarding which I have already written Mr. Garside direct.

With reference to your letter of Nov. 23rd, it is disappointing to know that there is a possibility of so long a delay before Miss Honey could reach the field. I have consulted with Dr. Shields and Dr. Heath, and our opinion is that if there is any probability of her being delayed until the year 1929 as she suggests, the whole question of her appointment should be reconsidered. Would you inform me definitely whether she has succeeded in disposing of her laboratory and is likely to be in a position to come out next August. If that is not so I think the appointment should be held up.

I have also to thank your secretary for her letter of Nov. 23rd enclosing copy of the Charter, Bylaws and Financial Regulations, for the preparation of the suggested pamphlet. In this letter the question of the duplication of the seal is also taken up. I am sorry for the long delay in dealing with this matter. I hope to be in a position to write definitely about it in the near future.

We have been anxiously awaiting some definite news about Mr. Baker as we do not know whether or not we can rely upon him for teaching work next term. I have therefore sent you a cablegram as follows:-

"Please cable Bakers' date sailing"
and shall await your reply.

Yours sincerely,

HE/GMH

Walter D. Baker

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JAN 31 1927

prepared by Mr. ... and ... the ... of your ...
committee with reference to them. We have since ...
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January 6, 1927.

Dr. Harold Balme, President,
Shantung Christian University,
Tsinañ, Shantung,
C H I N A.

My dear Dr. Balme:

I read with much interest your letter
of recent date and also one from Mr. R. T. Shields.

These letters came just in time for a
meeting of the Woman's Committee of the School of
Medicine of Shantung Christian University which is to
be held next week. At that time the questions raised
in both letters will be discussed and you will no
doubt hear very shortly of any action that may be
taken at that time.

Thanking you, I am,

Yours sincerely,

Treasurer.

MSR

TRANSFER

SHANTUNG

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Shantung Christian University

January 21, 1927

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

My dear Dr. Balme:

I enclose for your files copy of a letter to the China Medical Board with reference to a request for \$250,000. endowment for the Medical School as a first item and as a leverage in our campaign.

Dr. Gamswell last night told me that he felt there was some question as to whether the situation in China made it wise for Mr. D.C. Baker to take his family with him. Whether this will have any bearing on Mr. Baker's ultimate departure, which is due in a very few days, I do not know. In any case we will see that you are informed of the result.

Cordially yours,

Eric M. North

Secretary, North American Section
Board of Governors
Shantung Christian University

EMN-H

Enc. 1

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SHANTUNG

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Shantung Christian University

January 26, 1927

President Harold Balme,
Shantung Christian University
Tsinan, China.

My dear Dr. Balme:

I have been much too long delayed in acknowledging your letter of September 23rd. You will be interested to know that your letter to the students with reference to religious exercises which you sent to them at the beginning of the year I had mimeographed and sent to all the members of the Board of Governors.

You refer to rumors that the Hall Estate is only going to affect Peking, Canton, Nanking and West China. I have been steadily in touch with them and watching opportunities to put forward Shantung's case. I fear Garside thinks I am a little bit slow in pushing the matter along, but they are very deliberate, and at the present time are inclined to stick solely to the institutions to which they have already pledged support, viz: Peking, Canton and Oberlin-Shansi. I am endeavoring to get them to loosen up on the rest, but the external elements in the China situation, together with internal problems in the Estate are, I think, leading them to go slowly in coming to conclusions beyond those I have named. The whole situation with respect to securing funds in the United States is such now that we are wondering whether the Chinese field is not more favorable to contributing funds in China.

The Shantung Board meeting is set for the 11th of April and I hope you will have before us at that time any matters upon which you expect them to act.

Faithfully yours,

Eric M. North

Secretary, North American Section
Board of Governors,
Shantung Christian University

EMN-H

EXTRACT FROM LETTER OF B. A. GARSIDE TO DR. BALME, JAN. 31, 1927.

4. I have taken up with Mrs. Shaw's office and Dr. North the various items in the column of disbursements in the statement sent you by Mrs. Shaw. I am enclosing, on a separate sheet, these disbursements regrouped under three headings; (a) Central Office expenditures, (b) Campaign expenditures, (c) Items charged to the field. It has been a bit difficult to get complete information regarding the different items inasmuch as Mrs. Shaw is just now absent from her office because of illness. I will take up these matters with her when she returns. I think, however, you will find the distribution reasonably accurate. According to our regrouping, the totals under the different headings are as follows:

Central Office expenditures	\$515.37
Campaign	64.50
Items charged to the Field	268.18

I did not know that Mrs. Shaw had sent this statement to the field, otherwise I could have gone over the statement and had her deduct the two items against the campaign budget which were included by mistake.

The Central Office expenses amounting to \$515.37 cover the period from January 1925 to about the first of November 1926, a period of almost two years. They amount, as you will note, to \$329.22 more than the annual appropriations of \$186.15. I have talked over this situation with Dr. North and he explains the matter somewhat after this fashion:- The annual appropriation of \$100 was agreed upon during the time that Dr. Scott was acting as secretary of the New York office. This amount was intended to cover merely such incidental expenses as telegrams, postage, incidental travel items, and the like. For these purposes it was just about sufficient. Such other matters as secretarial assistance, rental of office space, etc., simply went into Dr. Scott's general office budget and were not charged against the Shantung Christian University.

With the organization of the China Union Universities office of course this situation was considerably different. All of the universities cooperating are charged for the general service of the office, (not including the space, equipment, assistance, and expenses of the campaign secretaries) including salaries, secretarial assistance, rental, and incidental expenses, each university paying a share proportionate to the actual service it has received during the year. Naturally these expenses can not be squeezed within the budget of \$100, which, as you see, continues to cover roughly the incidental expenses. Putting this matter in another way, the \$100 appropriation is in-

adequate to just about the amount of the "service of central office" charge of \$338.71

Dr. North estimates that for the year 1927, the total central office charges will be somewhere around \$450, for which our budgeted \$100 will just about cover the incidental expenses, leaving a deficit of approximately \$350. Just how this amount is to be met is of course a question. I see only two alternatives: (a) To increase the amount budgeted for the central office, or (b) to cover this deficit from our campaign budget. There may perhaps be some other alternative of which I do not know.

This increase of cost in the central office is not actually due to the organization of our campaign, but is merely caused by the fact that the University is now cooperating with other institutions maintaining a separate office, where in the past its affairs were handled by Dr. Scott without any charges being made, aside from the various incidental expenses.

There might, therefore, be some objection from our campaign committee to adding this item of \$350 to a budget already overtaxed.

There is undoubtedly a real need for a clearer understanding as to just what funds are available for the use of the central office here in New York, and the source whence these are to come. There ought also be a more definite understanding between Mrs. Shaw's office and the Treasurer on the field, so there will be no confusion or duplication of functions. Some time ago I suggested to Mrs. Shaw that she should settle these points by correspondence direct with the Treasurer's office.

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SHANTUNG

TRANSFER

SHANTUNG CHRISTIAN UNIVERSITY

January 31, 1927.

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

My dear Dr. Balme:

The Annual Meeting of the Board of Governors of Shantung Christian University is to be held here in New York City on Tuesday, April 12th. I have accordingly written directly to Dr. Chang Po Ling and to Dr. Cheng Ching Yi, but I am forwarding in your care the notice to Mr. Sung Hui Wu, as I do not have any address for him, as in the last letter which I seem to have on the subject of his election, there was uncertainty as to his acceptance of the post. If someone else has since been requested to fill the vacancy caused by the resignation of Dr. Fong, will you be so kind as to advise him of the date of the Governors' meeting?

I have also suggested to Dr. Chang and to Dr. Cheng that, if they do not find it possible to be present at this meeting and wish to empower persons in this country to act as their proxies, you would undoubtedly be glad to suggest possible persons to act in this capacity for them.

Cordially yours,

Secretary, North American Section,
Board of Governors,
Shantung Christian University.

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ENC.

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SHANTUNG

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Shantung Christian University

February 2, 1927

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

My dear Dr. Bahne:

Mr. Garbide has just been over with me the exact figures for expenditures made here in New York which are referred to in your letter of December 1st. He will write you explanations of most of them and I think you will find that the amount is not as large as you seem to fear, not a little of it being items which were disbursed here on account of field budget, and the others, expenditures ordered by the Board of Governors. I will raise with the Board of Governors the question as to whether they would wish to try to handle these items in any other way than by transfer to accounts on the field. I believe that we ought to get this into the field budget, however it is not, in order that the record of the whole business of the University may be all in one place.

I also have your letter of January 5th and the additional information concerning registration which we are glad to have. We want to be kept closely in touch with the situation as it seems to develop with you.

We have your cablegram of January 28th indicating that rumor that the situation is serious is not correct. I am unable to determine whether this was sent in reference to the total situation in China, or in reference to the local situation in Shantung. We have had, so far as I can find out, nothing that has caused any anxiety concerning the safety of the missionaries or the stability of the institutions in Shantung at present, and yet we presume that your cable can hardly refer to the situation in China as a whole because there are localities where there is evident cause for considerable concern. I have no doubt your covering letter on this item will give us some explanation of this cable.

Faithfully yours,

Eric M. North

Secretary, North American Section
Board of Governors
Shantung Christian University

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SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

TRANSFER

SHANTUNG

OFFICE OF THE PRESIDENT

3rd February, 1927.

Dr. E. M. North
c/o China Union Universities,
150, Fifth Avenue,
New York.

Dr. H. H. Weir,
22, Farnival Street,
London, E.C.4.
England.

Dear Dr. North and Dr. Weir,

There are various matters concerning which I want to write to you and I will not therefore wait until the meeting of the Administrative Council which takes place in a fortnight's time, but will send this joint letter to you both at once.

1. Annual Budget. I hear from London that the March meeting of the British Section of the Board of Governors is fixed for March 11th. I am afraid therefore it is very problematical as to whether it will be possible to get the minutes of the Administrative Council to England in time for that meeting though we will rush off a preliminary copy as soon as the Administrative Council has concluded its session. The only matter of immediate importance will be that of the budget and I am therefore enclosing with this letter a copy of the budget as passed by the Senate. Although it is always possible for changes to be made by the Administrative Council, we have found in the past that they are usually prepared to accept the recommendations of the various faculties and Senate, both of which bodies necessarily spend a great deal of time over the scrutiny of each financial item. Unless therefore Dr. Weir receives a cable from me to the contrary he may take it that the budget as herewith enclosed has been passed by the Administrative Council on Feb. 18th and may be submitted to the British Section of the Board of Governors for their consideration.

*Budget will
be sent in a few
days. Good*

We have had some difficulty in balancing our budget this time owing on the one hand to the increasing cost of maintaining the institution, and on the other hand to the reduction of the B.M.S. appropriation. This difficulty is particularly felt in connection with the Middle School, for which at present we have no source of income whatever apart from tuition fees. We placed those fees at such a point as would, we hoped, make the school almost self-supporting, but evidently we have pitched the figure too high and the result is an insufficient number of students to pay our way. We shall be compelled to reduce our fees next year if we are to fill up our classes. All this goes to prove the truth of

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Dr. North
Dr. Weir

the contention which I have so often urged, that no middle school can hope to be self-supporting in a city like Tsinan unless it is nothing more than an Anglo-Chinese commercial school, specialising in the production of clerks. We could probably get sufficient students of that class to pay high fees and carry the cost of the school, but for such a purpose as we have in view we simply must have a special appropriation. For this coming year we are meeting the budget by taking a more or less compulsory assessment from each financial unit in the University on the same flat rate. This has however raised some serious questions for naturally those who are trustees of funds contributed, let us say, to the Medical School or to the Extension Department, ask whether we are justified in taxing them in order to carry a middle school. The matter was discussed at the Administrative Council last November and was referred to the School of Arts and Science to see if it was possible for them to include the middle school in their budget. This however was found to be quite impossible unless that budget is substantially increased. As I have so often remarked, the senior middle school is absolutely vital to the university, not only as forming the necessary laboratory for our Department of Education, but also to enable us to secure a number of students in all three schools of the University who would not otherwise be able to pass our matriculation examination. This is therefore our justification for asking for financial support.

2. The Political Situation. You must both be extremely anxious these days regarding the political situation in China and its possible effect upon mission work. In spite of all the disturbances in the Yangtze Valley we are still remaining quiet in this part of China, owing to the strict manner in which martial law is enforced in Shantung. At the same time we are alive to the fact that the situation may at any time change here from two different causes. In the first place there seems good reason to expect that the Kuomintang will gradually consolidate their position in Central China and in Shensi and will gradually advance northward and eastward so that sooner or later I expect to see them in control in Shantung. When that day comes we shall have to face a similar situation as our friends have been facing in other provinces under their control. I do not imagine that there would be any mob violence in connection with their occupation. There might of course be a certain amount of anti-foreign sentiment and of anti-Christian activities and we should of course have to face the question as to whether the conditions which they offered would or would not justify us in continuing to keep the university open. My own feeling would be strongly in favour of doing so unless the conditions were of such a nature as to compromise our Christian purpose or as to make it impossible from an economic standpoint for us to maintain the institution. In that event it might be necessary for us to

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Dr. North
Dr. Weir

close down for a time though I do not personally believe it would be for very long. The more influential members of the Kuomintang are only too anxious to spread education and I do not think they would make conditions impossible for such institutions of Christian higher education as were willing to adjust themselves to government requirements.

The other possible source of danger is more serious, though, I trust, more remote, namely, the effect upon sentiment throughout China in the event of a clash of forces at Shanghai. I must confess that I have viewed with a great deal of apprehension the possible assembling of a large number of British troops and marines in Shanghai, as I cannot help feeling that they will give a false sense of security to a community which is already unnaturally disturbed by the congregation of so large a number of refugees who have suffered indignities and in many cases personal loss at the hands of Chinese mobs. The sentiment of the foreign community in Shanghai, which is notoriously conservative, and lacking in understanding of the Chinese nationalistic movement, has naturally been raised by the reports of what Britishers and others have suffered in up-country stations and by the stories which have been brought down by the refugees. They have at the same time seen the British concession in Hankow seized by a Chinese mob and their natural reaction is one of indignation and a strong resolve to protect Shanghai from such a state of things. When to this you add the presence of a large number of well-equipped troops the possibility of negotiations with the Chinese being carried out with a spirit of reasonableness, patience and generosity is somewhat small, and there is distinct risk of some unfortunate incident occurring. Should such an incident take place I believe it would mean the evacuation of foreigners from every part of China, and the holding up of all forms of mission work for a very long time. I cannot but believe that the home authorities are alive to this danger and during the last few days we have been thrilled by Sir Austen Chamberlain's speech and his obvious resolve not to be turned from the path of conciliation. That fact should go some way in the direction of restraining those who might possibly be aggressively inclined, but it is my own strong conviction that the situation would be far more safe for all foreign interests in this country and would give far greater opportunity for the continuance of friendly negotiations if steps could be taken to prevent the landing of any of the troops now being sent out. Japan has already given us a lead in this matter by stating that her own troops are sufficiently near in her own country for it to be unnecessary for her to send them to Shanghai unless some attack was already being made on Japanese life and property. If the British government will follow this lead and will keep these troops ~~with~~ ^{on} their transports or at such places as Singapore and Hongkong there will be far less danger of a Shanghai incident with its limit-

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Dr. North
Dr. Weir

less possibilities of after-trouble than if all these men are placed in the Shanghai settlement.

I think on the whole the general atmosphere is better than it was a week or ten days ago, and we are certainly fortunate in the men who are conducting the chief negotiations, both with Dr. Wellington Koo and with Mr. Eugene Chen, all of whom are noted for their liberal tendencies and for their sympathy with Chinese Nationalistic aims. So far as this institution is concerned, there is no reason at present to suppose that we shall not be able to open term as usual next week, or that we shall have any serious falling off in the number of students attending. We can however only go a step at a time and if a serious anti-foreign uprising occurred we could hardly expect to remain unaffected here.

3. My own movements. You will both be surprised to learn that in all probability I shall be compelled to return to England within the next month or two, and that it may possibly mean my resignation from the University. I need hardly tell you how difficult it is for me to face such a contingency. I have been connected with the University now for fourteen years and have watched the growth and development of every department and I can hardly ~~bear~~^{face} to face the thought that I may have to sever my connection with it in the near future. It may not of course ever come to that but it seems quite clear that I shall have to return to England this spring. I have had three or four cablegrams from home during the past month regarding my father, who is a man of 78 years and who has no living male relative apart from myself. Although I left him in excellent health a year ago he was taken ill shortly before Christmas and an operation performed early in January revealed the presence of what the surgeons believe to be commencing malignant disease. If this diagnosis is correct it probably means that he will not live more than two years at most and that during the whole of that time he will be increasingly helpless and possibly suffering considerable discomfort and pain. Throughout the twenty-one years of my missionary life he has never so much as hinted at my withdrawal from China although apart from myself he has only my two unmarried sisters left in the world. I cannot but feel however that my first duty now is towards him and that even if it means my resignation I ought to be prepared to put everything on one side on his behalf. For some time past I have been seriously questioning whether it was not my duty to be at home for the last years of my father's life and also to make suitable provision for my sisters. Now that my father is an invalid and likely so to remain I feel all the more keenly that I should do so. I am laying the matter before the Senate and the Administrative Council and in the event of my going they will of course make recommendations to the Board

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Dr. North
Dr. Weir

of Governors as to the carrying on of the work. If we leave it will probably be in March or early April by the Siberian route. The one point upon which I am not clear is as to whether it would be better for the University to make a temporary arrangement or to accept the resignation which I shall hand in and make permanent change. This will be for the Senate and the Managers and Governors to decide. There is a good deal that can be said on both sides of the question. So far as I personally am concerned I am naturally very loth to sever the last link until compelled to do so, but on the other hand I should like the University to feel absolutely free to make whatever arrangement seems best calculated to serve the interests of the institution. I shall be writing again directly after the Administrative Council meetings but am sending this letter at once to report progress and to give Dr. Weir some definite points to lay before the British section at their meeting.

Kind regards to you both.

Yours very sincerely,

Norodo Salme

HB/GMH

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TRANSFER

SHANTUNG

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Shantung Christian University

February 4, 1927

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

My dear Dr. Balme:

I enclose a letter from Mr. Green with reference to the matter of the endowment proposal for the University. I trust the consideration shown in this letter will help us to meet any delay which the present China situation may cause. It certainly will slow up not only the Medical Board but also the getting of funds. Events in Canton and Changsha have emphasized the degree to which reorganization processes in foreign colleges may be required if the Nationalists sweep the rest of the country.

I am sorry I did not give you more definite word about Dr. Hardy who wanted to join the staff. He did some work - I do not know how much - in the Union Medical College at Peking in internal medicine. He was with the International Health Board in Alabama although I do not know for just how long, and is now at the College of Medicine at the State University of Iowa in the Department of Hygiene and Preventive Medicine. I presume the Union Medical College people can easily give you a line as to whether it is worth while to follow him up.

Cordially yours,

Eric M. Nath.

Secretary, North American Section
Board of Governors
Shantung Christian University

EMN-H

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SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, CHINA

TRANSFER

SHANTUNG

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OFFICE OF THE PRESIDENT

21st February, 1927

INDEXED

Dr. E. M. North,
c/o China Union Universities,
156, Fifth Avenue,
New York.

H. Palmer

Dear Dr. North,

*No cable
rec'd
4/9/27*

The Administrative Council was held last week but once again, owing to the uncertainties of the situation, we failed to secure a quorum. It is very annoying when this happens but our Board of Managers, representing as they do so many different missions, are naturally scattered over a wide area and it is by no means easy to get them for meetings. As there is nothing of a controversial nature that was taken up at this meeting I think you can take it for granted that all these actions will be endorsed and I am therefore sending you the minutes and budget without waiting to hear from the other members of the Board. Should anything be held up by adverse vote I shall have time to cable you before you present these minutes to the annual meeting of the Board of Governors.

The Nominating Committee which was appointed to consider the question of Chinese Vice-President was prepared to propose that Dr. Li Tien-lu, our present Dean of the Arts & Science School, should be asked to act in that capacity, commencing as an acting Vice-President but with a view to a full appointment if it proved satisfactory to both sides. Unfortunately as we had no quorum this matter had to be postponed so that no action will be taken until the meeting of the Field Board. We are however going ahead with the question of registration, and at our next meeting of Senate we shall consider whether or not we should make a tentative application. I am awaiting news from Yenching as to whether they have struck any snags in their registration process, and, in particular, as to whether there will be any disabilities placed in the way of students from unregistered mission middle schools entering a university which has obtained registration. Events are moving so fast in the country that it seems to me to be the height of wisdom to anticipate future action and to secure registration as early as possible. I feel convinced that sooner or later it will be a question of registering or closing, and when that time comes I think the majority of institutions, especially those of higher education, will prefer to register. There is of course a great deal to be said for the colleges and middle schools moving together, but their problems are not entirely similar, and provided that the

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registration of a college does not disenfranchise any of the middle schools of its constituency I doubt whether it should be held up by a reluctance on the part of such middle schools to take similar action. In this connection I think you may be interested to see a copy of an extensive minute which was passed by the highest field authority of our English Baptist Mission at their conference at the beginning of this month. This of course is a confidential document that should not be published but I think it may be of interest as a statement of principle.

My letter of February 3rd to you and Dr. Weir will have prepared you for the sudden change in my own plans. I offered my resignation to the Administrative Council last week as I felt it was hardly fair to hold on to my position if there was an uncertainty of my return. They however refused to consider it and wish me to retain my post, at any rate for the present until I have had a chance of getting home and finding out what is my father's condition of health and what likelihood there will be of my being free to return to China in the near future. If, as I fear may possibly be the case, I find that the future is very problematical, I shall urge the Board to appoint a new President rather than keep things indefinitely suspended, as I feel it would not be fair to Dr. MacRae to leave him indefinitely in an acting capacity. I dread the thought of leaving China just at this particular time and would give much to be allowed to stay on, but in view of my home circumstances I feel that my plain line of duty is to return to the help of my father and sisters. I expect to leave here about the middle of next month and hope to be in London early in April. Letters directed to the c/o our office at 22 Farnival Street, E.C.4., will always find me. I shall be writing you again before I leave as there are various matters which I want to clear up.

With warmest regards.

Yours very sincerely,

Harold Balme

HB/GMH

RECEIVED
UNIVERSITIES
MAR 28 1977
JOINT OFFICE

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MISSION SCHOOLS AND GOVERNMENT EDUCATION. *with Balme 7/21/27.*

The following Minutes has been adopted by the Inter-Provincial Conference as expressing its attitude towards the relationship of Mission schools and colleges with the Chinese National Educational System:-

(1) The Conference fully recognises that the responsibility of providing educational facilities for the people of the country rests upon the Chinese Government, and that it is the fundamental right of the Government to decide the conditions under which private organizations may co-operate in such an undertaking.

(2) It has never been the purpose of the B.M.S. is opening Christian schools in China, to set up an alien or rival educational system. Most of these schools were established before the existence of a national educational system in China, in order to provide suitable facilities for the children of the Christian community. They recognise the right of the government to require all private schools and colleges to be registered with the educational authorities, and to conform to government requirements in all matters affecting the qualifications of teachers, the educational standards to be maintained, the curriculum to be followed, and the right of government inspectors to visit the schools. Now that such a national system has come into being, the Mission is ready to adjust its schools to government requirements in every particular, providing that such an action does not conflict with, or compromise, the Christian character and purpose of these institutions.

(3) They regard religious freedom as an inalienable right of every human being, and consider that schools which are established by religious organizations, primarily for the children of a religious community, ~~seem~~ should have the right of offering religious instruction to all who are willing to attend such schools.

(4) They consider that every school should have as its fundamental purpose, the object of developing the highest type of character and of personality by means of true education and discipline, and that such a purpose should not be subordinated to any form of propaganda, whether religious, political or economic. At the same time, they do not consider it possible to divorce the teaching of truth from that which they regard as the source of all truth, nor the development of full personality from the teaching of Him Who is, in their belief, the Fountain of Life and the Inspiration of all noble living.

(5) They consider that the religious purpose underlying Christian schools is in no way dissimilar from that which exists in all other forms of religious service, and that it depends in the last analysis, not upon the particular method by which religious truth is presented, but upon the personality and Christian influence of teaching staff. For that reason, they do not regard the Board of Education's requirements that religious worship and instruction should be placed upon a voluntary basis as necessarily interfering with the Christian purpose, or with the religious value, of a Mission School. At the same time, they feel that the principle of religious freedom, already accepted by the Chinese government,

ought to allow private, non-subsidised schools to offer the teaching of religion, in addition to the minimum requirements of the governments curriculum, in whatever way the school authorities may think most suitable. Should such a right be disallowed by the government, and the continued maintenance and registration of Christian schools be only possible on condition that all religious instruction and worship be placed on a voluntary basis, they consider that it would be better to accept the government requirements than to close the door to so valuable an opportunity of evangelistic service

(6) In the event of the voluntary principle being adopted they consider that it is most necessary to make fullest possible use of Sunday as an opportunity for religious instruction and Christian service, and that increasing stress be placed upon Sunday School work, Voluntary Bible Classes, and other means of bringing the appeal of Jesus Christ before individual students.

(7) They approve of the principle of placing every school under a Board of Managers, the majority of whom should be Chinese, and of appointing a Chinese Principal or Vice-Principal to each Institution

(8) They would approve of any Provincial Conference or any Board to which authority has been delegated and which wishes to take such action, being free to apply for registration with the Government Educational Authorities for any school within its jurisdiction as soon as conditions appear favourable for such a step.



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(8) They would approve of any Provincial Conference or any Board to which authority has been delegated and which wishes to take such action, being free to apply for registration with the Government Educational Authorities for any school within the jurisdiction as soon as conditions appear favorable for such a step.



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SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, CHINA

SHANTUNG

OFFICE OF THE PRESIDENT

TRANSFER

12th March, 1927.

Dr. E. M. North,
150, Fifth Avenue,
Tientsin.

INDEXED

Dear Dr. North,

I am leaving tonight for England but before doing so I want to acknowledge very briefly receipt of your letters of January 21st, 26th and 31st, and February 2nd, 4th and 9th. They do not need very much comment.

1. C.M.B. Endowment. I am very glad to know of the action which you have taken in this matter and greatly appreciate Mr. Greene's suggested proposal of an extension of one year before the matter comes up.

2. Annual Meeting. I have already sent you a copy of my letter to Weir about the question of government registration. I do not know that there is anything further to write regarding the annual meeting. None of our Chinese members have taken action in time to secure proxies I fear. I suggested to Mr. Sung that Dr. P. W. Kuo would possibly act for him. In future I think it would be as well for these three Chinese members to be notified earlier of the coming meeting so as to give them good time to arrange for proxies. They appreciate this much more than if the suggestion comes merely from this office.

3. New York Expenditures. I am glad to have the figures from Mr. Garside regarding the exact amounts for expenditure in ~~Mex~~ New York. We certainly must get a proper budgeting arrangement so that we know beforehand how much is liable to be charged against the field. You will notice that in preparing the budget for the forthcoming year I have allowed for a maximum sum of Mex. \$800. I hope that this may be sufficient.

4. General Situation. I am glad to report that the general situation in Shantung continues to be peaceful so that we are able to carry on with our work without any hindrance. We were afraid that the sudden resignation of Dr. and Mrs. Knox might give rise to alarmist rumours in the States and that was of course the purpose of my cable to you at the end of January. I hope however that this has not been the case and that the friends of members of staff have not been unduly disturbed regarding the situation that has developed

(13/8/27)

Put on
Calendar
early
for January
1928

Answer

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MAR 12 1927
Dr. North

- 2 -

in other parts of China.

We are very sorry to hear that the Bakers have been held back but I earnestly hope that they will be here in good time for the beginning of the September term. May I ask you to keep in close touch with the Methodist Board on this subject and to give us early notice as to when we may really expect them, as it is very difficult for us to arrange for Mr. Baker's work. C

Please excuse this somewhat hurried note. Although Dr. MacRae will now be receiving your official correspondence I should be most grateful if you would also keep me informed in London of anything that is taking place at your end of the line and would send me also a copy of the minutes of the April meeting.

With kind regards.

Yours very sincerely,

H. Balme

HB/GMH

DICTATED BUT NOT
RECORDED

1115

MAR 15 1927
Dr. H. H. H.

In other parts of China.

We are very sorry to hear that the society have been
held back and I sincerely hope that they will be able to
time for the beginning of the September term. I am sure you
to keep in close touch with the committee and to give us
best and to give us early notice of any change in the
best time, as we are very anxious to have the meeting for the
Baker's work.

Please excuse this somewhat hurried note. I have
Dr. H. H. H. and I am sure that you will be able to
I am in the best of health and hope to be in London
in London at the end of the month. I am sure that you
the time and the place of the meeting. I am sure that you
April meeting.

Yours very truly,

H. H. H.

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APR 16 1927
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OVER

TRANSFER

SHANTUNG

INDEXED

Shantung Christian University

April 19, 1927

President Harold Balme,
Acting President MacRae,
Shantung Christian University,

Dear Pres. Balme and Acting Pres. MacRae:

I enclose herewith for your information the minutes of the meeting of the North American Section of the Board of Governors, held on March 23rd. As this meeting came so shortly before the meeting of the Board of Governors, and as the office was rather overwhelmed with work arising out of the Nanking tragedy in the days immediately after this Section meeting, I have delayed sending these forward until now. This will be followed quite promptly by the minutes of the Board of Governors itself.

The most important item in the minutes to which your attention is directed is the action upon the registration of the University. You will note that this action is slightly more full than the cablegram which I sent. I did not endeavor to carry into the cablegram the second condition of the action inasmuch as I felt that it could most clearly be covered only by correspondence, and because it was not a matter in which your action in the immediate situation would be hindered. Let me quote the action:

"NAS-34 VOTED that this Board authorize the Field Board of Managers to seek government registration whenever it seems advisable within its discretion on the understanding

- (a) that the Christian character and purpose of the institution shall not be compromised and
- (b) that effort will be made under registration to continue the full religious liberty of the institution."

I have to add that Dr. Speer and Dr. Brown withdrew to meet other engagements before the action of the Section was taken and that they both disapproved of registration at this time. You will already have received from Dr. Scott a letter giving the action of the Presbyterian Board which will also be quoted in the minutes of the Board of Governors to which it was reported. Dr. Speer wrote me briefly after the meeting, saying that, so long as there was a possibility of the institution's remaining open without registration, he believed it should not register as, in his judgment, registration compromised the religious liberty of the institution and therefore religious liberty as a whole. Dr. Brown has since protested against the statement in the minutes that the action was unanimously taken in view of the def-

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4/29/27

inite objection made to the action by representatives of the Presbyterian Board, and perhaps the phrase gives an impression of general agreement on the subject which may not be correct with reference to the total membership of the Section, but is strictly correct as to the membership that was present at the time the vote was taken.

None of the other items, I think, need comment which will not best be made upon them in connection with the minutes of the Board of Governors' actions.

Faithfully yours,

Secretary, North American Section
Board of Governors
Shantung Christian University

EMM-H

Enc. 1

CC: Dr. Armstrong
Dr. Weir

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TRANSFER

Shantung Christian University

April 26, 1927

Dr. Harold Balme,
22, Furnival St.
London, E.C.4,

Dear Dr. Balme:

The Governors of Shantung Christian University learn with very great regret that you have been summoned to England by the ill health of your father. They directed me to assure you of their very deep sympathy and their regret that your counsel cannot be available to the University in China during this important period. We sincerely trust that the conditions which have called you home may be found less disturbing than you anticipate and that in due course the University may again have your presence on the field.

With every good wish, I am

Faithfully yours,

Eric M. North

Secretary, North American Section
Board of Governors
Shantung Christian University

EMN-H

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OVER

SHANTUNG

INDEXED

TRANSFER

April 27, 1927

President Harold Balme, 22 Farnival St., London
Acting President J.D. MacRae, c/o British Consul, Tsingtao
Shantung Christian University

Dear Doctors Balme and MacRae:

Enclosed herewith are the minutes of the Third Annual Meeting of the Board of Governors. On most of the items no comment need to be made for I think they explain themselves. We would, however, call your attention to the following:

Action G-70 - you should take note of the correction made in the minutes of April 9, 1926 which appears at the top of the third page as this affects the approval of the budget for the present year.

You will note under G-72 the action of the Presbyterian Board concerning registration.

Upon Action G-73 in connection with the budget there are the following comments to be made. It is impossible for us to check in detail and assure you of the income from the different missionary societies for the reason that these vary so regularly with changes in salary arrangements which in your record are lumped together with any cash receipts from these boards. We assume that you will satisfy yourselves by definite statements from the local offices of missions that the amounts you are depending upon are assured.

In connection with item entitled Board of Governors in your schedule of estimated receipts, we are unable to figure out the basis upon which the local currency of \$10,102. is arrived at. Even adding on the refund we are supposed to make for Mr. Garfield's being here, and adding to it the figure from the London Missionary Society, we are short of the amount. As we are unable to analyze it satisfactorily I think it very important that you get definite assurance direct from the sources of items included in it before you regard it as assured.

In the case of the Church of the Brethren the amount of Mex. \$2,000. is based, I presume, on the fact that they provided \$1000. gold this last year. We have no statement from them as to next year and unless you have specific word it would seem to me that this should be in the state of contingent income rather than as an assured receipt.

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Of course it is entirely possible that the situation may greatly alter the whole matter of the budget, especially the matter of fees. This also has a bearing upon the next item.

It seemed to some of us that there were some of the foreign members of the staff that were not supported by mission boards and that other circumstances might create emergency expenses which, in addition to the budget, would have to be met. It might be that there would be some economies resulting from a reduction of the work of the University that can be applied to such extra expenses. If this should not be the case and if you expect us to deal with the matter we would need to get from you a statement as to what the emergency expenses are. It is not clear how we can meet these, but the Sections have been warned by this action and will have power to deal with the situation.

You will note in Actions G-80 and following that, we are acting under report from the Woman's Committee of the Governors. In his letter of November 23rd Dr. Balme raised the question as to how the correspondence involved should be handled. I think the method by which it has been handled so far is entirely satisfactory, with communications coming in duplicate to the Secretaries of the Sections and to the Secretary of the Woman's Committee, and the matters of significance being cleared by the Woman's Committee for report to the Governors. I think we are in full cooperation here in the matter and that there will be no difficulty in the future. If I may continue to answer one other item in Dr. Balme's letter of November 23rd which has in effect been cleared, but perhaps without statement, I ought to say that we are quite satisfied with the arrangement by which the copies of field minutes go directly to members of the Board with a few extra copies - 10 or more - to the offices of the Secretaries of the Sections. The only difficulty that is likely to occur is where membership in the Board of Governors changes. In this connection you will wish to note the new roster which appears upon page 2 of the minutes.

I ought also to raise the question as to the relationship of Dr. Fong See to the Board of Governors. We received ^{word} from the Board of Managers that he had resigned from the the Board of Managers but we have had no word affecting his status as a member of the Board of Governors. If this is affected, we expect to be advised by you. We assume that these Chinese members are furnished with copies of the Section and Governors' minutes from the copies which are sent to you on the field for distribution to the field board.

Upon the pension matter I shall have to write you a little later.

You will note Action G-88. The natural caution of the Governors with reference to the general situation in China has led to the recording of their desire that construction of the hospital should not proceed further until in the combined judgment of the Field and of the Governors it is wise that construction proceed. I have no doubt that such combined judgment can be secured promptly when the situation really appears to make construction advisable. There was some feeling that the plans for the hospital were insufficiently attractive in external appearance. Upon this matter, together with any suggestions that may come from Action 87 you will hear later.

I need not write separately of actions which clear amendments to degree regulations and by-laws of the Field Board of Managers and similar items as these are fully covered in the actions of the Governors. Brevity of our

4/15/27

action in a number of cases may be taken as an indication that the full statements in your letters to us upon various items have been fully considered.

Referring to G-94, it is the distinct feeling of the Governors that, without prejudice to Dr. Lair's skill as a Treasurer, he should really give his time to his regular work and that an additional member of the staff should be sent out as Treasurer. We have had this on the docket of the Presbyterian Board finances for some time but have not found a suitable man yet.

I may add my personal word regarding the severing of my connection with the Universities to become Associate Secretary of the American Bible Society. I have done this with no little reluctance because I am honestly devoted to the Universities and the cause they are serving, and hope I may be in one way or another still of help to them.

Faithfully yours,

Eric H. North

Secretary, North American Section
Board of Governors
Shantung Christian Universities

EMM-H

Enc. 1

CC: Dr. Weir
Dr. Armstrong

COPY.

Shantung Christian University,
22, Furnival Street,
London, E.C. 4.

Dr. Hugh H. Weir, M.A., M.B.,
S.P.G.,
15, Tufton Street,
Westminster, S.W. 1.

24th June, 1927.

RECEIVED

JUL 16 1927

TREASURERS OFFICE

Dear ~~Sir~~^{Dr.} Weir,

I am writing to you today as Secretary of the British Section of the Board of Governors to tender my resignation of the post of President of the Shantung Christian University. I need hardly tell you with what keen regret I find myself compelled thus to sever my connection with an institution with which I have been closely associated for nearly 15 years. I am, however, convinced that the best interests of the University will be served by this action. As soon as I learned of my Father's serious illness, I offered my resignation to the University Senate and to the Administrative Council of the Field Board of Managers, but they did not feel that they could consider it at that time, as it was uncertain how long I should find it necessary to remain in this country. Within the past fortnight, we have called in a specialist to consider my Father's condition, and the report which he has given us makes it highly problematical as to whether I could return to China within the next year or two, - if indeed I can ever hope to do so. Under these circumstances, my mind is quite clear that the only right course of action is for me to resign, so that the University may be free to make a new appointment, and I should be grateful if you would lay my resignation before the other members of the Board of Governors and the Field Board of Managers.

I need hardly assure you of my continued deep interest in the welfare of the University, and of my willingness to do anything that lies in my power to help it forward. The years that I have been connected with Tsinan, and have shared in this bold experiment in practical Christian fellowship have been, without question, the happiest and richest years of my life. I believe that there is a great future ahead of the University, a future in which our Chinese Christian colleagues will take an increasingly important share in the control and support of the institution. I shall continue to follow its work with constant interest and prayer, and am only sorry that circumstances, over which I have no control, debar me from continuing to participate in the administration and direction of an institution in which I profoundly believe and to which I am devotedly attached.

Believe me,

Yours sincerely,

(signed) HAROLD BALME.

HB/IR.

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SHANTUNG

SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA.

BOARD OF GOVERNORS:

F. H. HAWKINS, LL.B. (L.M.S.), Chairman.

British Section:

J. PERCY BRUCE, M.A., D.Lit. (B.M.S.),
Chairman.

HAROLD G. JUDD, C.B.E., C.A.,
Hon. Treasurer.

HUGH H. WEIR, M.A., M.B. (S.P.G.),
Hon. Secretary.

Mrs. J. C. CARR, Hon. Organising Secretary.

(Incorporated by Act of Parliament Dominion of Canada.)

TRANSFER

Telephone: HOLBORN 5395.

Telegrams: ASIATIC, FLEET, LONDON.

Cablegrams: ASIATIC, LONDON.

Codes: MISSIONS or C.I.M.

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

The Red House,
Offord D'Arcy,
Hunts.

23rd August, 1927.

B.A. Garside, Esq., A.B.,
150, Fifth Avenue,
NEW YORK CITY, U.S.A.

My dear Garside,

This is a very brief note written while on holiday to acknowledge with warm thanks your letters of July 1st and 8th, and the valuable publicity material which accompanied them. I am very glad indeed to have these details of graduates and students and hope to be able to make some use of them during the coming autumn. At present I am taking a quiet rest in the country with my family, and must confess that I am not doing more work than I am absolutely compelled. Do let us hear how your plans are progressing and also whether you have had any cable from Tsinan with reference to the opening of the University. We have no information at this end as to whether or not the opening has actually been made. I was rather concerned to hear of the possibility of your taking up the General Secretaryship for the China Union Universities. Much as I sympathise with their needs and with the importance of that office I doubt very much whether you can be spared for such a purpose when we need you desperately just now for work in connection with Cheeloo, and I do not think that ought to be subordinated to anything else. Excuse this brief note, and with warm regards to Mrs. Garside,

Believe me,

Ever yours sincerely,

Walter Doherty

HB/MR.

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OVER

SHANTUNG

TRANSFER

September 7, 1927

Dr. Harold Balme,
The Red House,
Offord D'Arey,
Hunts, Eng.

Dear Dr. Balme:

I am asked by the North American Section of our Shantung Board of Governors to transmit to you the following action taken by the Executive Committee on August 18th:

"VOTED: The Executive Committee having received with sincere regret a letter from Dr. Harold Balme presenting his resignation as President, our first thoughts are those of deep sympathy with him and his family because of the anxiety and distress through which they are passing. We realize with what reluctance he has applied for retirement from the duties of a position to the development of which he has brought such notable enthusiasm and ability. The Committee can well understand how hard it is for him to consider the breaking of ties formed by long years of friendship and service in a common cause. In view of the urgency of the circumstances leading to his resignation the Committee feel compelled to accept it, but with the greatest reluctance. In doing so they place on record their sense of the loss sustained by the Christian Church in China, in whose councils Dr. Balme has been among the wisest, most trusted, and best beloved leaders. But the heaviest loss will be sustained by our University. Through his long years of service as surgeon, teacher, Superintendent of the Hospital, Dean of the Medical College and of the Arts College, and President of the University, he has shown unremitting faithfulness, wise foresight, versatile initiative, and sound judgment. His devotion has been unflinching to the central aim of our cause, the bringing of Christ into individual lives. His unselfish sympathy and thoughtfulness for associates and students have been constant and noteworthy. Although Dr. Balme is by force of circumstances restrained from return to China, the Committee is confident that he will continue to render that country the same efficient service that has marked his previous residence in the Continent."

Dr.H.Balme-2

9/7/27

I have already sent you an expression of my deepest personal regrets that it has been necessary for you to present your resignation from the University at this time. I know you are assured that all of us in any way connected with Cheeloo will continue to have the same warm interest in you as before and that we know you will continue to work for the progress of the University regardless of any official connection you may have with it.

Very sincerely yours,

Acting Secretary

BAG-H

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SHANTUNG

TRANSFER

September 8, 1927

Dr. Harold Balme
The Red House
Offord D'Arey
Hunts, Eng.

Dear Dr. Balme:

Thank you for your letter of August 23rd which has just come to hand.

Our latest information from Tsinan is included in the following two cablegrams:

TSINAN, AUGUST 17TH - SUPPLEMENTARY COURSES OPENED, 90 STUDENTS. ADDRESS UNTIL FURTHER NOTICE TSINANFU. CONDITIONS REMAIN MUCH THE SAME. MacRAE.

TSINAN, AUGUST 29TH - DELAY ACTION UNTIL YOU HAVE HEARD FROM US REGARDING GARSIDE. WILL PROBABLY NOT REQUIRE NURSES. FOREIGNERS HAVE RETURNED CHEELOO. MacRAE.

I am sending a copy of the minutes of the Executive Committee at its meeting on August 18th. I have already conveyed to you in a separate letter Action No. NAS-54. You will be interested in the other actions taken at this meeting. The cablegram of August 29th indicates that Dr. MacRae had already written his reactions to the proposal voted on in NAS-55. I informed him something over two months ago that this action had been suggested as a possibility and asked his advice. We are holding up a final decision in the matter until we hear from the field.

I am glad to have your comments also on the matter of the secretaryship of the Central Office. You know my own feelings in the matter so it is not necessary for me to repeat what I have already written. There are so many angles to the question that we shall have to wait until all of them have been presented before knowing just what is the wisest course to pursue.

The second phrase in the cablegram of August 29th is in reply to an inquiry I sent them a few days earlier in regard to whether or not they would need more foreign nurses in the hospital this year. Quite a number of the registered nurses who have been serving in different mission hospitals in China are now in America and available for appointment. A number of them

1128

Dr.H.Balme-2

Aug. 8, 1927

have stated that they are eager to get back to China if an opportunity were given them. With practically all of our staff of foreign nurses gone from Tsinan this year, I do not know just what the hospital is doing.

Mrs. Garside joins me in warmest personal regards to Mrs. Balme and yourself and all the members of your family.

Very sincerely yours,

BAG-H

Enc.

齊魯大學

OVER
SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

濟南山東

SHANTUNG

Board Offices

CANADA
299, Queen Street, West
Toronto

UNITED STATES
150, Fifth Avenue,
New York City

BRITAIN
22, Fumival Street,
London, E. C. 4.

*Incorporated by Act of Parliament
Dominion of Canada*

TRANSFER

Officers of the University

HAROLD BALME, F. R. C. S.
President.
JOHN D. MacRAE, B.A., D.D.
Dean, School of Theology
LI TIEN-LU, Ph. D.
Dean, School of Arts and Science
RANDOLPH T. SHIELDS, M.D.
Dean, School of Medicine
S. LUELLA MINER, D. Litt.
Dean of Women
H. R. WILLIAMSON, M.A., B.D.
Director, Extension Department

OFFICE OF THE PRESIDENT

6th October, 1927

Mr. B. A. Garside,
China Union Universities,
150, Fifth Avenue,
New York.

Dear Mr. Garside,

I have just managed to complete the 1927/28 list of staff, so far as such a thing can be completed. Miss Robertson asked me to send her a copy, and I thought you might possibly be glad to have one too. Of course when the new Bulletin of General Information comes out it will contain even more details than my list, but you know how long it takes to get these things through the press, and though Mr. Smith is doing his utmost to push it along it may be a month or two before we are able to send that out.

You may be hearing from Dr. MacRae in his retreat though I expect he will write as few letters as possible, seeing that he is in great need of a rest. Dr. Li is acting for him in most respects, though Dr. Shields is supposed to attend to the foreign correspondence. There has been very little of the latter reaching the office, but I passed on to him a copy of your letter with regard to the C.M.B. and the endowment. He is trying to get at all the facts and correspondence before replying to it, but though he has a sort of impression that there was some foundation for his optimistic remark in his report he quite understands the present position as regards any official action of the C.M.B. I just mention this to reassure you as it may be a little time before he actually writes. He is very much overloaded at present trying to carry the obstetrical work in addition to his dean's duties, teaching and translation work. Dr. Marion Yang is not here yet, though her name appears on the staff list, and it seems uncertain when and if she will be able to come, as there are various contingencies in the work at P.U.M.C. which have to be provided for before she can leave.

We are definitely arranging for the meetings of the Women's Council and Field Board on the 25th of this month, and there seems every prospect of a good attendance, though those who live south of Tsinan on the Tsing-Pu line may have diffi-

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TSINAN, CHINA

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culty in getting here, as the train service in that region is absolutely demoralised, though the Blue Express is running daily and fairly punctually between Tientsin and Tsinan.

I hope that you are receiving the Bulletins regularly. We have now issued for two weeks, and I am trying to keep an eye on the addressing and mailing of the copies. We have the following names on our list for the U.S., besides your own:-

Rev. Enoch F. Bell
Miss Bender
Dr. Braafladt
Mr. Cassady
Mr. Cassat
Mr. H. Cochran
Dr. S. Cochran
Mrs. Haven
Mr. Todnem

Miss Hodge
Minister of Benton Harbor
Cong. Church
Mrs. Neal
Mrs. A.K. Shaw
Mrs. Roys
Dr. Schultz
Mr. Stanley
Mr. Torrance

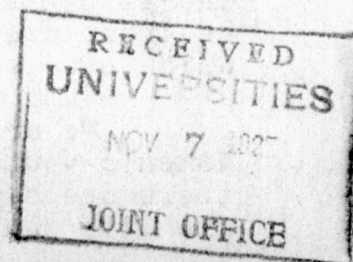
Mr. J.M. Woods

To you we are sending three copies, as we did to Dr. North. Of course members of staff on furlough also receive copies. Please let me know, if there are others to whom we ought to send and I will add them to the list.

With kindest remembrances to Mrs. Garside and the family.

Yours sincerely,

G. M. Hickson.



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July 23, 1933

My dear Ran,

As you may imagine, I have been following with the keenest interest the various discussions which have been going on in Tsinan with reference to the new hospital, culminating in the set of meetings which resulted in the resolution passed by your Faculty on May 16th. We had a special meeting of the British Section of the Board of Governors two days ago, at which Peter Wright, Robin Mosse, Dr. Scott and I were all present, and which was originally called with a view to some action on this subject. When we reached this item on the Agenda it was, however, pointed out that as we had so far only received the Faculty Minutes and your covering letter, without any information by cable or letter as to whether the Faculty Minute had been adopted by the Board of Directors or the Administrative Council, we should be out of order if we took any action upon it, and we therefore utilized the time in a very helpful discussion of the pros and cons of the various schemes which had been put forward, and, in particular, of that which has now received a majority vote in the Faculty. Weir was instructed to communicate the general tenour of this discussion to Garside, but definite action is necessarily postponed until we receive the minutes of the Administrative Council or Directors, when another meeting of the Section will doubtless be held.

Meantime I want to write you quite a personal letter (which you are quite free to circulate in the Faculty, if you would care to do so), telling you how this very difficult subject is at present shaping in my own mind.

It seems to me that there are four or five very important factors in the situation, all of which must, so far as possible, be given full and equal weight in our attempt to do the best thing for the Medical School and Hospital. The order in which I am going to try and discuss them has no significance. I will talk of them just as they arrange themselves in my mind.

1. Our agreement with the Women's College. As you will doubtless remember, when I was negotiating with Dr. Leonard and her colleagues for the amalgamation of the two schools, the question of accommodation and facilities for the increased student body came prominently to the front, and though it was easy to show that our classroom and laboratory accommodation were ample, it was equally apparent that we were lacking in suitable dormitories for women students, houses for women members of staff, and clinical facilities. It was therefore agreed that such money as the women could bring with them as their "dowry" should be applied to these three purposes. It was when we came to the discussion of the third of these that I realized that no alteration of or addition to our present hospital would fully satisfy our women colleagues, and that what they would infinitely prefer would be an entirely new hospital building. From this conviction they have never swerved, so far as I know, and it is a fact of some significance (though Dr. Annie Scott rated me soundly for mentioning it at our Board meeting, as she feared it might raise a Women versus Men issue, which all of us would deprecate) that in your recent vote the women members of faculty are all ranged on one side. I am perfectly sure that the women would never use this as a lever; for the absence of

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sex distinctions has been one of the happiest of our experiences at Cheeloo, but in view of my own part in the earlier negotiations, I, for one, feel bound to give some definite weight to this factor, amongst others.

2. The great problem of Finance. A vast amount of water has passed under the bridges since the days when we first drew up plans for a new hospital, and the problem of finance has assumed more serious aspects than it did at that time, owing to the following facts:-

- (a) The possibility of a decrease in the capital sum available, as a result of depreciation of securities, difficulty of sale of such securities on advantageous terms, loss by exchange, and increase in building costs.
- (b) The financial depression in the States and in Britain handicapping any attempt to raise additional capital funds, should the existing sum be inadequate, or to guarantee an increased annual subsidy.
- (c) The uncertainty as to whether the Rockefeller Fund would increase its grant to the Medical School, for hospital purposes, unless it could be met by a guaranteed equal sum from the Boards.
- (d) The difficulty of ensuring a much larger income from patients in a hospital which must necessarily be primarily utilized for teaching purposes.
- (e) The problematic nature of increased grants or donations from Government or other Chinese sources.

3. The stability of the School as a teaching institution. I do not think we should be wise to regard our Medical School as being either safe or stable, as an institution in China, simply because it is now registered. We can well rejoice whenever the Chinese authorities appear friendly and well-disposed, but we know from previous experience how easily these sentiments may change, and it has always seemed to me that our only safe course is to make the School so good that no patriotic Chinese authorities would ever wish to see it shut up. At present, as we all know, this position is threatened seriously on the score of the inadequacy of our hospital facilities. This has been commented upon by the League of Nations representative, as well as by other medical educationalists, and the time is bound to come when it will be used against us by an unfriendly Government. Our only protection from attack from such a quarter will depend upon our being able to show that not only have we ourselves been alive to this deficiency, but have been making careful plans to meet it, even though financial limitations may prevent us from carrying out our full ambitions at once.

In this connection I think our first negotiations with the China Medical Board form a useful analogy. When Dr. Flexner and his party first visited Tsinan we had a miserable Medical School plant, upon which they commented freely, but we were not only able to show that we were sufficiently alive to our failings to have erected what was at that time a thoroughly suitable Hospital and O.P.D., but Schultz and I produced from our files a carefully drawn up scheme of what we would also like to do for the Medical School, if only we had the money, and I think this fact had a

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good deal to do with their ultimate decision to assist us.

4. The appeal of a new and up-to-date Hospital. There is no question that a new building, planned and equipped in modern fashion, would have a far greater appeal, both to the original donors (and potential future supporters) in America, and to the Chinese community on our own staff and in the city, than any compromise scheme based upon a modification or extension of the present in-patient department, and if I had to face the very heavy problem of administering and trying to finance a larger hospital than that which we have at present, I should unhesitatingly vote for a new building. A great deal has been learned about hospital construction and administration since our present hospital was built, and I am glad to say that the present tendency is leading farther and farther away from the extravagant "frills" of ten years ago, and towards greater simplicity and economy. The fear that so many naturally entertain that a new hospital would necessarily involve great extravagance and costliness is not therefore so serious today as it would have been a few years ago. On the other hand, by wise planning, both in regard to labour-saving devices, and the provision of more private and semi-private wards as a source of revenue, it should be possible to reduce materially the annual deficit which has been feared would result from embarking upon the new scheme.

Now the great question is as to how far these various factors can be reconciled. For my own part, I should be very sorry indeed to see the Faculty embark at this stage upon the building of the 230 bed hospital, as originally planned, as I should fear greatly that the available money would be insufficient to make a decent job of it and provide for the provision of a suitable O.P.D., adequate laboratories, and an Isolation Unit., all of which are equally necessary. Still more should I fear that you would have saddled yourselves with an annual financial burden which you simply could not bear. On the other hand, I should be equally sorry to see the Faculty commit itself to any plan based upon the retention of the present hospital as the future in-patient unit, as I believe you could do something far better with the money. The course that I personally should vote for (and in this you will of course understand that I am only voicing my own individual opinion) would be along something of the following lines:-

1. Secure an entirely new estimate from reliable contractors for the following building projects:
 - a. The new hospital, as planned for 230 beds, but with such economies and modifications as your Building Committee can think out, such as would not prejudice the efficiency of the institution.
 - b. A small Isolation Unit.
 - c. The remodelling of the existing Hospital and O.P.D. to provide full out-patient facilities, a suite or suites for private out-patient attendance, and such extra laboratory space and accommodation for internes as are essential.
2. Ascertain from America the total funds available towards the provision of the above buildings, allowing an ample margin for necessary equipment and the unavoidable "extras."

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3. Then decide how much of the above scheme can be embarked upon at once, and proceed to lay out the foundations and possibly the ground floor of the whole new building, but only complete and equip such portion as can be comfortably covered within the available funds.
4. Prepare a most careful budget of the cost of running the new hospital and O.P.D., and commence by opening that amount of accommodation, and that only.
5. Utilize the uncompleted, or unopened, part of the scheme as the best possible propaganda (a) in convincing the Chinese educational authorities of your keenness to provide adequate clinical facilities for the School; (b) in appealing to grateful patients, and to wealthy members of the Chinese community who may be reached by President Chu or other interested Chinese friends; and (c) as a basis of appeal, either to the Rockefeller Foundation, or in connection with any future financial drives that may ultimately become possible in the States, if, as we all devoutly hope, the present depression gradually lifts, and such drives once again become practical politics.

Well, that's rather a mouthful, you will say, but I felt that I must tell you just what was in my own heart about this much debated question. Above all, I do hope most earnestly that it will not cause a serious rift in the faculty. We have kept wonderfully together all these years, and though opinion must be keen on such an issue, I do trust it may be fought out in the same glorious spirit of friendliness which characterized our grand old scraps of old.

Give my love to everybody, and tell them how much I wish I could meet them all once more.

Ever yours affectionately,

(Harold Balme)

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