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Garside, B. A.

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SECRETARIES

January 23, 1922

Mr. Bettise A. Garside
141 West Fourth Street
New York City

My dear Mr. Garside:

In view of our interview with you last week and of the subsequent assurance by the Secretaries of the Candidate Department of the Presbyterian Board that they would recommend your appointment to Shantung University for the Department of Education, I as Secretary of the North American Joint Board of the University, sent on January 20th a code cablegram to the President of the Institution stating that a married man had been secured for the Department of Normal Training and inquiring when you should start for the field. I intend that President Balme shall understand by this that you would be able to start in the very near future and that if he believes that it is advisable for you to come at an early date, he will so instruct me by cablegram. As soon as we receive word, we will at once communicate with you. As you appreciate, my thought is that if you and Mrs. Garside could proceed to the field in February, you could be helping with the teaching of English or of subjects in English at the Institution and starting to get some hold on the language before your year in Language School, presumably in Peking, and come to understand at first hand and from the inside the processes and problems of the University especially as they relate to the work which is in mind for you.

If you are not to start to the field at an early date, may I inquire as to what your plans are for the spring semester.

I hope that you are seeing Mr. Howell P. Lair of the University staff whose address I gave you last week, and that you will talk things over in detail with him.

With kindest regard, I am

Very sincerely yours,

H. T. Scott

GTS R

Copy to Dr. Reed

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SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

DEPARTMENT OF EDUCATION

TRANSFER

August 10th, 1926.

Dr. Eric M. North,
Shantung Christian University,
150 Fifth Avenue, New York, N.Y.

My dear Dr. North,

We are at present busy with preparations which must be made before leaving for America, and will be starting from Tsinan in about three weeks more. We are booked to sail on the EMPRESS OF CANADA, leaving Shanghai on September 5th and arriving in Vancouver on September 20th. From Vancouver we proceed direct to Chicago, arriving there either the evening of September 23rd or the morning of September 24th.

As to our movements from Chicago, I will be glad to have your suggestions. Unless there is some special reason for my coming immediately to New York, my plans are to take Mrs. Garside and the young daughter to our home in Oklahoma where she will spend some weeks with her family, while I will hurry on to New York, arriving there by October 1st at the latest. Mrs. Garside will then follow a little later. If, however, there are special reasons for my being in New York during the last week in September, such as a meeting of the Board of Governors at which you would like for me to be present, or urgent matters which should be gone into as soon as possible, I can come on directly from Chicago, arriving in New York by the 25th of September.

I would appreciate it if you would write to me at Vancouver, so that I may get your letter when the boat arrives there. Or if this letter arrives rather late for you to get a reply to Vancouver in time to catch the CANADA, address me in charge of my brother, Dr. C. Earl Garside, Augustana Hospital, 2042 Cleveland Avenue, Chicago. I am anxious to get on the job in New York as promptly as possible now, for I feel too much time has already elapsed since the Board's action was taken. However, I'd be glad of the opportunity for a brief trip to Oklahoma while on the way East, to attend to various long-neglected business matters as well as for personal reasons, provided such a journey will not interfere with duties in New York.

Until we leave I will be devoting most of my attention to collecting materials for use in the promotion work. Also I hope to complete arrangements for having a live committee permanently on the job here to constantly supply us with fresh material.

Trusting that I will see you in New York before the end of next month, I am

Very sincerely yours,

B.A. Garside

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SHANTUNG CHRISTIAN UNIVERSITY
TIENTSIN, CHINA

DEPARTMENT OF EDUCATION

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DEPARTMENT OF EDUCATION

TRANSFER Pittsburg, Okla.

Dear Dr. North,

Sept. 27th, 1926

We received your letter at Wancover, and on finding that it would not be necessary for me to hurry immediately to New York, I decided to make a brief trip down here in Oklahoma.

I am leaving for New York to-morrow, and hope to arrive the morning of October first, so I should be seeing you very soon after the arrival of this letter.

We have had a most pleasant journey, and have enjoyed the change and the rest. But now I am growing impatient for something to do. I hope I'll be able to get right to work as soon as I reach New York, though I know it will take some time for me to become thoroughly acquainted with ^{the} work to be done.

Most sincerely yours,

B. A. Garside

SHANTUNG CHRISTIAN UNIVERSITY

DEPARTMENT OF THEOLOGY



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CHINA UNION UNIVERSITIES

Fukien Christian University
University of Nanking

Shantung Christian University
Peking University

West China Union University

CENTRAL OFFICE

Cable Address
Nanfushan, New York

150 Fifth Avenue, New York City
ERIC M. NORTH, Secretary

Telephone
Chelsea 2130

Shantung Christian University

October 7, 1926

Mrs. A. K. Shaw
156 Fifth Avenue,
New York, N.Y.

My dear Mrs. Shaw:

I am sorry to have been so delayed in responding to your letter of September 24th. I have had no knowledge as to the arrangements made between your office and the Treasurer in Shantung for the payment of bills or the handling of any other matters so that I am afraid I can give you very little enlightenment as to what procedure exists. Undoubtedly some procedure will have to be developed if we are to secure funds and have them available for the needs of the field. I should think that the check sent to D.C. Heath would be a good occasion for bringing this matter to the attention of the Treasurer.

As to the expenditures in behalf of the field, and advances made, no doubt you can charge those against the \$1000. from the General Board of the Church of the Brethren, making account of receipts and disbursements to the University for credit upon their books, and if, as and when desirable, sending forward to them draft for the balance, or such part of the balance as may seem wise.

In a rather different class are the expenses of Mr. Garside in connection with the campaign. It has seemed wise to get him a desk and chair, and with the approval of Dr. Scott, I have purchased these, bill for which I enclose and which is in order for payment. You will recollect that Mr. Henry Cockran has pledged one-third of the campaign expense for a year on the understanding that the gross expenditure will not exceed \$10,000., and of course, these campaign charges can be used to offset that. We shall be having a meeting of the Section quite soon and I think that we will then be able to settle the arrangements for the handling of the campaign expenses.

The information which you desire for Mrs. McDowell appears in Dr. Balme's report from the field to the Board of Governors in 1925-26 which has been printed but of which extra copies have not reached me. The enrollment in the School of Medicine was 110 in the fall term and 81 in the spring term. Of the enrollment in the fall term 21 were women. In January a class of 24 was graduated of which three were women, the first women graduates of the Medical School. In the pre-medical

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Mrs. A.K. Shaw-2

courses the total enrollment was 48 in the fall examination and 42 in the spring examination. We do not have the figures indicating how many of these were women. There are fifteen women on the staff of the University of which five are in the Medical School, three are foreign nurses and seven are in other departments of the University. The whole University staff numbers 101. This includes the nursing staff but not student nurses. Of this number 44 are Chinese. I am sending Mrs. McDowell a catalogue under another cover and as soon as the reports come in will see that they are distributed. This will give her further information.

Cordially yours,

Eric M. Fitch

Secretary, Board of Governors
Shantung Christian University

EMN-H

Enc. 2

P.S. I also enclose bill for physical examination of Mr. Carl Sipple which I presume should be charged to the field.

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File
Garfield

SUMMARY OF WORK OF CAMPAIGN OFFICE
October 1, 1926 - March 23, 1927

Office Organization

Office furniture has been secured, part-time secretarial assistance engaged, and filing systems worked out. A growing volume of correspondence is being carried on.

Mailing Lists

A revised and corrected mailing list of people interested in the University has been compiled from various sources. Something more than 800 names are now on the list, and we are hoping that before the end of the month the number will exceed 1000.

Publications

Material for a 16-page illustrated booklet descriptive of the School of Medicine has been prepared. It will be published whenever conditions warrant.

A quarterly news-letter, "CHEELOO SKETCHES", has been started, and the first issue is being mailed out this week.

Several brief descriptions of Shantung Christian University and its work have been inserted in booklets and folders issued by various organizations. Others are in preparation. Pictures of the University have been supplied to various publications.

In conjunction with the International Missionary Council, the campaign secretary is helping with the preparation of material descriptive of the general situation in China, particularly the educational side of the work.

Speaking Engagements

Forty-seven public addresses have been given in 37 places in New York, New Jersey, and Pennsylvania. The groups reached are as follows:- Church congregations, 11; missionary societies, 11; young people's societies, 11; mid-week prayer meetings, 7; Sunday schools, 4; open forums, 2; high school, 1. Between four and five thousand people were reached by the talks.

Some addresses were general discussions of the present conditions in China. Some were descriptive of the University and its work, and were usually illustrated with a set of lantern slides prepared by the American office.

Contacts

Constant efforts are being made to reach and interest individuals and groups whose influence and assistance will forward the University's promotion work. The question of assistance in securing the Medical School endowment has been taken up

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March 23rd, 1927

formally with the China Medical Board. The Trustees of the Hall Estate have promised us a meeting at some early date. We have discussed with representatives of the late President Neal's Yale Class of '77 the possibilities of the class establishing a memorial in Dr. Neal's honor. In all speaking engagements and other contacts, the campaign secretary has been seeking to meet people who may be interested in the University, and to add their names to our lists. During the past few weeks special efforts have been made to meet leaders of the Y.M.C.A. and other college organizations interested in the "adopt a college" movement, with the hope that we may obtain results in this field.

SUGGESTIONS

We would raise the question of the advisability of choosing a campaign committee to assist in planning and directing the work of promotion. This would allow us to add the interest and support of various individuals who are not members of the Board of Governors, and would create a group with definite responsibility for keeping this work moving ahead.

RECOMMENDATIONS

While it is recognized that the present disturbed situation in China seriously interferes with the launching at present of a general financial campaign on behalf of the University, it is felt that this is a time when we must make every effort to keep all that has been secured, and to build our foundations for the future. We must first of all keep the Christian constituency in general and our Cheeloo supporters in particular informed of what is actually going on, both the encouraging progress being made and the problems which are being faced. In the second place we must make our preparations for capitalizing at the psychological moment the immense interest and sympathy for the people of China which the events of the last few months have aroused all over the country.

It is therefore recommended that the Board of Governors take such actions as will indicate their approval of carrying the campaign vigorously forward at this time.

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TRANSFER

Shantung Christian University

September 13, 1926

Mr. B. A. Garside,
Passenger arriving on S.S. Empress of Canada
Sept. 20th
Vancouver, B.C.

My dear Mr. Garside:

I am grateful to you for your letter of August 10th with the report as to the time you expect to reach the United States. I do not think that it will be necessary for you to hurry on to New York in order to reach here before the first of October. We will schedule the meetings for early in October which will fit in with the program here as well as with yours somewhat better.

Looking forward to hearty cooperation with you in the interests of Shantung University, I am

Faithfully yours,

Eric M. North

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

EMN-H

CC: c/o Dr. G. E. Garside
Augustana Hospital,
2043 Cleveland Ave.,
Chicago, Ill.

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SHANTUNG CHRISTIAN UNIVERSITY

Campaign Committee

MINUTES OF MEETING HELD AT 4:30 P.M. MAY 4th, 1927.

Members Present:- Mr. Paul C. Cassat, Mr. B. A. Garside, Dr. Eric M. North, Dr. George T. Scott, Mrs. Lucy Lepper Shaw.

The meeting was called to order, Mrs. Shaw acting as temporary chairman.

NASCC - 54 VOTED that at the present time only a temporary organization be effected, and that an Acting Chairman and an Acting Secretary be elected to serve until regular officers are chosen.

NASCC - 55 VOTED that Mrs. Lucy Lepper Shaw be elected Acting Chairman.

NASCC - 56 VOTED that Mr. B. A. Garside, as the executive secretary, be considered ex-officio Secretary of the Committee.

NASCC - 57 VOTED that Dr. Samuel Cochran be invited to serve as a member of the Campaign Committee by cooption.

NASCC - 58 VOTED that "the North American Campaign Committee of Shantung Christian University hereby records its sincere appreciation of the most generous assistance rendered by Mr. Henry J. Cochran and Dr. Seth Milliken toward meeting the financial expenses in connection with the New York Office of the University. Their assistance has had a large share in making possible the opening of this office and the organization of promotion work on behalf of the University. It is the earnest hope of this Committee that results will be attained through the promotion work now being begun which will amply justify such a cordial support as these donors have given."

NASCC - 59 VOTED that the Secretary shape a statement of the immediate emergency needs now confronting Shantung Christian University, which will probably amount to approximately \$15,000, and that this statement be sent out to the widest possible list of friends of the University at the earliest practicable date.

NASCC - 60 VOTED that in view of the fact that the financial campaign now being undertaken seeks to benefit the University as a whole, particularly the School of Medicine, and that since the Women's Committee of the University has a large share in this work, especially in the School of Medicine, that the Women's Committee be asked to give the amount still needed to meet the current budget of the campaign office, this amount not to exceed \$2,000.

VOTED that the meeting adjourn.

B. A. GARSIDE,
Secretary.

Mailed to NAB and Mr. Carlson + Mr. North + Mr. Carral.

CHINA UNION UNIVERSITIES

SHANTUNG

Fukien Christian University

Shantung Christian University

University of Nanking

Peking University

West China Union University

Cable Address
Nanfushan, New York

CENTRAL OFFICE
150 Fifth Avenue, New York City
ERIC M. NORTH, Secretary
B. A. GARSIDE, Acting Secretary

Telephone
Chelsea 2130

Shantung Christian University

TRANSFER

INDEXED

July 14, 1927.

To the Members of the North American Section,
of the Board of Governors:

Gentlemen:

It is with the sincerest regret that we convey to you the enclosed letter from Dr. Harold Balme, tendering his resignation as President of Shantung Christian University.

We have just received from Tsingtao the following reassuring cablegram signed by Acting President MacRae:

"Locally conditions remain much the same."

There has just come to this office also an interesting letter from Dr. MacRae, dated June 11, 1927. We quote below extracts which will be of interest:

"Registration. There is little to report in the way of progress in this matter. The necessary materials have been assembled and the question will come up for discussion at the approaching meeting of the Field Board.

"Apparently the new political regime is likely to come into control at a very early date in Tsinan. Experience in south and central China goes to show that the declared policy of the Nationalist Government as regards education is ineffective in most local situations with the result that institutions like ours are at the mercy of self-constituted provincial authorities who may and do exact impossible conditions. While therefore we shall hold ourselves in readiness to take the final step I rather anticipate that the Board may desire to wait and see what is to be the character of the local educational control before they act.

Closing and Opening. We have just been able to hold the regular meeting of Senate on the campus. At the request of the Chinese Executive a few of us returned for a number of days to give the necessary support and assistance. The spring term was officially closed on Saturday last, June 4th, some ten days in advance of the regular date. This last action was deemed advisable in view

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"of impending changes. All students are to leave the campus with the exception of those who have been detained for service of one kind or another in connection with the hospital. It is too early to report yet recommendations with reference to change in administration but you will be specially interested in our plans for the autumn. In the uncertainty as to whether foreigners will be allowed to return to Tsinan in the autumn it was proposed that we should now decide not to open until September 1928. That course however did not commend itself to the Senate. It was felt that we should take steps to open at present and only change that policy if actually compelled to do so by facts later in the summer. The question of the academic status of students who left the campus at Tsing Ming Chieh and have not returned was before us. It was decided that we should open one month in advance of the usual date, namely on August 12th, that students who have been absent for the latter half of the spring term should return on that date and do an extra month of work, the remainder of the old students and all new students coming at the regular time, Sept. 14th. This will obviate the necessity of throwing our whole school year out of joint as was done at great cost on a previous occasion. Students who have been in attendance throughout the spring term and completed their examinations are being given the term's standing and as you will learn from other material going forward to your office, 14 men in the Arts School were allowed to graduate, that is receive diplomas, no degrees being given. In the School of Theology 8 men received the same treatment.

"Foreign Residence in Tsinan. The opening of all departments of the University in the autumn depends to some extent on whether or no the foreign members of staff can return to the campus. Consular orders are of the strictest kind. Those of us who have returned for short periods to Tsinan have done so entirely on our own responsibility, simply reporting to the consul. It may be difficult to adopt a policy as an institution which will call for the return of all the foreigners. At the same time present indications are that there may be nothing inherent in the local situation which would make continued absence a necessity. Should this be the case many individuals on the staff will I am sure take steps to return. I am most hopeful about that prospect.

"As time passes my impression is that we have been fortunate in having an opportunity to place our Chinese executive in full control for this period of some three months. In the case of most institutions the impact of the new regime has been sudden and men have been given responsibility which was new and under impossible conditions. But our men have been

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July 14, 1927.

"able to try themselves out through a period of what has been almost a normal political condition. The experiment has been a great success. The men have shown themselves both capable of assuming responsibility and conscious of what it involves. The result will be to greatly steady them in the face of any approaching changes. At the same time this experience has only confirmed their conviction of the necessity for foreigners to continue in cooperation in the university. The declared policy of Cheeloo by which executive posts are increasingly to be given to Chinese has been fully justified. The result will be action by the Field Board looking toward making some of these changes permanent. We have hitherto maintained that policy. We have now been given an occasion for putting it into effect. While one is prepared for radical demands on the part of the new regime it is certain that our Chinese colleagues will be better prepared to meet them than has been the case in other institutions. The fine esprit de corps on the part of the staff and students alike has been most marked."

Faithfully yours,

B. A. Gonsch
Acting Secretary.

BAG/S

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C O P Y

TRANSFER

SHANTUNG

INDEXED

August 24, 1927

Mr. B. A. Garside

150 Fifth Avenue

New York City

Dear Mr. Garside:

In consequence of the arrangement by which you became the Secretary of the Central Office of the China Union Universities for approximately one year beginning August 1, 1927 under salary from that office, the Executive Council of the Presbyterian Board today acting on behalf of the Board took action which I believe is in accordance with our mutual understanding in our recent interview, as follows:

"Mr. and Mrs. B. A. Garside of the Board's quota on the staff of the Shantung Christian University, Shantung Mission have been at home on furlough for a year in promotional work for the University. On August 1, 1927 Mr. Garside became for approximately one year the Secretary for the Central Office of the China Union Universities in New York City with full support provided by that office. Consequently the Board's financial allowances on account of Mr. and Mrs. Garside ceased as of August 1, 1927, their furlough was extended without financial allowances until the date of their return to the field in 1928 and from August 1, 1927 a sum not exceeding \$250. Max. per month is made available to reimburse the Shantung University for any expenditure made in filling Mr. Garside's place."

Fully assured that your service with the Central Office will be highly satisfactory and trusting that the way will eventually open for your return to China, I am

Very sincerely yours,
(Signed) GEORGE T. SCOTT
George T. Scott

GTS-NMF

Copy to Acting President MacRae
" " China Council
" " Secretary of Shantung Mission

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TRANSFER
SHANTUNG

INDEXED

Shantung Christian University

February 27, 1931

Mrs. A.K. Shaw,
115 West 16th St.,
New York, N.Y.

My dear Mrs. Shaw:

In several recent letters Dr. Shields has asked a number of questions which he requested me to pass along to you. This letter will report and comment on some of these matters.

Appropriations by Women's Boards. In his letter of January 7 Dr. Shields discusses the serious financial situation confronting the University due to the fact that most of the cooperating Mission Boards have been paying their appropriations in local currency which, as you know, is greatly depreciated in value due to the sudden and rapid decline in value of silver. Dr. Shields urges that all our cooperating Mission Boards revise their appropriations for this year so as to define them on a gold basis. He reports that most of the British societies have already taken steps in this direction and urges that our American societies should do the same. In this connection he makes the following statement:- "If the American Presbyterian Board and the Women's Committee would pay in gold it would practically solve our difficulties for this year."

Commenting at somewhat greater length on this same subject in his letter of January 13, Dr. Shields writes as follows:-

"There is no reason why the Woman's Boards which are giving us L.C.\$11,360.00, which at the present rate will cost them less than G\$3,000, should not give us all or part of it in gold. Mrs. Avann will, I think, bear me out that the original correspondence with the Woman's Boards set the figure at L.C.\$16,000 from the Presbyterian and Methodist women, and not L.C.\$11,360.00. We budgeted for L.C.\$16,000 for several years, but never received it."

In a letter dated January 24 Dr. Shields pursues this subject still further as follows:-

"There is another point which I should like you to present to Mrs. Shaw, as the women's representative on the A.P.M. The Methodists have been paying \$6360 to the Medical School whereas the Presbyterian women have paid only \$5,000. The original correspondence in regard to this grant, which I think Mrs. Avann and Mrs. Shaw will remember, stated that they expected to pay \$8,000 apiece. This was not put down

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as a resolution, but it was a figure mentioned in several letters. I think that the least that the Presbyterian women can do is to match the grant of the Methodist women."

I have made a study of the information available in our New York office with regard to the amounts the W.F.M.S. and the Presbyterian women are contributing toward the work at Cheeloo this year in an effort to find how Dr. Shields arrived at his figures. I find that the W.F.M.S. is providing support for one American woman doctor and three nurses and is also making the following contributions in cash:-

Salaries of Chinese staff	L.C.\$2,200
Scholarships	3,640
Cash appropriation	200
	<hr/> L.C.\$6,040

The W.F.M.S. reports that they are paying salaries to their four appointees at the rate of G\$900 a year. We are uncertain whether this is paid to them in gold or in local currency. If payment is made in local currency we do not know what rate of exchange is used. If we use the arbitrary rate of 2 to 1 in estimating the local currency equivalent of these four salaries we will get L.C.\$7,200, which, added to the cash appropriations of L.C.\$6,040, will make the total contribution of the W.F.M.S. L.C.\$13,240. Another method of figuring the personnel contribution of the Methodist Woman's Board is that of counting each staff member equivalent to L.C.\$3,000. This would make the W.F.M.S. personnel contribution equivalent to L.C.\$12,000 which, added to their cash appropriation of L.C.\$6,040, would make their total contribution L.C.\$18,040.

There are three Presbyterian women now on the staff at Cheeloo, Doctors Waddell, Scott and Gault. In addition, the Presbyterian appropriation for the work of the Woman's Unit is L.C.\$5,000. If we estimate the service of each of these three women doctors as equivalent to L.C.\$3,000, the personnel contribution of the Presbyterian women will be L.C.\$9,000. This added to their cash contribution of L.C.\$5,000 gives them a total of L.C.\$14,000.

Since Dr. Shields' letter was written we have sent information to the field that the W.F.M.S. has increased their cash appropriation for this year by one-sixth, or L.C.\$1,066.67; and that the Presbyterian Board has increased its cash appropriation by ~~\$1,000~~ ^{on-half}, or L.C.\$2,500.

Perhaps it will appear to the Women's Committee that the additions already made represent the maximum that they are able to give to the University this year. I am afraid, however, that even with these additions the University will find itself in a very difficult financial position. If it is possible for the Women's Committee to still further increase their appropriations it would be of the greatest assistance to the University.

Income from endowment of Women's Unit. In his letter of January 24 Dr. Shields discusses various matters in connection with the income from the \$50,000 Hall Estate endowment fund set aside for the Women's Committee as follows:-

"Another matter:- The interest on the \$50,000 Hall Estate

In this same connection you will note that the Women's Unit Reserve Fund will amount to G\$750 when we have added the G\$250 for 1930-31. Does the women's Unit wish to continue adding G\$250 to this Reserve Fund from year to year? Or is the present financial situation at the University sufficiently acute as to justify the allocation of some part of this reserve toward meeting the threatened deficit on the 1930-31 budget.

I am sorry to trouble you with such a barrage of questions. I trust that they are not as formidable as the length of this letter may imply.

Very cordially yours,

B. A. Caside

BAG- H

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for the Women's Unit. In April 1929 the American section of the Board of Governors voted that not more than G\$1000 of this amount should be used for the salary of the Dean of Women and that \$250 would be retained at home; that the balance of this money was to be allocated by the Women's Unit and the authorities on the field. I take this to mean that anything over and above this G\$1250 can be allocated by the Women's Unit and the authorities on the field (whoever that may mean) to whatever part of the University work they desire. In 1929-30, \$3434 of this was assigned to the School of Medicine. This year, through an oversight, we have not put this on the budget, but, if and when the money comes, we shall proceed to allocate it as per Minute 136 of the Board of Governors, and we shall also allocate a similar amount on the 1930-31 budget. Am I correct in this?"

According to our records the total amount of endowment income received from the Women's Unit portion of the Hall ESTATEMENT endowment amounted to G\$2,974.76. Of this amount G\$250 was transferred to the Women's Unit Reserve Fund held here in New York and the remaining \$2,724.76 was transmitted to the field. We presume that G\$1,000 of this amount was set aside for the salary of the Dean of Women, leaving G\$1,724.76 to be applied in accordance with action G-136 which stated that such a balance should "be used toward the budget of the Women's Committee as the field authorities may approve".

For the year 1930-31 the income from the endowment of the Women's Unit will probably amount to about G\$3,100. Neither the Board of Governors at the annual meeting in London, nor the North American Section at its meeting on November 25 took any specific action as to the allocation of this income. The matter was covered in a general way by action G-166 by which it was provided that "The Board of Governors of Shantung Christian University gives general approval of the budget of 1930-31 as submitted, and instructs the administrative secretary to consult with the various co-operating boards and agencies as to the amounts of their appropriations to Cheeloo, and to advise the field of any correction, which shall then be so incorporated into the budget by the field as to maintain the balance between income and expenditure".

The field budget was drawn up on the general assumption that for 1930-31 we would follow the same general allocation of this income as was provided for in 1929-30. On this basis this allocation would be as follows:-

G\$1,000 for the salary of the Chinese Dean of Women
250 to be added to the Women's Unit Reserve Fund held in
New York
1,850 to be used toward the budget of the Women's Unit as
the field authorities may approve"

Do you consider that the proposal of Dr. Shields that this same procedure be followed in 1930-31 is satisfactory, and does not require any further approval either by the Women's Committee or the North American Section of the Board of Governors; or should the matter be kept open until one or both of these groups can meet and consider the question further?

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Central China College
Fukien Christian College
Girling College
Hangchow Christian College
Lingnan University

C O P Y
ASSOCIATED BOARDS
FOR

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B. A. GARSIDE, *Secretary and*
Assoc. Treas.
C. A. EVANS, *Assoc. Secy. and*
Assoc. Treas.

Cheeloo

Personal

October 16, 1933

Dear Mr. Davies:

Now that Dr. Chu has definitely decided against returning to Cheeloo, and has thus thrown open again the question of who is to be our President, I am able to pass along to you a thought that has been very much on my mind for a long time. It is simply this:- Regardless of our next President's qualifications, he should be, above all else, able and anxious to lead Cheeloo into a thorough-going program of service for the rural areas of China. It is one of the handicaps of such an organization as we have at Cheeloo, that we often talk about an important undertaking for so long a time before we actually do anything that everyone becomes completely bored by the subject. For at least five years now, we have been talking about our rural program, but to date, we have accomplished very little. There have been many reasons for lack of progress, but the most fundamental one has been that our Chinese administrative heads at Cheeloo have not had any deep seated conviction either as to the necessity or the desirability of such a program. We are drawing perilously near the time when Cheeloo must either go forward in an aggressive way or else lose for all time the opportunity that has been offered it.

Again and again during the past year, I have been impressed by two convictions which all the men returning from China have brought with them. The first is that one of the biggest contributions the Christian forces can make to China during the next generation is in helping to solve the innumerable problems of rural life. The second is that Cheeloo is not doing anything really significant in this direction, and does not have any plans or enthusiasm for this type of service.

About a month ago, I sat at a meeting with one of the members of the Appraisal Commission who took a keen interest in this whole rural problem. The meeting was devoted chiefly to a discussion of what was actually being done in this field throughout China at the present time. The discussion went on for a long time without any mention having been made of Cheeloo. At last, I interposed a suggestion that at Cheeloo we were making a conscientious effort to go forward with the important rural program assigned to us. Our friend of the Appraisal Commission turned toward me in some irritation and said very emphatically, "I spent four or five days at Cheeloo trying to find just exactly what they were doing, but I could not find a single thing really worth while."

Last week I had dinner with another small group of men who have a background of many years in China, and have recently come from the field. None of them are directly related to the Missionary enterprises but all are genuinely interested in Christian education in China, particularly our service to the rural areas. They spoke enthusiastically of what Jimmy Yen is doing, or what is being done by the University of Nanking, and of at least a dozen other projects being carried on by Christian forces, by the government and by private enterprises. Not a single one of them mentioned Cheeloo in any way until I spoke up, and then they all waved it ^{courteously} aside as quite negligible.

These are only two illustrations of many that I might give. Whether or not these impressions and opinions brought back from China are entirely just, they are at least very significant. Until Cheeloo is able to demonstrate both its desire and its ability to render a distinctive service in this field, we are going to find it impossible to secure adequate support, either moral or financial.

As I have talked with returning members of our Cheeloo staff, and have read the correspondence and minutes coming from the field, I have often gained the impression that a great many folks at Cheeloo think of the rural program as something that has been conceived in the West, and imposed by a Western board of governors upon the field. Nothing could be further from the truth.

Dr. Calvin Mateer first conceived of a rural program for Cheeloo when he established the College at Tengchowfu nearly seventy years ago, and most of his successors from that time have kept the ideal though several gradually drifted further away from its attainment. I know that when I went out to Cheeloo eleven years ago, there was much more conviction on this subject than there has been in recent years. It was primarily because of this gradual drifting away from Cheeloo's distinctive service to the rural field that the groups working on the correlated program in 1928 at first recommended that there be assigned to Cheeloo only the medical and theological work, and such pre-professional courses as these colleges required, and that all the other work in arts and science at Cheeloo be discontinued. It was only when the various friends of Cheeloo both in China and in the West pointed out the paramount importance of this rural work as an essential part of the service being rendered by the Christian forces in China, that these groups agreed to re-assign this important program to Cheeloo. During the five years since then, the criticism has been repeatedly made that Cheeloo is not making any effort to carry out the program assigned to it, and is making only a few ineffectual gestures in that direction, while essentially it is devoting itself to carrying on in arts and science a "cultural" course of the type that is already much too common in China, and which can be done better (if indeed it is needed at all) at several other places than Cheeloo. Thus far these criticisms have not caused any serious change in the correlated program as drafted. But we can be quite sure that within a few years at most, if Cheeloo does not make good on the program assigned to it, this program will be transferred elsewhere. My own present conviction is that if this work can not be done at Cheeloo, it should be moved on to the University of Nanking, and the only work left at Tsinan should be medicine and theology with their related pre-professional courses.

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Ever since I first became acquainted with Cheeloo, I have had the conviction that the greatest obstacle to our achievement of the rural program has been -- not in the Chinese people as a whole -- but in a very determined group of our Chinese staff, administrators, and alumni. I am a great believer in following Chinese leadership, but only when it is worthy and intelligent leadership. This particular "leadership" is neither worthy nor intelligent. It is not worthy because it refuses to recognize that the greatest service Cheeloo can render is in the rural field, and thinks instead only that a little more face and prestige can be gained from association with a "cultural" institution that adds recruits to the growing ranks of the white collar class in our Chinese cities. It is not intelligent because it does not recognize that the present dominant opinion in educational circles in China and in the West demands that Cheeloo undertake this important program that it is so well qualified to perform, and that no other institution is now attempting to do.

I feel, therefore, that what we must do is to build up a real Chinese leadership in which we can have enthusiastic confidence. Such leadership can be built from the Presidency down. If we get the right man as President, and give him all the support we can, he will in time be able to permeate the whole University organization with his spirit. I realize it will not be either an easy or an enviable task, but unless we find someone who can undertake it, the future of Cheeloo seems pretty hopeless.

It is difficult to say, particularly from this distance, to whom the University should turn. Of course the one man outstanding in this field is Jimmy Yen himself. I do not know whether he has all the qualifications necessary to head such an institution as Cheeloo or whether he would command the support of the Cheeloo board of directors or whether he could be persuaded even to consider such an offer. But if he is qualified, the task is large enough and important enough to claim his serious attention, and to justify calling him away from the very fine work that he is now doing at Tingshien. If Yen himself were entirely unavailable, there may be someone among the very excellently trained group of men around him who would be worthy of serious consideration. Some of the men down in Nanking -- as for example, Dean Sie Kia-Shen of the College of Agriculture, might be worth considering. All these are purely random suggestions and may be quite worthless, but they indicate the way in which our thoughts are tending.

I recognize the serious problems of personal relationships and attitudes which would immediately arise in attempting to secure a man of this type as our next President. As I study the men named along with you, in action D1040 "as the committee on presidency", I can see that there would be difficulties immediately. All three of your Chinese colleagues on this committee are very fine men, but, so far as I know, none of them is at all enthusiastic about the rural program at Cheeloo. I presume that the roster of the entire board of directors would be much the same.

But in spite of all these numerous and serious obstacles, we simply must find some way in which Cheeloo can work out its destiny. If

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it can go forward along these lines, I am confident that ultimately it will secure support and recognition both in China and in the West. If it does not go forward, it will, within a short time, be reduced merely to the status of two professional schools or -- what would be even more deplorable -- would struggle vainly along with an inadequate and poorly supported program of work for which there was no vital need, and which any one of half a dozen other colleges would do vastly better.

This letter is of course entirely personal, informal and confidential. I am, however, sending a copy to Mr. Ralph Wells, for I am sure that he has a very sympathetic interest in all these problems, and I hope that within the board of directors, he could do a great deal to bring about the realization of these ideals, if only we can find the right man to lead us.

BAG:F

Very cordially yours,

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Cheeloo University (Shantung)
Fukien Christian University
Ginling College
Hangchow Christian College
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August 8, 1934

For - Dr. Samuel Cochran

Dr. Randolph T. Shields
Cheeloo University
Tsinan, Shantung, China

SHANTUNG

Dear Doctor Shields:

I have written you a number of times recently, but have not formally acknowledged receipt of your letters of April 25th and May 21st.

The first of these letters arrived shortly before I started to England, and was taken along to the Annual Meeting of the Governors. The second one arrived while I was away, and so I did not see it until I got back four weeks ago. Both of these letters deal chiefly with two problems - the new hospital, and financial difficulties.

We have sent you copies of the letters we have written on the subject of the new hospital, and there is not much more we can add. The Annual Meeting of the Board of Governors gave its hearty approval to going ahead with the construction of the new O. P. D. and the West Wing of the Hospital, and Dr. Weir sent off a cable to that effect immediately after the meeting. I am sorry that the field got the impression that the Governors were trying to hold you back on the new hospital. It has seemed to me that for several years the Governors have been the ones who have been urging the field to go forward, and that the administrative officers in Tsinan have been the ones who have been holding back. The action of the North American Section last spring in withdrawing authorization for the field to proceed with the construction was taken solely with the view to giving an opportunity to find out more clearly just what the field desired, and where we are likely to come out financially. It was also felt that in view of the wide difference in judgment evidenced in our discussions of hospital plans, that it was highly desirable to have the Board of Governors deal with the matter at the Annual Meeting in Oxford, rather than for the two sections to try to proceed separately.

At least we have now gotten back to a healthy situation where the field is anxious to go ahead, and is chafing at the bit because the Governors seem to be moving too slowly. This is a natural and desirable order of things. There is probably nothing that can bring together the different viewpoints of any of our college groups on the field so quickly, as to have them unite against some decision of the home board here in the west.

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The problem of future financial support is still a very perplexing one. I believe that the solution must be a matter of successive steps. The first step is for the institution to reach a greater degree of unity as regards both its administration and its program. The second step is to present our case with new vigor and enthusiasm, both to the Rockefeller Foundation, and to other friends. It is hard to distinguish between cause and effect since they are very closely intermingled, but in a very real sense the decrease in income for the School of Medicine is the effect of lack of unity and enthusiasm, both in administration and in program. I am firmly convinced that we would have avoided, either in part or entirely, the loss of support from the Rockefeller Foundation if it had not been for the fact that the Foundation, both from the report of representatives who have recently visited the campus, and from other sources, having gained a most unfavorable impression of the University in general, and of the School of Medicine as well. This particular source of support is not necessarily permanently closed, and we are very anxious indeed that with the arrival of Mr. Gunn in China this fall, you will do everything possible to revive the matter.

As to other sources of support, the solution depends almost entirely upon the vigor and effectiveness of our presentation of our case. Here in North America the Associated Boards has given Cheelee a particularly fine opportunity to obtain support during the coming year because it has allocated to us the lion's share of the approved financial objectives to be sought during the coming year. The School of Medicine at Cheelee is listed for U.S. \$27,000, and the Hospital for U.S. \$7,500. But in order to take advantage of this endorsement by the Associated Boards, it will be absolutely necessary for our Cheelee constituency to bestir itself. We cannot expect the representatives of the other colleges in China, with serious financial problems of their own, to devote themselves enthusiastically to securing support for Cheelee, if we ourselves do not turn a hand. If we can succeed in securing the support needed for the current fiscal year, it will be a long step in the direction of getting more substantial support for our future needs, but if we fall down this year, it will be doubly difficult to accomplish much in the future.

We are all very much concerned to learn that you are finding it a slow and difficult task to get back your usual vigorous health after the difficulties of the past year or two. If you were able and available to help us here in America, during the next year, I am quite sure that we could make a very satisfactory beginning toward securing adequate support for our School of Medicine. Without your help we will, of course, do the best we can anyway, but I am not particularly optimistic as to just what we can accomplish. If it should prove possible later in the fall for you to come to America, and if you build up your rugged physique again to the point where you can stand the strain of financial solicitation, we earnestly hope that you will decide to join with us.

Attached to your letter of May 21st is another inquiry as to whether we have been soliciting contributions from the list to whom you send copies of your letters from the field. Once again we plead not guilty to the charge. We do not have the list to whom your personal letters are sent, nor do we have any intention of trying to secure it. Your Aunt's name is one of those on our general Cheelee mailing list, placed there, I believe, because she was listed as one of your relatives who would be interested in any material we are sending out from time to time.

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August 8, 1934.

As I believe I have already explained to you, we sent out last spring a series of three letters designed to remind our Cheeleo constituency of our intention, and to prepare them in measure for more active cultivation later on. At the time these letters were sent out we were all hoping very much that by this autumn you would be here, and would be able to follow up this cultivation by personal contact. I am quite sure that the letter did not go to a single individual merely because that individual is on your personal mailing list, and it is probably that only a very few of those to whom you write were reached by virtue of the fact that their names have been added to our Cheeleo list from other sources. I am enclosing herewith copies of the three mailings we sent out, so that you may have this material if you have not already seen it.

We are quite in agreement with your position that we should not have professional solicitors, or even letters of appeal, going to any of your personal friends, or others on our cheeleo list in ways that will alienate the goodwill, and make future gifts less likely. On the other hand it is even more disastrous to go on from year to year with no attempt whatever to cultivate interest, or to maintain and develop support. It has been more than 15 years since any real active cultivation of our Cheeleo constituency was carried on, and about 7 years since we have done anything at all to keep their interest alive. During this long period of inactivity many of our warmest friends have died, and many others have lost interest and transferred their philanthropic giving to other quarters. Many of those who might still be interested have changed their addresses and have been lost sight of. With each year that passes the situation grows more hopeless. If we continue our inactivity a few years longer, Cheeleo will be left practically without any constituency here in North America, and the whole task of building any support will have to be undertaken de novo.

I hope that you have been having a restful summer, and that by the time this gets to Tsinan you will be back on the campus feeling fit for an active year of productive and undisturbed work.

Very cordially yours,

R. T. Sields

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Encs.

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SHANTUNG

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Shantung Christian University
Cheeloo Ta Hsueh
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150 FIFTH AVENUE, NEW YORK, N. Y.

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September 5, 1935

To members of the Board of Governors

Dear Friends:

In accordance with the notation under item #14 of the docket of the Annual Meeting of our Cheeloo Governors to be held on September 26th, I enclose herewith a draft of a statement entitled, "What is to be the Future of Cheeloo?"

In this statement an attempt has been made to state briefly the present situation at Cheeloo, and to summarize impartially the general lines along which future policies will have to be determined.

We urge that each member of the Board will give this statement very careful study. Will you please bring your copy with you to the meeting on September 26th?

Faithfully yours,

Secretary

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Encl.

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WHAT IS TO BE THE FUTURE OF CHEELOO UNIVERSITY?

For almost a decade diversities of views as to the program Cheeloo should follow have been growing in extent and in intensity. The time has arrived when definite decisions must be reached and must be put into operation, else there will be grave losses not only to Cheeloo but to the whole program of Christian higher education in China.

But before wise decisions can be reached it is necessary both to appraise the existing conditions and resources of the University and also to compare impartially the various possible courses for the future among which Cheeloo must choose.

A. Present Conditions and Resources

1. Organization. At present, the work of Cheeloo University is carried on in four major Schools:-

a & b. The School of Arts and the School of Science, the outgrowth of collegiate work begun in T'engchowfu in 1864, and carried on later at Weihsien. A majority of the graduates go into teaching. In the lower two years, these Schools conduct pre-professional courses in Medicine and Theology. Closely, but not exclusively, related to these Schools are the Sinological Research Institute and the Rural Institute.

c. The School of Medicine, the outgrowth of medical training which began about 1885 in Tsinan and other Shantung centers; and which was joined later by medical schools originally located in Nanking, Hankow, and Peiping. Related to the School of Medicine are the University Hospital, the Nurses Training School, the Out Patient Dispensary, and the Public Health Program of the Rural Institute.

d. The School of Theology, the outgrowth of theological education begun in Tsingchowfu in 1886. The School has also built up the Lungshan Village Center which is now being directed by the Rural Institute.

2. Statistical Information regarding these four Schools is summarized below:-

	<u>Arts & Science</u>	<u>Medicine & Hosp.</u>	<u>Theology</u>	<u>Administration and General Services</u>	<u>Total</u>
Enrollment, 1934-35	382	98	35	- -	515
Staff, 1934-35-					
Chinese	25	18	3	10	56
Western	11	18	5	5	39
Total	36	36	8	15	95
Cost of Physical Plant	\$255,063	\$281,809*	\$61,119	\$345,846	\$943,837

(*Does not include funds for New Hospital, about \$200,000.)

3. Income. The best available estimates indicate that the sources of income for 1935-36 will be approximately as indicated below. Support from Mission Boards is shown under (1) cash grants, and (2) missionary personnel counted at the rate of \$3,000 for married couples and \$1,500 for single workers. (All figures are in U.S. dollars, with Chinese and British currencies taken at approximately current exchange rates.)

	Designation Fixed at Source				Subject to	
	Arts & Science	Medicine & Hosp.	Theology	Admin. & Gen. Ser.	Designation by Governors	Total
<u>Mission Boards</u>						
<u>A. British</u>						
Baptist (1)	600	1,500	850			
Mis.Soc						
(2)	6,000	9,000	3,000			20,950
London (1)		600				
Mis.Soc.						
(2)		3,000				3,600
Soc.Prop.(1)	1,000	800				
Gospel						
(2)	3,000	9,000				13,800
Wesleyan (1)		2,300				
M.M.S.						
(2)		3,000				5,300
<u>B. North American</u>						
Amer.Bd.(1)			800			
C.F.M.						
(2)			6,000			6,800
Presbyterian (1)	6,090	3,050		2,500		
North						
(2)	15,000	7,500		3,000		37,140
Presbyterian (1)		100				
South						
(2)		6,000				6,100
United Ch.(1)	600	600	500	1,100		
of Canada						
(2)	3,000	4,500	3,000			13,300
Women's M.(1)		1,200				
S. of U.C.C.						
(2)		1,500				2,700
W.F.M.S. (1)	1,000	2,600				
of M.E. Bd.						
(2)		6,000				9,600

1935

(Support, cont.)	Designation Fixed at Source				Subject to Designation by Governors	Total
	Arts & Science & Hosp.	Medicine Theology	Admin. & Gen. Ser.			
<u>Other Organizations</u>						
A. Har.Yen.Inst.	8,421					8,421
B. Rockefeller Fdn.	2,500					2,500
C. China Fdn.	6,000					6,000
D. Fed. Wom. Bds. (Day of Prayer)	950					
<u>Bd. of Governors</u>						
British Section					1,500	1,500
N. Am. Section					4,000	4,000
<u>Field Income</u>						
Student Fees	12,200	4,100	370			16,670
Hospital Fees		42,500				42,500
Other Income	2,925	2,500	1,000	700		7,125
<hr/>						
Totals-						
Miss. Salaries	27,000	49,500	12,000	3,000		91,500
Cash Income	32,836	71,300	3,520	4,300		117,456
Grand Totals	59,836	120,800	15,520	7,300	5,500	208,956

4. Present Situation. There are several important factors in the present situation at Cheeloo which have a bearing on these questions of general policy.

For a number of years the University has been seriously handicapped by frequent changes in the administrative staff, and by the absence of any recognized leader whom all the different groups would loyally follow. This has inevitably resulted in the development of discordant factions. It is hoped that Mr. Liu Shu-ming's acceptance of the presidency will lead to the eradication of these difficulties, but there has as yet been no opportunity for President Liu to make his influence felt.

The field treasurer's report for the year ending June 30, 1935 shows that at the close of the fiscal year there were deficits on current accounts amounting to approximately LC\$23,700 and overdrafts on building accounts amounting to LC\$14,712.80. These deficits have been one of the focal points of dissension at Cheeloo during the past year, and are a handicap in planning the work for the coming year.

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B. Possible Courses of Action for the Future

The possible courses of action for the future most frequently discussed during recent years fall into three general lines of procedure:-

1. To continue to carry on the program of the University substantially as at present, except to put greater emphasis in the School of Arts and the School of Science on the development of a thorough-going Rural Program.
2. To develop some type of Rural Institute in place of the present Schools of Arts and Science, and to continue the School of Medicine, the School of Theology, and pre-professional training in Medicine and Theology.
3. To concentrate all our resources on the School of Medicine and the School of Theology, together with requisite pre-professional courses.

Let us examine briefly the major considerations involved in each of these courses of procedure.

1. Continuation of Present Program, except Greater Emphasis on Rural Program. During the seventy years of their existence the schools of Arts and Science have made an outstanding contribution to Christian higher education in China, through the training not only of teachers, but also of leaders in many other fields. The Schools are still filling a very definite need in their training of such men and women. Throughout their whole history these schools have, both consciously and unconsciously, trained men and women with a special emphasis on service in the rural areas of China. On the other hand, conditions have changed in recent times, particularly during the last decade. At present several other Christian universities are providing excellent courses which were formerly available only at Cheeloo.

During the past fifteen years there has been a growing demand for greater concentration, and elimination of duplication, among the Christian universities and colleges of China. The combined resources have not been adequate, either in funds or in personnel, to carry on efficiently all the higher educational work which the various institutions have planned to undertake. As a part of this concentration of effort it was seriously proposed about eight years ago that work in Arts and Science at Cheeloo be discontinued and that all our resources there be concentrated on Medicine and Theology. At that time it was urged, however, that the Schools of Arts and Science at Cheeloo be given an opportunity to take the lead in developing a comprehensive program of service to the rural areas where 85% of the people of China are living. For various reasons, this assignment was not welcomed by the Schools of Arts and Science, and during the years following the adoption of the Correlated Program in 1928, there was a definite tendency in these schools away from their former service to the rural areas rather than progress in the direction of a carefully planned rural program. Meantime, several of the other Christian universities and colleges caught the vision of service to the rural areas, and have been developing work along the lines originally proposed for Cheeloo.

We must, therefore, face at this time such questions as the following:- Is there still an urgent need for the Schools of Arts and Science at Cheeloo to develop the rural program originally proposed for them, or have developments in other centers made such a program at Cheeloo more easily dispensable? Even if such a rural program is still highly desirable, do we have at Cheeloo the leadership, the staff, the funds, or the keen interest in this type of work, which are necessary to the success of a rural program? Should a further extension of time be allowed to develop such a program, or would delay cause too great harm to other departments of the University and perhaps also to the whole program of Christian higher education in China?

If it is our judgment that we should adopt this general policy, and should continue the Schools of Arts and Science substantially as at present, except for a growing emphasis on the program of service to the rural areas, we must find answers to the following questions which immediately arise:-

1. From what sources can we secure the additional funds which obviously are necessary to carry on such a program?
2. How shall we secure the necessary leadership and staff for going forward with the difficult task of developing and carrying on such a program?
3. Will it be possible to secure a substantial body of students interested in preparing themselves for rural service?

2. Replacement of Schools of Arts and Science with Some Type of Rural Institute; Continuing Medicine, Theology, and Pre-professional Training as at Present. It has been frequently suggested during the last two years that we abandon the plan of carrying on full college work in Arts and Science, but that instead we develop some type of Rural Institute designed specifically to serve the needs of the rural areas of China. It has been stated that such an Institute could be conducted on a much smaller expenditure, both in personnel and in funds, than is now required for the Schools of Arts and Science. This would permit a relatively larger percentage of our available resources to be used for strengthening the Schools of Medicine and Theology. Pre-professional courses would still be continued, either as separate departments, or as a part of the program of the Schools of Medicine and Theology.

The advantages claimed for such a reorganization are that it would mean a substantial saving in expense, would eliminate duplication of work which now exists, and would permit Cheeloo to focus its attention more specifically upon the type of service it is best qualified to render.

On the other hand, if this general policy is adopted, we must answer such questions as the following:-

1. Where can we secure the necessary leadership and staff for conducting such an Institute?
2. What type of program would such an Institute conduct, what would be its educational status, and how would it be related to the rest of the University?
3. What would be the attitude of the Chinese government to such a proposal and what would happen to the present University status of Cheeloo?

4. How great is the actual and potential demand for such an Institute?
5. Would it be possible to secure the re-allocation to such an Institute of the physical plant, the funds, and the missionary quotas now assigned to the Schools of Arts and Science?
6. How much actual saving could be effected, and would our resources be adequate to carry on work at Cheeloo on this reorganized basis? Would the economies in the budget balance the loss of tuition income?

3. Concentration of all Our Resources on the School of Medicine and the School of Theology, with Necessary Pre-professional Courses. This proposal has been advocated by many who feel that the time has now come for a very radical reorganization of the program of Cheeloo. They believe that it would be wiser to concentrate all of our present and potential resources on the development of a strong School of Medicine and Hospital, and a more adequately supported School of Theology. They point out that the work being offered in the other Christian universities and colleges covers practically the same ground that is now being given in the schools of Arts and Science, and express the belief that this reduction of duplication is in the interests of greater economy and greater efficiency. There are also evidences that greater concentration of effort on the work of Medicine at Cheeloo would probably make it possible to enlist additional support from certain sources which are unwilling to contribute at the present time.

On the other hand, such a radical reorganization of the work of Cheeloo would raise a number of very fundamental questions with regard to physical plant, preservation and reallocation of support now going to the Schools of Arts and Science, provision for pre-medical and pre-theological work now being carried on by the Schools of Arts and Science, obligations of the Schools of Arts and Science to their staff and student body and to the constituency they serve, and maintenance of friendship and support from alumni, Chinese constituency, and the Chinese government. More specifically, such questions as the following would have to be dealt with in a very definite way:-

1. Would the Mission Boards now contributing staff and cash to the Schools of Arts and Science be willing to reallocate these quotas and appropriations to the other Schools? Would these be able to provide for pre-medical and pre-theological work?
2. Would the Harvard-Yenching Institute be willing to reallocate the income from the restricted fund it is holding in trust for Cheeloo so this income would be available for the work of the Schools of Medicine and Theology?
3. What satisfactory use could be made of the physical plant now occupied by the Schools of Arts and Science? Would we be faced by a demand from the Ministry of Education that they be turned over for such other educational purposes as the Ministry should decide?
4. What arrangements could be made to discharge our obligations to the students now enrolled in the Schools of Arts and Science, and the staff members holding contracts from these Schools? (It is understood that staff contracts are usually for one year only.)
5. What responsibilities would the University have to meet because of its present registration with the Chinese government, and could a new or revised registration be effected?

6. What would be the general attitude of the alumni of the University, and the Chinese constituency in general, toward such a proposal?

7. Where would the youth of Shantung and Honan be able to secure the training now provided by the Schools of Arts and Science at Cheeloo?

C. Suggested Types of Resolutions for Consideration by Governors

To provide a definite point of departure for the Board of Governors at its Annual Meeting on September 26, 1935, in formulating general policies, there are suggested below tentative drafts of resolutions embodying each of the three general courses outlined above:-

1. Continuation of Present Program, Except to Place Greater Emphasis on the Rural Program.

RESOLVED, by the Board of Governors of Shantung Christian University

- (a) That it is the judgment of this Board that the University should continue to carry on the four Schools now being conducted, namely the School of Arts, the School of Science, the School of Medicine, and the School of Theology;
- (b) That it is prepared to continue to support the Schools of Arts and Science if these Schools are gradually and definitely oriented to the carrying on of a carefully planned and efficiently conducted program of service for the rural areas of China;
- (c) That it strongly urges the Board of Directors and the officers of the University to go forward as rapidly as practicable with the steps necessary to effect this reorganization of the purpose and program of the Schools of Arts and Science along with rural emphasis in the other Schools, and it requests the field authorities to keep the Board of Governors informed of progress toward such reorganization;
- (d) That the Board of Directors and the cooperating Mission Boards be urged to give careful study to their appointments to the staff of the Schools of Arts and Science to the end that only those with special interest in and qualifications for participation in such a Rural Program will be appointed for this work.

2. Replacement of Schools of Arts and Science with Rural Institute.

RESOLVED, by the Board of Governors of Shantung Christian University

- (a) That it is the judgment of this Board that the University should discontinue full collegiate work in the Schools of Arts and Science, and should develop in place of these Schools some type of Rural Institute designed especially to serve the needs of the rural areas of China;

- (b) That it strongly recommends to the Board of Directors and the officers of the University that reorganization to that end be undertaken as promptly as possible, with the hope that such reorganization can become effective by the end of the year 1935-36;
- (c) That it requests the cooperating Mission Boards to reallocate the cash grants and personnel quotas now assigned to the Schools of Arts and Science in ways whereby the full amount of this support will be available for the proposed Rural Institute and also for the School of Medicine and the School of Theology;
- (d) That it requests the Harvard-Yenching Institute to agree to the reallocation of the income on the restricted fund now being held in trust for Shantung Christian University in such a way that this income can be utilized for the work of the Rural Institute, the School of Medicine, and the School of Theology.

3. Concentration of all Resources on Medicine and Theology

RESOLVED, by the Board of Governors of Shantung Christian University

- (a) That it is the judgment of this Board that the University should at the earliest possible date discontinue the School of Arts and the School of Science, and should concentrate its efforts entirely upon the work of the School of Medicine (including the University Hospital and the Out Patient Dispensary) and the School of Theology, together with such pre-professional courses in Medicine and Theology as may be required for the efficient operation of these two Schools;
- (b) That it strongly recommends to the Board of Directors and the officers of the University that the necessary steps to effect this reorganization be begun as promptly as possible, in the hope that the work of the School of Arts and the School of Science will be discontinued not later than June, 1936;
- (c) That it requests the cooperating Mission Boards to reallocate the cash grants and personnel quotas now assigned to the Schools of Arts and Science in ways whereby the full amount of this support would be available for the School of Medicine and the School of Theology;
- (d) That it requests the Harvard-Yenching Institute to agree to the reallocation of the income on the restricted fund now held in trust for Shantung Christian University in such a way that this income can be utilized for the work of the School of Medicine and the School of Theology.

It is obvious that when the Governors have reached a decision as to the above lines of general policy - or some modification of them - it will be necessary for them to work out in greater detail the steps by which these policies can be laid before the cooperating Mission Boards and the field authorities. Temporary arrangements will also have to be made for carrying on the work during the academic year which will already have begun.

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

ASSOCIATED BOARDS
FOR
CHRISTIAN COLLEGES IN CHINA

150 FIFTH AVENUE, NEW YORK

R. E. DIFFENDORFER, *President*
E. M. MCBRIER, *Treasurer*

Cable: ABCHICOL Tel: WATKINS 9-8703

Executive Secretaries

B. A. GARSIDE
C. A. EVANS

Executive Directors

CARLTON M. SHERWOOD
MRS. T. D. MACMILLAN

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

GEORGE G. BARBER, *Vice-Pres.*
JAMES ENDICOTT, *Vice-Pres.*
ELLEN F. PENDLETON, *Vice-Pres.*

March 9, 1936

Miss Helen Kittredge
156 Fifth Avenue
New York City

My dear Miss Kittredge:

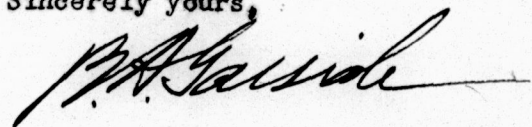
The attached summary of our promotional results to February 29th shows that during the past month we have made very encouraging progress toward meeting our financial objectives for this year.

But as yet our task is only a little more than one-third completed. During the next four months we must all redouble our activities if we are to attain the goal we have set for ourselves. To that end it is important that all members of the Associated Boards continue to assist in two very definite ways:-

1. By stimulating the interest and support of present and potential friends of the China Colleges.
2. Through such personal gifts as they are able to make, either to the Associated Boards or to the Board of Trustees of any College in which they have a special interest.

We are grateful for all the ways in which you are helping with this work of training Christian leaders for China. As yet we do not have your name listed among the sixty-four members of the Associated Boards who have this year made personal gifts toward one or all of these Colleges. If we have overlooked some gift, or if you are giving to these Colleges through some other channel, we would be grateful if you would inform us. Our friends outside the Associated Boards are inclined to measure their own contributions by what the members themselves do in sacrificial giving.

Sincerely yours,



BAG:ER

0705

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

ASSOCIATED BOARDS FOR CHRISTIAN COLLEGES IN CHINA

150 FIFTH AVENUE, NEW YORK

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University of Nanking
Soochow University
West China Union University
Yenching University

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ELLEN F. PENDLETON, *Vice-Pres.*

SUMMARY OF PROMOTIONAL RESULTS, July 1, 1935 to February 29, 1936

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

	Designation	Total Objective	Cash Received	Unpaid Pledges	Total Received
168	Yenching- Current Needs	\$25,000.00	\$12,400.59	\$6,849.50	\$19,250.00
160	Cheeloo- Medicine, Theology, Rural	20,000.00	970.50	--	970.50
	Nanking- Current Needs	10,000.00	88.00	--	88.00
	Ginling- Current Needs	6,500.00	506.95	810.00	1,306.95
140	Hua Chung- Current Needs	3,500.00	25.00	5,000.00	5,025.00
	West China- Current Needs	5,000.00	55.00	20.00	75.00
	Hwa Nan-Fukien Cooperation-)	(
	Hwa Nan College)6,000.00	(45.00	--	45.00
120	Fukien Christian University)	(4,304.85	5.00	4,309.85
	Council Higher Ed.-Administration	2,000.00	--	--	2,000.00
	Associated Bds.- Promotion	23,100.00	5,000.03	15.00	5,015.03
100		\$101,100.00	\$23,395.92	\$12,699.50	\$36,095.42

2. Special Fund to Provide Working Capital

Cash Payments	\$2,656.53
Unpaid Pledges	3,991.75
	\$6,648.28
Balance still to be secured	3,351.72
	\$10,000.00

3. Members of Associated Boards Who Have Made Gifts, 1935-36 (Shown on thermometer at left). Of 168 members in the Associated Boards, 64 had made gifts or pledges for the support of the 1935-36 program of some one College, or of the group as a whole. These donors were distributed as follows:-

Board of Trustees	Total No. of members	No. who have made gifts	Percent
Yenching (inc. Women's Col.)	34	20	59%
Ginling	21	11	52
Fukien	21	10	48
Cheeloo	25	10	40
Nanking	18	6	33
Hangchow	7	2	29
Lingnan	14	4	28
West China	20	5	25
Hwa Nan	16	3	19
Hua Chung	17	3	18
Soochow	15	1	7
	208	75	
Duplications	40	11	
	168	64	38%

Members of Associated Boards who have made gifts 1935-36

Amount Secured, 1935-36 Objectives

Summary of Promotional Results, July 1, 1935 to February 29, 1936 (Continued)

4. Total of New Gifts and Pledges Secured during Period

	<u>Current Needs</u>	<u>Endowment</u>	<u>Total</u>
United Group of Colleges	\$11,663.31	\$ --	\$ 11,663.31
Yenching*	13,119.50	122,611.76	135,731.26
Lingnan	8,407.68	--	8,407.68
Hua Chung	5,025.00	--	5,025.00
Fukien	4,309.85	--	4,309.85
Ginling	1,235.00	1,439.00	2,674.00
Cheeloo*	914.00	1,130.00	2,044.00
Nanking	88.00	--	88.00
West China*	75.00	--	75.00
Hwa Nan	45.00	--	45.00
	<u>\$44,882.34</u>	<u>\$125,180.76</u>	<u>\$170,063.10</u>

5. Channels Through Which Gifts Were Received

	<u>Assoc. Boards</u>	<u>Other Channels</u>	<u>Total</u>
United Group of Colleges	\$ 11,663.31	\$ --	\$ 11,663.31
Yenching*	135,731.26	--	135,731.26
Lingnan	445.00	7,962.68	8,407.68
Hua Chung	25.00	5,000.00	5,025.00
Fukien	4,309.85	--	4,309.85
Ginling	2,524.00	150.00	2,674.00
Cheeloo*	2,044.00	--	2,044.00
Nanking	88.00	--	88.00
West China*	75.00	--	75.00
Hwa Nan	45.00	--	45.00
	<u>\$156,950.42</u>	<u>\$13,112.68</u>	<u>\$170,063.10</u>

(*Including members of committees of affiliated Women's College or Women's Unit)

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

ASSOCIATED BOARDS
FOR
CHRISTIAN COLLEGES IN CHINA

150 FIFTH AVENUE, NEW YORK

R. E. DIFFENDORFER, *President*
E. M. MCBRIER, *Treasurer*

Cable: ABCHICOL Tel: WATKINS 9-8703

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C. A. EVANS

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CARLTON M. SHERWOOD
MRS. T. D. MACMILLAN

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

GEORGE G. BARBER, *Vice-Pres.*
JAMES ENDICOTT, *Vice-Pres.*
ELLEN F. PENDLETON, *Vice-Pres.*

Mr. E. M. McBrier, Treasurer,
Associated Boards for Christian Colleges in China,
150 Fifth Avenue, New York, N. Y.

Dear Mr. McBrier,

I indicate below the ways in which I will make my personal contributions toward the work of our China Colleges this year:-

1. I will contribute to the Associated Boards, to be applied toward
() the special working capital fund the sum of \$ _____, to be paid
() the unified objectives for 1935-36 before June 30, 1936, in the following manner _____

2. I will contribute toward the work of _____ (College or
_____ the sum of \$ _____ to be paid before
Colleges) June 30, 1936, as follows:- _____

3. I also report as a matter of record that I have already given
or pledged the following contributions for the current fiscal year:-

Any special comments or suggestions:- _____

Very cordially yours,

1936 _____

Members of
Associated
Boards who
have made gifts
1935-36

Amount
Secured,
1935-36
Objectives

Board of Governors
REV. C. E. WILSON, B.A., Chairman
GEORGE T. SCOTT, D.D., Vice-Chairman
HAROLD BALME, F.R.C.S., D.P.H., Vice-Chairman
SETH M. MILLIKEN, M.D., Treasurer
A. E. ARMSTRONG, D.D., Recording Secretary
299 Queen Street West, Toronto, (2), Can.
HUGH H. WEIR, M.A., M.B.
B. A. GARSIDE, M.A., L.H.D.
Administrative Secretaries

British Section
REV. C. E. WILSON, B.A., Chairman
HUGH H. WEIR, M.A., M.B., Secretary
2 Eaton Gate, London, S.W. 1, Eng.

North American Section
GEORGE T. SCOTT, D.D., Chairman
MRS. ELLIS L. PHILLIPS, M.A., Vice-Chairman
A. E. ARMSTRONG, D.D., Vice-Chairman
SETH M. MILLIKEN, M.D., Treasurer
B. A. GARSIDE, M.A., L.H.D., Secy. and Asst. Treas.
C. A. EVANS, Asst. Secy. and Asst. Treas.

**To Members of the
Committee on Promotion**

Dear Friends:

We trust that for the next three weeks each member of the Committee will be haunted by nightmares concerning that \$20,000 we are seeking to secure for the Cheeloo School of Medicine. For a long time those we have put in charge of the School have been tremendously worried over the inadequate support of this work - and it is about time that we ourselves started losing a little sleep over the matter. Incidentally, that is about the only way in which we are going to get that \$20,000.

Thus far three of our most loyal and generous friends have pledged \$1000 each, and a number of others have given in smaller amounts. We hope that at least two or three others will make pledges in four figures, and that several more will pledge smaller sums. We have in the office are trying to see personally all those who are in reach and can give in any substantial amount, and urgent letters are going to all the other friends who are likely to be interested. But it seems fairly clear that at least one-fourth - and possibly more - of this \$20,000 will have to come from other friends whose names are not yet on our Cheeloo lists, and who will have to be brought into the fold by the members of the Committee on Promotion and others members of the Board of Governors.

We are counting on each member of the Committee for assistance along three lines:- (1) Making personal approaches to friends who may be interested and willing to give. (2) Writing to other friends whom you cannot see personally. (3) Supplying our office with names of friends whom you prefer not to approach directly, but who might be contacted in person or by letter through our office.

One of the most effective means of interesting new friends would be for members of the Committee to have such friends meet Ben Shields in your homes. He will usually be available for such gatherings during the next three weeks.

No doubt all of you have clearly in mind that the pledges we are now seeking are for the fiscal year beginning July 1, 1937. Pledges may be paid at the convenience of the donor any time between July 1, 1937 and June 30, 1938. But they must be made now, so that when the 1937-38 budget is prepared immediately after Ben reaches Tsinan this income can be counted on as assured.

We enclose some of the special pledge cards we are using. We will be getting in touch with you individually during the next few days.

Cordially,

J. A. Garrison

Shantung Christian University

Cheeloo Ta Hsueh

Tsinan, China

*Incorporated by Act of Parliament
Dominion of Canada*

NEW YORK OFFICE
150 FIFTH AVENUE, NEW YORK, N. Y.

November 24, 1936

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Dean, School of Medicine

RANDOLPH T. SHIELDS, M.D.
Associate Dean, School of Medicine

CHAS. A. STANLEY, B.D., D.D.
Dean, School of Theology

LAN HUA LIU YUI, M.A.
Dean of Women

HOWELL P. LAIR, S.T.M., D.D.
Treasurer

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

ASSOCIATED BOARDS FOR CHRISTIAN COLLEGES IN CHINA

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University of Nanking
Soochow University
West China Union University
Yenching University

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

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

	<u>Designation</u>	<u>Total Objective</u>	<u>Cash Received</u>	<u>Unpaid Pledges</u>	<u>Total Received</u>
168	Yenching- Current needs	\$25,000.00	\$5,969.50	\$3,275.00	\$9,244.50
160	Cheeloo- Medicine, Rural, Theology	20,000.00	908.50	—	908.50
	Nanking- Current needs	10,000.00	21.00	—	21.00
	Ginling- Current needs	6,500.00	463.95	10.00	473.95
	Hua Chung- Current needs	3,500.00	15.00	5,000.00	5,015.00
140	West China- Current needs	5,000.00	27.00	10.00	37.00
	Hwa Nan-Fukien Cooperation)	(25.00	—	25.00	
	Fukien Christian University)	6,000.00(3,708.85	5.00	3,713.85	
120	Hwa Nan College)	(—	—	—	
	Council Higher Ed.- Administration	2,000.00	—	—	—
	Assoc. Bds. Promotion	<u>23,100.00</u>	<u>4,925.63</u>	<u>40.00</u>	<u>4,965.63</u>
100		\$101,100.00	16,064.43	8,340.00	24,404.43

2. Special Fund to Provide Working Capital

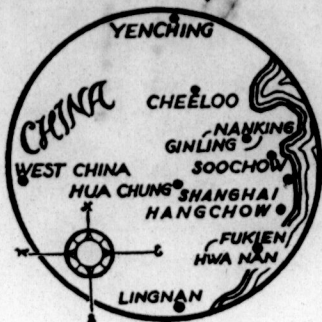
Cash Payments	\$1,902.53
Unpaid Pledges	<u>4,641.75</u>
	\$6,544.28
Balance still to be secured	<u>3,455.72</u>
	\$10,000.00

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

	<u>Board of Trustees</u>	<u>Total No. of members</u>	<u>No. who have made gifts</u>	<u>Percent</u>
168	Yenching (inc. Women's Col.)	34	20	59%
160	Ginling	21	10	48
140	Fukien	21	10	48
	Cheeloo	25	9	36
	Nanking	19	5	26
	Lingnan	14	3	21
	West China	20	4	20
	Hwa Nan	16	2	13
	Hangchow	8	1	13
	Hua Chung	17	2	12
	Soochow	<u>15</u>	<u>1</u>	<u>7</u>
120		210	67	
	Duplications	<u>42</u>	<u>13</u>	
100		168	54	32%

Members of Associated Boards who have made gifts 1935-36

Amount Secured, 1935-36 Objectives



PROGRESS BULLETIN from **NATIONAL EMERGENCY COMMITTEE** for **CHRISTIAN COLLEGES IN CHINA** 150 Fifth Avenue, New York, N. Y.

RECEIVED
JUN 19 1939
PRESBYTERIAN FOREIGN BOARD
TREASURERS OFFICE

THE ANNUAL MEETINGS

Since the last Progress Bulletin was issued the Associated Boards and most of the individual Boards of Trustees have held their annual meetings. The accomplishments of the past year were reviewed, and plans were completed for the coming year. Just before adjournment the following resolution was adopted unanimously: Voted, "that an appeal from the Annual Meeting of the Associated Boards go to all the members of the Associated Boards, the National Emergency Committee, and all local emergency committees, urging them to place themselves in 100% relationship to our present emergency campaign -- that they contribute whatever they themselves can, and that they co-operate in raising the total amount sought."

GIFTS FROM BOARD MEMBERS

Since the Progress Bulletin of April 11, the members of the American Boards have increased their percentage of personal gifts to the 1938-39 Emergency Fund to the following figures, as of June 6:-

	June 6	Apr. 11
Ginling Founders	92 %	52 %
Yenching Trustees	75	54
Fukien Trustees	65	45
Lingnan Trustees	60	55
Nanking Founders	52	31
Cheeloo Governors	47	29
Hangchow Trustees	43	30
W. China Governors	42	0
Hua Chung Trustees	41	30
Hwa Nan Trustees	33	19
Shanghai Trustees	18	9
Soochow Trustees	3	0
Average . .	55 %	36 %

EMERGENCY COMMITTEE MEMBERS

Below is a table showing the percentage of National Emergency and local emergency committee members who have made their personal gifts to the 1938-39 Emergency Fund up to June 6:-

	June 6	Apr. 25
Nat'l. Committee	52 %	39 %
So. California	52	48
Philadelphia	52	32
Greater New York	49	47
Brooklyn	45	15
East Bay	39	22
Boston	36	28
Chicago	28	6
Palo Alto	15	5
Washington	15	9
Cleveland	9	9
San Francisco	7	7
Average . .	31 %	27 %

WE ARE ENTERING THE HOME STRETCH

Twenty-three days from today we must close our accounts for the year 1938-39. We have hundreds of former regular supporters who have not yet sent in their regular contributions. We will not be able to see all of them personally, but through the mail and through our committeemen we will reach most of them. The final success of our undertaking is certain if renewals are forthcoming. Let us all pull together as one to see that every possible subscription is secured by that date.

Members of
Emergency Com-
mittees and of
Associated Boards
who have made gifts
1938-39

SUMMARY OF GIFTS RECEIVED THROUGH JUNE 6, 1939

Received to May 23		Received between May 23 and June 6		Total Received through June 6	
Eastern Region	\$208,565	Eastern	\$3,954	Eastern Region	\$212,519
Central Region	11,134	Central	844	Central Region	11,978
Western Region	7,709	Western	436	Western Region	8,145
Great Britain	4,178	Gt. Britain	-	Great Britain	4,178
	<u>\$231,586</u>		<u>\$5,234</u>		<u>\$236,820</u>

Amount
Secured,
1938-39
Objectives

CHEELCO PROMOTIONAL WORK SINCE 1926

B. A. Garside

1926-27. In the fall of 1926 President Harold Balme recommended, and the Cheelco Board of Governors approved, my return to America to make a beginning of promotional work on behalf of Cheelco here in North America. I arrived in New York October 1, 1926, with the general understanding that I would work along the following general lines: -

- (1) Begin to build up a list of actual and potential friends of Cheelco in the United States.
- (2) Disseminate information with regard to Cheelco, as a part of a projected united appeal on behalf of the Christian Colleges in China, rather than as a separate campaign.
- (3) Do what I could to advance Cheelco's interests in the appeal then being made to the Charles M. Hall estate.

For the next six months my time was spent making acquaintances here in America, giving addresses here and there either under the direction of the Presbyterian Board or as I was able to set up engagements for myself, building up a list of Cheelco friends, and getting out publicity material on behalf of Cheelco. At that time no list of Cheelco supporters was in existence, and very little remained of the promotional work done on behalf of Cheelco by Dr. H. W. Luce and Mr. Paul Cassatt a decade or more before. I succeeded in building up a list of about 1200 Cheelco prospects, most of whom had not previously shown any interest in the University. We issued several numbers of a four-page Cheelco News Bulletin, and produced a Cheelco brochure.

During this time, in cooperation with Dr. Eric North, both Dr. Luella Miner and I had interviews with Mr. Arthur V. Davis and Mr. Homer H. Johnson, the Trustees of the estate of Dr. Charles M. Hall. These interviews, particularly that of Dr. Miner, probably had some influence on the Trustees in their allocation of funds to Cheesee along with another five of the Christian universities and colleges in China.

During this time we found that there had been preliminary discussions between Cheesee representatives and the Rockefeller Foundation with regard to a possible conditional grant by the Rockefeller Foundation for the endowment of medicine at Cheesee University, on condition that whatever grant was made by the Foundation would be matched by other friends of Cheesee. No specific amount for such a Rockefeller Foundation grant, or for the total endowment fund to be sought, had been agreed upon, and no plans had been made for any campaign. No effort was made to persuade the Cheesee Governors, and the field authorities of Cheesee in Taiwan, to push ahead with this Cheesee medical endowment, but the consensus of opinion was that it should be postponed until conditions were more favorable.

1927-34. Early in the spring of 1927, Dr. Eric M. North resigned from the secretaryship of the China Union Universities central office in order to take the secretaryship of the American Bible Society. The committee in charge of the central office raised the question of my taking over this work. I stated to the committee, and to the Cheesee Governors, that I thought I should continue the promotional work of Cheesee, which I had just undertaken, and that I hoped to return to China as soon as my assignment in that field had been completed. But it was the judgment of the

Cheeleo Governors that I should accept the secretaryship of the central office, which I did. At that time the central office was limited, by the terms of its organization, to administrative duties. When I accepted the secretaryship, it was understood, therefore, that I would dissociate myself from promotional work for Cheeleo or any of the other Colleges, except that I would complete during the next few months such specific tasks for Cheeleo as were then in process, and that I would cooperate in a general way with the promotional representatives who might come to America from any of the six Colleges then being served by the central office.

During the next seven years, therefore, I was not able to render any special promotional services to Cheeleo. At various times I urged upon the field that they send some member of its staff to America with whom we might cooperate, but it was not found possible to assign any one for this work for any considerable amount of time. When Dr. Shields was on furlough, about 1928-29, I worked with him in getting out a Cheeleo medical booklet, and in certain general publicity activities on behalf of the Medical School, although no substantial financial returns were obtained.

During most of the seven years we continued to urge upon the Cheeleo authorities and the Cheeleo Governors that we make a specific appeal to the Rockefeller Foundation for a conditional grant for the Cheeleo School of Medicine, and that we plan a campaign to match such a grant. From year to year the matter was postponed because of unfavorable conditions in China or in America. Meantime, most of the officials of the Rockefeller Foundation who had been favorable to such a grant either resigned or died, and the general policies of the Foundation were changed. When, about 1933, the Cheeleo Governors decided to make a specific request to the Foundation, it did not meet

with a favorable response. In initial conversations the officers of the Foundation indicated that such a request would probably be declined, so the matter was not pressed further.

During this period we initiated one or two specific appeals to the Cheeloo constituency for gifts to meet special emergencies, and received a modest response, although nothing of any substantial size.

1934-37. When, in the summer of 1934, the Associated Boards for Christian Colleges in China undertook promotional work on behalf of the Colleges it was serving, we were able to begin reviving and strengthening the interest of Cheeloo friends. The first question we faced in our Associated Boards promotional work was that of the extent to which we would try to promote the interests of the Colleges individually, and the extent to which we would seek support for them unitedly. The general policy we adopted was this: - (1) Wherever individuals had shown themselves interested in one or more special institutions, we would cultivate their interest and support for those institutions. (2) The new friends whose interest was enlisted would be given an opportunity to indicate whether they preferred to have a special interest in one or more institutions, or were more attracted by the group of Colleges as a whole. (3) All support coming from friends interested in the group of Colleges as a whole was to be divided among each of the participating institutions.

It was our general opinion that except in cases where individual friendships had already been established, or where newly discovered friends had interest in special types of work, support could be obtained more easily for the group of Colleges as a whole than for individual institutions.

That is to say, instead of trying to build up large lists of potential contributors for each of our twelve Colleges, we could serve the Colleges individually as well as the group better by building up a nation-wide ^{constituency} for the Christian Colleges in China, in which each of the individual institutions would have its proper place. This should not mean, however, any slackening of interest or activities by the Board or Faculty members of any individual institution. All of them would have to share in the efforts both to build up this united group of contributors, and also to maintain and strengthen the friendships for individual institutions, in order for such a united program to succeed.

During the years 1934-37 the Associated Boards made rapid progress in building up such a constituency for the Colleges as a whole, even though in these initial years of our united promotional work we did not secure any very large amount of general funds for the whole group. During these three years we also re-studied carefully the list of friends for each individual institution, segregated these lists so that the same individuals would not receive duplicated appeals, and did all we could to maintain and strengthen the interest of individual friends of each institution.

During these three years the Associated Boards undertook two special types of promotional work for Cheeloo. Mrs. Macmillan, working with the Cheeloo Woman's Committee, utilized the presence in America of the Cheeloo Dean of Women, Mrs. Yui, to enlist the interest of a number of American women in the work for women at Cheeloo. Very little money was secured, but lists of names were built up, and publicity material was sent out.

While Dr. Shields was in America during these three years,

I worked in cooperation with him in trying to strengthen the interest of friends in the medical work in Cheele. Two other members of our Associated Boards staff - Dr. Young and Mr. Aydelotte - also worked with Dr. Shields to a limited extent in this field. Dr. Shields has throughout the United States a large number of personal friends who have a warm interest in his work, but who had had little or no contact with our office in New York or with any one else connected with Cheele University except Dr. Shields himself. One of the problems we faced was that of establishing some contact so that others might approach these friends on behalf of Dr. Shields. He always found it difficult to approach his own personal friends for the support of his own work, and yet at the same time any stranger who went to those friends was likely to be met with suspicion and misunderstanding. Dr. Shields himself did not have very great success in securing funds, but during the closing weeks of his stay in America the Cheele Board of Governors and several of us on the Executive Staff united our efforts to secure a farewell present for him in the form of a substantial gift for medical work at Cheele. Just as Dr. Shields was leaving in December, 1936, we had a farewell dinner for him at which we presented him with cash and pledges in support of his work amounting to about \$10,000. This money was given so that it would be available for current work in medicine if necessary or might be used for building up an endowment fund if not required immediately. Since it was found possible in other ways to provide for the current work of the Medical School, all of this \$10,000 was eventually put in to the "Randolph Tucker Shields Endowment Fund in Medicine" and subsequent additions to it have been made.

At the time that Dr. Shields was leaving America he promised us that he would continue supplying publicity material, both pictures and other illustrative material as well as his personal letters to his friends. Aside from occasional personal letters which have been very helpful in maintaining the interest of his friends, he has not been able to give us much help since he returned to China.

1937- . In the spring of 1937 the Associated Boards made general plans for an endowment campaign over a period of several years for a total of at least \$2,000,000. About two-thirds of this was to be sought for individual colleges, and the remaining one-third was to be sought for the group of Colleges as a whole. Tentative lists of endowment objectives were being drawn up, within which several hundred thousand dollars was being tentatively allocated to Cheeloo. But the outbreak of the Sino-Japanese war in July, 1937, made it necessary for us to make a sudden, radical shift in all of our promotional plans. It was considered quite impossible to make any large appeals for endowment, and since there was a very urgent need for current funds to keep the work of the Colleges going forward, the wise procedure seemed to be to specialize on these objectives.

During the last three years the amounts secured for Cheeloo within the Emergency Funds we have sought have been as follows: -

1937-38	\$36,053
1938-39	18,229
1939-40	15,665.25

The amount for 1939-40 is not quite completed as yet, though we hope that by June 30 all or nearly all of the amount sought will be secured. In addition to these amounts obtained specifically for Cheeloo, substantial additional sums have been raised for the group of Colleges working together at Chungtu, in which Cheeloo has benefited.

These amounts we have sought for Cheesee are understood to have provided for all of the current needs of the institution, for its work both in Tsinan and in Chengtu. It has been difficult for us to obtain exact figures from the University as to the amounts of its needs, and in some cases we have not been able to discover what expenditures have been made, or whether certain surpluses still remain in the hands of the Field Treasurer. Rather large cash balances are being left with the Field Treasurer in the hands of the Governor and his bank account here in New York, but we do not know how far these represent special funds and trust funds normally held in China but now being shifted to America for safe keeping.

During the last three years a little over \$2,000 has been added to the Randolph Tucker Shields Endowment Fund, which now stands at a little more than \$12,000. In 1937-38 steps were taken to set up a special committee of Dr. Shields's friends to build this fund up to \$20,000. But all the members of the committee were of the opinion that it would be unwise to push the matter while the war was going on, so any intensive efforts have had to be deferred for the time being.

Future of Cheesee Promotional Work. At the present time it seems that about all we can do for Cheesee in the promotional field is to continue to seek current funds needed in order to keep the work going forward. Quiet efforts will be continued to increase the Randolph Tucker Shields Endowment Fund, and if any opportunities to enlist other special support can be found, they will be utilized.

It is not too early, however, to begin definite planning for more active promotional efforts as soon as the situation in China is stabilized. If this is to be done effectively, both the field and the New

York office must cooperate along the following lines: -

A. Setting Up of Objectives. Until a carefully prepared list of objectives has been set up for Cheeloo University, neither the Associated Boards nor the Cheeloo Board of Governors can embark on any intelligent program of promotion for that institution. Suggestions as to such a list of objectives must be initiated in China. Obviously such suggestions must be built around a carefully thought out plan for the future of Cheeloo University. The University authorities will have to reach definite decisions as to the scope of the work Cheeloo plans to undertake, and the amount of additional resources which we are required to keep this work going forward. Specifically, how much will Cheeloo need in additional income in order to provide adequately for its School of Medicine? How much will it need for maintaining the work of the Hospital? What about the Colleges of Arts, Science, and Theology? Is Cheeloo to specialize in the field of the so-called "rural program" and if so, what resources will it require? What will Cheeloo need in additional general support for the operation of the administration and the maintenance of the University plant? What needs does the University have for additional buildings and for permanent equipment? All of these questions will have to be thought through carefully, and care must be taken to avoid on the one hand extravagant requests that will not meet with whole-hearted endorsement and support, and on the other hand omitting essential items that should be included. All objectives will have to be stated very concretely and very attractively in order to have any chance of winning support.

B. Publicity Material. A better system will have to be worked out between the field and the New York office whereby we are supplied with

the right amount and the right types of publicity material. Our greatest need is for pictures - not half-tone reproductions in leaflets and folders, but original, glossy prints of interesting and up-to-date subjects. Our second greatest need is for human interest stories of Cheele students, alumni, and faculty members. A few attractive stories, carefully written up and accompanied by pictures of those described, are far more valuable than any number of biographical sketches which do not in themselves provide material for attractive stories. General information as to the activities and plans of the University is usually available in fairly satisfactory form through letters, reports, and correspondence, although sometimes help at this point can be given. As we work together, we will find many ways in which other types of material can be utilized to advantage.

C. Activities in America. The present staff of the Associated Boards is already providing the foundation for the basic program of promotional activities for Cheele in America. This can be greatly supplemented, however, by a larger use of the staff members of the University coming to America from year to year. In order to utilize staff members, we should know well in advance when they are coming to America, what special abilities for promotional work they possess, where they will be located, and how much of their time they can devote to promotional activities. Merely to utilize staff members for speaking engagements is in itself of very little value. To do effective work substantial blocks of time are needed, and must be devoted to establishing contacts, talking specifically about the work Cheele is doing, and laying the foundation for securing actual support.

D. Activities by Governors. There is need for increased activity among the members of the Board of Governors in order to do effective promotional work for Cheele. Mrs. Hagsen has been very active and pre-

ductive. Mrs. Phillips, Dr. Scott, and Dr. Milliken have also taken an active part. Our New York office should cooperate more closely with these and other Governors in developing our Cheeleo promotional work. If at some time some present or former member of the Cheeleo staff could devote at least several months of continuous effort to Cheeleo promotional activities, many things could be accomplished which are not likely to be done otherwise.

All of these plans are more or less dependent upon the progress of the war both in China and in Europe. It is quite possible that all increased activities may have to be deferred for an indeterminate period. Meantime, however, we must continue with such activities as are now going on and to make definite plans and preparations for the future.

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