Shantung / Cheeloo
Corres.
Neal, James B. 1914-1920 May

Dr. J. B. Neal

SHANTUNG CHRISTIAN UNIVERSITY
UNION MEDICAL COLLEGE
TSINAN SHANTUNG
CHINA

What did he write? Cannot find any letter to Dr. Schultz on this subject. E.M.C.

May 1 1914.

Rev.Arthur J.Brown D.D.

156 Fifth Ave.New York,N.Y.

Dear Dr.Brown:

I have been wishing to write you for some time about a matter which very intimately concerns our institution here,and about which the University Council took the following action at its meeting in January: (See Dr. Brown's reply attached)

"Resolved:

That inasmuch as the Baptist Missionary Society is furnishing the needed money for wards,we approve of the $10.000 gold asked for from America for the hospital wards, (see page 9 of the University Council Minutes for 1913) being raised in America for the quipment of the Hospital and Medical College with steam heat,water and electricity and for the equipment of the laboratories."

Unfortunately this item does not seem to be found in the list of the China Council,thro some oversight,for it has been on Mr.Luce's list for a year or two.But possibly you will overlook such an irregularity in view of the immediate need here and now.

The buildings provided for by the grant of over six thousand pounds sterling are now in course of construction,and we hope will be ready for accupancy by next winter.It will however be impossible for us to occupy them unless we can in some way equip them with steam heat before the cold weather,for,as you know,our winters here are too severe to get along without heat in our buildings.Then too we must have a water supply and should also like very much to instal electricity if possible.

MAY 1 1914

The money provided by the B.M.S. is barely sufficient for the buildings, and as they have done so much already, and are proving themselves very generous in providing the equipment for the hospital in the way of beds etc. it seems hopeless to look to them for a heating and water outfit. In these circumstances we naturally look to our American friends to help us out.

In this connection I have thought of my Harrisburg relatives, Mr. and Mrs. Harry McCormick and Mrs. Dull and Mrs. John Y. Boyd, but as Mrs. Boyd's husband has lately died I should hardly like to have her bothered about such a matter now.

Dr. Halsey knows all these people very well, and possibly may not think it wise to approach them on the subject, as I fear they have felt somewhat sore over the Louisa Y. Boyd Hospital here, to which their Mother, Mrs. James Boyd, gave $3000 in her lifetime, at my request, and which was closed for so many years. I do not feel I can broach the matter to them personally, but I have written to Dr. Schultz that if he thinks it wise he might discuss the situation here with them, and see how they feel about it. I shall send a copy of this letter to Dr. Schultz.

I am extremely anxious to see some American friends do something to help out here, whether these Harrisburg relatives or others, so that it may appear that we really regard this as a Union Institution, and not a ~~distively~~ distinctively Baptist school. To my mind the sooner we can get this whole University property on a union basis, without such marked distinctions in the different colleges, the better, for these distinct lines of cleavage tend to make trouble and to accentuate our differences.

I am sure you will do what you can to help us out in getting such equipment as is absolutely necessary for the opening of these new buildings.

With kind regards to Mrs. Brown and yourself I am Sincerely Yours James B. Neal

SHANTUNG CHRISTIAN UNIVERSITY
UNION MEDICAL COLLEGE
TSINAN SHANTUNG
CHINA

AJB/K.

June 4th, 1914.

Dr. James B. Neal,
Tsinan-fu, Shantung, China.

My dear Dr. Neal:

Your letter of May 1st arrived a day or two ago. Personally I strongly appreciate the force of your appeal in behalf of the University Council for the $10,000. gold needed for the Hospital. Officially, however, what can I do, my dear Doctor, and what can the Board do in view of the fact that the Board has agreed to appeal for the objects which the China Council has approved and as far as possible in the order of the China Council's preference, and that this item is not on the China Council's list at all? You will have seen before this letter reaches ~~the~~ you the Board's action in reply to the request of the University Council as stated in Board letter No.12 of March 12th, to the Council. You will appreciate, I am sure, the difficulties which we experience in having agreed to appeal for objects which are on the authorized list. You will see at once that if we at this end of the line were virtually to throw the China Council's recommendations into the waste basket by giving precedence to a property request which is not on its list at all the Board wouldnbe virtually breaking up the China Council. I brought a good sized hornets nest about my unlucky ears when Dr. Hayes and Mr. Bible were managing the China Campaign Team, because I suggested a chapel for the Arts College to Mr. Harbison of Pittsburgh. Mr. Harbison wished to make a memorial gift to his father and there was no unassigned object on the China Council's list which called for the amount of money that he was willing to give and which interested him as a memorial. Surely, in such circumstances, we of the Board felt that we were justified in suggesting something else, especially as we knew it to be a read need, but the China missionaries made a sharp protest to the Board.

You will see, therefore, that we are in a tight place. The reasons for making an exception in Mr. Harbison's case do not apply in this case because there is a large number of items on the China Council's list unprovided for and of sufficient variety to meet their need. I see no possible way, my dear Doctor, but to take the matter up through the China Council.

Personally I regret the predicament very deeply, but it is the missionaries themselves who have helped to tie us up.

In great haste, for I must hurry to a Committee meeting, but always with affectionate remembrances, I remain,

Sincerely yours,

J B Neal

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SHANTUNG CHRISTIAN UNIVERSITY
UNION MEDICAL COLLEGE
TSINAN SHANTUNG
CHINA

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Jud. of Dr. Neal's Trip. Report to Rockefeller Foundation

June 15 1914.

Rev. Orville Reed D.D.

156 Fifth Ave. New York, N.Y.

Dear Orville:

As supplementing our original report to the Rockefeller Foundation, I send you herewith a copy of two appendices which my colleagues, Drs. Balme and Johnson, prepared at my request, and which I have this day forwarded to Dr. Judson in Peking. I wrote you after Dr. Judson's visit here, sending you a copy of our report, which no doubt you have received ere this.

We are of course very much in hopes something substantia may come of their visit to China, bot in a general way and in actual assistance to us here in Tsinan.

We are sweltering thro the last two weeks of our summer term--we close up the last of next week, when my wife and I go off for a month at the seashore. Each of us has a month off during the summer, and this year July is our month--last year it was August. I hope you are getting at least a month away from the heat of New York. We shall be mighty glad to see the sea once more--we enjoyed our month in Tsingtau very much last year.

With affectionate regards I am

Sincerely yours

James Boyd Neal

P.S. You may of course feel at liberty to make any use of this material you choose. There is nothing confdential in it, nor in the report I sent you before, except so far as you think the Rockefeller people would prefer not to have it quoted as made by them. Jim

TSINAN SHANTUNG
CHINA

1914

REPORT OF UNION MEDICAL COLLEGE OF THE SHANTUNG CHRISTIAN UNIVERSITY TSINANFU
TO THE COMMISSION OF THE ROCKEFELLER FOUNDATION.

Appendix I

~~Justification of the Existence of a Medical School in Shantung.~~

In view of the criticisms which have been passed upon the formation of a separate Medical School in Shantung, it has been thought advisable to state definitely those reasons which led to its foundation, and which, in the opinion of the Faculty, more than justify its existence and development.

I. The Need of Medical Education in China. The fact that so vast a population as that of China should be entirely devoid of a trained medical profession makes it perfectly obvious that its needs will never be fully met until a very great number of efficient and well staffed Medical Schools are established throughout the country. It is equally obvious that it is entirely beyond the power of the medical missionaries and other foreign physicians resident in China, to cover so wide an area, and the most that can be accomplished is to provide a few thoroughly efficient and up to date Institutions. These would serve as training-grounds for a limited number of well-qualified men, and as reliable patterns which the Chinese Government may later be willing to follow. The only question which remains is as to how many such Institutions can be established with any hope of efficiency, and where they should be located?

2. The Position of Shantung Province. There are certain districts in China which naturally form separate entities, and which under any scheme would sooner or later demand their own educational center. Such a district, we would submit, is represented by the province of Shantung, and for the following reasons:

a. Shantung is an exceedingly populous province (including some 40 million people), and is said to contain more people to the square mile than any other province in China. For the same reason it is exceedingly poor.

b. The whole of Shantung finds a natural center in its capital city of Tsinanfu, which is connected by railways, canals, rivers and roads with every part

of the province, making access easy and economical.

c. The traditions and history of Shantung, its connection with the lifework of Confucius and Mencius, and its political associations, have all combined to weld the Shantungese people into a well-defined unit, of considerable weight and influence in the affairs of the country.

d. The poverty of the people, coupled with their natural pride and independence make it difficult for them to combine in any inter-provincial educational scheme in another part of North China, whilst on the other hand lending great assistance to any scheme which has its center in the province itself, where education is esteemed exceedingly high.

3. <u>Mission Education in Shantung</u>. However populous a district may be, or however suited it may appear as an educational center on theoretical grounds, the chances of success of higher educational efforts must necessarily depend upon the state of efficiency in the lower grades of school work and organization. It is here that Shantung makes so large a claim to separate treatment. Fifty years have already passed since the first Mission School was started in this province, and in 1904 two of the largest Missions united their educational work to form the nucleus of a University which has since developed into what is now known as "The Shantung Christian University". By the end of 1913 the three Missions at present in the Union had nearly 5000. boys under instruction in Primary and Intermediate Schools and over 1000. in High Schools, whilst there are now, in addition, 570 students doing College grade work in the University. There are also seven other Missions doing educational work in the province, which have not yet entered the Union, and if their scholars are added to the above list of over 10,000 boys already under instruction. Not only so but the whole educational system throughout the province is becoming is becoming more and more perfected in its organization, with the result that the various grades are being coordinated and linked together, thus making the whole system one great feeder for the University. There is no district in China where this obtains to so great an extent as in

Shantung,nor is there another district where so many men have already reached University grade. The applications too for admission to High Schools and Colleges are increasing rapidly every year.

Hospital and Dispensary work is similarly being developed and extended throout Shantung. The Missions at present in the Union having 13 Hospitals under their care apart from Tsinanfu College Hospital and reporting a total of One Hundred Thirty Thousand dispensary attendances and Two Thousand Six Hundred Hospital in-patients during the year 1913.

4. The Possibility of Establishing an Efficient Medical School in Tsinanfu.

It cannot be claimed for a moment that the Union Medical College Tsinanfu,as at present existing,is efficient either in staff or equipment. But what is claimed is that in a very few years there is every reason to expect that the Institution should become thus equipped. The foundation for such a claim rests upon the following facts:-

Firstly, the Missions already in the Union are now adding largely to the existing plant and apparatus,and are contemplating still further additions both of men and equipment in the immediate future.

Secondly:- Proposals have already been received from three or four other Missions who hope before long to be able to share with us in this Union Medical College, both by supplying representatives on the staff and by taking a share in the cost of up-keep.

Thirdly the first class of fully qualified Chinese students are expected to to graduate at the end of the present year, and it is fully expected that it will be possible in the future to strengthen the teaching staff of the Institution from this source.

If assistance can be obtained,from sources other than the already heavily burdened Mission Boards, for the provision of such further buildings and equipment as are still needed, we have every reason to believe that the Medical College will soon attain a state of efficiency which will compare favorably with any similar College in China.

APPENDIX II

Plans for Increasing the Scientific Efficiency of Medical Work in Shantung.

In view of the Conference held on May 16' 1914 between Dr. Judson and the members of the faculty of the Union Medical College Tsinanfu, regarding plans for increasing the scientific efficiency of medical work as at present carried on in the province of Shantung, the Faculty consider it advisable to issue this appendix to their previous Report expressing their strong and hearty endorsement of the following suggested methods of procedure.

1. **The Strengthening of the Medical College and Hospital and the Linking up of its Work with the Mission Hospitals Scattered Throughout the Province.**

The Faculty are unanimously of opinion that the medical needs of Shantung can not be met in any better way than by the existence of a well-staffed and well-equipped Medical College and Hospital in Tsinanfu, closely associated with the provincial Mission Hospitals. To this end we would give most cordial support to the opinion that the staff of each provincial hospital should be in all cases increased to two foreign physicians and that as soon as the equipment and teaching strength of the College permitted, facilities should offered whereby any such physicians from the out-lying districts as could do so might undertake special research work or postgraduate studies in this Institution. Such a linking up of the provincial hospitals with the central School should also afford opportunityfor valuable conference or united research in the case of rare forms of disease met with in this part of China, as well as for the supply of important clinical material or cases for oppration to the Union Medical College Hospital at Tsinanfu.

2. **Facilities for Prosecuting Postgraduate Studies in Europe and America.**

It is manifestly impossible for physicians in China to keep au courant with the latest results of medical research by means of periodicals and other forms of medical literature, and in our opinion it would enormously increase the efficiency of our Hospitals if arrangements could possibly be made whereby med-

1914

ical men could occasionally visit the chief centers of progressive work in Europe or America, for postgraduate study. Especially would this apply to the central medical College in Tsinanfu, which as a teaching Institution, and a place where every member of the staff attempts to follow his own specialty is in all the greater need of keeping abreast of the time. In order to give full effect to such a plan, we feel that it would be necessary to enter into some arrangement with the Mission Boards whereby any physician following such a course of study in the home lands should be set entirely free from all other engagements for the stated period of time.

3. The Establishing of a Central Medical Library for Shantung.

The Faculty of the Medical College feel keenly the need of a thoroughly well-equipped and up to date medical library, and are of opinion that if such could be provided, and furnished from year to year with the latest works or important new editions, great assistance would be rendered towards supplying the lack of reference in cases of obscure disease, as well as in ensuring that the standard of teaching was kept up to date. Such a library would materially help forward the carrying out of postgraduate work by physicians coming to Tsinanfu from other parts of the province, and of duplicate sets of the most important books were provided, it would even be possible to loan them out to any physicians making application for them, for use in their own Hospital work. If at the same time it were well stocked with several copies of all medical books translated into Chinese its usefulness would also be widely extended amongst the graduates of the College and other foreign trained Chinese physicians.

James B. Neal

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

Cable Neal re Budget?

January I5 I920

Rev.George T.Scott: 3/18

Secretary North American Joint Board of the

Shantung Christian University:

I56 Fifth Ave.New York N.Y.

Dear Mr.Scott:

I have the pleasure of sending you herewith a copy of the minutes of the recent meeting of the Field Board of Managers, together with copies of the Estimates,both annual and for the Interchurch World Movement,as passed by that body.May I call your special attention to certain matters referred to in these minutes.

But before passing to this may I express to you our great gratification in having had you with us during most of the sessions of the Board,both recently and during those trying times last September,which I for one shall never forget.It is very nice to feel that you were here on the ground and now know intimately what our problems are.May I add that my wife and I especially enjoyed having you with us during your last two short stays in Tsinan,and I personally feel that I have your sympathy in what I shall be called to do in connection with the University while I remain connected with it.

Now to the special points in the minutes:

<u>Ist.Acting Dean of the School of Arts & Science: Minute No.76</u>:

This action was taken after you left,and after a telegram had come from Mr.Gleysteen,saying he would accept the invitation of the Board,provided Mr.Wells,of Weihsien,were transferred to Peking.Nothing has yet been done by the China Council about this matter,but there is to be a meeting of their ad interim Committee in a day or two,I believe, and I am very much in hopes something definite will be accomplished then. Should any proposal come to you thro the Council in which you can help I am sure you will do your best to get the matter arranged,so that we may have a new Dean for the opening of the autumn term,which seems most desirable,do you not think so?

JAN 15 1920

2nd.Vacancies on Staff--Minute No.83:

May I beg you to use your utmost endeavors to fill the vacancies on the staff of the School of Medicine and the School of Theoloogy for which we as Presbyterians are responsible.After being the principal movers in establishing medical education in this province,it is rather disconcerting to find that we now have not a single man in the Medical School who is devoting all his time to the work of that school.I shall have to be counted out almost entirely hereafter, and Dr.Roys is off for home with tumor of the brain,within the next few days,Dr.Schultz is still at home and his return uncertain,and the same is true of Dr.Samuel Cochran.Under these circumstances can you not see your way clear to appointing Dr.Atwater,who is now preparing to come out next autumn,as one of our representatives,and also Dr. Cochran,as soon as he is able to return?As to the School of Theology, I hope very much we may soon have a representative in that school too.

3rd.Terms of Service and Furloughs--Minute No.86:

Handled by victor Brown

I do not remember just when in the sessions this was passed,but I fear you had already taken leave of us.The original action as reported from the Senate called for a term of only four years and a half,but,at the earnest request of Dr.Moorshead and others,it was made five and a half.I hope very much you will favor this and do what you can to secure this rule for all members of the University staff,so all may be able to keep up with recent developments in their various branches.

4th.Promotion of University Interests in the Home Lands--Min.No.89,91,92:

I am sure you will do all you can to help Dr.Balme in his campaign while in America,on his way home to Emgland,and to secure the payment of his expenses while in America by the Joint Board.Also that you will do what you can to help Mr.Parker secure what he wishes for his department.I could write a ream on the promotion at home,but must hurry on to other points,for fear of missing tonight's mail and a ship. We simply must have a representative at home looking after our interests.

5th.Annual Minimum Grant by Contributing Missions--Min.No.107:

I am sure you will see the justice of asking contributing Missions to make their annual grant a thousand Mexicans,or in other words make the rate of two to one apply to the gold $500.With the exception of the English Baptist and American Presbyterian Missions,the annual contribution to current expenses is so slight,that really it does not meet the annual increment.When gold $500 was fixed as the annual tax it was at a time when gold dollars were worth two Mexicans, so it was never contemplated that any Mission's share should be only five hundred Mexicans or less.We really must get relief somewhere,or we shall be undone.Even this will be only a slight help toward meeting a threatened deficit which will grow from year to year.

6th.Appeal for University Chapel--Minute No.II5:

This is of course only one of the items on our appeal to the Interchurch World Movement,but it is really perhaps the most urgent, even more so than the appeal for the Theological Building,which is also much needed,and both of which should be built next summer.Can you not make this an emergency matter and have it allocated to us at an early date,so we may go ahead.You know we already have gold $20,000 in hand but we need as much more,before we shall feel safe to proceed.

7th.Request for U.S.A.Government Publications--Minute No.I36:

May we trouble you to write to Washington about this matter and see if we may not be placed on their regular mailing list and become a Government Depository.

8th.Charter for the University--Minute No.I46:

You will notice that you seem to be the Chairman of the committee which has this in charge,which I hope means that we may get an American charter sooner or later--the sooner the better--or failing that a British charter.I am finaly convinced this is our only hope of being placed on a footing where we shall not be at a disadvatage compared with other Mission Universities and Colleges in China.

JAN 15 1920

9th.Estimates and Endowment--Section VII and Minute No.157;& 159:

There is little to be said under this head,as everything is plain,I trust,but I should like to draw your attention particularly to the necessity of providing some endowment in order to allow us any hope of running along smoothly,without the constant fear of deficits--Mr Sparham was specially strong on the need of this safeguard--and I should also beg like to beg you to proceed at once to the formation of a University Fund,which will cover the general expenses of University administration.

Finally may I remind you that this will reach you so near the end of the present fiscal year that unless you cable me after they have been passed we shall not know when we begin the next year the first of April what we may count upon for that year,and that will be very inconvenient.I sincerely hope the Joint Boards may see their way clear to granting us the total amount asked for,so that we may proceed on that basis.Otherwise we shall be able to make no advance in the School of Arts & Science at all,and shall again run a deficit on General University Expenditure.

With kindest regards and pleasant memories of your stay with us I am

Sincerely yours

James B. Neal

RECD. SCOTT

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James B. Neal

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SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

OFFICE OF THE PRESIDENT

January 30 1920.

Rev.George T.Scott:

Sec.American Joint Board of the

Shantung Christian University:

156 Fifth Ave.New York,N.Y.

Dear Mr.Scott:

I wrote you on the 15th.sending you copies of the annual and Interchurch Estimates,as well as of the Minutes of the recent meeting of the Field Board.I now write to say that inadvertently the following minute of the Senate was omitted in reporting to the Board items needing action.This was reiterated at a meeting of the Senate lately and I was instructed to take up the matter with the proper authorities.The Minute was as follows:

Professor of Psychology and Education:

Voted: That,realising the critical nature of the ~~relati~~ relationship of the Entrance Examinations problem to the immediate and future growth of the University,we recommend to the Field Board of Managers that a man specialising in Psychology and Education, if possible a Chinese student now in America,be ~~secured as soon~~ as possible,ultimately to take charge of these subjects in the School of Arts & Science,but primarily to study the problem of Entrance Examinations for this University,with the possible idea of developing and ~~ad~~ adapting some system of Intelligence Tests to meet and solve that problem.

You will note that it is hoped that some Chinese student may be found in America who will fill this need,and as Mr. Cassat will be leaving for home in March it is thought he may be able to hunt up such a man and get him commisoned to undertake such work.

As the Field Board has already agreed to our asking for several new men in 1920,in connection with the Interchurch World Movement Estimates,it does not seem necessary to communicate with them, but simply inform your Board in America that this is one of the men we should like to see appointed.

J.B.

With kind regards I am

Sincerely Yours James B. Neal

RECD. SCOTT

齊魯大學 PR 21 1920

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OFFICE OF THE PRESIDENT

J. B. Neal
re-furlough of Samuel Cochran

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

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SECRETARIES

February 23 1920.

Rev.George T.Scott:
Sec.North Merican Joint Board:
156 Fifth Ave.New York,N,Y.

Dear Mr.Scott:

At a meeting of the University Senate on the 16th.of this month the following minute was passed:

Extension of Dr.Cochran's Furlough:

Voted: That we recommend to the Field Board of Managers that a request be sent to the North American Joint Board that Dr.Samuel Cochran's furlough be extended until the end of 1920, in order to enable him to complete the special course of post-graduate study in Bacteriology which he is now engaged upon.

This action was taken at the suggestion of the Medical Faculty,who had passed a similar resolution asking the Senate to do this.

In order to save time I am writing directly to you,but shall send this by way of Dr.Lowrie's office in Shanghai,asking him to endorse the above request and send it along to you.It does not seem to me worth while to waste time sending round to all the members of the Field Board of Managers,provided Dr.Lowrie himself,as Chairman, approves.

I sincerely hope you may see your way clear to grant this request and allow Dr.Cochran to extend his furlough thro the above six months.You know he went home last summer,and if it had not been for the fact that he was suspected ~~to have~~ of having tuberculosis,he would have gone right to work in the autumn and thus have been ready to come back at the end of his year,but having to go to the Adirondacks for examination and treatment lost him six months,so in order to get in a full year of study in Bacteriology,and thus fit himself for teaching on his return,he must have six months more than usually allowed.

I feel so sure that you will see the reasonableness of this that it does not seem necessary to burden you with a long letter.

Mrs. Neal regards. Very sincerely yours J. B. Neal

I cordially endorse the plea for extension of Dr. Cochran's furlough. J. W. Lowrie

March 9, 1920.

J-85

Dr. James B. Neal, President,
Mr. Paul C. Chagnt, Treasurer,
Shantung Christian University,
Shinan, Shantung, China.

Dear Dr. Neal and Mr. Chagnt:

Thank you both for your recent letters on various subjects on which detailed replies will be written at another time. I wish now simply to report briefly recent actions of the Presbyterian Board affecting Shantung University. The Board on January 5, 1920, took the following action:

"An appropriation of $5,000. gold was made toward the current expenses of the Union Medical College of the Shantung Christian University; this sum being a payment by the China Medical Board of the Rockefeller Foundation toward its pledge for this purpose."

On February 16, 1920, the following action:

"An appropriation of $5,000. gold was made for the current expenses of the Shantung Christian University; this sum being a payment from the China Medical Board toward its pledge for this purpose."

On March 1, 1920, the following action:

"An appropriation of $1,000 gold was made to the current expense account of the Shantung Christian University, China; this sum being a special gift for this purpose from Mr. H. M. Hill, of Minneapolis, Minn."
(Our records here are not clear whether Mr. Hill's money is a payment on a property pledge or a current expense contribution. I notice that the minute reads "Current Expense Account", but I believe the University should be free to use this sum as it might desire.)

<u>The Rev. Albert G. Parker</u> was assigned by the Board at its latest meeting March 1st to the staff of Shantung Christian University. We have written to Mr. Parker congratulating him on the splendid opportunity for service which is thus presented to him and have given him permission to raise from individuals in such a way as not to affect the regular receipts of the Board, $1,000 to help with the Department of Sociology at the University. I wrote Mr. Parker that he would presumably spend the first year in language study in Peking and that he would begin work in the University probably with the rank of Associate Professor. As you know, I feel that our Mission Universities should not ask for "professors" but for "teachers", giving them such rank on the staff as their ability and experience justify.

I have just arranged with Dr. Paul Monroe for the Annual Meeting of the North American Joint Board on Thursday April 15th. Dr. Moorehead and his party have not yet reached New York; he was expecting to sail on the "Suwa Maru" and my secretary learns from the steamship office that the

Suez has been held up at Victoria by quarantine.

Mr. Ralph Wells is disinclined to move from Wei-Hsien to Peking and I trust that some other arrangements can be made for Mr. Gloyntom's work.

With kindest regards to all the good friends at Tsinan, I am

Very sincerely yours,

George T. Scott

Secretary N.A.J.B.

GTS/H

James Boyd Neal

齊魯大學
SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA
OFFICE OF THE PRESIDENT

re. deficit of School Arts & Science

March 17 1920.

Rev.George T.Scott:
156 Fifth Ave.New York,N.Y.

Dear Mr.Scott:

Yesterday I sent you the following cablegram:

"Scott Inculcate New York Guorfuxofk bagubuxyak peacwageir Neal",

which being interpreted means:

"Concerning the deficit of School Arts Science 6200 Mexicans immediate action is necessary ~~to~~ in order to save situation".

I now send you herewith the following documents,which Mr.Cassat has prepared,namely two balance sheets and two sheets of explanation of the heavy deficit,amounting to Mex.$6,223.16,all of which,as you will see is chargeable against the School of Arts & Science,owing to its not having sufficient funds to meet either its own deficit or its share of the University deficit or the deficit of the Joint Arts & Theological account.As you see the deficit of the Arts & Science is made up of these three items,namely:

Its own deficit for the past two or three years	$2,401.65
Share of General University deficit	3.062.44
Share of Arts-Theological Joint Account deficit	759.07
	Mex.$ 6,223.16

You will of course understand that had not the School of Medicine the China Medical Board Funds to draw upon the deficit would be enormously increased,but fortunately we have this back of this department and are able to clear off ~~our~~ its score,and the Theological Department too is able to bear its share of the University deficit,and come out even.

Mr.Cassat'sexplanations on the last sheet make it very clear why the School of Arts & Science finds itself in such a hole.It is most deplorable that while having to meet largely increased expenditures since moving up here from Weihsien both for laboratories and for salaries,it should be met by decreased appropriations from abroad.

MAR 17 1920

I really do not wonder that it finds itself in such a position as it does to-day, and can not feel that anyone connected with the school either in the past or now is greatly to be blame in connection with this matter. The really distressing matter is the enormous expenditure of money in connection with the General University needs, without anything with which to meet it. But this too seemed unavoidable, inasmuch as until the removal to Tsinan there was little need for such expenditure, but since coming here and concentrating all the schools in one place there has been a great deal to be expended in this connection.

The moral of the whole matter is that more money must be appropriated for the running of the School af Arts & Science, and that a goodly appropriation must be made for the General University needs, or we can not continue to function. As you know, we are asking for some twenty thousand more for the whole University for the next 18 months than heretofore, and it is really no more than is urgently needed for real efficiency.

Meantime something has to be done to meet this deficit, and I would most earnestly urge you to see that one of the first charges against any income from the New Era Movement of the Interchurch World Movement that the Joint Board can get hold of be applied to this object. And do please give us some relief for this coming year from this ever-wearing financial anxiety in regard to daily needs. We must keep going, and be ready to meet the needs of the future, but we simply can not do it, unless we can command more money.

With kindest regards and feeling sure you will not be too hard on the School of Arts & Science for running a deficit under the circumstances, I am

Sincerely yours

James Boyd Neal

Will you mind letting Dr. Balme see this when he comes along. I forgot to put in an extra carbon, so as to send a copy to them. J. B. N.

齊魯大學

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

東山南濟

OFFICE OF THE PRESIDENT

STATEMENT OF THE TREASURER IN REGARD TO THE DEFICITS ON THE SEVERAL ACCOUNTS FOR THE FISCAL YEAR 1919-1920.

Accompanying this statement are copies of the two Balance Sheets dated March 12th. No. 1. shows balances at the close of business March 12th before any adjustments were made. No. 2. gives the final balances after the adjustments, as ordered by the Field Board of Managers in Minutes 95 and 96, and as supplemented by instructions from the Finance and Property Committee, had been made in full.

General University - - - 1919-1920 Deficit	-	$ 6,357.13
Plus Publicity Account Deficit	-	363.50
Total	-	6,720.63
Less Balance on Interest Account	-	438.93
Balance	-	6,281.70
Less British Joint Board Grant advanced by BMS	-	600.00
Net Deficit	-	$ 5,681.70

Above Deficit apportioned as follows:

School of Arts and Science - 53.9%	-	$ 3,062.44
School of Medicine - 37.5%	-	2,130.64
School of Theology - 8.6%	-	488.62
		$ 5,681.70

School of Arts and Science - 1919-1920 Deficit	-	$ 4,384.94
Less two years grants SPG	-	1,983.29
Net Deficit	-	2,401.65
Plus Share of General Univ. Deficit	-	3,062.44
Plus Share of Joint Accounts Deficit	-	759.07
Total Deficit	-	$ 6,223.16

School of Theology - - - - Credit Balance	-	$ 90.71
Plus Can. Pres. Grant	-	500.00
Total Credits	-	590.71
Less Share of Gen. Univ. Deficit	-	488.62
Balance	-	102.09
Less Share of Joint Accounts Deficit	-	102.09

Note: The proportion of the Joint Accounts Deficit as assigned by the Field Board to the School of Theology was 13.8% or $118.84. Inasmuch as the proportion of students was decreased so materially after the action of the Field Board was taken, the Treasurer felt that he was justified in squaring the accounts with the above sum, thus leaving no deficit on the accounts of the School of Theology.

Arts-Theological Joint Accounts - - Deficit	-	$ 861.16
Less Credit from School of Theology	-	102.09
Balance	-	759.07
Less Credit from School of Arts and Science	-	759.07

School of Medicine -- School 1919-1920 Deficit	-	$ 3,609.23
Hospital 1919-1920 Deficit	-	11,770.75
Total Deficit	-	15,379.98
Less Grants from Various Missions	-	5,426.37
Net Deficit	-	9,953.61
Plus Share of Gen. Univ. Deficit	-	2,130.64
Total Net Deficit	-	12,084.25
Paid from China Medical Board Funds	-	12,084.25

Note: It should be explained that the deficits in all cases represent expenditures over and beyond the grants made by the BMS and the APM, which were credited to the various accounts at the first of the fiscal year, and the receipts on the field from fees and other sources. Grants from other Missions, received at various times thruout the year, were not at the time credited to a particular School, but are now credited as above.

ADJUSTMENTS NOW MADE LEAVE A DEFICIT ON THE ACCOUNTS OF BUT ONE SCHOOL -- THE SCHOOL OF ARTS AND SCIENCE -- OF $ 6,223.16.

Shantung Christian University

Treasurer's Balance Sheet - Month ending March 12, 1920.

No. 2.

	Debit	Credit
A. P. M. North Treasurer		5,000.00
E. B. M. Treasurer		3,000.00
Anglican Mission Treasurer		
A. P. M. South Treasurer		
London Missionary Society		
Canadian Presbyterian Mission		
Wesleyan Missionary Society		
C.M.B.Property Redemption Interest	35,620.53	
Model Village		240.23
Arts College Bldg. Approps		7,414.25
Arts Bldg. Fund Expenditure	6,723.09	
E. B. M. Building Fund		785.10
C. M. B. Current Funds		29,721.91
C. M. B. Equipment Fund		7,070.28
C. M. B. Personal Accounts		493.30
London Mission Bldg. Fund		
Art-Theo. Joint Accounts		
General University		
B. M. S. Special Typist		
Publicity		
Weihsien Gentry Fund		250.00
Arts Special Apparatus		620.58
Arts Special E.B.M. Salary		2,400.00
Arts Current Accounts	6,223.16	
Arts Suspense Accounts		2,290.52
Medical Current Accounts		
Medical Suspense Accounts	284.96	
Hospital Current Accounts		
Hospital Suspense Accounts		292.00
Theo. Current Accounts		
Theo. Suspense Accounts		244.65
Extension Department	896.48	
The Press		995.12
The Workshop		80.51
The Power Plant	494.95	
Power Plant Meters Account	621.57	
Office Cash Balance	746.35	
Bank Cash Balance	9,287.36	
	60,898.45	60,898.45

Certified Correct.

MAR 16 1920

Paul C. Cassat
Treasurer

Shantung Christian University

Treasurer's Balance Sheet - Month ending March 12, 1920.

No. 1.

	Debit	Credit
A. P. M. North Treasurer		5,000.00
E. B. M. Treasurer		3,600.00
Anglican Mission Treasurer		2,982.82
A. P. M. South Treasurer		1,600.00
London Missionary Society		2,064.49
Canadian Presbyterian Mission		1,728.10
Wesleyan Missionary Society		79.25
Grinnell-in-China		545.00
Interest		438.93
Model Village		240.23
Arts College Bldg. Approps		10,391.08
Arts Bldg. Fund Expenditure	10,789.92	
E. B. M. Building Fund		785.10
C. M. B. Current Funds		41,806.16
C. M. B. Equipment Fund		7,070.28
C. M. B. Personal Accounts		493.30
London Mission Bldg. Fund		
Art-Theo. Joint Accounts	861.16	
General University	6,357.13	
B. M. S. Special Typist		
Publicity	363.50	
Weihsien Gentry Fund		250.00
Arts Special Apparatus		620.58
Arts Special E.B.M. Salary		2,400.00
Arts Current Accounts	4,384.94	
Arts Suspense Accounts		2,290.52
Medical Current Accounts	3,609.23	
Medical Suspense Accounts	284.96	
Hospital Current Accounts	11,770.75	
Hospital Suspense Accounts		292.00
Theo. Current Accounts		90.71
Theo. Suspense Accounts		244.65
Extension Department	896.48	
C.M.B.Property Redemption	35,620.53	
The Press		995.12
The Workshop		80.51
The Power Plant	494.95	
Power Plant Meter Account	621.57	
Office Cash Balance	746.35	
Bank Cash Balance	9,287.36	
	86,088.83	86,088.83

Certified Correct.

MAR 1[illegible] 1920

Paul C. Cassat
Treasurer

March 16th, 1920.

The Treasurer has been asked to make a statement as regards the causes operating to make such a heavy deficit as the School of Arts and Science has sustained this year.

The causes are simple: one being the lessening of appropriations from the Home Boards and the other being the heavily increased expenditure.

Three years ago the grants of the American Presbyterian Mission to the University amounted to M$16,784.02, and those of the English Baptist Mission amounted to M$12,540.18. This past year we have received from the former M$15,221.02 and from the latter M$12,022.00. The large drop in the American Presbyteriam Mission grant is due to loss in exchange on interest on endowment which is appropriated in Gold. This all affected the School of Arts and Science.

To offset these losses there have been increased appropriations from an increasing number of other Missions to the School of Medicine but the grant of only one Society, the S.P.G., have been received for the School of Arts and Science There has also been a large increase in the amount received for tuition fees, and the China Medical Board has made an annual grant tothe Pre-Medical Department. On the other hand, because of its large student body, the share of the General University deficit due from the School of Arts and Science was very large, composing almost 50% of the latter's total deficit.

The main cause of the deficit is the very largely increased expenditure for laboratory supplies and salaries of Chinese teachers. Large laboratories have been opened and the upkeep is necessarily very heavy. The salaries of the Chinese teachers have been raised very materially since the removal to Tsinan. Three years ago the salary total paid was $4,350.00. This last year the sum is $7,500.00. Three years ago the cost of all the laboratories was $827.41. This last year the Chemistry Laboratories alone cost over $2,200.00 and this does not include any salaries or wages. The Physics and Biology Laboratories cost practically $1000. more. This is almost four times the sum paid three years ago, while the Chinese Salaries item has not even doubled itself. The conclusion is that the School of Arts and Science is not able to meet the cost of such laboratories and such a salary list on the money which is being granted.

Etc

March 18, 1920.

J-86
Dr. James B. Neal, President,
Rev. J. W. Hunter, Acting Treasurer,
Shantung Christian University,
Tsinan, Shantung, China.

Dear Dr. Neal and Mr. Hunter:

This is to confirm the following cablegram in plain English which was sent to you yesterday, -

"Neal Tsinan.
Presbyterian Increase Five Thousand divided Arts General.
Scott".

In your letter to me of January 15th you asked that a cablegram be sent to you before the end of the present fiscal year in order that you might know how much of an increased current budget you might count upon for the ensuing fiscal year. The North American Joint Board does not meet until the middle of April and so no final word from the Joint Board can be sent until after that meeting, but the Northern Presbyterian Board has entered in its appropriations an increase for native work classes of $2500 Mexican for the general expenditures of the University and another $2500 Mexican for the current expenses of the School of Arts and Science, making a total increase from the Northern Presbyterian Board of $5000 Mexican for the two items. You will recognize that this is a very generous increase. I have written to the Canadian Presbyterian and the Southern Presbyterian Boards in the hope that they may see their way clear to make a substantial advance in their current appropriations, if possible underwriting the balance that would be needed to take the American share of 50% of the "unprovided balance" in the budget of General University and the Arts and Science School. The University, of course, will plan and make its expenditures solely on the basis of amounts that are definitely underwritten and appropriated.

Dr. Moorshead was in New York for three days recently. We had several conferences with him regarding Shantung and he is hopeful of securing also from Britain increased appropriations for the current expenses of the University.

During the present calendar year of 1920 three appropriations of $5000 gold each have been made for the Medical College of Shantung University of funds from the Rockefeller Foundation; these appropriations being dated respectively, January 5th, February 16th, and March 15th, the latest appropriation of March 15th having been made by the following action of the Board:

> "An appropriation of $5000. gold was made toward the current expenses of the Union Medical School of the Shantung Christian University; this sum being a payment on its pledge for this purpose by the China Medical Board of the Rockefeller Foundation."

With continued unfavorable exchange in many countries and increasingly unfavorable exchange in some countries like India and with the advance in missionaries' salaries called for from all the Boards, I fear that that there cannot be as generous an increase in Board appropriations for other departments of the work during this coming year as had been hoped for. Do everyt thing you can to increase support from local societies on the field. As you know Shantung makes a poor showing in this regard.

I have written to the Methodist, Baptist and Congregational Boards regarding their cooperation in the University especially in the Medical School. Mr. Armstrong of the Canadian Presbyterian Board writes me that funds for the building of the Library and a residence for Mr. Mackee are practically secured through one of the large Churches of his denomination.

In our appropriations for the University Dr. Brown's Secretary informs me that there is no separate record of $651 Student Aid for the Theological School or $504 for Literary Assistant. If any adjustments are to be made in transferring these from the University to the Mission, such adjustment presumably would have to be made on the field.

Sincerely yours,

George T. Scott

GTS/R

James B. Neal

齊魯大學

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

OFFICE OF THE PRESIDENT

March 25 1920.

Rev.George T.Scott:
156 Fifth Ave.New York,N.Y.

Dear Mr.Scott:

Thank you so much for your cablegram,which came last evening,reading

"Presbyterian increase five thousand divided Arts General".

We are delighted that you felt your way clear to make such a substantial advance at the New York end and hope it argues well for something of the same sort at the London end.It is a pleasure to write and thank you for something instead of every time I write you tell you of our needs--you are proving yourself a good friend to us out here.

I am in hopes this means that the regular appropriations have been increased by the above amount,so that we may count on this much advance,not that we must apply any part of it to the deficit, about which I cabled you and wrote you about a week ago.

So far everything is moving along fairly well this term, tho there is a little cloud on the horizon in connection with the head of the Chinese Department of the School of Arts & Science,who is very keen to receive as much salary as the Head of the Mathematics Section. It is however a most unreasonable demand and we do not propose to be held up by him,but will make a change if necessary.

I have lately been going over the financial matters of the School of Arts & Science,and have reduced the expenditures somewhat by cutting out unnecessary men,and hope to save still further,so as to stop running an annual deficit,which I abominate.At the same time we must recognise the fact that such an institution as this must advance and that its annual expenditures are bound to increase from year to year. With renewed thanks and kind regards, I am

Sincerely, Yours James B. Neal

Dr. James B. Neal.

Ansd.

April 9 1920.

Dear Mr. President,

As I hear that a meeting off the Executive of the Board of Managers is being held in Tsinan this week end I feel I ought to say ask you to inform them of the decision to which I have come rather than to postpone all mention of the matter till the full Board Meeting in June.

The step I now take is no sudden or hasty one but is one taken only after much thought and prayer and consultation with others, and I may add that it meets with the approval of friends in whose judgment I have great confidence. Nor is my decision in any way the result of the University changes of last autumn. It is quite independent of those happenings and would be pressed even if those events had not taken place

The University has now entered on a wider career of usefulness under the newly constituted Board of Managers. Up to the present time all the leading administrative posts in the University have been held by members of the two Shantung Missions which founded the Union. Meanwhile events have moved fast and many other Missions are now vitally interested in the University. Before I went to France in the fall of 1918 I felt strongly that, with the welcome advent of these new Missions the situation had radically changed and that it was desirable that they should share as soon as possible in some of these offices. That feeling has grown stronger in the interval. In the interest of the larger Union at which we all aim and in order to remove finally any suspicion of provincialism, the sooner some of these posts can be filled by members of other uniting missions, the better for the stability and growth of the University. If such a man had been on the spot when I went home, I should certainly at that time have anticipated the step I am now taking. But there was no such man then actually available, and it would only have embarrassed the University if I had resigned then then. I had therefore to defer my action. I, however, made no secret of my opinion that it was best for the Union that I should resign the Deanship at the earliest fitting occasion. In my judgment the man and the hour have now come. At their last meeting the Board re-appointed me Dean of the School of Theology and requested my early return. Now, much as I appreciated this taken of esteem and confidence, I at once wrote to members of my mission making it perfectly plain that I could accept no appointment till after my return, when I should have had time to review the situation and to consult my old friends.

I have now been back long enough to reconsider the matter, with the result that I am confirmed in the rightness of my former judgment. I therefore now place my resignation of the Deanship of the School of Theology in the hands of the Board.

I do this in what I feel to be the best interests of the University as a whole and of the School of Theology in particular

One factor of great importance has helped me to this action and removed any scruples or hesitation I might otherwise have had - I mean the coming of Rev.J.D.MacRae. He came to the rescue of the School at the most critical hour of its history -when a weaker man might excusably have declined the task - and he has emphatically "made good" and won the confidene of all in the University. He is a man in the prime of manhood who may be counted on to bring to the task those great gifts of strong and wise leadership and fresh constructive ability which the

APR 9 1920

new conditions we have entered on loudly demand. He represents, moreover, the Canadian Mission in Honan which we all welcome into our midst. Here then is a double opportunity -at one and the same time to confer due honour on that mission, thereby binding it still more closely to the University, and also to give the post to the man most fitted to fill it.

My resignig of the Deanship does not in any way imply a lessening of personal interest in the work of the School. Far from this I am willing to continue teaching therein, if the Board so desires, and can assure Mr. MacRae of my loyal support.

There is also another factor which I may mention quite frankly as helping to determine me to retire from the Deeanship. I have been re-appointed Secretary to our Mission - a post of increasing responsibility, involving much attention and correspondence. Our Mission is in a deplorably weak condition. It cannot relieve me of this work, and I cannot carry the double burden of the Secretariat and the Deanship. I did so under protest during the war as an emergency service, but I made it clear I could not continue to do so. If I attempted to carry the two offices, I should do justice to neither and the interests of both University and Mission would suffer.

In conclusion, I have honestly tried to view this matter, not from the point of view of my personal interests, or of the Mission interests, but of the good of the University which I have served to the best of my power for the last sixteen years. I sincerely believe more harm is done on the Mission field by men clinging too long to office than by retiring betimes. The infusion of new blood into the leadership of the University will help to the development of a courageous forward policy. I can say this all the more freely to you, Dr. Neal, because you have declared your intention to withdraw from the Presidency next year. With you and me gone, the old set, who nursed the Union from infancy to adolescence, will have givenplace to younger and more energetic leaders. who will always have our earnest sympathy and support.

Please excuse the length of this letter and present it to the Executive with my dutiful respects.

I am, dear Dr. Neal,

Yours very sincerely,

signed E.W. Burt.

April 9, 1920.

J-87

Dr. James B. Neal, President,
Shantung Christian University,
Tsinan, Shantung, China.

Rev. J. V. Hunter, Acting Treasurer,
Shantung Christian University,
Tsinan, Shantung, China.

My dear Dr. Neal and Mr. Hunter:

The following two self-explanatory actions relating to Shantung Christian University were taken by the Presbyterian Board at its meeting April 6, 1920:

"It was voted that

"On the recommendation of Harvey Gulick, M.D. of Boston, and David Hewlett, M.D., of New York, the Board authorizes Charles W. Eye, M.D., and Mrs. Eye, of the Shantung Mission to return to the field and take the steamer, and the Board appropriates $[illegible] for their travelling expenses, [illegible] the cost of the steamer ticket, [illegible] the travelling expenses of their two daughters be not without prejudice to the payment of their travelling expenses in connection with the return of Dr. and Mrs. Eye to America on their furlough."

Dr. Eye's return to health is to me nothing short of miraculous. As he himself expressed it, he is "an answer to prayer". He is anxious to get back to the field and to the work again but will need a good rest in this country first. I believe that he should also have another thorough medical examination before he returns. I would like to have your opinion on this last question.

"Careful consideration was given to the actions of the Shantung Mission, the Mission Council, and the Field Board of Managers of the Shantung Christian University regarding the Theological School of the University. The Board unanimously voted that it appears not longer to continue the cooperation in the Theological School of the University, at least at the minimum salary. The Board appreciated the hope that arrangements may be made by the University which will be satisfactory to the Presbyterian Churches in Shantung, and to the Mission. Action on other details is deferred, pending further information and investigation."

This action was taken so that the North American Joint Board meeting next week might understand the general position of the Presbyterian Board regarding the continuance of cooperation in the Theological

Department. The Board, however, believes that the churches of Shantung should have a larger voice in the management of the affairs of the Seminary and hopes that eventually that mutually acceptable arrangements of University churches and Missions may be worked out.

I am enclosing a copy of the North American Joint Board's decision. It looks as though the Board would have to meet for a week!

The Presbyterian Board also made its ordinary grant of $60 for post graduate furlough study for Mr. Chent.

Sincerely yours,

Geo. T. Scott

GTS/R

James A. Neal
engaging Murphy & Dana

RECD. SCOTT

齊魯大學
SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

MAY 20 1920

OFFICE OF THE PRESIDENT

Ansd. 15

April 14 1920.

Rev.George T.Scott:
156 Fifth Ave.New York,N.Y.

Dear Mr.Scott:

Thank you for your letter of March 9th.reporting various appropriations made by the Board.The one which interests us particularly is the one for a thousand dollars towards Current Expenses,which of course we are very glad to have added to our budget,tho we shall of course await further word from Mr.Day's office before deciding how it is to be applied.

I write you specially to-day to report the following action which was taken by the Finance and Property Committee on the 10th.

"Resolved:
That we agree to the engagement of Messrs.Murphy & Dana as architects of the University,provided that the American Joint Board approves and is willing to stand back of the University in the matter of expense involved."

As a matter of legal procedure this action should first be reported to the Field Board of Managers and approved by them,before being sent to you,but inasmuch as Mr.Sparham,Chairman of the Field Board, was with us and approved,and as there is some need of haste,I am venturing to report direct to you,so the matter can be taken up direct and we may know where we stand.Those present who voted for this were Mr.Sparham,Messrs.MacEachron and Castleton and I,the action being unanimous.

We had a vist some weeks ago from Mr.Murphy,who came at his own motion,and promised to charge us nothing for the time he spent here looking over the ground,unless something came of it in the future.I was very much pleased with what I saw of him and feel we can do no better than engage his firm for our further work,and let him have a chance to talk over the matter with the firm we first

APR 14 1920

engaged in Chicago,namely Messrs.Perkins,Fellowes & Hamilton.

Personally I am very sorry we can not continue with the Chicago firm,for Mr.Fellowes is a very nice fellow to deal with,and once spent several days with us looking over the ground.But as they have no agency out here it seems impossible to continue with them.It should however be remembered that it was specified in our original contract with them that the ~~roking~~ working plans for the Main Building must be drawn by Perkins,Fellowes & Hamilton,and I presume this still holds,tho the stipulation was made by Madame McCormick,who gave $25.000 for the Main Building,which at present rates is not more than half enough to erect the building.Under these circumstances there should be a very clear understanding with Mr.Murphy about these particular plans,and his relations to them,and his oversight of the erection of the building,should you finally engage his services.

What we meant by the latter part of the resolution above was that we wished the Joint Board to understand that our Building Fund is exhausted,and that any arrangement made with Murphy & Dana would have to be made on the basis of future receipts for buildings.We can not be responsible out here for any charges whatever unless we get more money.We should like very much to arrange with Mr.Murphy while at home—he is about starting for New York and may be there when this reaches you--to make out a Birds Eye View of our University,to be used for publicity purposes,but we have no money with which to pay for it,so can not make any such arrangement with him,unless the Joint Board can be responsible for the cost.If you have any money available,please do us the favor of having him make out such a sketch and let Dr.Balme have the benefit of it,while in America and England.

May I beg you to cable me,if you engage Mr.Murphy,so I may report it to the meeting of the Field Board in June (June 12th),and may go on with and consult with this firm in Shanghai plans for the Library,for which money may be available from Canada by that time.

Mr. Lindeal regards Sam

Sincerely Yours James B. Leal

齊魯大學

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

東山南濟

OFFICE OF THE PRESIDENT

James B. Neal
re - hospital estimates

GEO. D. SCOTT
齊魯大學
SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA
OFFICE OF THE PRESIDENT

MAY 25 1920

Ansd.

Copy Mail

April 2I I920.

Rev.George T.Scott:
I56 Fifth Ave.New York.N.Y.

Dear Mr.Scott:

You will be interested in seeing the inclosed copy of the answer of the Civil Governor of Shantung to a petition sent in by the Chairman of the Advisory Board of the University Hospital, asking that $5,000 be added to the Estimates of the Provincial Administration to help out with the running expenses of the Hospital.

This is of course very encouraging,even tho the matter has not yet been voted upon by the Provincial Assembly,for it shows that the Civil Governor is in sympathy with our medical work here.

The School of Medicine is to have an exhibition of its work next Saturday,such as it gave some months ago,particularly,I believe, for the benefit of the members of the Provincial Assembly,so as to enlist their sympathy and secure their votes.

So far this session we are quite peaceful and we hope we may be able to finish up our term,and have graduation ceremonies,which it was impossible to hold last year,owing to the political conditions.

With kind regards and pleasant memories of your visits here

I am

Sincerely yours

James B. Neal

CD. SCOTT

MAY 25 1920

Ansd.

FILING DEPT.
JUL 7 1920
SECRETARIES

Copy for Balme

COPY

Civil Governor's Answer to the Petition made by Mr Chang Shou Chen.

Your petition noted, and on enquiry I have the pleasure to learn of the complete Medical equipment and the enthusiasm of the Union Hospital in their successful medical service to the public here. Your petition applying for Five Thousand Dollars -$5,000.00- as subsidy to the yearly expenditure of the said hospital same just when I was taking steps to do something of such kind. I have the pleasure, therefore, to sanction in complying with your request, to insert the said Five Thousand Dollars -$5,000.00- in the 9th year's budget to be allotted from the allowance of local expenditure in order that their benevolent undertakings may thus be appreciated and assisted. You are hereby requested to notify the authority of the Union Hospital.

Extra

April 21, 1926.

RE MINUTES OF ANNUAL MEETING, SHANTUNG NORTH
AMERICAN JOINT BOARD

Dr. J. Walter Lowrie,
Battle Creek Sanitarium,
Battle Creek, Michigan.

Pres. James B. Neal,
Shantung Christian University,
Tsinan, Shantung, China.

My dear Dr. Lowrie and Dr. Neal:

Yesterday I mailed to you copies of the Minutes of the Annual Meeting of the North American Joint Board of The Shantung Christian University. The Minutes are largely self-explanatory, yet I venture to write a brief covering letter and am enclosing herewith another copy of the Minutes. The numbering below will follow the numbering in the Minutes.

1.-d. There is I fear little hope that any of these Boards will in the near future cooperate in the University, except possibly the Methodists in the Medical School. We are continually giving them urgent invitation to join in the work of the University.

4.-a. No.17. The meaning of this minute would be clearer if in the last sentence the word 'essential' is inserted before the word 'desire', as it was not the thought of the Joint Board that it is necessary to comply with the mechanical method suggested by the Field Board.

4.-a. No. 37. The only hope for incorporation, a charter, and the privilege of granting degrees, would seem to be through a unified incorporation under some State of the United States. The Boards in America have no zeal whatever about having a leading part in any incorporation of the University, but this seems to be absolutely the only feasible method. We understand that a British charter is impossible and that the British Joint Board will, under the circumstances, probably not be adverse to the suggestion which we referred back to it through Mr. Hawkins. The thought, of course, is to have regular British members of the incorporation who could be present at the Annual Meeting of incorporators.

4-d. No.61. The Joint Board was favorably impressed in general with the proposed Constitution of the Field Board of Managers. Three possible Amendments are indicated in the Minutes, which I think will be entirely clear from the Minutes, and I venture also to suggest a fourth Amendment which I am sure the Joint Board would have recommended had it been presented at the meeting; namely, that provision be made in the Constitution for the withdrawal from the University of a cooperating Mission, the Article covering length of notice required, terms of any financial reimbursement, etc. In the Constitution of the North American Joint Board a withdrawing Board must give at least one year's notice and financial adjustment is to be worked out on a basis mutually satisfactory to the Joint Board and to the withdrawing Board.

4-c. No.89. We were extremely sorry that Dr. Balme was delayed on the Pacific and unable to reach the Meeting. We are in touch with him by telegram and letter. He is stopping at Winnipeg, where the Canadian Presbyterian Church has, I understand, pledged funds for the University Library and a residence, and at Toronto to visit the Canadian Presbyterian Board and will reach New York about May 1st.

4-c. No.92. This Peking, Shantung, Nanking joint promotion idea is not being very favorably received, largely because it leaves out other important institutions. When the matter was urged at the Peking Trustees' Meeting the day after the Shantung Meeting, the Peking Trustees voted to call a conference of three representatives from each of the Christian Colleges of China to plan for practicable coordination and joint promotion of all the institutions of China. There is a good deal of opposition to any attempt at joint administration and/or incorporation, but I certainly believe that we should coordinate the work of our great sister institutions in China and promote them as a unit. We now have a good precedent for this by the formation last week of the American Committee for Education in the Near East, which covers all the institutions from Cairo to Constantinople and eastward to the Persian border. Also the Women's Boards have employed a Joint Secretary for the seven Women's Colleges of the Far East and India.

4-c. No.97. The Joint Board has no recommendation in regard to the current deficit of the School of Arts and Science except that the University endeavor to meet its deficits out of its income which we hope can be increased during the current year. The American Presbyterian Board has increased its current grant $6000 Mexican, equally divided between the School of Arts and Science and General University expenditure. The Board is convinced that indigenous Chinese resources should be largely developed and believes that increased Chinese representation in University management and work will greatly facilitate such development.

7. Theological School. The Board is very anxious that some mutually satisfactory arrangement be reached on the field by which the Churches, Missions, and University can cooperate harmoniously and helpfully in the training of the Christian Ministry for that part of China. The University is an agency of the Christian Church in America and it should be kept closely allied with the Chinese Christian Church.

8. Dr. Dickinson proposes a Medical Advisory Board under the Committee of Reference and Counsel. The plan seems workable and of course the need is urgent, and the Board is taking the matter up with the Committee of Reference and Counsel.

The Board cordially welcomes the new President to his important office and earnestly prays for his continued success in his responsible duties.

I believe the dominant undertone of the entire meeting of the Joint Board was the feeling of need of a broad, strong, interested constituency at home and especially on the field, that the University might be a vital and, therefore, growing part of the life of the Chinese people; the language medium of the University is Chinese, the Province is the great revered center of China, and the community in which the University is located is less touched by non-Chinese influences than any other University center in China, with probably one exception.

The matters referred to the cooperating Boards have been taken up with them and I hope that favorable replies will be in hand by the time of the approaching meeting with Dr. Balme. With kindest regards, I am

Very sincerely yours,

Secretary [illegible]

Copy - Dr. Moorshead
" - Dr. Balme

James B. Neal

Closed from Apr. 26 to Sept 1920

齊魯大學

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

OFFICE OF THE PRESIDENT

May 6 1920.

Rev.George T.Scott:
156 Fifth Ave.New York.N.Y.

Dear Mr.Scott:

Inclosed please find a copy of a circular letter I am sending to all members of the Field Board,explaining what has been taking place lately in the University.As the letter shows plainly just what the situation is I shall not take time to enlarge upon it.Indeed there is little more to say.

Everything is quite peaceful,indeed too quiet to suit me, as I very much regret the loss of a whole term,but this seemed to be unavoidable to the majority of the Academic Board,as it was felt the standard of the University was being lowered by these frequent interruptions in the studies of the students,and by the attempt to make up lost time,as has already been done twice,once last autumn,and once this spring.It may turn out to be the very best thing possible to require the men to go over again this spring term,tho it is most disturbing to our whole scedule,and throws our graduating time back again into the winter.

With kindest regards I am

Sincerely yours

James B. Neal

Copy for Mr Scott

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

President's Office

May 5th, 1920.

To the Members of the Field Board of Managers:
Dear Friends:-

I am sorry to have to report to you that we have been compelled to close the University until time to open the autumn term, September 9th. The sequence of events is as follows:

On Sunday, April 25th, I was visited by a delegation of five students, representing all the departments, who asked that they might be allowed a suspension of classes for one week, in connection with the strike of students, of which you all know. I told them I would consult with the Academic Board the next morning, and let them know the decision at 9 a.m.

At 8 a.m. Monday, April 26th, the Academic Board met, and after a full discussion decided to accede to the demands of the students, but with the distinct understanding that if they did not return to classes on Monday morning, May 3rd. The University would be closed in all its departments and students be required to leave the premises. On Friday another meeting of the Academic Board was held, at which a supplementary action was taken, inform- the students that should the University close its doors, when classes were resumed the work of the spring term would have to be done over again.

On Saturday morning Mr. MacRae, Dr. Shields and I met the whole body of students and announced this decision to them, and explained the reasons for it. Within a couple of hours of our meeting with them their representatives visited me and told me that they could not come back to classes on Monday, so after a rather melancholy religious service on Sunday morning, I announced that the University was closed until September 9th, next. I had already posted a notice on Saturday, that the Senate had taken action requiring all students to be off the premises by 9 a.m. to-day -Wednesday-, except those retained for special University work in the hospital, the laboratories or for translation.

I am happy to say that thro all the past trying ten days there have been no disturbances, and at this writing -Wednesday afternoon- almost all the students who ought to go have already left the premises of the University. I made a round of the dormitories of the Arts and Science this morning before noon, and found only six or eight students in their rooms, two of whom are sick, tho there were several more who had not yet removed their effects, tho they were all packed up to leave. I expect to have the dormitories cleared, except in the case of the sick boys, by 5 p.m. to-day, and afterwards the dormitories will be locked up, after being swept out.

MAY 5
1920

I trust this untoward occurrence will not interfere with the plans for a meeting of the Field Board on June 15th, and the Administrative Council June 12th, tho of course there will be no Closing Exercises, as was hoped.

With kind regards to you all I am, with all good wishes,

Sincerely yours,

James B. Neal

President.

MAY 5
1920

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With kind regards to you all I am, with all good wishes,

Sincerely yours,

James B. Neal

President.

RECD. SCOTT

濟南 JUN 2 1920

Ansd. 1y2

OFFICE OF THE PRESIDENT

James B. Neal.

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

1) Rep.
2) Int.

FILING DEPT.
JUL 14 1920
濟南山東
SECRETARIES

May I5 I920.

Rev.George T.Scott:
I56 Fifth Ave.New York,N.Y.

Dear Mr.Scott:

Your letter of March I8th.confirming your cable of the day before about the Presbyterian increase in the appropriations,reached me in due time.I had already written you a word of thanks and appreciation on the receipt of the cable. Now if the Canadian Presbyterian and Southern Presbyterian Boards do equally well,we shall be on the road to getting thro without a deficit this year.I am trying to keep a careful oversight of expenditures this year,with a view to avoiding such a state of affairs as has developed during the past two or three years, largely owing to the fact that the University had no general fund worth mentioning to meet general expenses.

Hospital

The prospect for increased local support for the Hospital seems good,the Civil Governor having inserted,as we understand , an estimate of five thousand Mexicans in the Provincial budget toward the expenses of the hospital.This budget has not yet been passed upon by the Provincial Assembly,but we hope for the best.

Bldg estimates of Arts Science

I am inclosing a sheet which I turned up the other day, which apparently was prepared by Mr.Lazear,while here as Treasurer.I am sure you will be interested in it,as it shows apparently that the fears you expressed while here,that we had not gotten as much for our money as we should, were unfounded.I shared more or less your feeling in this matter,but it seems we were both wrong.Bearing in mind that the $25,000 for Main Building and the $2o,000 for Chapel are practically untouched,it appears that all that was contemplated in I9I6 has been obtained from

MAY 15 1920

the three hundred thousand raised by Mr.Luce,at least almost all, for it is hard to know just how much was contemplated in certain items,such as the Sewage System,and the Heating System,which is still incomplete,so far as the Physics Building is concerned.

I must say I was very agreably surprised when I ran across this memo of Mr.Lazear's to find we had done as well as we have, and correspondingly gratified.Since I have had an office outside in the Chemistry Building,I have seen more of these buildings on the outside campus,and am more than pleased with both the Chemistry and the Physics Buildings and also with the Dormitories,the only buildings which are really poor being the Commons, which were built by a man by the name of Toone,who is notorious for his poor work and bad supervision.These Science Buildings are solid as a rock,and admirably arranged,and are gradually becoming well equipped in their laboratories,their general furnishing being now pretty satisfactory.The most urgent need just now is a steam heating system for the Physics Building, and a Chapel.

Indeed the more I see of this Arts & Science Department, the more I am charmed with its possibilities and with the way in which it is developing.If I were a younger man,and a trained teacher, I should like nothing better than to be Dean of this School of Arts & Science,and help to develop it,as it is capable of being developed.It has wonderful possibilities before it.

Now for one more matter before I close.How about the interest on the Main Building and Chapel Building Funds,which are still in the hands of the Board,as I understand?Can this not be sent out to us to be used in helping to meet the General University expenditures?Either that should be done or else the interest should be added to the original funds,do you not think so?

Carter will follow up interest on funds?

Will you kindly look into this matter at your convenience.

With very kind regards I am Sincerely Yours

James B. Neal

齊魯大學
SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA
濟南山東
OFFICE OF THE PRESIDENT

Statement of the BUILDING ESTIMATES of the
SCHOOL OF ARTS & SCIENCE
Shantung Christian University.

- - - - - - - - - - -

Proposed Expenditure of the G$300,000 Building Fund.

	GOLD $
MAIN BUILDING - Amount granted toward the $42000 needed	25,000
CHEMISTRY BUILDING	35,000
PHYSICS BUILDING	30,000
CHAPEL	20,000
DORMITORIES. 2 @ $10,000	20,000
COMMONS, KITCHEN, STORE-ROOM, SERVANTS' QUARTERS	5,000
RESIDENCES. 7 @ $4000	28,000
MODEL VILLAGE	20,000
POWER HOUSE and WATER TOWER	3,500
POWER HOUSE EQUIPMENT - Pump, Dynamos, Gas Producer,	3,000
WATER SYSTEM	10,000
LIGHTING SYSTEM	12,000
HEATING SYSTEM	15,000
SEWAGE SYSTEM	10,000
MACHINE SHOP	2,000
GRADING, ROADS, TREES, etc	2,500
CONSTRUCTION EXPENSES. - for the total period of work	12,000
ARCHITECT'S FEES. -total for bldgs.of immediate need	10,000
LAND	37,000
Total Gold	$ 300,000

Estimates of Immediate and Urgent Needs, not yet Granted.

MAIN BUILDING - Balance of $42000 needed	17,000
RESIDENCES. 6 @ $4000	24,000
LAND	15,000
SCIENCE HALLS' EQUIPMENT	10,000
DORMITORIES 2 @ $10,000	20,000
BATHROOMS & LAVATORIES	3,000
COMMONS, KITCHRN, STORE-ROOM, SERVANTS' QUARTERS	5,000
UNIVERSITY PRESS	1,000
Total Gold	$ 95,000

Not needed

Estimates of Future Needs to complete the Plant.

LAND	25,000
Y.M.C.A. BUILDING	35,000
DORMITORIES 4 @ $10,000	40,000
ASTRONOMICAL & METEROLOGICAL BUILDING & EQUIPMENT	10,000
LIBRARY	50,000
RESIDENCES 5 @ $4000	20,000
Total Gold	$180,000

Not needed

Tsinanfu, September 23rd, 1916.

To the University Councilors.

May 20, 1920.

Pres. James B. Neal,
Shantung Christian University,
Tsinan-fu, Shantung, China.

My dear Dr. Neal;

Enclosed is a copy of an encouraging letter from Mr. Armstrong of the Canadian Presbyterian Board and of my reply thereto. You will all be happy to know that the Canadian Presbyterians are coming into the School of Arts and Science and are planning to assume the support of Mr. and Mrs. Harkness, which matter, I understand, Mr. Armstrong previously broached to Prof. Harkness and probably also to the University. We therefore understand that this transfer to the Canadian Presbyterian Board and Mission will be entirely acceptable to all the parties concerned. I am today writing a brief note to Mr. Harkness regarding it. Definite action on the transfer will be taken by the Presbyterian Board when we hear from the Canadian Board as to the date from which they wish to assume the support.

Dr. Balme is satisfied with Mr. Jacot's qualifications for Biology and is especially well pleased with Mrs. Jacot. This morning we received Dr. Shields' cablegram regarding the vote of the medical faculty opposed to the return to the medical staff of Dr. Hoys. This presents, as you can imagine, a rather perplexing problem but we will endeavor to reach a suitable solution.

I have received several good letters from you recently and feel that you must think me a very poor correspondent. It would be easy enough to write letters in reply but it is much more difficult to get something done about which to write to you. The matters will all be taken up at the meeting of the Joint Board May 27th and I hope that we will have something satisfactory to report. Dr. Balme is representing the Institution splendidly in a dozen different ways. He is not able to arrange steamer reservations before June 27th and I imagine that he can keep busy in the meantime.

You will regret to learn that the Interchurch Campaign for funds among the "Friendly Citizens" has practically collapsed. To date they have secured only one-third of what is needed to pay the overhead charges of the Movement. However, the denominational budgets have been more successful and the income of each of the cooperating denominations will doubtless be increased considerably, partly due to the promotion of the Interchurch Movement.

Will you kindly tell the people at Nanking and Peking Universities that Shantung University intends to continue to educate students in other departments than in medicine. I have to remind their representatives in the States of that fact about seven times a week! How would it be to develop indigenous support for the University by seeking contributions from Chinese for the support of Chinese teachers, saying that the Institution needs a larger number of highly qualified Chinese teachers and that funds for their support should quite naturally be expected from Chinese sources.

Dr. Brown is writing the Mission a long letter on the theological situation. We earnestly hope that all the various parties in interest on the field can get together for united, harmonious action in theological education. The proposal for a seminary which is extra-university does not in this instance emanate from me. The Field Board voted down my proposal for such an arrangement and I do not wish to urge it through any of the Boards at home. However, I do think it is well worthy of consideration. It would probably relieve the other Schools of the University of much embarrassment if not difficulty and in general, other things being equal, is the best set up for an institution for religious training.

Sincerely yours,

Geo. T. Scott

GTS/H

RECD. SCOTT J. B. Neal

齊魯大學 JUN 18 1920

Ansd.

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

OFFICE OF THE PRESIDENT

FILING DEPT. 248
JUN 30 1920
濟南山東
SECRETARIES

May 24 1920.

Rev.George T.Scott:
156 Fifth Ave.New York,N.Y.

Dear Mr.Scott:

I have had two letters from you since I wrote you last week,one of April 9th,the other of April 21st.the latter inclosing a copy of the Minutes of the North American Joint Board, for all of which please accept my thanks.

With this will probably go a letter from Dr.Shields which he has written you about the action of the Board in consenting to allow Dr.and Mrs.Roys and family to return to Tsinan.I wish to add my approval to what Dr.Shields has written and to say that I feel with the Medical Faculty that it would be extremely unwise to send them back here.Indeed I feel like begging you not to lay such a burden upon the Medical Faculty,as may be entailed by the return of Dr.Roys in what everybody feels to be a very uncertain state of health,and thus repeating what was a most trying experience only a few months ago.

re- Dr. Roys return

The other action of the Board,referred to in your letter of April 9th,in regard to the School of Theology is very gratifying,and gives great satisfaction to our English colleagues. I am in hopes the Field Board of Managers at its coming meeting in June may find a way to meet the wishes expressed in this action and also in the action of the Field Board,which was still more gratifying,and thus possibly healing the breach here in Shantung.

There seems little in the minutes and your covering letter that needs comment.May I however call your attention to the misprint on page 2,under 4-B,where the name of the Religious Work Director should be Keyte.I am sorry to say it was mispelled in the minutes of the Field Board upon which you took action.

Sincerely Yours
J. B. Neal

With kindest regards and thanks for looking after our interests