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Dr. Williams from A. J. Bowen.
UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT
NANKING, CHINA

Nanking

September 2, 1919.

TRANSFER

Dr. J. E. Williams,
156 Fifth Avenue,
New York City, U. S. A.

My dear Williams:

I have all of the Interchurch blanks filled out and am sending you one, together with one to Dr. Speer and one to the Interchurch Committee. I have also given a copy to Mr. Ralph Ward and party, who were through Nanking a few days ago in the interests both of the Interchurch Movement and the Methodist Centenary.

My report is going to the printer's in a day or so. Mr. Owen has just gotten in the treasurer's report, and Reisner his report. Reisner's is very long but all of it very interesting and worth while.

Mr. Twinem came unexpectedly a few days ago and we are delighted with him. He is living at Small's but taking his meals at my house until Mrs. Small returns from Kuling, about the 20th of September.

You will see from the faculty minutes, which will be going to you in a day or two, just what we are expecting in the way of reinforcements. We are going to use six of the basement rooms in the Severance Hall for class rooms, paving them with city-wall bricks and whitewashing the walls and ceilings and putting in small blackboards, 10' x 3'. They will be quite satisfactory and will relieve the pressure to a very appreciable extent on the class rooms.

Ground has been broken for the Day Chapel. By the way, what should we call this chapel? I wrote Mr. Day yesterday asking him for suggestions. We have always, so far, called it the Day Chapel, and it will be quite agreeable to continue calling it that, so far as we are concerned. If you will kindly take up the matter with him, perhaps that will be the best way. Also, be sure and let us know whether he has made \$15,000, in addition to the \$25,000 from the Women's Board, available for any uses we see fit here. If he has we shall need to use \$5,000 to \$7,000 gold of it on the chapel, as I wrote you previously.

Sunday night I received a very good letter from Bishop Lewis, in which he says: "The hundred thousand dollars that Bishop Bashford and I practically underwrote for endowment some time ago was included in the Centenary askings and has been raised.

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Sept. 2, 1919.

I think also that there was something like a quarter of a million in addition to this included for the University in the Centenary Campaign. While I do not think it is wise to publish this widely - indeed, I have said nothing about it until this moment - yet I wish you to know that the Methodist end of our obligation to the University has been kept carefully in mind." I had a letter from Dr. North a short time ago, in which he was not quite sure that the \$100,000 was raised, so I am writing to him and quoting Bishop Lewis' letter, and telling him that we understand the income from this \$100,000, \$5,000 gold, is available for 1919, and that we should like to have it sent on as soon as possible.

We are giving examinations to remove conditions these days and students are beginning to come. I am sure we shall be overwhelmed with new students.

Mr. Griffing got on the Fushima Maru, which sailed from Seattle August 4, but the Empress of Russia met her about two or three days out from Seattle with a broken propeller, going back to port, so we are not sure just when he will get here, but it will probably be within a week or so now.

We did not get a letter from anybody on the China, which came in a few days ago. Apparently she carried no mail, but we are expecting to hear from the folks in a few days.

Write as often as you can,

As ever, cordially yours,

A. Bowen.

P.S. I mailed you this Am a copy in MSS. of my Report, looking the Revisions which the typed by Li Hing-tih I could not "edit" so I turned it back to him. He has just returned this Am. so will be getting it to printer in day or 2 & a copy to you.

② I am sending in a day or 2 when I get Ralph A. Ward's reaction on our Interchurch Survey findings for Univ. a complete copy as it will go to Interch Com. & to Dr. Spear.

③ I am sending Dr. Spear 30 records of graduates of last year & this June (with 2-3 from last yr. who have been held up because some work not completed till now)

- to Reports for B.A. & B.S. degrees - 30 our largest bunch yet

④ I am sending under separate cover, 1920 Budget & Analysis. I hope it is all in order (I discovered in working it up that for 1919 Budget Stummel was left out!! But no one else knew & it went in & out made no difference. 7 a. 13.

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A. J. Bowen
Mr. Carter

September 5, 1919.

Mr. J. B. Griffing,
Nanking.

My dear Mr. Griffing:

As a result of our conversation this morning, I will write you the following so that you will have a record of it here, and I will send a copy to Dr. Williams so that he will know just what we have done on the other side, too.

As we understand, you will be supported by the University on special funds raised in China, your salary to be at the rate of G.\$1200 per year, exchange two to one, and G.\$100, exchange two to one, for each child.

The University is also to provide a home for you and your family to live in. Inasmuch as the family will not be here till some time in February or early March, it may not be possible for us to secure a house for you this next spring where you can do housekeeping, but if this cannot be done we will provide other suitable place for you to live in with some one. Of course no money will be paid by you.

Although you will be supported by the University, we shall endeavor in every way to have you secure the same treatment that the regular appointees of the boards have. There is an outfit allowance of \$ 00.00, and you can either draw that much at home or out here, just as you prefer.

We are very much delighted that you are here and that you and Mrs. Griffing plan to be here permanently with us. I am sure that there is a very large field for your special talents and I am sure that you will get very encouraging results in your work here in connection with the University.

Very cordially yours,

A. J. Bowen

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A. J. Bowen
UNIVERSITY OF NANKING
OFFICE OF THE PRESIDENT
NANKING, CHINA

September 5, 1919.

Dr. J. E. Williams,
156 Fifth Avenue,
New York City, U. S. A.

My dear Williams:

You will be delighted to know that Mr. Griffing has at last arrived, after many tribulations and a most unusual series of unfortunate happenings. As you know, he had to go back from San Francisco on account of the illness of his wife. Fortunately she was soon in such condition that he could leave and he got passage on the "Fushima Maru," sailing from Seattle August 4. After two or three days out this boat broke its propeller or steering gear and had to put back into port, and that delayed him for five or six days. As soon as he reached Japan, being exceedingly anxious, of course, to get on here and connect up with Mr. Cook and Mr. Reisner on their trip, he got passage on another boat that would get him over here several days ahead. Unfortunately that had some accident after a few hours and he had to put back. He changed to another Japanese boat and that ran right into the centre of a very bad typhoon. They were in it for twenty-three hours and the boat was a small one, 3500 tons, and they had a very serious time, but fortunately he is here and well.

Owing to business obligations Mr. Griffing must return, sailing not later than October 4, so we are trying to get passage about the end of this month, but he will have time to see the cotton about Shanghai, Nantungchow, and as far North as Peking, so will get a very good idea of the cotton situation and general conditions here. He hopes to be able to start back with the family about the end of January, so I am writing especially ~~that you~~ at once so that you can take up immediately the matter of securing passage for him and Mrs. Griffing and three children (aged four, two, and a baby). He is anxious to return by Honolulu, and I think this will be much the best, on account of being the middle of winter, With the small children the northern trip is liable to be unpleasant, so please secure for them passage, as near the end of January as you can, via Honolulu, and write Mrs. J. B. Griffing, 1078 Olive Avenue, Long Beach, California, as soon as you can.

We are delighted indeed that Mr. Griffing is here and that he and Mrs. Griffing plan to be with us permanently. He is going to be a very great help to our work and to the service the University is going to be able to render the community and China through his special qualifications in cotton and along agricultural lines.

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J. E. Williams - 2.

Sept. 5, 1919.

The enclosed copy of a letter written to him will give you the financial basis on which we are operating.

I might take this opportunity of urging that some Centenary funds or other funds be made available at the earliest possible moment for residences. We ought to be building within the next three or four months four or five houses. I shall write definitely on this to Dr. North in the course of a few days.

I hope that we get mail from you to-day. I had a good letter from Mrs. Bowen and the children from Olathe, Kansas, last night. They had a rather hard trip both on the ocean and on the continent but they are all well and happy.

Very cordially yours,

P. S. Of course Mr. Griffing had to lose his passage on the China Mail, so I am returning the ticket to you, thinking that the boards there can recover this passage money, or at least from Honolulu on, because the cabin was occupied from Honolulu on to Shanghai. It would seem that we would probably have to pay for the passage from San Francisco to Honolulu, but it would seem clear that from there on they should refund us the money. Anyway, if you will please turn it over to the best one there to adjust the matter, we shall be much obliged.

A. J. B.

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TREAS DEPT.

September 13th, 1919.

Rev. A. J. Bowen, D. D., President,
University of Nanking,
Nanking, China.

My dear Dr. Bowen:

I had the pleasure of a fine visit yesterday with Dr. Sloan. In talking matters over, he inquired regarding what the Board of Missions of the Methodist Episcopal Church, South, had sent in lieu of Dr. Manget's salary. He did not know that they had sent in \$200. in addition to the first \$1,000. or that they had agreed to make good the exchange at two for one. I showed Dr. Sloan my letter of February 13th to Mr. Owen in which I wrote:

"The Board of Missions of the Methodist Episcopal Church, South, has kindly agreed to make good the loss on its contribution of \$1200. a year for Dr. Manget's salary. They now write us, however, that their Board is equalizing on all items of their appropriations to China, including their appropriations to Nanking University thru their Treasurer on the field, Dr. Cline, and that it would be more convenient to them to follow this method with reference to Nanking. We are replying to the Southern Methodist Board that it will be perfectly satisfactory to us to have them handle it in this way and that we will therefore look to you (Mr. Owen) to take this matter up on the field and see that you secure the equivalent of Dr. Manget's salary at the two for one rate. It may be that they have made this good to you last year as well. If so, we should be glad to have you report it to us so that we may make corresponding report to the Board of Trustees here."

In other words, I intended to throw the full responsibility of this matter upon Mr. Owen, and it may be that he has already collected this loss on exchange from Dr. Cline. I cannot find, however, that he has reported the matter to me. I appreciate that it is not always easy to make these collections from Treasurers on the field. Dr. Sloan confirms this, and we in New York are always trying to have these remittances come thru the Treasurer in New York. It makes it easier all around, I am sure. Perhaps the error is mine in not sending a duplicate of such a letter to Dr. Sloan. As it is a hospital matter, I suppose he should have been advised of it. On the other hand, I supposed that such letters were passed on to the one directly concerned and that my responsibility ceased with sending the one letter to the field. If you have any suggestion in the matter, I should be very glad to follow it.

RC:M

Very sincerely yours,

Treasurer

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THE UNIVERSITY OF NANKING
OFFICE OF THE PRESIDENT
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NANKING, CHINA

Sept. 15, 1919.

To the Board of Managers,

University of Nanking.

Dear Friends:

I am writing to remind you that our annual meeting takes place October 10, beginning at nine o'clock in the morning. This date has been made immovable and was announced last year, so that you could have made other plans to fit in with this. It has to come about this time in order to get our actions to the Board of Trustees in America before their annual meeting early in December. We are very much in hopes that every member of the Board can be present this year. A good many were unavoidably absent last year. Among matters that will be brought up the following will need your attention:

1. As you know, the Alumni have been raising a considerable fund for the University with which to start a Department of Business Administration and Commerce. They now have something like \$40,000 pledged-and several thousand dollars have been paid in already- the whole amount to be paid in during three years. They will probably make the sum up to \$50,000 before the end of the three years. We shall need to have authorization to start such a department and make plans and decide when it should be opened.

2. We have received from Dr. Ferguson, in Boston, a copy of the constitution of the Boston University Nanking Association, the purpose of which association, as stated in their constitution, shall be as follows: "The purpose of this Association shall be to bring about co-operation between Boston University and the University of Nanking through interchange of students and professors or in any other way which may be deemed of mutual benefit." The full constitution will be printed in my annual report, which will be out before the meeting, and we shall need to take some action regarding this matter.

3. I am definitely recommending in my report that we take steps at this time looking toward the appointment of Dr. K. S. Liu as exchange professor in 1920 or 1921 and am hoping for favorable action upon this recommendation.

4. The question of whether our school fees should be increased has been brought up by the Trustees. The Trustees think we should increase our fees but quite a goodly number of the faculty are not in favor of doing so appreciably at this time. We shall need to consider the matter rather carefully.

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Sept. 15, 1919.

5. Another matter which I consider of very great importance is being recommended in my report; that is, a new scale of salaries, both for foreigners and Chinese employed by the University, ~~for~~ those appointed by the boards. Below is a copy of this proposed scale of salaries for your consideration, as it will need some thought before we go into our meeting. I will not give my arguments for this increase now, but we will discuss the matter in full meeting. I will simply say that I think it is of very urgent importance that this or some similar scale of salaries be authorized and put in force by the University at this time.

Returned students

	Married	Single
1st yr.	\$1,800	\$1,200
2nd yr.	1,920	1,260
3rd yr.	2,040	1,320
4th yr.	2,160	1,380
5th yr.	2,280	1,440
6th yr. and thereafter	2,400	1,500

China graduates

1st yr.	\$540
2nd yr.	600
3rd yr.	660
4th yr.	720
5th yr.	780
6th yr.	780
7th yr.	780
thereafter	840

Classics teachers

College	-	in general not more than \$60.00 per month
Middle	-	in general not more than 40.00 per month
Primary	-	in general not more than 30.00 per month

Foreigners

	Married	Single
1st-5th yrs.	\$2,400	1st-3rd yrs. \$1,400
6th-10th yrs.	2,600	4th-10th yrs. 1,500
11th-15th yrs.	2,800	11th-15th yrs. 1,600
thereafter	3,000	thereafter 1,700 (G.\$850 at 2 to 1)

Married foreigners' children

Mex. \$200 per yr. till leave home for boarding school
 G. \$150 " " till graduate from college or leave college.

Chinese teachers whose services have been satisfactory and who will continue with the University, to be given one year off, if desired for study abroad, after seven years, and after fifteen years of continuous service at full salary.

Sept. 15, 1919.

6. In connection with that you will see my recommendation that our Chinese teachers, either those who are graduates and returned students or those who have not gone abroad, shall be given one year off, if desired for study abroad, after seven and after fifteen years of continuous service, at full salary. This action I also consider of very great importance at this time in the development of the University and its work.

7. We shall want the approval of the Board of Managers to the suggestion made during the year, that each board appoint and support an additional man for the University, especially for the agricultural department. The intention of bringing it up was written to Dr. Williams and he has already secured the approval of the Board of Trustees to the action, but it really should have gone before the Board of Managers first.

8. While our Interchurch Survey askings will probably have been mailed before our meeting, we shall need your endorsement and backing for the men and amounts asked for. The total number of foreign men and women we are asking for during the next five years is

Men 28; women 11 (though several of these are already working for the University, their salaries being raised on the field)

Men	\$376,000	
Women	<u>68,000</u>	\$ 444,000

Total amount of funds asked for during the next five years:

1. For additional land, bldgs., & equipment	1,080,000
2. For upkeep and general expenses	40,000
3. For productive endowment	1,000,000

All these funds, except the \$1,000,000 for endowment, are in Mexican.

9. We shall need to consider the matter of additional houses: You will see the problem when I state that we have no house now for Mr. and Mrs. Reisner, Mr. and Mrs. Small, Mr. and Mrs. Thomson, Mr. and Mrs. Dieterich, Miss Wixon, Mr. and Mrs. Griffing, or Mr. and Mrs. Marx, and with considerable reinforcements coming, we need to build six or seven houses in the immediate future.

10. The budgets have been approved and copies are being sent to the members of the Finance Committee who are now in China and will be ready for your action. They have been worked out even more carefully than the budgets for last year, which seemed to meet the needs of the Trustees rather more adequately than previously. The budgets total up to the following:

Sept. 15, 1919.

Administration		\$17,300	
College of Arts		21,960	
College of Agriculture and Forestry		28,700	
Junior College		31,370	
Middle School		23,280	
Model School (Higher and Lower Primary)		13,950	
Department of Missionary Training			
Language School	\$12,610		
Meigs' Hall	<u>10,570</u>	23,180	
Hospital		<u>68,000</u>	\$227,740 ✓

All of these and some other rather important items will show the amount and importance of business we shall have to transact at this meeting, so we very sincerely hope that you can be present.

We are sending you the latest and revised copy of the minutes of the last meeting of the Board of Trustees, which Dr. Williams has recently sent to us. I mailed to you the first copies of the minutes of this meeting, but later these minutes came out with some revisions and additions, so this will give you the latest actions from the home end.

Trusting that nothing will interfere with your being with us,

Very cordially yours,

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J. A. G. Bowen
UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

J. E. Williams

Nanking

September 18, 1919.

TRANSFER

Dr. J. E. Williams,
156 Fifth Avenue,
New York City, N. Y., U. S. A.

My dear Williams:

Mr. Thomson has been very much concerned about his chemistry order. Your last letter has given us some information about it, but we are not certain that you have got it on the way yet or just what part has been cut out. He is very much in need of the balances, so if they are cut out, you had better have those that were cut out sent on as soon as possible, because they have immense classes in chemistry and are having great difficulty to get along without at least the number of balances that were ordered.

Mr. Thomson would like very much when orders are sent, like we have been sending them, if any parts are cut out, to have it reported to us so that he will know just what to plan on ordering the next time, and also plan on getting along without those particular things till they can be secured.

Your good letters of August 1 and August 5 came a short time ago. I am glad that you have had a good talk with Dr. North and his son Eric. I hope Eric is not quite such a hard proposition as his father, especially as he is going to have special interest in union schools.

I hope they have gone ahead with the theological developments. There is no need of delaying that unless there are very serious causes at that end, as everything has been done at this end to push forward the programme that their Board of Managers and our Trustees have approved of.

You will be interested in knowing that six college-grade men have come to enter the Theological School this term from Tungchow. They have finished three years of college work and, because of the feelings up there, have been sent here. I think they have now altogether twenty men in the Theological School from Northern Shantung, Chihli and Shansi, which goes to show that in spite of what they have said in the North, students can be induced to come South.

The Seminary is in very hard way this term, with Dr. Price and Dr. Garritt away, and also Chang Yung-Hsuin. Mr. Richardson is here and is going to prove a very fine man, I am sure.

Ritter said last night they were afraid these 6 boys didn't have enough English to take the work.
Just heard that Bowen, Doves & other Dean (*not real*) had "resigned" from Peking & resignation has been "accepted". N. Presby. Bureau (?) demanded resignation of Pres & 1-2 Dec. AIB Sept 20 19

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Sept. 18, 1919.

I am enclosing herewith a copy of some of the stuff I am sending to the Board of Managers preparatory to our annual meeting, October 10. The matter of houses is becoming acute, not so much for us at the moment as it is for Keen, and as it will be for us in five or six months. We must have money for five or six houses by spring. And another matter which I am going to try to get action on at the Board of Managers' meeting is approval to build a dormitory of some kind for our single teachers here at the Kuleo; (We now have eight or ten whom we have to house up here in our dormitories) and also a grant of, say, \$10,000 for five or six houses for Chinese families. These houses, of course, we would rent to them. We lose a very great deal in the esprit de corps and in the service of these returned students, to the school outside of classes and in their peace of mind and happiness and efficiency, in not being able to have them near the University. Then we need again to make plans for housing them, or five or six of them at least.

Bishop Lewis has been here for two or three days and we have had several good conferences. He assures us that the \$5,000 interest on the \$100,000 will be paid this year, and that the \$100,000 has been definitely raised. I think I have written you and Dr. North quoting a letter from Bishop Lewis to this effect.

We took up the matter of a memorial for Bishop Bashford and have decided on the library, and that meets with his approval. The Peking University has also chosen a library as their memorial, and I hope we can within the course of a year get on to the building. I have been talking the matter over with Mr. Clemons and we think that when we do build it it should be fireproof and that we should have the regulation steel bookshelves, such as the American Library Association get out or advocate. We want it to be a model as much as possible in every respect, and with Clemons here we can make it not only a model in style and usefulness of structure but also in service. As you know, Hung Yu-feng has gone to America, to the Albany Library School. When he comes back we shall have another man ready to go, and with Clemons and two or three of these men we can begin to train some librarians for other schools as well as train men for our own work. This means that we must take steps at once to relieve Mr. Clemons of the English Department and get a head for the English Department, as well as two or three permanent people who are specialists in teaching English. Mr. Clemons cannot develop a library and have charge of the English with its responsibility and inevitable amount of teaching. This is entirely in harmony with his own ideas.

We are expecting Dr. Kuo to come in on the Empress of Asia which reaches Shanghai to-morrow. We hope to have letters from you and from the folks. We have not had any foreign mail for a long while.

You will be glad to know that Miss Gwendolyn Bates Owen arrived last night. They are all doing fine.

Also a Box to Mrs. Evans (Miss Kersbach)

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Sept. 18, 1919.

We are expecting a goodly number of our men on these two boats that arrive to-morrow, the Empress of Russia and the Ecuador. Keen, Weigel and Hamilton went down to Shanghai to-day so they will be well met.

Dr. Speer's letters to Dr. Franklin and Dr. Pinson were splendid, regarding the fifth man for the Agricultural Department. I believe the four missions have now approved of this, but the Baptists have postponed it for the time being. They are not quite ready to recommend it yet, but the opposition to it is not very great. The matter of their taking Mr. Moss away from us has been, I think, definitely adjusted in the way we want it and we shall be able to get the mission out here to approve of the fifth man in due time, I am sure.

We shall be glad to meet Mr. Worley and his party November 3, 4 and 5. Our annual conference comes November 1-10 so I will, personally, be rather busy, but we will see that they get the best possible view of the University that can be had, as well as other work here. *Scott come Monday or Tue next.*

You will hear, probably, soon from the action of the Presbyterian station here urging a woman doctor for our Hospital. The Presbyterian ladies and other people, too, feel rather strongly that the University should have a woman doctor in connection with our Hospital. I have not talked it over with Hutcheson, but it will be well for you to talk it over at once with Dr. Sloan, and if he agrees to it, take steps to get a woman doctor here. Personally I think it will be a splendid plan, and now with Miss Bauer here and the three or four nurses there is all the more reason for having a woman doctor and emphasizing the women's work more, especially in view of the fact that the Quaker Hospital is not doing any women's work to speak of. There is a large field of service - and needed service - to render at this point. If you will go into the matter with Dr. Sloan I think it will be well. I have no idea but what he will heartily approve.

Bishop Lewis has talked to me rather frankly about what he considers the very urgent need of my going home, and I must say his conclusions agree with the convictions that have been growing in my own mind. I think you know Dr. North well enough to know that we must get things tied down very snugly with him in order to finally get the actual coin on the field. Bishop Lewis says that he has done absolutely all that he can do. I think you have done all that you can do with Dr. North at this time, and if anything more can be done I am afraid it is up to me to do it - or at least to try to do it. That is my conviction, and Dr. Lewis' very strong conviction. The things that seem to me must be done are to (1) have the \$50,000 for the memorial library not deducted from the \$350,000 that our mission has asked for for the University from the Centenary Fund. Dr. North's reaction will be to take the \$50,000 from that. It is

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very distinctly and clearly Bishop Lewis' wish and desire that this \$50,000 be in addition to the other, making a total of approximately \$400,000 that will go to the University from the Methodist Centenary. That will need to be fought out with Dr. North and I will be the one who will have to fight it out, I am sure.

(2) Then the \$5,000 that is being sent out this year on income, Dr. North will be inclined to deduct from Centenary gifts and of course it clearly should not be deducted from our Centenary amounts. It is simply the income from part of those gifts.

(3) Then he will probably fight tooth and ^{toe} nail to deduct from the Centenary gifts the \$10,000 or \$15,000 that have come during 1918 and 1919, such as the Cutler Bequest of \$6,000, and the \$8,000 or \$10,000 or \$12,000 that Bishop Bashford raised. Those sums have absolutely nothing to do with the Centenary, but Dr. North will feel compelled to deduct them from us, I am quite sure.

Mr. Diffendorfer's having resigned as secretary leaves our Methodist board short one man, and unless he is appointed soon, I should like to have something to say about who it should be. I have talked the matter over with Bishop Lewis and he says the best man that he knows anything about would be Mr. Frank A. Dunn, from Gardener, Mass. He is a manufacturer of chairs - furniture, and he thinks he is the best man in sight for us. I would like to get another line-up upon him, of course, but I have considerable confidence in Bishop Lewis' judgment of men. *Look him up by all means & let me know.*

These are the chief reasons why it seems to me that I should probably have to go home in the spring. In case I should be elected to go to the General Conference, that would settle the matter, but I shall not know about that until about the tenth of November. The question may come up in our Board of Managers' meeting, and if it does I will be ready to say something.

One other very important matter that has been occurring to me, on which I should perhaps be doing something at that end, is the Interchurch Survey work and its relation to the union institutions out here, in the connecting of it and the Methodist Centenary with the University. I have an idea this Interchurch matter is going to lead to some sort of permanent organization or plan, not only for financing union institutions in foreign lands, but also for getting the proper heads for them and the proper teaching staff. I should like to know at least what they are doing first hand in these matters.

*Gardener
Tuesday
just arrived
in Shanghai
on it. a! B*

Then, perhaps more fundamental than anything else that I have said, is that the University from this time on is going to be right up against the hardest time that it has ever had, so far, and that is, facing prosperity. I think our finances are going to be more easily handled from now on and we are going to have much more money to do things with, and the question is how are we to use it and spend it wisely, constructively, for the highest good of China and our stu-

Sept. 18, 1919.

dents and the missions. That is, we must give more attention and thought, probably, in the future to the education and to the spiritual forces and developments of the institution, and to do that I, personally, feel that I need soon - at least within a year or two years - to get the viewpoint of America that has come about since the war and that has made possible these tremendous financial campaigns in all the churches and this unprecedented Interchurch business that is coming. That all means that we are in a new spiritual world over there that I am afraid I know very little about, and if I am to lead here will soon need to know more about it than I do, at least. These are some of the things that have been occurring to me during the summer, and my convictions in these things have been strengthened in my talks just recently with Bishop Lewis, Mr. Ward, and others.

We are hoping and expecting to get word from you by Saturday morning that will let us know something about your immediate plans. In the meantime we are swamped with married couples in the Language School, and it is probable that we shall put three or four married couples in your house temporarily, at least, probably arranging for them to board in the neighborhood or at the Language School. We have rented Li Ying's house and are renting the Japanese place across from the Hospital, where they had a meteorological station - Mrs. Hwang's house, but we shall need these for our own people, of course.

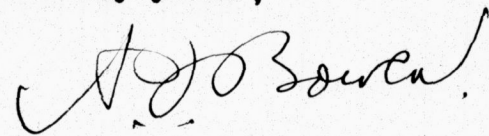
Not yet
Certain,
- I hear
Kun's
arranged
OK for
Dinner
Sept 20.

people now know about.

The term has opened very satisfactorily indeed. Out of some 100 plus applicants for entrance here at the Kuleo we have taken in some ~~Eighty~~ I think, so that we have now here something between 260 and 270 I believe. A good many ~~many~~ have been turned away since, and the doors are closed. The Middle School had, I think, 170 new students apply for entrance. They have had to turn away students for some time. We must get to our new dormitories as soon as possible and we have not yet got those graves. We are having some difficulty.

Mr. Small with Mrs. Small and Mrs. Clemons will be coming down from Kuling next week. Small will have had just about three weeks away, which will be a very fine thing for him.

As ever, cordially yours,



P. S. September 19. It is reported in the Chinese newspapers to-day that the Governor has given the University \$10,000 (i.e. the Governors here). It also speaks about the \$10,000 that the Governor of Shansi has given. No official notice has come to us yet of this Governor's gift.

Each \$5,000 : no word to me
or Consul yet Sept 20 Am.

A. J. B.

Dr. Williams from

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT
NANKING, CHINA

A. J. Borner

R. C. Beebe

Nanking

September 29, 1919.

TRANSFER

Dr. J. E. Williams,
156 Fifth Avenue,
New York City, N. Y., U. S. A.

My dear Williams:

I am in hopes that my letter writing to you is drawing to a close. We have not heard definitely just when you are sailing, but some one has heard that it will be some time in November, so possibly this letter would get there too late.

We were very much disappointed indeed to learn that Mr. Salisbury and Mr. Annan could not come. It has put rather heavy burdens on some of the men here. Mr. Marx has very cheefully, however, given up all idea of language study for this term, so that helps us to handle the English at the college fairly satisfactorily, but it leaves Wilson in rather a bad hole in the Middle School as we were rather counting on Salisbury's taking two classes there, and he was already short one ^{key} full-time teacher. Mr. Annan's (i. e., Sarvis') work we have divided up among us; Mr. Moss takes geology, Miss White takes economics, Mr. Clemons takes one class in English, and I take a class in political science, which makes nine hours of teaching per week for me. However, I enjoy the teaching work very much, and especially the political science at this stage of the day; but with our Board of Managers meeting and our Methodist Conference coming on soon, which will take out ten full days, I am afraid the class will suffer somewhat.

I hope very much that you will get some other men, and if possible men for a three-year contract at least if not some permanent men, who can be here by the first of January. Our new term will begin the middle of January. Wilson is in desperate need of two lady teachers down there and will be even more so next term when Miss Miller returns home; so it is of very great importance that we have by next term two teachers of English at the Higher Primary and Middle School, ladies; and two teachers at the Kuleo, one for English and one who might teach some of Sarvis' work; but we would like to have these men on a permanent or longer contract. If the two for the Kuleo are for English, that will be all right, as we can probably use one of them for some of the classes like political science, history, or economics. This falling out of Annan and Salisbury means that Mr. Clemons cannot give any time to speak of to the library, as usual. I am afraid that we cannot keep on disappointing him like this term after term, and get by with it much longer. We simply must get some one who will permanently relieve him of so much

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Sept. 30, 1919.

teaching so that he can get on the main job, the library work. And now that we have the library building promised, it is all the more urgent that he should be set free for this task. I think I wrote you that Bishop Lewis has definitely said that \$50,000 from the Centenary, over and above the mission askings for the University, are to come to us, and that they decided it is to go into a memorial library for Bishop Bashford. (Approximately \$400,000 in all)

I wrote you from Shanghai a rather hurried letter regarding Mr. Griffing. He is sailing on the Empress of Asia, from Yokohama, October 11, as it does not call at Shanghai this trip. It is very important that you have his passage engaged for the return of him and family toward the end of January, via Honolulu. You should provide him with all the extra travelling expenses that he shall need, and I would ask him if he would want any advance on salary, and if he does, advance it there. He may have financial obligations to clear up. Then, of course, his outfit money should be paid there. He also spoke about a possible trip to Kansas to visit his relatives before they left. I told him that this was quite in keeping with the policy of the Boards as I understand it, and such trips would seem to be necessary for candidates who are coming to the field and are allowed and paid by the boards. It is also important that he be regularly appointed by one of the missionary societies. In this way he can travel for half fare on the railways, which otherwise he will not be able to do, so if you will have all of these details in mind and see that there is no slip-up in any point, we shall be very much obliged. He and Mr. Reisner are very anxious for him to spend something like \$200 gold or so for equipment for his particular work, supplies, books, etc., so you will be prepared to advance him two or three hundred gold dollars on this account. Of course we have the money for this here. We have all funds necessary for his salary and travelling expenses from the cotton people and they are expecting us to use it. We can't afford to lose Mr. Griffing now that we have him. He is enthusiastic about the prospects and he is very conscientious and careful and so you can go to the limit with him in all financial matters. He impresses me as the strongest man that has shown on the horizon for several years.

Dr. Fellows is here, Mr. and Mrs. Speers, and, of course, Twinem, and Dr. and Mrs. Daniels, possibly one or two others. I have not met them all yet. Dr. and Mrs. Barnes stopped off one boat in Honolulu to visit his brother and as a result are probably not able to enter the Language School this fall as no one will be received that comes one week late. Mr. and Mrs. Sarvis are sailing October 2, on the Empress, so they will be here in a couple of weeks or so. We shall be glad to see them but are planning for them to get their ^{otherwise} language study, as you have arranged there. They will be disappointed, ~~but~~ we can handle his work this term, and next term too, if you get us a couple of men out.

I had a very delightful visit of nearly three hours with Mr. Freeman a few days ago. He and Mrs. Freeman, their son and Mr. Young, called at nine o'clock at my office. The rest of them went

Sept. 29, 1919.

out sightseeing so we had a very good time together over many matters. I have written a rather lengthy letter to Mr. Chang Chien about him and have also written to Mr. Li and to Mr. Garrett, to pave the way for his coming. Mr. Freeman wants to go there a little later, if Mr. Chang Chien will see him, which, of course, he will, I am sure.

Mr. Scott and Dr. and Mrs. Schell are here and we have had a number of very good conferences. Mr. Scott has suggested that instead of building five or six separate houses for our new people, we build an apartment house for, say, four families, with about five rooms for each family. This appeals to me and to Mr. Small as a very excellent idea, and Small is working on some suggestions which we hope to have ready for the Board meeting on the tenth.

Another very good thing has occurred to me, growing out of our talk with Mr. Scott and Dr. Schell - the possibility of Mr. Small's drawing the plans for the library building. I believe with his experience and being here on the ground with Clemons, they can do better than Fellows can. As I understand it, we are under no obligations to Perkins, Fellows and Hamilton for the library building. That was not on their horizon as I understand it, when we were talking with them. If we are under obligations, of course, we want them to get busy at once on the plans, but if we are not, then I am very strongly in favor of Small's doing it. He will do a good piece of work and it will be a very great encouragement and endorsement of him which he will appreciate very much, and I believe we will get better results and save some G.\$2,000, which we need very much indeed.

Another question in connection with Small is troubling us, and that is the question of his furlough. They should go home next June. On the other hand I feel very strongly that we must push through our building programme for this whole group here, not only the third dormitory but the fourth and fifth dormitories, the other science building, the library and six or eight houses, or two or three houses and an apartment building, all within the next two or three years. It would be impossible for Small to stay through this building programme and we cannot, under any circumstances, hold it up for a year while he is taking his furlough. It seems to me the only thing that we can do is to get out another man and get him here as soon as possible so that he can be working with Small this spring and can go forward with the buildings, which will be ready for construction, we hope, by the summer. I wish you would take this matter up very seriously with Dr. Spear and the others there and see what can be done and, if possible, secure a man.

You will be interested in knowing that our mission and the Methodist Women's Board work here are considering getting one or two construction engineers for our mission work. If we can get those, together with Small and, possibly, another man, that your board might send out, we could form a little union building committee, which would be of very great value to all of our missions in this region. We have some such plan in operation in Foochow, where the Methodists have two

Sept. 29, 1919.

construction engineers, and the American Board is going to get one out to co-operate with them. There is to be quite a large building programme, especially in the Methodist Church in Central China, during the next two or three years, but we have got to make some plan for our own building construction and, at the same time, give the Smalls a furlough. Ginling will also need to get a man on the ground at once.

Everything is going along very nicely in the University. Language School opens on October 1 and they will have about sixty-five first-year students and between twelve and fifteen second-year students, I believe.

With kindest regards,

As ever, cordially yours,

A. J. Bowler.

P.S. Go on in your house - but all others up to capacity (e.g. Wilson's 6 Bow + fuds + 3 of his own + the 2 of them). Mr + Mrs Ritchey with us (max) when they arrive. Dr Schell + Mr Scott went "straight up in the air" when they saw the location of Ginling Bldgs - down in the valley + not up on the hills to the south. They think our houses are situated too large. a.j.b.

(Copy)

THE CHINA MEDICAL MISSIONARY ASSOCIATION

Shanghai, Sept. 20, 1919.

Dear Dr. Bowen:

I have been going over your budget for 1920 with great interest. It is most admirably arranged and all the facts one wants to know clearly presented. That fact inspires confidence in its wisdom and the management of the University.

I am impressed with how the activities of the University have developed and the splendid work it is doing for China's young men. It is a great thing to have secured as this budget shows, the confidence and support of both the Chinese and Societies interested to so large an extent.

When you think of what all this means in influencing the future of China it is inspiring and should be extremely gratifying to all those engaged in the work especially. I believe there is nothing more important and far reaching as a missionary agency ~~as~~ than such work.

I note that you are expending 5% on an investment of over four and a half million dollars. The part of this contributed for missionaries salaries should come from the societies. I think it would be unfortunate to meet this expense from an endowment, could you raise it. It is a blessing to the Church to contribute this and secures their prayers and interest for the University which is a valuable asset. Also what you get from fees is a valuable asset of the University. I note that you have an endowment of \$147,000.00 gold, and I think it would be desirable if this could be increased so as to relieve the societies from contributing any more than the salaries of the missionaries. This will require a little over \$400,000.00 addition to your endowment which I should think might be raised, not right away but it might be a goal to have in view.

You certainly ought to feel greatly encouraged for the University has not come to its present place of influence without a mighty lot of good work done.

Very sincerely yours,

(Signed) Robert C. Beebe.

1282

Resolutions drawn up at the request of the Board of Managers of
the University of Nanking at their annual meeting,
October 10, 1919.

I

President Bowen having reported the gift of \$50,000, United States gold currency, from the Methodist Centenary through Bishop Lewis, to be used in the erection of a library building in memory of Bishop James W. Bashford, the Board of Managers wish to express to the authorities of the Methodist Episcopal Church and to those directly connected with the Centenary movement their most hearty appreciation of this splendid gift. It is their opinion that this memorial will be especially appropriate in keeping before the minds of the young men of China the life and work of this great missionary scholar, statesman, and lover of China. The Board of Managers therefore take very great pleasure in accepting this gift to the University.

They would respectfully request that this fund be made available by June 1, 1921, if this can be effected in harmony with the other plans of the Church.

II

The Board of Managers of the University of Nanking, having heard through President Bowen of the very practical interest being shown by the alumni in the work and life of the University in raising \$50,000 for a Department of Commerce and Business Administration, wish to express their most hearty appreciation. It is a matter of very profound gratification to the Board of Managers and the friends of the institution both in China and in America to have this substantial evidence of continued interest and effective loyalty on the part of our alumni. We believe it marks a new era in the development of the University.

The proposition of the alumni to provide means for the establishing of a Department of Commerce and Business Administration meets with the full approval of the Board of Managers and we are now recommending to the Board of Trustees that they grant us permission to establish such a department. A committee has been appointed which will work out the details necessary for such a plan with the committee appointed by the alumni.

III.

The Board of Managers of the University of Nanking, having received through President Bowen the resignation of Professor Joseph Bailie, in accepting this wish to place on record both our regret that this action seems necessary and also our heartfelt appreciation of Professor Bailie's great services to the University.

We understand that the work to which Professor Bailie now feels himself called takes him away from the district where the University is practically interested, and as others nearer to his work are ready to support him, we feel it only fair to Professor Bailie to make it possible for him to associate himself with them.

On the other hand, in view of the long years of service which he has given the University, in view of the very practical and

Resolutions (2)

effective way in which he organized the College of Agriculture and Forestry of the University, as well as the work of colonization in this part of China, and in view of the fact that he not only made this work well known throughout China but gained large support, both financial and otherwise, from provincial and national authorities, we cannot accept this resignation without expressing sincere and heartfelt gratitude for the unselfish and painstaking way in which he started and conducted these activities for several years, and for the very practical and material help which he has given to the University.

We wish for him also similar or even greater success in the work which he is now undertaking.

IV

President Bowen having reported the action of Boston University in forming a Boston University Nanking Association, the Board of Managers, assembled in regular annual meeting, October 10, 1919, wish to express to Boston University their very great appreciation of this action. They wish also to express to this Association their earnest desire to co-operate in every possible way and to further the objects of the Association to the best of their ability.

RECEIVED

NOV 19 1919

Mr. Carter

C

A. J. Bowen

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT
NANKING, CHINA

Oct-11 19

Dear William, I have only time (this am.) for a line re Bd mtg. Will write & send notes Monday. Good mtg. tho chinese attendance poor. I enclose a copy of agenda & action on items. Only hitch or ruffle was an attempt of 3 Baptist representatives to get their authorization for us to try & start a "Post-graduate" Dept of Commerce & Business Admin. with co-operation of Goodnow Hangchow Bapt. Col & (St. Johns?) in Shanghai - right on top of approving of such a Dept. here supported by Alumni. Such action would, of course, have killed dead the Alumni plan & spirit & queered us forever with them - with their ever trying to do anything again for the U. No one but the 3 favored it & after considerable talk it was dropped.

I am sending the following cable via Shanghai (mail to Shanghai & cable from there)
 "Upcar kyats Evnehedazk Ulexdaown Coozm Bowen?"
 Small's (Lx) Leave of Absence [Furlough] is requested for June 1920 (next year). An Architectural Engineer (i.e. a Construction Engineer, Assistant to Small) wanted at once [to get Lamp. & run of things before Small goes] in order to carry on the Building operations. We wanted ^{you} to get busy on this before you sailed & see what the prospects were since this you couldn't possibly find the man we want. immediately, tho we hope you can. more Monday - am sailed today to clear up matters & get out lessons for Monday.
 As ever yours

P.S. Mrs. B. wrote her accident still kept her in bed but not A. Bowen.
 So serious in last thought.

10/16/19

Oct. 16, 1919

October 16, 1919

October 16, 1919.

Mr. Carter

The matter of a house will be a little difficult to settle. The managers have authorized the building of seven additional houses as soon as we can get the funds. We are renting a house of Mrs. Swann's which will be available in two or three weeks.

Mr. J. T. Illick, Nanchang, Ki. I am sorry that you could not get into the other large house. I am sure you are living in with them. It that seemed best to you.

My dear Mr. Illick: I am sorry that you could not get into the other large house. I am sure you are living in with them. It that seemed best to you.

Mr. Rowe has been good enough to give me a copy of your letter of October 4 to Bishop Lewis, and your letter of October 10 to him. It is too bad indeed that you have been subjected to the unnecessary hardships that I know you have had there, and I quite understand your position and sympathize with you in it.

I am writing especially to tell you that you will find a most cordial and hearty welcome here in the University of Nanking. We shall be perfectly delighted to have you here as one of our men. Mr. Z. T. Ing, who has been in charge of the Biology hitherto, resigned this summer, and we have now only a graduate of Soochow University, who took some work under Mr. Gee, to do all of our Biology work. We also need additional help in Physics, so you will fit in very admirably with our needs and I am sure you will find a very congenial bunch of men to work with here, Mr. Moss, Mr. Clemons, Mr. Roys, Mr. Thomson, and all the others; and you will find a very responsive and inspiring bunch of young men (265 in the college this term) with whom to work.

I would write to Bishop Lewis at once, but I doubt whether I could catch him anywhere with a letter, though I am taking a chance and sending him a copy of this to Ichang. I hope that our work here will appeal to you and Mrs. Illick and that the transfer can be made. If it could be made immediately, it would please us very much as we are very short of men; though we might need you to help Mr. Wilson out a little this term as he is absolutely swamped. In addition to all of his other work he is teaching eighteen or twenty hours a week himself. Do you think it would be possible to get down here for Conference and to get into the work this term? We will be glad to have you come just as soon as you can.

Our quota of men supported by the Board is full now with Mr. Dieterich's having come to the University, so the University would bear your salary. Of course it will be exactly the same as the mission is paying, but if our recommendation, which you will find in my report, on page 20, goes through the Trustees, it will be a little more than you are now receiving.

1286

J. T. Illick, 2.

Oct. 16, 1919.

The matter of a house will be a little difficult to negotiate, but the Managers have authorized the building of seven additional houses as soon as we can get the funds. We are renting a house of Mrs. Hwang's, which will be available in a week or two, so we can fix that up fairly satisfactorily for you. Of course you could go into the rather large house that Mr. and Mrs. Dieterich are living in, with them, if that seemed best to both parties, but those questions can be taken up a little later, when we know definitely that you can come, and when you can come.

I am sending you a copy of my last report, which will show you what we have been doing the last year. I do hope that it will be possible for you to come - and that soon.

Very cordially yours,

I am writing you this letter to tell you how much I am looking forward to your coming to the University. I have been in charge of the Biology Department since the summer, and we have now only a few more students to take in the fall. We also need additional help in the laboratory, and you will find it very desirable with our needs and I believe you will find a very congenial bunch of men to work with. I have been in charge of the Biology Department since the summer, and we have now only a few more students to take in the fall. We also need additional help in the laboratory, and you will find it very desirable with our needs and I believe you will find a very congenial bunch of men to work with. I have been in charge of the Biology Department since the summer, and we have now only a few more students to take in the fall. We also need additional help in the laboratory, and you will find it very desirable with our needs and I believe you will find a very congenial bunch of men to work with.

I would like to have you come to the University as soon as possible. I have been in charge of the Biology Department since the summer, and we have now only a few more students to take in the fall. We also need additional help in the laboratory, and you will find it very desirable with our needs and I believe you will find a very congenial bunch of men to work with. I have been in charge of the Biology Department since the summer, and we have now only a few more students to take in the fall. We also need additional help in the laboratory, and you will find it very desirable with our needs and I believe you will find a very congenial bunch of men to work with.

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A. J. Bowen
UNIVERSITY OF NANKING
OFFICE OF THE PRESIDENT
NANKING, CHINA

Recd
RECEIVED S
NOV 19 1919
Mr. Carter

October 17, 1919.

Mr. Spear
My dear Williams:

I forgot entirely to mention in my letter the other day the cablegram which we hope you have received by this time. It was as follows: INCULCATE NEW YORK. ~~SMALL~~ UP CER KYADR-EVNEH IDAZK-ULKAX DAOWN-COOJM, which says: "Small's leave of absence requested for June of next year. Architectural engineer wanted at once in order to carry on the building operations." You will see this cable was authorized by the Managers. We all felt that it was quite essential and necessary for Mr. and Mrs. Small to get away in June. He has had eight long and hard years and he needs the rest and change. He wants to take work, of course, in Boston Tech. or some other school. I do hope this cable will give you some time to look around for a second man for our construction engineer work. We can well have a second man here and if we cannot keep him busy all the time, we can easily loan him out and probably make his salary. There are constant demands on Mr. Small for outside work, and of course as the Methodist Centenary building programme and the Ginling building programme come on the opportunities and calls for our men will be much greater. There is a movement, started in Shanghai, for a union building bureau, and having this second man would fit very well into that. So, financially, I feel that it is a very safe proposition and for our own work it is very necessary. Of course it will be difficult to find quickly the type of man we want. My idea is that Small would work more into the architectural end of our work and with this in mind he will be studying along these lines at home, and the second man will work more in the secondary capacity to Small, looking after the details of construction, repairs, etc.

I am sending you a copy of a letter I have just written to Mr. Illick. I have talked over the matter with a good many of the men here and they are all invariably enthusiastic about him. Mr. Thomson got acquainted with him at Auling or some place and is very strong for our getting him here, so it shows we shall be making no mistake. If you have gotten a way-up man for Biology, that will be all right; Illick will work in as a second man in Biology and in Physics. It may be that the Agricultural Department will want him entirely as he has had not only biology and physics but also chemistry, but his specialty is biology, I believe. Anyway we shall not be making a mistake in getting him, I am confident.

Sarvis gets into Shanghai to-day on the Empress of Russia, so we shall surely get letters from you by this mail.

As ever, cordially yours,

A. J. Bowen

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NOV 13 1919

November 12th, 1919.

Rev. A. J. Bowen, D. D.,
University of Nanking,
Nanking, China.

My dear Dr. Bowen:

I think perhaps you would like to have for yourself a copy of the letter going to Mr. Owen, and I would like to add a little personal note of appreciation of what I understand from Dr. Williams has been your careful work upon the budget. It is a pity that you cannot be relieved of such an item as this. It does seem as though Mr. Owen ought to assume responsibility for this budget and that he ought to be interested in making up a clear statement of the financial condition of the University. It has been a real burden for you this last year or two and perhaps it will still be so with the large growth that the University is making. On the other hand, as we now see added to your receipts the interest upon these endowment funds, and find the Boards making good in full the loss on exchange, we sincerely trust that your hardest days are passed. I do not wish you to personally spend time in answering the questions that I have put to Mr. Owen, but if you can follow him up a little to see that he makes reply and submits to you the letter so that you can see whether his reply is adequate, I will greatly appreciate it.

We have had a most delightful visit with the Williams. Unfortunately, we have not been able to do for them nearly what we had planned to do. Mrs. Carter's condition has been such that it would have been wrong to have thrown anything more upon her, and yet it has forced us into the position of making but half provision for their comfort and entertainment. We have had the benefit and delight of close fellowship with them, for they have been in our house for four to six weeks, but we have not been able to have them at our table. We sincerely trust that you may get away upon your own furlough in good season and that this time we may have the pleasure of seeing more of you when you are in New York.

Dr. Williams has not been able to effect all that he hoped, but yet, even though he may not secure the new gifts that he would like, people so delight in him and the word of inspiration that he brings from the field, that it at least keeps them up to their old measure of giving. He certainly handled last Board of Trustees Meeting to fine purpose. They are sailing from Vancouver November 27th. Mrs. Williams and Dick have gone today to Oberlin to visit with Faith and Jack joins them a few days later at his old home.

With very kind regards,

Very sincerely yours,

TREASURER

1289

A. J. Bowen

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

November 20, 1919.

Mr. Russell Carter,
156 Fifth Avenue,
New York, N. Y., U. S. A.

Dear Mr. Carter:

We are planning to reprint all the minutes of the meetings of the Board of Trustees and of the Board of Managers, from the beginning of the union till the present time, but the earliest minutes of the Trustees that we are able to find are dated December 29, 1911, and in these minutes reference is made to a meeting on November 24. As Mr. Diffendorfer is no longer in the office there, I wonder if you would be good enough to look up the matter and see if you have a spare copy of any minutes of the Trustees previous to those of December 29, 1911. We wish to have a complete set of minutes and so are waiting till we get the minutes of the first few meetings of the Trustees, if possible, before having the rest printed. Any help you can give us in this respect will be much appreciated.

We are also planning to have the minutes indexed. Have the Trustees' minutes been indexed at any time? In the minutes of the meeting of the Board of Trustees of December 8, 1916, the secretary was authorized to expend a sum not to exceed \$25 for the purpose of indexing the minutes. We should be very glad if you would send us a copy of the same, so that there will be no need to cover the same ground again.

We are also thinking of printing the treasurers' reports but find that some of yours are missing. We have yours of

- ✓ May 29, 1912
 - ✓ Nov. 8, 1912
 - ✓ Dec. 12, 1912
 - ✓ Feb. 22, 1913
 - ✓ Oct. 24, 1913
 - ✓ Dec. 31, 1913
 - ✓ Mar. 3, 1914
 - ✓ Jan. 13, 1915 - Mar. 27, 1915
 - Dec. 11, 1916
 - Dec. 12, 1916 - Apr. 13, 1917
 - Dec. 11, 1916 - Dec. 31, 1917
 - Jan. 1, 1918 - May 1, 1918
 - Sept. 18, 1918 - Dec. 6, 1918
 - Dec. 31, 1918 - June 17, 1919
 - June 17 to Nov 5
- Jan 1st to Mar 1st*
Mar 1/16 to Nov 1/16
Jan 13-1913 - Apr 15/13
July 19/13
Dec 31 - Mr. Stitt's report
July 3 to Dec 31/14
Apr. 1st 1915 - Dec. 10 - 1915 Dec. 31/15

It may be that everything is covered in these reports, in which case we shall be glad to have this confirmed by you.

Thanking you for any help you can give us in getting this material together,

Very cordially yours,

A. J. Bowen

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A. J. Bowen

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

December 18, 1919.

Mr. Russell Carter,
156 Fifth Avenue,
New York, N. Y., U. S. A.

My dear Mr. Carter:

A copy of your letter to Mr. Owen, dated November 6, reached me a day or two ago. For some strange reason his letter, together with, probably, the financial statement and the treasurer's report, has not yet come to hand; so I have let him read your letter to him (not the personal letter, of course, to me). He has given me the two following notes, one dated March 1, 1919, as follows:

"Dear Mr. Carter:- Enclosed you will find a copy of Treasurer's Report for 1918 which has been made in accordance with Mr. Begg's audit of January 30th. I trust you will find same satisfactory and correct."

and one dated October 28, 1919, as follows:

"Dear Mr. Carter:- Last month I had some additional copies of the 1918 report certified by the auditor. I am enclosing one herein thinking you may like one with the auditor's certification to place in your files.

"In this connection I notice in looking through my files that I have no acknowledgment from you of my communication of March 1st in which I stated "Enclosed you will find a copy of Treasurer's Report for 1918 which has been made in accordance with Mr. Begg's audit of January 30th, 1919." Perhaps this has been overlooked."

Thus, it would seem to me to indicate that he has not been remiss in sending his treasurer's reports and statements to you, but that these reports and statements have gone astray.

We have found Mr. Owen very careful and conscientious in his work. He gives himself unreservedly to his task and is very prompt and constant in his office. He will remain with us for a full five and a half years and then, I think, if the salary increase which was proposed in my annual report to the Trustees is approved, I think we can count upon their returning to the University after their furlough. We shall make every effort to get them to return, because his work is very satisfactory indeed, and both he and Mrs. Owen are, personally, very agreeable, not only to us in the University but to the whole community, and their influence is entirely good. So with the five years' experience and development of our treasurer's work

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he will be a much more valuable man to us than any new person we might have to secure, so we are much in hopes that they will be enabled to return to us after their furlough.

I am hurrying to get this letter dictated, to get lunch, and to rush down to the station to meet Dr. and Mrs. Williams, Dr. and Mrs. Macklin, and Mrs. Meigs. We are sorry Miss Wixon is not also along with them, but we certainly shall be delighted to have Dr. Williams here again. There are so many matters of very great urgency that have not been covered in any of his letters, as to reinforcements, funds for new houses that are exceedingly pressing, and a good many other problems that we must go over together. While all the schools in Foochow are closed, and also in Changsha, our work here is going along very peacefully and as usual, and we are very grateful that our work has not been interfered with by the political situation - boycott, strikes, etc. There is a very fine spirit indeed among our students this fall.

With very kindest remembrances and best wishes,

Cordially yours,

A. Bowen

P.S. Just in from welcome
Dr. Mrs. Williams & Dr. Mrs. Macklin
& Mrs. Meigs. It is a great
comfort to see them. They are
all well & very glad to be
Home again. A.B.

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