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A. J. Bowen

Nanking, Jan. 11, 1921.

Mr Russell Carter,  
New York City,  
My Dear Mr. Carter:-

In reply to your letter of Nov. 16/20, you are correct in believing that you paid our girls only up to Dec 1st., that is for Sept, Oct, Nov. Since receiving your letter Mr. Owen has paid me her the allowance for Dec., thus paying up in full for 1920.

It has seemed good to Mr. Williams and others of us here to revise the schedule of salaries that we pay University (as contrasted with Board paid) <sup>supported</sup> ~~paid~~ foreigners, and the new or proposed scale has the unanimous approval of the Executive Committee of the Board of Managers. I shall enclose you a copy of the letter I am dictating to Dr. Speer for the stion of the Trustees upon it. Since the Boards' increases, our University rate was considerably lower than the Boards, so we have tried to equalize it.

In case the Trustees approve the new schedule for 1921, beginning Jan. 1st, I will ask you to pay our girls \$500 during the calendar year, say quarterly beginning March 1st. You will likely have their action by that date. In case they do not approve of this scale, please pay them \$300 during the year in say three installments.

Hoping that my numerous 'directions' do not cause you too much inconvenience, and with very many thanks,

Very cordially yours,

A. J. Bowen

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paying...*

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*Planned by J.M.*

*Adopted by Trustees  
Nov 1st 1921  
Action (19)*

*19*

January 12, 1921.

**TRANSFER**

Dr. Robert E. Speer,  
156 Fifth Avenue,  
New York City, U. S. A.

My dear Dr. Speer:

Since most of the cooperating boards have increased their salary schedule, both for married and single missionaries, we have found that the University scale is less than any of the missions pay, and it is working some hardship on some who have been formerly supported by missions; so it seemed wise to Dr. Williams and myself and others here to propose a revised salary scale for foreign members of our staff who are paid by the University rather than by the cooperating boards. We have recommended the following scale to the Executive Committee of the Board of Managers and have heard from all of them, and all of them approve of the proposed new scale.

	Married	Single
1st 5 yrs.	\$1300	\$900
2nd 5 yrs.	1400	850
3rd 5 yrs.	1500	900
4th 5 yrs. and thereafter	1600	950
Children		
1st 7 yrs.	\$100	
2nd 7 yrs.	150	
3rd 7 yrs.	200, except	
when in U. S. in college; from then till through college	250	

So far as we could find from the latest figures here the schedule of the cooperating missions is as follows:

	Married	Singles
Baptist	\$1350	\$1000
Christian	1400	750
Methodist	1300	900
Presbyterian	1250	660
University	1200	700

You will see that this makes the average beginning salary of married people \$1327, and of single missionaries, \$827; whereas what we are proposing for the first five years

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Jan. 12, 1921.

for married people is \$1300, and for single people, \$800, so we are not far from the average of the cooperating boards. If your Executive Committee could act on this matter soon and let us know the result, it would be a convenience. I presume, however, there will be no serious objection to the scale, and Mr. Owen thinks that he will be justified in paying salaries from January 1 on the new proposed scale, even though we have not your formal approval, which should be in hand before the scale is put in operation. In case it isn't approved or is modified, Mr. Owen will have to adjust the matter later here on the field.

In connection with salaries, some members of the faculty as well as of the Board of Managers have intimated that we should have some provision made for members of the staff who are supported by the University when they become old and retire from the work, similar to what the boards provide for widows and retired missionaries. I think it would be well if the Finance Committee of the Trustees or the Executive Committee could consider the matter and make some provision for these people, such as the boards make for their representatives. With some of the University-supported members of the staff it would bring a little more sense of permanency and security if they knew that their future was as carefully and generously provided for as in the case of the regular appointees, and that, of course, again reflects upon their efficiency and question of their being satisfied and happy in the work with us.

Then there is another question in regard to salaries which should be adjusted, I think, at the home end, and that is a home allowance - that is, the salary rate that should be paid to University-supported teachers when they are home on furlough, such as Miss Warner, Mr. and Mrs. Small, Mr. and Mrs. Clemons, who will be home in the summer, etc. As a committee here we thought that you could handle that better from that end than we could here, so we have no recommendation regarding that. Probably some general average of what the cooperating boards do or what you have been doing for Miss Warner and Mr. and Mrs. Small would cover the case.

With kindest regards and best wishes,

Very cordially yours,

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UNIVERSITY OF NANKING

INFORMATION CONCERNING FACULTY APPOINTMENTS

1. For life, unless otherwise specified.
2. Furloughs of six months to one year are granted every 5, 6, or 7 years, with travel expenses paid by the University and on salary.
3. Travel (including wife and children) provided by the University from home in the United States by most direct route to Nanking.
4. Outfit allowance of \$250 Gold for a single man or woman; double this amount for a married man.
5. Freight allowance - 2 ship tons or 80 cu. ft. for single person; 4 ship tons or 160 cu. ft. for married couple.
6. A house is provided by the University in the case of families; quarters with members of the University Faculty are provided for the single men and women.
7. Medical service is provided free of charge. This does not include drugs or hospital service.
8. The salary of a single man or single woman is Gold \$700. a year, with \$50. increase each five years to \$850, guaranteed at an exchange rate of two Chinese dollars for one Gold dollar.
9. Salary of a married man is \$1200., with \$100 increase each five years to \$1500. which salary is guaranteed at an exchange rate of two Chinese dollars for one Gold dollar.
10. Allowances for children are as follows:- Ages 1 - 7, \$100 per year; 8 - 14, \$150 per year; 15 - 21, \$200 per year. If in U. S. A. for college work \$250 per year till 21 or prior graduation. Amounts stated are in Gold payable at rate of \$2 Chinese for \$1 Gold, except in case of U. S. A. college allowance payable only in Gold.
11. Living conditions in Nanking are very good. Climate is fine except that Summer at times may be very hot and the Winters are damp. Mothers with children usually go to the mountains during the Summer months. The houses are foreign in design and quite comfortable. There are excellent medical and hospital facilities. Food is easy to obtain and reasonable. Servants cost from \$3 to \$6 per month and furnish their own food. Clothing is much cheaper than in the United States. An excellent tailor-made suit can be bought for \$16 to \$20 Gold; a good Chinese tailor charges about 50¢ a day for home sewing. The large foreign community of about 400 has its own school for foreign, mostly American children, which takes them through the second year of high school. The community is a most delightful one to be associated with.

In addition to the University of Nanking there is a Union Woman's College (Ginling College), a Union Theological Seminary, a Union Bible School for men, a Union Bible School for women, and all evangelistic work is carried on under the general direction of the Nanking Church Council. There is a union church made up of the various members of the community and Chinese returned students from the United States. The Language School for this part of China is under the direction of the University. The Mission stations with resident missionaries are maintained by the Methodists, Presbyterians, Christians, Episcopalians and Quakers. It is one of the very large Christian educational centers in China.

(COPY)

MINISTRY OF EDUCATION  
Peking

January 15, 1921.

Mr. Bowen,  
President of the Nanking University,  
Nanking City.

Dear Sir:

Your letter of the 7th inst. to the Ministry of Education was referred to me, and here is my acknowledgment. Upon reading its contents, however, I am rather surprised at its coercing tone, when there is absolutely no necessity for such an attitude. But I suppose that because you have been used in dealing with the corrupt Manchu officials who must be coerced so you are using the same method now. In this respect, the apology is still on the part of our former Government.

However, I still doubt if you ever read the letter yourself before it was sent, for certainly it puts you in a very bad light. I would have written to you in Chinese, but fearing that your Chinese secretary, who wrote such a letter for you, may again cause much misunderstanding through his translation, I am writing to you in English which is more direct.

I don't think that I want to waste my time in arguing with what is written in your letter, since it is much beside the point. One thing, however, I agree with you, and it is that we are very grateful for the education that you give to those Chinese young men whom the national tradition of culture has neglected. But it is precisely because we acknowledge this aspect of your service that we want to bring a better understanding between your mission schools and the Government.

Please remember that it is the sincere desire of this Ministry to further a better relationship between your mission schools and the Chinese Government, although it refuses to be coerced without any cause. For this reason, I have not shown this letter of yours to the Minister yet, lest more difficulty should rise up. And then, who knows that this letter might not be written by one who wishes to make a joke of you, thus discrediting your University? I am therefore writing to you as a mere private person, since the Ministry could neither acknowledge the receipt of this letter, nor consent to quarrel with its writer, without losing its dignity.

Yours very truly,

(Signed) H. E. Jen.

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January 17, 1921.

Honorable Fan Yuan-lien,  
Minister of Education,  
Peking.

Dear Mr. Fan:

I was very delighted to have the good long and frank conference with you at your home the afternoon before I left Peking to return. I had a pleasant journey back to Nanking. Our Secretary, Mr. Chao Tsung-ting, remained in Peking to have prepared carefully the petition to the Ministry of Education for the registration of the University.

Today there came the enclosed letter from the Board of Education. I am hurrying to return the letter in this to you, with the assurance that we have no knowledge whatever of such a letter as was written with lead pencil and reported in this letter which we received today. Whence it could have emanated we have as yet no idea. Possibly if we had the original copy we might in some way be able to trace it. The whole manner of the letter and the content are so utterly foreign to anything that we could have written that I feel certain that it will be allowed to have no weight whatever in your Ministry. We shall be deeply appreciative if the University can be registered at an early date.

With sincere regards,

Very respectfully yours,

Vice-President.

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January 17, 1921.

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

My dear Mr. Bowen:-

This is just to acknowledge your good letter of December 6th and to say that I understand that you are to collect on the field all Centenary funds and that we are to collect in New York from the Methodist Board only funds given for current expenses of the University and the Hospital. The only question that arises in my mind is as to whether we are to receive in New York the interest for 1920 on the \$100,000 endowment fund if the principal sum is not to be paid over this year. I think probably the ~~same~~ <sup>the</sup> thing to do is to raise no question regarding that interest there until word is received from you covering that point.

It has been a great delight to us to see so much of Mr. Reiser and to have one full evening with Mr. Small. They are both of them trumps and Reiser is certainly doing some fine promotional work while in the United States.

With kind regards,

Yours sincerely,

Associate Treasurer

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January 19, 1921.

Dr. H. C. Zen, Ph. D.,  
Ministry of Education,  
Peking.

My dear Dr. Zen:

I am in receipt of your letter of January 15 and hasten to reply. I thank you very much indeed for your frank letter and for letting us know just what is taking place. We appreciate this very much, for there certainly is a grave misunderstanding. We have written no letter to the Ministry of Education for about two years, when the Petition for Registration was sent up through our Nanking Commissioner of Education and Dr. K. S. Liu. This time, encouraged by Dr. Liu and others, we arranged for Mr. Chao Tsung-ting, our Chinese Secretary, and Dr. J. E. Williams, Vice-President, to go in person to Peking and see you and Minister Fan. So we have attempted only to have the matter put into your hands in this way; hence we have written no letters of caused to be written any letter or communication of any kind outside of those two years ago and those that Mr. Chao and Dr. Williams took in person. We are quite at a loss to understand who could have used our name. We assume they did not use our seal, which we invariably attach to Chinese letters sent out by us.

The day before I received your letter, we received the enclosed letter from your Ministry. We are wondering if this is the letter you received and to which you refer? If not, we would like very much to have a copy of the one referred to you, or better still, to see the original, in order to aid us, possibly, in tracing its origin, if it has originated in Nanking.

Upon reading the enclosed Chinese letter, we quite understand the very bad position in which it has placed us, and we wish to assure you most emphatically it has not originated with us, nor have we the least sympathy with its coercive and very discourteous tone.

Again thanking you heartily for your goodness in writing us so frankly about this matter, believe me,

Very cordially yours,

President.

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UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

February 16, 1921.

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

My dear Williams:

There is not very much to write about. Everything is going along about as usual.

*See Regents*

You will not forget to take up with the Regents when you can get to it, the matter of the M. A. degrees. If we were allowed to give work that would lead to the M. A. degree I am sure that we could get a number of students who might help considerably as assistants along with their work for the Master's degree.

*Mills  
Tanner*

Mills was in yesterday speaking about Mr. J. W. Williams of Changsha, who is the Biology man at Yale. He has resigned and is going home, not to return to Changsha. He and Mrs. Williams have become considerably dissatisfied with the local conditions there at Changsha, especially in regard to the social emphasis and social ambitions of two of the leading ladies, and so they are chucking the whole job. Of course you know him and will no doubt be seeing him some time. He is a first-class fellow, and if there were any way of getting his support he would be a good man probably for the University. I do not know exactly how his specialty and Mr. Illick's specialty would work in, but they will both be home and you could take the matter up with them if there were any likelihood of his support coming from Yale or elsewhere. Of course, he is married and they have four children, and that would be a heavy burden, but it seems a pity to lose such a good man for China.

We were expecting Ex-Minister Fan Yuan-lien to be here today and were just arranging for a reception for him, but have just got word that he had been delayed in Shanghai so long that he is going right through, not stopping off this time. Chang Po-ling was in the same position so we did not get to see him.

Feb. 16, 1921.

*9/2/21*  
We were mighty grateful to get, through Mr. Myers, about a week ago, a cable saying that \$13,000 gold had been sent us. This exchanged at 1.88, so it has helped us out a good deal. We have just paid off the Wuhu Dyke loan. They were very insistent for it and of course they are doing famine relief work now, so we had to get it back.

Twinem will go up into famine relief work about March 5, that is, just as soon as he can finish this term's advanced work, and then he will be in the famine work through the spring term. Sam Mills has very generously offered to teach one of his courses, and Lankester, of the Seminary, another, so among us we can handle his other course. Carter has been calling loudly for help. They have plenty of money but no adequate force to handle it. It will be a fine experience for Twinem, and we are glad that he can arrange things so that he can go.

We are hoping to hear by the Empress of Asia, which reaches Shanghai on the nineteenth, plans about Alice's coming out. The Monteagle is reported to be getting away from Hongkong about this time. Alice was to come on that. We are hoping that she will be on the Bay State, which sails from Seattle today or tomorrow.

Hoping that you have had a good passage (you will just be in San Francisco today probably), and that Mrs. Williams and the children are not too much worn out,

As ever cordially yours,

*A. J. Bowen*

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

REGD. SCOTT  
AUG 18 1921

FILING DEPT.

TREAS. DEPT.

February 28, 1921.

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

My dear Mr. Carter:

Thank you for your letter of January 17.

Yes, your understanding about the Centenary funds is correct. That is, you will collect there what is given for current expenses in the Hospital, as previously; and also the \$5,000 interest on the \$100,000 endowment, and if possible the \$100,000 endowment, which should be due this year. However, I understand the Centenary funds have not come in as anticipated by them, so they may not be able to pay over this fund; in fact, I think they surely will not be able to do so this year, but they should pay the interest over to you.

We have just received good letters from the Reisners, Dr. Hamilton, and others.

We have been exceedingly busy the last week with many things, but the most important thing has been the visit from the committee appointed by the Ministry of Education at Peking to examine the University, with a view to registration and government recognition. Two days were spent here by the committee, and I think a fairly good impression was made. The committee was Dr. Ren, of the Board of Education, Peking, in charge of technical and advanced university education; Dr. K. S. Liu, one of our own graduates, now teaching in Government Teachers' College here; and Professor P. W. Tsou, also of Government Teachers' College, who also formerly taught here.

I shall be glad when Reisner, Hamilton and Small get out, also Miss Priest. We have not heard anything at all about Miss Black, so do not know whether she is coming or not. We hope she is coming, as we need her very much, as well as Miss Priest.

With very kindest regards,

Cordially yours,

*A. J. Bowen*

*Nov. 30 1919  
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*A. J. Bowen*

UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

March 29, 1921

*3/29/21*

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

My dear Mr. Carter:

Dr. Hamilton, whom you will have met ere this, will come to you with this note, in case he cannot get the funds from the Methodist Centenary on our 1922 appropriation, with an order for about \$500 gold of psychological apparatus which we feel we must have. The Government Teachers' College here is now putting \$1500 gold into psychological apparatus, and in order to make any showing alongside of them, and to do the kind of work that Dr. Hamilton wishes to do, and is so well equipped to do, we must have at least this minimum of up-to-date apparatus, so I hope it will be possible for you to pay this bill, in order that we may have this apparatus here by the tenth of September, when Dr. Hamilton returns.

Very cordially yours,

*A. J. Bowen*

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May 11, 1921.

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

Dear Dr. Bowen:

Mr. Reiser was speaking with me regarding payments by the Cooperating Boards of the Agricultural man and I took up with the Methodist Board the question as to whether they should not now send us the \$1200 for the year 1920 and \$600 for the first half of 1921 for their representative in the Agricultural Department. I have before me your letter of December 6, 1920, in which you make it clear that you think it is better for you upon the field to collect Specials on the field. I wrote to the Methodist Board thinking that this salary item would come under one of the regular items which I was to collect here, but upon referring to the other correspondence I have come to the conclusion that perhaps this is one of the items also which you would prefer to adjust on the field. Kindly understand, therefore, that I am leaving the matter with you and that I have not received anything for either 1920 or 1921.

I noted also that we had not received the \$5000 interest for the year 1920 and so wrote to Dr. North about that. I feel now that that should have been left to you upon the field. Dr. Ward's reply to my letter is as follows:

"It is our understanding that \$5,000 will be paid to the University of Nanking for the current year 1921 as a similar amount was paid for the calendar year 1920.  
"Your letter states that the previous \$5,000 was received in November 1919. So far as our fiscal year is concerned that would be, technically, payment for the year 1920. So far as I know, there has not yet been request for payment of this amount for 1921 and we would prefer that we be not called upon for it in the immediate future unless it is absolutely necessary."

I have turned back to Dr. North's letter of November 3, 1919. He writes:

"I hand you the following checks:

"1st: \$5,000. This amount is an advance on

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Centenary income to meet the expectation of interest for 1919, at 5%, upon an endowment fund of \$100,000 which it is hoped will be available as a permanent fund next year."

On the other hand, I notice in your letter of December 6th that you write - "\$5,000 paid in 1919 as interest on the first \$100,000 endowment not due till 1920." This matter also I will leave in your hands with the information that I have given you.

My attention is just called to a further letter of Dr. North's of November 1st, which I quote below:

"In the matter of an advance of \$5,000 to cover the interest for 1919 on the \$100,000 endowment expected from the Centenary for the University, it was voted that the Treasurer be authorized to advance the sum of \$5,000 to Nanking University and charge the same to Centenary gifts for the University of Nanking, the amount to be available as soon as practicable, the Committee of Finance concurring, it being understood that this sum is to be considered on the field not as the interest upon a capital sum in hand but an advance on Centenary gifts expected for the University of Nanking."

Very sincerely yours,

Treasurer  
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May 17th 1921

Reverend J A Bowen D D  
University of Nanking  
Nanking China

Dear Dr Bowen:

I had pleasure in cabling you yesterday upon telegraphic advice from Miss Walker as follows: Wakerabtin (Walker accepts).

I have several very nice letters from Miss Walker and she evidently realizes that Dr Slean being gone, they will need someone familiar with the routine of the hospital, and that she could be a very real help to Dr Hutcheson. She therefore has not waited upon her own Board any longer than was really necessary to fulfill her obligation to them.

With very kind regards,

Yours sincerely,

Treasurer

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*a. J. Bowen LL.D.* FILING DEPT  
UNIVERSITY OF NANKING

OFFICE OF THE PRESIDENT

NANKING, CHINA

June 14th, 1921.

*Mr. Carter* 7/13

RECD. SCOTT

Mr. Russell Carter,  
156 Fifth Avenue,  
New York City.

JUN 16 1921

My dear Mr. Carter:

*Ans.*

I thank you very much for your good letter of May 11th, and am glad to know Doctor Ward has replied that it is his understanding that the \$5,000 will be paid to the University for the year 1921 as a similar amount was paid for the calendar year 1920. If you would urge him to pay this immediately, we should appreciate it immensely as we are very hard up for cash at present and will have no income from students until September. We want the payment of the \$5,000 to be made to you there in New York and not here on the field, as it is quite impossible for the mission to take it out of their regular appropriations and it was the purpose of Doctor North to have it come in addition to the regular appropriations both to the University and to the mission. We are giving ~~the~~ *giving* the \$1,200 in lieu of a doctor. ✓

I am glad also that you have taken up with the Methodist Board the matter of \$1,200 for 1920 and \$600 for the first half of 1921 for their representative in the agricultural department. That, too, will have to be paid by the board in New York to you as the mission has no funds whatsoever from which to pay it on the field. So, if you will kindly push this matter with Doctor Ward or Doctor North, we shall be very grateful.

We are hoping, of course, that Mr. Reisner will have the Methodist agricultural man appointed before he returns, and we are hoping also that the Methodist doctor for the hospital will be on the field before the first of October. Now, that we are not calling for such a highly specialized man - Dr. Wilmott of the Christian mission having decided to take over the eye work, the Methodists ought to be able to find us a man for general medicine very readily. Bishop Birney has written the board to this effect, and I shall write Doctor North also.

There is one other matter about which I wish to write you, and that is the matter of a house for Mr. Reisner. As you know, Mr. Reisner, since he has been here, has lived in three or four different houses and comes back to still another house - Mr. Keen's. He is dean of the department and should have a house by all means. We have the land selected for his house, and are very anxious to be able to put it up while Keen is away so that Reisner can vacate Keen's house by the time he returns. I am

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Mr. Russell Carter-----2

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sure that Mr. Reisner will be very much disappointed if we do not in some way make provision for a house for him. In fact, I do not think we can hold him to the work unless we do give him a house of his own. It is only reasonable, of course; but we have absolutely no prospects, so far as I can see, of securing the money out here. The Methodists are just putting up three houses, - one for Miss Wixon, one for Mr. Illick and one for Doctor Hamilton of the Christian mission. Mr. Illick is taking Mr. Roys' ~~work~~, but instead of going into Mr. Roys' house, Mr. Grif-  
fing, a member of your church who is out for the cotton work, has taken Mr. Roys' house. There was some sort of an understanding, I believe, though perhaps not an agreement, that each board in sending out their fifth man - the man for agriculture and forestry, should also provide a house. Mr. Reisner is your representative, of course, in agriculture and forestry, and I am wondering if it would not be possible in some way for your board, or for the church that is supporting Mr. Reisner to make a grant of \$4,000 gold with which to build them a suitable house which they can call their own. I am sure that you have been impressed with Mr. Reisner's quality and his capacity for worth while work. He has been doing a splendid piece of work for us in the states and is one of our very strongest men, and it seems incredible that we have not as yet been able to house them. They are absolutely devoted to the cause and are full of missionary spirit, and there are many calls from the outside for his services; so there is every reason why the University should strain every effort to provide them a house. I do not know just how to do it except through this appeal to your board, or perhaps through you to his church. I am sure that it would be a very great satisfaction to Mr. and Mrs. Reisner to know definitely that they were coming back to their own house, or coming back with their own house. Judging from a letter just to hand from him, he feels considerably disappointed that he has not secured any funds to speak of for the University; and if his church or your board could give him the cheering news that \$4,000 has been granted for a house for them, it would hearten him tremendously after his very hard, strenuous and unselfish year at home. I realize, of course, the very serious financial situation that faces your board, as well as all other boards; but the crisis facing our work, unless we can properly house our best men, is also very acute. I am hoping, therefore, that you will receive this letter in time to act upon it before you have to leave on your trip.

Looking forward with very great pleasure to seeing you out here in the not distant future,

Very cordially yours

A. J. Bowen.

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Sept. 7th, 1921.

Rev. A. J. Bowen, D. D.,

Nanking.

Dear Dr. Bowen:

I was extremely sorry that I could not get back to you for a few minutes after talking with Mr. Owen. I had a delightful time with him and his good wife though I did not reach the house until after eight o'clock. Mr. Owen had no balance sheets with him, but he had the matter well in his mind, and advised me that there was some \$17,000 overdrawn on the Administration Building, some \$10,000 on Land Account, \$10,000 on permanent equipment of the buildings, and some \$10,000 tied up in apparatus. I understood Mr. Owen to say that he had simply gone ahead and overdrawn on the Shanghai Commercial & Savings Bank without any definite understanding with them as to the amount of the overdraft allowable. He recognizes that this was not very businesslike from the University's point of view and that, of course, it was not right with the bank, but without talking over any of these matters with Mr. Myers, it came to my attention that Mr. Williams was here trying to make some arrangement with Mr. Myers for an overdraft and that he succeeded at that time in making an arrangement with the Bank. I am wondering if it can be possible that Mr. Williams effected this arrangement and did not notify Mr. Owen. Perhaps the matter was reported to Mr. Owen and he has forgotten it. Certainly, the treasurer of the University should be properly advised of the arrangements made for banking if he personally does not make those arrangements.

I have already written to Mr. Scott asking him to follow certain requests that Mr. Owen has made, and I wish you would kindly assure Mr. Owen that such a letter has gone forward for he may fear that in the hurry of these days it has not been possible to write to New York.

Mr. Owen called my attention to the fact that at present orders placed in the United States were not passing through his hands; that he did not have reported to him even the amount of these orders. My recollection is that at Shantung the Treasurer even makes out all of the orders, keeping a duplicate for his own files, and that the head of the Department, simply makes out a requisition, turning this over to the treasurer. The difficulty now is that Mr. Owen expects certain remittances from New York and then finds out that these credits have already been taken up in paying for orders sent to the States of which he had no knowledge. Can you not take the matter up and agree upon some plan whereby either every order passes under Mr. Owen's eye so that he can know that amount that will be deducted from New York remittances, or have him send in the orders as suggested above?

I have written to Mr. Scott asking him to turn up the correspondence regarding the interest from the Methodist Board and to

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Sept. 7th, 1921.

try to secure at once from them the \$5000 for the year 1920 and the year 1921. We must try to relieve you financially.

Mr. Owen seemed to feel that some further restriction must be put upon the heads of the Departments so that they would work more closely to their budgets; that at present they were overrunning considerably. It would seem also as though no further land should be purchased until money was in sight either for the purchase or to clear off the present overexpenditure on account of land.

I wish I could convey to you the great joy that it was to me to at last see the University that has been so dear to me and with which I have been working these years in such close relationship and without the opportunity of seeing any of your buildings and campus or the staff that has made the University such a success. It hardly seems true that I have at last seen it all. I know it was hurried but I can never forget what you all showed to me on Monday to such good advantage. We worked as long as daylight lasted and only made our sleeper by a margin of a few minutes. I am sorry that I disappointed Mrs. Thurston, but I could not help feeling that she had had her full portion of the day and that I must see some of the other things while there as in all probability the matters which she had unfinished were matters that could be cleared by correspondence. We thank you for all you did for us personally in giving us so generously of your time and in inviting us all into your home. I certainly will try to do the more for you good people.

Yours very sincerely,

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Sept. 30th, 1921.

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

My dear Dr. Bowen:

There seems to be some confusion with regard to the interest due on the \$100,000 endowment fund from the Methodist Episcopal Board. Mr. Reisner has advised our writing to you, quoting from the correspondence in our files relating to this interest money, in order to get the matter straightened out. The only payment we have received on interest has been that of November 3rd, 1919, which we thought covered the year 1919. The following paragraphs, however, seem confusing and we do not know which year the \$5,000 received actually covered - 1919 or 1920.

Dr. North's letter, Nov. 1st, 1919: (To Dr. J. E. Williams)

"In the matter of an advance of \$5,000. to cover the interest for 1919 on the \$100,000. endowment expected from the Centenary for the University, IT WAS VOTED that the Treasurer be authorized to advance the sum of \$5,000. to Nanking University and charge the same to Centenary gifts for the University of Nanking, the amount to be available as soon as practicable, the Committee on Finance concurring, it being understood that this amount is to be considered on the field not as the interest upon a capital sum already in hand but an advance on Centenary gifts expected for the University of Nanking."

Dr. North's letter Nov. 3rd, 1919: (To Mr. Russell Carter)

"I hand you the following checks:  
1st: \$5,000. This amount is an advance on Centenary income to meet the expectation of interest for 1919, at 5%, upon an endowment fund of \$100,000 which it is hoped will be available as a permanent fund next year."

Your letter of Dec. 6th, 1920, reads: (To Mr. Russell Carter)

"The 1920 askings, as I understand have been granted in full. However the cash received in 1920 will be considerably less as they have to deduct \$9,000 gold paid in 1919 on Doctor's house, and a \$5000 paid in 1919 as interest on the 1st \$100,000 endowment not due till 1920, both of which amounts were advanced and which it is only fair to deduct this year. It will take us a little while to get the New York payments and the Shanghai payments adjusted, but when this is done, likely all the funds over and above the \$3000 gold (\$6000 Mex) for the University,

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and the amount (is it \$750 gold) for the hospital, will be paid here on the field by the Associated Treasurers."

Mr. Ralph A. Ward's letter, April 23rd, 1921: (To Mr. Russell Carter)

"I write in reply to your letter of April 19th to Dr. North, concerning the payment of "\$5,000 interest on the \$100,000 endowment".

It is our understanding that \$5,000 will be paid to the University of Nanking for the current year 1921, as a similar amount was paid for the calendar year 1920.

Your letter states that the previous \$5,000 was received in November 1919. So far as our fiscal year is concerned that would be, technically, payment for the year 1920. So far as I know, there has not yet been request for payment of this amount for 1921 and we would prefer that we be not called upon for it in the immediate future unless it is absolutely necessary."

Your letter of June 14th, 1921: (To Mr. Russell Carter)

"I thank you very much for your good letter of May 11th, and am glad to know Doctor Ward has replied that it is his understanding that the \$5,000 will be paid to the University for the year 1921 as a similar amount was paid for the calendar year 1920.

Yesterday we received a letter from Mr. Ward in which he says:

"Some days ago our Treasury Department was authorized to pay to Russell Carter the \$5000. annual payment as interest on endowment for the calendar year 1921. There does not seem any promise (prospect?) that our Board will see its way clear to make payment of the principal of this proposed endowment in the near future. Naturally, in approaching the Hall Estate for an endowment, the fact that we are making an annual payment equivalent to the interest on \$100,000 could be used as a very real showing of assistance on the part of the University."

There is also a difference of opinion regarding the amount due for the agricultural man. Mr. Ward also stated in his letter yesterday that,- "So far as I have been able to discover, our Board has already made payment for the fiscal year 1920. It has not yet made payment for any part of 1921. You propose in fairness that \$600. for the first half of 1921 be paid to the University, in view of the fact that the University employed a substitute for our Methodist missionary. We are asking the Treasury Department to send Russell Carter this \$600."

We are writing Mr. Ward today that our records here do not show any amount as having been received for their agricultural

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Dr. A. J. Bowen

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man for the year 1920, asking him to tell us to whom the Methodist Board made payment and the date on which such payment was made.

We would appreciate your help in adjusting the above items.

Very sincerely yours,

RUSSELL CARTER, Treasurer

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Oct. 1st, 1921.

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

My dear Dr. Bowen:

In quoting to you yesterday paragraphs from letters in our files relating to the interest money on the \$100,000 endowment fund from the Methodist Board, we are afraid we did not make clear to you to whom these letters were written.

The 1st letter was Dr. F. M. North's to Dr. J. E. Williams Nov. 1st, 1919  
2nd " Dr. F. M. North's to Mr. Russell Carter Nov. 3, 1919  
3rd " your letter to Mr. Carter, December 6th, 1920  
4th " Mr. Ralph A. Ward's to Mr. Carter, Apr. 23rd, 1921  
5th " your letter to Mr. Carter, June 14th, 1921.

The last letter was that of Mr. Ralph A. Ward's to Mr. Geo. T. Scott, dated Sept. 27th, 1921.

Very sincerely yours,

RUSSELL CARTER, Treasurer

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A STATEMENT OF THE FINANCIAL PROBLEM OF NANKING UNIVERSITY

By President A. J. Bowen,

October, 1921.

After the formation of the union of the Christian, Presbyterian, and Methodist educational work in Nanking in February 1910, and the work had been in operation two years, the following basis of support was agreed upon:

Each of the three fully cooperating Boards (those named above) took on the support of four (4) missionary teachers on the staff, and made an annual grant for current expenses of \$3000 Gold, which is guaranteed at a fixed exchange of two to one. The Northern Baptist Board, on partial cooperation, provided the support of two (2) teachers and an annual grant of \$1500. Gold.

Last year, each of the four Boards added the support of an additional man for the School of Agriculture and Forestry. During 1910-1912, the original three Boards provided on the initial capital expense \$40,000 Gold in property funds. Since that time, 1912, the University has been operating on this basis, and outside of funds for three houses and for making up exchange losses for 1916-1919, practically no capital grants have been made by the Boards for the University proper. The Boards have put some money for added property into the Hospital plant.

In 1912, we had assets for all departments of the University, approximately \$250,000. Mex. Since then, up to date, our total assets have grown to fully \$1,200,000. Mex. Outside of the above-mentioned special grants on capital or property account, and also \$140,000 Gold endowment given by two Boards, this large increase in our assets of approximately \$100,000 Mex per year has accrued to the Trustees and the Boards without special burden or responsibility directly upon them. It has come through increased fees, special gifts from friends and organizations in China and from friends in America, largely through the solicitations and efforts of Dr. Williams, our Vice-President.

In 1912, we had 56 college students and now we have 300, an increase of 434 per cent; then, we had 20 Chinese teachers and now we have 64, of whom 8 are returned students, an increase of 200 per cent; then, we had 17 foreigners on our staff and now we have 34, exclusive of Language School and Hospital staffs, of whom 17 are Board supported. That is, the University is now carrying 44 more Chinese and 13 more foreigners on its staff than in 1912 with practically the same Board grants; or, putting this in percentages, we get the following:

	<u>1912</u>	<u>1921</u>	<u>Increase</u>
College Enrollment	56	300	434%
Chinese Staff )	20	64 (8 ret.	220%
Foreign Staff ) Supported by		students)	
Foreign Staff ) University.	3	17	466%
Foreign Staff-Mission Boards	14	17	21%
Board Grants	\$3,000 Gold	\$3,000 Gold	100%
Assets	\$250,000 Mex.	\$1,200,000. Mex.	380%

In 1912, we had above Middle School, only the Arts College, now we have a very much expanded College of Arts and Science, a College of Agriculture and Forestry, a Junior College, giving somewhat differentiated work in Agriculture and Forestry, Arts and Science, Education, Business Administration, and Medicine. In addition, we have the Language School and the Hospital.

In 1912, we had 2,000 English and Chinese books, whereas on June 30th, 1921, we had 17,430 books and 13,450 pamphlets. During this period our campus and owned land has increased from, say, 15 acres to approximately 140 acres, all of which is fully utilized, together with 25 acres in addition, rented. All of the present College and Language School buildings have been added besides two hospital buildings, 15 foreign staff houses and 6 Chinese staff houses. Our assets today in land, buildings, indowment and equipment are fully \$1,200,000. Mex., which is five times the amount in 1912. Moreover, the whole grade and quality of our work has been very much improved. All of this growth and development has cost and is costing money and means a very much increased cost for annual maintenance. For example, for 1922, we shall pay on teachers' salaries alone fully four times our total budget for 1912, viz., \$140,000. Mex.; or for 1922, we shall pay for University supported foreign teachers alone a larger sum than we expended in 1912 for our entire budget for all departments.

All of this expansion and development and increased expenditure has been met except approximately \$80,000 as follows, which represents an accumulation of five years:

Land purchases . . . . .		\$11,662. =
<u>Buildings:</u> Language School . . . . .	\$2,774.	
Swazey Hall . . . . .	5,546. <i>Equipment</i>	
Severance Hall... . . . .	16,624. <i>Cleaned</i>	
<i>\$28,000 Mex. M.E.</i> Houses for Staff. . . . .	<u>5,668. - Rent</u>	30,632.
<i>16,000. " " Sav.</i> <u>Equipment:</u> Biology and Botany . . . . .	2,869.	
<i>7,000. " " A.C.</i> Chemistry . . . . .	11,962.	
Furniture, Office, Electrical and General . . . . .	<u>15,307.</u>	30,138. <i>less \$5000. Sold from M.E.</i>
Cotton and Agri. Incidentals . . . . .		1,344
Travel of Staff in U. S. . . . .		2,000.
Suwan School Board . . . . .		1,301.
<u>Miscellaneous:</u>		
Staff Loan.....	\$911.	
Book Store.....	452.	
Grounds.....	691.	
Magazines.....	403.	
Diplomas.....	<u>471.</u>	
		<u>2,928.</u>
		\$80,005.

Manifestly, we have reached a point in our development where a new basis must be reached with our Boards and Missions, more adequately meeting financially our present work and status. Our budget, as worked out for 1922, with no provision for equipment and apparatus other than covered by laboratory fees, leaves an excess of assured expenditures over probable receipts of \$15,000. Mex. Our total budget for 1922, including Language School and Hospital are \$373,028 Mex., as compared with \$330,907 for 1921. If we are to continue to grow and to do the kind and quality of work demanded and needed, we must provide a more adequate income for current expenses.

The whole matter has been taken up frankly with our faculty and is being laid before our missions and our Boards. At our Board of Managers meeting, October 13th, it was the chief item of business. The Board of Managers was very sympathetic with our position and approved of the various items recommended by the Finance Committee and the administration, looking towards the solution of our financial problems. They approved of the University approaching the cooperating Boards and through them their constituency to secure the \$100,000. Mex. for the property equipment, \$80,000 of which has already been spent, leaving a small amount for contingent property items. They also approved of our securing, as soon as possible, \$20,000. Mex. for residences for our Chinese staff; \$155,000. for dormitories;—three for the college students and two for the language school students; \$30,000 for sericulture building; \$90,000 Mex. for Science building; \$120,000. Mex. for library building and \$48,000 Mex for gymnasiums, a small one at Kan Ho Yen and the university gymnasium opposite the Language School. The Managers also approved of approaching the Cooperating Boards to increase their annual grants of current expenses by \$16,000. And finally, in order that the Board and our constituency at home might be fully apprised of the new situation in which the University finds itself after this eleven years of development, on motion of Dr. Proctor, it was voted that Dr. Williams, Executive Secretary of the Board of Managers, be requested to return to America in the near future to present the needs of the University for staff, plant, and equipment to the cooperating Boards and their constituencies with the strong request that the cooperating Boards take definite steps to assume responsibility for meeting these needs, either by making grants from Board funds or by opening their constituencies to appeals for funds, with the assurance that Dr. Williams, the representative of the University, will be given the aid and cooperation required to secure; that the constituency of each cooperating Board be adequately represented in meeting this list of minimum needs for the immediate future, it being understood that Mr. Keen will cooperate with Dr. Williams in securing funds for the Language School dormitories. Dr. Williams was also appointed Executive Secretary of the Board of Managers and was recommended to the Board of Trustees to act as their Executive Secretary.

We are glad to report that we have so far met only with entire sympathy and approval of our course up to date on the part of Faculty, Managers and Missions so far approached. We now need constructive and material help. We have faith to believe that when the Church and our Constituencies know the situation, the necessary funds will be forthcoming.

UNIVERSITY OF NANKING

NANKING, CHINA

NEW YORK OFFICE

156 FIFTH AVENUE

OFFICERS OF BOARD OF TRUSTEES

ROBERT E. SPEER, PRESIDENT  
A. MCLEAN, VICE-PRESIDENT  
RALPH E. DIFFENDORFER, SECRETARY  
RUSSELL CARTER, TREASURER

OFFICERS OF UNIVERSITY

A. J. BOWEN, PRESIDENT  
J. E. WILLIAMS, VICE-PRESIDENT

November 10<sup>th</sup>, 1921.

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

My dear Dr. Bowen:

Enclosed is a copy of the Minutes of the meeting on November 1st, 1921, of Trustees of Nanking University. Because of the impossibility of calling a meeting of the Executive Committee (all of its officers being in India, in Heaven, or having resigned) the meeting was informal, but with representatives present of all five co-operating Boards, there is in my mind no question but that the actions of the meeting will be ratified at the annual meeting of the Trustees in December. I am sending a copy of this letter, with a copy of the Minutes, to Dr. Williams and Mr. Owen. Under separate cover, we have sent to you fifteen copies of the Minutes for the Field Board of Managers.

First, I will refer briefly to some of the items in the Minutes on which you may wish additional word of comment, using the numbers indicating the paragraphs in the Minutes.

(3) The Treasurer's report was presented as of November 1st. We are planning, as requested by Mr. Carter, to submit to you on the field a bi-monthly financial statement, the next one being dated December 1st.

We are not certain just whose authorizations we shall recognize in the payment of funds. We recently received an authorization signed by Dr. Hutcheson for the payment of salary of Miss Mildred E. Wright home on regular furlough. This is the first and only intimation we have had of Miss Wright's return, of the necessity of home allowance, and "a regular furlough" which implies her return to the field. On Mr. Reiser's advice we are recognizing Dr. Hutcheson's authorization in this instant, though it has been my understanding that all requisitions from the field for payment of funds by the New York Treasurer were to be signed by you as President of the institution. I certainly think that you or the Treasurer should at least O.K. the requisition from the head of any of the Departments upon the New York Treasurer. Kindly give me definite advice on this matter of authorizations which we shall recognize for payment in New York City.

(7) The financial situation gave the Trustees "grave concern" at the meeting on November 1st. You can imagine the additional concern which the finances (or lack of finances) caused me and Dr. North when we received a few days later your code cablegram reading in translation as follows:

"It will be necessary to borrow (about) 30,000 Mex. Dol. until December 31st, 1921. Banks and bankers require guaranty. Will

Nov. 10th, 1921.

Board authorize Mission Treasurer guarantee. Reply by telegram. Nanking University."

Incidentally, we are in doubt as to whether "Board" refers to Nanking Board or the Presbyterian Board, and whether the "Mission Treasurer" refers to the Presbyterian Treasurer or to "Associated Mission Treasurers". However, lack of clarity in our minds has not deterred us from trying to call in all the funds that we could for Nanking University, and endeavoring to secure proper University credit by which we would be in a position either to authorize you to draw against the University or for the University to support such guarantee as we might request the Presbyterian Board Treasurer to authorize the Presbyterian Mission Treasurer to make on the field. We have sent a call for all payments for the fourth quarter and all but one has been received. We are calling in payments for the financial equivalent in lieu of a man on the agricultural staff from each of the Boards, have asked the United Christian Missionary Society to make advanced payment of the \$2000. interest, and have requested the Methodist Board to make advanced payment of its third remittance of \$5000. interest (its second remittance on this account was received last week). From all of these sources we have so far gathered in enough to give us a bank balance of approximately \$6,000. gold. Against this balance, of course, there are many bills payable now or within two months. It is possible that we may be able to use as a temporary collateral funds which we are asking the co-operating Boards to contribute for famine prevention work to the College of Agriculture, the Boards being requested to grant from their unused China famine funds amounts for this famine prevention work thru the University. I understand that the Methodist Board will take action sometime today and it is probable that the cable message in reply to your cablegram will go out today, and the nature of it can probably be referred to later in a paragraph or a postscript in this letter.

The Trustees as an independent corporation do not wish to put themselves in a position of dependence upon the financial credit of any of its associated Mission Boards. Such a course should not be necessary and it is obviously injurious to the reputation and goodwill of the institution. In this entire action of finances the Trustees are in the dark largely as to its causes and entirely as to the justification for these causes. The Trustees can find in their records no authorization for these large over-expenditures and therefore do not feel that they are properly expected to carry the responsibility. Of course, they sympathize with the difficulty of operating the University upon its meager budget, but feel that the institution should limit its expenditures within its definitely assured income, and that the Board of Trustees should not be held responsible for a larger expenditure than the Board definitely authorizes. Perhaps we will receive from you before the Trustees annual meeting a clear statement of how this unfortunate financial situation developed. You have doubtless written a letter covering your cablegram.

(8) Language school dormitories are obviously greatly needed and I think all of the Trustees, as well as all of the Boards in the University, recognize this, as well as some of the Boards not in the University. Mr. Keen is living in Shamokin, Pa., which unfortunately keeps him rather out of touch with the representatives of the University in New York City. We hope, however, that he will be present at the annual meeting and will have a carefully articulated plan of campaign which will approve itself to the Trustees.

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Mr. Keen is very zealous to promote the interest of the Language School and secure the money for the dormitories and we hope that he will be successful, although this is a very difficult time to secure new funds. The Presbyterian Board at its meeting October 24th authorized appeal for a share of the funds for Language School dormitories in the following action:

"In view of the extreme urgency of dormitory accommodations at the Language School of Nanking University and in view of the fact that the China Council does not list the property needs of union universities, it was voted to add to the Board's preferred List of New Property for special appeal to individual Presbyterian donors, an item of \$25,000. Mexican, it being understood that the balance of the total amount of \$100,000. Mexican needed for the two dormitories will be secured from other sources."

(10) Famine prevention work thru the College of Agriculture and Forestry seems to be very favorably considered by all to whom it is proposed. The Northern Presbyterian Board has taken action setting aside for this purpose \$10,000. gold from its unused China famine funds on condition that other organizations make substantial contributions, and we hope that the Methodist Board and the Southern Presbyterian Board will take favorable action this week. The matter is being presented to all of the Boards and also to the China Famine Fund Committee.

(11) Of these new members of the staff you will need word on only Mr. Marcus L. Hancock. He was born in England 1892; is a member of the Baptist Church in Guelph, Canada; and is this year finishing a four-year course at the Ontario Agricultural College, Guelph, Canada. He has had practical experience in nursery work and plant propagation in England, Canada, and America, and is specializing in horticulture. During the war he served with the Canadian Infantry from 1915 to 1918, advancing from private to lieutenant and winning the Military Cross. It is reported that "he was the finest possible example to and influence among his brother officers and men." He can, and presumably will, leave for the field in the Summer of 1922. His appointment and that of Miss Wead are made upon the assurance of Dean Reiser that the College of Agriculture is in a position to assure their support without any increase in the amount of funds remitted by the Trustees.

(12) The Joint Office and Campaign proposal has not been registering much progress lately. All three Boards, however, are becoming more interested as they see the necessity of co-operative or unified efforts along the lines suggested. I understand that Foochow and the West China Universities are leath to enter into such a plan. It might therefore seem wise for Nanking, Shantung, and Peking, which are in so many ways closely related with similar problems, to initiate the plan themselves, hoping that the other institutions would join in later.

(17) The copies of the printed statement "Registration by the Ministry of Education" have been received and were presented for the Trustees' consideration. The paragraph on the middle of page 7, which closes with the sentence "To accord with the recent resolution of the Ministry

Nov. 10th, 1921.

to change the required religious education courses into electives" made several of the Trustees shake their heads in serious disapproval. Before the annual meeting a word will doubtless come from the field on this subject.

I have received Dr. Williams' letter of September 16th (in duplicate) and your letter of October 3rd. In addition Mr. Reiser has shown me letters which he has received from the field with various enclosures.

In reply to several matters to which you refer,-

(1) Support. The financial equivalent for agricultural vacancies have now been received from each Board, with the exception of the Baptist Board, from January 1st, 1920 to the approximate date at which its agricultural representative joined the staff,- that is, June 1920, in the case of the Presbyterian Board, and July 1st, 1921 in the case of the Northern Methodist. We understand that the United Christian Missionary Society cleared this item sometime ago.

(2) The Methodist Board interest. We have had much correspondence and conference on this question with the officers of the Methodist Board. Without discussing the matter at length suffice it to say that I believe the Methodists will wish to count their obligation as beginning with the Centenary year, July 1st, 1919. The payment of \$5,000. received in November 1919, therefore, covers the year ending June 30th, 1920; the second payment of \$5,000. made the first part of November 1921 will cover the year ending June 30th, 1921. As intimated above, we are requesting the Methodist Board to make the third payment at this time, if possible, in order to help meet the financial need on the field. As nothing in writing has reached me from the Methodist Board covering the arrangement just outlined, I am unable to quote their action at this time.

The Board of Managers meeting will doubtless be reported to us at an early date. If the Managers should request the return of Dr. Williams for a financial campaign, it will be difficult for the Trustees to know how to reply, as it is an extremely hard year in which to secure new contributions in America.

Mr. Reiser is active in promotional work largely, if not entirely, in the interest of the College of Agriculture and Forestry. We are doing what little we can to help make productive contacts in which Mr. Day is also kindly co-operating. I suggested to Mr. Reiser to follow up the cultivation of the Hall Estate, which I believe Dr. Williams began some years ago. Mr. Davis, one of the Hall Trustees seems to be viewing Mr. Reiser's proposals with favor. I was surprised when I saw that Mr. Reiser had placed before the Hall Estate certain needs in the Agricultural Department, and I have told him that I supposed that he would follow Mr. Williams' lead with a proposition for the general University. Mr. Reiser, however, feels that the best chance for interesting Mr. Davis is in the work of agriculture and forestry, and that in lifting the burden of expense of that Department the general University funds are thereby relieved.

Nov. 10th, 1921.

The University needs an energetic, full time man in America representing its interest constantly, and preferably in close co-operation with the administrative and promotional work of the other Union Christian Universities of China.

It is encouraging to know that the University is meeting with increasing success in its effort to send its roots down to Chinese soil for sources of nourishment and growth. An achievement in this direction is to my mind the strongest assurance the institution has of virile and steady growth. I therefore trust that you will earnestly continue your cultivation of the local constituency.

With every wish for a very successful year in promoting the cause of Christ thru higher education in China, I am,

Sincerely yours,

GTS:M  
Encl.

Acting Secretary

Nov. 12th, 1921.

P. S. We have not as yet been successful in drawing in from the co-operating Boards, or any other source, funds for general University purposes, or any of the items in your overdraft. However, in view of the fact that your cable requests the guarantee for \$30,000 Mexicans until December 31st, 1921, the Treasurer of the Presbyterian Board has consented to authorize the Presbyterian Mission Treasurer in Shanghai to guarantee this amount to the University for two months if he is assured that the University will meet the Shanghai loan at the date as mentioned in your cablegram, Dec. 31st, 1921. The cablegram of the Treasurer of the Presbyterian Board was despatched late Nov. 10th to Inculcate, Shanghai, and in translation read as follows:

"Will authorize guarantee Hanking University \$30,000 Mex. for two months if you are satisfied shall be repaid."

What is our consternation to receive from you this morning a code message translated as follows!

"Cannot carry on overdraft we must have \$25,000.00 American gold before the end of November otherwise cannot pay salaries. Immediate action is necessary in order to save situation. In urgent need of funds. Please remit by cable. Iherney Gamswell Lohentine Bowen Williams."

Dr. North, Acting Chairman of the Board, is out of the city so I cannot consult with him. Dr. Ward is also out of the city. On Monday I will again take the matter up with the Methodist Board and if we can possibly arrange to authorize the University to draw on the home Treasurer for \$10,000 gold, we will do so, but such use of funds which we may be able to secure simply undermines the sources of support for current expenditures of the University. Having entered into the Hanking University operations so recently, I am at a complete loss to know how this extremely unfortunate and unfavorable financial condition arose.

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P. S. Nov. 12th (Cont'd)

If the Trustees are responsible for some of the difficulty they should certainly assume their share of it, but in so far as the Managers are responsible they, of course, will wish to assume the burden of making adjustments required for proper current financial operations.

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November 17, 1921.

*Copied*

My dear Dr. Gamewell:

We are exceedingly sorry that Dr. Burton could not be in Nanking, but of course we thoroughly understand the situation. I do hope his health will allow him to take part in the final conferences in Shanghai. He has by far the most constructive mind on the Commission, and without his help it will be considerable of a failure in the final summing up and recommendations.

Since Dr. Burton was up here and went over with me his ideas about the "United Universities" for east China and the coordination of the colleges and universities, not only in east China, but all over China, I have been thinking a good deal about the matter, especially the "United Universities" scheme. The more I think about it, the less it appeals to me; and the more I think about the medical school in Shanghai under the auspices of the five or six colleges and universities in that region, all under the cooperating boards of these colleges, the more impossible it seems to me. I am afraid the "United Universities" plan would involve all of these other institutions in a new and expensive additional university composed of a medical school and perhaps a law school or some other department. Certainly it would make in east China these three universities in Shanghai and two or three outside. Perhaps there is no other plan to avoid this, but I cannot see the wisdom of trying to finance another very expensive institution, even if it consists only of medicine, by the same boards that are now financing the other institutions. The only reason St. Johns is at all interested in the union is because of the impasse in which they find themselves with their medical school. Were it not for that, they would have only as much interest in union now as they have had in the past, and the Baptists have always stood for the university at Shanghai and the medical school at Shanghai. That is somewhat reasonable from their point of view because all their work is in that region. The Christian mission has withdrawn all its work from there; the Methodists have no work there, and the Presbyterian interest is not primarily in Shanghai. The infinite detail and nervous fag and time that would be involved in a "United Universities" senate or controlling body directing from above these outside institutions with two very aggressive and non-union-in-spirit bodies dominating at the center - St. Johns and Shanghai Baptist - I cannot see any very bright prospect for the future of such an institution or institutions outside of Shanghai that are under the central controlling body at Shanghai. Such a plan, I greatly fear, would inevitably result in the Baptists pulling out of Nanking entirely. Of course there is very great danger that they will do that any way, but I think the "United Universities" scheme would make it much more certain that they would; so I am rather supposing that the "United Universities" scheme is more or less the old "East China University" that Dr. Proctor and Dr. White were so urgent about years ago and with which St. Johns would

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have nothing to do, and I am afraid it would simply carry on further the process of disintegration for the University of Nanking which started when the medical school was given up here. Of course this may be looking at the problem from a rather selfish point of view and not from the point of view of being willing to scrap everything in order to get something better, which we are willing to do if we are sure that we are going to get something better. The more I think into it the less convinced I am that we would get anything better. We may be pardoned, I think, for looking at the matter from our own point of view, selfish as it may be, when we recall the fact that we, as a Christian university, have perhaps developed under union auspices much further than any other union Christian university, or any other Christian university in China. We are right up side by side with the best organized, strongest staffed, and most free-to-develop government institution of higher learning. I hope that Dr. Burton and the whole Commission will take this fact very seriously into consideration. Here we have a Christian university that, in staff, in equipment, and in quality and quantity of work, is still superior to the best government education in China, which is right next door to the Government Teachers' College and Southeastern University. I think you will find the Commission will agree that the Government Teachers' College is the strongest government educational institution they have seen in China. Alongside of it now we have the Christian University of Nanking, which makes a very creditable showing. Now, the problem is to keep that Christian university at a high standard and make it contributive, as it has been in the past, towards the government institution. I am not at all certain that the plan of the "United Universities" would do this. Certainly the Christian Churches that have founded the University of Nanking and have stood back of its policies and development and equipment up to the present should not be weakened or disintegrated in any way; but there is a very distinct tendency and desire on the part of one cooperating mission - the Baptist - to do that very thing. It seems to me, irrespective of one's own personal belief in Nanking and one's own personal ambition to make his own thing a success, that the Church cannot afford to do anything that will weaken higher education in Nanking, no matter how much they may strengthen it in Shanghai or elsewhere. It seems to me that the very force of circumstances and location make it inevitable that in Nanking and Peking, where the two strong government institutions are, the Christian Church should also have strong Christian institutions.

So much, then, for the "United Universities" as I have thought into it in relation to our own problems. I am sorry that I have not thought into it very far, but it seemed to me only fair to Dr. Burton, and perhaps to you to whom he has no doubt talked, that I should make this statement as I have thought into it so far, in the light of his talk with me and my talk with him. You of course will know his physical condition and whether or not it is advisable to show him this letter at all.

As regards the co-ordination and limiting of departments with each of these institutions in east China and, in fact, in all China, there can be no question but that this line of development should be stressed; and you will find, I am sure, that all of us here are most heartily in sympathy with that and will follow anything that the Commission and the Boards at home agree upon regarding it. I think that is the only possible way that these institu-

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tions can become or remain strong, that is, by this co-ordination and in that sense limiting our activities or developments; and I believe that is the way that Christian higher education is going to make its greatest contribution, inasmuch as it is now out of the question to have in China one or two or even three outstanding Christian universities only. Therefore the plan of co-ordination appeals to me very strongly, and should be worked out as fully and completely as possible. I am, however, not at all certain about the "United Universities" plan. I think it requires considerably more thinking into for its future implications and effects.

I will be away from Nanking until December 10th or possibly the 11th, but can be free after that for anything necessary. In the meantime, I hope you will assure Dr. Burton and others that Dr. Williams can represent my point of view and also represent the University very adequately and should be called upon whenever they need to consult with any of us here. Dr. Burton spoke of wanting a conference about the third of December - Dr. Williams will be very glad to attend that, and as we always work absolutely together and are usually entirely agreed upon policies, working it over with him will be the same as working it over with me.

We are having a splendid time here with the Commission.

Very cordially yours,

*A. J. Bowen*

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*Copy for E. M. North*

UNIVERSITY OF  
NANKING

December 28th 1921

President A J Bowen  
Treasurer L J Owen  
University of Nanking  
Nanking, China

My dear Dr Bowen and Mr Owen:

The annual meeting of the Trustees of Nanking University was held on December 20th, and you will be glad to know that Dr Eric M North of the Methodist Board has accepted his election as Secretary of the Board of Trustees. You will therefore be receiving from him the Minutes of the annual meeting with covering letter.

During the morning session of the annual meeting, your cablegram to Dr North requesting the immediate transmission to the field of \$20,000 Mexican was received. We assume that the \$20,000 Mexican, plus the \$5,000 Gold which you so generously advanced constitutes the \$30,000 Mexican concerning which you previously cabled. On this assumption, and in view of the fact that the Methodist Board has made available the \$5,000 Gold for the purchase of the laboratory apparatus, the Trustees have requested and authorized Mr Dwight H Day, Treasurer of the Presbyterian Board, to cable the Presbyterian fiscal agent in Shanghai to pay \$20,000 Mexican to Nanking University. Mr Day's code cablegram, dated December 23rd, in translation read as follows:

"You are authorized to pay Nanking University 20,000.00 Mexican  
We understand this applies only to guarantee"

The collateral which was temporarily used to support the \$30,000 Mexican authorization early in November has now been transferred in part to support this new authorization of \$20,000 Mexican. This office has perhaps been at fault in not reporting to the Methodist Board the fact that payment had been made for laboratory apparatus and requesting reimbursement therefor.

The Methodist Board has not yet made available its third payment on account of "interest on endowment", but I hope that it may feel free to do so in the not distant future as it would greatly relieve the situation which at present is anything but gratifying to me as Assistant Treasurer of the Trustees.

Your statement of the "Financial Problem of Nanking University, October 1921" was mimeographed and sent to each Trustee prior to the meeting and was read in full and discussed at the meeting. The Trustees are therefore more intelligent than formerly on the financial situation and I believe also more zealous in their desire to assist the University financially. Exactly what, if any increase can be made I believe has not yet been determined.

We regret to report that Miss Jessie Hickens who has been giving such splendid service to the financial matters of Nanking and Guling is at present quite ill, but we will do our best to keep the records in proper shape.

With kindest regards, I am

Sincerely yours,

*George P. Scott*

TO THE DIRECTOR OF THE BUREAU OF INVESTIGATION  
U. S. DEPARTMENT OF JUSTICE  
Washington, D. C.

*Copy for E. M. ...*

MEMORANDUM FOR THE DIRECTOR

RE: [Illegible]

The following information was obtained from a review of the files of the Bureau of Investigation and the files of the [Illegible] Office. It is noted that [Illegible] was employed by the [Illegible] Office from [Illegible] to [Illegible].

It is further noted that [Illegible] was employed by the [Illegible] Office from [Illegible] to [Illegible]. During this period, [Illegible] was assigned to the [Illegible] Section and was responsible for [Illegible].

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The Bureau of Investigation has been advised that [Illegible] was employed by the [Illegible] Office from [Illegible] to [Illegible].

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The Bureau of Investigation has been advised that [Illegible] was employed by the [Illegible] Office from [Illegible] to [Illegible].

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MAY 13 1952	
FBI - [Illegible]	

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