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UBCHEA ARCHIVES
COLLEGE FILES
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Yenching
Academic
re Correlated programs and
cooperation 1928-1935

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YENCHING UNIVERSITY

STATEMENT OF PRESENT CONDITIONS AND

OF

PROGRAMS OF EXPANSION

PREPARED

FOR THE

CHINESE ADVISORY COMMITTEE

OF THE

COUNCIL ON CHRISTIAN HIGHER EDUCATION

March, 1928.

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Part I. Work as Conducted during the Current Year

1927-28

Analysis of Student Body (approximate):-

Undergraduates working for degrees...	460
Graduate students.....	40
Special students.....	<u>160</u>
Total-----	660

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A. Tabular View of Undergraduate Work, by Departments:-

DEPARTMENT	FACULTY	SEMESTER HOURS	SALARY COSTS	SUPPLIES
Agriculture		13		
Art	$\frac{1}{2}$	4	\$ 800	\$ 100
Biology	6	28	13,658	3,000
Chemistry	5	50	13,166	6,000
Chinese	11	73	25,660	1,200
Economics	$4\frac{1}{2}$	54	12,360	500
Education	4	33	9,220	275
Geography & Geol.	2	14	7,890	300
History	$5\frac{1}{2}$	50	21,660	550
Home Economics	2	11	3,570	500
Leather	1	16	840	2,500
Mathematics	4	38	7,080	400
Music	$1\frac{1}{2}$	11	2,594	50
Philosophy	3	28	12,200	30
Physics	3	30	9,450	7,550
Political Science	3	35	9,400	450
Psychology	2	17	8,160	600
Sociology	4	48	12,160	650
Western Languages	11	121	23,026	500
General Culture & Hygiene		3		500
TOTAL	73	677	\$192,894	\$25,655

B. TABULAR VIEW OF GRADUATE WORK BY DEPARTMENTS

DEPARTMENT	A FACULTY	B SEMESTER HOURS	C RATIO	D SALARY COSTS	E SUPPLIES
Biology	3	8	9:2	\$ 5,000	\$ 1,000
Chemistry	2	4	4:4	2,400	1,360
Economics	2	3	13:4	1,610	70
History	3	5	2:1	2,000	50
Philosophy	3	-	8:5	2,500	5
Physics	2	6	5:4	3,000	2,000
Pol. Sc.	3	-	8:7	1,785	105
Sociology	2	-	14:3	900	30
Chin. Educ. Psy. W. L.	-	-	5	2,000	30
	20	26	63:35	\$21,195	\$ 4,650
If undergraduate courses taken by graduate be wholly charged to the graduate work, the following totals should be added.....				\$21,630	\$ 3,008
TOTAL-----				\$42,825	\$ 7,658

Explanation:

- Column A gives the number of faculty assisting in graduate work.
- " B gives the number of semester hours of purely graduate courses.
- " C shows, in the second figure of each ratio, the proportion of semester hours taken by both undergraduates and graduates, which should be charged to the graduates.
- " D shows the combined salary costs of the work indicated in column B and column C.

C. Work of the School of Religion

Faculty: Part time of 13 teachers, equivalent to 8 full time teachers.

Semester Hours: 40 graduate
11 extension work (short course)
34 undergraduate in religious and other subjects.

Salary Costs:	\$22,000
Supplies:	1,200
Total	<u>\$23,200</u>

D. Statement of Other Costs

1. University Administration, comprising the following of-
fices: President's office, Dean's office, Treasurer's
office, Registrar's office, Secretarial Bureau, Business
Manager's office, Medical office.

Total Cost.....	\$ 74,553
2. Operation and Maintenance.....	77,500
3. Library.....	9,086
4. Contingent Fund and Special Items.....	<u>10,770</u>
Total-----	<u>\$171,909</u>

E. Summary of Costs

Undergraduate Instruction and Supplies.....	\$218,549
Graduate Instruction and Supplies.....	25,845
School of Religion Instruction & Supplies.....	27,284
Other Costs, as above.....	<u>171,909</u>
Total-----	<u>\$443,587</u>
Income from students.....	<u>62,950</u>
Net Cost-----	<u>\$380,637</u>

Note: Above statement of costs is based on the bud-
gets for the university and for the Women's
College for the current year. All figures are
local currency.

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PART II. PROGRAMS OF EXPANSION

Section I. Undergraduate Work.

" II. Graduate Work.

" III. Program of the School of Religion

" IV. Special Programs: Vocational
Departments.

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Section I. Undergraduate Work

A. For an undergraduate student body of 600

Note: It will be seen from the foregoing statement that if the present special students be replaced by regular students, the student body stands at 600 or more, and accordingly, no further statement of program at this stage seems to be necessary.

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B. For an Undergraduate Student Body of 800

I. TABULAR VIEW BY DEPARTMENTS

DEPARTMENT	FAC. INC.	SALARY INC.	SUPPLIES INC.	FAC. TOT.	COST TOT.	SUP. TOT.
Art	-	-	-	$\frac{1}{2}$	\$ 800	\$ 100
Biology	1	\$ 5,947	\$3,800	7	19,605	6,800
Chemistry Leather	3	11,794	2,000	9	25,800	10,500
Chinese	3	5,970	600	14	31,630	1,800
Economics	1	3,000	200	$5\frac{1}{2}$	15,360	700
Education	1	3,000	225	5	12,220	500
Geography	1	3,000	50	3	10,890	350
History	-	-	-	$5\frac{1}{2}$	21,660	550
Home Econ.	-	-	-	2	3,570	500
Journalism	2	7,200	300	2	7,200	300
Mathematics	-	-	-	4	7,080	400
Music	1	3,600	50	$2\frac{1}{2}$	6,194	100
Philosophy	-	-	70	3	12,200	100
Physics	1	3,000	1,200	4	12,450	8,750
Pol. Sc.	1	3,000	850	4	12,400	1,000
Psychology	-	-	-	2	8,160	600
Sociology	1	3,000	50	5	15,160	700
Western Lang.	2	7,200	100	13	30,226	600
TOTAL	18	\$59,711	\$9,495	91	\$252,605	\$34,350

Note: The first three columns state the margins of increase as compared with the present conditions, 1927-28.

The last three columns state the totals required.

2. Additional Capital Expenditures.

a) Buildings

Practice Schools.....	\$140,000
Dormitories, Men.....	85,000
Factory (Industrial Chemistry).....	1,000
Faculty Residences.....	<u>130,000</u>
Total-----	<u>\$366,000</u>

b) Equipment

Biology.....	\$ 3,000
Chemistry.....	4,500
Geography and Geology.....	500
Mathematics & Astronomy.....	2,000
Music.....	3,000
Physics.....	5,000
Psychology.....	750
Power Plant.....	<u>101,000</u>
Total	<u>\$119,750</u>

3. Additional for Operation and Maintenance.

Heat and Light.....	\$ 20,000
Additions to Library.....	10,000

4. Summary of Costs: Totals required for a Student Body of 800.

Instructional and Supplies.....	\$286,955
Administration.....	75,000
Operation and Maintenance.....	121,000
Library.....	19,000
Contingent fund, and specials.....	<u>10,700</u>
Total Current Expenses-----	\$512,655
Estimated Income from Students.....	<u>85,000</u>
Net Total for Current Expenses.....	427,655
Total for additional Buildings and Equipment.....	451,750

C. For an undergraduate student body of 1000

I. TABULAR VIEW BY DEPARTMENTS

DEPARTMENT	FAC. INC.	COST INC.	SUP. INC.	FAC. TOT.	COST TOT.	SUP. TOT.
Art	--	--	--	$\frac{1}{2}$	\$ 800	\$ 100
Biology	3	\$ 21,670	\$ 5,000	9	35,320	8,000
Chemistry Leather	4	17,834	6,500	10	3,100	12,500
Chinese	5	10,770	900	16	36,430	2,100
Economics	2	6,000	400	$6\frac{1}{2}$	18,360	900
Education	2	6,000	425	6	18,220	700
Geography	2	6,000	100	4	13,890	400
History	1	3,000	200	$6\frac{1}{2}$	24,660	750
Home Econ.	1	1,550	300	3	5,120	800
Journalism	2	7,200	300	2	7,200	300
Mathematics	1	3,000	100	5	10,080	500
Music	$1\frac{1}{2}$	2,594	50	3	5,188	100
Philosophy	--	--	270	3	12,200	300
Physics	3	9,000	2,500	6	18,450	10,050
Pol. Sc.	2	6,000	550	5	15,400	1,000
Psychology	1	3,000	200	3	11,160	800
Sociology	2	6,000	100	6	18,160	750
West'n. Lang.	4	12,000	100	15	35,026	600
TOTAL	$36\frac{1}{2}$	\$121,618	\$17,995	$109\frac{1}{2}$	\$288,764	\$40,650

Note: The first three columns state the margins of increase as compared with present conditions, 1927-28.

The last three columns state the totals required.

2. Additional Capital Expenditures.

a) Buildings:

Recitation Hall.....	\$ 125,000
Laboratories.....	160,000
Practice School.....	140,000
Dormitories (Men).....	170,000
Dormitories (Women).....	160,000
Library.....	100,000
Student Hall.....	150,000
Factory (Chemistry).....	10,000
Faculty Residences.....	<u>200,000</u>
TOTAL-----	<u><u>\$1,215,000</u></u>

b) Equipment:

Biology.....	\$ 6,000
Chemistry.....	7,500
Geography.....	1,000
Mathematics.....	2,000
Music.....	3,000
Physics.....	8,000
Psychology.....	1,000
Power Plant.....	<u>150,000</u>
TOTAL-----	<u><u>\$178,500</u></u>

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3. Additional for Administration..... \$ 16,000

4. Additional for Operation and Maintenance:

Heat and Light.....	40,000
Additions to Library.....	20,000
Contingent Fund and Special Items...	<u>6,000</u>
	\$66,000

5. Summary of Costs: Totals for a Student Body of 1000

Instruction and Supplies.....	\$ 329,414
Administration.....	90,000
Operation and Maintenance.....	147,000
Library.....	29,000
Contingent Fund and Specials.....	<u>16,000</u>
Total Current Expenses-----	\$ 611,414
Estimated Income from Students.....	<u>110,000</u>
Net Total for Current Expenses.....	<u><u>\$ 501,414</u></u>
Total for Additional Building and Equipment.....	\$1,393,000

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Section II. Graduate Work.

A. Graduate Work with present Resources

If graduate work for the master's degree be continued in conjunction with undergraduate work, the present capacity for such graduate work, indicated by the number of students which can be received in each department is shown below:

Biology.....	2
Chemistry.....	8
Chinese.....	10
Economics.....	10
Education.....	5
Geog. & Geol. ...	2
History.....	10
Mathematics.....	5
Philosophy.....	5
Physics.....	5
Political Sc. ...	10
Psychology.....	2
Religion.....	7
Sociology.....	<u>12</u>
Total	93

B. Expansion of Graduate Work to include both master's and Doctorate Study.

The program presented below indicates expansion to such a minimum as would justify the conduct of doctorate study.

It assumes, for purposes of discussion, that the body of undergraduate students does not exceed 600. Or in other words, that in the development of the immediate future, the emphasis is to be placed on graduate study.

1. TABULAR STATEMENT BY DEPARTMENTS

DEPARTMENTS	GRADUATE STUDENTS	FAC. INC.	SALARIES INCREASE	ANNUAL EXPENSES INCREASE	CAPITAL OUTLAY
Biology	15	2	\$ 7,200	\$ 2,000	\$ 13,500
Chemistry	18	2	7,200	5,000	17,000
Chinese	25	4	14,400	1,500	-
Economics	16	3	9,000	1,600	5,500
Education	12	3	10,800	1,000	140,000
English	20	5	12,700	5,000	21,000
Geog. & Geol.	8	5	15,000	2,500	3,000
History	15	3	10,800	-	3,000
Mathematics	5	2	7,200	200	200
Philosophy	12	1	3,600	250	8,000
Physics	16	3	8,000	5,000	10,000
Political Sc.	30	3	12,600	2,000	10,000
Psychology	10	2	5,000	2,000	15,000
Religion	20	3	10,800	4,000	20,000
Sociology	30	4	15,000	2,000	8,000
TOTAL	252	45	\$149,300	\$34,050	\$274,200

- NOTES: 1) The departmental estimates of students in column 1 are based on such consideration as the following:-
- a. Present strength and popularity of the department.
 - b. Function of the department's output in Chinese national life.
 - c. Demand for college teachers of the subject.
- 2) Columns 2, 3 and 4 indicate only the increases in staff and expenditure, as compared with conditions in the present year 1927-28.
- 3) Column 5 indicates additional capital expenditures.

2. Other Additions to Current Budgets.

a) Share in general administration.....	\$20,000
b) Graduate School, Dean's office.....	6,000
c) Share in Operation and Maintenance.....	25,000
d) Scholarships and fellowships.....	<u>30,000</u>
TOTAL-----	\$81,000

3. Additional Capital Expenditures.

Dormitories.....	\$170,000
Power Plant.....	100,000
Residences.....	<u>400,000</u>
TOTAL-----	\$670,000

4. Summary of Costs. (Additions to Expenditures of the Current Year, 1927-28.)

Additional for Instruction.....	\$149,300
Additional for Departmental Expenses.....	34,000
Additional Items in Current Budget.....	<u>81,000</u>
Total Additions to Current Budget-----	\$264,300
Income from Students.....	<u>25,000</u>
Net Additions to Current Budget-----	\$239,300

Capital Expenditures:

Departmental Equipment.....	\$274,200
General.....	<u>670,000</u>
Total Capital Expenditures-----	\$944,200

Section III. Program of the School of Religion.

The present staff is not prepared to offer any program for the future other than that outlined in "Bulletin of the School of Religion" Vol. VII, No. 12, issued April, 1925.

In addition to the work indicated in the printed bulletin the following types of work are also undertaken by the School of Religion faculty:

- a) Courses in Religion for undergraduates in general.
- b) Extension Work: short courses, summer school, etc.
- c) Literary Work.

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Program of Expansion

Yenching University
March 26, 1928.

PEKING

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To the Heads of Administrative Offices and the
Chairmen of Departments:

Dear Friends:

We are sending you herewith mimeographed copies of the "Statement" prepared for the Chinese Advisory Committee in consultation with Mr. Cressy.

You are already doubtless familiar with the work involved in the preparation of this statement and most of you had some share in that work.

While the work of compiling was going on, it was not the thought of the compiler that the statement had any great value for our own use here in the university, but members of the Executive Committee felt that the statement might be valuable for own guidance, and requested that it be mimeographed and circulated. Copies in this mimeographed form are also being sent to Shanghai and to the university office in New York.

In issuing this document for reference attention should be called to the fact that the financial statements are not to be taken too seriously in their details. The difficulty of compiling material of this sort was manifest to all who had a part in the task. All of the figures having to do with future expansion are necessarily estimates and in preparing these estimates there is no way of obviating subjective elements, so that opinions may easily differ as to details, and consequently, in the totals which result from the summaries.

The statement, therefore, is to be considered on the whole as merely an attempt to present a cross section of our work as it is now, and a vision of the future involving possible expansion, both in undergraduate and graduate work.

You will all realize that this statement should be considered more or less confidential and should not be published abroad or quoted as being authoritative with regard to our future plans.

If any of you have further suggestions or criticisms the President's Office will be glad to receive them.

Very sincerely yours,

(signed) Howard S. Galt
Co-acting President

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PEKING
Yenching University
March 28, 1928

To the Heads of Administrative Offices and the
Chairmen of Departments

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it is now, and a vision of the future involving possible expan-
sion, both in undergraduate and graduate work.

You will all realize that this statement should be consid-
ered more or less confidential and should not be published abroad
except by authority of the administrative body.

If you have further suggestions or criticisms the
Committee will be glad to receive them.

Very sincerely yours,

(Signed) Howard A. Gale
Co-sponsoring President

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UNIVERSITIES
APR 23 1928
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COUNCIL OF HIGHER EDUCATION

of the

CHINA CHRISTIAN EDUCATIONAL ASSOCIATION

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

University of Nanking
Shanghai College
Shantung Christian University
Soochow University

St. John's University
West China Union University
Yale-in-China
Yenching College for Women
Yenching University

Officers

Y. L. LEE, *Chairman*
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Executive Secretary
E. H. CRESSY

Cooperating Organizations
COMMITTEE FOR CHRISTIAN COLLEGES IN CHINA
NEW YORK

CHINA COMMITTEE OF THE CONFERENCE OF MISSIONARY
SOCIETIES IN GREAT BRITAIN AND IRELAND

23 Yuen Ming Yuen Road
Shanghai

December 12, 1929.

Dr. J. L. Stuart,
Committee for Christian Colleges in China,
150 Fifth Avenue,
New York, N. Y.

Dear Dr. Stuart:-

I am sending you herewith copies of letters to Professor Woods of Harvard, together with information which he asked me to furnish him. He stated to me here that the Institute already had in mind the making of a grant to the Federated University at such time as they could feel confidence in its stability.

When you and I talked over the East China situation at the Shanghai Sanitarium last spring you expressed your dissatisfaction with the situation in East China, and I expressed my agreement with your feeling. We have two problems. The first is that of securing an organization on a legal basis to give us the machinery for taking further steps. The second is the utilization of that machinery to bring about such re-adjustments as will give a genuine correlation. We have only completed the setting up of our machinery in the form of the Federated University Board of Trustees. We have had unexpected delays in doing this, but taking more time has resulted in its being done in good spirit, particularly in the case of Nanking.

As to the second step of actual correlation, it has not seemed wise to put the cart before the horse and attempt to put anything through until the organization itself was completed. However, we have been working on the medical school problem and have arrived at an agreement whereby the Federated University is to appoint a medical faculty of its own, which is additional to the existing faculties but made up of their personnel. We have nominated a dean, who will be a full time person, in addition to the two present deans, and are looking forward to toward getting out a unified catalogue and setting up a unified faculty. The Church Missionary Society has voted to cooperate, and we are putting the matter up to the Southern Methodists, with the backing of some of their medical leaders. We seem fairly certain of five or six full time persons in the two pre-clinical years, with possibility of several others before next fall. Dr. Pott has definitely stated that he would

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Dr. J. L. Stuart, ----- "2.

look forward to a financial campaign in the States to secure funds in the Episcopal constituency for the medical school, as their share in the proposed financial campaign.

As to the matter of centralizing or moving senior colleges, we have some definite proposals on the part of certain institutions. Unfortunately, we have been prevented by illness of some of our members and by the present disturbances from getting our committees together. There is a definite trend in this direction which, I think, will crystallize as soon as we can get the people concerned together for a long enough time to thrash the matter out fully. I realize that this will sound to you a bit vague, and it is all that I can report objectively. I feel justified, however, in expressing my own judgment to the effect that there is a genuine probability of our bringing two or three senior college units to a central campus alongside of the graduate and professional schools.

Our great need now is to get something actually under way. I have found, in the case of the medical school, that given the University as an outside body to take hold of the thing vigorously, the actual agreement to get together and the definite moves which we are making has had an excellent effect upon other groups like the Church Missionary Society and the Methodist Episcopal Church, South, and I am convinced that if the Institute would have the faith to make us a substantial grant at its meeting in January or February, and cable us as to the same, it would have a decisive and very definite effect in crystallizing the whole proposition and enabling us to really get things going in other departments as well as medicine. There are a lot of adjustments which can be made by our group of institutions if there is any actual reason for them doing so, and not merely a paper proposal.

I have not attempted to take up with Dr. Woods, or anyone else, either the amount of a grant or its use. I have assumed that any grant made would be a thoroughly adequate one, and that it would have to be utilized along the lines of the other activities of the Harvard-Yenching Institute.

Permit me to speak of the Central China situation. They are working there along modest lines and have a going concern, although, so far as I can learn, certain things as to their constitution are not complete. I think that Dr. Wei would put a substantial grant by the Institute to excellent use, and that something of this sort would give him a leverage in dealing with the units which have not yet taken final actions.

Dr. Wallace has reported to me his conversations with you at Kyoto. I appreciate very much your offer to help in securing a grant from the Institute for Central China and East China. Please be assured that we have no notion of stopping in East China with the measure of correlation that we have secured up to date. The end is not yet, but I believe that the

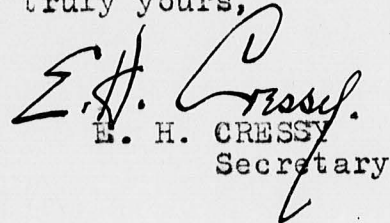
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Dr. J. L. Stuart, ----- "3.

most difficult part of the work has been accomplished in actually getting the institutions to agree to cooperate in a federation, and to do it in a fairly good spirit. The policy has been in most places to treat the opposition with a great deal of deference and not to attempt to go too fast or to unduly antagonize people. This has delayed us, but put the whole thing on a more solid basis. I quite realize that it has had the disadvantage of making the whole thing appear somewhat faint-hearted, more so, in fact, than it really is.

I am counting considerably on an action by the Institute at this time. We can and will go forward even if we do not get it, but it would very greatly help the whole cause of correlation throughout China, as well as in East China, and would hasten the more thoroughgoing aspects of correlation which you and I equally desire to see brought about.

Very truly yours,


E. H. CRESSY
Secretary

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WHAT SHOULD BE YENCHING'S ATTITUDE
TOWARD COOPERATION AND CORRELATION?

B.A. GARSIDE

Recent developments make it necessary that the Trustees, the Directors, the administrative officers, and the faculty of Yenching University consider carefully the question of what should be Yenching's attitude toward the effort to secure fuller cooperation and correlation among the Christian higher educational institutions of China. The problem is both vital and complex. Our efforts to solve it should give due recognition both to the special interests of Yenching and to our share in the whole program of Christian higher education in China.

The Place Assigned to Yenching. Under all the proposals for correlation, Yenching has been asked to take a central and leading part. To it has been assigned a strong undergraduate program. It has been asked to carry on the only graduate work as yet authorized. Its student body is the largest recommended for any institution. Both on the field and at the home base our Yenching authorities have expressed themselves as being in complete agreement with the place assigned to Yenching.

The attitude of all the other colleges toward the part given to Yenching has also been a friendly one. When the Correlated Program was first formulated, some fear was felt lest there be protests that Yenching had been given too large a share. But these fears have not been realized, and both at home and on the field the other colleges have given their cordial support to Yenching's part in the program, with a minimum of institutional jealousy and rivalry.

Yenching's Attitude Toward the Remainder of the Program. When we turn toward the remainder of the Correlated Program, a number of problems at once present themselves. It is recognized quite generally that in its present form the Correlated Program is not ideal. Some of its recommendations have not yet been put into effect, and others have been applied only in part. As yet no satisfactory plan of correlation has been worked out for the four institutions in the Shanghai area.

There are two very fundamental problems with which we must deal in our efforts to correlate Christian higher education in China. The first is the question of whether it is better to concentrate all available support in a few comparatively large institutions, or whether we should continue at least most of the existing universities and colleges, with an increasing amount of cooperation and differentiation of function. The second problem is that the supporters of each individual institution, quite apart from any institutional rivalry or jealousy, see the needs and opportunities of their own particular institution in larger perspective than those of the other colleges, and are apt to feel that their institution should be given somewhat greater recognition and the others a somewhat smaller place, in any program that is worked out.

The field authorities of Yenching University have always supported strongly the position that our program of Christian higher education in China should be concentrated in a comparatively small number of institutions, and have sometimes indicated that they would be willing to cooperate on any other basis. The Trustees have maintained an attitude of trying to see the comparative weight

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of the arguments in support of each of the possible alternatives, and have been inclined to accept the consensus of opinion expressed by the Council of Higher Education in Shanghai and the Associated Boards for Christian Colleges in China. Neither on the field nor among the Trustees has there been any suggestion that Yenching should be given a larger place than is already assigned to it, though there have been expressions of opinion from the field that certain other institutions should be given less recognition than is now accorded them.

It will at once be recognized that each institution has its own definite viewpoint on these matters, and that, to some extent at least, it would be in disagreement with any conceivable program that might be proposed. The only possible method by which we can go forward together is for each member of the group to accept the common judgment arrived at after all viewpoints have been expressed and a mature decision has been reached. No individual institution can hope to have its particular viewpoint accepted without qualification.

The Costs and Benefits of Correlation to Yenching. Has Yenching to date expended more on our efforts to achieve correlation than we have received in benefits? As we look toward the future does it seem likely that continued support of the movement toward correlation will cost us more than we will gain? These are questions which we must face frankly, with a full recognition of our responsibilities for the wise use of the present and potential resources of Yenching.

First, what has Yenching contributed thus far? The following represents the total contribution in North America which Yenching, including the Women's College, has made toward our cooperative undertakings since this movement was begun in 1924.

January 16, 1926	Initial Yenching Contribution	\$100.00
February 3, 1926	Initial Yenching College Contribution	100.00
March 22, 1929)	Contributions	500.00
April 19, 1929)	toward 1928, 1929, 1930	500.00
June 28, 1929)	budgets	954.00
June 7, 1930	Toward 1930-31 budget	551.49
May 6, 1932	" 1931-32 "	965.03
June 8, 1933	" 1932-33 "	1,866.15
July 1, 1933 - February 28, 1934 Already disbursed		
	toward 1933-34 budget	1,507.72
	Unpaid balance on 1933-34 budget	<u>1,517.71</u>
		\$8,562.10

(In addition to the amounts given directly, partial credit at least should be given to Yenching for the \$5,000 which Mrs. Helen Hartley Jenkins contributed in 1928 to the Committee for Christian Colleges in China as the result of requests made by President Stuart and Dean Russell of Columbia University.)

The above figure of \$8,562.10 is only about 23% as much as the Trustees and the Women's College Committee spent for direct Yenching promotional and administrative work during this same decade, the exact figures being as follows:-

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Promotion \$286,764.26, Administration \$73,229.02, Total \$359,993.28.

On the other hand what has Yenching thus far gained from our efforts to achieve correlation? From the standpoint of actual income through the Associated Boards, Yenching has not yet received anything. Indirectly, however, we have received benefits far in excess of our actual cash expenditure.

It is probably correct to say that except for the goodwill, and in some places the actual assistance, which cooperation with the other China Colleges has given Yenching, we could not have succeeded in any of the larger promotional objectives we have undertaken during the last five years. For instance, in the last campaign for the endowment of Natural Science, the success or failure of our effort hinged largely on whether the Harvard-Yenching Institute would make a conditional grant of \$25,000 toward this objective. When we met ^{with} the Trustees of the Harvard-Yenching Institute, they stated frankly that if this gift were made to Yenching it would reduce the amount of support they could give to the work of the other China Colleges receiving their assistance. We were able to assure them that the other Colleges were cordially interested in the success of Yenching's campaign for Natural Science as an essential part of the program of Christian higher education in China, and that the other institutions would even be willing to undergo some sacrifices in order that this campaign might succeed. On this basis the contribution was made by the Institute. Partially, at least, as a result of this gift, the Institute has had to reduce temporarily its appropriations to the other five China Colleges it is assisting. There have not been many instances quite as striking as this one, but again and again during recent years the friendliness and goodwill of the other Colleges have been of very real value to Yenching in its promotional work.

In a somewhat negative way, Yenching has profited even more largely by these cooperative efforts. During recent years several of the other universities in China have found themselves facing such serious financial problems that they have been inclined to launch out on independent and competitive promotional efforts. In every instance these institutions have been persuaded to postpone their promotional activities until the entire group could go forward together. Had a number of the China Colleges conducted unrelated, and often conflicting promotional campaigns, the result would have been disastrous to everyone. The other Colleges would probably not have secured any substantial results, but they would almost certainly have caused a serious reduction in the amount which Yenching would have received.

This, however, is a situation which cannot continue indefinitely. The other Colleges feel, with a good deal of justice, that they have kept their own needs in the background long enough, and have left the promotional field in America free to Yenching, and to a less extent to Lingnan. They believe that they are confronting financial problems which make it imperative that they either secure new support or else suffer a steady decline in efficiency. They feel it is only fair that they should have the opportunity to present their claims to the North American constituency. They would prefer to do this as a united group, but if this is impossible, then we will almost certainly see within the near future a number of rival campaigns being conducted in a way that will mean serious losses to our Yenching promotional interests.

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Can Yenching Go Forward Better Alone? Looking at the matter first purely from the institutional interests of Yenching University, would it be better to go forward alone or as one of the group of China Colleges? Will Yenching have to sacrifice more than it would gain by cooperation? During the twelve years or so that Yenching has been carrying on its promotional work, it has been compelled to expend a large and steadily growing amount of money and labor for the results achieved. This trend is likely to be more marked in the future, quite independent of the abnormal effects of the economic depression. No one college in China alone can reach in any effective way the potential contributors of North America. While Yenching would make some real sacrifices as a member of a group of China Colleges working together on a unified program, it would on the other hand, gain much. This is all the more true as we remember that Yenching cannot hope that it will continue to have the promotional field largely to itself, and will have to go forward either in cooperation or in conflict with the other Colleges.

As regards the educational program of the University, can Yenching render a more valuable and more honorable service as a member of the group, or as a totally independent institution? Within the group there will be certain limitations, though in the case of Yenching these are as few and as light as we could ask for. But at the same time Yenching will have a position of honor and of leadership, contributing to the success of the whole program of Christian higher education in China. Divorced from the other members of the group of China Colleges, Yenching could probably attain all of its ambitions only at the cost of a bitter and destructive conflict with all the other Colleges. Even though it should succeed on this basis, its success would hardly be worth the cost.

If Yenching is to Cooperate With the Other Colleges Along What Lines Can It Best Proceed? None of us are entirely satisfied with the present Correlated Program or with the means by which its attainment is sought. Both the Council of Higher Education in Shanghai and the Associated Boards are compelled to recognize existing conditions, and to make recommendations from the standpoint of what is practicable as well as what is ideal. A purely idealistic program that gained no substantial support would not be of any practical value. It would probably be quite impossible to create any organization, such as has been suggested, made up of men who are influential, impartial, of wide experience and sound judgment, and thoroughly familiar with the problems of our China Colleges, who could formulate and administer some ideal plan of correlation. Even if such a group could be created and kept together, it would be able to accomplish little or nothing except as it was supported by the groups that are now cooperating in the Council of Higher Education and in the Associated Boards.

Within the Associated Boards for Christian Colleges in China we have a group which includes practically all the men and women in North America who are familiar with, interested in, or responsible for, any part of the program of Christian higher education in China. The group is large enough to represent all the various viewpoints, and is small enough to do effective work. The Associated Boards is not committed to maintaining the "status quo" of the ten institutions now cooperating in it, and has already given evidence that it is more interested in achieving a satisfactory program of Christian higher education in China than it is in maintaining existing institutions or in keeping any special type of correlated program. At the present time the greatest need of the Associated Boards is for sufficient influence to make its efforts toward cooperation more effective.

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This increased influence can be attained only as the individual institutions give the Associated Boards their whole-hearted support.

We of Yenching must choose between cooperation and non-cooperation with these movements now under way. If we cooperate, we will do so in the realization that we may not progress as fast or as far as we would like to go, but our assistance will insure far greater accomplishments by these movements than would be possible without our help. If we refuse to cooperate we should be able to offer some alternative plan that would have better prospects of bringing about the correlation of Christian higher education in China.

B. A. GARSIDE

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Excerpts from Dr. Stuart's Letter of April 18th, 1934

Correlated Program. I am enclosing herewith a copy of a memorandum which was passed unanimously yesterday by our Faculty Executive Committee. Perhaps I should qualify this by saying that one member objected to the last sentence as being too weak and yielding. This sentence, however, sums up my own personal attitude, and I think that this is true of the faculty and managers generally in so far as they have concerned themselves with the problem. You have had your way, and I accept the judgment of those who control our destiny, in full confidence that you will help in every effort to provide for our rightful needs in the present arrangement. If further correlation on the field and successful promotion in America are achieved, I shall join with everyone else in satisfaction over the results and in whatever cooperation I can render. Meanwhile Yenching will remain out of the discussions in China until there is real evidence that other institutions, either by authoritative action in America, or by their own consent, are ready to consider the problem as a whole. Meanwhile we shall take no steps that are not in line with the part already assigned us.

Fears of Japanese. In addition to all the harassing anxieties of budget deficits, differences of policy between the Trustees and ourselves, etc., the political situation is causing me more worry and foreboding than everything else combined. The Japanese are making demands upon the helpless Chinese government, leading toward at least an implicit recognition of Manchukuo, which if acceded to, will arouse popular indignation and give the pretext at least for political opposition, but which if resisted, will almost certainly lead to Japanese invasion of North China and its absorption into Manchukuo, or the erection of another puppet government. In the latter event, which many feel would only be delayed rather than averted by conciliatory action, our future would certainly be gloomy. Probably all those who were sufficiently independent to move south would do so from the northern cities. The other universities would either be disintegrated or follow suit, and we would find it extremely difficult to hold our own best teachers, or to attract students from other parts of the country. There would be all forms of repressive legislation and humiliating requirements. Whether it would be worthwhile to carry on at all or not is a grave question. Meanwhile the indications are that the government will yield to the inevitable and Japanese aggression be postponed for the time. During the interval developments elsewhere may bring about a change of their national policy. For the present, therefore, we ought to go on in hope and courage, but all our endowment funds ought to be in a form which would permit them to be used elsewhere if the necessity should arise. You can imagine something of the immediate task of trying to restrain excited students from some form of violent protest. I had to spend last evening with the Anti-Japanese Committee and give up a faculty discussion with Dean Graham of Oberlin leading because they, instigated by Dr. T. Z. Koo, had been scattering handbills in the city which the alert Japanese spies had discovered and reported to the local authorities, who were compelled to give us a warning. This will be a side-light on much that has been taking place and as to the uncertainties that lie ahead. This paragraph is for your own personal use, and for sharing with Trustees and others in a way that would not create needless apprehension. We have passed through so many threatened disturbances in recent years that we need not be too pessimistic as to the present outlook. On the other hand, it is incumbent upon us to have a realistic understanding of the possibilities.

Memorandum Passed by Faculty Executive Committee

The memorandum by Mr. Garside entitled, What Should be Yenching's Attitude toward Cooperation and Correlation? is written with his usual fine spirit and clarity of thought. But as a rebuttal of the Statement passed by the Board of Managers and Faculty Executive Committee it seems to us unconvincing. It occupies itself with inter-institutional rivalries and rights, instead of being primarily concerned with the maximum service the constituency represented could be rendering the Chinese Nation and the Christian cause through a reconstruction of its program for higher education. It labors over Yenching's relative benefits or losses where-as this is wholly irrelevant to our contention. It confuses the efforts patiently and generously to work toward better correlation with the actual starting of a joint financial campaign for ten institutions as they are now. It implies that we on the field are insisting on a particular form of reorganization which is a serious misunderstanding.

What we really plead for is a recognition of the fact - urged for years by every qualified and disinterested observer - that there are more colleges than can be creditably maintained by the American supporting constituency (which must be for some time to come almost the only reliance if they are to retain their present purpose); and their existing unrelated programs involve needless and costly duplication of the least beneficial features; and therefore that an appeal to the American public for their maintenance as though this were a truly comprehensive and unified scheme is as fatuous as it is morally indefensible. We contend that we are less than ever justified in appealing for so wastefully extensive a scheme in view of the greatly reduced giving power of American supporters, and that from the stand point of China's welfare we are sacrificing quality as well as vocational emphasis in a quantitative emphases that is largely a matter of physical plants and of giving employment rather than of spiritual efficiency and of service to the students and their country. We insist that a joint campaign can only be sincere and fruitful when on a basis that all concerned can heartily endorse and that the only alternative is a continuance of the present individualized efforts until each college is ready to accept the principle, which Yenching has from the outset, of being ready to make any adjustments that are part of a genuinely correlated program.

On such a basis we would heartily and hopefully combine with any number of our sister institutions whatever the material consequences might be to ourselves. We regret that our own Trustees have committed themselves to another course, without securing our endorsement, and more recently in direct repudiation of our pleading. The responsibility must now rest on them for achieving through this process a rearrangement about the desirability for which there can scarcely be any difference of opinion, and meanwhile for making provision for the funds which are essential to our continued operation even under the most idealistic reorganization. While renewing this protest against a joint campaign in which we are now unwillingly compelled to be a participant, we also recognize that our Trustees are acting according to their own best judgment and shall loyally await the developments which will enable us to cooperate with whole-hearted enthusiasm.

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The Attitude of Yenching University to the
Proposed Correlation of the Christian Colleges of China.

From the time this matter was first discussed in 1922 Yenching has declared its readiness to identify itself with any comprehensive plan that avoided needless duplication and increased the total effectiveness of Christian Higher Education, as well as its unwillingness to be included in any administrative or financial association with the other institutions on any other basis. In so far as its local administration and Board of Managers can represent it, this continues to be its attitude. We agree with the Burton and the Laymen's Commissions, and with every competent and disinterested observer with whose opinions we are acquainted, that there are too many Christian colleges in relation alike to their supporting constituencies, the present needs of the country and the claims of secondary education.

We are convinced that the maintenance of so many separate units each with its operation of physical plant, of more or less similar basic courses of instruction, of costly administrative and other overhead charges is unnecessary, and that the present available resources could be redistributed by concentration, functional differentiation and other adjustments so as to enable the forces represented by this group to render a far greater service alike to the Christian cause and to the Chinese nation than is possible by continuing the status quo. Furthermore, the serious economic depression in the West and its probably lasting consequences make it less justifiable than hitherto to ask there for the funds required to maintain all of these institutions. This consideration is accentuated by the increasing expenditure that will be demanded of them in the future according to modern standards and with the improvement of government and other purely Chinese institutions. A joint campaign in the West for the colleges as they now happen to be in existence and for their individualized programs would be not only morally indefensible but also almost certainly futile. Similar efforts in China will be harmfully competitive and even less likely to provide adequately for their support.

Conferences on this problem have been held and committee or statistical reports been discussed on both sides of the Pacific Ocean for more than a decade, during which period economic and other factors would seem to have augmented the desirability of an even closer correlation or more drastic reorganization than was earlier contemplated. There is apparently nothing to be gained by further investigation or argument. Yenching maintains therefore that at the meeting of the Council of Christian Higher Education, January 1934 the institutions concerned should agree to be reconstituted by some qualified and authoritative body so as to form a single, coordinated system of Christian Higher Education organized solely for the purpose of rendering its total maximum service to the people of China. If the institutions concerned decide to retain their separate programs and relative independence as at present, Yenching maintains that the term "Correlated Program" is inapplicable and that further discussion now is useless. If at the January meeting the Council decides to go on with the so-called "Correlated Program" essentially as now formulated, Yenching will temporarily withdraw from further

participation in such negotiations in China, and will request its Board of Trustees in the United States to adopt a similar policy in relation to the Associated Boards. If, however, there should be evidence in the future of an active desire among the other institutions to effect such correlation, Yenching will be ready to participate again wholeheartedly in the movement.

Note: (The above statement has been unanimously adopted by the Faculty Executive Committee and by the Board of Managers.)

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YENCHING UNIVERSITY
Peiping, China.

October 15, 1935.

To the Trustees:

During the last two years there has been much discussion both in New York and Peiping of Yenching's relation to the Associated Boards. Little new of a general character can be added now to the arguments that have already been put forth. But as President Stuart is about to make a trip to America and will be discussing this matter with the Trustees, the Faculty Executive Committee wishes to take this opportunity to state once more its unanimous opinion in the hope that a clearer understanding may be reached. The correspondence on the matter reveals that the two sides have been looking at the question from such divergent angles that both have at times despaired of ever harmonizing the attitude of the Trustees and the attitude of the faculty and administrative officers on the field. Realizing the extreme gravity of a conflict on this vital point, we wish again to express our confidence in the Trustees and to ask from them a patient examination of the reasons for our differing point of view, particularly when these shall be presented by President Stuart. We must rely on a generous determination on the part of the Trustees to understand our true motives, for we realize fully how open to misinterpretation our position is.

A cooperative movement among the Christian Colleges of China that has commanded the services of such people as President Wu of Ginling and President Lin of Fukien deserves deep respect. Institutional loyalties being as intense as they are, such cooperation has not been brought about without the devoted work of years by its promoters and broadmindedness and statesmanship on the part of Board members. For any one institution to question the wisdom of this particular form of cooperation is to make it immediately suspect of narrow-mindedness and myopia growing out of provincialism and an over-expanded ego. For Yenching as one of the stronger institutions to take such an attitude, raises the feeling at once that it cares more for its own position than for the welfare of Christian education in China as a whole, and that it underestimates the value of its sister institutions while overestimating its own. To voice opposition to the present program in times of plenty would be bad enough, but in a period of desperate crisis, with each institution and Christian education as a whole fighting for life, even to raise such a question seems bad sportsmanship carried to the point of treachery. It is neither lightly nor without due consideration therefore that we raise the issue again.

Though Yenching is fully subject to all the evils of self-deception which it is so easy to see in others, we need hardly say that we believe our desire that Yenching separate itself from the joint financial campaign of the Associated Boards is not the result of a selfish spirit of rivalry against the other Christian Colleges. Rather it rises from a conviction that now when Christian education is engaged in a death struggle for continued existence the only hope for all the Christian Colleges in China lies in a program of true cooperation and correlation based on a policy that will reduce duplication and direct all resources toward a more strategic effectiveness, whatever sacrifice may be involved. With a few exceptions, among them the splendid cooperation given by Yali to the union into Central China College, and what we believe to be the vision shown by our predecessors in making the combination that now stands as Yenching, the history of attempted teamwork in China gives very little hope that it can come except through absolute financial or legal necessity. Any campaign that places its stamp of approval on present programs as formulated by individual colleges for themselves, seems likely to delay rather than to hasten real cooperation.

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Whatever may be said and believed by the supporters of the Associated Boards about the present program being merely a first step toward true cooperation, all the evidence we have is that the matter is being presented in America as if a "correlated program" were an accomplished fact. A united appeal is being made to the home constituencies on behalf of a united work on the field. We feel there is a grave danger in this perhaps unconscious misrepresentation. We believe that there is no correlated program on the field and that the result of the present program of the Associated Boards will be a strengthening of things as they are; therefore we should be honest and acknowledge the effort for what it is - a joint financial campaign. To plead for cooperation upon an unjustifiable program on the basis of the need for and values of cooperation per se seems to us unconvincing. Cooperation in raising money is of little or no value, if the cause of real correlation is thereby retarded. A joint financial campaign for the ten institutions as they now are is not likely to be a beginning toward genuine elimination of duplication and competition; it is far more probable that it will tend to stabilize the status quo.

From a purely financial standpoint, the joint campaign is using resources that are desperately needed. Money given for education in China in the midst of a depression shows warm interest and must represent much real sacrifice. Even though the Associated Boards have reduced the promotional budget to a low figure, it may be argued that much of this money would be more effectively spent on the field. At this time quiet cultivation by each college of its own constituency, with probably no attempt to reach a new public, would seem to us the wisest policy.

A second fundamental consideration moves us when we consider the problem from another angle. We believe that the contribution that Christian education can make to China will be in the long run determined, not by the relation of its institutions to each other, but of each to its own community, to government and private institutions around it, and to the educational system of the country as a whole. The unified program of the Burton Commission of 1921 was the high point of a strategy that envisaged Christian education advancing on China like a well-coordinated army. Such a conception was resented by growing Chinese nationalism. China neither desires nor will permit a system of Christian education in this sense, however much she may welcome the contribution of particular institutions in specific localities and with specific functions. Although the final decisions must, from the nature of the case, be made by bodies in America, a strategic cooperation that centres primarily in America is seriously handicapped. If some body consisting largely of Chinese educators or statesmen, should attempt to study the place that Christian education should and could have in the life of China, so that Christian education could come more as an invited guest, and as a part of a Chinese system of education, and if then and only then a financial campaign were launched that would have the power to direct funds in accordance with the recommendations of this body, cooperation of the kind most needed would be achieved, and Yenching would offer its hearty support, as would no doubt most of the other Christian Colleges.

In again pressing our point of view we are not motivated by any wish to embarrass the Trustees by taking an uncompromising position. We know that the members of the Associated Boards are devoted unselfishly to the cause of Christian education in China and have entered on this movement knowing well the immense difficulties of real cooperation but believing that the growing feeling of unity and desire for agreement shown by the participation of separate Boards in the Associated Boards is the most encouraging sign so far exhibited.

We have tried not to overstate our case. We feel very clearly the dangers of short-sightedness due to our own loyalty to Yenching. On the other hand, some of us who had at first eagerly welcomed the activities of the Associated Boards and were inclined to think that our administrative officers had fallen into these very dangers, have as a result of more intimate understanding of the issues involved, become convinced of the reasonableness and wisdom of the position stated here. By speaking frankly we are demonstrating our confidence in the patience and sincerity of our Trustees.

Respectfully submitted,

Faculty Executive Committee.
(Signatures appended)

C. W. Luh, Chancellor (Acting)	Mary Cookingham, Bursar
J. Leighton Stuart, President	William Hung, Librarian
L. T. Hwang, Dean, College Arts and Letters	Hsia Yün Consultant on Men Students Welfare
Stanley D. Wilson, Dean, College Natural Sciences	Alice M. Boring
Harry B. Price, Ass't Dean, College Public Affairs	Randolph C. Sailer
Margaret Bailey Speer, Dean, College for Women	Kit King Lei
Stephen Tsai, Controller	Myfanwy Wood
	Wen-tsao Wu