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INCORPORATED
PEKING, CHINA

NEW YORK OFFICE
156 FIFTH AVENUE

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3 Westmoreland Place, Pasadena, California.

January 12, 1921.

Dr. H. W. Luce,
Room 427,
156 Fifth Ave.,
New York City.

Dear Harry;-

Just a few items which have come up and which I wish to pass on to you and to Mr, Gaskey:

1. I am enclosing a letter from Mr. Bailey concerning Mr. Pai and the possibility of his being sent to the factory of Scott and Williams in connection with the knitting unit which Mr. Bailey has been trying to develop. I have already sent you Mr. Bailey's other correspondence concerning him. I have written Mr. Bailey that this letter of his has been forwarded to you and that the decision concerning Mr. Pai rests with you.

2. I have received your note of introduction to Mrs. Swan and will look her up at once. I know her, and mother does, also.

3. ~~The~~ Two packages of pamphlets arrived safely yesterday and I am glad to get them.

4. I have also received the list of people to whom you have sent pamphlets in this vicinity.

5. Last night Sydney Gamble had a parlor meeting at his house, and showed pictures of Peking and of China in general. I knew about half of the people there, but tried to circulate among new acquaintances. I met Mr. and Mrs. Pendleton from Detroit, who spoke very warmly of you. I am going to take up with Sydney this week the possibility of his family making a pledge, if they cannot make a cash payment, towards our work and our plant.

6. One of the things that has worried me about our University is the lack of coordination between the managers and the trustees in appointing new members of the staff. Thus, when they nominate and inform individuals of this nomination for places on our faculty, it puts the responsibility upon the trustees and

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Pasadena, California, January 12, 1921.

Dr. H. W. Luce
-2-

upon us to secure the finances of those men. This has been true in regard to Mr. Foster, Mr. Bailey and Mr. Barker. It is most embarrassing both to them and to you and to me not to be able to work out the financial basis for such action. It is embarrassing to them, after they have assumed that they are members of our staff, to be informed that this is not true unless money is secured for their salaries, and it is embarrassing to you and me, because, if we do not secure these funds, it seems that we are ourselves at fault. I have felt this especially about Mr. Bailey who has put in so many years in Christian service in China, is now sixty years old and is more or less adrift. The University has paid him about ~~a hundred~~ seventy dollars and I advanced him two hundred out of my own pocket, in New York, before I left, altho I had to borrow to do that. I think the remedy for such a situation is to have a clear understanding at Peking that the financial basis for new members of the staff must be provided first before nominations or appointments are made at that end. That is one thing that I think we must take up with Leighton when he comes. No one is particularly at fault, and the whole situation has arisen because of lack of clear understanding between managers and trustees; but we do not wish to keep this process up.

I have also felt that Mr. Bailey takes precedence over Mr. Barker or Mr. Foster in his claim on any effort we can make to finance him, both because of his long-time service in the field and his age. I have done my best to help him secure his own finances, but have not succeeded very well thus far. This matter, perhaps, should be placed before Mr. Caskey as one of the problems to be solved in the immediate future. Mr. Bailey has applied again to our Presbyterian Board thru Mr. Scott for appointment. Possibly such an appointment might solve the situation.

7. I am enclosing a check for $10.00 from Mr. H. K. Wilcox, Middletown, Con.

8. I am also enclosing a note from Mr. Vincent, with a copy of the letter from Capt. Robert Dollar concerning for his machinery. These should be filed in our office rather than kept here.

9. Another enclosure is a letter from a candidate for a teaching position in the English Department. I have acknowledged the note and have told Miss Sproull she should write to you for further word.

10. Please send me Mr. Caskey's full name, as I do not know his first name and initials. Doubtless he will go over our agenda with you and Eric. I think our card index and the list of items which I tabulated before leaving will be helpful in getting all the details of our work before him; but these things you probably already have brought before him.

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COPY

THE AMERICAN RED CROSS

China Famine Relief

Shantung-Shansi

Ping Yuan,
Shantung (Received) July 19, 1921.
(Answered) Aug. 1, 1921.

Wutingfu, June 4, 1921.

Rev. W. Reginald Wheeler,
Peking University
156 Fifth Avenue,
New York,
U.S.A.

My dear Mr. Wheeler:

I know you will not attribute my long delay in writing to my not thinking about you. I shall not easily forget how you made it possible for me to have a comfortable trip across the Pacific.

As you see, I am in harness again. I came to help in this famine work in March, and at first was put to recruit laborers. Later it dawned upon those in power that I could plant trees, and so they put me to that job, when the tree planting season was almost past. However I did my best and we succeeded in planting some 35,000 trees on the road between Pingyuan and Lintsing a distance of between 50 and 60 English miles. I had to go on foot, and it was rather ~~xxxxx~~ wearisome but we finally got finished . I am sorry to say that I had not finished before several hundreds of them were plucked out broken and thrown down, thru sheer cussedness. We put others in the places left vacant but I fear the destruction still goes on. I may say here that is not fair to condemn all the Chinese for what a few cowardly fellows do. The sentiment is against this destruction but one bad mad can give a whole community a bad name.

When I was through with tree planting they sent me up here to be in charge of this section. I'm glad they sent me here so that I could see the country in Spring time. I am enclosing a copy of a letter that I wrote to Captain Todd our Field Manager proposing to make use of alfalfa to do away with famines in this district. For the present this alfalfa bug has driven every other scheme out of my head. There is absolutely no reason why the scheme that I propose of enclosing a tract of a few square miles of this country with barbed wire and making the enclosure into an excellant model ranch for animal husbandtry cannot be carried out.

June 13.

You see that I had to pull your letter out of the Corona before finishing it. That alfalfa bug has still a hold of me and I am still convinced that we could change the whole situation here if we only had a fair show.

Added to alfalfa, we should start a paper mill for converting the poplars of this region into pulp. Poplars, as you know, are not easily killed by drowning out. We would have a safe crop if we had all the spare and desert places in poplar forests. Indeed I would like to spend my life at this, if I could get backing. By saying this I do not mean that I have given up the dream that I am guilty of attempting to work into Peking University.

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I begin to think that if I could get the farm and the Paper making a going here, I could start something that would be of real benefit to the nation as well as work out some of the ideas of Jesus as I see these ideas, and after all what we ought to work out is not what another's conscience dictates but what is down deep in the bottom of one's own soul. You don't know how much I yearn to get something started along the lines that I have attempted to outline, but I must work at whatever I can so long as I believe that what I do will benefit the poor. Poverty even in this famine district is used by all that have as a means of gratifying the childish thirst for what may be called self-seeking but which is really shortsightedness on the part of those who are making themselves more degraded than even their dupes. We took the magistrate of this hsien out in an automobile day before yesterday for a ride over the new road running through his hsien, which is a part of the road that I am in charge of, and what did he say? If we could only keep the country carts off the road and keep it for an automobile road how fine it would be. I almost despised myself for being with him in the auto, but I frankly told him that that was very far from the idea that the contributors to the Red Cross funds with which this road was built had in giving the money.

To make up for the shortness and lack of information in this letter which will be of necessity a great deal shorter than I would like to make it, I shall gather the copies of some letters that I have written in connection with the work.

I cannot, however, stop without expressing my sorrow at the awful state of affairs in the Capitol. It does seem to me that the Chinese are going down a steep descent, and deliberately selling their country to a nation that is itself under the heel of Militarists. It is almost unbelievable to one like me, who lives among the down-trodden millions of China, to think that Americans and English could take as anything but a joke the beautiful phrases on democracy and disarmanent that Men like Wellington Koo make. People actually think that these wonderful parrots of Christian civilization, actually represent a great civilization. Think of the women and girls all around here having bound feet as they used to do all over the country. Think of seeing heads of robbers hung up by a rope strung through a slit in the ear or nose, think of the little children allowed to roam over the country with their heads one mass of scabs and so emaciated that often the only relief that comes is death, when those who are the upper classes here are not ashamed to ask us foreigners and strangers to help, when they merely only laugh at the condition of helpless children, Dear Wheeler I sometimes just get sick, and would get up and leave and let them go to the devil only if one can only help one he is doing something. At home they don't need me, and I would be only imitating these very people whom I despise if I went home to have a good time, Indeed my good time is just here, but I would like to make the time more efficient in relieving this awful misery. We have on this division of road about 7000 men at work, but how much better sociologically are we leaving them than when we found them? Indeed we are being used as catspaws by men like the offocial that I mention above to further their mean desires. My God! How would some of the people who contributed to help to build this road feel if they knew that the people whom they wished to help were to be kept off the roads with their carts, and that the roads were being used for the automabiles of their oppressors, who are also responsible for these famines. Yes! I insist that they are responsible. We have no guarantee whatever that these roads will not be so used, just as the main roads in Peking are prohibited to all but the elite, while those that are doing the real work of the nation have to drag their carts through the sloughs that are called roads. Still the great hope that one has, who really works among these poor is the goodness and kindliness of these very poor. Their contentment with what will barely support life, and their appreciation of the help that is being given more than repays one for all the heartache that he has on account of seeing how they are oppressed. When this incubus is lifted off

this nation, and when the gospel of Jesus Christ really gets a hold of the peasantry and the rest of the poor of China, then we shall see people of the very best type. What a beautiful country this could be physically, but even trees are pulled out, and with such devils in charge as Tuchuns we cannot expect the moral world to be allowed to produce much good. Oh! I am so glad to see Leighton Stuart come out on the side of justice for the teachers in the manner in which he has done.

I wish I could write in a happier strain. I simply can not. The situation is bad and we need not blink at it. But we know that the forces with us are stronger than those against us and we shall finally conquer through our Leader.

Please give my best regards to Mrs. Wheeler. Tell Miss White that I would write telling of things out here but I am hustled for time, and when I have time, I too often feel lazy. Please give her and Mr. White through her my very best regards.

I do hope that you and Dr. Luce are succeeding beyong your expectations in securing the funds that you so much need for the good work that you represent. Please give Dr. Luce and Dr. Eric North my best wishes and express my hope that the day may soon arrive when the espousal by the church of the cause of the poor will not run the risk of cutting off the means of support of that sacred institution.

Sincerely yours,

S/ Joseph Bailie

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Wutingfu
June 7, 1921

Dear Captain Todd:

Your telegram informing me that Mr. Tucker was coming with money, means, I suppose, that we need not expect any more grain. In one way this would be a good thing, if the supply of money does not fail, as the beans that have been coming have been very bad. Yesterday was a day for the paying off of the work between here and Chicheng, and some of the people brought back their bags of grain to me to inspect and I must confess I was ashamed. Some of the bags were about one fifth filled with earth, and not only so some of the beans were budded, and the sacks smelled very musty. Still we had very little trouble, as Mr. Krieger, instead of taking the grain back, gave something extra to pacify them. Of course I blame no one but the carters and those that have taken out the grain and substituted dirt, and in other ways have made it impossible for us to give good beans to the famine sufferers.

From another standpoint however, it is a pity that grain should not be shipped into the region. Just as soon as the sharks here know that we have stopped shipping in the grain, up jumps the price, and some of these very beans that our people have sold at a low rate, will fetch a high rate as soon as we begin to pay in dollars. Personally, however it will be a great relief to me whan that is done, as every day I have had these bad beans thrust before me by the workers.

After Wang Shu-shan returned from staking out the road to Shihchiamiao, I wrote you. But we have had a lot of discussion and I fear interferance from the outside, since the dismissal or resignation of Mr. Yang. Mr. Chang the Engineer is a true follower of his boss Yang and has given me so much trouble over thwarting making any progress that on one occasion I point blank told him that it seemed to me that though Yang was no longer connected with this road, he was in some way hindering us in getting things accomplished. Since then Chang has not been so obstructive, but he does what he does most grudgingly. He is a perfect contrast to Wang Shu-shan who is a perfect little gentleman and thoroughly efficient. What the other two Engineers are I can hardly state as I come very little in contact with them. I would like to hear more from them, but I can excuse them as they are very busy getting the men on to the work. I have sent Wang close on 3,000 men and perhaps the Haifeng Magistrate has sent him some. That Magistrate has sent Stokkan 1500 men which I suppose he has turned over to Engineer Li. In Stokkan's last letter he had not had time to go to see whether Li had begun work or not, but from what I have heard from others I think he has the men on the job.

After all the telegraphing that I did about Mr. Wang's going from one road to the other, he has finally gone to stake out the road to Tsinghochen. But he sent me a note yesterday that the Magistrate had informed him that the staking out and digging of the wells could go on now but that the construction of the road must wait ten days, as the wheat on the route of the road will be all reaped by that time. If that road is to be delayed so long and if you will then go on with constructing it, I do wish you would put some other engineer than Chang on the job.

As far as the decision of the Magistrate is concerned, I entirely agree with him, but had I known in time I would have had Wang go to Haifeng and finish that 10 li between Shihlipu and Haifeng first so as to make sure of connecting Haifeng with the good road. Still as Wang will finish this job in a few days it is well to have the staking out of that road done so as to let the land renters go along the line and finish their job. I am not having the walls put in till Dr. Tucker comes and tells me what the decision of the Red Cross is concerning

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extending the time during which they will continue to work here. In connection with this matter I repeat that I would like to see the road put right thru to Chengzekeu. I am so thoroughly convinced that if we could get this near cut for bringing the Manchurian grain into this region, and get alfalfa made the foundation of animal husbandry in this region, that I am willing to stake everything on it. With windmills we can keep the alfalfa alive, and with a port at Chengtzekou, we can always have cheap grain.

Another point that I have not mentioned to you before, is the wonderful possibility for manufacturing poplar pulp and paper. These poplars are among the fastest growing trees that I have seen. They become magnificent trees in less than 20 years, and I understand that the very best paper is made from poplar. We could foster the production of poplars in this region by opening a paper mill which would also give employment to a great number of people. The poplars would also be proof against being drowned out by flood, and anything that would be a permanent industry in this region would tend to prevent famines. The growing of poplars would also keep these high winds from blowing away the sand and soil. With Changtzekou as a port we would not be at the mercy of the T.P.R. to skin us on the freight on our products.

The world supply of paper pulp is becoming year by year more difficult to secure, and of course, dearer. So that if once the industry could be got running here, we would always have a good demand for our products.

As I see it one of the curses of this region is the strawbraid industry. People (mostly women and children) can make a pittance at this industry. If once we could make it worth while to grow poplars here we would seen see all these naked sands covered ~~with~~ thick with poplar forests, and there would be healthy work for all the people, work that ought to furnish good wages for all concerned, while at the same time giving profits enough on the investment in the pulp and paper mills. Poplars are so cheap in some parts of Shansi, that the people don't think it worth while to plant them. I believe the Red Cross could not do a better thing than to do something to foster this Pulp manufacture in the famine region. Another point is that I have seen these poplars grow so close together and form healthy trees, that there is hardly any limit to what could be produced in this region.

Because I believe that animal husbandry and the manufacture of paper from poplars could be efficiently used along with other schemes for the elimination of famine from these regions, I again urge the continuation of the road to Chengtzekou. Without this as a part, both of these industries would likely be throttled, as some of the other schemes would also be likely be endangered without this way to the sea.

Wang Shu-shan had two field assistants that had been sent from Tsinan to assist him in the road work from here to Shihchiamiao. He brought these men to me and asked me to grant a field allowance of $20. a month so that they could help him in the work on the other roads. He said that he could not well get along without them, so I granted the allowance. The bill will not be big for the Tsinghechen road, as they will be through in about three days more. He also asked permission to increase the wages of some of his coolies a dollar or half a dollar a month as they were doing extra hard work. I gave my consent. If any of these things do not meet your approval, please let me know. The regular salaries of the two field assistants continue to be paid from Tsinan.

I do hope Dr. Tucker will come today as we are out of money and will be out of grain before night, unless more carts come today.

Sincerely yours,
S/ Joseph Bailie

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Wutingfu, June 12, 1921.

Dear Mr. MacEachren:

The famine situation as far as I can make out is very bad in this region. The worst hsiens are Haifeng Loling Chingyuh and Yenshan. In a good part of these there is nothing in the way of crops this spring, and unless planting has been done since the last rains there is no prospect of a change for the better the coming year. This is borne out by every one whom I meet from these districts. For this reason I recommend that as much work be done in and near these hsiens as possible in the near future. The people are so poor that they have not the means of going towork at a long distance from home, and we should do all in our power to give them work near home.

I understand that it has been practically decided to construct the road from Yanghsin through Haifeng Chehchanchieh Tshan to Chengtzkeu. I recommend that that road be continued 40 li further to the seaport Takou, where I am informed coasting steamers can come, and sometimes now do come. This used to be the great port for grain but latterly owing to insecurity from bands of robbers, the traffic has gone to Hsiawa, though the water accomodation at Chengtzekou is better.

I also hear that the Red Cross has been considering building a road from Yanghsin to Tsangchow on the T.P.R. I would recommend that that road be constructed now. It runs through the very worst districts ; viz: Haifeng Ching Yuin and Yenshan hsiens.

The distance from	Shihlipu to Hsiawa is	50 li
"	Shihlipu " Chengtzekou is	100 li
"	Chengtzekou to Takou is	40 li
	Total	190 li

190 li allowing 300 catties for 40 metres i.e. 4320 catties per li makes 820,800 catties of grain for the whole road. But on this line the digging of wells and watering adds to the cost a little more than one fourth so that this would bring the cost up 1,026,000 catties of grain.

Red Kaoliang can be purchased at Hsiawa for 4.5 cents per catty. 1,026,000 catties @ 4.5¢ = $46,092.

But hauling and other expenses would have to be added. If later we find that the grain could be secured at Cgengtzekou as well as at Hsiawa then the hauling would cost less. The distance from Hsiawa to Chehchenchieh, where we hope to make the grain depot is 90 li.

I am making this estimate on the supposition that the grain now at Yuchang will be sufficient to finish the road as far as Yanghsin.

If the road to road to Tsangchow is condisered, the grain should be brought in by this same route. The cost for this road would be about the same as that for the Chengtzekou roa d.

Sincerely yours,

Joseph Bailie.

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August 1, 1921.

Mr. Joseph Bailee,
c/o American Red Cross,
42 Tsung Pu Hutung,
Peking, China.

My dear Mr. Bailee:

I was very glad to receive your letter of June 4th written from Wuchingfu with copies of your letters to ~~your~~ Red Cross colleagues dated June 7th and June 12th.

I am glad that you had an opportunity to help out with the China Famine Relief, and I am very ~~glad to that~~ have been able to make a valuable contribution to this work.

I was very much interested on your reaction as to the whole situation, especially in the light of the aggravation and lack of principle on the part of the officials in the local government of the districts where you have been serving.

Mr. Frederick Stevens, American Representative of the Chinese Consortium, was here a week ago and a group of us had luncheon with him. He expressed himself in somewhat similar terms concerning the present situation in government circles in China and the great need of honesty and patriotism. The only hope for China is in Christian statesmanship, both internally and as expressed in different external relationships. We are hoping that the conference which has been called by President Harding, which will be held in Washington in November, to consider disarmament and Far Eastern problems will bring up the whole situation for discussion and consideration on the part of all the nations concerned.

I should very much like to know what your own plans are for the immediate future. I presume you will talk them over with the people at Peking. If you wish me to go ahead and try to get action for you on your application with the Board of Foreign Missions, I shall be glad to do what I can to put this thru. I should like to hear from you first, however, before taking this matter up. This of course is without regard to your particular relations at Peking.

With best wishes, I am

Sincerely yours,

WRW:P

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Missionary Home
Shanghai, China
September 24, 1922

E. G. Liebold, Esquire,
Dearborn, Michigan
U.S.A.

My dear Mr. Liebold:

Since I wrote you last, I have made a visit to Hengchowfu in Hunan. My object was to see that point on the Siang River just below the junction of the Mi Kiang with the main river. I felt well paid for the trip, for there are two mountains, one on each side of the river, and about 500 yards asunder, affording a dam site. The whole corresponded exactly with what Mr. Carroll , the Engineer-in-Chief of the Hankow Szechuan Line, had told me when I met him on my previous trip to Hankow. On my return I called again on him, and he showed me a sketch of the bed of the river at that place, and said that there would be no difficulty in the construction of a 200 foot dam. But I am sorry to have to say that even a 100 foot dam would inundate Hengchowfu. You will see from the table of high-water elevations above sea-level given on the enclosed sheet that Hengchow is only 15 feet higher than Lei Chia Sze which is the name of the place where the dam can be made. In talking over this matter with Mr. Carroll, he said that even with things as they are, a dam could be constructed high enough to give 20,000 horse power.

Mr. Carroll went to a good deal of trouble to fish out of his profile maps of the Canton Hankow Railway the elevations that he gave me.

I shall have to say, however, concerning the elevations of Lei Chia Sze and Hengchow that as the water is to a great extent dammed by the close approach of the two mountains at Lei Chia Sze, high water there represents a bigger height above the bed of the river than at Hengchow does. Besides what he calls Hengchow is not strictly Hengchow, but the high-water mark of the mouth of the Lui ho where it joins the Siang a few miles below Hengchowfu. So that a dam of between 45 and 70 feet could be put in if some arrangement could be made for carrying off the freshet waters, which cause a rise at Hengchow of as much as 50 feet at times.

On reaching here I found your letter of August 18 in which you ask me to forward to you a copy of the Atlas and Commercial Gazeteer of China, published by the North China Daily News and Herald, Ltd. I went at once and sent you the copy. I hope it reaches you in safety.

As China is in such a disturbed state at present as to render travel into the recesses which I ought to visit if I went to see the water-sites, either totally impossible or extremely dangerous, I have decided to take a trip to Honolulu and San Francisco and select from among Native Sons the balance of the 100 boys that **you so kindly permitted me to place in your Tractor Plant. Had we arrangements concluded with the U.S. Department of Labor, I could recruit that number or more here without any trouble.**

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However, as you are being put to all the trouble that the whole 100 would involve, over the 13 there now, I feel it is my duty to make the number complete. I shall therefore go to the Hawaiian Islands and select as many as I can but shall not send any of them till I hear from you again. My reason for this precaution is that I see from the papers that Mr. Ford has had to shut so many of his plants as to put 100,000 men out of employment, through shortage of coal owing to the strike.

After selecting the boys, I shall go on to call on you, and shall be glad at your convenience to explain more fully some things but especially to see whether I have been on the right track.

At this point I had better give a statement of expenses. Altogether up to the present I have spent in connection with this water-power project, including my keep $3,185.00 Mex. You have sent me $2,000 Mex. leaving a balance of $1,185.00 Mex. which at the rate of 1.80 comes to $658. Gold. I shall be much obliged if you will kindly remit this amount to me at 2459 Ashby Avenue, Berkeley, California.

My double trip across the Pacific, I do not know whether you would consider as falling within expenses involved or not. This expense though not strictly included in the investigation of water-power sites, still is undertaken in the interests of your projected plant in China. By taking Second Class where possible I can cut down the cost of that trip to a little over $500 Gold. If you could include this in the remittance, I would be much obliged. I would not ask this but for the following consideration.

The work that I am now doing in connection with Peking University, though entirely endorsed by them, is not in any way supported by them, and I have been managing the financing of my propaganda as best I could. When I returned to China after I saw you, I took part in the construction of Roads in Shantung under the American Red Cross. As I was not under salary in the Peking University, the Red Cross paid my salary, and expenses while with them, while at the same time they recognized me as belonging to Peking University. When your letter came asking me to put some time into giving information about water-power, I was on the point of signing an agreement with Mr. Hsiung Hsi Ling, Minister of Finance under Yuan Shih Kai, to take charge of the famine Relief work in his native province Hunan, and at the same time to superintend the establishment of an orphanage at Changsha. This work I was willing to undertake as it falls in line with what I believe to be my duty. The salary that I would have received would have been used along the lines of developing the Bureau of Industry and Labor in Peking University. But the offer that you made of paying my expenses while in the work that I have been doing so imperfectly, was directly along the line of development that I want, and the lack of a salary didn't matter. It is because I had no money coming in from other sources, that I would like you would pay this double trip across the Pacific.

May I still go a little further and request that that Tractor which you intended to send to me in Manchuria, be sent to Peking University? They have need of it, and with their programme extending their agricultural work into Mongolia, will be doing the very same kind of pioneer work that I was doing.

I recognize the fact that I was not properly equipped for the work that I undertook to do. I could however have done much better and have given definite information had not the chaotic state of the country rendered it impossible for me to visit the proper places. I have also felt handicapped in not knowing

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enough of the policies you hope to follow in China. I do hope that all the trouble I have put you to in reading my letters, may have given some little light on what you intend to do. The situation in China has been so discouraging to me, that my letters reflecting my discouragement, must have been anything but exhilarating reading. Of one thing however I am convinced that when they establish a stable government, which I believe they will do inside a few years, things will progress here by leaps and bounds.

While at home this time, I shall try to have consummated that agreement between the U.S.Department of Labor, and our Bureau of Industrial Service which has behind it both our own Peking University and the University of the Ministry of Communications of the Chinese Government. It is likely if I can do so that I shall have to take charge of the home end of the undertaking till such time as I shall be able to finance a man to take my place.

I hope to sail from Shanghai for Honolulu on October 3rd. It will likely be necessary for me to remain in Honolulu for at least a week or ten days. Luckily I know one of the chief men of the Chinese Community, and shall have no difficulty in getting the proper information regarding my mission disseminated among the Chinese. Indeed I have already written ahead. I hope to be in America about three weeks after you receive this letter.

Sincerely yours,

/s/ Joseph Bailie

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燕京大學

RECEIVED

OCT 30 1922

W. R. WHEELER

PEKING UNIVERSITY
PEKING, CHINA

D. Nott

Missionary home
Shanghai, China. September 25 1922

Rev. W.Reginald Wheeler,
Presbyterian Board of Foreign Mis ions
156 Fifth Avenue,
New York,city,
U.S.A.

CONFIDENTIAL

My dear Rex:

I have had a long chat with Bocker,and I believe his coming out here will clear the way considerably. We needed him badly. We must try to hold him. He gave me more hope than I have had. You see I have written the word "CONFIDENTIAL" at the top. Well here is what is confidential. Be sure that you read this letter first by yourself before reading it to any one else.

You may remember that Dr Luce wanted me to introduce him to Henry Ford. At that time and even now,I dont feel that I know Mr Ford well enough to introduce any one to him. Well that tendency to use me as a catspaw to introduce to any one,had very nearly made me decide that it would be impossible for me to go on with Peking University. I did want badly as you know to continue working with Leighton Stuart and the rest of the good people,and for that reason I did and still do want to have that agreement between the U.S.Dept. of Labor and our two Universities finally signed up,but I was afraid to have any one on my tracks as I got the Chinese students into plants all over the country. I told Bocker this,and he said that, you were the man to be in charge of this matter in that office and not Luce. If you will do this,I have no fears but that we can get on all right,but if Luce is to be in charge,I'm not in the game. I prefer to remain outside of the University and do as best I can by myself. But if you take charge and guarantee me that I shall not be brought in any way into any relation with Luce,I shall go on and do my best in the name of the University.

I am writing this in time,so that I may know exactly where I am before I start my campaign. I have written to Leighton Stuart telling him this same thing and if I have not his backing in this matter,I shall have to work in connection with some other institution. But I have no idea of giving up the work of using every means at my disposal to humanize labor in China. The longer I think over it,Industry and Education should be so closely associated,that later on one word can be used to connotate the two ideas.

I am enclosing the copy of my last letter to Mr Liebold. Bocker told me all that Liebold had said to him about me and the work that I am attempting to do for him. The letter I sent him,leaves the door open for all eventualities,but tells some plain facts about my financial situation,and that of the Bureau.

In writing me next-please address to my old home address 2459 Ashby Avenue,Berkeley,California,

and very greatly oblige,

Sincerely yours,

Joseph Bailie.

Joseph Bailie.

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RECEIVED

OCT 30 1922

S.S. Nile,
Meridian Day October 16 1922

W.R. WHEELER
Rev. Reginald Wheeler,
156 Fifth Avenue
New York city,
U. S. A.

My dear Rex:-

As you see I am on my way to report verbally to Mr Ford. Passing Honolulu, I shall stop for a week or ten days, and select young men as described in the copy of my letter to Mr Ethelbert Stewart which is enclosed. From the information that I received from Mr Sawyer I have come to the conclusion that it may not be necessary to enter into any such agreement with the U.S.Dept. of Labor as I have been trying to have consummated for the last three years. If that interpretation that I have ventured in my letter to Mr Stewart is right, then we can go ahead, but that word "expressly" so awkwardly placed in the document, opens the way and encourages all sorts of deceitfulness. It even encourages us to have boys sent over under the cover of coming as bona fide students, who we know have not the means of supporting themselves without working, and o then after they have got into the United States placing them in plants The Dept. of Labor seems so constructed that it has to leave room for fishy work.

I suppose Leighton Stuart sent you a copy of a letter I sent him about the matter of my representing myself as belonging to Peking University or not, and whether I was permitted to use the University Paper in my correspondence. He is perfectly willing if all that I do is done through you and with your cordial approval, but otherwise he is not. I therefore refer to the letter dated September 25 which I sent you from Shanghai. I dont want any trouble with Dr. Eric North. I wish you would consult him in case you are willing to bear the relation to me that I request in that letter of September 25. I have the same policy that I had on my last trip home, and shall do all I can to promote the type of education that you are aware I have at heart. As you know, personally I like and admire Eric North, but I am afraid from what he told me in the presence of Wm. Hung in that Chinese restaurant that he is afraid that I am a Bolshevik, whereas as you well know, what I am doing is the best I know to prevent the spread of Bolshevism. I dread it and its evil consequences as much as any one can, and am doing all that I can to do away with the causes that inevitably bring that plague. However, if Eric North does not want me to go about representing myself as Peking University, then I shall not do so this time even though Leighton Stuart is still as desirous as he was last time that I should be one of the Faculty. But I am still convinced that mission work in China needs this very thing that I am trying to work up. It is not that I am so thick-skinned that I dont feel the rebuttals that I have received, but I throw aside personal feeling in this matter as I believe I am not properly understood by some. If I can I shall fill Ford's plant in China, with Christians and make it a centre of practical Christianity, that will be as efficient as any University or Mission Station. Then we shall be beginning to get at the problem of humanizing labor in China.

Sincerely yours,

Joseph Bailie.

Joseph Bailie.

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S.S.Nile
October 16, 1922

Ethelbert Stewart, Esquire
Commissioner of Labor Statistics
Bureau of Labor Statistics
U.S.Department of Labor
Washington, D.C.
U.S.A.

My dear Mr. Stewart:

As you will see from the heading of this letter, I am now on my way to Honolulu, where as I think I have already informed you I am going to select as many Chinese Students who are Native Born and therefore American Citizens as well to fill up the full quota of 100 which Mr. Ford has permitted me to place in his Tractor Plant, to prepare for his coming to China to open a Plant. I shall not, however, bring them along with me, but shall wait to hear from you whether by doing this I am in any way violating any of your Department's rules. I therefore request that you either write me or send a telegram telling me whether this course is not permissible. My home address is 2459 Ashby Avenue, Berkeley, Calif.

In talking this whole matter over with Mr. John B. Sawyer, Vice-Counsul of the United States of America in Shanghai, who is the Commissioner of Immigration at that port, he gave me some information which seems to me to modify the status of Chinese Students in the U.S.A. in regard to the matter which all of my correspondence refers to. I have here before me, the copy of one of the rulings of your Department, which Mr. Sawyer kindly gave me. Unless I am astray, this ruling will permit me to select from all the Chinese Students in America, any that are desireus to work according to the Co-operative method, and place them in plants. The ruling referred to reads:-

> "The Department of Labor holds that, the opinion of the Attorney General of Feby. 27, 1922 does not go so far as to hold that Chinese persons who, confessedly, come to the United States expressly with the purpose in view of combining their theoretical studies with labor for hire, in competition with American Workmen, would be entitled to admission, in the first instance, as members of a class excepted from the operation of the Chinese Exclusion Laws."

I would be very much obliged if at the time you are answering my previous question, you would tell me whether my construction of this ruling is permissible. I would be very much obliged if you could also send me copies of all the Rulings of the Department of Labor on this question during the last two years, together with the opinions expressed by the Attorney General.

My stay in Honolulu will not occupy more than 10 days, when I shall proceed to my Home address given above. Then I shall proceed to Detroit to report to Mr. Ford on Hydro-electric sites in China.

Thanking you for your uninterrupted courtesy in handling this matter, and for all the help you have given me.

Sincerely yours.

S/ Joseph Bailie

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Honolulu
October 23 1922.

Dr. J.Leighton Stuart,
President,
Peking(Christian) University,
Peking. China.

My dear Dr. Stuart:

Ireached here on the 19th inst. I had written to friends in Honolulu that I was coming to enrol boys for the Ford Factory. Christians,Native Americans,tho better educated the better,etc. The n Sent a Radio ahead from the Nile near Japan. So when I reached this place,the pastors of the different churches had prepared qists. I set to work at once to register the whole outfit. There were over 300 applicants all of whom would do,but from these I have selected and written certificates for 72. If these boys dont fill the bill-I was going to say,I would eat my hat. I have felt ever since coming here as if I had struck a gold mine. Just the type of boys that I have been looking for,and all stark mad to go to Ford's. I had laid out my accounts not to take more than 50 at the outside,but after I had cut down the lists to about that figure,pressure of every imaginable sort came upon me,barring holding me up or bribing me,so that I had to let these 72 go. I wish I could swim to-morrow,for staying here another day will have me coerced to fill up the whole 87,so that I wont have a single vacancy for the San Francisco boys.Then I'll get into worse trouble.Still I think I can manage to wriggle out in some way. I want to tell you that I havent struck such fine fellows yet, still when in my address yesterday,I lauded Sun Yat Sen for his good work about a dozen hot heads got up from the church and walked out. I think they are sorry for it now.No! I didnt allow that to keep a single man from going to Ford's.

The papers here have made quite a fuss over those Boys being selected for Ford's. Articles had been published about it before I reached here,and as soon as I got here the Reporters got after me. You know the way they do.

Another Mr Ford,Not Henry,is here. He is the moving spirit in the Pan-Pacific Council or whatever you call this gathering He very politely came and invited me to take a seat among the delegates that are gathering from the four winds,but you know that I am no speaker,and came here for a single purpose and dont want to have anything distract me in the job that I have come for. So I had to refuse to accept the invitation to partake of his good victuals etc. I told him that Joy Fitch could tell him all that I could.I had also another reason for not going to that meeting.If we are to have that agreement in Washington signed,we shall have to take good care not to get mixed up with any group or groups whose policies might run counter to principles that we hold.

Sincerely yours,

Joseph Bailie.

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RECEIVED
NOV 6 1922
W. R. WHEELER

Honolulu,
October 24 1922

Rev. W.Reginald Wheeler,
Pres. Board of Foreign Missions,
156 Fift Ave.
New York City.
U.S.A.

My dear Rex:

Enclosed please find the copy of my first instalment to President Stuart onthis trip. I am very well satisfied with both the training and moral equipment of the boys that the pastors have recommended to me. If we can get these boys trained and then made foremen in Ford's Canton plant,I believe we shall have made a good beginning of keeping the plant inside the circle of evangelistic agencies for the extension of the Kingdom of God. If I have anything to do with the stocking of the working people,I shall try to give christians the first chance for reasons that you know.

I suppose Leighton Stuart has written you about what r lation I shall beart o the University,if any,while at home. As I have already written telling you,whether I am related to the University or not,I intend to make no difference as to what I shall do. I am in this job now,and shall go on in it,but I do want to have all these things part and parcel of the University and not only of our Peking outfit,but of all the Christian Institutions in China. I think I have already written telling how I hope to have Ford's plant if at Canton affiliated with the Canton Christian College. I know the people in Canton would be delighted to haveit so affiliated.

I hope to have a let er from you soon after my arrival in Berkeley,in answer to what I have written in previous letters.

Unless I have a specially urgent letter from the Ford people I think I shall remain around home for a while so as to be there for Christmas.

With kindest regards to Mrs Wheeler and to your good self
Sincerely yours,
Joseph Bailie
Joseph Bailie.

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1386 Perry Street
Detroit, Michigan, November 19 1922

Rev. W. Reginald Wheeler,
156 Fifth Avenue,
New York City.

My dear Rex:

I am now in Detroit getting some of the Honolulu boys on to their work in The Ford Motor Company. I forget whether I wrote to you telling how I was going to stop at Hoholulu on my way to America and select Chinese who are natives of Honolulu,and ipso facto American citizens,and who were christians and educated equivalent to about the equivalent of graduates of High School. Well I have done so and to my great delight I found a new type of Chinese that I have not struck any where else. The Chinese in Honolulu live in the community just as any other nationality and there is no China Town in Hoholulu. As a consequene the boys talk good English and have absorbed more of western civilization than any of the boys that I have met so far who are natives of the Mainland. I found about 300 waiting my arrival,and could very easily have selected fully 150 all of whom met the requirements,but as I had at the beginning only 100 vacancies and as I had already filled nearly 20 already,I selected only 73 of the Honolulu boys. All the pastors of the Churches assisted me in making the selection,and the Y.M.C.A. very kindly placed their rooms at my disposal,so as to make it possible to meet the boys in a quiet place. In less than a week I made the selection and got on to another steamer. Already 9 of these boys have come,and as soon as they eached San Francisco,I came on to prepare the way. Every thing has gone smoothly,and they are now in touch with their own churches and are properly received by the group of older boys who have been in the Ford Plant for over a year.

They are all Christians and are enthusiastic to be able one day to go to China and open up a plant for the manufacture of automobiles and tractors. Whether Ford goes and opens up or not,I believe that in two or three years more,we shall have enough trained Chinese to equip a plant themselves.These boys are having a thorough course, and do not omit to learn even a sinple pin that goes to the making of automobiles and tractors,and then they have to repair numbers of broken ones to make sure that nothing has been omitted. I have seldom seen a more enthusiastic group. Their teachers and foremen like the boys,and the feeling is reciprocated.

As Mr Liebold has not yet had time to reply to my last water-power proposition,I have not yet called on him.I dont expect however that he will want to do anything in China just now. Indeed I shall advise him against starting anything out there just now,seeing there is no such a thing as stable government in any plave in China outside ofthe Treaty Ports and they are not too safe. The last proposition however,is the closest to being a safe one that I have yet brought before him. It is the development of the water power of the Chien Tang Kiang above Hangchow and the transmission of the power to Shanghai and the using of as much as would be needed for the running of the Shanghai-hangchow-Nanking Railway.It is possible to develop 700,000 H.P. 300,000 of which could be sold at once to existing plants that are needing the power.The whole proposition was brought to my notice by a Swedish Hydro-electric Engineer who is now engaged in the Whangpo Conservancy Board,and I have merely forwarded his report. Were it not that I have promised and signed an agreement not to have anything about it published,I would send you a copy

Still I were zealous to have him undertake this Chien-Tang- cheme, I have no hopes of their doing so judging from what Bosker d me. Of all the schemes that I have brought before them, I believe it will be a matter of selection between that at Canton and this Shanghai Scheme.

There have been great changes at the Ford plant since I was here before. Some of these may be for the better, but I fear some are a coming down to the level of his competitors in the matter of less consideration for the worker. Maybe I'm wrong, but some of his finest welfare workers have been turned off or have resigned in anticipation of being turned off. Still every one here speaks well of Ford and the people are never tired of the hero worship of their fellow townsman Ford. I have just had as much of it as I can stand.

I had hoped to visit New York and the eastern towns generally on this trip, but I'm a little afraid that this is the wrong time of year to get the interest of managing Directors of Plants etc.

Thank you for using your good services concerning having me connected up with the University in a financial way. I am inclined to think that even had I been financed by them during the past three years, I would not have done any more for the furtherance of the plans of the Bureau of industrial Service than I have already done. This I say not boastfully, but I know that we are now on a better foundation now than we were when I was at home before. Anyway whether they finance me or not, I shall continue to do as I have been doing, though their not financing me may cause me to take double the time to accomplish my ends. If I did not believe down deep in my soul that I am doing the best thing that I am capable of doing for the good of China, I would drop it and take hold of something that would make it easier to get some one to patronize me. As it is I fear that I shall have to gang my own gait.

How thankful I am that I had not time to begin propaganda in China before the great labor awakening that had its manifestation in the Hong Kong and other Labor Troubles! Had I done so I would have been blamed for the trouble, and I would have had a lot of "I told you so's" directed at me. But now the downtrodden workman who has heretofore been so oppressed that he had not time to lift his head, now has turned his eyes heavenward and caught a glimpse of the sunlight, and is beginning to perceive kinship with the source of that light. The light is dazzling his eyes, and he needs guidance, but has no true guides. I believe Sherwood Eddy will be the first among our Missionary propagandists to get on to the job. He's better qualified for that side of this work than I am but I think for the practical side I am as well qualified as he is. Any way as long as I am spared I shall do my bit.

I hope to remain in Detroit about two weeks more, after which if this cough which I have subsides I shall visit Pittsburgh and perhaps New York and Washington.

Sincerely yours,

Joseph Bailie.

Joseph Bailie.

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C.J.CARROLL ESQUIRE.Engineer-in Chief of the Canton-Hankow line gave me the following heights above sealevel of the points mentioned

1 THE CANTON SECTION.

Name of place	Distance in miles from Canton.	height in feet of High-water level
Wushek	122	260
Shiuchow	140	304
Lokchang	170	409
Border of Canton & Hunan Provinces	208	650

2 THE HANKOW SECTION.

Name of Place	Distance in miles from HANKOW	height in feet of high-water level.
Chuchow,	259	205
Lokow, mouth of Lu river,	268	208
Lei Chia Sze	314	245
Hengchow. or rather the junction of the Lui with the Siang a few miles below Hengchowfu	342	260
Lei Yang or rather Tsai Tou Kai 5 miles above Leiyang	383	355
Chenchow Station	431	540
Top of Divide near Ichang.	464	1130

Mr Carroll says that the easiest proposition all along the line is to dam the two branches of the North River North-west & North-east of Shiuchow. Each dam will furnish at the lowest water season at least 15,000 horse power. This involves the flooding of no arable lands. Minimum of the two 30,000 h.p.

Below Wushek it may not be possible to put in a dam, but there could be put in a flume. The Railway doesnt approach the river below Wushek and would not interfere with a dam.

The Gorges are above Lokchang, not below.

The Gorges above Leiyang on the Lui River are good sandstone and make good dam sites.

Mr Carroll wants the seed of Swamp Mahogany which is one of the Eucalypti, and pecans, for experimental purposes along the projected line of the Hankow Szechuan line. He believes they will succeed there.

These are the notes that I took while Mr C was fishing out the heights in the table above.

Joseph Bailie.

Joseph Bailie.

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Detroit November 29 th 1922

While Messrs. F.L.Black, G.H. Kettenring, Jule C.Ayers and I were at lunch at the Dearborn lunch room, Mr. Cameron the Editor of the Dearhorn Independent came in and informed Mr. Black that Mr. Ford wanted to talk with me at 2 o'clock. About that thime I was called down from Mr. Black's office where we were continuing our conversetions, and Mr. Black accompanied me. I insisted that he stay with me during the interview.

Shortly after I sat down in Mr. Cameron's room Mr. Ford came in from his office and shook hands with me mentioning my name and remarked that I had been travelling considerably. I assented and he remarked that I had reported on seeing a river that fell 1400 Ft. inside 50 miles behind Peking. I again assented and he asked me whether it was a yard wide and 6 inches deep. I pointed to the pond and said it was as wide as that and of considerable depth most of the year. and that power of over 100,000 H.P. could be developed. This had the desired effect in making him still more desirous to hear. But I continued stating that though this was connected to the seaboard with rail and had an inexaustible supply of haematite iron ore and coal above it, still being in the region between the two contending generals of the north, it was constantly in danger of being interfered with by both these.

I next referred to the water site on the Chien Tang Kiang, as represented to me by Mr. Karl Brynn C.E. I first described the promemtory & how it is washed by the current of both streams to prevent silting of the wharves that are proposed to be built there. Mr. Ford looking at the map nodded assent. I then took up the power site itself, and a few words were all that was necessary, He asked about the density of population inside the triangle with Shanghai Nanking,& Hanchow as apices, and the description of the factories etc. already there and of how 300,000 H.P. of the 750,000 H.P. available could be marketed at once with the present plants needing power had its effect on him. Then the density of population also appealed to him. He asked that the manufactures were, and was rather surprised to hear that so much wheat flour was used by the Chinese. He(as comouflage) constantly interposed that the best thing was to sell more cars.

When I began to describe the Canton propostion I saw him plainly agitated at the immensity of the figures, but he asked where the Philippines were from Canton, and I showed him. I showed also how ever the ridge of mountains seperating Kwangtung from Hunen there were four large rivers, veritable fu nnels of power, where it took three weeks to go up stream and the boats were carried down stream the same distance in less than 24 hours, and that this power was situated right on the course of the Canton Peking line of railway the main artery of the nation, which line needed only the little gap at the place we are considering to complete the whole railway. Tsen a distance of 200 miles up the West River below Hangchow there was 100,000 H.P. - he could contain himself no longer but said "IF I COULD ONLY GET OVER THERE IN A COUPLE OF DAYS" I suggested his turning his attention to preparing an aeroplane to accomplish that feat, and the return of conversation pleased him.

When he asked how it was that no one had ever attempted to develop these powers, I answered lack of confidence in one another and the lack of confidence in the powers that have up to the present been exploiting China. America alone had clean hands, and Mr. Ford, was preeminently the personification of American fair play at the present in the eyes of the Chinese. Twice or three times I referred to the fact that everywhere I went the leading Chinese had constantly hoped that Mr. Ford would come out begin things. His face always became serious when I mentioned the fact of how favorably the Chinese were impresses by the Peace Ship. He said that, that was not a failure but that it proved that the thing which they attempted to accomplish was impossible. He asked several times why such wonderful resources were left untouched, but remarked himself, "SEE HOW SUCH RESOURCES ARE LEFT UNTOUCHED AND UNTOUCHABLE EVEN HERE IN THE UNITED STATES,", or words to that effect. I know what he referred to, but I did not during all the time make one reference to his business in America. He referred to this several times during the interview. I referred to the fact that the Germans were able owing to the Lowness of value of the mark, to sell for $1.00 articles that could not be produced in America for less than $3.00. After referring to that the Jews as capatilist were doing he jumped up walked into Mr. Liebold office and came back with what I think

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was the finest box of mathematical instruments, ordrawing instruments that I have ever seen, and said that, that was being sold for-I forget the small figure- but that it could not be produced in America for less than $300. The box was from Germany.Then we had a general discussion with Mr. Cameron on this the most wonderful phenomenon in history of a nation being ruined financially but put in a position where she was put into the supreme position of all the nations industrially. Mr. Ford took out the box of instruments, and was laid by others, but returned to bid me good bye' first having asked me whether I intended to be here in Detroit for some time and expressing his wish to have another conversation before I left. I did not ask him to appoint a commision, or refer to anything but his going to China himself, but from the fact that he wished he could see the place, I believe that before long he will have some of the trusted men around in China.

He was very cordial all through the interview, and the cordiality was what I had reason to expect from the manner in which i have been treated here by every one in Dearborn,since my arrival .

Joseph Baile.

During all the interview,Mr. Black the business manager of the Dearborn Independent, and Mr. Cameron the Editor, were with us and gave me hints as to what to refer to.

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150 Pingree Avenue
Detroit Michigan, November 30, 1922

President J. Leighton Stuart,
Peking (Christian) University,
Peking,
China.

My Dear Dr. Stuart:

This is Thanksgiving Day, and is very appropiate for the subject that I am about to write you about. I am enclosing a very defective report on an interview that I had with Henry Ford yesterday. The interview was arranged for by Mr. Cameron the Editor of the Dearborn Independent, and was held in Mr. Cameron's office. Mr. Cameron's idea in securing the interview was more to have Mr. Erd. meet me than to accomplish anything along the line of opening a factory just now in China. Still I kept the one thing in view to try to make Mr. Ford wish he could see thepossibilities out there.

To understand the interview, you ought to know that after my first interview with Mr. Liebold, he arranged to send his car for me for three consecutive mornings, and I spent three whole days closeted with Mr. Black, a most interesting man,all that time.I was surprised and delighted to find out that Mr.Liebold had given all my correspondence to Mr. Black, and thathe had used every ounce of information given in my letters to fill in spaces in two large loose-leaved books about information about the different provinces, under various hands. I had sent various books and maps and he has purchased a number of the very best of books on China, and is using the information for filling in all the items specified in his voluminous work. He is building up a Library of Chinese books. He has asked my help in doing this. As you know if he wanted me to dig a drain I could give more help. Will you get some one to help me in this phase of this work? What are the best and most reliable books on the different subjects, Mineral wealth, Modern Educational Developments,-infact on every subject.If you could get some of the professors in the University, each to give a list of the best books in his line not neglecting the ladies, I would be more than obliged. In doing this they could feel thatthey were contributing to my support as a Missionary. In writing me please let them address 2459 Ashby Avenue, Berkeley,California.

So that you see that the men immediately around Mr. Ford are very friendly with me and intensely interested in China. Indeed the whole staff in the offices there, whenever I have a chance of talking with the clerks seem to be looking to China as a wonderful place to go. Mr. Black has the big Map of China called the Postal Map, mounted and placed in the most prominent place in the main office, so that when we want to see the relative positions of any two places, he can easily do so.

So much for this phase of the work. But the part on which I have been spending most of my time is the placing of the boys in the Ford Motor company.Already two batches of the Honolulu boys have of nine to the batch making 18 boys. Besides the placing of these, I have places other 8 or 9 boys in the factory. Some of these boys are qualified in a very ominent way for their work as having completed University courses in Mechanical and Electrical Engineering; and some other wonderful courses. Among these is the great grandson of Tsen Kuo Fan. He is a boy worthy of his anceetry. Another is a Gold Medallist from the Hong Kong University, the same honor that Wu Lien-Teh has. Applications are pouring in from all sides, and I shall not be able to let one fourth of the applicants come to Ford's. I am hinting other places for them.

I think I wrote you in my last letter, about the rulings of the Attorney General about possibility of student already in the United States earning wages in the respective industries in which they are studying in the Universities. This proves to be a fact and makes it possible for me to get a goodly number of boys for any opening that there is in any plant. Still I have no direct information or permission yet from the Dept. of Labor in Washington, and am about to start to have the proper authorization for doing what I am now doing. this will not in any way affect the University, as I am

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acting entirely withinwhat any student is entitled to do. I am merely helping them along a line that they themselves, and seemingly their instructors, are not able to act with ease. Mr. Liebold will be in Washington in a few days and has offered to introduce me to Mr. Caminetti the head of the Bureau of Immigration. I have gladly accepted his kind offer.

After the first nine boys came from Honolulu, the oldboys gave them a reception in the Hotel Cadillac, and I need not say what an inspiration it was to me to see these boys dispersed from their ouwn country and with hearts burning to do something to help China meet and get acquainted and vow that they would co-operate in this enterprise. I accentuated at the dinner, the necessity for the closest union among them all and told some of the abuses that I had observed in even the Universities in America, of the Fukien boys or the Honan boys getting into little cliques by themselves and thus frustrating all the effects that their coming to the United States might have of uniting China. Mr. Tsen gave a very telling address on the same subject.

To-night there is to be the Thanksgiving Dinner to which I am requested to bring a good appetite. Mr. Searle the Head of the Ford Schools will honor us with his presence, and perhaps others. So there will be speech makers enough without me.

With best regards to Mrs. Stuart and wishing you all the compliments of the season.

Sincerely yours,

Joseph Bailie.

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150 Pingree Avenue,
Detroit, December 1. 1922

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TRUSTEES OF PEKING UNIVERSITY

Dr. Eric M.North,
Secretary of Board of Trustees
Peking University,
150 Fifth Avenue,
New York city.

My dear Dr. North:

As Miss Augustine Schafer, has informed me that Mr Wheeler has gone to South America and will not return till late Spring, and as she suggested that she turn all of my correspondence over to you, I have written her agreeing to her proposal. I hope I am not imposing on a man already so busy by turning loose on you the sluices of my corona.

Since I last wrote Mr Wheeler some very interesting developments have arisen around here in connection with the Ford Motor Company and with Mr Ford himself. In order that you may be able to keep in touch with what is likely to happen I am sending you copies of my letters to Leighton Stuart as I did the last time I was out on the campaign when I was here before. I hope however this attempt will not be snapped in twain as my last one was. If you can not correspond with me as the Secretary of the Board of Trustees of the Peking Univ. then you may be able to do so as a private individual who has sympathy with the attempt that I am making. I know you have this sympathy from all the encouraging things that you said to me and wrote about me when I was out on the last campaign.

I have quite a number of applicants from New York to enter the Ford School, and am going to visit your honorable city in the near future to meet these young men and make the selection that I must in order to get the right type of boys. If you have time while I am there I shall be delighted to have a renewal of our friendship.

Sincerely yours,

Joseph Bailie

Joseph Bailie

P.S. Please let nothing go out to the Press of what is here written

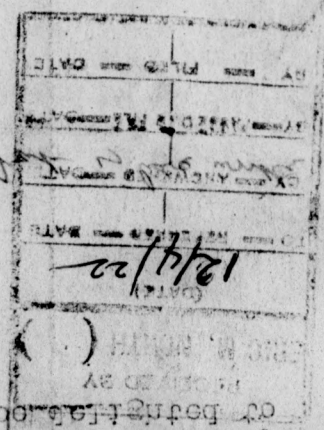
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Detroit, December 1, 1933

120 Hinsdale Avenue,

Dr. Otto M. North,

Secretary of Board of Trustees

Lenox University,

New York City.

My dear Dr. North:

As Miss Mansfield secretary has informed me that Mr. Ford must return to Dearborn this afternoon, I am writing to say that I am sorry to miss seeing him, but am glad to know that he is so much improved in health.

I have written to Mr. Ford suggesting that he get in touch with you in connection with the development plans which should have the attention of a competent physician. Mr. Ford himself, and his secretary, Miss Bartlett, have copies of my letters to them which will enable you to keep in touch with what is likely to happen I am sending copies of my letters to Mr. Ford himself as I think that would be helpful.

I hope however that Mr. Ford will not be embarrassed in any way as a result of the conversation which we had. It is very important that he should not feel that he is under any obligation to me. I know how much I am missing. I hope that I may be able to do so in a private individual way when I am in Detroit next month.

Yours very truly,

Joseph Battle

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DEPOSITARY
Bankers Trust Company

2459 Ashby Ave.
Berkeley, California.
February 2 1924.

The Secretary
Dr Leighton Stuart, President,
Peking University,
156 Fifth Ave.
New York city.

Dear Madam:-

Will you kindly send me some more paper like that on which this letter is written? Also some more of the large envelopes? I have still enough of the smaller paper and envelopes.

I have just returned from Honolulu, where I have been registering more Chinese students for positions in industrial plants in the United States.

I hope to start again for another tour of the different states as soon as the present stringency in industrial matters is over. In the meantime I have to keep in close touch with all the different plants that have already admitted our boys, or have promised to admit them, but owing to the dullness of the present business situation can not admit them just now, so that I can take advantage of the very first rise in the tide.

Kindly inform me whether Dr Leighton Stuart has yet gone back to China. I hope he has been very successful in the work so dear to the hearts of all of us. I only wish that when he does return to China, he may find that country in aless disturbed state than the reports from the papers would lead us to believe it is now in.

If you can oblige me by sending this stationery and news, you will very greatly oblige,

sincerely yours, Joseph Bailie.

Joseph Bailie.

0134

September 17, 1923.

Mr. Joseph Bailie,
c/o Frederick E. Searle,
Ford School, Ford Motor Co.,
Detroit, Michigan.

Dear Mr. Bailie:

I was sorry not to have seen you when you were in the office last.

We have just cabled Dr. Stuart to come home for it is felt that we must put forth every power that we have to secure the needed funds for the University this fall.

Mr. Franklin Warner, one of our trustees, and his wife have just returned from Peking and they are delighted with the progress of the buildings under construction and also their appearance.

Sometime during the fall, I shall be in Detroit and I am wondering whether it would be at all possible for you to arrange to have me have a talk with Mr. Ford or Mr. Searle.

I hear echoes here and there of the good work you are doing in interesting men at home in industrial sides of our work.

Hoping I may have a line from you before long,

Very sincerely yours,

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DEPOSITARY
Bankers Trust Company

RECEIVED
AT PEKING UNIV. HDQ.
MAR 17 1924
ANSWERED
..... By .....

Y.M.C.A. Hotel.
Chicago. Ill.
March 14th 1924.

My dear Dr Stuart

I heard from your Secretary that you are still in this country.

When I was at home, last June, I had the privilege of meeting Dr Foyer several times. Without going into a long account of how I found out that he is intensely interested in fostering a good understanding between the religion of Jesus & Modern learning, I shall merely say that I believe if you had time and opportunity to pay him a visit & talk to him with a view to get him to establish a Johns Foyer Chair of (Something) in Peking University you would have a pretty good chance of getting an affirmative answer.

He & my wife & myself are very good friends and he

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PEKING UNIVERSITY
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PEKING, CHINA

was at dinner one day with us when I was born
& I gathered from the conversation that he
might do this. He certainly has plenty of money
and though like all old people he sticks tenaciously
to it, still if you struck his hobby (& this last
mention is that hobby) he might respond. His address
is 2620 Durant Ave. Berkeley Calif.

Hoping you are making good progress
in securing the funds you so much need

Sincerely yours
Joseph Bailie.

P.S.

I have just returned from spending a half month in
Milwaukee. Things are nicely opened up there for our Boys.
During Jany. I went to Honolulu & registered 95 Boys
there. If I am successful in finishing up as I have been
I plan, about to June or July it might be wise for us to look
forward to go to China to register boys to come from there
many of the Returned Students in Peking before I left, wanted us to find
place where they could first practical training to make up for the lonely
theoretic that they received when in America before

JB

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March 18, 1924

Mr. Joseph Bailey
Y. M. C. A. Hotel
Chicago, Ill.

Dear Mr. Bailey:

Dr. Stuart is in England at the present time, but he has asked me to read his mail during his absence, and I am deeply interested in your letter of the 14th, particularly in relation to John Foyer. As soon as Dr. Stuart returns, which will be some time the first week in April, your letter will be put in his hands and he will take up the suggestion you make. However, he sails from Seattle on May 8 and it is possible he will not be able to get to Berkeley before sailing.

I have just begun work as executive secretary for the University and I am wondering whether, if Dr. Stuart desires, it would meet your judgment that I, or anyone else, should approach Mr. Foyer along the lines of your suggestion. If you would be good enough to drop a note perfectly frankly in answer to this question, Dr. Stuart could consider it along with this original letter.

May I say how grateful I am sure he will be, as are we all, for your own thoughtfulness in this matter.

Sincerely yours

Executive Secretary

JHL:S

0138

March 19, 1924

My dear Mr. Bailey:

Your letter of March 17th, asking for more stationery and envelopes, has just arrived. I am sending you herewith fifty stamped envelopes but only a little stationery as we are just about to place our order for a new supply with some changes in the letterhead, the principal one being the substitution of Mr. James H. Lewis's name in the place of Mr. Caskey's as executive secretary.

In reference to your letter to Dr. Stuart, Mr. Lewis wrote you to your Chicago address under date of March 18th. Your letter will be brought to Dr. Stuart's attention when he returns.

I rather expected to see you in our office here soon, as someone called on the telephone one day and inquired for you and said that you expected to be in the city.

I shall mail you a supply of the new stationery as soon as we receive it.

Hoping you have continued success, I remain

Very sincerely yours

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March 22, 1924

Mr. Joseph Bailie
c/o Mr. Frederick E. Searle
Supt. The Ford Schools
Ford Motor Co., Detroit, Mich.

Dear Mr. Bailie:

I am very grateful for your cordial letter and I will put both of these before Dr. Stuart upon his return from England. I understand, of course, your own relationship in this matter and I wish to assure you that, aside from myself, no one has seen or will see our correspondence with the exception of Dr. Stuart, and his advice shall be followed.

You will not remember me at all, as I only met you once when I was in China - 1912-15 as secretary to Bishop Bashford. You may, however, have met my brother, John, who was for some time with the Methodist Mission in Nanking and Wuhu.

Personally, I think that the work you are doing in making rather an alliance of modern industry between America and China is one of the finest things of which I know for building the harmonious relationship between the two countries in these coming years when industry will play such a dominant part in the development of the new China.

With very cordial appreciation,

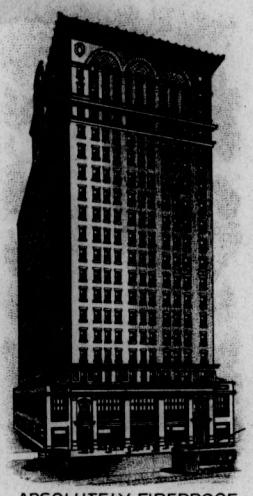
Sincerely yours

Executive Secretary

JHL:S

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ABSOLUTELY FIREPROOF

YMCA Hotel

A DEPARTMENT OF
THE YOUNG MEN'S CHRISTIAN ASSOCIATION
OF CHICAGO

WABASH AVE. NEAR 8TH ST.

March * 29 1924.

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Mr. James H.Lewis,
Executive Secretary,
Peking University,
156 Fifth Ave.
New York city.

My dear Mr Lewis:-

I have just received your letter of March 18 suggesting that as Dr Stuart will not like likely be able to call on Professor Fryer at his home in Berkeley,you or some one else might call. That would be a matter for Dr Stuart himself to decide upon,but if any one else called,I would only request that my name be not mentioned as having given the information that I intended to give to Dr. Stuart privately.

I gave this information,because as Dr. Fryer is an old Chinese hand,he is interested in China,and though he does not know Dr Stuart personally these two gentlemen would have so much in common when they met that the result of their meeting would be certain to be good. Whether it resulted in Dr. Fryer's doing as I suggested in my letter or not,I do not know. But I believe he is looking for just such a place as Peking University into which he can put some of his money. Dr. Stuart's decision on this matter will please me whatever that decision is.

Please let me hear what is done if anything on this matter,addressing me c/o Mr Frederick E.Searle,Ford Motor Company,Detroit,Mich.

& greatly oblige,

Sincerely yours Joseph Bailie

Joseph Bailie.

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April 7, 1924

Mr. Joseph Bailey
c/o Mr. Frederick E. Searle
Supt. The Ford Schools, Ford Motor Co.
Detroit, Michigan

My dear Bailey:

I returned yesterday from my trip to England and have read with keen interest the correspondence concerning a possible donation from Dr. John Fryer for a Chair to teach religion in harmony with present day thought. Nothing could be more congenial to me, and it happens that at this time the problem of maintaining the School of Theology is perhaps the most acute one of the many pressing upon me.

I am sailing from Seattle May 8, and would be very glad to go by San Francisco on or after May 1, preferably the 4th or 5th. Could you be in Berkeley at that time and take me to see Dr. Fryer? Any expense incurred would be handled as part of our campaign, or if you feel your introduction to Dr. Fryer would be sufficient, you would be free to carry on the work you are now in without interruption. In any case, count definitely on my acting on this very valuable suggestion and advise me further as to procedure.

I am delighted to know that your work is shaping up so satisfactorily. I need scarcely assure you again of my wholehearted sympathy and my belief in you in this sort of effort. I only wish we were able to help you in some other way than the use of our stationery.

Very sincerely yours

JLS:S

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AMERICAN HEADQUARTERS
ROOM 912
156 FIFTH AVENUE
NEW YORK

Hotel Prenford,
Detroit, Mich.
April 12 1924.

President Stuart,
Peking University,
156 Fifth Ave.
New York, city.

My dear Dr Stuart:-

Yours of April 7 arrived last night.

After sleeping over the matter, I believe it would be very unwise for me to make a special trip to Berkeley in order to accompany you to visit Dr Fryer. He knows my plans and would at once see that we were planning something on him, if I returned now. What I propose to do is to tell Dr Fryer just how the matter stands, and tell him that you on your return trip to China will call on him at my suggestion.

I repeat what I said in my last letter to Mr Lewis. "I give this information, because as Dr. Fryer is an old Chinese hand, "he is interested in China, and though he does not know Dr Stuart "personally, these two gentlemen would have so much in common when they met, that the result of their meeting would be certain to be good." I then stated my ignorance as to what Dr Fryer might thimk of doing as a result of the meeting. That I now repeat, viz that he may not be inclined to give anything to the work.

I only regret that William Hung were not here to visit the old man. He is more likely to be influenced by a Chinese than by any American, but I would not suggest that Wm. return for that purpose. I believe it would be well at the first meeting, merely to outline the real object of your school of religion, and as I understand you and Wm Hung, your ideas on this important matter would appeal to the Doctor.

I recognize the fact that you are in great need of money, but I believe that mention of that matter at your first meeting might shut the old man up. You know how sensitive old men who have money are to what seems to be a pull on their purse strings. Dr. Fryer though getting up in years, is as quick in thought along some lines as any man you will meet.

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If you wish, I shall write Dr. Fryer telling him that as I believe your ideas and his to agree in these matters, I have written to you asking you to pay the old gentleman a visit on your return trip.

On your way back across the continent, I believe we can arrange to meet. Or if you prefer me to go to New York, and you pay my expense, I shall be glad to go there to meet you and talk over the situation with you. But for me to return to Berkeley would at once put the old man on his guard, and you know what that means.

Dr Fryer has quite large amounts of property, amounting in value up into the hundreds of thousands, if not higher. It is worth y your while not to be in a hurry. I believe he desires to leave most if not all of it to purposes for helping China. Now, I may be wrong in this surmise, but that is the impression that I have. But whatever he does he will be as deliberate as Mr Grant was in selecting the site of Canton Christian College. I still believe that if a Chinese like Wm Hung or your pastor in Peking called on him first, and mentioned absolutely nothing about funds, but put the plans and policies of the Theological school before him, and left him to think over the situation he would be more likely to cast in his lot with the movement than if any American called on him.. You see the old man is an Englishman, and is Englishman still. He will not be stampeded by anything. But if he takes a fancy to anything, and I believe, Liu would actually fascinate him, he would act. By the way, I understand that Liu is not very well. How would it do for him to take a trip to the U.S.A. and en route call on the Doctor and talk over matters. I think Liu is the name of that gifted young man that is head of the Theological School. Maybe he isnow in this country, if so I believe that a visit from him would accomplish most.

Sincerely yours,

Joseph Bailie.

Joseph Bailie.

Please address Hotel Pranford for next-ten day
after that to go via Seattle
JB

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April 17, 1924

Mr. Joseph Bailey
Hotel Prenford
Detroit, Mich.

My dear Bailey:

I have your letter regarding the proposed call on Dr. Fryer and have decided to make the call. I realize keenly how desirable it would be to have a Chinese of the type you suggest do this. There is no certainty, however, that one of them will be in the country in the immediate future. I shall try to be as good a substitute as possible and shall stress this aspect of our program, which fortunately I can do with the utmost sincerity, as it is my own special enthusiasm.

I doubt if it would be necessary for you to come on here to acquaint me with the situation. I think the contents of your two letters makes this quite clear. It might help, however, if you wrote Dr. Fryer along the lines that you suggest, telling him that as I am passing through San Francisco on my way to Seattle and want to stop for other reasons, I am allowing myself the pleasure of further acquaintance with him. You will know how to put the situation.

My present thought is to spend Sunday, May the 4th, for this proposition. If for this, or any other reason, you still feel that it would be important for us to have a conference, I shall be in Buffalo Tuesday and Wednesday of next week, staying with Mr. Henry H. Miles, 350 Linwood Avenue, and shall be in Chicago the following Tuesday, April 29, [illegible] I could be reached "c/o John I. Logan, Industrial Appliance Company, Postal Telegraph Building." Of the two, the Buffalo conference would be less unhurried, as I shall have an extremely busy day in Chicago.

As to Dr. Fryer, I think I understand the case sufficiently for the purpose and shall try to be very tactful in not asking directly for money.

I go with best wishes in your own important task and the readiness to cooperate whenever the opportunity comes.

Very sincerely yours

JLS:S

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July 8, 1926

Mr. Joseph Baillie,
C/o International House
500 Riverside Drive,
New York City.

Dear Mr. Baillie:

I am very anxious to have a personal conference with you, and will be very grateful if when you are in New York next time, you will give me this privilege. Could I not have your itinerary right away, in order that if possible - I might meet you somewhere without waiting for your return to New York.

Mr. Wang Jeuiting, 526 West 123rd Street, New York City, a graduate of Peking University (Yenching) 1917, who came to America in 1921: studied English at Cornell;has done odd jobs of various sorts, including three months at the Worthington Pump Plant at Newark and who has just taken his M.A. at New York University in Economics - 29 years old, unmarried - came to see me today to try to get in touch with you. He wants to go to Mf. Ford's plant in Detroit in September, for one year.

I shall be glad if you will write me about this at once, because if you are going to be away indefinitely, I would be willing to write Mr. Cameron and Mr. Black about the matter myself, 'though of course, it would be far better for you to handle all these matters. The thing I am concerned about is trying to help along Mr. Wang, who seems a capable fellow - honorable in every regard - and I believe he will be worth his wage in Mr. Ford's employ.

With warm personal regards,

Ever yours,

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from Barlow files

(Proposed)

THE BUREAU OF INDUSTRIAL SERVICE

CONSTITUTION

ART. I. NAME:

The name of the Bureau is The Bureau of Industrial Service of Yen-ching Ta Hsueh and Chiao-tung Ta Hsueh.

ART. II. LOCATION:

The Bureau is to be situated in Peking.

ART. III. OBJECTS:

A. To humanize industry and promote its efficiency.
B. With the resources of the Universities to improve the labour and industrial conditions in China.
C. With the advantages of an international organization to bring a closer relationship between foreign and Chinese industrial concerns.
D. To bring educational and industrial organization into mutually helpful relations.

ART. IV. ACTIVITIES:

A. Industry and Commerce:-

1. To undertake special industrial and commercial investigations for Chinese and foreigners.
2. To assist Chinese and foreign firms in their mutual relationships and transactions.
3. To assist Chinese and foreign firms to secure information concerning domestic and foreign trad conditions.
4. To assist in introducing and negotiating small industrial loans.
5. To assist Chinese and foreign firms in securing adequate advertising in Chinese and foreign publications.
6. To undertake to secure correct translations of commercial and industrial matters.
7. To attempt to secure a classified register of Chinese and foreign firms.
8. To invite foreign and Chinese firms to co-operate with the Bureau by making their services available to the Bureau.
9. To issue a publication periodically in Chinese and English embodying reports on the investigation made by the Bureau.

B. Service:-

1. To establish an employment office. (Such as for securing and introducing both foreign and Chinese experts, engineers, translators, correspondents, reporters, teachers, stenographers, clerks, etc., etc.)
2. To establish an advisory office for improving labour conditions. (Such as providing plans for model factories, labour living quarters; mining hygiene, working hours, employment of women and children, etc., etc.)

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3. To establish an investigation office to investigate the present Chinese labour conditions.
4. To establish an estate agency office.

C. Education:-

1. To place the resources of the Bureau at the disposal of the foreign Universities sending representatives to the Far East.
2. To assist in securing practical work for industrial students whether at home or abroad.
3. To advise the Universities regarding the establishment of technical schools and to assist in the preparation of such model shops and factories as may be connected with them.
4. To invite all Universities to co-operate with the Bureau by making their services available to the Bureau.
5. To furnish vocational advice to students of the Universities and colleges.
6. To place the materials collected by the Bureau at the disposal of the Department of Economics and Sociology of such Universities as wish to have them.

ART. V. ORGANIZATION:-

A. This Bureau is organized by the Yen-ching Ta Hsueh (Peking University) and Chiao-tung Ta Hsueh.
B. The inner organization of this Bureau is divided into two sections:

1. Controlling Section: This section has the power of directing and supervising and auditing. It consists of Chancellors, Counselors and Auditors.

a. Chancellors: President of Chiao-tung Ta Hsueh is the Chancellor, and President of Yen-ching Ta Hsueh, the Vice-chancellors.
b. Counselors: Four Counselors each elected from Chiao-tung Ta Hsueh and Yen-ching Ta Hsueh and four invited from co-operating organizations.
c. Two Auditors: The Treasurer of Yen-ching Ta Hsueh and the Treasurer of Chiao-tung Ta Hsueh are the Auditors.

2. Administrative Section: The special duty of this section is to conduct actual business. It consists of one Managing Director and three managers with office staff. Their offices are to be divided into:-

a. General Office of the Managing Director. This office consists of one Statistician, one Investigator, one General Clerk, two Secretaries and one Draftsman, who are divided into five working groups under the Managing Director:

(1) Statistician Group. This consists of one Statistician with a number of students as helpers.
(2) Secretarial Group. This consists of one Chinese Secretary and one English Secretary with a number of students as helpers.
(3) Investigation Group. This consists of one Investigator with a number of students as helpers.
(4) Drafting Group. This consists of one Draftsman with a number of students as helpers

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(5) Miscellaneous Group. This consists of one General Clerk with a number of students as helpers.

b. Department of Industry and Commerce. This consists of one manager and one clerk.
c. Department of Service. This consists of one manager and one clerk.
d. Department of Education. This consists of one manager and one clerk.
e. Advisory Board. This board consists of:

(1) Professors of the two original co-operating Universities selected by their respective Presidents;
(2) Representatives of all other co-operating Universities or organizations; and,
(3) Prominent statesmen, experts, businessmen and others who are invited by the Chacellors of the Bureau to act as Advisors.

f. Co-operating Universities. Presidents, Deans and Business Managers of the Universities are to be invited to co-operate with the Bureau.
g. Agents and Branch Offices. Branch offices will be opened in important cities in China and in foreign countries as the development of the Bureau determines.

C. The Personnel of the Bureau:-

1. The Controlling Section. The members of the Controlling Section are the Presidents and Treasurers of Yen-ching Ta Hsueh and Chiao-tung Ta Hsueh, and the Board of Counselors.

Chancellor.
Vice-chancellor.
Board of Counselors.
Two Auditors.

2. Administrative Section. The members of the Administrative Section are the Managing Director and three managers with office staff.

Managing Director.
Three managers.
Statistician.
English Secretary.
Chinese Secretary.
Investigator.
Draftsman.
General Clerk.
Three clerks.
Twenty Student Workers.
A number of Advisors.
A number of Co-operators.

D. Duties of the Personnel of the Bureau:

1. Controlling Section:

a. Chancellors are to direct and supervise; to provide funds for the Bureau; to appoint and dismiss the Managing Director and Managers; and to invite Advisors and Co-perators of the Administrative Section.

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b. Counselors are to assist the Chancellors.
c. Auditors are to assist the Chancellors in providing funds and periodically to audit the accounts.

2. Administrative Section:

a. Managing Director:

(1) The entire responsibility and power of managing the Bureau.
(2) The entire responsibility and power of engaging and dismissing office staff (such as Statistician, Secretaries, Investigator, Draftsman, Clerks, etc., etc.).
(3) The entire responsibility and power for signing documents.

b. Department Managers:

(1) The entire responsibility and power of managing their departments.
(2) To co-operate with the Managing Director in any line of work of the Bureau.
(3) By the Managing Director's instruction may jointly have the Power of Procuration (Attorney) in signing documents.

c. Statistician:

(1) Statistics work.
(2) Treasurer work.

d. Other workers' duties are indicated by their respective positions.

E. Salary (for the first year):

1. Controlling Section: No salary will be paid to the members of ~~the~~ this section.

2. Administrative Section:

a. Managing Director.	Salary $350 and entertaining expenses $150 per months
b. Department Manager.	Salary $250 and entertaining expenses $100 per month.
c. Statistician.	Salary $250 per month.
d. Secretary.	Salary $250 per month.
e. Draftsman.	Salary $150 per month.
f. Investigator.	Salary $150 per month.
g. General Clerk.	Salary $100 per month.
h. Three clerks.	Salary $ 75 per month each.
i. Servants:	
(1) Porter.	$25 per month as wages.
(2) Office Boy.	$ 8 per month as wages.
(3) Massenger.	$15 per month as wages.

X During the preparatory stage and the first year, when the work of the Bureau is not in full swing, if absolutely necessary, the number of staff may be reduced.

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ART. VI. BUDGET:-

A. Budget for the opening expenditure (initial expenses):-

1. Office Equipment	$2,000	
2. Advertising	500	
3. Entertaining	500	
4. Incidentals (including registration fee, postage, travelling expenses, etc., etc.)	500	
Total		$3,500

B. Budget for the first year's expenditure:-

1. Office Expenditure (including rent, light, heating, stationery, postage, etc., etc.)	$2,400	
2. Salaries	35,140	
3. Wages	576	
4. Incidentals (advertising, travelling, entertaining, etc.)	2,000	
Total		$40,116
		$43,616

* As stated under ART. V. during the preparatory stage and the first year, the number of staff may be reduced, in this case, the budget of the period will also be reduced.

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TEMPORARY ORGANIZATION OF THE BUREAU FOR THE FIRST YEAR

(As stated in the Constitution that during the preparatory stage and the first year, if absolutely necessary, the number of staff in the Administrative Section may be reduced, here is the Temporary Plan.)

A. The Personnel of the Administrative Section:

Managing Director.
Two Managers.
English Secretary.
Statistician.
Investigator.
Twenty student workers.

B. Duties of the Personnel of the Administrative Section:

a. Managing Director:

(1) The entire responsibility and power of managing the Bureau.
(2) The entire responsibility and power of engaging and dismissing office staff. (Such as Statistician, Secretary, Investigator, etc., etc.)
(3) The entire responsibility and power for signing documents.
(4) The entire responsibility of managing the Department of Education.

b. Department Managers:

(1) The entire responsibility and power of managing their departments. (i.e. the Department of Commerce and Industry and the Department of Service.)
(2) To assist the Managing Director in any line of work of the Bureau.
(3) By the Managing Director's instruction may jointly have the Power of Procuration (Attorney) in signing documents.

c. Statistician:

(1) Statistics work.
(2) Treasurer work.

d. Investigator:

(1) The entire responsibility of investigating.
(2) The responsibility of acting as the General Clerk.

e. Secretary:

The responsibility of taking charge of all the correspondence of the Bureau.

C. Salary (for the first year):-

2. Administrative Section:

a. Managing Director.	Salary $350 and entertaining expenses $150 per month.
b. Department Manager.	Salary $250 and entertaining expenses $100 per month.
c. Statistician.	Salary $250 per month.
d. Secretary.	Salary $250 per month.
e. Investigator.	Salary $150 per month.

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D. Budget:

1. Opening Expenditure (initial expenses):-

The same as in the Constitution i.e. $3,500

2. First Year's Expenditure:

Office Expenditure	$2,400	
Salaries	22,240	
Wages	576	
Incidentals	2,000	
Total		$27,216
		$30,716

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