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Wheeler, W. Reginald
1919-1920

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TRUSTEES OF
PEKING UNIVERSITY

3 Westmoreland Place
Pasadena, California

July 14,
1 9 1 9.

Dr. Edward Lincoln Smith,
% American Board of Foreign Missions,
New York City.

My dear Doctor Smith;-

Your letter written from the train reached me last week, and this morning I received a note from Dr. Luce, stating that he had not been able to meet with the Board of Trustees of Peking University, but that in his absence a meeting of the Executive Committee of the Board had been held, that had reached the decision concerning which you had already written me.

In my former letter to you addressed to Seattle, I tried to state briefly the situation as it appeared from the standpoint of the University in China. I am not sure that you received this letter, and I shall attempt to interpret more in detail the situation as I saw it before leaving for America.

When Dr. Stuart was urged to take up the presidency, he did so under two conditions; first, that he should not be held responsible for the financial end of the institution and, second, that the question of site might be reopened. These two conditions were agreed to by the Trustees at home. At least half of the task of an institution in China, as in any country, is related to its financial resources, and Dr. Stuart at once took up consideration of the question of securing a man who could undertake this burden. Dr. Luce seemed to be available; he had had long experience in just such work at Shantung and was an old and trusted friend of Dr. Stuart. Ac-

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cordingly he sent in his name as vice-president. At the same time, I believe, he nominated Mr. Hutchison as dean of the proposed School of Journalism and suggested the name of Mr. T. T. Lew, an exceptionally gifted Chinese who wished to return to China and give his life to work in the Seminary, in association with Dr. Stuart. A little later Dr. Stuart also sent in my name, having heard that it was necessary for me to leave Hangchow.

Dr. Luce went up to Peking and looked over the situation and made a very happy impression upon all who met him there, including Dr. Reinsch and the other members of the Board of Managers. The question of site was eventually settled and a little later the question of name was also agreed upon. Thus the two main obstacles to progress in China were overcome and everything seemed in readiness for the financial campaign which seemed next in order. Dr. Luce gathered various statements and data from men in Peking, which might be useful in the campaign at home, and I made arrangements, if my name were sustained, to meet him in America, to take up with him the matter of the campaign. This was the situation just before Dr. Luce left for America. It was full of hope and confidence.

On the day before he left, a cablegram came from the Board of Trustees in America, stating that the position of vice-president was not authorized and that Dr. Luce was to be offered a position for three years as financial agent, and that

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the appointment of Mr. Hutchison and Mr. Lew was not approved. The effect of this cable was most depressing. Everyone who knows Dr. Luce, and his ability and his experience, agreed that he would not care to take up the work merely as a financial agent for three years. It is an absolute necessity for a vice-president, or some one, to help Leighton carry the administrative load of the college, as well as campaign in America for funds, and it seemed that Dr. Luce was the best fitted for this position. Mr. Hutchison would be a valuable man in publicity work and in keeping in touch with the Methodist Church, of which he is a member. The value of Mr. Lew, both as a teacher in China and as a helper in the financial campaign is obvious. There were ways of financing these men, such as increasing the quota from each Board or by some other means which could have been worked out. Dr. Stuart told me frankly that he felt very much like giving up the whole task when he received the cable and, later, the letter from the Board of Trustees, and it was only his loyalty to the men in Peking who had overcome their own differences of opinion and had agreed on the site and on the name which kept him from resigning. I called with him on the American Minister in Peking when I was there, who spoke highly of Dr. Luce and of his hope that he would accept the position, and I heard Dr. Stuart tell Dr. Reinsch that he was thoroly discouraged with the whole outlook of the University. In the meanwhile the doctors had advised us

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not to make a decision about our work on our return to China until we had seen medical men in America. I cabled Dr. Luce that we would arrive in Pasadena July fifth, as he had told me he would write me there concerning the outcome of his meeting with the Board of Trustees.

The most pressing problem before the University seems to be that of finance. They have reached an agreement on the new site and on the matter of name; they have worked out carefully plans for the reorganization and for the addition of new departments as it seemed wise; now they need am increase of faculty, money for the land, money for buildings, money for current expenses and eventually for endowment. No further progress can be made in the University until this financial problem is solved. Dr. Luce is available for such work and there is no one else who is as fit for it as he. I have seen his work in China and have seen him swing situations there, and in my work in America for Hangchow College and Nanking University in a financial way I have met various people who know him, and have seen the impression he has made upon large givers like the McCormicks in Chicago and the Gambles here in Pasadena. Furthermore, Dr. Luce has had personal contact with many givers, which is absolutely essential before one can ask them for money. Such personal contact requires time to build up, as you know, and it is a great gain that he has already secured this. If my Board approves of my transfer to Peking, I believe I could be of service to

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July 14, 1919.

Dr. Luce if we could campaign together. As you know, I have already done some work in this line in the West and Middle East and in the South, and I believe thru my relationships at the Hill School, at Yale and at Harvard, and the communities these represent, I might be of service to Dr. Luce in this work.

I know from experience it is much easier for two men to work together than for one man to work alone. I have strong confidence that Dr. Luce and I, if God be willing, could swing your financial campaign. If, in addition, we could have the help of Mr. Hutchison in a publicity way and in his special relation to the Methodist Church, and Mr. T. T. Lew as positive proof of what Christian education can do for the Chinese, I think there would be no doubt of raising this money. Of my ability alone to swing this I have no such confidence, as I have had neither the experience in China nor the years to enable me to carry this work on single-handed. ¶ The arguments against Dr. Luce's being elected, as I understand them, are: first, that a vice-president is not needed in the University. Here the weight of experience in China seems to be against such a decision. The two union universities which have made most progress are Nanking and the one in West China. Nanking, as you know, has a president in Dr. Bowen who heads the organization in the absence of the vice-president, Dr. Williams, who has done most of the campaigning in America. In Szechuen

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there are two vice-presidents, as you know. The situation at Peking seems especially to call for two men to head this work, as it is too big a load for any one man. Again, Dr. Stuart, as he himself states, has had no training in administrative work in a University, nor has he had any experience in raising money in America. Dr. Luce has had expeptional training in both lines and they would seem to supplement each other and make, as one of the Board of Managers in Peking stated, an"invincible pair". I feel quite certain that, if Leighton is asked to carry this load alone, he will break down. The concensus of opinion among Christian workers in China seems to be along the same line. The missionaries there say that, if Dr. Luce will go to Peking, they believe the project will succeed; if he does not go, that it is too big a job for one man, even as talented and capable a leader as Dr. Stuart, to carry thru successfully. In the second place, an argument, as I understand it, against Dr. Luce is that he is a Presbyterian rather than a Methodist. From a strictly denominational viewpoint I agree that this argument might have weight. If there were Methodists available, it would have more weight; but, as there seems to be no one ready for the work and as Dr. Luce is available, this argument does not appear to be so strong. If the Board of Managers of the faculty of Peking University are willing to waive this matter, I believe that the people at home should not urge it against the wish of the men on the

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field who are directly concerned and will be associated with Dr. Luce.

When the matter was discussed ~~at~~ by the Board of Managers there seemed to be a unanimity of opinion that questions of denomination should not stand in the way, but that the whole University was to be started on a much broader and more liberal basis than that. If the matter were given publicity in our home land that a man as able as Dr. Luce was being held up for sectarian reasons, I do not believe that the judgment of the people in America would sustain such objection.

In the third place, there may be arguments against Dr. Luce on the ground of his personality or his record in China or for other reasons which I do not know. I believe every one who knows the facts about the case at Shantung will uphold Dr. Luce. The president of Shantung University wrote him just before I left China, acknowledging clearly that he was in the wrong and that Dr. Luce was right. Furthermore, Dr. Stuart knows Dr. Luce and has said he is perfectly willing to take any chances in work with him.

Under these circumstances I am writing to you very frankly, to ask if there is not a possibility of reopening the question. I believe I have expressed the sentiments of the Board of Managers and of Dr. Stuart in this letter, as they asked me to take it up and urge, if possible, a reconsideration. In the original letter from the Board of Trustees, in which they

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refused to give the vice-presidency to Dr. Luce, it was stated that possibly an adjustment could be made later if this was not satisfactory. As I understand it, no meeting of the Trustees has been held since; but, at a meeting of the Executive Committee, at which Dr. Luce was not present and which was the first meeting at which Dr. Luce's views might be ascertained, the matter was discussed again and the decision reached concerning which you wrote me. Under these circumstances, because of the urgent wish of the Board of Managers and of Dr. Stuart and of the whole viewpoint of the people in China most concerned, because of the fact that the matter has not been discussed before the Board of Trustees as a whole or when Dr. Luce was present, and because of the vital relation the whole matter has to the financial campaign, will it not be possible to take the subject up again? If I can be of any service by going to New York for this meeting, or in any other way, I shall be very glad to come.

The alternatives to such a proposition do not seem very hopeful. You have asked me to take up the work in Dr. Luce's place. The amount of money needed is a very large one, as at present there is no money for the land, for the buildings, for current expenses or even for such small additions to the faculty as Dr. Stuart proposed. The amount necessary to raise would seem to be anywhere from a half million to a million dollars. You state that the Board of Trustees are

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too busy to give much help; that the different mission boards cannot be depended upon for any help; that there is no money available for the campaign;and that any expenses of the campaign must be taken out of the money to be raised. Under these conditions the task seems to be too great for a man of my experience to undertake with any hope of great sucdess, altho I believe that Dr. Luce and I together could swing it.

Another alternative is that of calling Dr. Stuart from China to come and head the campaign. This would involve the loss of very valuable time just when Dr. Stuart's leadership is needed most. He would also need considerable time in America trying to make his personal contracts in setting up the campaign. Again, as he himself told me, he has never had experience in such work. While there is a man of Dr. Luce's ability and experience available, it would seem much wiser to make use of him, instead of thus putting such a burden upon Dr. Stuart.

If I have written too frankly, I hope you will forgive me. I have tried to state Dr. Stuart's attitude and the attitude of the Board of Managers as clearly as I could. I have seen so many situations in China drift on and remain unsolved for lack of frank facing of the problems that it seems to me in this case, where so much depends on the decision and where there are such possibilities and opportunities as at Peking, such frankness is desirable.

We plan to stay in Pasadena until about the first

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Pasadena, California

Dr. Edward Lincoln Smith July 14, 1919.
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of September, when we expect to go to New York.

I have not yet heard from Dr. Speer concerning the attitude of the Board towards my being shifted to Peking.

With kindest regards, I am

Sincerely yours,

W. Reginald Wheeler

P.S. A further reason in favor of Dr. Luce is that Minister Reinsch wishes him to come very much - From what I have seen at Peking, the University owes much to the support and help of Dr. Reinsch and it seems his wishes should carry some weight - W.R.W.

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12/9/19

REPORT LETTER—W. REGINALD WHEELER

620 W. 122nd St., New York City,

November 15, 1919

A year ago last September I wrote you from California concerning our experiences in China during the preceding months; today I am writing from New York in regard to the year just past.

As I had outlined my plans in my previous letter, in September, 1918, I left California for the East and South where I went as a representative of Hangchow College. The Committee of Foreign Missions of the Southern Presbyterian Church, with whom I met September 17th, generously voted approval of securing $20,000 for the College during the coming year; largely through the efforts of Dr. Chas. H. Pratt and the other Secretaries, $10,000 of this sum was pledged in the fall, the remainder to be secured later in the year. My trip took me through Virginia, Tennessee, Alabama, Georgia, and the Carolinas, and everywhere among our fellow Presbyterians in those States I found the hospitable spirit for which the South is so well known.

In October I completed arrangements with the MacMillan Company, of New York, for the publishing of a book called "China and the World War," upon which I have been working during intervals in the summer. At that time the developments in the Far East arising from the war had received practically no notice; there seemed a need for some attempt to point out the importance of these developments; and this I endeavored to do in the book which was published in January of this year. Today the post-bellum problems in the Orient are perhaps the most discussed of any of the situations affected by the provisions of the peace treaty.

In November I returned to the West Coast and on December 14th, Mrs. Wheeler, our small son of four months, and I sailed again for China.

When we arrived at Hangchow, we found our new house, the gift of my father to the college, practically completed and ready for our occupation. Building in China is accompanied by many strange and weird experiences; our house, though only a bungalow, was an object of interest and curiosity to the natives as being the first one in the province with sash windows, running water system, and furnace heat. We were much indebted to the college engineer, Mr. J. M. Wilson, for his supervision of the actual task of building during our absence.

The new chapel, the gift of the Tooker family of East Orange, was also ready for use in the Spring term, and its effect upon the dignity and tone of the religious services was apparent at once. The chapel is built of stone, rough hewn, with hard wood interior finish, and cost approximately $20,000. The impression it made upon the students was evident in a remark of one of them who said, "The new chapel is very beautiful; it cost one million golden dollars." The dominant impression was further expressed in an essay by another student in which he said the chapel "gave one the impression of being a good place in which to worship God."

In the spring term the advance made in athletics was full of encouragement. In a triangular meet the Hangchow team placed second to Soochow University, defeating Nanking University, both institutions having three times the enrollment of the college. In the East

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China Intercollegiate Meet Hangchow defeated Nanking again and also the Shanghai Baptist College; in a middle-school-meet of five schools our own preparatory school emerged champion. New college records in every event except one were set up. In addition to track the boys took up baseball and crew. Mr. Daniel Blain, of Washington and Lee University, had a large part in all this development.

The Christian tone of the student body was good, the leaders in Christian work being actual leaders among their fellow students in other lines as well. The President of the Y. M. C. A. was the high-stand man of the college; the captains of the college, and of the preparatory school, track team and the largest point-winners in the various meets were Christians.

Our college work was broken into in May by the nation-wide action taken by the students in protest against the Shantung decision at the Peace Conference. Ever since the armistice the Chinese people have looked forward to this Conference; they had read the pronouncements of the Allied statesmen, and especially those of President Wilson; they were hoping deeply that these exalted principles would be applied to the Orient as well as to the Occident; that China's rights would receive new recognition, and that under the League of Nations a new dispensation would be ushered in throughout the Far East. The decision as to Shantung was announced the 1st of May; two movements at once were set in motion; a wave of feeling against the Japanese, expressed in a boycott of Japanese goods, and a similar outburst against pro-Japanese officials in the Chinese government, who by their actions in negotiating certain secret agreements with Japan, were believed to have tied the hands of the Chinese delegates at Paris, and were looked upon as "traitors" who should be ousted from the government. These two movements of protest following the Shantung settlement, grew in strength until May 26th, when the students throughout the country went on a "strike," refusing to study, and giving themselves wholly to patriotic propaganda. The last week in May, our college work being halted by the strike, and having received an invitation to visit Peking, I made a trip North for this purpose. Everywhere I saw at first hand the signs of the popular feeling which foreigners who had lived long years in China declared was deeper and more widespread than any they had ever witnessed in that land. Early in May a group of students in Peking had attacked two of the so-called traitors; they had been imprisoned, but the protests from other students and from the people throughout the country forced the government to grant them their release. On June 2nd the government again arrested students in Peking for carrying on their propaganda; on June 5th, the day after I arrived in Peking, all classes throughout the country rallied to the students' support. The stores were closed, and the leaders in industry and transportation went on strike to back up the students. That day the government gave in and promised to release the students, but they, like St. Paul of old, refused to come out until their crime had been established, and an official apology had been made. This the government actually did, and on June 8th I watched the parade of the students as they emerged from their place of confinement. Each school and college delegation, in addition to its own banner, carried the five-barred flag of the Republic; they were given a rousing reception, and the whole scene was a stirring and impressive one.

On the next day, June 9th, I left for Shanghai from which we expected to sail June 14th. When I reached Nanking, I learned that the trains to Shanghai had stopped running, for all classes now demanded not only the release of the students but the dismissal of the three so-called traitors from the government. It was rather a difficult situation, as I knew Mrs. Wheeler and the baby were in the same predicament at Hangchow and time was short. I finally caught a Yangtze River steamboat to Shanghai, and Mrs Wheeler by good fortune arrived the same day on the only train which left Hangchow during that disturbance. The situation in Shanghai was critical; all the stores and markets were closed; their doors bore signs reading, "We will not open our doors until the traitors are dismissed." Foreign troops were ordered out, and various gunboats from the allied fleets appeared in the harbor. But on June 12th, the Central Government again gave way, and the three pro-Japanese officials were dismissed. The shops opened with a great flourish and the situation became more normal.

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The spirit of the students and the attitude of the Chinese people as a whole towards the decision of the Peace Conference was shown in a statement of the Students' Union published at this time. "A great war has been fought in Europe. On the fields of France and Belgium the best sons of the great nations of the West have given their lives that democracy and justice might exist upon the earth. Throughout the world, like the voice of a prophet, has gone the word of Woodrow Wilson, strengthening the weak, and giving courage to the struggling. The Chinese people have listened and they too have heard. They have been told that their four thousand year old doctrine that peace is the greatest of all aims of a nation has become the slogan of mankind. They have been told that in the dispensation that is to be made after the war, unmilitaristic nations, like China, would have an opportunity to develop their culture, their industry, their civilization, unhampered. They have been told that secret covenants and forced agreements would not be recognized. They looked for the dawn of this new Messiah; but no sun rose for China. Even the cradle of the Nation was stolen."

The refusal on June 28 of the Chinese delegates at Paris to sign the Peace Treaty was but a reflection of this nation-wide movement. This is the first time that the student classes and the merchants as a group have taken an active part in the politics of the Chinese Republic, and if wisely directed and sustained, the new movement should strengthen the forces that make for representative government in the young republic. There is hope for China and for the solution of its problems through the League of Nations; on the other hand, all Chinese and Americans and most British in China believe that the Shantung settlement as an initial step in the action of the League in regard to the Orient is wrong, and that it must be corrected by the League if peace is to be permanent in the Far East.

Our return to America in June was due to Mrs. Wheeler's ill health, and to the advice of doctors whom we saw in Shanghai. The suggestion was made that upon our return to China we go to the North instead of trying to return to Hangchow. We have the choice now of either going to Northern China where the climate is dryer and by comparison more invigorating, or of remaining in America. We do not wish to give up our work in China without another trial; and we are now considering an invitation to join the faculty of the newly reorganized Peking University. I will write you as soon as our decision is definite.

With best wishes, I am

Sincerely yours,

W. Reginald Wheeler

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TRUSTEES OF
PEKING UNIVERSITY
12/24/19

620 WEST 122ND STREET

Dec 23, 19

Dear Dr. North:

Mr. Luce and I spent Sunday at Poestville, N.Y. where the old Wheeler homestead is, and I am enclosing a subscription for $5000.00 for Peking University from Mr. E.C. Hesselberg, senior member of our timber firm of Wheeler and

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Dusenbury - I think Cates he may increase this - Possibly you will drop him a note acknowledging its receipt - I told him to send his check to you, as Secretary of the Trustees -

Inasmuch as the Luncheon given to Mr. Reinch was rather a mixed affair, with only four trustees present, out of a total of ten, I thought perhaps you would wish the account cleared

up from other sources – Miss Lillie C. Wheeler, of Portville, gave me a check for the amount of the luncheon, $22.50 and $15.00 for Mr. Tucci's traveling expenses, totaling $37.50. The bill from the Yale Club for the luncheon will come to me, and I have paid Mr. Tucci's expenses, so will take on the check if this is agreeable to you. Miss Wheeler would appreciate a receipt from you, however, for this amount, small as it is – Sh

David other would do more Cates.

We are looking forward to the meeting of the Executive Committee Friday.

With best wishes for a Merry Christmas to your Father and yourself,

I am,

Sincerely yours,

W. Reginald Wheeler

Dr. Eric M. North,
150 Fifth Ave, New York

TRUSTEES OF
PEKING UNIVERSITY

January
Third,
1 9 2 0.

Mr. W. Reginald Wheeler,
620 West 122nd Street,
New York City.

My dear Mr. Wheeler:-

The Executive Committee of the Trustees of Peking University acting upon the basis of recommendations from the Board of Managers elected you Secretary of the University at their meeting held on Saturday, December 27th.

Permit me to congratulate you on the election and to express the hope that you will accept. I believe that Peking University has a future second to none in China and the Trustees will look to you to render that assistance which I believe you are ready to give in building up the University.

With cordial good wishes, I am

Faithfully yours,

EMN
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NEW YORK OFFICE
156 FIFTH AVENUE

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TRUSTEES OF PEKING UNIVERSITY
3/27/20

March 26, 1920.

Dr. Eric North,
150 Fifth Avenue,
New York City.

Dear Eric:

I am enclosing some bills which I have Ok'd.

I would like to make an appointment with you to talk over and decide on certain matters which must come before the Trustees at the next meeting. Four things seem pressing for settlement; first, some plan or provision to be made to enable us to secure new men or to have the right to ask them to join our faculty. If you can think up any other way than that which I have suggested in the report of our Committee, a copy of which you have, I shall be glad to hear it. In my own judgment the most natural way to solve the problem would be along the lines indicated in that recommendation.

Secondly, a candidate committee or machinery to receive and act upon names suggested for the faculty. At present there is no definate proceedure for this action, and I feel we can improve on the method of the Boards somewhat in this matter. We want only the highest type of men and of women at the University and we will need an able committee to pass on their qualifications, even after the various Boards have Ok'd them. I would like to see a woman on this Committee.

Thirdly, it is necessary to plan about short term teachers; on what terms they are to be secured and paid. They are a good asset to any institution but at present we have no general principles laid down in regard to them.

Fourth, there is no explicit scale of salary for our Chinese teachers, who have had their preparation in America. Here again we will need such men and if the right type are secured they will help more than any other factory to swing the

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University, as far as the Chinese are concerned.

I imagine your time is terribly crouded just now but if we can arrange for an hour, I think we can straighten out the matter very quickly. If you wish me to do so I will find out the details of similar arrangement for Chinese faculty and short termed teachers employed by other institutions in China and will bring a definate statement of my own idea on these four points for your criticism and your judgment.

The final matter is the question of pulling off a dinner on the evening that the Trustees are to meet. I would suggest that Dr. Reinsch, Dr. Vincent of the Rockefeller Foundation, Mr. T. T. Lew and Mr. Luce speak and we would try to gather as influential a group of people in addition to the Trustees as we could. It would come just at a phycological moment before the Interchurch financial drive two weeks later.

Our whole aim in the remaining six weeks, before that drive, as I see it, is to make the University and its needs as widely known as possible, and to make public the fact that it is entitled to a certain share of the general funds collected.

I am writing this because I think it will save time, instead of talking it over with you.

I imagine your pulse is beginning to speed up a little as the great day approaches. It is a shame to bother you with such details at such a time but there seems no way out.

As ever, yours,

Rex Wheeler

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From Reginald Wheeler

REPORT OF THE VICE-PRESIDENT AND SECRETARY OF PEKING UNIVERSITY TO THE TRUSTEES ON THE PROBLEMS AND POLICY OF THE UNIVERSITY AS VIEWED FROM THE FINANCIAL STANDPOINT

April 16, 1920.

On December 2, 1919, Mr. H. W. Luce and I officially entered upon our duties in relation to Peking University. The greatest needs of the University were then and areat present financial. A clear understanding of the assets and liabilities of the Institution from a financial view point is necessary in forming any policy for the University; and accordingly in this report we shall try to state as clearly and concisely as we can the situation as it has appeared to us during the past six months. We shall group what we have to say under three headings; (A) a summary of the advantages or assets of the Institution as opposed to the obstacles to be met or liabilities; (B) a rapid review of what we have tried to accomplish toward solving the situation during the past months; and (C) definite suggestions we would like to make as to the future financial policy of the Institution.

(A) The Assets and Liabilities of the University.

The assets are mainly potential; the liabilities are insistently particular. In brief, the assets are:

On the Field

1. Situation in the capital of China, the strategic center of the land for educational influence and prestige.

2. The union of all the Christian Institutions of higher learning there, all of which have had distinguished records in the past, and which, united, should supply strong support for the future.

3. A president who has won the confidence and affection of his associates, and is supported by them with a spirit of harmony and unity.

4. The warm welcome and goodwill of the Peking community, both foreign and Chinese.

5. The ownership of certain land and property, the value of which is set roughly at $340,000 Mex.

In America and England

1. The support of four Boards representing four strong churches, all with pronounced interest in educational work. The original agreement of these Boards, however, limited their support to $50,000 and two men apiece.

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2. A Board of Trustees in America of distinguished membershi and influence.

3. Acquaintance with the name and record of the University a previously organized, especially within the Methodist Episcopal Church.

4. Allocation of subscriptions from the Centenary Fund of the Methodist Episcopal Church of $500,000, the exact distribution between plant and current expenses not yet determined.

Disadvantages, or Liabilities.

1. No land as yet secured, and no money for the land.

2. The need for property and equipment. This problem is made more difficult by the following factors:

(a) The fact that, due to lowered exchange and increased cost of material, building will be proportionately higher than for other Christian Universities in China. Thus, the original estimate for the property of some of these Universities was placed at six or seven cents per cubic foot. The estimates for Peking University will average twenty-eight cents.

(b) Peking University is the last of the Union Universities to be launched, and is thus behind the others in its present equipment. Several of these other institutions already have property and equipment with the value of between $750,000 to $1,000,000. Never-the-less, on account of the general principles of equity in the attitude of the Boards toward their various educational institutions this discrepancy will probably not be recognized, and all will be placed on the same basis of appropriations and assignments of men.

(c) The fact, generally agreed upon in Peking, that the new University must undergo comparison with such institutions as the Government University, Tsing Hwa Indemnity School and the Rockefeller Medical College, and therefore it must have superior standards of efficiency.

(d) No definite program as to number and kind of buildings had been decided upon, and no architect's drawings on the proposed plan were available.

The whole situation is further affected by the time element involved. What is done must be done quickly. A statement was sent out recently by the heads of four of the larger universities in China, declaring that upon the policies and plans projected during the next five years,

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will depend the development of Christian higher education in China for the next fifty years. If this is true of these institutions in general, it is doubly true of Peking University which, as far as permanent property is concerned, is still a university on paper. The way is now open for making a decisive and abiding contribution to Christian education at this strategic center in China, but the opportunity must be grasped with the utmost decision and energy, or the whole enterprise will issue in defeat. We do not wish to see what has happened at Tokio repeated at Peking.

3. The Boards had agreed to supply only two men and $50,000., obviously an impossible basis for any adequate institution. In reality, last fall the Boards were supporting men on the faculty as follows: Methodist, 5; Congregational, 4; Presbyterian, 3; London Missionary Society, 3; on the University Budget, 4.

4. According to the budget passed last fall the Institution was facing a deficit of $23,000 Mexican, which, with the addition of the salaries of Mr. Luce and Mr. Wheeler, would be increased to about $30,000 Mexican. No definite plan of action was decided upon when this budget was passed as to how this deficit was to be met.

5. Absence of a Yu Ko, or first two years course in the University, lessened the number of students, thereby decreasing the income from current fees.

6. The financial strength of the Trustees thus far has been in reality the financial strength of the Boards which the Boards' Secretaries on the Trustees represent. Any increase in the financial status of the institution must come from action secured by the Trustees on the part of the Boards.

7. Certain definite factors are needed in securing funds for any institution; these are:

(a) Publicity and widespread advertising.

(b) A list of individuals personally interested in the Institution.

(c) Representatives of the institution available to present its needs and to secure subscriptions, by personal solicitation if necessary.

(d) A central office with a campaign manager to direct any campaign and to follow it up.

(e) Campaign funds available.

None of these factors were present and had to be developed.

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8. The membership of the Board of Trustees is restricted largely to the eastern part of the United States, and there is need of representation in the West and Middle West.

9. No careful study of the future faculty needs had been made.

The situation was obviously a difficult one, and it was only our conviction that the University was needed at Peking, and that the work must be done, that led Mr. Luce and me to decide to co-operate with the Trustees in attempting to solve these problems.

In the past, most of the colleges and universities have been financed largely through the efforts of members of the staff who have personally solicited gifts, and have provided publicity material Such a method may have been successful in the past, but we believe that it will no longer be possible thus to build up an institution and maintain it financially. Let me quote from a chapter on "Missionary Organization and Life" in Dr. Speer's recent book on "The Gospel and the New World." Dr. Speer is repeating the advice of advertising men concerning the financing of missionary institutions and missionary work. He says "Here, as the advertising men all inform us, 'It is just a matter of how much you are willing to spend. If you spend so much in promotion you will get so much. If you double your outlay you will double or more than double your income. It is recognized that the real power is in ideas, but the ideas are powerful in proportion as they are in circulation and circulation costs money. Of course a man can go around and if he is a vivid personality he can propagate the idea, but he represents outlay -- his travel and his own cash value as a promoter. And the day is gone by for trusting to such personalities. We know now the psychology of the whole thing and a man like the prophets of one generation or two or three or a hundred generations ago is a waste as an individualistic itinerant. He needs to be used and to use others. A press agent, a wise advertising man, a campaign manager and proper follow-up system would net a hundred-fold bigger result from a prophet than you will ever get from a prophet let loose after the old style.'" (Page 263)

There is food for thought in this paragraph. There seems to be some inclination even in this present age to depend upon a prophet "let loose after the old style." Mr. Luce and Mr. Wheeler are apparently to be the prophets, but with the authority of Dr. Speer's book, and the weight of the advice of the advertising men back of them, they respectfully submit that Peking University in 1920 and hereafter cannot thus be financed. The other factors are needed, such as those mentioned in the article already quoted, and they believe that only through the setting up of some such additional machinery will the ultimate financial goal of the University be reached.

A review of the facts already given and a realization of the statement that $910,000 are needed immediately for the first building operations of the University, and that even with the greatest success of the various drives now scheduled, not more than half this sum can be expected this year, will bring home the

critical situation. Where is the additional money needed to be secured? Certainly no such sum can be found unless there is the most energetic and intense application to the task on the part of every individual related to the University. The two "prophets" state frankly that they cannot meet their share of this obligation unless new methods are devised and a new measure of support is given by the Trustees and by the various Boards.

B. The Work of the Recent Months.

The situation as it existed when Mr. Luce and Mr. Wheeler officially began their work for the University has been reviewed. Their efforts to meet the needs outlined, during the past five months in brief, were as follows:

1. A list of the buildings needed was decided upon, and with the help of the architects, Murphy and Dana, and the approval of the Trustees, plans were drawn for these buildings and a birdseye view made of them.

2. A financial statement as to the capital needed for these buildings was worked out in conjunction with the statements sent by the Board of Managers in China in connection with the Interchurch World Survey, and this statement was approved at the Trustees' Meeting last fall.

3. It was obvious that with the Interchurch Campaign scheduled for this Spring, it was necessary to incorporate our askings in their budget for as large an amount as possible. These askings must first be approved by the various Boards. The total sum of $2,000,000 for plant and equipment was apportioned roughly to the four Boards. In this year's Interchurch Budget, the Presbyterian Board has approved of including $300,000; $50,000 in the New Era Budget, and $250,000 in its expanded budget; the American Board has approved of $220,000, $20,000 being in its denominational budget, $200,000 in its expanded budget; the Methodist Board is making no addition to their Centenary apportionment of $500,000.

4. To meet the deficit, it was suggested that the Boards take over the support of the men now on the University Budget, whose salaries represented the amount of the deficit; and was also suggested that the Boards appropriate the money necessary to bring up their previous appropriation to the guaranteed rate of exchange. The men on the University Budget were: Breece, Dobson, Wolferz, Luce, Wheeler, and President Stuart. The Presbyterian Board took over Wolferz, Luce and Wheeler, raising their quota to six; the Methodists took over Dobson and Breece, raising their total to seven; the Congregationalists assumed the responsibility of five foreigners, including Mr. Oldham, a new appointee, and in addition, one Western trained Chinese, Dr. T. T. Lew, whose salary is raised from their constituency- making six in all. It is hoped that Mr. Barbour will be appointed by the London Missionary Society, bringing their total to four men, although Mr. Barbour is temporarily self-supporting. This left President Stuart's support to be provided, and did not make any provision for new professors. Additional action is required to meet this need.

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5. As to the Yu Ko, Mr. Luce prepared a chart covering the departments of all the Christian colleges and universities in China, showing that all the others maintained middle schools and Yu Kos, and that Peking University was the only one in China attempting to conduct University work without at least a Yu Ko department. The institutions which have made the most rapid recent progress are Nanking University and Canton Christian College, both of which carry work from primary grade through the Senior College.

6. To meet the needs under paragraph 7 in the preceding division of this statement, the following action was taken:

a. Publicity was carried out through statements and articles with pictures of the proposed new plant of the University in the following magazines and publications: January number of Woman's Work, Student Volunteer Bulletin, January number; World Outlook, January and March numbers; Missionary Review of the World, February number; All the World, January and April numbers; New Era Magazine, April number; Missionary Herald, May number; Interchurch Bulletin, three different issues.

b. To supplement the personal lists of Mr. Luce and Mr. Wheeler, lists were secured from other sources and the following schedule of literature and letters, mostly personally signed, totaling about 2,000 each, were sent;

February 1. Announcement of election of officers and statement of the organization of the University.

March 20. A leaflet describing the University, with illustrations, accompanied by a personal letter.

April 5. A statement of the financial needs for the next two years with a letter asking for subscriptions to be made through denominational sources or direct to the University.

In addition a half a dozen different types of letters were sent out to such groups as the members of the Asiatic Association, China Society, and others. The total was supplemented by various personal letters.

A large pamphlet is being prepared but is not yet ready for the press.

c. Through the efforts of Dr. E. L. Smith, and the generosity of Mr. Dwight Goddard, an office has been opened in Room 427, 156 Fifth Avenue, and with the help of Dr. Eric North, a stenographer has been secured.

d. A subscription of $5,000 was secured in December, which could be used in meeting campaign expenses.

e. A lookout has been maintained for possible candidates for the office of permanent secretary for the University, and there are several possibilities in this line.

7. Permission has been secured to organize an Advisory Committee but thus far there has not been time to complete its organization.

8. The faculty needs have been restudied, with the help of the advice of Mr. Gordon who has come recently from Peking, and a list of the men needed to supplement the present staff is herewith submitted.

9. It is obvious that one way of widening the financial base of the university and securing additional members for the faculty without additional cost to the trustees, is thru the establishment of relations with various American colleges and universities such as exist between Pennsylvania University and St. John's University in Shanghai, Boston University and Nanking University, Hangchow College and Occidental College and others. Canton Christian College thus has seven American institutions related to it. Mr. Wheeler approached the delegation from California University at the Des Moines Convention in January in regard to such a relation to be established with Peking University, the fact that Mr. Gordon, now on the Peking Faculty, was a California graduate being made use of in this connection. As yet this matter has not been finally decided. On April 1st a telegram was received at the office of the Presbyterian Board from the University of Southern California asking for information about such possibilities of affiliation with colleges on the foreign field. This was turned over to Peking University office and an answer was sent on the following day suggesting and welcoming such co-operation with the university. Final action has not yet been taken. It is hoped that in the coming year other institutions may be approached with the same end in view."

10. In addition to these occupations, Mr. Luce has attended various Interchurch conferences; was a member of the Interchurch Team for Pastors' Conferences in the Eastern section of the country, from February 16th to March 10th; and helped in the setting up of the Interchurch financial campaign in Pittsburgh and other cities during April. Mr Wheeler attended the Student Volunteer Convention at Des Moines January 1st to 4th: as a representative of the University, has spoken at student gatherings at Princeton and at Yale; and was a member of the New Era Party which traveled with the Interchurch Delegation from April 5th to 12th.

Mr. Luce and Mr. Wheeler have had conferences with Mr. Gailey and Dr. McDowell concerning the possibility of the cooperation of Princeton University in Peking University; and have conferred with Dr. Vincent, President of the Rockefeller Foundation concerning the possibility of the University using the building equipment formerly required by the building operations of the China Medical Board in Peking.

Mr. Luce has attempted to confer with representatives of such organizations as the Hall Fund, but for various reasons appointments have been delayed until later.

C. Suggestions as to action needed for the future.

1. Definite approval by the trustees of the securing of a permanent secretary of the University whose functions shall be somewhat similar to those of Mr. Grant of Canton Christian College, Mr. Innis of the American University at Cairo, and Dr. Wilder of Yale-in-China.

2. To meet the needs for new faculty, it is suggested that during the next year an effort be made to secure three men under each Board; their support to be met through the increase in receipts due to the various denominational campaigns now pending and to the Interchurch World Movement, or to be secured by Mr. Luce and Mr. Wheeler from churches or individuals, with the permission of the Boards concerned. Such sums as are needed to finance these men must of course be in addition to the present receipts of the various boards.

If the objection is made that the Boards cannot increase their responsibility in this connection, it may be pointed out that even with this increased total, which would make the Methodist Supply nine or possibly ten men, the Presbyterians nine, and the American Board seven, that already certain Boards are carrying as large or larger totals in other universities, the Presbyterians now furnishing eight men at Nanking University and eleven men at Shantung University. In view of the critical need at Peking and of the strategic importance of the University, and of the greatly increased receipts all the Boards are expecting from the various financial drives this year, such a request does not seem extreme.

In closing we should like to express our happiness at having a part in the great work we are all trying to carry on in Christ's name at the capital of China. We believe this work ought to be done and we believe it can be done. We should especially like to express our appreciation of the assistance and support given us by the Chairman of the Executive Committee of the Trustees, Dr. Edward Lincoln Smith and by the secretary of the Trustees, Dr. Eric M. North, and we look forward with confidence to a closer association with the other members of the Trustees in the task that, with them, we are trying to perform.

On behalf of the Vice-President and Secretary,

Respectfully submitted,

W. Reginald Wheeler.

December 17, 1920

Dr. Arthur J. Brown,
156 Fifth Avenue,
New York City.

Dear Dr. Brown:

At the meeting of the Executive Committee of the Trustees of Peking University on June 16, 1920, the following action was taken:

"Voted, that Mr. Wheeler be asked to assume the executive work of the Secretary of the Trustees until such time as arrangements can be made for a permanent salaried secretary who shall give his whole time to the work of the University; and that the Secretary of the Trustees, Dr. Eric M. North, be asked to continue in office, confining himself to the work of a recording secretary."

Final decision is to be made concerning the permanent secretary on December 18th, and in connection with the campaign I am leaving for the West Coast this week. Under the circumstances, Dr. Eric M. North will again assume the executive work of the Secretary of the Trustees until the permanent secretary assumes office.

This note is merely to inform you of this change, and to express to the Trustees the pleasure it has been to have had this part in the work of the University during the past six months.

With best wishes, I am

Sincerely yours,

WRW:W

Secretary of the University.

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Night Message	Nite
Night Letter	N L

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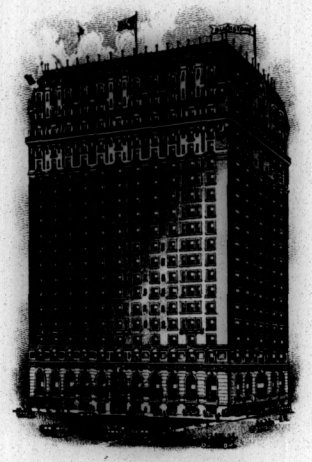
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W R WHEELER

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Dr. Eric M. North,
Room #305, #150 Fifth Ave.,
New York City, N.Y.

Dear Eric:

I am enclosing a copy of the telegram which I sent you early this morning. I think it is self-explanatory. I hope that by the time this letter reaches you you will have heard from Dr. Crowther and that he has agreed to come; in the telegram I merely suggested that you see Caskey and form your own judgment of him in case you may have to pass on him as an alternative possibility.

I have written Miss White about some details which we did not cover before I left ; various other items will probably come up later. You can reach me, as I have already stated, at #3 Westmoreland Place, Pasadena.

I will be thinking of you a great deal this week, for the decisions made during it are perhaps the most important which have faced the university and they will determine its immediate future most decisively. But I am sure you will reach the right decision and I wish you and Mrs. North a Merry Christmas.

Sincerely yours,

W. Rex Beach

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