

7
SHANGHAI MEDICAL SCHOOL

THE ROCKEFELLER FOUNDATION

61 BROADWAY,

NEW YORK, U. S. A.

The Rockefeller Foundation

CHINA MEDICAL BOARD

Report and recommendations concerning buildings, equipment, and policy of the Shanghai Medical School.

I. General Considerations

Obligations of the China Medical Board. Assurances given to various institutions and unequivocal public statements have committed the Board to the establishment and maintenance, in Shanghai, of a medical school and hospital. Indefinitely to postpone the fulfillment of its promise would seriously impair the prestige of the Board and react unfavorably upon its work in China. There is a moral obligation to take early steps to establish a part at least of the project, with the view ultimately of carrying out the plan in full.

Economy in design and construction in Shanghai. No reason exists for introducing elaborate and expensive features of Chinese architecture. A severely simple architectural type may be appropriately adopted and the construction made as inexpensive as utility and permanence will permit. This will set a standard which may be approximated by the Chinese Government and other native agencies.

Certain makeshifts inexpedient. A proposal to build only half the hospital at the outset would result in local disappointment and would fail to make clinical positions attractive to first-rate men. So also an attempt to utilize a part-time staff would violate a principle to which the Board is committed and would discredit its work in China.

A program of gradual development. It would be possible to establish, at the outset, a hospital and to appoint a clinical staff, together with a department of pathology. This policy would (a) permit

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establish, at the outset, a hospital and to appoint a clinical staff, together with a department of pathology. This policy would (a) permit

the gradual building up of a clinic, (b) afford an opportunity for careful study of local conditions, (c) provide an environment favorable to research, (d) furnish a basis for regular graduate courses, and (e) special summer sessions. This program would call for the concentration of undergraduate instruction at the Peking Union Medical College, students returning to Shanghai for interne service. The advantages of this policy would be (a) a marked saving in maintenance expenses, (b) a more complete utilization of the Peking plant, (c) saving of interest on deferred capital expenditure, (d) opportunity for more thoughtful and leisurely consideration of the problems of construction, (e) the utilization of future improvements in medical education, especially the results of Peking experience, and (f) more time for the recruiting of the staff and the development of a Chinese teaching personnel for undergraduate instruction.

Possible specialization at Shanghai. If departments of public health, hospital social service, etc., are to receive special attention, Shanghai would seem to be the center in which this could be done to the greatest advantage. For example, opportunities to co-operate with the public health administration of the local council would have a valuable bearing upon the training of public health experts.

Expert counsel on hospital and medical school construction. The experience of the Board with the building project at Peking has emphasized the importance of having, from the outset, the advice and co-operation of men thoroughly familiar with the building, equipment, and administration of medical schools and hospitals. It would be highly desirable, therefore, if the following appointments could be made as a preliminary to the preparation of the plans: (a) A committee on medical school requirements. It

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is suggested that a group of three or five men connected with the leading medical schools and representing the major departments be asked to pass upon the requirements of space, arrangement, and equipment for an efficient medical school plant. (b) An adviser on hospital construction. (c) The superintendent of the proposed hospital in Shanghai. It would be a distinct advantage to have the man who is to be responsible for the administration of the hospital associated with the preparation of the plans for the building and its equipment.

The selection of an architect. The following factors would seem to be of chief importance in determining the choice of an architect for the Shanghai buildings: (a) Established reputation in the United States, (b) the control of an adequate, well organized office force, (c) experience in hospital construction. (N.B. There is no reason to believe that experience in China is of any special value. So far as design goes, building in Shanghai is practically identical with that in any American or European city.)

Local survey essential. The architect having been selected, it is regarded as essential that he, or one of his most trusted lieutenants, should visit Shanghai and spend the necessary time to familiarize himself with local conditions. He could command the co-operation of men already in the service of the Board, as, for example, Mr. Deshler, Mr. Bennett, Mr. Lane, and Mr. Kendall (for the scope of the suggested survey, see appended memorandum).

A routine for the preparation of plans. The following procedure is suggested as likely to produce the most satisfactory results: (a) Preparation by the Acting Dean of the Shanghai Medical School of data

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and a program for the architect; (b) transmission of these suggestions to the architect for the preparation of preliminary sketches; (c) submission of these sketches to the committee on medical school requirements, the hospital expert, and the hospital superintendent; (d) the preparation of detailed drawings and specifications, (e) the resubmission for final suggestions, and (f) the definitive adoption of the plans.

Housing for the Shanghai staff. The existence of European residential quarters makes the "compound" plan unnecessary. It is believed that members of the faculty would prefer to occupy detached houses, scattered through general residence areas. Land in Shanghai has rapidly appreciated in value. Rents are excessively high. The Board will find it necessary to provide a part, if not all, of the dwellings needed by the staff. It is believed that various small parcels of land, appropriate for single, detached houses or groups of two or three houses, could be secured within the next few months to advantage. It might be well to purchase also a larger lot for an apartment house for single persons and small families. (N.B. The Yu-yuen Road tract taken over from the Harvard Medical School is in the midst of a most desirable and rapidly developing residential district. The value of the property has increased 50 per cent since the China Medical Board acquired it. It is, however, too far (3 miles) from the Medical School site to be available for faculty housing. It should be held for a time and then sold probably at a still further advance).

II. Recoomendations

The undersigned summarize their recommendations as follows:

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II. Recommendations

The undersigned summarize their recommendations as follows:

1. That the Board proceed at once to have complete plans prepared in accordance with the steps suggested above.
2. That the building of the hospital and dispensary, together with quarters for a department of pathology, be authorized so soon as the plans are available.
3. That a clinical staff, including pathologists, be appointed in time to take charge of the hospital upon the completion of the buildings.
4. That, for a time until the Peking Union Medical College is unable to accommodate the undergraduates who apply, no undergraduate courses be offered at the Shanghai school.
5. That, in order to provide for the needs of students from the Yangtze Valley, the Board offer a number of undergraduate scholarships to cover additional expenses of travel and living which might fall upon students compelled to study in Peking instead of resorting to the more accessible Shanghai.
6. That graduate courses be offered and research encouraged in connection with the clinical work of the Shanghai Hospital.
7. That careful consideration be given to specializing at Shanghai in the training of (a) public health experts, (b) hospital and public health nurses, (c) hospital social service workers, and (d) hospital superintendents.
8. That the Rockefeller Institute for Medical Research be asked to consider co-operating with the Shanghai Hospital in the fostering of research, especially with reference to tropical diseases.
9. That steps be taken to secure options on a number of parcels of land in residence areas accessible to the hospital, with a view to

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purchasing these lots and erecting detached houses as well as an apartment house for single persons and small families.

(Signed) Roger S. Greene,
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Copy

Nanking, 29 August 1919

My dear Doctor Bowen:

You ask me for my "re-action to Mr. Greene's proposal." The request rather puzzles me; for even I admit my ignorance in matters of medical education. But here are one or two rather general statements which have been suggested to me by the reading of the memorandum on conversations between Dr. Vincent and Mr. Greene on the one hand and Dr. Hawks Pott and Dr. McCracken on the other.

1. Several years ago medical education at various centers was terminated because of the plans of the China Medical Board. In the memorandum it is stated that the officers of the China Medical Board realize their obligation to establish a school in Shanghai. We may of course rely on the eventual carrying out in some form of this admitted obligation.

2. That there would be difficulties and delays in starting the entirely new work planned by the China Medical Board was foreseen several years ago by several who had had experience in China. The delays in construction of buildings and in enrollment of students sufficiently prepared in English have already been realized by the China Medical Board. Other causes of delay are likely to become apparent as time goes on - such as, for example, those arising while faculties trained in Western methods are adjusting themselves to peculiar Chinese conditions.

3. The present proposition of the China Medical Board, that scholarships be established in the Yangtse Valley to enable students to go to Peking for medical study, is expressly stated to be a temporary expedient, therefore meaning greater delay in the carrying out of the original plans. The difficulties in this expedient and the advantages of having a medical school in the Yangtse Valley were presented by Dr. Hawks Pott and Dr. McCracken in the conversations. But for the financial reasons given by Dr. Vincent and Mr. Greene, it seems likely that this expedient will be adopted.

4. Regarding the question as to whether St. John's University should continue its medical department our opinion is not asked. It would seem, however, from the termination of considerable medical work which once existed and from the delays being met by the China Medical Board, that it is the lesson of experience that satisfactory work which is being carried on should not be closed.

5. Moreover, since the University of Nanking has in the past stood for teaching in Chinese, it would seem consistent and in the line of experience to support existing medical work in Chinese. Without interfering with the development of the China Medical Board's plans and without being interfered with by the failure of those plans to develop, this work will be of great service to China both immediately and for the future.

Sincerely,
(Signed) Harry Clemons.

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Notes in regard to Mr. Green's proposal.

Dear Bowen:

" It is not easy for me to give off hand without consultation anything that would be really helpful, especially in view of the fact that I have not been closely associated with the plans up to date.

I have the some ideas. Take them for what they are worth.

1. It is too late and perhaps should not be referred to, but we surely had plenty of wool pulled over our eyes. The demand for the school in Shanghai from the C.M.B. point of view is far off. Greene emphasizes "postponement" but he guards himself from any future kick (ten years from now) when he says to Beebe "If the demand seems to justify it."

Had we gone ahead offering to co-operate when they were ready for it we would have had the opportunity now where it should have been in view of the splendid start we had. However, none of us are to blame. We felt it best and so cannot now cry over spilled milk.

2. I do not see how the proposal of delay, or postponement, is going to affect us at all unless we were expecting large grants, and now will not get them, for the scientific work of the pre-medical courses.

I have seen nothing in the way of help from the C.M.B., except the sop which they have thrown to the hospital in view of the fact that we were easy and closed up our medical school.

As I understand it, the one school in China that cannot possibly unite with any other is the one which has drawn the plum (St. John's). But again that is passed, we did what we thought we ought to.

But we have almost no pre-medical students. Do they think that pre-medical students are likely to come to us in large numbers in order to get an opportunity of going to Peking. To be perfectly frank I cannot see how even the permanent postponement of the opening of an undergraduate department in Shanghai is going to affect us in the least. The only thing that we can do now is to go ahead, irrespective and do the best possible work along the lines we feel there is a need for.

I take it that you want to know how I think it will affect us here, and that I have answered.

3. If you want to know what I think of the need of an undergraduate school in the Yangtze Valley, then I have also an opinion. If the C.M.B. are unable or unwilling to start two schools on the scale of the Peking school, then I think without question they should strengthen the existing schools so that the larger work can be done, even if it is not up to the Peking standard. They are only just beginning to see what we knew they would that they are overdoing themselves. They have one box

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The Yangtze valley needs a school that is the best that can be provided. If St. John's has one and it can provide the need, the C.M.B. should back it up as strongly as possible.

I am not sure that the C.M.B. is out for such service, but if it really wants to be helpful, if it wants to put up but one school and that at Peking, then it should be ready to strengthen as needed the work already being done.

After consultation I might have other ideas.

You asked for my reaction, and you have it.

Yours,

(Signed) W. (Wilson)

(This was added on an extra slip of paper)

In a word:

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ST. JOHN'S UNIVERSITY

Shanghai, August 29, 1919.

Roger S. Greene, Esq.,
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My dear Mr. Greene,

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I now take the opportunity you offer me of adding a few remarks, and I hope what I saw will reach you in time to be forwarded to Dr. Vincent.

As I view the matter at present, I am inclined to think that we ought to continue our School of Medicine in Shanghai at least for the present. I will summarize the reasons as follows:

(1) We have a certain number of students whom we are obliged to see through the course.

(2) We have arranged to take in a new class this September.

(3) I believe it would be injurious to the cause of medical education in China to discontinue the medical school in such an important center as Shanghai.

(4) If we should withdraw before the China Medical Board has established its school, possibly some other organization, British, Chinese, or German, may decide to locate a medical school in Shanghai.

(5) The supply of interns for the enlarged St. Luke's Hospital would be obtained much more readily from the school in Shanghai than from the school in Peking.

(6) There are manifest advantages in having a medical school closely associated with a university. The profession of medicine is kept before the minds of the young students, and the students obtain the cultural advantages which the university affords. This has been the experience in the United States.

(7) Our school is the oldest one in China giving medical education in English, and through its graduates has obtained considerable reputation. It should not be closed until there is something better to take its place.

(8) The carrying on of our School in Shanghai would not interfere with your plans in regard to the Peking School. We would not discourage any students from taking the course in Peking if they desire to do so.

ST. JOHN'S UNIVERSITY

Shanghai, August 22, 1912.

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(8) The carrying on of our School in Shanghai would not interfere with your plans in regard to the Peking School. We would not discourage any students from taking the course in Peking if they desire to do so.

The question then arises as to our ability to conduct an efficient school doing work of high standard. As you know we have not put much money into this department during the past few years owing to the fact that we considered we were only carrying on the school temporarily. It would be unwise for us to go to great expense in the way of buildings and equipment owing to the fact that eventually you may establish a school here.

We think our new laboratory building could be used for medical classes in physiological chemistry and bacteriology as well as for the pre-medical work in physics, chemistry, and biology. If a great number of years are to elapse before you will take up the work of medical education in Shanghai, we would proceed to erect a building for the Department of Anatomy.

Our principal difficulty arises as to the staff. At present we have eight professors teaching in the school of medicine, but we would need to double that number. The following list will show what we should aim at:

Subject	At present	No.needed	Total
Anatomy	1	1	2
Physiology	1	1	2
Physiological Chemistry		1	1
Pharmacology		1	1
Bacteriology and Pathology		1	1
Medicine	2	1	3
Surgery, Gynecology, Obste.	4	1	5
Eye, Ear, Nose, and Throat		1	1

Of the eight men needed, three are now in training and would be supported from mission funds. We would ask whether it would be possible for the China Medical Board to assist us in carrying on our school by making an annual appropriation for five years of \$25,000. for the support of five teachers, and \$5,000 per annum for laboratory equipment. This would make a total of \$30,000. a year.

If you are going to establish a hospital, a pathological department and a post-graduate school in Shanghai, might it not be possible for some of the staff to give some of their time to teaching in our school of medicine? Of course, St. Luke's would be only too glad to co-operate in any way possible with your postgraduate school in the way of furnishing pathological material.

We note what you say about the need of economy in the expenditure of your income, but we believe there might be some advantage to you in helping us to carry on our school so that you will find something to build on when you are in position to assume the full responsibility for medical education in English in this part of China.

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Medicine	2	1	3
Surgery, Gynecology, Otolaryngology	4	1	5
Eye, Ear, Nose, and Throat		1	1

Of the eight men needed, three are now in training and would be supported from mission funds. We would ask whether it would be possible for the China Medical Board to assist us in carrying on our school by making an annual appropriation for five years of \$25,000. for the support of five teachers, and \$5,000 per annum for laboratory equipment. This would make a total of \$30,000 a year.

If you are going to establish a hospital, a pathological department and a post-graduate school in Shanghai, might it not be possible for some of the staff to give some of their time to teaching in our school of medicine? Of course, this would be only too glad to co-operate in any way possible with your post-graduate school in the way of furnishing pathological material.

We note what you say about the need of economy in the expenditure of your income, but we believe there might be some advantage to you in helping us to carry on our school so that you will find something to build on when you are in position to assume the full responsibility for medical education in English in this part of China.

I think I appreciate your point that for the immediate future the one medical school in Peking would seem to meet the present demand for medical education in English. I do not think it will do so completely, but I can understand why you hesitate in establishing another school while the first has only a small number of students. As you know, everything in China is held up at present by unstable political conditions. I believe that as soon as a fairly stable government is organized, there will be developments on all lines, and that a greater demand for medical education will be in evidence. Hence I feel sure a good medical school in Shanghai will be needed, and perhaps sooner than you anticipate.

It seems to me there are three possible courses of action, one of which the China Medical Board must take.

(1) Definitely to abandon the idea of establishing a medical school in Shanghai.

(2) To postpone the founding of that school, and in the meantime assist St. John's to carry on its school.

(3) To take steps to carry out your original plans as soon as possible.

As soon as we know which of these plans you will adopt we shall be relieved from considerable embarrassment. If you adopt No. 1, we shall feel free to do the best we can to meet the demands of the situation in Shanghai. If you adopt No. 2, we shall be ready to give you detailed statements of plans and estimates. If you adopt No. 3, we are ready to abide by our original agreement, and our medical school will cease to function as soon as your school has been opened.

I hope my letter will not make your problem more perplexing and will make our position somewhat clearer.

Yours sincerely,

(Signed) F. L. Hawks Pott

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(Signed) F. L. Hawks Post

UNIVERSITY OF NANKING
OFFICE OF THE PRESIDENT
Nanking, China

August 29, 1919.

Mr. Roger S. Greene,
Peking.

My dear Mr. Greene:

Replying to your favor of August 25, containing a memorandum of a conversation with Dr. Pott and Dr. McCracken and of a copy of a letter to Dr. Beebe, there are a number of questions involved.

I believe that you and Dr. Vincent are correct in thinking that the number of students seeking medical education in your high-grade college in Peking or Shanghai will not be large for some years, and that the Peking school can probably handle all for the next five to ten years, so far as staff and teaching facilities are concerned. Had your first school been started in Shanghai, capacity would have been reached much sooner.

I doubt very much, however, whether Peking will have a capacity attendance for many years. The north cannot soon provide it, and I doubt if students are going to be induced to go to Peking in worth-while numbers, largely because of the political atmosphere there and the prejudices of the South against the North. Climate and distance and the attraction of study abroad are other deterrent factors. I do not think the establishing of scholarships will get many men of the quality you seek. So from every point of view I quite agree with you that your one school can accommodate all students for five to ten years, provided we could get them to attend it. But I question much the possibility of getting sufficient to go north from the south. So far as I can learn from your student body, they prefer Yale, St. John's, or Tsinanfu.

Your proposal involves two matters: (1) Not to establish the undergraduate school in Shanghai till the Peking attendance justifies it; and (2) that now in Shanghai you establish a hospital with special pathological features and (in connection with it?) a graduate school.

Frankly, neither of these plans commends itself to my judgment. For the few, relatively, graduate students in your school, and hospital, and large staff of more or less experts in Peking would seem to me to give far greater possibilities for graduate work at much less cost than having such a school in Shanghai. It would seem to me wiser to grant "scholarships" to the few graduate students who might apply and have them go to a graduate school connected with Peking. Of course, you will understand that I know nothing of

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OFFICE OF THE PRESIDENT
Nanking, China

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the objectives and nature of the Graduate School you are planning to establish.

Also I do not think it fair or a good thing for medical education for the C.M.B., because now a limited experience shows the difficulties of establishing another school, located in Shanghai, to thus hold up or hamper the development of ANY MEDICAL SCHOOL IN CENTRAL CHINA. It is not fair to the six mission boards that were - and are still - interested in medical education and were formerly beginning to cooperate hopefully in Nanking, but above all it is not fair to St. John's. Your delay and uncertainties make it quite impossible for their Trustees to raise much money and erect the needed buildings and secure the necessary equipment, and above all to build up a permanent staff. It would seem to me a much better thing for the C.M.B., for St. John's, and for all the other schools in Central China, and above all, for all the medical needs of this vast region, if you would, in the light of the present situation and the probable future developments, decide to give up ALL plans for medical education in Shanghai, and, if possible, join with all other missions in this region in making St. John's Medical School the medical school for this region. I think your abandoning your original plan of a second school (in Shanghai) would not be taken amiss, especially if you would make a fairly generous grant for the St. John's school. I think the missions will feel that a school developed by St. John's, with the cooperation of other mission boards, will quite as well, if not better, meet mission needs - and China's needs, as one developed later by the C.M.B. Personally I feel it will much better meet such needs. I think it is a very fair proposition that you confine your medical education to the North and allow the missions a free field in this region, with the excellent school started at St. John's as the basis. For the time being possibly it would not be as high-grade as the Peking school, but it will have many compensating qualities and advantages. It seems to me that the situation and your proposals make this a very opportune time to make this decision. I am quite confident that such a decision would be very heartily approved by the whole missionary body.

Students who wished the higher grade of training would still go to Peking, while others could go to St. John's and get better than otherwise possible, or to Yale or Tsinan as at present. It would not, I think, materially affect your Peking attendance. It will have the decided advantage of definitely settling the Shanghai Medical School problem, rather than keeping it open for an indefinite period. In case you decide to go on with your Shanghai school in the future, I would think the only course open to St. John's would be to definitely decide not to join, but to develop her medical department as best she can on a permanent basis. She would still have the approval and moral support of most missions in this region, and probably the financial help in some way or some. It seems to me from every point of view it is "up to you" to withdraw from this field and let others do what you cannot do, in a much more adequate way if you do now frankly withdraw. It is not out of place to remind you that your "withdrawal" would only be on paper, as you have nothing yet to give up except plans and possibilities.

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I am sure you have wanted my frankest opinion on the matter, and will not take any of my rather abrupt statements and suggestions as reflecting upon you personally, or upon the plans and work of the C.M.B.

Very cordially yours,

(Signed) A.J.Bowen.

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September 1, 1919

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St. John's University,
Shanghai.

Shanghai Medical School

Dear Doctor Hawks Pott:

Your letter of August 29 has just arrived, and I have read it with much interest. It comes in ample time to be forwarded to Mr. Vincent, and I shall send it to him at Kobe immediately.

Mr. Vincent and I talked over, at some length at Shanghai, the proposition which you definitely present in this letter that the China Medical Board aid St. John's to carry on its medical school until we ourselves are prepared to open our Shanghai medical school and tentatively arrived at the conclusion that, if we are to help you to establish the first two years of the medical course on an adequate basis, it would cost almost as much as for us to maintain it ourselves. We do not think that the China Medical Board would be interested in helping to maintain it on any other basis, and, therefore, I am personally doubtful whether the Board will be disposed to act favorably on your suggestion.

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Mr. Vincent came to the conclusion that the China Medical Board was definitely committed to the eventual establishment of a medical school at Shanghai, and this commitment is not only to St. John's University, but to the University of Nanking and the public at large. For this reason it does not seem to me that we ought to change our program in that respect, even if it seemed expedient to do so, which I do not myself believe to be the case.

With regard to the immediate carrying out of our original plans, the Board will make a final decision in a few months. As soon as I hear which course is adopted, I shall not fail to let you know.

I am extremely sorry that the proposed delay in carrying out our plans for the Shanghai school is causing you embarrassment, but it seems to me that this is one of the unfortunate situations which are due to the war, and that

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Yours sincerely,

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OBIO.S.S.

C O P Y

Kuling, Sept. 1, 1919.

Roger S. Greene, Esq.,
China Medical Board,
Peking.

Dear Mr. Greene:

Your favor of the 25th ult. is at hand. I must confess to a feeling of disappointment at the conclusions reached by you and Dr. Vincent, but appreciate the fact that you have to view the matter from a truly practical standpoint and that you are in a position to most accurately weigh all the questions involved.

From your letter and the resumé of conversations with Dr. Hawks Pott and Dr. McCracken I gather that there are two factors that influence your decision, a probable lack of students adequately prepared to enter the two schools and inadequate funds to build and conduct two schools of the grade proposed and at the same time meet other demands that have arisen in the near East and India.

In regard to the first difficulty I am inclined to think that one may be easily misled by first impressions and experiences. I do not know how many students each school is expected to take care of, but I think that very soon, with such opportunities offering, there would be a large number who would eagerly make an extra effort to prepare for the course and that within a few years there would be no lack of students. The number of students taking German is exceedingly few, compared with those studying English, but it has been possible to conduct a very creditable medical school at Shanghai in German, which the Chinese Government are continuing. The experience of Ginling College for Women is suggestive. Many supposed that there would not be a sufficient number of Chinese young ladies ready for college to justify opening an institution for distinctive college work. The first year there were but seven students. Today, four years later, there are seventy-two enrolled. Given an opportunity and an advantage worth winning, and I believe there will be no lack of eager aspirants.

In regard to the financial phase of the question, of course, that is a matter that the Foundation alone can determine. The further delay of the Shanghai school will be a sore disappointment to a number of missions and individuals, both Chinese and foreign. There will be some loss in a longer interval between mission effort at medical education and the work of the China Medical Board and the situation is liable to be further complicated by efforts that may be started by other interests, such as Japanese, German, French, and some mission enterprises.

I think with Dr. Hawks Pott that if there is to be but one school to begin with, it should be at Shanghai as that location will present superior advantages in every way. I wonder if it would not be practicable to restrict the efforts at Peking and still undertake

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the conduct of a school at Shanghai on a smaller scale than at first contemplated, thereby holding the Shanghai position and meeting the expectations of the Chinese and the missions. Both schools could then develop naturally as the future may justify.

I hope the China Medical Board will be able through its knowledge of the situation and the information and opinions gathered to come to a wise conclusion that will best further medical education in China. I thank you for your letter in regard to the matter.

Very sincerely yours,

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The Rockefeller Foundation

CHINA MEDICAL BOARD

Peking, China.

September 1, 1919.

Dr. George E. Vincent,
General Director, China Medical Board,
c/o American Consulate,
Kobe, Japan.

Shanghai Medical School, etc.

Dear Mr. Vincent:

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I inclose herewith a copy of a letter which I have just received from Doctor Hawks Pott, which is evidently the result of conferences between him and Doctor McCracken. You will note that he approves my report of the conferences which we held with him and Doctor McCracken at Shanghai on the 23rd. You will also note that Doctor Hawks Pott is inclined to continue his school until we open ours and wishes an appropriation of \$30,000 per annum to enable St. John's University to improve the school. I have talked this matter over with Doctor Houghton, and we both feel that we see no reason to change our previous recommendation that the Shanghai Medical School be started with the establishment of a hospital and graduate school. Neither of us feel inclined to recommend the aid which Doctor Hawks Pott asks for the present medical school at St. John's University.

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I am expecting to receive shortly some comments on our proposition from Doctor Beebe and from President Bowen, of the University of Nanking, and will forward them to you as soon as they are received.

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Aug. 29.

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The Rockefeller Foundation

CHINA MEDICAL BOARD

Peking, China.

September 4, 1919.

Dr. George E. Vincent,
General Director, China Medical Board,
c/o Messrs. Thomas Cook & Son,
Yokohama.

Shanghai Medical School

Dear Mr. Vincent:

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You will note that Dr. Bowen feels very strongly that the
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its own school. Dr. Houghton and I have talked this matter over together
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administrators, he was inclined to feel that a medical department was

indispensable for a real university. While he is an excellent man in many ways and frequently shows a very fine spirit, he is somewhat narrow in his views and has little comprehension of the educational requirements of modern medicine.

The letters which he appends are not very much to the point, but I send them along for what they may be worth. A fair conclusion seems to be that those interested in the University of Nanking do not feel that they themselves will be greatly affected by the postponement of the Shanghai school, though they are very much disappointed at the postponing of our enterprise as far as undergraduates are concerned, since they feel that a school in Shanghai will serve to attract^{to} the medical profession many who otherwise will not go into it. To a certain extent I think they are right, but it is a fact that the candidates for our examinations come from all parts of the country, including a great many from the neighborhood of Shanghai and Nanking. In my opinion one of the main reasons why some students prefer to go to schools other than ours at Peking is because the entrance requirements elsewhere are so much lower than ours and they do not care to spend in the premedical school the time which we should require them to spend here. This is not a point which one cares to emphasize when writing to Dr. Bowen or Dr. Hawks Potts, but is one which we must bear in mind when considering this question. I am asking Dr. Stifler to prepare for me a list of candidates who were examined this year for admission to the premedical school and the medical school proper, with the provinces from which they come. As not all the papers are in yet, I am not able

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to inclose the list with this letter, but I hope I may be able to get it to you before you leave Yokohama.

4/

Dr. McCracken's letter is a plea for the development of the Shanghai Medical School as a department of St. John's University. I do not think that the members of our Board will have any difficulty in coming to a conclusion on this proposition, since we have no assurance that the authorities of St. John's University understand what a modern medical school means. There is also the fact that a mission institution cannot pay the salaries necessary to get the best men and women, without upsetting the salary schedule for the rest of its mission. The extent to which the religious qualification might be required is another serious problem. It would certainly be extremely difficult to find anatomists, physiologists and chemists of the right type for a good medical school who were all enthusiastic missionaries and members of the Protestant Episcopal Church.

5/

I inclose also copies of my letters to Dr. Bowen and Dr. McCracken.

Yours sincerely

(Sgd) Roger S. Greene.

Inclosures:

Dr. Bowen to Mr. Greene, Aug. 29
 Dr. McCracken to Mr. Greene, Aug. 30
 Mr. Clemons to Dr. Bowen, Aug. 29
 Mr. Wilson to Dr. Bowen
 Mr. Greene to Dr. Bowen, Sept. 4
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0810.2.2

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0810.2.2

Pennsylvania Medical School
being the
Medical Department of St. John's University
Shanghai

August 30, 1919.

Roger S. Greene, Director,
China Medical Board,
Peking.

Dear Mr. Greene:

Your letter dated August 25th with the memorandum of the conference between yourself, Dr. Vincent, Dr. Pott and myself reached me a day later than your letter to Dr. Pott. I wish to thank you for your letter and the enclosure which sets forth very accurately the subject matter of the conference.

Dr. Pott after conference with me wrote his letter to you stating the reasons why a medical school should be continued in Shanghai and what we would need to continue even in a modest way. Certainly more money could be used and more members added to the faculty - if we had more money we would add more members to the faculty - but we feel that with the additional men we have proposed we could give to our students quite a thorough training in medicine and surgery.

Dr. Pott's letter states some of the reasons why a medical school should be continued in Shanghai. To my mind there are still other reasons why that school should be the medical department of St. John's University.

Such a school, I believe, would benefit immensely from a departmental relationship with a University as well and favorably known as is St. John's at the present time.

On the other hand such a medical school as you propose as a department of the University would have a wonderful stimulating effect on the whole of the University.

Shanghai, the metropolis of the East, needs a big American University with all departments well organized. A University which would stand out as the capstone of the educational system established in China by Americans. A University every American in China and every American visiting in China would have a right to be proud.

Such a school as you propose for Shanghai would well care for the medical department of such a University.

I believe that the next ten years, even, will make it more clear than at the present the wisdom of keeping the medical education in Shanghai a department of St. John's University.

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I have had some experience in trying to establish independent medical work in China and I am far more convinced now than when I first came to China of the importance of having the medical schools established in the right relationship with the school system which prepares the student for medical study.

An independent medical school in China without any intimate connection with a university is much like a medical school in America which does not have control of its clinical facilities. In either case the future is uncertain. In China the independent medical school may find its plant established but no students. Her supposed feeders for some unforeseen reason cease to feed her with students and she finds herself more or less stranded.

While on the other hand if the medical school is the department of a large and flourishing University other feeders may drop away but the medical department will still have students.

It is the policy, I believe, of the China Medical Board to turn its medical school over to the Chinese whenever the Chinese prove themselves qualified to carry on effectively such a work. That day will come more quickly and more surely if the school is the department of a University.

And lastly, I believe the Chinese themselves would rather see the medical school in Shanghai a department of St. John's University than to have it built as an independent institution.

Dr. Pott's letter to you expresses also my views on the general situation here.

This letter is written to you for your own consideration, for I feel that this particular phase of the situation here has not yet received the consideration it merits.

Yours sincerely,

(Signed) J. C. McCracken

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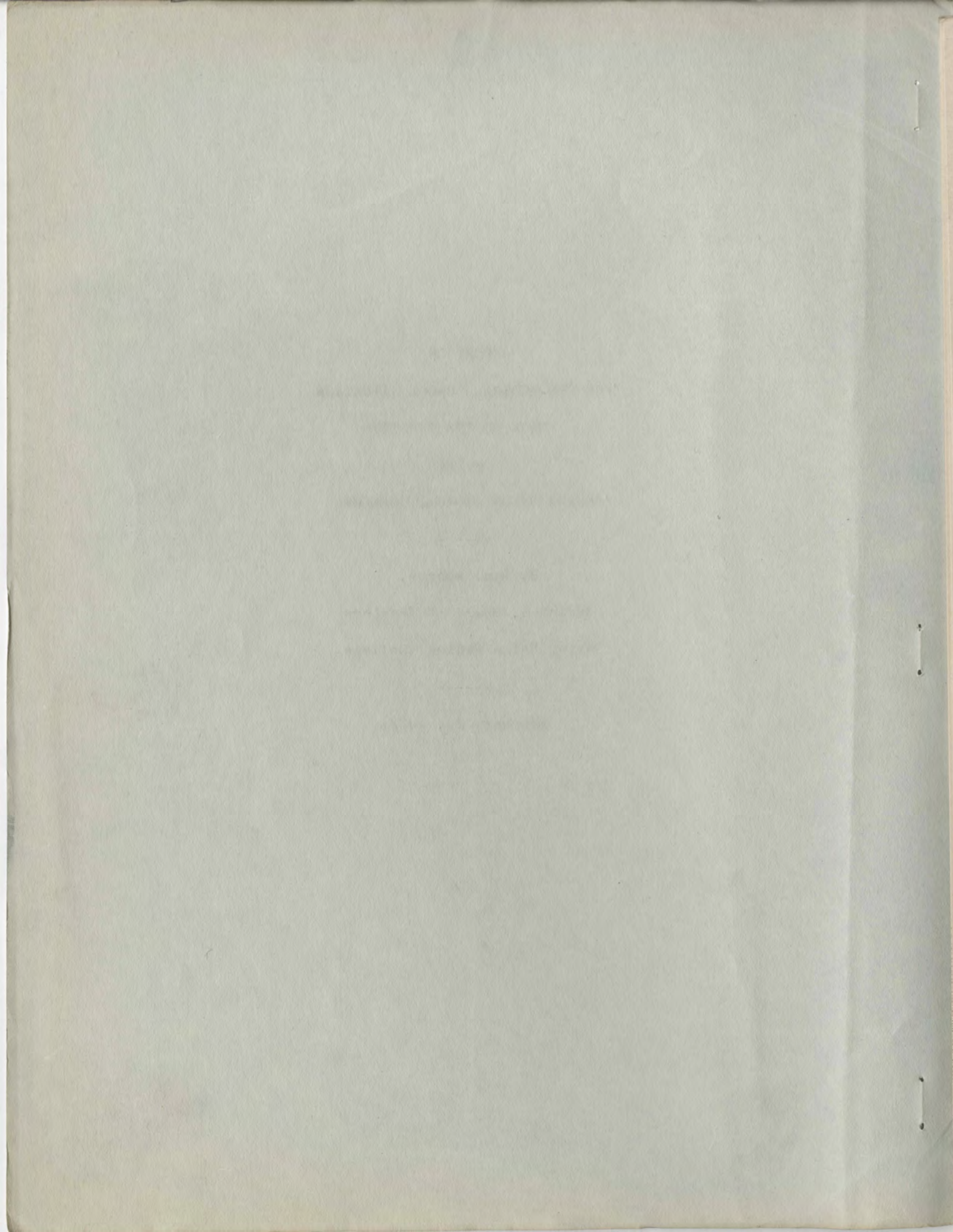
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(Signed) J. C. McGeehan

REPORT ON
THE PRE-MEDICAL SCHOOL SITUATION
MADE TO THE TRUSTEES
OF THE
PEKING UNION MEDICAL COLLEGE

By Paul Monroe,
Chairman, Board of Trustees
Peking Union Medical College.

February 25, 1922.



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C O N T E N T S

	<u>Page</u>
The function of the Pre-Medical School.....	1
Source of supply of students in the medical and pre-medical schools	1
Government schools	2-8
Science in the Middle Schools	2
Technical Schools	3
Universities	4
The South Eastern University	4
Reasons for extending aid for teaching science in South Eastern University	5
Report of experts in science conditions in South Eastern	6
Native private institutions	8
Reasons for extending aid to Nankai School in science work	9
Tsing Hua College	11
Science teaching in the mission colleges	12
Suggestions to be offered to the China Medical Board ...	13-16
A science inspector or supervisor in connection with the China Medical Board	13
Travelling or substitute science teachers	14
Admission by certificate	15
The Pre-Medical School	16-19
Proposed merger of the work with that of Peking University	17
Additional phases of the proposed merger	19
Recommendations	20

CONTENTS

Page	
1	The function of the Pre-Medical School
1	Source of supply of students in the medical and pre-medical schools
3-8	Government schools
3	Science in the Middle Schools
3	Technical Schools
4	Universities
4	The South Eastern University
5	Reasons for extending aid for teaching science in South Eastern University
6	Report of experts in science conditions in South Eastern
8	Native private institutions
9	Reasons for extending aid to Medical School in science work
11	Tsing Hua College
13	Science teaching in the mission colleges
13-16	Suggestions to be offered to the China Medical Board
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15	Admission by certificate
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REPORT ON THE PRE-MEDICAL SCHOOL

To the Trustees of the Peking Union Medical College,

Gentlemen:

In compliance with your request I submit this report on the pre-medical school situation.

As the medical school itself has a twofold purpose, first the training of practitioners, and second, the establishment of standards and models for medical education in China, so the pre-medical school has a twofold function; first the preparation of students for the medical school, and second, the establishment of standards of pre-medical training in other institutions in China. When this latter is accomplished, and a sufficient number of candidates are supplied from a number of other institutions, the pre-medical school may be abandoned as then no longer an essential of the medical school organization.

If the question is raised whether this stage is now reached, only a negative answer can be given. The real question is whether a transition can be made by a gradual merging of the work with that of other institutions.

SOURCE OF SUPPLY OF STUDENTS IN THE MEDICAL AND PRE-MEDICAL SCHOOL

The present medical student body is drawn almost entirely from the mission schools. Of the pre-medical students 13 are from non-mission schools. It is obvious that the Medical School cannot accomplish either of its purposes unless it draws many students from Chinese schools, government or private, or both, and influences both medical and pre-medical education under Chinese control. It is also obvious that if the purpose of the establishment of the pre-medical school was to draw students from other than mission schools, so that the medical school should have a wider influence, this purpose has not as yet been realized.

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It is highly desirable that this situation be changed and that the medical school draw from and influence the other 399/400 of the population, and of the student body. Yet, for the present, the mission schools will remain the chief source. This report will discuss the present situation and the means which might be adopted by the Medical School, the China Medical Board, or other agencies, which, in the judgment, of the writer, would insure a continuous and adequate supply from both sources of adequately prepared candidates for entrance to the Medical School.

GOVERNMENT SCHOOLS

In seeking information regarding the probability of a supply of students from government institutions, I have visited the four government universities at Peking, Nanking, Tientsin, Taiyuanfu; many of the technical schools in each of the ten provinces, and a large number of middle schools also scattered through ten provinces.

Science In The Middle Schools: There is no encouragement whatever to be drawn from the Middle Schools. The science of teaching in all these schools is in a deplorable condition. Only in a very few is any laboratory work done; in not one are there any adequate laboratory facilities. On rare occasions laboratory work is done - in chemistry, or physics, or zoology. Zoology and botany, which could be more readily provided for, are seldom given any attention. Teaching for the most part is by lecture, tempered by occasional demonstrations. Even at best the old systematic classificatory conception of science prevails. The students gain little more than a vocabulary and perhaps a memorization of principles. All of the technical colleges give a preparatory course in science to fit their students for entrance, covering the ground which is supposed to be covered, or should have been covered, in the Middle Schools. Frequently this preparatory course is

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extended to two years, occasionally to three. Strange to note, the medical schools either do without this preparatory course altogether or have it in shorter form than do the other technical schools.

The National University at Peking reports in this last examination (Fall of 1921) that one thousand students attempted the examination and only sixty qualified. As a matter of fact the middle schools are failing to perform their function and afford no solution to the pre-medical school problem.

While there is no immediate prospect of students being prepared in the Middle Schools for the medical school, the situation is important for various reasons. First, as now taught the students receive an erroneous idea of science and increase the natural (Chinese) distaste for the study of science. Second, there is a great national and educational waste, since all technical and professional schools have preparatory schools of from one to three years length which repeat the work which was nominally covered in the middle school. Third, the middle school course is being extended to six years so that an excellent science course could be given. This six year middle school will be divided into junior and senior school. In the junior school general science will be given, while the senior school will give pre-professional courses with science as the core subjects. In the future students should be able to obtain a part of this pre-medical science in the middle schools, so that they may obtain all that is needed by end of the junior college - thus either entering the medical school at the end of the sophomore year, or remaining for a full college course, obtaining in addition to the pre-medical training the general cultural education which they are denied by the present arrangement.

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THE UNIVERSITIES

Of the Universities, only one need concern us - the South Eastern at Nanking. Pei Yang at Tientsin is primarily a technical school, with a three year preparatory in which students might get a partial pre-medical training. Yet if any student should be drawn from the technical lines, they would be apt to enter the government medical college at Tientsin which has its own brief pre-medical course and which formerly was a part of Pei Yang. Shansi is remote and by special arrangements with the governor will for the present send all of its medical students to Tsinan. The National University at Peking is more interested in pure science, or in engineering, or in government medical education. The situation at Nanking alone offers a prospective supply of students that might be interested in the Peking Medical School.

The South Eastern University: The South Eastern University was organized last year out of the nucleus of the Higher Normal School founded in 1915. It now consists of the Arts College, the Teachers College, the Agricultural College, the Engineering College, and the College of Commerce recently organized at Shanghai. In the College of Arts and Sciences there are twelve departments; in the College of Education 3; in the College of Agriculture 6; in the College of Engineering 1 (mechanical); in the College of Commerce 6. The teaching staff in 1920-21 was 114, with the College of Commerce not included. The Middle School teaching staff consists of 21. The student body of the university for 1920-21 was 640, with 107 special students additional; the Middle School attendance was 288. The university attendance has increased 30% this Fall. The attendance on the first Summer

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Session (held last Summer) was 992. The budget this year is \$600,000 (Mex), nominally paid by the general government; in reality paid out of the provincial treasury from the funds due the national government but not now remitted by any of the provinces. The estimated value of the plant is \$232,000, of the campus (1005 mow) is \$201,000.

I have given these facts for among all the government institutions this university offers the greatest promise of preparing students for a medical course and for establishing proper standards of teaching science in the schools of China. With this twofold purpose in view, it might well be within the province of the Trustees of the Medical School to recommend to the China Medical Board the consideration of a policy of financial aid for improving the teaching of science in this institution, and this for the following reasons:

Reasons For Extending Aid For The Teaching Of Science In The South Eastern University: (1) It is the one government institution which is assured of its financial support, since this is actually paid by the province, which is the wealthiest and most progressive province in China (Kiangsu).

(2) It is securing more financial help from private individuals than any other institution in China but one. Among these have been

- a. 55,000 Taels - from Mr. M. Y. Moh, the cotton magnate for scholarships abroad, and \$6,000 from Mr. Moh for the construction of a farm mechanics hall.
- b. \$2,000 (gold) from Mrs. Crane for scholarships for the women students.
- c. \$150,000 from Chi-Lih yuen for a memorial library (now under construction).
- d. Nine other funds amounting to over \$100,000, for experimentation in cotton, wheat, silk, and similar phases of agricultural education. These come mostly from the native association of the manufacturers using these raw products.

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(4) The student body is drawn from throughout China, and is rapidly growing. Even now it is almost equal to that of the National University at Peking.

(5) It is the only university which has a Higher Normal School as a component part. Hence any emphasis on the teaching of science will have more influence than anywhere else.

(6) It has established the first Summer School in China, with an attendance the first year of 990.

(7) The management of the university is economical. The cost per pupil has varied from \$230 the first year of its existence to \$338 per annum this last year. This is far lower than some of the mission schools, or of most of the government schools in the same grade. Many of these run to over \$1,000 per pupil per year.

(8) The University has a Middle School, which is superior to any government middle school in China. This is not high praise but it is indicative of worth. The reason for this is the interest in the problem of teaching, due to connection with the Higher Normal College, and to the opportunity to use the university laboratories.

(9) It has a large and progressive faculty, with the largest group of American returned students of any institution in China, 56 in all, or over 50% of the university teaching staff.

(10) The staff possesses more enthusiasm and esprit de corps than that of any other government institution in China.

of trustees has been formed, including many of the most prominent business men of central China. The functions of this Board are as yet chiefly advisory, but the organization seems to be in the course of development from a government institution to one controlled as are our own State Universities. This is made possible by the fact that the funds come from provincial sources.

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(6) It has established the first Summer School in China, with an attendance the first year of 900.

(7) The management of the university is economical. The cost per pupil has varied from \$230 the first year of its existence to \$338 per annum this last year. This is far lower than some of the mission schools, or of most of the government schools in the same grade. Many of these run to over \$1,000 per pupil per year.

(8) The University has a Middle School, which is superior to any government middle school in China. This is not high praise but it is indicative of worth. The reason for this is the interest in the problem of teaching, due to connection with the Higher Normal College, and to the opportunity to use the university laboratories.

(9) It has a large and progressive faculty, with the largest group of American returned students of any institution in China, 58 in all, or over 50% of the university teaching staff.

(10) The staff possesses more enthusiasm and spirit de corps than that of any other government institution in China.

(11) It has an adequate staff in science and has followed the excellent policy of investing its funds in men first and in building and equipment second. This lays it open to criticism, but we must bear in mind what the alternative is - buildings without men; also the fact that well trained scientists are the most difficult to obtain of all educational supplies.

(12) Most of the advanced work is given in English, and the training in English required of the students is more than that of other government institutions.

Report Of Experts On Science Conditions In South Eastern: Appended to this report is a copy of the report made by Dr. S. D. Wilson, head of the department of Chemistry of the pre-medical school of the Peking Union Medical College. His criticism of the present work is quite drastic and relates to almost every phase of the situation, except the staff. With these criticisms I am quite in agreement, but believe it is but another argument for extending to this institution some help.

If the Chinese themselves are ever to take hold of this problem of science and of pre-medical education, here is the best opportunity for the present. They need buildings and equipment. They have well trained men. The criticism is made that these men are inexperienced. That is true. But they have had the best training that could be had in China and have added to it the best that we have to give in America, and are getting the experience under the best circumstances that it can be gained under in China. As long as we refuse to do anything more for their professional training in America, it is difficult to see how they can obtain experience, but by beginning to teach in the best opportunities afforded by China. If they are deficient, the deficiency is largely due to the limitations of the American educational system. Of the nine men in the College science departments, three are graduates of the Massachusetts Institute of Technology, one

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A census recently taken of university and middle school students reported that nearly 100 were interested in the study of medicine as a course. This estimate appears to me to be exaggerated. But I have no doubt but that a constant supply of medical students would here be found. It is to be borne in mind that if the Chinese Medical School is developed in Shanghai, as is now proposed, it will probably be connected with the South Eastern University and would draw most of these students. But this again would be one of the objects which we would all wish to attain. It would seem to me also that the China Medical Board could do no greater service to the proposed Chinese medical school than to assist in building up a proper pre-medical school for it at Nanking.

NATIVE PRIVATE INSTITUTIONS

It was one of the surprises of my investigation to discover the number and excellence of private or quasi-public educational institutions under native control. In almost every community which I visited, the best institution in the community was of this character. Among them all, one was outstanding, the Nankai School of Tien Tsin, under the presidency of Dr. Chang Po Ling. The greatest defect of this institution is lack of equipment and buildings for the teaching of science.

Having in mind our two objects, (1) the preparation of a sufficiently large body of students in pre-medical science, and (2) the raising of the standards

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of science teaching throughout the schools of China, it would seem within the function of this body to recommend to the China Medical Board the consideration of a policy of extending help to Nankai in the building and equipment of a science plant. And this for the following reasons:

Reasons For Extending Aid To Nankai School In Science Work: (1) This school is the best middle school in China. The teaching of science is superior to that which I have seen in any other middle school in China. So also is the method of instruction in all subjects. (May I mention here that during this recent visit I have seen the work of few mission schools). The laboratory work was excellent, although the laboratories were crowded and the equipment inadequate. I append the report of Dr. Stanley D. Wilson on the science work at Nankai.

(2) It is the largest middle school in China, having this year about 1400 students.

(3) These are drawn from all over China and represent the best materials. Tuition is high and the competitive election keen.

(4) The institution represents the best private endeavor in China - and exerts an excellent influence on government schools.

(5) The financial support comes, with the exception of one item, wholly from tuition and from private gifts. The finest men of the Chinese educators and philanthropists are backing this school.

(6) The esprit de corps of the school is the finest in China.

(7) A college department was established three years ago. The three college years now have 300 students. A preliminary examination a month or so ago was given to more than 400 candidates for admission to the college. This college is effectively though meagerly staffed. Its science teachers are first class. The heads of the four science departments all hold Ph.D's from American Universities,

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(8) A financial campaign is now being conducted to raise \$360,000 for land for a college campus - some three miles out of the city - and for the necessary buildings, a college building, dormitories and a science building.

Help in the erection and equipment of a science building, providing the remainder of the funds are raised, would seem worthy of consideration.

(9) The same criticisms of science teaching that were stated with regards Nanking are also valid here, though not to the same degree. Here also the criticisms are valid because of the rapid growth of the school, due to the comparative merit of the work itself. The criticism of the lack of experience on the part of the instructors may also be valid, but the same response is to be made as at Nanking. They have had the best which America has to offer, and the only way for them to get experience is to begin to teach. If experienced native science teachers do not exist, they cannot be obtained except by giving them experience under the best conditions possible.

(10) Of the present attendance in the pre-medical school of the Peking Union Medical College, 13 were from non-mission schools. Of these 13, five are from Nankai, three from one other school and the remainder scattered. This indicates a greater interest at Nankai in the work of the medical school than at any other Chinese school.

From Nankai, if thus assisted in science, could be obtained a small but constant supply of medical students, adequately trained. Those properly prepared at Nankai would not be inclined to go to the government medical school, at Tien Tsin and Peking, for the source of supply of these schools is from other government institutions. Such candidates are far less well prepared than the Nankai students would be. Also the teaching staff is American trained, the atmosphere is

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American, the medical students would be inclined to the Peking Union Medical College. In fact this last fall five students did apply for a pre-medical course though none existed. One of these was sent to our pre-medical school, the other four went into other lines of work.

Most of the advanced work is done in English and a high standard of excellence in English is required. More than 200 graduates of the Nankai middle school have been sent to American colleges.

If assistance was given to Nankai and to South Eastern University in the erection or the equipment of a science plant or in both, and some advisory authority of a wholly unofficial character was established, I believe that in the course of four or five years a satisfactory and constant supply of medical students would be forthcoming and that the Peking Medical College would be the chief beneficiary - at least to as great an extent as it could accommodate.

TSING HUA COLLEGE

It was thought that another possible non-mission school source of medical students might be the Tsing Hua College, founded on the American indemnity fund. Based upon the statement of President King and of Dean Wong Quincy, that they were contemplating establishing a four-year college, with a pre-medical course, with the intention that all of the students were not necessarily to be sent to America, I myself had thought this a strong possibility. It is true that the course of study has been extended through the Sophomore year and that the college is well equipped, and could now, with its present staff, give an adequate preparation in physics and chemistry; yet it does not promise to be a source of students for the Medical College. The reasons are chiefly political. Most of the students come to the college as a result of political influence. They are all of them interested in going to American colleges as early as possible. Their families have a similar interest.

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As these families exert a very strong political influence on the foreign office, which has a deciding voice in the management of the school, there seems no possibility of any change of policy in the near future. The fact that President King, who favored the former policy, has recently been forced to resign, by way of the Washington Conference, is evidence to this statement.

SCIENCE TEACHING IN THE MISSION COLLEGES

The teaching of science in the Mission Middle Schools and Colleges is generally superior to that of the government schools. While their equipment is often inferior, their methods are far superior - with the few exceptions noted.

My own personal investigations during this visit have not extended to the mission schools, though I have inspected the science equipment at Nanking, Ginling, Shanghai, Foochow and Canton Christian College. I have conferred with many familiar with the work of these and other institutions, and submit as an appendix to this report, the report of Dr. Stanley D. Wilson, of the pre-medical school, on the work of these institutions.

From these conferences, and from the previous record of the schools, it seems probable that the following schools might be expected to furnish an adequate preparation in science; Nanking, Soochow, St. Johns, Shanghai, Foochow, Canton, and, with the assistance which they might get through co-operation of our own pre-medical staff, - Peking.

This preparation would not quite be equal in science to that furnished by the pre-medical school, but probably adequate in that and superior in including the literary and art subjects now neglected in our own school.

It is to be recognized, however, that but one of these schools, - Soochow - has prepared students for direct entrance, though others seem qualified to do so. But for some years it may be necessary to have a pre-medical course immediately

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under the supervision of the medical school where deficiencies occur. These deficiencies arise from two sources. First, the belief on the part of some of the colleges that the pre-medical course is too one-sided and to their policy of insisting on more literary and arts subjects, so that even the four year college course does not give them quite the quantity of science now required for graduation from our pre-medical school. Second, is the one-sided scientific training which frequently results in the mission schools through the weakening of the work due to essential men being on furlough. Both of these causes may be remedied, and a satisfactory and constant supply of students from the mission colleges may be expected, especially when they send their picked men to Peking rather than to the States. Whether this supply of students would be large enough can only be answered by an estimate. Probably it will, though it would not be a situation satisfactory to the college even if it was.

Suggestions to be Offered to the China Medical Board: In order to strengthen the work of these schools, it seems premissible to suggest to the China Medical Board a few ways in which this could be done with profit not only to the mission schools, but to the work of the Medical College, and to medical education in China in general.

One of these would be to co-operate with some of these mission schools in providing a more adequate equipment. As this question has been a subject of investigation and report by others, and lies without the scope of my inquiry, it seems here appropriate only to mention it.

A Science Inspector or Supervisor in Connection with the China Medical Board: The suggestion has been made that either the Medical School or the China Medical Board appoint a travelling inspector or supervisor of science teaching, who would unofficially keep in close touch with the situation in all of these institutions,

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Such an inspector would need to be a first class science man, familiar with the situation in China, and with the best science teaching in the States. It has been suggested that Professor Gee, formerly of Soochow, and the teacher to whom Soochow owes much of its reputation in science teaching, would make an acceptable man for this position. This suggestion seems to me admirable, especially if Professor Gee could be given some months of study of science teaching in the States, particularly in the best High Schools. Professor Gee is no longer connected with Soochow University; at present he is in a commercial position, and I understand would be interested in such an appointment.

Travelling or Substitute Science Teachers: Of similar helpfulness would be the creation of two or three travelling or substitute teachers in science, who would be assigned for a longer period to a given institution, inadequately staffed in some field in science. The greatest difficulty in keeping the mission schools up to a high standard of science teaching lies in the fact that each department staff is usually at a minimum, and that the missionary furloughs or illness frequently causes the weakening or even complete abandonment of the work of a department.

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The consequence is that a student may come with excellent preparation in physics or chemistry, and practically none in the biological sciences or the reverse.

Staff members who could be loaned for a year would in many cases be of greater value than a permanent appointment. It will be difficult to obtain men sufficiently well trained and adapted in personality for these positions. Teachers must be found who have a real interest in this work for the Chinese, for they will have to forego many legitimate ambitions of a science teacher.

Admission by Certificate: One other consideration is of importance to the Medical School. I was informed at Foochow, at Nanking, at Canton, and I understand that the situation is much the same at Soochow, that all of the students which they had in the pre-medical course had gone to Changsha, and the sole reason given was that they were admitted at Changsha on certificate, while Peking required an examination. This is one reason for suggesting the appointment of a travelling science inspector or advisor, for it seems with such that a policy of admission by certification could be adopted. This is primarily a question for the faculty and the administration of the college, not for the trustees; but as it seems to be an important factor in the situation, it is desirable that we be cognizant of it. There are several factors in the situation. The standards of our pre-medical school are commendably high; but, it should be recognized, higher than for similar work in America; higher in some respects than these other institutions can equal in less than four years college course; higher in some respects, I should judge, than members of the medical faculty demand or approve. While it is highly desirable to have men of this superior training, it is fair to inquire whether a somewhat more flexible, though just as high standard, might not be maintained by a policy of inspection. At least it might be tried if an inspector in science is appointed. Also, it seems well to note this factor in the situation, for as long as this

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As further factors, it should be noted that there is now among Chinese students a popular aversion to scholastic examination, which plays some part in the situation.

THE PRE-MEDICAL SCHOOL

Considering the problem of the pre-medical school itself, it should be first stated that the quality of the work is very high, the interest of the staff very keen, their ability in their respective fields superior. No comment or suggestion which may be made conveys any detraction from these statements, or any disparagement of the work. But our real problem is how best may an adequate supply of students for the medical college be obtained and how best may adequate standards of pre-medical education throughout China be constructed and maintained.

Bearing in mind the fact that it was no part of the original purpose to maintain a pre-medical school, and that the present policy has not so far resulted in securing a supply from any other source than our own pre-medical school, it seems wise to look forward to a time when the student body can be drawn from wider and more representative sources of supply, and when the policy and work of the medical school should affect pre-medical education more widely. In my judgment this can best be done (1) by a gradual merging of the work of the pre-medical school with that of other schools; (2) by the gradual strengthening of the work of other institutions, mission, government, and private, so that these institutions may contribute a normal supply of adequately trained candidates for entrance to the medical school; (3) by a gradual curtailment of the work of the pre-medical school, so that by the end of a five year period, or less, it could be entirely abandoned as being done satisfactorily by other agencies.

To make clear the second of these propositions has been the purpose of this report, to this point. The first and third propositions may now be discussed together.

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THE PRE-MEDICAL SCHOOL

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Bearing in mind the fact that it was no part of the original purpose to maintain a pre-medical school, and that the present policy has not so far resulted in securing a supply from any other source than our own pre-medical school, it seems wise to look forward to a time when the student body can be drawn from wider and more representative sources of supply, and when the policy and work of the medical school should affect pre-medical education more widely. In my judgment this can best be done (1) by a gradual merging of the work of the pre-medical school with that of other schools; (2) by the gradual strengthening of the work of other institutions, mission, government, and private, so that these institutions may contribute a normal supply of adequately trained candidates for entrance to the medical school; (3) by a gradual curtailment of the work of the pre-medical school, so that by the end of a five year period, or less, it could be entirely abandoned as being done satisfactorily by other agencies.

To make clear the second of these propositions has been the purpose of this report, to this point. The first and third propositions may now be discussed together.

THE PROPOSED MERGER OF THE WORK WITH THAT OF PEKING UNIVERSITY

The essential factor in the gradual transfer of the pre-medical work to other institutions, is the arrangement that can be made with the Peking (Yenging) University, (the mission institution), for the gradual absorption of the work which is done locally. This process would result in a temporary merging of the schools, such help to the Peking University as the China Medical Board should deem wise to give, and the complete abandonment of the pre-medical work by the Medical College within a period of five years. It would not involve constituting the Peking University pre-medical course as the pre-medical course of the Medical School, except as other institutions might be also so considered, and except in so far as the China Medical Board might render assistance to this institution of a kind which differs from that given other institutions.

In order to make this transfer gradual and normal, it will be advisable to re-appoint for the normal five year period, any member of the present staff who is desirous of re-appointment or is willing to accept it.

The situation in the various departments is as follows:

In Physics:

- Dr. Stifler - head of department. Leave due Spring of 1922 - will not accept re-appointment.
- Mr. Stephenson, Instructor. Term of service expires Spring, 1922. Should be offered re-appointment.
- Mr. Paul Kwei - Term expires 1923. Wishes to resign now to accept position in Changsha.

As one assistant is now needed, this will make three assistants of various grades needed in this department, in addition to the Head Professor.

In Chemistry:

- Dr. Stanley D. Wilson, Head Professor. Leave of absence due Spring, 1922. Is willing to defer leave and willing to remain permanently in connection with Peking University.
- Miss Downes, Instructor. 3 year term expires December, 1922. Will be

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 Mr. Feng. (locally trained Chinese) Term now expired.
 Mr. Scott. Term expires in Spring, 1923.

In Biology:

Dr. Packard, head of department. Term expires May, 1923. May not accept re-appointment. Decision to be made irrespective of plans for the permanency of pre-medical school.
 Miss Wolf.
 Mr. Severinghaus. Both may be willing to accept re-appointment.

In English:

Mr. Zucker, head of department. Leaving permanently Spring of 1922.
 Mr. White. Term expires Spring of 1922.
 Miss Tilly. Term expires Spring of 1923.

From the above statement it appears that the staff of the pre-medical school will have to be reconstructed this and the following years (1922-23) irrespective of the decision as to the future of the school. It is also obvious that the work cannot be transferred to the Peking University within that time. The construction of their new plant has not yet begun. They plan to begin it this Spring and to enter the Fall of 1923. Even this seems doubtful of accomplishment.

Specific Recommendations to Provide for the Merger: The specific steps necessary to be taken to provide for this merger would be:

In Physics:

Mr. Corbett, now head of department of Physics of Peking University; to be made titular head of the department of Physics of the pre-medical school and given a courtesy appointment on the staff of the pre-medical school, without involving any financial consideration. The university work in physics to be given in the pre-medical school where it is now largely given. Mr. Corbett is of the opinion that one assistant professor and two instructors of the University department (all Chinese) could care for the work, especially if Dr. Kwei remains. It is possible that the appointment of one assistant will need to be made by the medical school for a short period. It is to be noted also that this action cannot well be taken until Dr. Stifler indicates officially his intention.

In Chemistry:

That Dr. Wilson be re-appointed for five years on the Medical School budget, his work to be transferred to the University as soon as possible - that his status after the five year period be left for future consideration in consultation with the China Medical Board. The university staff in chemistry consists of two associate professors,

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In Biology:

It is also proposed by the Peking University to make Dr. Packard head of the department of biology, of the pre-medical college, head of the department of biology, both of the Mens' and of the Womens' Colleges, by courtesy appointment. The department staff of the University consists of one assistant professor, quite acceptable to the administration of the medical school, and one honorary instructor. The staff needs to be strengthened.

In the department of English new appointments will be necessitated. The work of the department in the University is not at present such as will supply the needs of the pre-medical students. Some appointments covering the next three-year period will need to be made. As these will be new appointments, temporary arrangements should be made. By the end of that period it should be possible to transfer the work in English to the University.

Additional Phases of the Proposed Merger: It is to be noted in this connection that specific arrangements have now been entered into between the Nurses School of the Medical College and the Womans College of the Peking University. This provides for a four-year combined university and nurse's training course leading to a diploma in nursing and a six-year course leading to such a diploma, and to the Bachelor's degree. By this arrangement, all subjects of an academic character are to be given by the University, while all pertaining to nursing are given in the Training School for Nurses.

In this arrangement, suggested by the Peking University, it is proposed that after the period of transfer to their new campus (1923-24) they maintain entirely the staff of the pre-medical school, except those who should yet have unexpired terms of appointment with the medical school trustees. The University also

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expresses the wish that as many of the existing staff of the pre-medical school as are willing should accept appointment from and transfer allegiance to the University. The University authorities also request that the China Medical Board grant to them funds for one science building and equipment, the cost of which they estimate at \$75,000 (gold). They are willing to accept and believe they can immediately meet the conditions of erecting a duplicate building for science.

In general the plan of a gradual transfer of the work of the pre-medical school to the Peking University seems feasible and the time to begin it opportune. The administrative authorities of both institutions are agreeable to this solution of our problem.

RECOMMENDATIONS

As a summary of this report, I submit the following recommendations:

- (1) That the policy of the gradual transfer of the work to the control and support of the Peking University be adopted.
- (2) That in order to carry out this policy and also to create no hardship for any of the personnel of the staff of the pre-medical school, that any and every member of that staff now desiring re-appointment for a term of years similar to that for which they are now engaged, be given such appointment.
- (3) That the director of the Medical College be given authority to provide for the temporary transfer to the plant of the pre-medical school of such college work in the pre-medical sciences now given at the Peking University as in his judgment and that of the University seem advisable.
- (4) That upon completion of the necessary portions of the plant of the Peking University, the director of the Medical College be given authority to transfer to the plant of the University the work of such instructors of the pre-medical school as to him seems desirable.
- (5) That Mr. C. H. Corbett, head of the department of physics of Peking

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- (5) That Mr. C. E. Corbett, head of the department of physics of Peking

University, be given courtesy appointment (without stipend) to the staff of the pre-medical school and be made titular head of the department.

It is to be noted that no official action should be taken until we have an official statement from Dr. Stifler, Dean of the Pre-Medical School, as to his further intentions.

(6) That Dr. Stanley D. Wilson and Dr. Packard, respectively heads of the department of chemistry and of biology of the pre-medical school, be permitted to accept similar courtesy appointments (without stipend) in the Peking University, and the appointment as titular heads of their respective departments.

(7) That in making future appointments for the period of five years or less to any position on the staff of the pre-medical school, that the Director of the School or the committee or authorities having the matter in charge, before making any appointments, ascertain the willingness of the proposed appointee to have the work and the appointment transferred to the Peking University, provided the financial terms of the agreement are not modified, and to make consent to this proviso a part of this contract.

(8) That the China Medical Board be asked to consider the proposition of extending aid to the Peking University, not so much as a part of the general plan of the transfer of the work of the pre-medical education from the Medical College, but rather as part of the general problem of pre-medical education in China, that this assistance might involve grants along these lines:

- a. The erection and equipment of a science building, possibly on consideration that the University erect a similar building within a short period.
- b. The maintenance for a period of years of one or more professorships in the sciences.
- c. The erection of residences for men contributed under (2) for those members of the pre-medical staff maintained for the period of the following five years by the trustees of the Medical College.

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(9) That the China Medical Board be requested to maintain a travelling inspector or supervisor of the pre-medical work.

(10) That the China Medical Board be requested to consider the advisability of maintaining one or more science teachers to be assigned from time to time to various institutions for temporary service.

(11) That the China Medical Board be requested to consider the advisability of rendering some assistance to the pre-medical work of Nankai College, Tientsin, through the erection and equipment of a building.

(12) That the China Medical Board be requested to consider the advisability of rendering some assistance to the pre-medical work of the South Eastern University through co-operation in the erection and equipment of a proper science teaching plant.

The following resolution is also proposed for consideration without recommendation:

(13) That Director Houghton, of the Medical School, be asked in conference with President Stuart, of Peking University, to draw up a statement of the agreement between the two schools, similar to that concerning the course for nurses recently drawn up between the University and the Medical School, making no financial commitments beyond those involved in Recommendations - regarding the use of the plant and the transfer of instructors for a period not exceeding five years from June, 1922.

Respectfully submitted,

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