

Cambridge, Mass.  
February 16, 1914.

Dear Mr. Rockefeller:-

This morning I received a letter from Jerome Greene, part of which was about the Commission to conduct an inquiry in China on behalf of medical education, medical research, and public health, which gives me some concern; and I hasten to write to you on the subject.

Greene says that President Judson and Dr. Francis W. Peabody are to constitute the Commission, and that Dr. Judson is to carry a shorthand secretary with him. I fear that this secretary will be an American and without knowledge of things Chinese. It seems to me that a third member of the Commission is in the highest degree desirable, indeed almost indispensable, and that this member should be a person who knows Chinese manners and customs, the routes of travel and the varieties of climate in China, the available methods of building and the available materials for building, the missionary enterprises for education and medical treatment, and the Chinese institutions of learning. No ordinary secretary will answer Dr. Judson's purpose. A man like Roger Sherman Greene, now Consul General at Hankow, is precisely the kind of man wanted. Indeed, I do not see how the objects of the inquiry can be fulfilled without the presence in the Commission of a man possessing the kind of knowledge and experience that Roger Greene has. Once in China the Commission can hire all the stenographers and servants it needs, provided one member of the Commission understands Chinese habits and resources. I cannot help thinking that the Commission's efficiency depends on its having three members, one of whom knows much about China and the Chinese, and the Orient generally.

Three members can keep the work going better than two. Have you con-



sidered that if either Mr. or Mrs. Judson should fall ill Dr. Peabody would necessarily be tied to the invalid, and the work of the Commission would be at a standstill?

When I was in China I had an excellent American secretary, whom I took from home; but both he and I were constantly dependent on the advice and guidance of American and English people who were acquainted with the Chinese, and had been living in China for some years. Dr. Judson could doubtless procure that kind of assistance; but it will not be so valuable, trustworthy, and convenient as the co-operation of a man like Roger Greene serving as a member of the Commission. It is important that the Commission should seem to be independent of local and particularly of alien opinion. Moreover, a Commission of three members, one of whom has lived several years in China and has also an acquaintance with the Japanese, will have a stronger effect on Chinese officials than a Commission of two persons to both of whom China is entirely new.

Another argument in favor of appointing a third member already resident in China is that such a member of the Commission could probably be left behind in China to look after the work which the Rockefeller Foundation shall, after due consideration, undertake. Roger Greene would be a rarely good man for continuous employment in China as advisor and supervisor.

You will excuse my writing to you directly on this subject. My interest in it is very warm.

Sincerely yours,

Charles W. Eliot

Mr. John D. Rockefeller, Jr.