INTER-OFFICE CORRESPONDENCE

Memorandum to Mr. Mason

April 27, 1935

I have read the items submitted by Gunn and the accompanying correspondence.

The principles for the China program written by Grant is very general and because of that is difficult to criticize, except in the most general terms.

On page 3, for example, he states: "There are four fundamental factors involved in setting up and developing any social function: funds, personnel, organization and methods. The most important of these is organization, since methods and personnel are dependent on the type of organization." The statement seems to me to be completely erroneous. It dignifies organization with an importance which it does not deserve. Organization in any wide-awake and progressive group is dependent upon the type of personnel. The Foundation since I have known it has changed its type of organization several times and any other progressive group will outgrow any organization.

On page 6, he rather changes his point of view and states that no matter how sound the project may be, it cannot go very far until it has suitable leadership. With this I heartily agree.

The last item, Public Health Training, Nanking, $35,000, is one in which I am particularly interested. Even with the related
correspondence the amount of information is meagre. The only definite statement is that the courses will be given under Government auspices in much the same way apparently that they have been given by the organization set up by the League to which Dyer has been attached from the beginning. In the correspondence it states that the course is of six months' duration. No other information about it is given. I feel that our money should not be expended in any schemes, the object of which is quantity production, which apparently this is. On the other hand, we have no right to object to any plans the Chinese Government may have for training its personnel, but the subsidy which we grant to any such scheme should, in my opinion, be limited to such parts of the project as provide for improving the quality of the instruction without any reference to the quantity production of graduates, which seems to be emphasized in the memoranda.

I get the impression in a general way that the recommendations are based upon a survey of the public health needs in China, and that an attempt is being made to fill these national needs as rapidly as possible.

The I.H.D. plan of attack has always been different from this. Our plan has been to set up on a small scale an experimental organization which by (trial and error) under the direction of excellent men, can gradually work out a system suitable to the local conditions and that after this has been done extension can be made by copying the satisfactory elements of the experimental program, that the whole emphasis is placed on working out a program which is within the means of the community to support, always with a provision that nothing will be done in the absence of well-trained personnel.
In other words, we have always emphasized quality and never quantity in our programs and from reading the Chinese projects I have not been able to come to any decision as to whether this is really a plan made in accordance with our usual program or whether it is an attempt on a national scale to set up something as soon as possible. If it is the latter, I should certainly have reservations as to its desirability.