

## Research on Chang Po-Ling's Practice of Persuading People to Donate Money on Education and Its Practical Significance

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### Abstract

As a well-known founder of the Nankai School in the Republican period of China, Chang Po-ling started an example to develop private education and persuade people to donate money on education. During this process, due to his "Nankai spirit" of diligence and striving, Mr. Chang Po-ling who was full of strong patriotic sentiment from beginning to end, affected a lot of domestic military and political figures, entrepreneurs and business owners, schoolfellows, directors, international friends, founds and organizations, and attracted them to support and focus on education initiators. Through various ways and a series of practical activities, Chang Po-ling persistently encouraged everyone to donate money on education and gained the continuous development of Nankai School. When looking back at Chang Po-ling's process of persuading people to donate money on education, we can not only see his extremely excellent and brilliant achievements on school running, but also can study and reflect on how to utilize social force to service for current education.

**Key words:** Chang Po-ling; Money-raising; Educational appropriations; Nankai

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### INTRODUCTION

Chang Po-ling (1876-1951) was a well-known educational activist, educational thinker in China. As a pioneer of the modern new-style education in China, Chang Po-ling overcame various difficulties and doggedly supported a little field to develop education during the Republic of China (1912-1949), a time when economy is on decline and people lives a poverty-stricken life. To a great extent, due to Chang Po-ling's persistent endeavor in raising funds for education, Nankai School he founded during those years, including Nankai University, Nankai Middle School of Tianjin, Tianjin Nankai Middle School for Girl and Nankai Middle of Chongqing, had a sustaining development under the dual pressure, that is, the domestic political unrest and financial loss in national treasury. Taking Nankai University as an example, from 1919 to 1936, its received donation from social organizations and individuals amount to 7,300,000 RMB which ranked top comparing with the contemporaneous other twenty private universities (Chen, 1990).

### 1. EDUCATIONAL RECORDS OF CHANG PO-LING

In those years when Chinese nation was deeply bullied and oppressed by foreign powers and every Chinese was in deep distress, Chang Po-ling resolutely joined the navy and attempted to save the Chinese nation by developing military. However, after experiencing the "three changes of national flags" in Weihai, Chang Po-ling realized that if the Chinese nation want to survive in the modern world, it must have robust nationals; if the Chinese nation want to cultivate robust nationals, it must establish new-style schools and bring up a new generation. Having realized that, Chang Po-ling gave up his opportunity which would promote him as a naval officer and devoted

himself in educational career, determining to save the Chinese nation through education and transform the Chinese. Nankai School was established and developed almost along with unrest and turmoil of domestic strife and foreign aggression. Although in such a difficult condition, Chang Po-ling did not stop his activities to persuade people to donate on developing education. He taught every "Nankai student" to cultivate a spirit of striving, that is, "the revitalization of Chinese nation is every Chinese's duty". He taught them to devote themselves to educational career and together save the poor and weak Chinese nation. During his course of developing education which was more than fifty years, under the urging of strong patriotic sentiment and persevering perseverance of making the Chinese nation become strong, Chang Po-ling was not afraid of hard work and developed school under the concept that "private school is not privately owned." He united various personages from political circles, educational circles and commercial circles and so on, to contribute their effort in the country's talent training. John Leighton Stuart, president of Yanching University once praised Chang Po-ling which goes like that: "if there is creative spirit and tireless endeavor, there will be no success." (Headmaster's Office of Nankai University, 1989). Chang Po-ling devoted himself to persuading people to develop education and tried his best to encourage everyone to be responsible, to educate talents and develop education for the Chinese Nation. By that, he gathered a lot of ambitious people and forces, and influenced them to donate their money and effort to educational career. He always said, "China's affair is my affair, I should be responsible for that. And we should not pass the buck to each other. on the contrary, we should have some responsibility and be responsible for our country. We should not censure each other. We should censure ourselves and ask ourselves if we have done our duties well? When everyone says that he is responsible for the country, China will find its ways to revive. "Due to his strong patriotic sentiment and lofty personality charm, Chang Po-ling got supports from oversea foreign friends, among them including Roche Foundation in America, the board of directors of the sino-us cultural education fund, etc.. As the successor and transmitter of the new-style education, Chang Po-ling's experiences concluded from his fifty years' difficult school-running let him realize that the raising of fund is the crucial stage during the running of a school by individual. Having noticed that, he started to devote himself to the popularization of raising fund and donating materials. This had laid a solid economic foundation for the stable development of Nankai School. We can say that, Chang Po-ling raised money through endeavor and various ways and initiated a new example of setting up a university by individual (Hou & Qin, 2004).

## 2. CHANG PO-LING'S ROAD OF FOUND-RAISING

In the running process of Nankai School, Chang Po-ling's life was diligent and thrifty all the time. He sincerely concerned and cared every affair in the school and gained school development, even gained strong supports from students and teachers. All that left us a lot of touching stories.

### 2.1 Making Himself an Example and Persuading People to Donate to Help Education

During the running of Nankai School, Chang Po-ling's monthly wage was forty Yuan which was only one-ninth of the average monthly salary of the contemporary university presidents and ranked at the bottom of the national university presidents' salary (Liang, 2006). when Chang Po-ling was raising funds for the Nankai Middle School for Girls, his mother suddenly passed away, but he still did not forget his responsibility and resolutely held a simple funeral for his mother, which saved one thousand RMB. Chang Po-ling donated this money to school as school-running expenditure. Wang Shuzhen, Chang Po-ling's wife, is his firm supporter during his road of found-raising and persuading people to donate to help education. Among the three hundred letters he left which were written during the 1920s and 1930s, there were seventy-eight letters related to negotiation on fund-raising, including letters written to Zhongyuan, general manager of Kin Cheng Banking Corporation and salt controller of Changlu (Zhang, 2007). During the establishing process of Nankai School, Chang Po-ling frequently worked in a lot of places in domestic and oversea in order to raise money. In March 1919, Chang Po-ling came to Beijing to meet Liang Shizhao and Zhou Ziqi, together they negotiated on the found-raising of Nankai School. Later, on March 27<sup>th</sup>, Chang Po-ling came to Nanjing to meet Li Chun, provincial military governor of Jiangsu province, there they had a negotiation on the raising of expenditure. During his advanced studies in America, Chang Po-ling went to a lot of places to preach his concept of donating money on education. Later, he got supports of some famous American figures, such as Meng Lu, Ghat, etc..

Due to the separate regional economy in the Republican Period of China, Chang Po-ling confronted a lot of difficulties in his process of persuading people to donate money on education. When he endeavored to raise capital for education, he met more difficulties in the South of China comparing with the North of China. For example, during his process of persuading people to donate money on education, the three big commercial banks in the south did not fulfil their promises to donate. Confronting that, Chang Po-ling responded, "sometimes, I was declined by others when I persuaded them to donate money on education, it was real a insult, but I am not a beggar, and what I have done was for developing

education, therefore, I was not embarrassed” (Zhang, 2002). He persistently persuaded people to donate money on education and declared the public with pride that “I have managed any money raising by my own and all the expenditure was donated by others.” (Wang, 2002) In a manner of speaking, without Chang Po-ling’s firm and tolerant persuasion of donating money on education, the development of Nankai School would be an impossible thing.

## 2.2 Establishing School Board and United Various Power to Donate

As the highest management organization of Nankai School, the school board which mainly composed of bureaucrats, politicians, industrial and commercial giants, educationalist, had the following main responsibilities, including select and recruit president of school, to raise expenditure and to supervise the usage of school found (Compiling Group of History of Nankai University, 1989). Chang Po-ling organized the school board during the period of developing education, on the one hand, he utilized the individual special status of the members to get social support, on the other hand, he utilized the power of school board to expand ways of persuading people to donate to raise found for education. Among all the successive members of the school board of Nankai School, there were bureaucrats and politicians, such as Yan Huiqing and Zhou Ziqi, there were well-known figures from industrial circle, such as Li Zushen, Bian Shousun and Fan Xudong, also there were renowned scholars from educational circle, such as Hu Shi, Jiang Menglin, Fan Yuanlian and Ding Wenjiang. They all had great contribution to the development of Nankai School. From 1921 to 1925, Li Zushen, an emerging industrial and commercial tycoon, had donated about 150,000 RMB to Nankai School as expenditure to establish mine department. At that time, bureaucrats and politicians among members of the school board had various purposes on donating money on education, for instance, some of them wanted to accumulate virtue by donating money on education, some wanted to pave a road for their children to enter into high-quality schools. According to statistics, at the time of Nankai School’s foundation, it received 1,500,000 silver dollars’ donation from bureaucrats and politicians. Among them, Zhou Ziqi, the chief financial officer of that time, donated Four Yuan, Xu Shichang, president of Biyang Government (1912-1928) donated 16,744 yuan, Li Chun, military governor of Jiangsu province, donated 37,165 yuan, Wang Zhongxi donated 100 Yuan, Cai Huchen, military governor of Suiyuan province, donated 2,000 yuan, Yuan Bosen donated 4,790 yuan, Yan Xishan, military governor of Shanxi province, donated 5,000 yuan, Chen Guangyuan, military governor of Jiangxi province, donated 1,000 yuan, Li Yuan-hung, the former president of Republic of China, donated 8,010 yuan, Li Binglin donated 1,000 yuan. Liang Shiyl,

premier of the Baiyang Government donated 40,000 yuan, Zhou Ziqi, the minister of finance, donated 40,000 yuan, Bank of Communications donated 10,000 yuan (Li & Tai, 2006). Chang Po-ling held that those people who were willing to donate money to Nankai school deserved our respect and praise, because “sometimes, even beautiful flower is the result of manure water”. But, no matter how difficult the expenditure of school-running was, Chang Po-ling never accepted donation from foreign church.

## 2.3 Establishing Research Institute and Attracting Donation

With the aim of “serving for China”, a purpose of saving China through industrial education, Chang Po-ling made great effort to develop scientific education and establish a series of professional research institute combining academic nature and applicability, for instance, Institute of Economics, Institute of Applied Chemistry, the North East Institute, Institute of Mathematics and the Social and Economic Council. The main purpose to establish such institute was to strength contact with social requirement and to practically settle some difficult issues existing in the enterprises. For example, School of Economics of Nankai University once had researches related to special topics designated by domestic and oversea mass organizations, established and ran training courses to train higher managements. This not only attracted attentions from people of the various walks of life, but also practically solved the difficulties that enterprises had met. At that time, a lot of open-minded squires and merchants, emerging national enterprises and domestic and oversea foundations realized the long-term value of donating money on developing education after their observation of Nankai School, therefore, they donated more money to Nankai School.

In domestic industrial circles, Chang Po-ling seized the perfect opportunity and utilized his own advantage and advantage of territory, to have a positive cooperation with the national enterprises. When he served as a board member of Tianjin Electric Car Company, he once cooperated with relevant companies to establish Department of Electrical Engineering which established practical fields and provided opportunities of practice for the students of Nankai School. Applied Chemistry Institute is founded by the Nankai University once cooperated with Ironworks founded by Sun Enji to have a joint study on blueing of bicycle chain and other scientific research projects, due to that, it once donated by the chemical manufacturers in Tianjin. Due to Chang Po-ling’s endeavor, in 1923, Roche Fund in American donated 100,000 yuan to Nankai University for its scientific education and another 25,000 yuan for its equipment investment. And in 1927, due to the efficient managing of Qiu Zongyue and Jiang Lifu, China Educational Found donated 165,000 yuan to the science department of Nankai University as expenditure. This



foundation also donated 4,000 yuan to the social and economic research council of Nankai University. In 1931, when institute of economics of Nankai University had an investigation and survey on local government and finance in North China, Chang Po-ling and He Lian tried their best and received donations as basic expenditure. Latter, due to the institution remarkable research achievement, Rockefeller Foundation of American decided to have five years donation to this institute, which started in 1932 and ended in 1937. Rockefeller Foundation's donation accounted for two third of the institute's yearly budget and was significant to the scientific research of the institute. In 1934, due to Chang Po-ling and other figure's endeavor, the board of the Sino-British Boxer Indemnity foundation donated 200,000 yuan to Arithmetic Department of Nankai University as equipment investment. During the year of 1928 and 1934, Institute of Pacific Relations continuously donated 200,000 to research association on the problem of Northeast China.

#### **2.4 Developing High-Quality School Spirit and Educating Schoolfellows**

Chang Po-ling had a educational concept of establishing first-class schools, which emphasized the comprehensive development in morality, intelligence, sports and aesthetics as educational goal. Therefore, he attached importance to the moral education and quality education at Nankai students. Meanwhile, by positively holding scientific research and academic activity, he helped the teachers and students to broaden academic vision and develop ability of practice. In a traditional moral curriculum in April 1914, Chang Po-ling pointed out that, "education is not only about teaching students to read and practice penmanship, especially, it should emphasize on the full development of personality, and education of intelligence and physique should not be neglected." In one traditional moral curriculum in January 1916, he said that, "the purpose of school-running is to utilize the learned knowledge to apply, to cure foolish, to save the nation and to save the world." In aspect of school management, Chang Po-ling was good at cultivating and finding teachers with academic achievements and competent managerial staff. He cooperated with these talents to enhance the school's abilities of academic research and management, and received on-campus and off-campus favorable comments. In the aspect of school spirit building, Chang Po-ling advocated a sincere, friendly and harmonious style of study, which not only concern and care the students but also have strict requirements on students. The Nankai Spirit of "dedication to public interests, acquisition of all -round capability, and aspiration for progress with each day" advocated by Chang Po-ling cultivated not only practical and competent talents for the society, but also world-leading initiator of new things for the country and the era. With the influence of Nankai School' spirit of diligence and striving, these

excellent students got success and had deep feeling toward the Nankai School and Chang Po-ling, which cultivated them with concern. After graduation, they still concerned their Alma Mater with great gratitude, positively offered suggestions and raised money for it.

At the time when Nankai Middle School was founded, the two brothers Hu Xingjie and Hu Zhongshi organized all sectors of society in Chongqing to donate money and materials to their mother school, Nankai Middle School benefited a lot from it. Prime Minister Zhou Enlai, a schoolfellow of Nankai School, once expressed that he deeply loves Nankai School and actively raised money for Nankai Middle School in Chongqing when he attended the alumni association of Nankai in Wuhan in 1938. In 1929, the alumni association of Nankai was founded and Chong Po-ling's thought of persuading people to donate money to education had a further practice and a stable development. In 1935, the general alumni association of Nankai launched "Three-Six Scholarship Movement" in order to commemorate Nankai School's thirty and Chang Po-ling's sixty. The movement received donation of 69,000 yuan from schoolfellows and other social people. Latter, when commemorating Nankai's forty and Chang Po-ling's birthday of seventy, the general alumni association of Nankai launched "Po-ling Four-Seven Foundation for Financial Assistance and Scholarships", this time, it received 6,000,000 yuan of donation and created the highest record of domestic educational donation of that time. The donation received was used not only as scholarship for university and middle school, but also for the construction and development of the general alumni association. Meanwhile, when utilized these donations, the education of the whole society was taken into consideration. Those benefactors who donated to Nankai School were from different trade. Among them, a lot of benefactors were influenced by Chang Po-ling's patriotism and striving spirit, for example, Nankai Middle School's initiative land of 130 mu (a unit of area used in China, one mu equals 0.0667 hm<sup>2</sup>) was donated by Zhou Chenghu, the brother of Sichuan warlord Liu Xiang's wife. General Zhang xueliang adored Chang Po-ling a lot and donated 500 yuan to the Northeast Research Institute of Nankai University in 1927. In the next year, he donated another 200,000 yuan to Nankai University as educational foundation.

#### **2.5 Do Not Forget Develop and to Be Thankful**

In the practice of raising expenditure for school land and teachers' salary, teaching equipments and books, lectures and apparatus, Chang Po-ling had tried his best. Every time when Nankai School commemorated anniversary of its founding, Chang Po-ling always invented schoolfellows of Nankai school or other social figures who concerned the development of Nankai school. During the celebration, the school would distribute guests with souvenirs printed with the school's constructive

plan and its patterns of project and the money needed. On the one hand, this could attract attentions for the school's development, on the other hand, this appealed to varied social circles to generously donate money to the school for its development. In the wartime, due to the shortage of capital, the Nankai Middle school in Chongqing have to readjust its management. On the one hand, it admit the best candidates to balance the existing standard of school running, on the other hand, for the students who did not get the admission, it required them to pay extra charges to have a tentative study chance in the school. By that, the school raised more donation for its development.

Chang Po-ling was always full of gratitude for those who donated a lot to the Nankai School and tried his best to contact with to express his appreciation. At the second phase of the construction of the library, Nankai Middle School confronted difficulty in expenditure, and the generous banker kang Xinru donated 3,500 yuan. In order to appreciate Kang Xinru's philanthropic act, the School specially got Confucius' Way of Zhong Shu (principle of benevolence and loyalty) and the two character "xin ru" as commemoration, and named the library as "Zhong Su Library". The "Shoutong building" for girls of Nankai Middle School received donation from Wu Shoutong, a entrepreneur and director. In March, 1923, with Yuan Shuzhi's donation of 70,000 yuan, the school built science museum which was named as "Siyuan Tang". In 1928, Lu Muzhai, the former education chief of Zhili province donated 100,000 yuan and ten thousand of books which formed the "Mu Zhai library". Nankai School had a lot of such buildings which used the benefactors' name as their names, for example, "Zhilian" Building donated by Chen Zhilian, "Xiushan" Hall donated by general Li Chunjun, etc.. In overseas, Chang Po-ling gave a goldfishes to each international friend who had donated more than 10,000 yuan to the Nankai school, which had implied meaning that the relationship between Nankai School and the benefactors is like the relationship between fish and water, therefore, the donation from benefactors was very important for the Nankai School's development and the Nankai School would be full of sincere appreciation forever.

### 3. THE SIGNIFICANCE OF CHANG PO-LING' PERSUASION OF DONATING MONEY ON EDUCATION

We can study a lot of Chang Po-ling's decades' persuasion of donating money on education. Although time has been changed and we have different condition comparing with those days, the Nankai spirit advocated by Chang Po-ling still encourage us to think on the question that how can the current education services for the prosperity of our nation. Chang Po-ling's story also urge us to ponder over the question that how to fully utilize the current resources

of talents, capital and materials to develop education conforming to human's development and social need.

a) Encouraging every one to take part in education and constructing a harmonious education in the poor old society, Nankai School received enormous donation from different social circles. This practice not only closely related to Chang Po-ling's endeavor in money-raising, but also indicated that private education at that time was supported by governmental officials as well as ordinary social people. Currently, from the point view of common people's participation in education, the viewpoint of "non-government funded education is for individual interests and state education is managed by the country itself" is comparatively prevailing. On the commemorative meeting of Nankai School's thirtieth anniversary in 1934, Chang Po-ling put forward the spirit of Nankai School, that was "embracing justice and competence, accepting new thing and being in the leading position". He explained that,

we should embrace big justice, not small justice, because small justice is only departmental selfishness and is not justice at all. Only with big justice can the people look far ahead and aim high, be enough righteous to educate others, carry forward collective patriotic ideas and extinguish self-centered departmental selfishness.

Chang Po-ling held that the process and result of education should be concerned with the public, therefore, he was responsible for the country and devoted himself to education. During his decades' persuasion of donating money on education, he tried his best to collected the public's forces to revitalize the Chinese nation, to develop education and to cultivate talents. Currently, we should learn from Chang Po-ling, to collect supporting in big target, to encourage everyone to care education in different level and type, to care the achievements of education, to pay attention to the relationship between education and people, to jointly promote the development of national education.

b) Enhancing sense of duty and seeking sincere support for education. In the half century since Nankai School was founded, Chang Po-ling had done a lot of works in order to guarantee a stable and varied financial resources. First of all, he acquainted with people from all walk of life for the school development. For the school's development, Chang Po-ling acquainted with varied talents ranging from domestic social classes and alumni association to oversea countrymen, foundation and well-known social organization and individual. These interpersonal connections played a pivotal and irreplaceable role when the construction and development of Nankai School confronted difficulties and problems. Secondly, selecting and cultivating partners share the same ambition and dream. Chang Po-ling consciously attached great importance to the construction of school faculty and contingent of cadres. He not only brought in advanced ways of management, but also carefully selected and cultivated a lot of competent assistants embracing

the mutual dream, for example, the “Four Stands”. Thirdly, he influenced others through his good self-cultivation and excellent quality. During the construction and development of Nankai School, he did not forget to guide others with the patriotism, influenced others with his persistent dream, and inspired others with spirit of doing practical work. Due to that, he was always surrounded by a group of people who embraced the same ambition, wanted to make contribution to the national education and promoted the character development of Nankai School.

c) Running scientific research institute to pursue truth and cultivating talents to be practical. In order to get stable and long-term development, Nankai School sought for high standard on the aspect of scientific research and had an aim of servicing the society in the aspect of education goal. With the industrial education concept of “servicing China”, Nankai School actively carried out academic and scientific research activities which combined with social need, established several scientific research institutes. Meanwhile, it also vigorously developed school-running industries, to promote the school’s long-term development and overall operation. Chang Po-ling’s foresight and sagacity in the running of education let us realize that only the scientific research with high academic quality and practical attitude can get constant and initiative donations from different social circles. Nankai School also regarded the full development of morality, intelligence, sport and aesthetics as its goal of talents cultivating. It had strict requirements on students’ studies, morality and virtue. Especially, it emphasized the study and achievement of students’ overall practical ability. Through the school research institute, it provided students with opportunities for studying, working and servicing for the society. Through the school research institute, the school provided students with opportunities for studying, working and servicing for the society. It practically helped the industrial circle to solve problems and provided chances to students to utilize what they had learnt in class. Under Chang Po-ling’s leading, Nankai School combined the cultivation of

talents and establishing of school image, received more and better resources of students, got further social trust, guaranteed sustainable persuasion of donating money on education. Comparing with other contemporary private universities, Nankai School in Chang Po-ling’s period successfully received more donation from society and government. Chang Po-ling had profound comprehension of school-running and money raising, he earnestly practiced what he advocated and had a series of practice during his persuasion of donating money on education. He is a good example for current education, and we can learn a lot from him.

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