

DOCTORAL THESIS

師資與財務: 民國時期福建協和大學之研究(1916-1949)

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師資與財務：民國時期福建協和大學之研究（1916-1949）

**Staffing and Financing: A Study of the Fukien Christian
University During the Republican Period (1916-1949)**

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哲學博士學位課程

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提要

福州爲福建之省會，且爲該省的文教中心。清季歐美傳教士東來傳教辦學，以至於興辦高等教育，自成獨特的教育系統，爲中國培訓新式人才，此即新教育之勃興。英美差會於 1910 年在蘇格蘭召開世界宣教會議，提出在福建成立教會大學的計劃。1916 年美國公理會、美以美會、英國聖公會和美國歸正會遂於福州聯合創辦福建協和大學，成爲福州辦學規模最大的教會學校，對中國社會、教育、學術及文化各方面產生重大影響。近年學者關注中國教會大學的研究，惟對該校的探研，尙屬初步階段。故本文即擬就此進行研究，以福建協和大學現存於中美的原始檔案，並配合口述歷史訪問和實地調查，進而就才、財兩方面入手，進行系統整理，以論述及計量方法，客觀和具體地反映該校的辦學特色和貢獻。

本文將從福建協和大學的師資和財務兩方面，探討中外教職員和中美財務關係對該校發展的影響，兩者均爲現時中國教會大學的校史研究中，尙未被充分注意的要項，藉此突出人才與經費對大學發展的重要，爲中國教會大學的歷史研究，提供新的視角。

首先，本文將分期瞭解該校的中外師資之人力結構及其變化，並提供具體的數據統計資料，說明收回教育權後，外籍與華人教職員的比例逆轉，教會大學從傳教士轉移至華人主政的本土化歷程。

其次，透過個案討論教育傳教士的生平行誼、行政與教學貢獻、研究及出版成就，兼論其宗教事工，爲該校的草創時期奠下良好的根基。從而指出傳教士與華人學生，產生了「新」的異國師生關係，爲中國教育史立下了前此未見的新例。

福建協和大學成立的三十多年間，對於培訓近代福建菁英的貢獻尤爲突出。本文將討論華人學生除了繼承傳教士出任校長、行政與教學職位外，在文、理、農方面的教學、研究與出版之成就。其中以福建文化研究最爲突出，對促進中國及閩省的現代

化發展，扮演重要角色。

大學發展無財不行，財務管理對學校發展極為重要，尤值關注。本文將以福建協和大學的常年經費作為研究對象，從整理超過二十年的財務年報，分析該校的收入與支出要項，藉此瞭解中外的撥款補助。進而重構財務管理架構與變遷，並討論基金管理與投資策略，藉以瞭解基督教在華發展高等教育，少為學者關注的財務問題。

福建協和大學逐漸由差會合辦的小型學院，發展成為文、理、農三院十系的私立「省級」大學。傳教士和華人教職員在校政、教學和研究方面，編織了「開創」與「傳承」的關係，對促進二十世紀上半葉中國和福建的高等教育，貢獻甚鉅。

Abstract

Fuzhou is the capital city of Fujian Province in southern China. The city has long been the provincial hub for culture and education. During the Qing dynasty, foreign missionaries began to preach and establish schools in China. Higher education was also introduced, giving shape to a unique education system and fostering a new generation of professionals in China. Following the Edinburgh World Missionary Conference held in Scotland in 1910, the British and American missionary societies put forward preliminary plans to establish a missionary university in Fujian. In 1916, the American Board of Commissioners for Foreign Missions, Methodist Episcopal Church, Church Missionary Society and the Reformed Church in America jointly established the Fukien Christian University, an inter-denominational university in Fuzhou. The Fukien Christian University, being the largest mission school in the province, became a catalyst to social, education, academic and cultural reform during the Republican Period.

In recent years, China's Christian universities have drawn growing academic attention. However, research on the development of Fukien Christian University is still in its early stage. Using expound and computation methodologies, this thesis attempts to provide an objective and concrete analysis of the University's unique characteristics and contributions as revealed by archives in China and the United States, oral accounts and findings of field studies. A systematic account of the University's development will also be presented from the point of view of its personnel and financial governance.

This thesis examines the influence of missionary and local teachers, as well as the impact of the Chinese government and the American missionary societies' financial assistance on the Fukien Christian University's development. The thesis will bring a new perspective to the study of Chinese Christian universities by emphasizing the importance

of personnel and funding and illustrate the influence of Christianity upon the development of China's higher education system in Republican China.

This thesis will first examine the qualifications of foreign and local administration staff and teachers during various stages of the University's development. Statistical data are provided to reveal the changes in ratio of foreign missionaries to Chinese teaching staff after regaining the educational right, thus giving an outline of the localization process of the missionary university.

Through a series of case studies and by looking into the life of the education missionaries as well as their administrative work, researches, publications and religious teachings, this thesis will demonstrate the critical role they played in building a solid foundation for the University in its early days. The "novel" relationship between missionary teachers and their Chinese students will set a precedent in the history of education in modern China.

The Fukien Christian University has been the cradle for a generation of elites in Fujian. Apart from succeeding the missionaries as principals, administrators and teachers of the University, the accomplishments of Chinese staff in arts, science and agriculture researches and publications will also be discussed. The University's is especially known for its research on Fujian's culture and the role it played in expediting modernization in Fujian and China.

A university will not be able to develop properly without sufficient funding. This thesis investigates the Fukien Christian University's perennial income and expenditure by analyzing more than twenty years of financial annals and the University's main receipt and expenditure to better understand how China and foreign grant and subsidy contributed to its development. The thesis will then expound on the changes in the University's financial governance and discussed the management and strategic investment of the endowment funds with a view to exploring the less studied financial issues facing the Christian

missionaries in developing higher education in China.

Fukien Christian University has gradually developed from a small mission college established by foreign missionary societies in 1916 to a “provincial grade” university comprising three faculties and ten departments in 1942. The University is also pivotal to the changes in China and Fujian’s higher education during the first half of the 20th century.

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