

**Hokusei Jo Gakko-related Matters in the Minutes of the Meetings of
the Japan Mission of the Presbyterian Church in the U.S.A., 1911-1921**

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[Abstract]

As Sarah C. Smith was passing leadership at Hokusei Jo Gakko to younger colleagues and approaching retirement as a missionary, the sponsoring organization of Hokusei Gakuen's founder held regular business meetings at which matters pertinent to the school were decided. The minutes of the Annual Meeting of the Japan Mission of the Board of Foreign Missions of the Presbyterian Church in the United States of America reveal the Mission's priorities, processes, programs, and personalities, which significantly influenced Hokusei's development. This article presents (a) an overview of how these records reflect their organizational context, (b) year-by-year summaries of their contents, and (c) analysis and discussion of them. The years covered in this examination are 1911 through 1921.

Introduction

An article in the 2014 edition of this publication covered the 1887 through 1910 portion of the minutes of the Annual Meeting of the Japan Mission of the Board of Foreign Missions (BFM) of the Presbyterian Church in the United States of America (PCUSA) which relate to Hokusei Jo Gakko (North Star Girls' School, 北星女学校). The following is a continuation covering 1911 to 1921. It draws together from the several dozen pages of each year's proceedings only the portions which deal directly with the life and work of Hokusei Jo Gakko. The full-length versions are available in book form, for example at the Presbyterian Historical Society in Philadelphia, Pennsylvania, U.S.A. (*Minutes of Annual Meeting, Japan Mission*).

Like the accounts of previous years' meetings, these records shed light on the inner workings of the organization which gave birth to Hokusei Jo Gakko and thus today's Hokusei Gakuen system of schools. They make clearer the place Hokusei held within Hokkaido Station, the Japan Mission, the Board of Foreign Missions, the PCUSA as a whole, Protestant Christianity, and the wider world. While they do not yield much

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insight into activities strictly within Hokusei itself or its links with other significant organizations such as the Association of Christian Schools in Japan (キリスト教学校教育同盟) and the Church of Christ in Japan (日本基督教会), by describing the twists and turns in the deliberations of the Mission, they do make possible a deeper comprehension of numerous decisions which shaped and directed the process of Hokusei Jo Gakko's continued formation. The reader may refer to the 2014 edition of this article for more information on the school's establishment, earliest years, and the Mission minutes in general. Likewise, an article is planned for the coming year's edition to cover 1922 to 1931. The following is a contribution toward a fuller understanding of Hokusei's past. These records tell the story of its development into a more fully grounded institution with deeper roots and a sustainable future.

Historical Background

To understand the organizational context in which the Annual Mission Meeting was held, an overview of the Japan Mission work as a whole is necessary. During the entire span of years Sarah Smith was in Sapporo (1887–1931), the number of active members in the Japan Mission ranged from 16 (in 1881) to 82 (in 1923). Of these, a high of 69 (in 1919) and a low of 17 (in 1932) attended Mission Meeting. The mission work at Hokusei Jo Gakko by 1911 was organized as part of Hokkaido Station rather than the Tokyo Station, to which it belonged previously. In all, there were 13 Stations in the Japan Mission (11 from inside today's Japan and 1 each from Manchuria and Korea, with the numbers varying slightly from time to time). Also, whereas there had been an East Japan Mission and a West Japan Mission from 1890 to 1910, during 1911 to 1931, there was a single Japan Mission.

About half the Mission's work was in education, with the other half primarily focused on church activities (1926, pp. 76–77). As of 1928, there were 1,800 students enrolled in Mission-affiliated schools, 21% of these professing Christians. Of 72 full-time Japanese teachers, 72% were Christians (p. 37).¹ In fact, at the kindergarten level, as of 1930 all instructors in all schools were Christians (p. 42). Qualified teachers were not so difficult to find as in the past, so the main challenge was providing their salaries. Japanese principals were reported as raising interest among elementary schools (1928, p. 37). Hokusei's enrollment stood at 308 students in 1928 (pp. 40–41). By 1931 over 1,900 were attending the five Mission-affiliated girls' schools, with approximately 276 per year being graduated (p. 35).

As the years Sarah Smith was in Sapporo were nearing their end in 1929, the Mission saw the schools affiliated with it as on the whole in a prosperous condition, despite problems. A common issue was that they had outgrown the current facilities. Typically

progress toward self-support was being made, but assistance from the U.S. was still widely considered necessary (p.51). Music and English were broadly seen as areas of particular strength at the Mission-supported girls' schools.² They typically faced much more competition than in earlier years, struggling to keep up with government standards, especially regarding facilities (p.52). Yet rather than deemphasizing its Christian identity to appear more attractive, the Mission renewed its commitment to leading pupils to faith in Christ and membership in the church (1929, p.91). As of 1930, the organization was reporting, "The religious programs of the several schools vary in details only, all have daily chapel services and Bible study as a part of their regular curricula" (p.42). There was active discussion in these years of the possibility of forming churches in girls' schools (1929, p.92).

Work by the Church of Christ in Japan included a total membership of about 43,000 in 1926, compared to about 33,000 in 1918 (1926, p.80). As for church work being performed by the Japan Mission, the total number of communicants (roughly equivalent to membership) was at about 3,800, and 53 of these were students who had joined the church from Mission-affiliated schools in the past year (1928, statistics following p.80). There were 181 baptisms in the year before the 1930 Mission Meeting (p.42).

Such was the work of the Japan Mission itself. However, it operated only in coordination with other organizations inside its own denomination (especially the BFM, under which it was placed in the PCUSA organizational structure), with its partner Japanese churches, and with other bodies of missionaries and educators. The Mission's generally cooperative relationships with these various groups were, however, not always free from disagreements, stresses, and strains.

For instance, from time to time there was a somewhat heated debate between the Board and individual Missions as to which part of the larger organization had what type authority and how much of it. The Board apparently tended to want fuller control, while the Japan Mission thought it deserved wide latitude in managing affairs in Japan (1921, pp.18-19). This tension impacted Hokusei-related decisions in practical ways, such as the amount of time, effort, and skill required on the part of Mission members to convince the Board to take action on their behalf. There were frequently differing opinions and priorities in areas such as funding and staffing. Many initiatives from within the Mission never made it from the local level upward through the process of proposal, adoption, and implementation.

The Japan Mission's Annual Meeting was held from 1911 to 1932 usually in Karuizawa, though the group met in Gotemba for five of those years during the 1920s and 1930. It ran for a few days, the length varying somewhat year to year. Missionaries gathered

during mid- to late July most years, late August in others, though the Meeting was held in May when in Gotemba. With educators comprising such a large percentage of its members, the Mission in 1928 agreed to hold its Annual Meeting every other year during the typical summer vacation months in the future, in order to reduce the strain on teachers leaving their work during the school term (p.77).

Overview of Contents

Whereas the minutes of Mission Meetings from 1887 through 1910 tended to be only a few or several pages, totaling roughly 100, in following years the length grew steadily. Numbers of pages increased from 48 in 1911 to over 100 by the end of the decade. Following the reorganization of the BFM, from 1922 to the mid-1920s, the length was reduced to under 100, only to grow again to over 100 up through 1932, with a high of 153 pages in 1929. That brings the average to approximately 89 pages. The total for 1911-1932 comes to nearly 2,000 and the entire time Sarah Smith was in Sapporo to roughly 2,100.

As noted in the past year's edition of this article, although the order and proportionate length of the constituent parts varied considerably from year to year, the basic types of information recorded in the minutes remained consistent. In the 1911-1932 timespan, they included (a) preliminary items (a title page[s], prayer calendar, Mission calendar, report on devotional services), (b) a list of members present, (c) a list of guests and/or corresponding members, (d) announcements of activities and business conducted since the last Annual Mission Meeting, (e) the Treasurer's report, (f) reports from the various Stations, (g) reports of Standing Committees (Executive, Auditing, Property, Education, Publications, Language, Location, Statistics, Relief of Japanese Mission Workers, Outlook, etc. J, (h) reports of Special Committees (Kennedy Bequest, Cooperation, Five-Year Program, Boards of Directors/Trustees of various schools [Meiji Gakuin, et al], Girls' Schools, Delegates to the Conference of Federated Missions, Reinforcements, and others functioning for various lengths of time), (i) business items presently requiring Mission decisions, (j) a list of officers and committee members, and (k) appendices (including replies from the BFM to Mission requests and [beginning 1918] statistics sheets).

Below appears a summary of each year's business related to Hokusei Jo Gakko. However, in the interest of space and convenience, it will be useful to note several matters generally at this point rather than in individual years' reports. One is the nomination of Principal for each school. In Hokusei's case, the Mission recommended the appointment of Miss Smith from 1911 through 1914. It nominated Alice M. Monk in 1915, as Smith retired from the position, naming Smith Principal Emeritus (Meiyo Kocho, p.27). After that year, only Monk's name was listed as head of the school through 1932. The lone exceptions were 1920 and 1921, when Miss Evans and Miss Davidson, respectively, were named

Acting Principal during Miss Monk's furlough. In addition, Tables 1 through 3 include overviews of work done as officers and committee members by those who served at Hokusei Jo Gakko.

In overseeing the operation of several girls' schools with similar purposes and goals, the Mission often found it helpful to have both missionaries who served for long periods of time at the same school and those who could be transferred from location to location as circumstances dictated. As a result, in addition to specific requests to the Board to commission a missionary with certain qualifications for a certain position, the Mission would frequently ask the BFM to appoint workers who would form a pool from which schools could draw when necessary. The numbers of reinforcements requested often far surpassed the number actually sent.

Apart from the many reports and business matters, Mission Meeting included learning-oriented conferences held on various topics, which also appear in the minutes. One, for example, focused on opportunities for Christian evangelism in girls' schools. The discussion section of the event was led by Hokusei's Frances Davidson (1924, p.3).

Beyond these recurring topics of discussion at Mission Meeting, some relatively minor items appear which are omitted from the summaries below. They include (a) updates on the progress of each new missionary's language studies, (b) the various assignments given to missionaries in their work before and after serving at Hokusei, (c) specific amounts of budget allocated to particular programs and activities, (d) the mechanics of the decision-making process (adopting proposals from various committees, etc.), and (e) progress made on accomplishing the goals of five-year planning programs.

1911. The Mission resolves to establish Hokkaido Station (p.38). It is now on the same footing as other stations. This format of organization guarantees that Hokkaido missionaries and their work will have greater representation in the Mission's planning processes, for instance a member in the Education Committee.

Miss Elizabeth M. Evans is to be located in Sapporo (p.23). The Mission agrees to request that Miss Monk be allowed to go on furlough after June 30, 1912 (p.41). Seeking to address the difficulties in maintaining adequate staffing, the missionaries designate Drs. Fulton and Imbrie to lay before the Board the urgent need for more woman missionaries for Mission-supported schools (p.12).

The Mission has requested the Board to provide money for continued education of certain graduates of girls' schools. The particular aim is to train each as a teacher, who could then serve her alma mater. The request is not granted as such, but a 12% increase

in general appropriations is provided, which will allow schools to make the choice on prioritizing funding so that it can be allotted to this teacher training if and in the amount the school chooses (p. 45).

The Mission resolves that in providing a home for the Johnson family, the old missionary residence will not be assigned to this purpose but given to be used by Hokusei. Mr. Johnson will begin the building of a new house. The group also approves Hokusei's request to proceed in upgrading its sewing and music rooms, along with the entrance (p. 7). The funds will come partly from within the school (boarding revenues) and partly from outside (Mission appropriations from the coming year). Likewise, the Board gives its permission for Hokusei to spend money to complete a land purchase and pay a particular teacher's salary (pp. 46-47).

This year the Mission discusses Hokusei Jo Gakko's so-far-unsuccessful attempts to gain government recognition, or accreditation. The Mission decides that it is in the best interests of its educational work for the school to pursue this goal further, including the difficult challenge of obtaining more teachers with certification. While expressing this concern for the academic quality of its work, the organization also feels the need to re-emphasize its position that the schools under its care are to be kept thoroughly Christian, "with the Bible a textbook in the curriculum, and ideally all the teachers earnest Christian men or women" (p. 19).

1912. Hokkaido Station's plan to task Miss Evans with English teaching at Hokusei Jo Gakko has been approved since last Mission Meeting. Her course load is not to exceed 10 teaching periods (30 minutes each) per week (p. 7). She has had only six months for Japanese language study, and no money has yet been allotted for her to pay a Japanese language teacher. She has taken the exam nonetheless (pp. 12-13). The Language Committee recommends that she and other missionaries in similar situations continue the language acquisition and testing process (p. 28).

Hokkaido Station receives authorization to employ a Mrs. Cleland for English teaching at Hokusei during the illness of Miss Smith (p. 13). Miss Carrie H. McCrory, a new missionary, is requested to teach at Hokusei during Miss Monk's furlough. Her teaching load, like Miss Evans', is limited to two 30-minute periods daily, which provides an opportunity to focus on Japanese language studies (pp. 28-29). Miss Mary B. Sherman, who has served at Hokusei (1903-1904), is assigned to Matsuyama, provided that her health allows her to work there (pp. 6-7).

A recommendation is adopted to send Miss Kunii of Hokusei to study in the U.S. Her purpose is preparing for a career in teaching in a mission school context (p. 25).

A request has been made for funds for a building on the Hokusei campus. The appeal is to be presented to the Board on its Supplemental rather than Immediate list (p. 11). The Mission has approved the plans, specifications, and estimate of costs for construction of a ladies' residence (p. 22). The rising cost of living (particularly the price of rice) is putting considerable financial pressure on virtually all the Mission-affiliated schools for girls (pp. 23-24). The request is made to the Board to increase salaries to \$1,500 for married couples and \$750 yearly for single ladies (p. 47).

1913. Miss Evans is to be loaned for one year to Kanazawa Station to teach music classes in the girls' school there. Request is made by the Mission for the appointing of one mission family and one single woman for Hokkaido (p. 43).

1914. The Mission agrees to the request from Hokkaido Station that Miss Evans be returned to Sapporo. Also, Miss L. B. Monday is to be transferred from Kanazawa Station to Hokkaido Station and assigned to Hokusei Jo Gakko for the coming year, provided her medical condition allows it (pp. 2, 26).

Hokusei receives appropriations for projects including repairs, renovation, and expansion of school-related facilities. At least part of the financing comes from a major donation, the John S. Kennedy bequest. The funding is to be used for a missionary ladies' residence (p. 12) and various improvements of the Hokusei campus itself (pp. 16, 22, 72). The work is underway.

This year the Mission addresses two issues related to its standards for all the schools under its care. First, it adopts a letter written by Hokusei Board of Directors member and missionary Weston T. Johnson and another member of the Mission's Committee on Resolutions. It refers to the recently-deceased patron of mission work, Mr. L. H. Severance, and policies related to hiring Christian teachers (p. 8).

Nor would we forget his earnest desire that our mission schools should endeavor to secure, as nearly as possible, a full quota of Christian teachers and professors. His unwavering insistence upon this as a principle, even to the extent of making it a condition of any additional gifts, undoubtedly led to the movement in the Mission to make this a basic policy, and also led to the search for Christian teachers, with the present happy consummation of practically each school in the Mission with a large majority of Christians on its staff.

Second, the Mission adopts a report from its Committee on Standards, Equipment and Management of Girls' Schools, which has been reviewing all the girls' schools under the Mission's care. The BFM is seeking to establish a Christian women's college in Japan, as

well as to gain government recognition for all Mission-affiliated girls' schools. This accreditation would put them on par with government schools. The Committee is evaluating standards, which vary widely in many areas. For instance, Hokusei's curriculum includes 11 hours of English instruction per week, as does Joshi Gakuin's; however, other schools' programs require fewer. The Mission takes the stance that (a) Boards of Directors of some schools including Hokusei must be made of four members of the Mission, not more than two of whom are members of that school's faculty, and (b) each school should form its constitution, with the end products as uniform as possible. Under this plan, the Chair of the Education Committee will be a corresponding member of each school's Board of Directors (pp. 37-41).

Upon the sudden death of missionary Carrie H. Rose in Otaru, the Mission decides to close Seishu Jo Gakko while continuing the kindergarten connected with it. Funds from the school and as many students as possible are to be transferred to Hokusei. Reasons for discontinuing the work at Seishu include limited capacity to fund it and the Mission's stance that it is undesirable to operate two separate schools in the same area. Hokkaido Station is to appoint someone to take charge of the kindergarten (p.24).

1915. George Pierson represents the Mission in presenting Sarah Smith with an award, honoring her for completing 35 years of service in Japan. She is praised as a pioneer in Christian work in this nation (p.1). Miss Smith is also authorized to go on regular furlough any time after July 1, 1916 (p.45).

Miss Monday has undergone numerous preparations to teach at Hokusei. However, in the end she decides to resign and leave Japan due to health difficulties "and other circumstances" (p.9). Miss Cora B. Bolin is scheduled to begin service at Hokusei. The Mission assigns her to the school for the half year until next Mission Meeting and excuses her from language study so that she can give her time to the work (p.15). Miss McCrory is requested to do evangelistic work in Otaru for a year, following Miss Rose's death.

The Mission adopts a resolution that payment of Carrie Rose's salary continue in order to cover funeral expenses.³ It is later approved by the Board.

Hokusei loses the direct and indirect support of Weston and Sarah Johnson when she dies of an illness. Though assigned primarily to evangelism, Mr. Johnson has taught the Bible and English at Hokusei, and he is remembered for putting out a fire in the women's missionary house before it could spread (Smith, *Sumisu-sensei nikki*, 1904-1905). The Mission now adopts a statement of condolences (p.38). It also resolves to allow Mr. Johnson to return to the U.S. at any time with his children after August 1 and continue at the salary of a married man (p.11). His future status is yet to be determined.⁴

The Mission moves to set up a constitution and set of standing rules for the girls' schools under its care. Those of Hokusei Jo Gakko, Hokuriku Jo Gakko, and Wilmina Jo Gakko are practically identical. They cover areas including each school's name, location, purpose, grade, board of directors, principal, and finances. Changes require Mission approval (pp. 19-26).⁵

Resolutions from the Committee on Union College for Women are adopted. The plan is for (a) funding to be separate from the Mission budget and (b) cooperation with the Mission to be contingent on the College's holding religious services and including Bible study in the curriculum. These decisions provide Hokusei Jo Gakko and like-minded schools a clear opportunity for their graduates to continue pursuing an education based on the principles and goals which are at the heart of these institutions' educational mission (p. 31).

1916. Miss Bolin's arrival at Hokusei is delayed. Hokusei requests that in her place Miss Marion H. Fulton, an Associate member of the Mission in Japan on a short-term assignment, or another missionary be sent from Osaka Station. The reply from that Station's members is that they cannot spare her. After an Executive Committee vote on the matter, the Mission advises Hokusei to make plans without expecting another foreign teacher (p. 7), yet about a month later reconsiders and requests Osaka Station to lend Miss Ethel N. Todd from April 1916 "until the next annual Meeting of the Mission" (that is, apparently, until July of this year, pp. 3, 9).

This attempt to fill an immediate need is made as the Mission agrees to send on to the Board the urgent request that Hokkaido Station has made for two families and two single ladies to be appointed on a long-term basis to serve there (p. 14). The Mission arranges to fill one of these positions for single women by assigning to Hokusei Jo Gakko Miss Frances E. Davidson, a new missionary now continuing her language studies (pp. 14, 16). Also, if no unexpected change occurs, Hokkaido is to receive top priority in obtaining a mission family for the coming year (p. 15). The family's presence would no doubt lend a degree of support to Hokusei Jo Gakko's work, but it would not fundamentally meet the school's need for a larger teaching staff.

The Mission adopts regulations regarding its schools' support for teachers in special circumstances such as temporary sickness, retirement, or death. Hokusei has formed new rules in connection with dorm students, revised its sewing course curriculum, and begun moving toward greater self-support for students receiving financial assistance. The school is continuing to prepare to earn government accreditation. This involves hiring more teachers to meet the minimum requirement of six certified instructors, as well as acquiring the mandatory science equipment worth at least 1,000 yen (pp. 18-20).

Hokusei receives appropriations for its heating system (pp.10,37-38.) A five-year financial plan for each Station is detailed, including the work at Hokusei (p.39).⁶

1917. Miss Todd, who was to serve on temporary assignment teaching at Hokusei, has developed health problems and received permission to return to the U.S. (p.12). Two new missionaries, Mr. Leo C. and Mrs. Ruth B. M. Lake, are to be stationed in Sapporo (p.11). Smith is cleared to leave on furlough, which is past due (p.53).

Hokusei is in the process of purchasing the new heating system noted in the 1916 minutes. The Mission makes a resolution that its Executive Committee should consider Hokusei's needs if any increase in appropriations in the coming year is forthcoming (p.52). Consideration is begun on forming a pension plan for missionaries reaching retirement age (p.50).

Recommendations were made by the Mission last year regarding financial support for teachers under special circumstances (disability, death, etc). However, none of the Boards of Directors of the schools have acted on them. The Mission resolves to continue dialogue on the matter. It also urges the girls' schools Boards of Directors to raise tuition if possible to the level of government schools. Finally, it decides to request the Board to pay special attention in the future to the qualifications potential missionary appointees have to teach in girls' schools. It calls for candidates who have high school graduation certificates and diplomas from colleges or normal schools, as the Japanese government is now requiring. In the case of music teachers, a high school certificate and diploma from a school of music are much preferred (pp.20-21).

1918. Miss Mary B.Sherman, who served at Hokusei from 1903 to 1904, has died at age 50 (p.11). Miss Smith is in the U.S. on furlough (p.4). Miss Davidson is ill and has received permission to return to the U.S. to recover (p.11). Miss Todd's return to Japan now appears improbable (p.16). The Mission agrees to request authorization to employ Miss Lillian Evans, sister of Elizabeth Evans, to teach at Hokusei.

The Committee on Resolutions sends a message of sympathy to Miss Smith, who is ill at this time (p.46). Hokkaido Station requests that a residence be provided for her in Sapporo. The Mission requests the Lakes to live in the one unoccupied while Smith is on furlough, with the understanding that it will secure a home for her after she returns from the U.S. Hokkaido Station is given permission to put the costs for this in the estimates for the coming year. It is placed on the Urgent Property List of needs.

Several of the Mission's ladies have stopped working for reasons including marriage and health. The organization, even before Mission Meeting, requests the Board to appoint

six single women as soon as possible. Of these, four are considered essential to all girls' schools except the one in Tokyo, even without language training. The other two "will be required to take the place of those, who we know from experience, will be falling out" (p. 16). At the time of the meeting itself, the Mission raises the number to seven—four single women for undesignated assignments and three for already-pressing needs at schools including Hokusei (pp. 50-51).

The Mission grants more funds to Hokusei to complete the upgrade of its heating plant (p. 23). However, when the process of getting the system in working order is moving slowly, Mr. Lake is given authority to handle it personally, within budget constraints (pp. 25-26). All Japan Mission-affiliated girls' schools have raised their rates to amounts similar to that of local government high schools, as per the Mission's recommendation from the previous year. In Hokusei's case, the increase is from ¥11 to ¥22 per year (p. 30). The school accepts a gift of \$15 gold for scientific equipment from Westminster Presbyterian Sunday School, Cincinnati, Ohio, U.S.A. (p. 52).

1919. Miss Lillian Evans is scheduled to serve in Sapporo until November 1919 (p. 18). Mrs. Lake is allowed to return to the U.S. for a brief time at her own family's expense after receiving the news of the death of her father and the serious illness of her mother (pp. 13-14). Miss Monk is given clearance to take a furlough beginning anytime after July 1, 1920 (p. 75). She is to receive an allowance to use in her studies while she is in the U.S. (p. 73). Another request is made that the Board commission one single woman to serve at Hokkaido Station (p. 63).

Miss Isabelle M. Ward, who taught at Hokusei from 1904 to 1907, resigns. Tokyo Station has unanimously voted it unwise for her to continue working there and now asks if any other Station will take her. Before the process of asking each is completed, Miss Ward puts her resignation before the Executive Committee. Records note the following (pp. 15-16).

In the places where Miss Ward has previously been stationed difficulties have occurred similar to those which led the Tokyo Station to ask for her re-location. These difficulties are of the nature of inability to work harmoniously with her fellow-missionaries.

Hokkaido Station's request is granted to sell a Mission chapel and use the money to buy land and build a chapel in Toyohira (p. 16). Smith has been actively involved in the church work in Toyohira (PCUSA, BFM, *Japan Mission Reports*, 1916-1918). Hokusei has a budget deficit (¥400), but the Mission agrees to cover it (p. 18). Dr. and Mrs. Murray, colleagues stationed in Tokyo, make a contribution (¥715) toward Hokusei's preparation for government recognition (p. 19).

The cost of goods is rising rapidly (50% to 200% higher than five years ago), making necessary increased appropriations. This situation and the attempt to deal with it impact Hokusei as well as the entire Mission, which requests a 50% increase in funding to meet its obligations (p.32), as well as higher salaries for missionaries and shorter terms of service between furloughs (pp.54-55).

The Mission agrees to request from the Board funds (¥50,000) for upgrading Hokusei's facilities, including the heating plant, a teachers' room, and classrooms (pp.75, 85). The Preferred Property List for the coming year is to include a priority request for a residence for a single woman missionary in Sapporo (for ¥15,000, p.85).

A proposal is brought by the Methodist denomination which, if accepted, could impact the environment in which Hokusei operates and resources allotted to it. It is proposed that the Presbyterian BFM Japan Mission unite with the Methodist and Congregational churches to form a union middle school for boys in Sapporo. The matter is referred to the Education Committee for further discussion the coming year rather than the current one. Members of this year's Committee state that the project is an important one but recommend that the BFM Japan Mission not participate until schools in its care already in operation are on a more solid financial footing (pp.32-33).

The Mission agrees to request that the Board make modifications in rules on retirement and pensions (pp.54-55). These will later bring into effect the changes which came under consideration in 1917 and help define the system of support provided for Sarah Smith's life after retirement.

1920. Miss Grace P. Curtis is now assigned to work at Hokusei Jo Gakko, despite previous discussion of her working in Yamaguchi (pp.vi, 40). Miss Monk is on furlough (p.2). Miss Evans is cleared to take furlough beginning any time after July 1, 1921. She intends to focus on unspecified "special work in school" during this time (p.77). She is also chosen to represent the Mission as a delegate to the World Sunday School Convention (pp.80, 86).

The Mission agrees to request ¥50,000 from the Interchurch World Movement for the purchase of land for Hokusei, as well as to ask the Board for an appropriation (¥3,037) in addition to the 50% increase already requested in its general operations budget (pp.18-19). Further, Hokusei receives a ¥1,000 appropriation, on condition that Hokkaido Station assume responsibility for meeting the needs of the school which go beyond that amount (p.29). The Mission decides that girls' schools under its care must secure a minimum of ¥3.50 per month in tuition for each pupil (p.49).

The Preferred Property List for this year contains requests for funds to be applied to (a) a single missionary ladies' residence in Sapporo (p. 90) and (b) expanding the school's facilities (p. 92). The Mission also adopts a plan to use ¥10,000 from the sale of property in Osaka for the same purpose (pp. 36-37).

The Mission agrees to propose to the Board participation in establishing a middle school for boys in Sapporo, in cooperation with other denominations, as discussed the previous year. This decision comes after guarantees have been made that adequate attention will be paid to the financial support of existing schools (pp. 24-25).

1921. Reverend and Mrs. Donald C. Buchanan are welcomed as new missionaries. Mr. Buchanan many years later will conduct Miss Monk's funeral in Washington, DC. Along with Miss Curtis, Miss Louise H. Dunlop is assigned to work at Hokusei, the latter on a one-year basis (p. 42).

As Sarah Smith's retirement approaches, the Mission proposes to the Board a policy that a member wishing to stay on the field past his or her term of service must secure the consent of the Mission (p. 15). Miss Smith will do so the following year.

During the winter before the Annual Meeting, the Mission recommends that Miss Smith for the time being live in a rented residence, now occupied by Mr. and Mrs. Whitener, after they leave it (pp. 8, 11). Then at Mission Meeting the group approves the purchase of 230 *tsubo* of land from Mr. Yoshida in Yamahana, Sapporo, to become Smith's place of residence. The selling of up to 350 *tsubo* of Hokusei land (Kita 7-jo, Nishi 6-chome, No. 2), with the proceeds to be used to provide a residence for single Hokusei missionaries, is also authorized (pp. 21-22). Mr. Dunlop, Mr. Lake, and Mr. Whitener are appointed a committee to handle the matter of this sale (p. 28).

The expansion of Hokusei's campus is now given nearly top priority in the Preferred Property List (p. 39). The matter is passed from the Education Committee to the Mission's Executive Committee (p. 50). This will be a key issue in coming years.

Analysis and Discussion of Contents

The minutes summarized in the preceding reveal in many instances the extent to which the Mission had direct influence over life at individual local organizations such as Hokusei. Although legal ownership and responsibility were separate matters, the school lacked the solid base of local funding needed to operate independently from year to year. As a result, missionaries frequently were able to acquire necessities such as a heating plant for buildings or a fence around campus only through Mission budget appropriations.

In matters as vital as nomination of the Principal and Board of Directors members (see Table 1), the fact that these issues were decided at least in part on an annual basis by the Mission demonstrates that full local autonomy for the school was still a distant dream.

A recurring topic of discussion at numerous Mission Meetings was the perceived need for strong connections between girls' schools and churches. The Evangelism Committee in particular was concerned with supporting the faith of former students who had moved into the countryside after graduation. The Mission resolved in 1924 that the Stations should hold Bible conferences to strengthen links between schools, their graduates, and local churches (pp.45-46). This stance reflects the view of education held by Hokusei's founders that intellectual development and spiritual formation are both integral parts of the holistic educational experience which the school sought to provide.

Though this article is focused on Hokusei-related aspects of the Mission's work, it is worth noting that Hokusei missionaries did a significant amount of work through the various committees serving the Mission as a whole (see Table 3). Their labors impacted not only Hokusei Jo Gakko but also other groups within the Japan Mission's sphere of influence in ways often indirect yet significant. Miss Monk, who frequently served on the Education Committee, provides an example. When plans were being discussed to open a theological seminary, she and several others voiced the opinion that the constitution being proposed was too missionary-oriented and needed to better reflect the Japanese churches the school was there to serve (1927, p.63).

A Service Pension Plan and particular missionaries who would take advantage of it were discussed from time to time (e.g., 1917, p.50; 1928, p.43). This issue related to Hokusei indirectly in that once it was in place, Sarah Smith, her friend Gertrude S. Bigelow (who would relocate in Pasadena, California, around the same time as Smith), and others had a clear option which they could take in choosing how to arrange and pay for their years after retirement.

Conclusion

Of the issues handled at Annual Mission Meetings from 1911 through 1921, key among them were those of (a) upgrading the academic quality of Hokusei's educational program while maintaining a vibrant Christian atmosphere in the school, (b) receiving funding for maintaining the campus, (c) acquiring and maintaining an adequate supply of missionary teachers, and (d) transferring leadership from Miss Smith to Miss Monk. Decisions the Mission made in these areas did much to set the course the school would take in coming years. They allowed it to continue moving beyond the pioneer days of its establishment and further develop in the more competitive environment it was entering.

The 1920s were to present Hokusei Jo Gakko with the challenges of relocating and expanding its campus while further upgrading the school's academic program and moving toward greater self-reliance in organization and financing. Those issues and others which emerged in Sarah Smith's final years in Sapporo will be discussed in the final segment of this article in the coming year.

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Notes

- (1) Except where otherwise noted, page numbers in parentheses refer to the minutes of the Mission Meeting of the year being discussed.
- (2) The six girls' high schools affiliated with the PCUSA included the following.
A. Hokuriku Jo Gakko (北陸女学校) in Kanazawa

- B. Hokusei Jo Gakko (北星女学校) in Sapporo
- C. Joshi Gakuin (女子学院, formerly Shinsakae Jo Gakko [新栄女学校], or Graham Seminary) in Tokyo
- D. Seishu Jo Gakko (静修女学校, closed after Clara Rose's death in 1914, with only the kindergarten remaining) in Otaru
- E. Shimonoseki Baiko Jo Gakuin (下関梅光女学院, former names of its components including Kojo Jo Gakuin [光城女学院], Sturges Seminary, and Umegasaki Jo Gakko [梅香崎女学校]) earlier in Yamaguchi and later Shimonoseki
- F. Wilmina Jo Gakko (ウキルミナ女学校, which formerly included Naniwa Jo Gakko [浪華女学校], the union of the schools later to be called Osaka Jogakuin Koto Gakko [大阪女学院高等学校]) in Osaka
- (3) The Mission also decides to request permission to use a portion (367 yen) of a sum made available through actions of certain of Rose's heirs. It designates that amount to be used to meet increased expenses at Hokusei (1915, pp.7-8). The Board does not reach a decision on the matter by Mission Meeting (1915, p.52), and subsequent records do not reveal a clear resolution of the issue. It is possible that, in light of the stresses that existed between Rose and Hokusei's founder in the past, it is not deemed wise to use the personal estate of the deceased to directly support Hokusei's work. Use of another portion of money made available from Rose's estate and requested for repairs of the kindergarten in Otaru is authorized by the Board, and funds for Hokusei's operating expenses (the heating plant) are granted the following year (1916, p.37), which perhaps indicates how the matter was handled in the end.
- (4) Mr. Johnson will re-marry and return to Japan with his new wife, Louise, and their four young sons before barely a year has passed. The family will serve in Tokyo for only a few years before Louise's health issues take them back to the U.S. permanently (1918, p.11).
- (5) The constitution for Joshi Gakuin has a somewhat different format and is presented in the report. Shimonoseki Baiko Jo Gakuin is run in cooperation with another mission agency; therefore, decisions of this nature are handled through a different process and not included in the minutes (1915, pp.19-26).
- (6) Five-year plan information appears in the minutes beginning 1914. The first specific figures from Hokusei are provided beginning 1916. They reflect the effort made by churches in the U.S. to provide support for Hokusei Jo Gakko's and other ministries. Items for which budget is supplied include a gymnastics teacher, a domestic science teacher, and equipment for a laboratory, domestic science classroom, and gymnasium.

Table 1. Hokusei Jo Gakko Board of Directors

Year Mission Meeting Held	Members
1911	
1912	
1913	
1914	Johnson (Mr.), Monk, Pierson (Mr.), Smith
1915	Landis (Mr.), McCrory, Monk, Pierson (Mr.), Smith
1916	Landis (Mr.), McCrory, Monk, Pierson (Mr.), Smith
1917	Landis (Mr.), McCrory, Monk, Pierson (Mr.), Smith
1918	Evans, Lake (Mr.), McCrory, Monk, Pierson (Mr.)
1919	Evans, Lake (Mr.), Monk, Pierson (Mr.), Walser (Mr.)
1920	Evans, Lake (Mr.), Pierson (Mr.), Smith, Walser (Mr.)
1921	Davidson, Lake (Mr.), Smith, Walser (Mr.), Whitener (Mrs.)
1922	Davidson, Lake (Mr.), Smith, Walser (Mr.), Whitener (Mrs.)
1923	Davidson, Lake (Mr.), Monk, Pierson (Mr.), Whitener (Mrs.)
1924	Abiko (Mrs.), Davidson, Lake (Mr.), McCrory, Miyabe (Mr.), Pierson (Mr.), Smith
1925	Abiko (Mrs.), Evans, Lake (Mr.), McCrory, Miyabe (Mr.), Pierson (Mr.), Smith
1926	Abiko (Mrs.), Eaton, Evans, Lake (Mr.), Miyabe (Mr.), Pierson (Mr.), Smith
1927	Abiko (Mrs.), Eaton, Evans, Lake (Mr.), Miyabe (Mr.), Pierson (Mr.), Smith
1928	Abiko (Mrs.), Lake (Mr.), McCrory, Miyabe (Mr.), Nijjima (Mr.), Reischauer (Mr.), Reiser, Smith
1929	Abiko (Mrs.), Lake (Mr.), McCrory, Miyabe (Mr.), Nijjima (Mr.), Reischauer (Mr.), Smith
1930	Abiko (Mrs.), Lake (Mr.), McCrory, Miyabe (Mr.), Nijjima (Mr.), Reischauer (Mr.), Reiser, Smith (J. C.), Smith (S. C.)
1931	Abiko (Mrs.), Hannaford (Mr.), Lake (Mr.), McCrory, Miyabe (Mr.), Nijjima (Mr.), Reiser, Smith (J. C.), Smith (S. C.)
1932	Abiko (Mrs.), Evans, Hannaford (Mr.), Lake (Mr.), McCrory, Miyabe (Mr.), Nijjima (Mr.), Reiser, Smith (J. C.)

Note : Irene Reiser, who arrived in Japan in 1926, was authorized at the 1930 Mission Meeting to take a furlough of six months beginning January 1, 1932 (p. 49).

Table 2. Mission Administrative Positions Filled, 1911-1932 Mission Meetings

Year Mission Meeting Held/Mission Treasurer/Assistant Treasurer of Mission/Hokkaido Station Secretary/Hokkaido Station Treasurer			
1911			
1912			
1913			
1914			
1915			
1916			
1917			
1918			
1919			
1920			
1921			
1922			
1923			
1924		Davidson	Davidson
1925		Evans	Lake (Mr.)
1926		Riker (S. M.)	Mackenzie
1927		Riker (S. M.)	Mackenzie
1928		Riker (S. M.)	Mackenzie
1929	Riker (S. M.)	Mackenzie	Lake (Mr.)
1930	Riker (S. M.)	Evans	McCrory
1931	Riker (S. M.)	Smith (J. C.)	McCrory
1932	Riker (S. M.)	Lake (Mr.)	McCrory

Table 3. Committee Assignments, 1911-1932 Mission Meetings

Year	Mission Meeting Held	Education	Executive	Junior Missionary	Nominating Outlook	Personnel	Sale of Hokusei Property
1911		Smith					
1912		Smith					
1913		Smith					
1914		Smith			Johnson (Mr.), Monk		
1915		Smith					
1916		Monk					
1917		Monk					
1918		Monk			Monk		
1919		Monk			Monk		
1920		no one					
1921		Davidson			Davidson		
1922		Monk					
1923		Monk	Monk	Evans		Davidson	
1924		Monk	Monk	Evans		Davidson	Monk, Lake (Mr.), Lamott (Mr.)
1925		Monk	Lake (Mr.)	Evans, Pierson (Mr.)		Davidson	Monk, Lake (Mr.), Pierson (Mr.)
1926		Monk	Lake (Mr.)	Pierson (Mr.)		Monk	Monk, Lake (Mr.), Pierson (Mr.)
1927		Monk	Lake (Mr.), Walsler (Mr.)		Monk	Monk, Walsler (Mr.)	Monk, Lake (Mr.), Pierson (Mr.)
1928		Monk	Lake (Mr.), Walsler (Mr.)			Monk, Walsler (Mr.), Lake (Mr.)	Monk, Lake (Mr.), Pierson (Mr.)
1929		Evans	Lake (Mr.)	Reiser (A. I.)		Mackenzie	Lake (Mr.), Monk, McCrory
1930		Evans	Evans	Monk	Evans	Mackenzie	Lake (Mr.), Monk, McCrory
1931		Monk	Evans		Evans	Evans	Hereford (Mr.), Reischauer (Mr.), McCrory
1932		Monk	Evans, Reischauer (Mr.)	Monk	Evans, Hamaford (Mr.), Reiser		Hereford (Mr.), Lake (Mr.), Monk, Smith (J. C.), Hereford (Mr.), Lake (Mr.),

Note 1 : A committee of Miss Monk, Dr. Reischauer, and Mr. Whitener was formed in 1923 to make a recommendation to the Executive Committee regarding Hokusei's plans for expanding its campus (p. 76).

Note 2 : The Junior Missionary Committee as a whole functioned as the supervisor for John C. Smith in 1930 when his family came to Japan.

Note 3 : Miss Monk and Mr. Lake were on furlough in 1930 and thus replaced on the Sale of Hokusei Property Committee.