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# MINUTES OF A CONFERENCE OF MEMBERS OF THE EXECUTIVE COMMITTEE OF THE TRUSTEES OF PEKING UNIVERSITY

July 20, 1922 12:30 p.m. 150 Fifth Avenue, New York City.

At the request of the Secretary the available members of the Executive Committee (all other members being abroad or on vacation or out of reach for several days) met at 12:30 July 20.

After discussion of the vacancy in history, and Miss Perrin, and the allowances for Mr. Bocker and his fiancee, the Secretary was advised it was the judgment of the members present that the Secretary should send the following statements and suggested actions, and that on receipt of favorable replies from members of the Executive Committee representing at least three boards, he would be justified in authorizing Miss Perrin's outgoing; and that in the absence abroad of two of the three members of the Candidate Committee the Secretary would be justified in proceeding on approval of the candidate by any three trustees; and that the Secretary would be justified in approving the payment of the allowances for Mr. Bocker and his fiancee.

## STATEMENT RE MISS PERRIN AND SUGGESTED ACTION

Before President Stuart left we were struggling to fill temporary vacancies in the field, biology and history. Two or three possibilities have broken down, but for the history work Miss Marian P. Perrin of Hamburg, N.Y., a Wellesley graduate is now prepared to go out and to assume the larger part of her travel expenses. Dr. Stuart and Dr. Luce saw her and were very favorably impressed. Her papers are being secured and will be presented to the Candidate Committee.

ACTION SUGGESTED: That, subject to the approval of the Candidate Committee, the appointment of Miss Marian P. Perrin of Hamburg, N.Y., to the faculty of Peking University for one year be approved, provided that if agreed to by the Managers and Miss Perrin the period may be extended to two years and provided that four-fifths of the travel expense be borne privately.

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STATEMENT RE MR. BOCKER AND MISS ASHTON
AND
SUGGESTED ACTION

Mr. L. M. Bocker, by action of the Executive Committee is going out this summer on the budget of the University; his fiancee left her position June 1; they are to be married on August 21; adjustment should be made of compensation for her pending the beginning of married salary.

SUGGESTED ACTION: That the payment of home allowance of $70.83 monthly beginning June 1, be made to Miss Ashton, the same to be charged to field budget for 1922-3.

It is further necessary to make some allowance to Mr. Bocker for extra living costs while he was in New York at the request of the University. $15.00 a month will cover it.

SUGGESTED ACTION: That an extra allowance be made to Mr. Bocker of $15 a month up to the time of sailing, same to be charged to field budget for 1922-3.

Eric M. North

Secretary.

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# MINUTES OF THE CAMPAIGN COMMITTEE OF PEKING UNIVERSITY

September 7, 1922 — 156 Fifth Avenue, N. Y. C.

| | |
|---|---|
| *W. P. Schell | F. H. Warner |
| *W. R. Wheeler | R. A. Ward |
| | *E. M. North |

The members starred and the following were present:

| | |
|---|---|
| H. F. Strong | H. W. Luce |
| Miss C. M. Shields | William Hung |
| H. K. Caskey | |

The Chairman, W. P. Schell, opened the meeting with prayer.

Docket and preliminary campaign plan prepared by Mr. Strong were presented.

Arrangements for additional office space were committee to W. P. Schell and H. F. Strong.

C-1380 It was agreed that the Bankers Trust Co. should be the depository of Campaign Funds, Mr. Strong to decide after conference as to whether to use the downtown or uptown branch.

Comment on campaign outline was to be given to Mr. Strong after opportunity for study of it by the Committee. It was noted that the plan called for an immediate scouting trip to examine the situation in different cities, and a careful testing of campaign methods.

It was agreed that the members of the Committee should shape a list of inf uential persons who might be invited to become members of a Committee of Endorsement and lend the influence of their names to the campaign, the final list to be approved by the Campaign Committee.

The question of the attitude of the campaign toward givers affiliated with denominations other than Presbyterians, Methodists, and Congregationalists was taken up. After discussion the following statement was adopted.

C-1381 "It is the policy of the Peking University Campaign not to seek to enter churches of other denominations than those participating in the University and to enter only when expressly invited by the local church; the Campaign should, however, feel free to approach individual persons of any denomination who are givers to public causes outside their denomination."

After discussion it was agreed that the time of a campaign on the Pacific Coast should be postponed pending further consideration.

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Approaches to foundations were discussed and it was agreed that:

(1) the Hall Educational Fund should be kept informed of developments;

(2) W. P. Schell and H. W. Luce should confer with W. S. Richardson with reference to the Laura Spelman Rockefeller Fund;

(3) E. M. North should maintain the connection with the China Medical Board.

Eric M. North

Eric M. North

Secretary.

RMN

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# MINUTES

## CAMPAIGN AND FINANCE COMMITTEES

of

## PEKING UNIVERSITY

12:30 September 25, 1922 Aldine Club, New York City.

| | |
|---|---|
| E. M. McBrier | Ralph A. Ward |
| *E. M. North | F. H. Warner |
| *W. P. Schell | *W. R. Wheeler |

The members starred were present and also Mr. H. F. Strong, Director of the Campaign.

Prayer was offered by W. P. Schell, acting chairman.

The Minutes of the previous meetings of the Finance Committee were approved.

The Secretary reported that, in accordance with the procedure indicated by previous actions of the Finance Committee, he had requested the Construction Bureau to send drawings of the alterations in the concrete and steel structures. He stated that through the courtesy of Mr. John R. Todd he had been able to have the revised drawings examined by the chief engineer of the firm of Todd, Robertson and Todd, Mr. Holst, and that he had approved the revisions as entirely sound and economical.

F-1382 VOTED: That the Finance Committee approve of the submission of the plans of structural alterations to Todd, Robertson and Todd and are glad to note the procedure of the engineers of the Construction Bureau.

The Secretary reported communications from the field with reference to the heating plant and a conference with Mr. Todd and engineers of Clyde R. Place, and the preparation of a preliminary report by Clyde R. Place containing recommendations as to the type of plant advisable for the University.

F-1383 VOTED: That the Secretary be instructed to notify the Construction Bureau that it is the judgment of the Finance Committee that a very careful comparison as to the cost of installation and operation of the proposed heating plants is necessary and that the Construction Bureau be requested to send full data to the Finance Committee.

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The Campaign Committee considered a list of names for a committee of endorsement and the list was approved. the persons to write the letters to these persons were selected.

The draft of a letter to Mr. John D. Rockefeller, Jr. was considered and approved.

A schedule of askings in the campaign (See Document A) was examined.

F-1384 VOTED: That the list of requirements for land and buildings and for endowment stated in the schedule (See Document A) be approved.

The Secretary presented a request from the Construction Bureau (Gibb, July 10, 11, 1922) for additional equipment needed to carry on building operations.

F-1385 VOTED: That the Secretary be instructed to notify Mr. Gibb that he is authorized to purchase such equipment as may be necessary for building operations, from funds now available for buildings under construction, the sums expended to be held in suspense and charged against General Building Funds to be later assigned to this purpose.

The Committee ad ourned to meet at 12:30 on Tuesday, October 3rd.

Eric M. North

Eric M. North

Secretary.

Document "A"

# PEKING UNIVERSITY

## PLANT AND ENDOWMENT CAMPAIGN

I. Requirements for Land and Buildings

| Bldg. No. | | Required for Operation on New Site | Pledged or in hand | Required in This Campaign |
|---|---|---|---|---|
| | Land, Grading and Roads | 90,000 | 68,000 | |
| | Buildings | | | |
| 9 | Administration (Bashford Memorial) | 100,000 | | 100,000 |
| 3 | Science Hall & equipment | 75,000 | | 75,000 |
| 5 | Science Hall & equipment | 75,000 | | 75,000 |
| 7 | School of Theology (Ninde Memorial) | 40,000 | 40,000 | |
| 11 | Dormitory | 50,000 | 50,000 | |
| 11 | Dormitory | 50,000 | 50,000 | |
| 12 | Refectory | 35,000 | | 35,000 |
| 11 | Dormitory | 50,000 | | 50,000 |
| 11 | Dormitory | 50,000 | | 50,000 |
| 12 | Refectory | 35,000 | | 35,000 |
| 15 | Infirmary | 8,000 | | 8,000 |
| | Power Plant and Mains | 55,000 | | |
| | Residences (40) | 280,000 | 22,000 | 192,000 |
| | General Equipment and Adjustment Fund | 37,000 | | |
| | General Building Funds: | | 180,000 | |
| | Pledges 30,000 | | | |
| | Sale Old Site 150,000 | | | |
| | | $1,030,000 | 410,000 | 620,000 |

Note: In addition to the sums pledged or in hand there are pledges of $50,000 for the Berry Memorial Library and $50,000 for the White Memorial Chapel, which buildings are not necessary for immediate operation on the new site.

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## II. Requirements for Endowment

| | |
|---|---|
| Estimated annual requirements for current operation on new site (based on Report of China Educational Commission plus a margin for safety and efficiency | $ 110,000 |
| Annual income for current expenses, from student fees, appropriations and salaries for Mission Boards, and gifts for current expenses (estimated in part) | 72,000 |
| Income required from endowments | 38,000 |
| Endowment required at 5% | 760,000 |
| Endowment now in hand | 100,000 |
| Balance required | 660,000 |
| To be raised later | 280,000 |
| To be raised in this Campaign - - - - - - | 380,000 |

### SUMMARY

| | |
|---|---|
| For land, buildings and equipment | $ 620,000 |
| For endowment | 380,000 |
| Total amount sought in this Campaign | $1,000,000 |

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Finance Committee
of the
Trustees of Peking University

Minutes of meeting held October 3, 1922 at Aldine Club.

| | |
|---|---|
| E. M. McBrier | *R. A. Ward |
| *E. M. North | W. R. Wheeler |
| *W. P. Schell | *Franklin Warner |

The meeting was called to order at 12:45 P.M. at the Aldine Club. The members starred above, and L. B. Moss were present.

The Secretary suggested a list of specific objects for gifts for endowment and it was

F-1386 VOTED: That the following list with sums as indicated constitute the suggested list.

| | |
|---|---|
| Library Fund | $40,000 |
| Chair of Mathematics | 25,000 |
| Chair of Modern Chinese | 25,000 |
| Chair of Classical Chinese | 20,000 |
| Chair of History of Christianity | 30,000 |
| Chair of Old Testament | 30,000 |
| Department of English | 25,000 |
| Department of Biology | 15,000 |
| Department of Education | 20,000 |
| General Endowment | 150,000 |

The question of making arrangements to send to China this fall the gifts of cattle made by various persons was raised, and it was

F-1387 VOTED: That while we are sympathetic with the purpose it appears inadvisable to try to send out the cattle this fall.

F-1388 VOTED: That the Secretary be empowered to arrange for sending Dr. Schlaegel to Peking this fall, provided satisfactory arrangements can be made for a loan from the famine fund of the Methodist Board to be repaid when the money from the general famine funds is available.

F-1389 VOTED: That the bill from Tamblyn & Brown dated Sept. 29, 1922, for expenses of the Peking University Campaign to the amount of $328.94 be approved for payment.

The plans for the Chapel and Library buildings were discussed and it was felt that the ideas expressed should be referred to the field for recommendation before any formal action was taken.

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At two o'clock Mr. Murphy of the firm of architects, Murphy, McGill and Hamlin was present to make a statement concerning the conditions of carrying on the construction work at Peking. After extended discussion Mr. Murphy was requested to submit an estimate of the expense involved in carrying out his ideas with regard to representation of the architects in Peking.

The meeting adjourned at 3.10.

Eric M. North

Eric M. North,

Secretary.

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MINUTES OF A MEETING OF THE YENCHING COLLEGE

COMMITTEE OF THE TRUSTEES OF PEKING UNIVERSITY

Chicago - October 20, 1922

In the absence of the Chairman the meeting was called to order by the Secretary, Mr. Lee, at 10 A.M. in Room U, Union League Club, 69 West Jackson Blvd., Chicago. Mrs. Williamson was elected Chairman for the day.

Present: Mrs. George M. Clark
Mrs. Charles K. Roys
Mrs. John H. Finley
Mrs. O. R. Williamson
Mrs. Lucius O. Lee
Eric M. North
William P. Schell
Louis A. Bowman

Prayer was offered by Mrs. Finley.

The Minutes of April 10, 1922, were read by the Secretary and were approved.

Excuses were presented from President Pendleton, Mrs. Warner and Mrs. Smith.

An informal report was presented by Mr. Bowman, the Treasurer, which was approved.

Discussion of the Campaign for the Union Colleges followed.

Y - Action 84 - VOTED: That Mr. Bowman send a telegram to Miss Olson asking information in regard to unpaid pledges with the request that the reply reach the Committee while in session to-day.

The Secretary gave a brief report of the progress of the College, read letters from Miss Miner and Mrs. Avann, and presented intersessional votes.

Y - Action 85 - VOTED: That the following ad interim actions taken by the Committee be confirmed -

(a) That Murphy, McGill and Hamlin be authorized to draw up a new group on the five building basis for the Women's College -

(b) That the New York members of the Yenching Committee be a permanent Building Committee with power to act upon matters relating to building plans which must be

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Y - Action 85 cont'd. decided between the regular meetings of the Yenching College Committee, Mrs. Charles K. Roys to act as Chairman of this Building Committee-

(c) That inasmuch as Miss Miner does not feel that she can withdraw her resignation as Dean of Yenching College it is hereby
Voted - first, to reconsider the vote taken at the April 10th meeting of the Committee, Action 76, and to accept Miss Miner's resignation; and also to express to her the profound appreciation of the Committee for her devoted and statesmanlike service to the college during its formative years. This oldest of colleges for women in China is truly her child and her work in and for Yenching has been of inestimable service not only to this College but to the cause of higher education for women throughout China.

(d) second to recommend to the Trustees of Peking University the appointment of Mrs. Murray S. Frame as Dean of Yenching College -

(e) third that in the judgment of the Yenching Committee it is most desirable that Miss Miner remain in very close touch with Yenching College and that the Committee endorse the suggestion from the field that she be made Chairman of the Administrative Committee.

A report of the Committee on By-Laws was called for but was postponed until the January meeting because action on matters pending has not yet been taken by the Trustees of the University.

Dr. North suggested the following amendment to Article VI of the By-Laws, which was received for action at the next meeting of the Committee -

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Amendment to Article VI

5. For the transaction of necessary business concurrent action by duly called meetings of the "New York" and "Chicago" sections of the College Committee shall have the effect of actions of the Committee provided that at the meeting of each section at least two co-operating societies and the Board of Trustees shall be represented, and provided that whenever any member so requests any item of business shall be referred to a meeting of the whole Committee.

Mr. Schell and Dr. North reported for the Building Committee, that the Construction Bureau, the Yenching College Administrative Committee and Mrs. Avann had agreed on Plan "B" for the Academic Quadrangle, as prepared by Murphy, McGill and Hamlin, and that construction was proceding with the Recitation Building and the Faculty Club House. In the case of the latter the concrete for the first floor was completed by September 12th and the interior brick walls were being started. The forms for the first floor concrete of the Faculty Club House were ready for pouring.

Y - Action 86 - VOTED: That the arrangement of paths for the Academic Quadrangle as given in the revised layout of July 1922 and referred to us in a letter from Mr. Gibb dated July 10, 1922, be approved,

That the elimination of the partitions between Rooms 2 and 3 and Rooms 7 and 8 in the Faculty Club House be approved,

That the shifting of the office on the west side of the first floor of the Junior College Recitation Building on the east side be approved,

That the provisions for windows in place of blank walls on the first floor of the Faculty Club House be approved.

Y - Action 87 - Voted: That the field be requested to indicate the number of dormitories (on either plan) and what other buildings will be needed in order to enable the Women's College to move to the new site, assuming that the two Science Halls in the University Quadrangle will be then available.

Dr. North read a letter from Mr. Gibb relative to the need for further land.

Y - Action 88 - Voted: That the Treasurer be authorized to pay on demand from the field, not to exceed $5000 gold for purchase of additional pieces of land in the section to be occupied by the Women's College, provided that the purchases

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Y - Action 88 - Cont'd. be made at the lowest price possible and only as favorable opportunities for purchasing arise.

Dr. North reported vote from the field as follows:

"That we accept the offer of the Women's College Committee to put up one of the Science Buildings provided this fits in with the plans laid down by the two campaigns in America."

Y - Action 89 - VOTED: In view of the fact that we do not know whether it does fit in with the plan, we lay the matter on the table until the January meeting.

Mr. Schell reported the condition on the field relative to architects.

The meeting adjourned at 12:40 for luncheon.

The afternoon session was called to order at 2 o'clock by Mrs. Williamson.

Mrs. Clark led in prayer.

Discussion of the building program was resumed.

Report of the Candidate Committee was given by Mrs. Finley, who read a letter from Mrs. Frame reporting recruits needed as follows: Music teacher, English teacher, History teacher, Biology teacher, Mathematics teacher, and Secretary. Mrs. Finley reported three promising candidates and read the papers of Miss Louise Young of Oregon, who is a music teacher.

Y - Action 90 - VOTED: That Mrs. Finley and Mrs. Smith be appointed members of the Candidate Committee and that Mrs. Finley be requested to act as Chairman of the Committee in view of Mrs. Warner's expected prolonged absence from America; that Mrs. Boyd be made a member of the Finance Committee; and that Mrs. Smith be made a member of the Committee on By-Laws.

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Y - Action 91 - Voted: That the Candidate Committee be instructed to continue correspondence with Miss Louise Young looking toward her going to Peking in the summer of 1923.

Y - Action 92 - VOTED: That the Secretary secure information in regard to Miss Stahl's plans for furlough with the hope that she will remain through the present academic year.

Y - Action 93 - VOTED: That the Secretary write to the Woman's Board of Missions of the Pacific Islands (Congregational) about salary available for Yenching.

Y - Action 94 - VOTED: To adopt the recommendations of the Candidate Committee presented at the April 10, 1922, meeting of the Committee. (See page 4 April 10 Minutes)

Y - Action 95 - VOTED: That the Secretary submit to the co-operating Boards the action of the Yenching College Committee relative to candidates for their approval.

Dr. North read the action of the Trustees of Peking University relative to merging of Peking University and Shantung Christian University.

Y - Action 96 - VOTED: That the Secretary secure from President Stuart and Mrs. Frame two independent statements as to their judgment whether Shantung is open to women and if so what effect that will have upon Yenching and what effect the development of a school of education in Shantung will have on Yenching.

Discussion of the future of the North China Union Medical College for Women and of its relation to Yenching College followed.

Y - Action 97 - VOTED: To approve the action of the Administrative Committee that Miss Starr be appointed as a regular member of the faculty of Yenching College for whole or part time.

Report of the Finance and Promotion Committee:

"Finance and Promotion Committee have held no meetings since the April meeting of the Yenching Committee but some of the members have been active in co-operating in the promotion of the Campaign for the Women's Union Christian Colleges in the Orient, which closed January first, 1923. More than one of the two million set as the goal to secure the one million from the Laura Spelman Rockefeller Memorial Fund

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had been raised by the first of June. There is now a well organized Campaign Committee in almost every state in the Union and there is great hope that the entire amount will be raised.

The Summary of Accounts of Yenching College covering period July 1, 1921 - June 30,1922, has been received.

The expense account of the Yenching Committee (previously authorized by the Yenching Committee to January 1, 1923, is as follows:

| | | | |
|---|---|---|---|
| I - Office: | Stenographer @ $5 per day(24 days) | $120 | |
| | Stationary | 18 | |
| | Postage | 10 | $148 |
| II - Travel: | Approximately (Today's meeting) | | 200 |
| III - Publicity: | News Letter for friends of Yenching | | 10 |
| | | | $358 |

Y - Action 98 - VOTED: That the Yenching College in paying bills for materials purchased for use of the College will require a requisition approved by the Field Treasurer of the College stating that the purchase is within the budget of the department for the given year, and if orders are sent to America to be filled through the Secretary of the Committee, these orders must also carry such a requisition.

Discussion followed as to what should be done to collect pledges made for Yenching in the Campaign for the Union Colleges of the Orient.

Y - Action 99 - Voted: That in view of the fact that building operations for Yenching College are now under way and that it is important that materials for building operations in the spring be purchased during the winter, the Yenching College Committee request that the Joint Committee for Women's Union Christian Colleges in the Orient advance as requested to Yenching College Committee a sum not to exceed $25,000 from undesignated funds.

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Y - Action 100 - VOTED: That the Secretary address a letter to the Treasurers of the Co-operating Boards asking them to report at once to Miss Olson all pledges wholly or partially unpaid to date, with names and amounts,

That we ask Miss Olson to report to denominational treasurers names and amounts of all unpaid or partially unpaid pledges,

That we request Miss Olson to send out for the Yenching College Committee at its expense a notice which the Yenching College Committee will provide, to all those who have pledged designated sums to Yenching College which remain wholly or partially unpaid, requesting the immediate or prompt payment of those pledges in view of the urgent needs of the building operations,

That a copy of the September News Letter be enclosed with each notice.

Mr. Bowman presented the Summary of Accounts received from the field, July 1, 1921-June 30, 1922 as follows:

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Yenching College - Summary of Accounts - July 1, 1921 - June 30,1922

Receipts - Local Currency

| | | | |
|---|---|---|---|
| Appropriations, Amer. Bd. | $5000. | Athletics | $ 42.90 |
| " Presby. Bd. | 2797.50 | Equipment | 688.81 |
| " Wellesley College | 1930.35 | Furniture & Furnishings | 910.32 |
| Gift, Mr. and Mrs. Crane | 1200.00 | Food,kitchencoal etc. | 2875.57 |
| " Peking American College Woman's Club | 150.00 | Heating | 827.58 |
| Tuitions & Fees | 3272.50 | Hospital & medical | 10.00 |
| Board | 2761.33 | Janitor's supplies | 18.99 |
| Rent from students | 839.65 | Kindergarten Dept. | 400.00 |
| Rent from faculty members | 526.00 | Lighting | 319.46 |
| Sales, etc. | 287.09 | Library | 160.70 |
| Interest, Bank deposits | 20.41 | Laboratory, running expenses | 150.29 |
| Music fees and deposit fund in part | 1195.52 | Music Dept. Inc. purchase piano | 1195.52 |
| | | Publicity & Printing | 133.65 |
| | | Repairs & improvements | 550.98 |
| | | Stationery,postage office supplies | 136.04 |
| | | Salaries,inc.Mrs. Zwemer & Miss Atterbury in part | 5834.15 |
| | | Travel,students' jinrikshas to Men's College,etc. | 253.32 |
| | | Telephone,telegrams sundries | 159.75 |
| | | University Expenses | 2500.00 |
| | | Wages,servants | 612.10 |
| | | Deficit,June 20,'21 | 618.20 |
| | | Bal.current bank account | 1019.12 |
| | | "Savings Bank Acct | 500.00 |
| Part of Wellesley Fund for 1921-1922 received in 1922 | 2730.44 | Wellesley Fund in Bank Account | 2730.44 |
| Total Credits | $22710.79 | | $22710.79 |

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GOLD ACCOUNT in part

| Receipts | | Expenditures | |
|---|---|---|---|
| Wellesley, for Biology Apparatus | $500. | For Biology Apparatus in part | $600 |
| Friend, " " | 100. | | |
| | $600. | | |

Gold Accounts with Mr. McCann

| | | | |
|---|---|---|---|
| By Bal. Am.Bd.Appro. July 1, 1921 | $182.08 | To Chemistry apparatus, freight, etc. | $ 44.36 |
| " Gift for scholarship | 5.00 | " Library books | 54.08 |
| " Porter Scholarship | 55.00 | " Balance, June 1922 | 943.64 |
| | $1042.08 | | $1042.08 |

The gold accounts of Mr. Louis A. Bowman, Treasurer of the Yenching College Com. have not yet been received. He may have funds from the Methodist Mission or from Wellesley which are being held to pay bills for apparatus, books, etc. ordered from America.

Y - Action 101 - VOTED: That this report be accepted and spread on record.

Y - Action 102 - VOTED: That the field be authorized to purchase materials for Administration Building and that construction be authorized as soon as plans have been received and approved by Yenching College Committee.

Discussion of architects was resumed.

Y - Action 103 - VOTED: That after full consideration of the status of building plans and building supervision the Yenching College Committee adopts the following policy in extension of the policy already adopted by the Finance and Property Committee of the Trustees:

1 - That all plans for buildings and layout must be submitted to the Yenching College Committee for approval

2 - That it is the policy of the Committee to have all plans for other than repeat buildings prepared by or submitted to Murphy, McGill and Hamlin.

After an expression of appreciation of Mr. Bowman's hospitality to the Yenching Committee at the Union League Club, the meeting adjourned at five P.M.

Eula B. Lee

(Mrs. Lucius O. Lee) Eula B. Lee

Secretary.

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# MINUTES OF THE TRUSTEES

- of -

# PEKING UNIVERSITY

November 15, 1922

150 Fifth Avenue, New York

AMERICAN BOARD

James L. Barton
Mrs. George M. Clark
*Franklin H. Warner

METHODIST EPISCOPAL BOARD

William V. Kelley
*Frank Mason North
Wm. J. Thompson

LONDON MISSIONARY SOCIETY

Richard Roberts
Thomas Cochrane
F. H. Hawkins
W. C. Willoughby

PRESBYTERIAN BOARD

James M. Speers
Arthur J.Brown
William P. Merrill
*George T. Scott

CO-OPTED MEMBERS

William P. Schell
Luther B. Wilson
Mrs. J. M. Avann

E. M. McBrier
*Eric M. North
*Ralph A. Ward

Members whose names are starred above were present. H. W. Luce, H. E. Strong, F. D. Gamewell, L. B. Moss were also present.

The meeting was called to order at 10:15 A.M.

In the absence of the President and Vice-President, Arthur Perry was asked to serve as Chairman of the meeting. F. H. Warner came in later and took the Chair.

H. W. Luce led the meeting in prayer.

Excuses were presented from Messrs. W.P. Schell, W. C. Willoughby, E. M. McBrier, W. P. Merrill, L. B. Wilson, W. J. Thompson.

The Minutes of the Trustees' meeting of May 10, Executive Committee of June 22, and Finance Committee of September 7, 25, and October 3, were approved as distributed.

The Secretary introduced Rev. Frank D. Gamewell, of the China Christian Education Association.

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JOINT ADMINISTRATIVE OFFICE

The Secretary reported that the Joint Administrative Office (see action E-1271) had been established October 1, on agreement of four universities and eight out of the nine Mission Boards invited; and that the ninth board expected to take similar action.

T - 1390 VOTED:

(a) that appointment of Leslie B. Moss as secretary of the Administrative Office of the four Universities be approved.

(b) that the resignation of H. K. Caskey as Assistant Secretary be accepted.

(c) that Leslie B. Moss be elected Assistant Secretary of the Trustees.

(d) that the resignation of Eric M. North as Assistant Treasurer be accepted.

(e) that Leslie B. Moss be elected Assistant Treasurer of the Trustees of Peking University.

MISS MARIAN P. PERRIN

The Secretary reported that after a conference with representatives of the Board of Trustees, Miss Marian P. Perrin had been approved for appointment to the University by correspondence vote, and suggested that formal action should not be taken.

T - 1391 VOTED: that the appointment of Miss Marian P. Perrin of Hamburg, N.Y., to the Faculty of Peking University for one year, be approved, provided that if agreed by the Managers and Miss Perrin, the period may be extended to two years, and provided that four-fifths of travel expense both ways be borne privately.

Mr. BOCKER

The Secretary reported that a similar action had been necessary regarding an allowance to Mr. Bocker and his fiancee.

T - 1392 VOTED:

(a) that payment of an allowance of $70.83 monthly, beginning June 1, be made to Miss Ashton until her marriage, August 21, same to be charged to field budget for 1922-23.

(b) that an extra allowance of $15.00 a month up to the time of sailing, August 22, be made to Mr. Bocker, the same to be charged to the field budget for 1922-23.

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T-1393 VOTED: that the Secretary, after investigating the practice of other Mission Boards, recommend to the Trustees the procedure to be followed with reference to allowance in advance of sailing for new missionaries of the faculty supported by the institution.

APPOINTMENT OF DEAN OF WOMEN

Upon report that Dean Miner had declined to reconsider her resignation, it was -

T-1394 VOTED: that the Trustees accept with regret the resignation of Dean Miner, and instruct the Secretary to write to Miss Miner expressing the appreciation of the Board for the service which she has rendered.

The Board of Managers has nominated and the Yen Ching College Committee has approved appointment of Mrs. Murray S. Frame as Dean of the College of Arts and Sciences for Women of Peking University.

T-1395 VOTED: that the Trustees elect Mrs. Murray S. Frame as Dean of the College of Arts and Sciences for Women of Peking University.

APPOINTMENT OF DEAN OF THEOLOGICAL SCHOOL

Upon recommendation of the Board of Managers, it was -

T-1396 VOTED: that the Trustees elect Associate Professor T. T. Lew as Dean of the School of Theology of Peking University.

RESIGNATION OF RICHARD ROBERTS

The Secretary presented the resignation of Mr. Roberts as a member of the Executive Committee.

T-1397 VOTED: that the resignation of Richard Roberts as a member of the Executive Committee be accepted with regret, and the President of the Board of Trustees be requested to fill the vacancy in the usual manner.

LONDON MISSIONARY SOCIETY

The Secretary reported, from a letter from the London Missionary Society, the following action:

T-1398 "that, in accordance with the proposal made by the Board of Trustees of Peking University, the terms of office of the British representatives expire as follows:- Rev. Richard Roberts in 1923; Rev. W. C. Willoughby in 1924; Dr. T. Cochrane in 1925; and Mr. F. H. Hawkins in 1926."

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Mr. Warner read a letter from Mr. Hawkins of the L.M.S. indicating that they have under consideration a readjustment in appointments of members of the Board of Trustees.

AMERICAN BOARD

The Secretary also reported the action of the Prudential Committee of the American Board as follows:-

T-1399 "The American Board recognizes its quota of teachers for Peking University to be six."

CHINA MEDICAL BOARD
SCIENCE BUILDING FOR PEKING UNIVERSITY

The Secretary reported regarding the possibility of securing a contribution from the China Medical Board of Mexican $150,000. toward construction and equipment of a Science Building, on condition that the University supply an equal amount.

T-1400 VOTED: That the Board of Trustees make application to the China Medical Board for an appropriation for a Science Building.

That the letter drafted by the Secretary be submitted to the members of the Finance Committee before it is sent.

MR. CHIU'S GIFT OF LAND FOR AGRICULTURE

The Secretary reported concerning Mr. Chiu's gift of land for agriculture as follows:-

There was reported to the Executive and Finance Committees on June 7 a gift of Mr. Chiu to the University of twelve hundred mow ( 200 acres) of land, buildings, animals and machinery, subject to a mortgage of $6,000 and a proviso that the University should not sell the land. The Executive Committee (E-1354) took note of the gift, and requested the Board of Managers to present a plan for conserving the interests of the University in the project.

A cablegram now received from President Stuart reads:-

"Agricultural Experiment Station Mortgage must be paid off.
"Thirteen Thousand Mex. Am I authorized to advance funds."

When Dr. Stuart was in this country it was indicated that the proviso against sale of the land could probably be adjusted after negotiation with Mr. Chiu, should the sale seem desirable.

T-1401 VOTED: That the Trustees of Peking University, having known of the generous contributions made by Mr. Chiu to the development of agricultural education in North China, and of his interest in the further development of such experimentation and training, receive with much appreciation his gift of 1200 mow (200 acres) of land south of Peking, with the buildings, animals and equipment thereon.

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They note the conditions, that the land is subject to a mortgage of approximately $6,000 gold, and that the land is not to be sold.

In accepting the gift, the Trustees request the Board of Managers to take steps necessary to r move the latter condition, or to substitute for it the following:

"In view of the purpose of Mr. Chiu in seeking thus to promote agricultural education, should the University ever find it advisable to sell this property, the proceeds of the sale shall continue to be devoted to the extension of agricultural experimentation and education in China, unless definitely allocated to other purposes upon the approval of Mr. Chiu."

VOTED: That subject to this modification of the agreement the Board of Trustees accepts with great appreciation the gift of Mr. Chiu, and hereby authorizes the Treasurer on the field to draw not to exceed $13,000 local currency for payment of the mortgage on the agricultural experiment station property, said payment to be charged against the Famine Funds when received, financing of the advance to be referred to the Finance and Property Committee with power.

COMMITTEE ON CONFERENCE WITH SHANTUNG UNIVERSITY

T-1402 The Secretary reported a communication from Mr. G. T. Scott, Secretary of the North American Joint Board of the Shantung Christian University, to the effect that Mr. Paul Monroe and Mr. G. T. Scott had been appointed as a committee on conference with the Trustees of Peking University concerning co-operation between Peking University and Shantung Christian University.

AUTHORIZATION FOR LAND PURCHASES

T-1403 VOTED: That the Finance and Property Committee be empowered to authorize and direct such purchases of land near or adjacent to the site of the University as may in its judgment, and on recommendation of the Managers, be necessary for location of residences and the rounding out of the campus of the University, provided that the funds for this specific purpose are available, and that the purchases be made only as the actual needs of the University or unusual opportunities for purchase warrant.

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REPORT OF CAMPAIGN

Mr. H. F. Strong reported on the status of the campaign, Mr. Strong stated that from the standpoint of Tamblyn & Brown the first step that was necessary was to analyze the situation in the field, and find out what the material was that had to be dealt with. He stated that the total number of cities covered up to the present time was in the neighborhood of forty, and that the material secured had been classified with a view to securing an answer to the question as to what would be the most opportune time for the campaign meetings to be carried on in each individual community. On the basis of this information, a tentative itinerary has been worked out extending from approximately January 1, 1923, to June 1, 1923, The time from the present until January 1st they find is the most difficult time in which to carry on the campaign work, because of the fact that in a good many places various drives for community chests and things of like nature are being conducted in these few weeks. However, appointments have been made for Cincinnati, Dayton, Wheeling, and some other places, and the expectation is that a number of good contacts can be secured. Nevertheless, the time will probably not be one of particular productivity as far as the campaign is concerned. Mr. Strong indicated, therefore, that his report was one outlining the plan to be followed rather than one of any immediate financial return. He requested also that if any members of the Board had any suggestions to make, either as regards plans to be followed or leads that would be worth while, they would be very acceptable to the firm.

He raised the question of the return of Dr. Stuart to this country to aid in the campaign, stating that from the standpoint of Tamblyn & Brown they felt it would be of great advantage for the President of the institution to be in the field during the actual campaign work.

T-1404 VOTED: That, in consideration of the recommendation of Tamblyn & Brown, the Trustees approve the plan for the return of President Stuart to the United States for a period of approximately three months in the spring of 1923, with the understanding that in the judgment of the Finance and Property Committee and of President Stuart, his absence from the field will not materially embarrass the work on the field.

APPOINTMENT OF MR. SHUHSI HSU

The Secretary reported that Princeton in Peking nominates Mr. Shuhsi Hsu, as a member of the Faculty for teaching political science, to be supported by Princeton in Peking. Mr. Hsu has been lecturer in International Law, University of Hongkong for one year, and has met some of the Trustees.

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T-1405 VOTED:
(a) That the Trustees approve the appointment of Shuhsi Hsu as a member of the Faculty of Peking University, subject to confirmation by the Board of Managers.

(b) That Mr. Hsu's rank and salary, in accordance with the policy of the University, be determined by the Board of Managers.

(c) all with the understanding that the salary and such other costs as the University assumes, or may assume, in the case of Chinese members of the Faculty, are to be borne in the case of Mr. Hsu by Princeton in Peking.

PROFESSOR CHOU TSO JEN

T-1406 VOTED: That in accordance with section 2, of Article XI of the By-Laws, the recommendation of the Board of Managers, that Chou Tso Jen be appointed Associate Professor in Peking University, be approved.

APPOINTMENT OF DR. STANLEY V. WILSON

The Secretary reported that Dr. Wilson, who is a professor in the pre-medical department of Peking Union Medical College, is ready to join the staff of the University on a missionary basis, when the Pre-Medical School is discontinued. President Stuart recommends that the Trustees take action electing him to the Professorship, the precise grade to be determined later, and the headship of the Chemical Department.

T-1407 VOTED: That the Trustees will look with favor upon the appointment of Dr. Stanley V. Wilson as a member of the Faculty of Peking University and head of the Department of Chemistry, the appointment to be formally made when the arrangements for the Pre-Medical work are definitely formulated.

T-1408 VOTED: That W. R. Wheeler be elected a member of the Board of Trustees of Peking University.

Meeting adjourned at 1:15 P.M.

Eric M. North
Secretary.

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MINUTES OF THE MEETING

of the

FINANCE AND CAMPAIGN COMMITTEES

TRUSTEES OF PEKING UNIVERSITY

Dec. 21, 1922 at 2 P. M.

---

Members of the Committee

| | |
|---|---|
| *R. A. Ward | *E. M. North |
| *E. M. McBrier | *H. E. Luce |
| *F. H. Warner | *H. K. Caskey |
| *W. P. Schell | W. R. Wheeler |

The members whose names are starred were present.

There were also present, President J. L. Stuart, H. F. Strong, A. J. Stock, and L. B. Moss.

The meeting was called to order by R. A. Ward, Chairman.

F. H. Warner led in prayer.

The Minutes of the previous meeting were approved as distributed.

THE TREASURER'S REPORT FOR 1921-22.

The Treasurer's report was presented by E. M. North including a statement concerning the reorganization of the books.

F-1410 VOTED: to express appreciation of Dr. North's fine work in the reorganization of the accounts.

F-1411 VOTED: that the report be received and presented to the next meeting of the Trustees.

F-1412 VOTED: that the Treasurer be authorized to arrange for an audit of the books by Lybrand, Ross Bros. and Montgomery.

F-1413 VOTED: that the method of handling the Building Account Loans be as follows:-

(1) all borrowings from any "special" Plant Fund by Current Account, General Building Operations, or any other "special" Building Operations Account be entered on the books ;

(2) interest at 5% be charged to the accounts borrowing and accumulated with income from temporary building fund investments and distributed to the credit of the accounts which furnish the cash for the loans or investments pro rata to the amount and duration of the loan; and

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(3) in closing out any building operations account on the completion of a building only the balance of the interest received and charged be carried forward.

F-1414 VOTED: That the Treasurer be authorized to establish an account entitled "Land Improvements and General Plans" to which such items other than buildings and equipment may be charged.

F-1415 VOTED: That the Treasurer be authorized to charge Plant Funds with the expenditure covered by the item "From Current Funds" and to credit the sum involved against the Deficit in "Managers Current Account 1919-21" and to make similar adjustment of similar items when reported from the field.

LUND & GERNOW

President Stuart was asked to report on the standing of the firm of Lund & Gernow, engineers in Peking. It was

F-1416 VOTED: That the Finance and Property Committee approves the increase of the fee to Lund & Gernow from the rate of $1,500 per annum to $1,800 per annum.

F-1417 VOTED: That the Finance and Property Committee does not object to purchases made through Lund & Gernow upon which they charge an agent's commission provided (1) that such purchases are only for machinery or materials purchased in Europe for which they have special facilities for securing; (2) that such machinery and materials be in every respect suitable for the use of the University and at no greater cost, including commissions, to the University than equally suitable machinery or materials which might be purchased elsewhere; (3) that the director of construction, Mr. Gibb, should sign all orders, and that the Grounds and Building Committee approve and ratify all orders for such machinery and materials amounting to more than $250.

F-1418 VOTED: That the Finance Committee expresses their appreciation of the reduction made by Lund & Gernow on machinery and materials so purchased.

STATUS OF THE ARCHITECTS

President Stuart was asked for a full report on the situation regarding Mr. Hill and after discussion, it was

F-1419 VOTED: That the Secretary be requested to write to Mr. Hill expressing appreciation of his services.

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F-1420 VOTED: the Committee recommends that Mr. Hill should proceed with the completion of the plans for the Faculty residences and the Science Buildings, for submission to the Trustees.

In reply to the cable from Mr. Gibb regarding Mr. Hill's position, it was

F-1421 VOTED: That we request the Secretary to notify Mr. Gibb that the whole question of Mr. Hill's status will be taken up by the Chairman of the Executive Committee and President Stuart upon their arrival in China about June 1st, and that meanwhile we expect to continue operations according to the contract with Mr. Hill.

PURCHASE OF SECURITIES

F-1422 VOTED: to approve the purchase of $500.00 Dutch East Indies 1962 6% bonds, and $100.00 U. S. Liberty Loan 2nd 4½% bond, with the balance of the uninvested Endowment Funds.

H. W. LUCE TRAVEL ADJUSTMENT

F-1423 VOTED: That the Treasurer be authorized to settle an outstanding travel advance to H. W. Luce of $300 by a charge of $185.00 to campaign travel without itemized statement, and the return of $115 by Mr. Luce.

MRS. STRAIGHT'S GIFT ASSIGNED

F-1424 VOTED: That Mrs. Streight's gift of $10,000 a year for three years be assigned to the General Building Fund.

TRAVEL ALLOWANCES

F-1425 VOTED: That the Secretaries in conference with the President be directed to draw up a complete schedule of salaries, allowances, travel regulations, medical allowances, etc., to apply in the future to all foreign staff of the University directly supported by Mission Boards, this schedule to be reported to the Finance Committee for presentation to the Trustees or Executive Committee.

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## MISS EMMA KONANTZ

The Secretary reported that Miss Emma Konantz who is going to Peking as a member of the faculty finds it necessary to visit her invalid sister in San Francisco, and that it has been impossible for her to secure passage out of San Francisco. It was

F-1426 VOTED: That the extra railroad fare necessitated by the trip to Seattle via San Francisco, be met by the Board of Trustees.

F-1427 VOTED: That the Treasurer and the Assistant Treasurer should be placed under bond for the sum of $5000 each in some standard company.

## SUBSCRIPTION BLANKS

Mr. H. F. Strong for Tamblyn and Brown raised a question as to the form of the subscription blank best suited to the purpose of the campaign. After discussion it was

F-1428 VOTED: That the use of two forms of subscription card be approved, one to carry on it reference to the matter of denominational credit for gifts to the University, and the other without any denominational references.

## CONSTRUCTION

F-1429 VOTED; That we adhere to the original plan in the construction of the Library (the exterior to be the same as that designed for the School of Theology) unless in subsequent conferences on the matter we find it necessary to make a change.

F-1430 VOTED: To authorize Mr. Gibb to purchase materials for future building up to the amount of G $10,000.

Adjourned.

L. B. Moss

Assistant Secretary

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YENCHING BUILDING COMMITTEE MINUTES

The Yenching Building Committee met at 9:30 A.M. in Room 1024, 156 Fifth Avenue, New York City, on Saturday, January 6, 1923.

Present: Dr. Leighton Stuart, Mrs. John H. Finley, Mrs. Franklin Warner, Dr. Eric M. North, Mrs. Charles K. Roys.

Dr. North offered prayer.

A report was made of progress in erecting the buildings which Mr. Hamlin considers "thoroughly satisfactory so far as they have gone." Most of the buildings are up to the second story.

The Committee voted to approve the suggested rearrangement of windows for the Sage Building, necessitated by the shifting of the position of the building which was originally planned to face north and south and is now to face east and west.

Full discussion was given to the plans for the dormitories. It is the opinion of the faculty that a domestic type rather than the temple type is more desirable because of the comparative cheapness of this type; the southern exposure secured in the plans following the domestic type is desirable but necessitates overhanging eaves for protection from the sun in the spring and summer months.

The Committee unanimously approved of the objects which the Yenching College faculty are seeking to secure in the dormitory plans and suggested that Dr. Stuart and Dr. North interview the firm of Murphy, McGill and Hamlin asking them to advise us what modifications in order to maintain the harmony of this group of dormitories with the general architectural scheme are necessary, if any, in the plans drawn by Mr. Hill to carry out the wishes of the faculty.

The Committee approved the plans for the interior of the Administration Building of Yenching College.

The Committee would recommend that Yenching College underwrite the sum of one hundred and fifty thousand dollars Mexican for the second Science Building of Peking University to match the building promised by the China Medical Board, until or unless the University campaign secures this gift from some other source. The plans for the Science Bui ding have been examined by the Yenching College building committees, both on the field and here in New York and have been approved.

The meeting adjourned at 11:30.

Mabel M. Roys

Mabel M. Roys
(Mrs. Charles K. Roys)

Secretary.

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# MINUTES OF THE ANNUAL MEETING OF THE YENCHING COLLEGE COMMITTEE OF THE TRUSTEES OF PEKING UNIVERSITY

New York - January 15, 1923

The Yenching College Committee met at 1:15 P.M. on January 15th, 1923, in Room 1024, 156 Fifth Avenue, New York City. In the absence of the Chairman Mrs Avann, Mrs. Williamson was asked to preside.

Present: Mrs. O. R. Williamson
Mrs. William Boyd
Mrs. John Finley
Mrs. Charles K. Roys
Mrs. Howard Leland Smith
Mrs. Lucius O. Lee
Eric M. North
William P. Schell
Louis A. Bowman

Guests: President J. L. Stuart - Peking University
Mr. Lucius C. Porter

Prayer was offered by Mrs. Boyd.

The Minutes of October 20, 1922, were read by the Secretary and approved.

Excuses were presented from Mrs. George M. Clark, Mrs. Franklin Warner, President Pendleton and Dr. Luce.

Y - Action 104 - Voted: That the Secretary be instructed to cast one ballot for the re-election of present officers for the coming year as follows:

Chairman - Mrs. J. M. Avann
Secretary - Mrs. Lucius O. Lee
Treasurer - Mr. Louis A. Bowman

This was done and the officers were declared elected.

Members of Standing Committees were also re-elected as follows:

Finance Committee -

Mrs. Williamson
Mrs. Clark
Mrs. Warner
Mr. Bowman
Mr. Schell - Chairman of the New York group
Mrs. Boyd

Candidate Committee -

Mrs. Finley
Mrs. Roys
Mrs. Warner
Mrs. Smith

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Mr. Bowman presented his report as Treasurer as follows:

Treasurer's Annual Report - January 10, 1923

Building Fund:

| | | |
|---|---|---|
| Balance as of 1/17/22 | $ 72,802.50 | |
| Receipts for year to date | 77,148.17 | |
| | $149,950.67 | |
| Less: Disbursements for year to date | 37,326.14 | |
| Balance in Building Fund | | $112,624.53 |

Special Equipment Fund:

| | | |
|---|---|---|
| Receipts for year to date | $ 2,998.44 | |
| Less: Balance as of 1/17/22 overdrawn $899.18 | | |
| Disbursements to date - -- | 899.18 | |
| Balance in Special Equipment Fund | | 2,099.26 |

Current Expense Fund:

| | | |
|---|---|---|
| Balance as of 1/17/22 | $ 250.00 | |
| Receipts for year to date | 3,099.13 | |
| | $ 3,349.13 | |
| Less: Disbursements for year to date | 2,927.92 | |
| Balance in Current Expense Fund | | 421.21 |

Interest Received and Promotion Fund:

| | | |
|---|---|---|
| Balance as of 1/17/22 | $ 401.84 | |
| Receipts for year to date | 2,156.12 | |
| | $ 2,557.96 | |
| Less: Disbursements for year to date | 1,060.20 | |
| Balance of Interest and Promotion Fund | | 1,497.76 |

TOTAL BALANCE ON HAND $116,642.76

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Treasurer's Report - Continued

Statement of Cash and Securities on Hand - January 10, 1923

| | |
|---|---|
| Northern Trust Company - checking account | $ 24,198.85 |
| Northern Trust Company - Sage Memorial account | 36,418.45 |
| Northern Trust Company - Woman's College account | 351.46 |
| Northern Trust Company - Certificate of Deposit | 13,500.00 |
| Corn Exchange National Bank - Savings Account | 10,000.00 |
| Corn Exchange National Bank - Certificate of Deposit | 5,250.00 |
| Chicago Trust Co. - Certificate of Deposit | 10,000.00 |
| Chicago Trust Co. - Certificate of Deposit | 10,000.00 |
| Suburban Trust & Savings Bank - Certificate of Deposit | 5,000.00 |
| U.S. Liberty Bonds ( par value $2000.) net cost | 1,924.00 |
| TOTAL | $116,642.76 |

Note: Mr. Bowman explained that there was not time to have this report audited before this meeting but that such an audit will be made and presented to the next meeting of the Committee.

Y - Action 105 - VOTED: That Mr. Bowman's report be accepted with gratitude and that the auditor's statement be appended when received.

The best way to remit money to the field was discussed.

Mrs. Finley stated that it would help her greatly if she might have a list of the salaries of teachers at Yenching.

Y - Actinn 106 - VOTED: That a Special Committee be appointed by the Chair to work out and recommend a uniform plan of procedure in remitting the regular appropriations from Boards and other agencies co-operating in the support of Yenching College, the plan to include the handling of salaries and allowances as well as the appropriations for running expenses.

The following were later appointed to serve on this Committee - Mr. Schell, Mrs. Lee, Mr. Bowman, Mrs. Boyd and Mrs. Roys.

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Mrs. Roys brought up the question of salary appropriation to Yenching by the Presbyterian Board, and stated that it would seem that two years' salaries are due.

Y - Action 107 - VOTED: That the Presbyterian Board of Foreign Missions be requested to make payment to Mr. Bowman of the amount due on salaries for 1921 and 1922 for Yenching College.

Mr. Bowman read a letter from Mrs. Peabody dated January 8th relative to designated gifts for Yenching College. After discussion as to what obligations might be involved in the acceptance of designated gifts on conditions not definitely stated it was -

Y - Action 108 - VOTED: That the Treasurer be authorized to respond to Mrs. Peabody's letter making the following points:

1 - That the Yenching College Committee will see that all funds accepted for designated purposes are used for those purposes and no other -
2 - That before final acceptance of any designated gift, the Committee would desire to know exactly the conditions under which the gift is made that these conditions may be met.

Mrs. Lee reported that the students at Yenching had contributed $1200 gold to the Union College Campaign, this amount being the proceeds from a play the students had staged for the benefit of the fund.

Y - Action 109 - VOTED: That a cable expressing the appreciation of the Committee of this achievement be sent to Yenching.

As Chairman of the Finance Committee, Mrs. Williamson reported that the Burger for 1923-1924 had been received but that it was held for presentation at the next meeting of the Committee.

The Chairman read an estimated budget for office expenses of $560.

Y - Action 110 - VOTED: That this estimated budget of $560 be accepted.

Mrs. Finley reported concerning candidates. There is some doubt as to the health of a Miss Young who is otherwise a very promising candidate for the position of Music Teacher.

Y - Action 111 - VOTED: That Miss Young be requested to have a thorough physical examination by a competent physician to be suggested by the Yenching Committee, the expense of the examination to be borne by the Committee.

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Y - Action 112 - VOTED: That the papers of Miss Constance Sargent candidate for the position of Secretary to the Dean, be referred to the Woman's Board of Missions of the Interior of the Congregational Church.

President Stuart spoke of Miss Su I Wang, now studying in Columbia and of the great need of adding strong, well-trained Chinese women to the Yenching College faculty.

Mrs. Finley stated that the following teachers are needed and that the urgency of the need is, according to her understanding, in this order - Music, English, Biology, and Botany, History, Psychology and Philosophy.

Dr. North reported on the By-Laws:

Y - Action 113 - VOTED: To adopt the amendment to Article VI submitted at the October 20th meeting of the Committee with the exception that the words "New York" and"Chicago" be changed to read - "Eastern" and "Western".

Dr. North stated that Article VII is the same as before except for Section I which is based on the expected action of the Trustees which has not as yet been taken and that the item that was in the original draft of By-Laws with reference to the faculty has been omitted.

Y - Action 114 - VOTED: To approve the wording of Section I of Article VII.

Note: The amended and completed By-Laws of the Yenching College Committee were presented to the Trustees of Peking University on January 16, 1923,and approved.

Mrs. Roys read the Minutes of the Building Committee meeting held on January 6th, 1923.

Y - Action 115 - VOTED: To accept the suggested arrangement of windows for the Sage Building, necessitated by the shifting of the position of the building which was originally planned to face north and south and is now to face east and west.

The plans for the Dormitories were discussed.

Y - Action 116 - VOTED: That the Building Committee be authorized to approve the construction of the Dormitory Buildings, if, when, and as the plans shall have been approved by them and provided that the Treasurer has in hand sufficient funds to carry forward the buildings.

Y - Action 117 - VOTED: To approve plans for the interior of the Administration Building of Yenching College.

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Y - Action 118 - VOTED: That the construction of the Administration Building on the plans approved by the Building Committee be authorized and the Construction Bureau be instructed to proceed with its erection.

Mrs. Roys presented a recommendation from the Building Committee:

"That Yenching College underwrite the sum of one hundred and fifty thousand dollars, Mexican, for the second Science Building of Peking University to match the building promised by the China Medical Board, until or unless the University campaign secures this gift from some other source. The plans for the Science Building have been examined by the Yenching College Building Committees, both on the field and here in New York and have been approved."

In discussing this recommendation it was pointed out that Yenching College should receive from the Union College Campaign about six hundred thousand dollars. Dr. North roughly estimated that if Yenching provides for eight dormitories and about five other buildings and for its share of grading, paths, power and light plants, and other items, approximately five hundred and fifteen thousand dollars would be used and that this would still leave a balance available for the Science Building under discussion.

Y - Action 119 - VOTED: That the Treasurer of the Yenching Committee be authorized to advance to the Treasurer of the Trustees not to exceed one hundred and fifty thousand dollars, Mexican, for the construction of the Science Building under the conditions in the preceding recommendation, if, when, and as -

(1) the plans of the building have been approved by the Finance and Property Committee of the Trustees, and

(2) the Treasurer has in hand undesignated funds to that amount in excess of the amounts required for the buildings already authorized, and

That when twenty thousand dollars gold of this amount is in hand, the Treasurer be authorized to advance this amount for the purchase of materials.

Y - Action 120 - VOTED: That the purchase of building material for three dormitories be authorized to the extent of thirty thousand dollars gold.

There was some discussion of the relation of Yenching College to Peking University and President Stuart stated that he considered Yenching to have about the same relation to Peking University as Radcliffe College has to Harvart University. He spoke of the advantage of a college for women having the same standard and the same curriculum as a college for men and of the rapid increase of co-educational institutions in China, practically all the government

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colleges being now co-educational. Thus it is true today that a Chinese girl desiring a college education may choose a co-educational institution, a distinctly woman's college like Ginling, or Yenching College which though a distinct college for women is related to and has all the advantages of a large university.

The meeting was adjourned at five o'clock. Eula B. Lee

(Mrs. Lucius O. Lee) Eula B. Lee

Secretary

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# MINUTES OF THE MEETING OF THE TRUSTEES OF PEKING UNIVERSITY
January 16, 1923

| 1923 | 1924 | 1925 | 1926 |
|---|---|---|---|
| Cong. Arthur Perry | *Franklin H.Warner | Jas. L.Barton | Mrs. G.M.Clark |
| M. E.*W. J. Thompson | F. M. North | A. J. Stock | W. V. Kelley |
| Pres. W. P. Merrill | *James M. Speers | A. J. Brown | *G. T. Scott |
| LMS Richard Roberts | W.C.Willoughby | Thos.Cochrane | F. H. Hawkins |

## Co-opted Members

| | |
|---|---|
| *W. P. Schell | *E. M. McBrier |
| Bishop L. B. Wilson | *Eric M. North |
| Mrs. J. M. Avann | *Ralph A. Ward |
| *Mrs. O. R. Williamson | W. R. Wheeler |

The meeting was called to order by the Chairman, Franklin H. Warner, at 10: A.M., at 150 Fifth Avenue.

President Stuart led in prayer.

The members whose names are starred above were present.

Excuses were presented for the following: Messrs. F. M. North, Arthur Perry, William V. Kelley, James L. Barton, Mrs. J. M. Avann, Mrs. George M. Clark, Arthur J. Brown, A. J. Stock, W. P. Merrill. There were also present, J. L. Stuart, L. C. Porter, Mrs. L. O. Lee, H. F.Strong and L. B. Moss.

Minutes of the meeting of the Finance and Campaign Committees held December 21, 1922, were approved and adopted as distributed.

## Confirmation of Recommendation for Degrees

The Secretary presented the names of the following graduates of the University Class of 1922 as candidates for the degree of Bachelor of Arts:

| | | |
|---|---|---|
| Chang Hui | Li Ching Shan | Wang Lin |
| Chin Chi T'ien | Li Ming Hsien | Yang Ming Shen |
| Chia Chao Chung | Sun Yu Kang | Yu Leng Ying |
| Kao Feng Ch'i | Wang K'ai | Ch'en Ko Chun |

The names of the following was presented as a candidate for the degree of Master of Arts:

Ch'u Chih Ying

The names of the following were presented as candidates for the degree of Bachelor of Divinity:

Chang Hsi San Hsu T'i Shan

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T-1431 VOTED: Upon recommendation of the Board of Managers, to recommend to the University of the State of New York that the appropriate degrees be granted.

T-1432 VOTED: To confirm the award of leaving certificates as approved by the Board of Managers June 19, 1922.

Fellowship for Hsieh Yu-ming

T-1433 VOTED: To endorse the application of Hsieh Tu-ming to the China Medical Board for a fellowship of $1,000.00 and necessary traveling expenses for study in America.

Appointment of Acting Deans

T-1434 VOTED: That the Trustees approve the appointment by the Board of Managers of

J. B. Taylor as Acting President
Assoc. Dean Ch'en as Acting Dean
W. W. Davis as Acting Associate Dean

Appointment of L. M. Bocker as Comptroller

T-1435 VOTED: That the Trustees approve the appointment of L. M. Bocker as Comptroller of the University, and that the Finance and Property Committee be authorized to define the duties of the Comptroller in relation to those of the Treasurer.

Appointment of Mr. Randolph Sailer

T-1436 VOTED: That the Trustees approve the appointment of Randolph Sailer of New York as a member of the Faculty of Peking University within the Presbyterian quota, beginning July 1, 1923, this action being subject to approval by the Trustees Candidate Committee.

Report of the Treasurer of the Board of Managers

T-1437 VOTED: That the Report of the Treasurer of the Board of Managers for the year 1921-2 be received and referred to the Finance Committee for such action as may be necessary.

Reports of the Treasurer of the Trustees

T-1438 VOTED: That the report of the Treasurer of the Trustees for June 30, 1922 be accepted as presented by Dr. Eric North. See schedule "D" attached.

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T-1439 VOTED: That the report of the Treasurer of the Trustees for December 31, 1922 be accepted as presented by Dr. Eric North. See schedule "B" attached.

T-1440 VOTED: That the Board of Trustees express appreciation of Dr. Eric North's services in connection with the reorganization of accounts.

President Stuart honored by the Chinese Government

T-1441 It was noted that the Chinese Government has given the third class Chia Ho to President Stuart.

Resignation of Dr. H. E. King

T-1442 VOTED: That the letter of Dr. King, tendering his resignation, be spread upon the Minutes, and that the Secretary be authorized to draw up resolutions of appreciation of the services of Dr. King for record and that they be sent to him.

615 E. Ann St., Ann Arbor, Mich.
April 27, 1922.

To the Board of Trustees
of Peking University,
New York City.

Gentlemen:

Due to the uncertainty as to when I can return to Peking, China, to take up again my duties connected with Peking University because of present health conditions I feel that I should resign my position of Dean of the Graduate Schools to take effect at the close of this college year in order that the Methodist Board may appoint someone in my place on the Faculty for work this coming fall.

My twenty-eight years of service in the University have been very happy years and I thank God that He gave me the opportunity of having a part in the Christian training of young men many of whom are prominent in the ministry, in Christian schools and colleges, and in Government service.

I greatly appreciate the many courtesies Mrs. King and I have received from the Board of Trustees and our associates in the work of the University.

Most respectfully yours,

(Signed) Harry Edwin King.

Readjustment of the Period of the Board's agreement on Grants for Expenses

T-1443 VOTED: That the cooperating boards be requested to alter their agreement with the University for cash grants, from the calendar year to the fiscal year of the University, in order that the adjustments in loss in exchange may be made on the basis of this fiscal year, and the accounting of the University be clarified.

Purchase of Land for Residences

T-1444 VOTED: That the Trustees approve the purchase of perpetual lease of a tract of land in the grounds of the old Summer Palace, approximating 200 acres, for the location of the faculty residences of the University, at a cost not to exceed $50,000 local currency, and that the financing of the purchase be referred to the Finance and Property Committee with power.

Designation of Funds by Yenching College Committee for Science Building

The Secretary reported the action of the Yenching College Committee in designating funds for a Science Building to meet the condition of the appropriation by the China Medical Board (letter of Roger S. Greene dated December 5, 1922), which provided an appropriation of Mexican $150,000.00 for the construction and equipment of a Science Building for Peking University, on condition that the University contribute an equal amount for a second Science Building.

T-1445 VOTED: To express the very hearty appreciation of the Trustees of this action of the Yenching College Committee.

By-Laws of Yenching College Committee

T-1446 VOTED: To ratify the By-Laws of the Yenching College Committee. (See copy attached) Document "A"

Amendments to By-Laws of Peking University

T-1447 VOTED: To amend By-Laws of Peking University as follows:

Art. VI Sec. I. There shall be a Board of Managers in North China to be composed as hereinafter stated:

(a) Four members of this Board, of whom at least one shall be a woman, shall be elected by such local groups and in such ways as the respective cooperating missions may determine.

(b) The Faculty of the University shall elect from their number four to be members of the Board of Managers, but no other members of

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the staff may be elected to membership on the Board of Managers.

(c) Any mission not cooperating in full shall be entitled to elect representatives on the Board of Managers proportionate to its cooperation.

(d) The representation of graduates in number not to exceed four may be provided in such way as the Board of Managers may determine.

Art.VI, Sec. 2 The representative members shall have power to co-opt as members of the Board of Managers additional persons not to exceed one-fourth of their number. Thereafter co-opted members shall be elected by the Board of Managers as a whole, but shall not exceed in number the proportion indicated.

Art. V, Sec. 1 The Trustees shall appoint the President, Vice-President, Deans, Professors, Associate Professors, and in the first instance, other foreign permanent teachers going out from the homeland, and shall appoint and at their discretion remove any member of the staff.

Art.IX, Sec. 1 The Board of Managers ..... may propose nominations for President, Vice-President, Deans. Professors, Associate Professors and permanent foreign teachers going out from the homeland, and shall appoint and at their discretion remove any other teachers and officers.

Add as Section 6 of Article V:

The Administrative Committee of the Woman's College (Yenching College) shall consist of the women members of the Board of Managers, the President and Secretary of the Board of Managers and the Dean of the Woman's College, and these persons shall be empowered to co-opt three others from within or without the Board of Managers of the Alumnae, as members of the Committee.

Authorization for signing checks

T-1448 VOTED: That the Treasurer or the Assistant Treasurer be authorized to sign checks in the name of Peking University.

Classes of Trustees Elected by Boards

T-1449 VOTED: That the designation of the Trustees elected by the mission boards be classed according to years as follows:

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| | 1923 | 1924 | 1925 | 1926 |
|---|---|---|---|---|
| Cong. | Arthur Perry | Franklin H. Warner | James L. Barton | Mrs.G.M.Clark |
| M.E. | W. J. Thompson | F. M. North | A. J. Stock | W.V.Kelley |
| Pres. | W. P. Merrill | James M. Speers | A. J. Brown | G.T.Scott |
| L.M.S. | Richard Roberts | W. C. Willoughby | Thos.Cochrane | F.H.Hawkins |

Pre-Engineering Courses

T-1450 The Secretary called attention to the fact that by action of the Board of Managers June 10, 1922, certain pre-engineering courses had been established in the University, it being specifically stated by the Managers that this involved no additional expense in the operation of the University.

Increase in Tuition

T-1451 The Secretary reported the action of the Board of Managers of November 18, 1922, increasing the tuition fee by $50.00 per year, beginning July 1, 1923.

Larger Amount of Payment for Vacancies

The Secretary reported that the Board of Managers had taken action on November 18, 1922, asking that a larger payment be made by the Mission Boards when any of their positions on the Faculty were vacant.

T-1452 VOTED: To refer this matter to the Committee appointed, (F-1425) to consider the whole matter of salary, travel, and allowance schedules.

Requirements for Degrees of M.A. and B.S.

The question of the consideration of the requirements for the degrees of M. A. and B. S. which have been submitted by the Board of Managers was raised.

T-1453 VOTED: To refer the statement to a special committee, to report to the Annual Meeting of the Trustees in April. The Committee appointed by the Chair consists of Messrs. G. T. Scott, W. H. Thompson, and R. A. Ward.

Report on the Campaign

Mr. H. F. Strong reported on the progress of the campaign, stating that the first active drive was to be inaugurated in the city of Columbus, Ohio, during the week of January 21st. Mr. Strong outlined the different meetings and the process of carrying on the campaign, and stated that it was expected to develop the campaign along similar lines in other cities. Mr. Strong again reminded the members of the Board that Tamblyn and Brown would be very grateful for any suggestions of any sort that any member of the Board of Trustees might have to make that would in any way assist in the carrying out of the campaign. After prayer by Mr. Warner the meeting adjourned.

Leslie B. Moss
Leslie B. Moss,
Assistant Secretary.

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Trustees, January 15, 1923
Document "A"

# BY-LAWS OF THE YENCHING COLLEGE COMMITTEE

## ARTICLE I.

### The Basis of Authority of the Committee

1. The Trustees of Peking University shall be trustees for the Woman's College of Peking University, hereinafter called Woman's College (Yenching College). They shall hold the property, executive documents, grant degrees, administer the interests of the Woman'c College (Yenching College) in accordance with the usual responsibilities of Trustees.

2. The Yenching College Committee shall be the agency of the Trustees of the University for caring for the interests of the Woman's College (Yenching College) in the manner indicated in these By-Laws.

3. The Committee shall not incur financial obligations for the Board of Trustees beyond funds in hand without the consent of the latter.

4. The signature of the President ( or Vice President) and Treasurer of the Board of Trustees shall be requisite for the execution of legal instruments.

5. The Committee shall elect its own officers, subject to the approval of the Board of Trustees, and shall appoint its own Committees.

## ARTICLE II.

### Membership of the Committee

1. The President, Secretary and all women members of the Board of Trustees shall be ex-officio members of the Committee. One additional Trustee shall be elected by the Trustees to membership on this Committee for a term of three years.

2. Additional members of the Committee to serve three years shall be chosen by boards or colleges cooperating in the College on the following basis:

   (1) Boards which furnish (a) salaries, allowances, travel, etc. of three teachers annually; (b) a contribution of $2000 gold annually to current expenses, and (c) initial gift of $100,000 gold toward plant and equipment are entitled to appoint two members.

   (2) Boards which furnish (a) salaries, allowances, travel, etc. of five or more teachers annually, and (b) $5000 local currency annually, in addition to an initial gift of $100,000 gold toward plant and equipment, are entitled to appoint an additional member.

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(3) Boards or colleges contributing the salary and allowance of at least one teacher an ually and not less than $1000 local currency annually are entitled to appoint an affiliated member.

3. The Committee thus constituted may elect each year at its annual meeting one person to serve on the Committee for three years.

4. It is desirable that the Committee have men and women members in the ratio of about one to two.

ARTICLE III.

Duties of the Committee

1. The Committee shall care for the interests of Woman's College (Yenching College) on behalf of the Board of Trustees.

2. The reports and recommendations of the Administrative Committee of the College shall come to the Board of Trustees through this Committee.

3. Whatever responsibility pertains to the Board of Trustees for the appointment or approval of teachers shall be delegated to the Committee, the appointment of the Dean alone requiring confirmation by the Board of Trustees.

4. It shall be the duty of the Committee to consult with the Dean and the Administrative Committee of the College and to promote interest in the College both among possible financial supporters and among young women desirable as members of the faculty.

ARTICLE IV.

Officers

1. The officers of the Committee shall be a chairman, a secretary, and a treasurer who shall be elected at the annual meeting.

2. The chairman shall perform the duties usual to that office.

3. It shall be the duty of the secretary to preserve full Minutes of the proceedings of the Committee, to furnish copies of said minutes to the members of the Committee and to members of the Executive Committee of the Board of Trustees. The secretary shall also conduct the official correspondence of the Committee.

4. It shall be the duty of the Treasurer to open and keep such books of account as may be approved by the Committee and to record the receipts and expenditures of the Board. The Treasurer shall make payments only upon written notificatinn by the Secretary transmitting actions of the Committee. The accounts of the Treasurer shall be audited at least once a year under such direction as the Committee shall determine. The Treasurer shall give bonds in whatever sums and whenever the Committee shall direct.

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ARTICLE V

1. The Yenching College Committee shall have the following committees:

   A Committee on Finance and Promotion
   A Committee on Candidates.

2. It shall be the duty of the Committee on Finance and Promotion

   (a) to have authority in the investment and management of all funds of the College, subject to the direction of the College Committee, and

   (b) to carry out such measures as the College Committee may direct for promoting the material support and development of the College.

3. It shall be the duty of the Candidate Committee to receive and examine all applications ( other than Chinese) for positions on the Faculty, to search out candidates for vacancies and to present their recommendations to the College Committee.

   Candidates approved by the Candidate Committee for vacancies on the Faculty may be approved for appointment by correspondence vote of the College Committee, provided that at least three of the College Committee have seen the candidate in person and approve, and such approval of appointment shall be recorded in the Minutes of the next meeting of the College Committee.

4. The College Committee shall appoint such other standing or special committees as they may from time to time deem necessary.

ARTICLE VI

Meetings

1. The annual meeting of the Yenching College Committee shall be held in the month of January at such time and place as shall be fixed by the Committee or by its officers. Notices of all meetings shall be sent at least five days in advance to all members of the Committee.

2. Other meetings shall be held at such times as the Committee may direct or upon the request of any three members of the Committee.

3. For the transaction of ordinary business, five members shall constitute a quorum provided that the Board of Trustees and not less than two of the cooperating Boards are represented, provided that, whenever any members so request any item of business shall be referred to the larger quorum named below. For the purposes of this quorum women members of the Board of Trustees may qualify as representing the Board of Missions to which they are related.

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4. For the election of members or officers of the Committee, the appointment of the Dean and the members of the faculty, the approval of the annual budget and the purchase and sale of property, a majority of the total membership and a representation of at least one of the members of the Board of Trustees and one of the members elected by each of the cooperating boards shall be required for a quorum.

5. For the transaction of necessary business concurrent action by duly called meetings of the "Eastern" and "Western" sections of the College Committee shall have the effect of actions by the Committee, provided that at the meeting of each section at least two cooperating societies and the Board of Trustees shall be represented, and provided that whenever any member so requests any item of business shall be referred to a meeting of the whole committee.

ARTICLE VII

Administration on the Field

1. The Administrative Committee of the Woman's College (Yenching College) shall consist of the woman members of the Board of Managers, the President and Secretary of the Board of Managers, and the Dean of the Woman's College, and these persons shall be empowered to coopt three others, from within or without the Board of Managers or the Alumnae, as members of the Committee.

2. The Administrative Committee shall be accountable to the College Committee and the Board of Trustees for the condition, custory and uses of all funds received by them from whatever source. The annual budget of the College shall be prepared by the Administrative Committee and submitted for the approval of the College Committee.

3. The Administrative Committee shall in general be responsible to the Board of Managers of the University but if and when a majority of members of the Administrative Committee shall so vote any matter may be referred to the College Committee and the decision of that Committee when ratified by the Board of Trustees shall be final; provided that no act of the Board of Managers or of the Board of Trustees may alienate to other uses than those of the Woman's College (Yenching College) any funds or property given for or held in trust for the College or any equities which it may have or acquire in properties used jointly by the University and the College.

4. The Administrative Committee shall have power, subject to the approval of the College Committee, to make and enforce such laws and regulations as may be necessary for the conduct of the College, may propose nominations for the Dean, Professors and Associate Professors. With the concurrence of the Board of Managers it shall appoint and at discretion remove all other instructors and officers, prescribe the course of studies,

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assign to each department its respective duties, decide upon the conditions of admission. It shall, in general, be invested with authority to determine all questions of local business and management in accordance with the provisions of these By-Laws.

ARTICLE VIII.

Amendments.

These By-Laws may be amended, the Board of Trustees concurring, by a vote of two-thirds of the Yenching College Committee at any Meeting, notice of the proposed amendment having been given at a previous meeting, or the substance or exact wording of the proposed change having been furnished each member of the Committee at least one month in advance of the meeting at which action thereon is contemplated.

ARTICLE IX.

Date of Effectiveness of By-Laws

This body of By-Laws or any portion of them shall come into effect when approved by two-thirds vote of the members of the Committee, the Board of Trustees concurring.

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# ANNUAL REPORT OF THE TREASURER

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# TRUSTEES OF PEKING UNIVERSITY

## For the Year ending June 30, 1922

The preparation of this report has been delayed for several causes, all of which have not only justified the delay but are marks of progress in the financial work of the University. The first was the publication last spring by the General Education Board of Arnett's "College and University Finance," a book of much value and important as a guide in administering college finances; the second was the number of special building funds now on our books for the control of which in connection with building operations our former accounting system was not adequate; the third was the establishment of the Central Office for the China Union Universities and the arrangement that this office should take over the accounts. It was therefore thought desirable in turning over the books to the new office to establish a new system of accounts which would be more in keeping with these growing needs of the University and with the principles laid down in Mr. Arnett's book. In order to carry this through satisfactorily it has been necessary to rewrite the accounts for the fiscal year here reported on.

## The New Accounts

As the accounts are now arranged, in addition to the former separation between capital and current accounts (1) permanent funds and assets (endowments, etc.) have been separate from plant funds and plant assets. (2) Endowment investments are now consolidated into one account, in accordance with approved practice. (3) Plant Funds have been classified into "General" and "Special", the latter being designated for a particular purpose, the former for plant in general. (4) Plant assets in addition to the usual categories of Land, Buildings and Equipment, now contain the Building Operations Accounts which are practically the records of disbursement of building funds to building operations and of loans of building funds for investment purposes or to other building operations. An account known as Building Fund Investments (consolidated) shows on one side the investments and loans made and on the other the accounts which have furnished the cash for the investments and loans. (See Schedule C)

In the Current Accounts provision has been made for setting up the disbursements against the budgets for the Board of Managers, the Campaign, and Home Administration; and for setting up receipts against Accounts Receivable, Anticipated Income so that an analysis of the balance sheet will show not only actual receipts and disbursements but the obligations which the Trustees have to face and the sources from which funds are expected to meet them.

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Separate accounts have been set up for campaign receipts designated (1) for special current work on the field, (2) for current expenses in general, and (3) for undesignated campaign receipts. The cash for the receipts designated for special purposes is carried in a separate cash account. There has also been set up an account for Loss in Exchange which the Trustees Loss in Exchange on the amount they guarantee to the Managers may be charged against a reserve to be accumulated. As the accounts are now set up the books practically force the showing of all amounts borrowed by Current Account from Plant Account and also amounts borrowed by one Building Operations Account from another.

## Permanent Funds

Permanent Funds of this date show an increase over June 30, 1921, of $24119.61. Of this amount $24000.00 from the Harkness Fund, $94.61 is interest added to principal of the Hall Fund; $25.00 is an additional gift to the Burt Friant Loan Fund. All of this has been invested except $50.00 of the Burt Friant Fund held for draft from the field and $511.51 of cash. For the list of investments see Schedule A. As rapidly as the Harkness Temporary Building Fund is released by receipts on the Ninde Memorial Fund the total of the Harkness Fund will be added to endowment.

## Plant Funds

Plant Funds show an increase over June 30, 1921, of $183,493.62. Of this amount $25000 is a payment of the B.F.M. of the Methodist Episcopal Church upon the purchase of the City Site. As the property has not been transferred this appears on both sides of the ledger and the ned increase in Plant Funds is $159932.62. The item "From Current Funds" consists of $3000.00 expended on the field for land purchase from current appropriations. On the asset side the property (land, buildings, and fixed equipment) in the City Site is held in one account as it is in process of sale in one parcel. The item for land is the new site, and Equipment is permanent moveable equipment. These two items are subject to some adjustment in further report from the Treasurer of the Board of Managers. No entries under Buildings will appear until a building is completed. Its cost will then be transferred in total to this account from the temporary Building Operations Accounts. A schedule (Schedule C) shows the status of the various Building Fund and Building Operations accounts, and the Building Fund Investment Account. The list of securities in the latter is given in Schedule B.

The Treasurer would recommend that the Finance Committee express its approval of this proceeds by which (1) borrowings from any "special" Plant Fund by Current Account, General Building Operations, or another "special" Building Operations Account are entered on the books, (2) interest at 5 per cent is charged to the accounts borrowing and accumulated with income from temporary building fund investments and distributed to the credit of the accounts which furnish the cash for the loans or invest-

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ments pro rata to the amount and duration of the loan, (3) in closing out any building operations account on the completion of a building only the balance of interest received and charged is carried forward.

The Treasurer further recommends that the amount expended to date for architects fees for the general layout (amounting at present to $7270.08), items for land improvements other than buildings and equipment be set up in a separate account entitled "Land Improvements and General Plans," He is advised by the General Education Board that this is good practice.

## Current Accounts

The Balance Sheet shows the state of the current accounts after closing on June 30, 1922. The financial statement of Current Accounts (Schedule E) shows the budgets of and the actual receipts and disbursements. There is still carried forward the deficit of June 30, 1921 of $14988.35. This was reported as $9741.37, but that was not deficit counting all current receipts against all current expenditures. There were in the receipts certain sums for designated purposes which should have been held over for meeting the expenditures on these items when they were incurred. The analysis of the real deficit is as follows:

| | | |
|---|---|---|
| Deficit on Manager's Account July 1, 1920 | | 7282.62 |
| Additional Deficit, Jan. 1, 1921 | | 5678.54 |
| " " July 1, 1921 | 3447.67 | |
| Less Campaign receipts and bank interest available | 1420.48 | |
| | | 2027.19 |
| | | 14988.35 |

A part of this deficit is undoubtedly loss in exchange. The expenditures on the budget of the Board of Managers exceed Appropriation by $622.89. This amount has been closed out, however, by crediting campaign receipts; it has been caused by expenses incurred here but not reported in time for adjustment on the field. The excess of disbursements over budget on Campaign and Office Expense was $4391.66. Receipts further failed to meet the budget for campaign income by $1927.19, making the total deficit carried forward in Campaign and Office Account $6318.85. There is also a Loss in Exchange deficit of $192.34 which will be eliminated when the proper Loss in Exchange reserve is established. Notes payable is $5000 borrowed from the bank to meet the campaign expenses of the new year in accordance with the plan of the Finance Committee for financing the campaign by bank loans until receipts make it unnecessary. The total deficit on Current Account is $21756.91 which is met by loans to current account from Plant Accounts, on which Current Account pays interest at 5 per cent.

For meeting this deficit the Treasurer makes the following recommendations:

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(1) Restore to Current Accounts the funds used on the field for land items. "From Current funds" $3000.00 Secure report from the field of any other such expenditures for plant from current funds and make corresponding restoration.

(2) Hold expenses to the minimum practicable and credit balances to offset the deficit. Plan budgets conservatively.

(3) Carry balance of Campaign expenses deficit over against Campaign receipts of 1922-3.

The Budgets for 1922-3 are presented herew th, (see Schedule F). It will be noted that a separate budget for Home Administration has been set up covering the University's share in the Central Office and incidentals. It was thought desirable to separate this administrative expense from the campaign expense. It will also be noted that $46414.33 will have to be raised to cover campaign expenses during this fiscal year.

The Treasurer desires to call the attention of the Trustees to the method by which the gold cost of the appropriation to the current budget of the Board of Managers is calculated. The appropriation is made in Peking local currency; the value of the appropriations of the mission boards at 2 for 1 is deducted, and on the basis of an estimated rate of exchange for the ensuing year the gold cost of the remainder is calculated. If the estimated rate is too low the resulting amount of gold required is charged to the Loss in Exchange account. If too high the balance not required is available to meet deficits or for increase of the next year's budget, the funds being meanwhile protected against a possible loss in exchange.

In Schedule "D" is given an analysis of Campaign Receipts for the period of July 1, 1921 to June 30, 1922 and of disbursements for campaign expenses for the same period.

E. M. McBrier, Treasurer
E. M. North Assistant Treasurer

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BALANCE SHEET - June 30, 1922

| 1921 | ASSETS | | 1922 |
|---|---|---|---|
| | PERMANENT FUND ASSETS | | |
| | Endowment Investments | | 73583.00 |
| 50025.00 | Cash Awaiting Investment | | 561.61 |
| 50025.00 | Total: Permanent Fund Assets | | 74144.61 |
| | PLANT ASSETS | | |
| 256382.15 | City Site & City Bldgs. | | 218882.15 |
| | Land | | 73668.21 |
| 8220.39 | Equipment | | 8220.39 |
| | Building Operations, Loans and Investments | | |
| | Bonnell Memorial | 6000.00 | |
| | Ninde Memorial Bldg. | 29958.87 | |
| | Theological Sch. Dorm. | 48617.10 | |
| 250.00 | Undistributed | 18551.70 | |
| | Recitation Bldg. | 21.13 | |
| | Dining Hall | 12.67 | |
| | | | 103161.47 |
| 14370.04 | Accounts Receivable: Loan to Current Acct. | | |
| 3782.18 | Cash on hand | | 58005.16 |
| 283004.76 | Total Plant Assets | | 467937.38 |
| | CURRENT ASSETS | | |
| | Accounts Receivable, London M.S. | | 21.61 |
| | " " B.F.M. Presby.Ch. | | .99 |
| | " " Campaign Receipts | | 214.94 |
| | Petty Cash | | 10.00 |
| | Cash-Special | | 3600.00 |
| | Cash-General | | |
| 2600.00 | Suspense | | 5875.00 |
| 2600.00 | Total: Current Assets | | 33447.45 |
| 335629.76 | Total: Assets | | 575529.44 |

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# TRUSTEES OF PEKING UNIVERSITY

| 1921 | LIABILITIES | | 1922 |
|---|---|---|---|
| | **PERMANENT FUND** | | |
| | Endowment Funds | | |
| 50000.00 | a. Hall Educational Fund | | 50094.61 |
| | b. Harkness Fund | | 24000.00 |
| 25.00 | Other Permanent Funds | | 50.00 |
| 50025.00 | | | 74144.61 |
| | **PLANT FUNDS** | | |
| | General: | | |
| 54500.00 | American Board | 54500.00 | |
| 50000.00 | London M.S. | 50000.00 | |
| 94504.76 | B.F.M. Meth.Epis.Ch. | 94504.76 | |
| 48000.00 | B.F.M. Presby. Ch. | 60000.00 | |
| 26000.00 | Miscellaneous | 27650.00 | |
| | | | 286654.76 |
| | Special: | | |
| | Anonymous #115 | 50000.00 | |
| | Ninde Memorial Fund | 10000.00 | |
| | Bonnell Memorial Fund | 6000.00 | |
| | McKelvey Res. Fund | 6000.00 | |
| | Finley Estate Fund | 50000.00 | |
| | Yenching College Trust Fund | 19635.00 | |
| 10000.00 | Harkness Temporary Bldg. Fund | 26000.00 | |
| | Chen Gift | 10000.00 | |
| | | | 177635.00 |
| | From Current Funds | | 3000.00 |
| | Income on Bldg.Fund Investments | | 647.62 |
| 283004.76 | Total Plant Funds | | 467937.38 |
| | CURRENT FUNDS & LIABILITIES | | |
| 799.84 | Receipts actual; American Board | | 495.40 |
| 383.11 | " " London M.S. | | |
| 918.17 | " " B.F.M.M.E.CH. | | |
| 716.87 | " " B.F.M. Presby. Ch. | | |
| 1000.00 | " " Campaign Mgrs. Fund | | 3600.00 |
| 1000.00 | " " " General Fund | | 5000.00 |
| | Notes Payable | | |
| | Managers' Current Account, Deficit 1919-21 | | 14988.35 |
| 14988.35 | Managers' Current Account, Advance 1922-3 | | 60.08 |
| | Campaign & Office Expense, Deficit 1921-2 | | 6318.85 |
| | Loss in Exchange, Deficit | | 192.34 |
| 14370.04 | Accounts Payable: Loan from Plant Fund | | 21756.91 |
| 2600.00 | Total: Current Funds & Liabilities | | 33447.45 |
| 335629.76 | Total: Liabilities | | 575229.44 |

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## Schedule A.

LIST OF SECURITIES - ENDOWMENT FUNDS

PEKING UNIVERSITY — AS OF JUNE 30, 1922

| Amount (par) | Description | Interest yield | Maturity | Purchased at | Cost | June 30,'22 Present Market |
|---|---|---|---|---|---|---|
| $10,000 | Govt.French Republic | 7½% | 1941 | 95 | $ 9500.00 | 103 |
| 10,000 | Alabama Power | 6% | 1951 | 83¾ | 8475.00 | 100 |
| 10,000 | Great Northern Ry. | 7% | 1936 | 98 | 9800.00 | 109 |
| 10,000 | Iowa Ry. & Light | 8% | 1932 | 100 | 10000.00 | 106½ |
| 10,000 | Adirondack Pr. & Lt. | 6% | 1950 | 85 | 8500.00 | 100 |
| 3,500 | Detroit Edison Co. | 6% | 1940 | 87½ | 3062.50 | 102 |
| 500 | Detroit Edison Co. | 6% | 1940 | 90½ | 452.50 | |
| 200 | Great Northern Ry. | 7% | 1936 | 108 3/8 | 206.75 | 109 |
| 5,000 | Prov. Ontario, Ca. | 5% | 1952 | 98 | 4900.00 | 98 |
| 5,500 | Pacific Tel. & Tel. | 5% | 1952 | 92½ | 5087.50 | 96¾ |
| 5,000 | Chi.R.I. & Pacific | 4% | 1934 | | | 81 1/8 |
| | (1,000 @ 81 1/8 plus 15) | | | | 812.75 | |
| | (4,000 @ 81¼ plus 15) | | | | 3256.00 | |
| 10,000 | Dutch East Indies | 6% | 1962 | | | |
| | (5,000 @ 94¼) | | | | 4712.50 | 94 |
| | (5,000 @ 94¼ plus 15) | | | | 4720.00 | |
| 100 | New England Tel.&Tel. | 5% | 1952 | 97½ | 97.50 | 97½ |

## Schedule B.

LIST OF SECURITIES - BUILDING FUNDS INVESTMENT

| | | | | | |
|---|---|---|---|---|---|
| 26,000 | (New York Central Lines) (Eq. Trust of 1922 ) | 5% | 1926 | 98.93 | 25721.80 |
| 3,000 | ..... | | 1927 | 98.70 | 2961.00 |
| 11,000 | ..... | | 1928 | 98.48 | 10832.80 |
| 2,000 | ..... | | 1929 | 98.26 | 1965.20 |
| 1,000 | ..... | | 1933 | 97.52 | 975.20 |

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SCHEDULE C

Building Funds and Building Operations
June 30, 1922

I. General Funds

| | | | |
|---|---|---|---|
| City Site | $218,882.15 | General:Boards & Misc. | $286,654.76 |
| Land | 73,668.21 | Yenching Trust: Land | 15,000.00 |
| Equipment | 8,220.39 | Chen Gift: | 10,000.00 |
| | $300,770.75 | From Current Funds | 3,000.00 |
| Balance General Funds available for Bldg. Op. Undistributed | 13,884.01 | | |
| | $314,654.76 | | $314,654.76 |

II. Special Funds

1. Theological School Dormitory vs. Anonymous # 115

| | | | |
|---|---|---|---|
| Architects fees | 2956.84 | Anonymous # 115 | 50,000.00 |
| Construction Costs | 3500.00 | | |
| Loaned - Bldg. Fund Investments | 42160.26 | | |
| Cash on hand | 1382.90 | | |
| | $ 50000.00 | | $ 50,000.00 |

2. Ninde Memorial & Harkness Temp. Bldg. Fund

| | | | |
|---|---|---|---|
| Architects fees | 1,935.00 | Ninde Memorial Fund | 10,000.00 |
| Construction costs | 8,637.00 | Harkness Temp. Bldg. Fund | 26,000.00 |
| Loans - Bldg. Fund Investments | 19,386.87 | | |
| Cash on hand | 6,041.13 | | |
| | $ 36,000.00 | | $ 36,000.00 |

3. Bonnell Memorial

| | | | |
|---|---|---|---|
| Loans,Bldg.Fund Inv. | $ 6,000.00 | Bonnell Memorial Fund | $ 6,000.00 |

4. McKelvey Residence

| | | | |
|---|---|---|---|
| Loans,Bldg.Fund Investment | $ 6,000.00 | McKelvey Residence Fund | $ 6,000.00 |

5. Finley Dormitory vs. Finley Estate Fund

| | | | |
|---|---|---|---|
| Cash on Hand | $ 50,000.00 | Finley Estate Fund | $ 50,000.00 |

6. Recitation Building - No Fund

| | | | |
|---|---|---|---|
| Architects fees | $ 3,381.59 | Loan from Bldg.Fund Inv. | $ 3,381.59 |

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7. Dining Hall Building - No Fund

| | | | |
|---|---|---|---|
| Architects fees | $ 2,027.97 | Loan from Bldg.Fund Inv. | $ 2,027.97 |

8. Building Operations Undistributed

| | | | |
|---|---|---|---|
| Architects general plans | 7,270.08 | Yenching Trust Building Machinery and plans | 4,635.00 |
| Building Materials Machinery & costs | 15,175.59 | Balance of Gen. Funds | 13,884.01 |
| | | Loan from Bldg.Fund Inv. | 3,924.66 |
| | $ 22,443.67 | | $ 22,443.67 |

9. Building Fund Investments and Loans

| | | | |
|---|---|---|---|
| Securities (See Schedule II) | $ 42,456.00 | Loan from Building Op. Bonnell Memorial | 6,000.00 |
| Loan to Building Op. Recitation Hall | 3,381.59 | Loan from Building Op. McKelvey Residence | 6,000.00 |
| Loan to Building Op. Dining Hall | 2,027.97 | Loan from Building Op. Ninde Memorial | 19,386.87 |
| Loan to Building Op. Undistributed | 3,924.66 | Loan from Building Op. Theol. School Dorm. | 42,160.26 |
| Loans to Current Acct. | 21,756.91 | | |
| | $ 73,547.13 | | $ 73,547.13 |

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Trustees, Jan. 16, 1923
Treasurer's Report
Schedule "D"

1. Analysis of Campaign Receipts during the period July 1, 1921 to June 30, 1922

| | |
|---|---|
| For theological school buildings and endowment: Anonymous | $ 50,000.00 |
| : Harkness | 50,000.00 |
| For Managers Current Account | 3,600.00 |
| For General Current Account | 12,961.76 |
| Undesignated | 4,120.00 |
| | $120,681.76 |

2. Analysis of Campaign Expenses for same period

| | |
|---|---|
| Salaries | $10,024.54 |
| Rent | 560.00 |
| Travel | 2,958.78 |
| Cables, Tel. & Postage | 379.14 |
| Printing & Stationery | 2,228.15 |
| Discount & Interest | 2,130.78 |
| Miscellaneous | 1,241.66 |
| | $19,523.05 |

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Trustees, Jan. 16, 1923
Treasurer's Report

## SCHEDULE E - FINANCIAL STATEMENT CURRENT ACCOUNT

### ASSETS - 1921-22

### Current Assets

| | | |
|---|---|---|
| Accounts Receivable: | American Board | $ 3315.44 |
| " " | London M.S. | 1021.61 |
| " " | B.F.M. Meth. Epis. Church | 3315.44 |
| " " | B.F.M. Presbyterian Church | 3315.44 |
| " " | Endowment Income | 2629.55 |
| " " | Campaign Receipts | 18751.84 |
| Petty Cash | | 10.00 |
| Cash: Special Purposes | | 3600.00 |
| Cash: General | | 7386.87 |
| Suspense | | 5875.00 |

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| | | |
|---|---|---|
| Total: | Current Assets | $33447.45 |

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TRUSTEES PEKING UNIVERSITY June 30, 1922

LIABILITIES - 1921-22

Current Funds and Liabilities

| | | |
|---|---|---|
| Receipts Actual: | American Board | $ 3810.84 |
| " " | London Missy. Society | 1000.00 |
| " " | B.F.M. Meth. Epis. Church | 3315.44 |
| " " | B.F.M. Presbyterian Church | 3314.45 |
| " " | Endowment Income | 2190.97 |
| " " | Campaign | |
| | a. Managers' Fund | 3600.00 |
| | b. General Fund | 13588.47 |
| " " | Campaign, Undesignated | 4120.00 |
| Notes Payable | | 5000.00 |
| Interest on Bank Balances | | 392.56 |
| Managers & Campaign Current Acct. 1919-21 Deficit | | 14988.35 |
| Managers Current Account, 1921-22 | | |
| Budget | 17410.27 | |
| Disbursem'ts | 18033.16 | |
| Excess of Disbursements over Budget | | 622.89 |
| Managers' Current Account 1922-23 | | 60.08 |
| Advance | | |
| Campaign and Office Expense | | |
| Budget | 15131.39 | |
| Disbursem'ts | 19523.05 | |
| Excess of Disbursements over budget | | 4391.66 |
| Loss in Exchange | | 192.34 |
| Accounts Payable - Loan from Plant Fund | | 14370.04 |
| Total: Current Funds and Liabilities | | $33447.45 |

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## SCHEDULE F

### Budgets for 1922 - 3

| | | Budget of Income | Budget of Disbursements |
|---|---|---|---|
| 141. **Managers Current Account 1922-3** | | | |
| By Trustees Action(F- T ) | | | |
| Approved 1.Cy | $44928. | | |
| Less $1500 paid direct @ say 1.80 | 2700. | | |
| Net requirement from Trustees | 44228. | | |
| Mission Boards G $11500 @ 2.00 | 23000. | | |
| Balance @ 1.80-11782.22 is | 21228. | | |
| Total Est. Gold 23282.22 | | | 23282.22 |
| Salary & outgoing of Harrises (U. So.Cal.) | | | 2000.00 |
| Theol. Sch.Pub. Fund (special gift) | | | 600.00 |
| 142. **Campaign and Office Expense** | | | |
| Tamblyn and Brown | 32000. | | |
| Salary H. K. Caskey | 5000. | | |
| Allowance H. W. Luce | 2800. | | |
| Salary & Allowance W. Hung | 3600. | | |
| Stenographer | 1300. | | |
| Rent | 660. | | |
| Incidentals | 300. | | |
| Travel advances forward | 754.33 | | 46414.33 |
| 142a **Home Administration** | | | |
| Central Office | 600. | | |
| Incidentals | 200. | | 800. |
| 143. **Loss in Exchange Reserve** | | | 288.44 |
| 31. Accounts Receivable:Anticipated ABC FM | | 3500.00 | |
| 32. " " " LMS | | 1000.00 | |
| 33. " " " BFM M.E.Ch. | | 3500.00 | |
| 34. " " " BFM Pres.Ch. | | 3500.00 | |
| 35. " " " China Med.Bd. | | 7500.00 | |
| 36. " " " Endowment Income | | 3704.00 | |
| 37. " " " Campaign Receipts | | | |
| Mrs. Wick for salary | 1666.66 | | |
| Univ. of So. Calif. | 2000.00 | | |
| H.S.Coffin for Th. Pub.Fund | 600. | | |
| For Campaign Expenses | 46414.33 | 50680.99 | |
| | | 70784.99 | 70784.99 |

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SEE NEXT PAGE

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## BALANCE SHEET - December 31, 1922

### ASSETS

**Permanent Fund Assets.**

| | | | |
|---|---|---|---|
| Endowment Investments | | 74,153.66 | |
| Cash Awaiting Investment | | 2,465.95 | |
| Total Permanent Funds | | | 76,619.61 |

**Plant Assets**

| | | | |
|---|---|---|---|
| City Site & City Bldgs. | | 218,882.15 | |
| Land | | 73,668.21 | |
| Land Improvements & General Plans | | 7,270.08 | |
| Equipment | | 8,220.39 | |
| Building Operations: | | 155,711.52 | |
| Bonnell Memorial | 6,000.00 | | |
| Finley Dormitory | 45,212.62 | | |
| McKelvey Res. | 6,000.00 | | |
| Ninde Memorial | 39,898.48 | | |
| Theol. Sch.Dorm. | 50,000.00 | | |
| Undistributed | 8,566.62 | | |
| Recitation | 21.13 | | |
| Dining Hall | 12.67 | | |
| Cash on Hand | | 7,323.97 | |
| Total Plant Assets | | | 471,076.32 |
| Forwarded | | | 547,695.93 |

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# TRUSTEES OF PEKING UNIVERSITY

## LIABILITIES & FUNDS

### Permanent Funds

| | | | |
|---|---|---|---|
| Endowment Funds: Hall Educat'l | | 50,094.61 | |
| Harkness | | 26,500.00 | |
| Other Permanent Funds | | 25.00 | |
| Total Permanent Funds | | | 76,619.61 |

### Plant Funds

| | | | |
|---|---|---|---|
| General: | | 287,178.76 | |
| American Board | 54,500.00 | | |
| London Missy. Soc. | 50,000.00 | | |
| BFM M.E. Church | 94,504.76 | | |
| BFM Presby. Ch. | 60,000.00 | | |
| Miscel. & Bldg. Fund Undesignated | 28,174.00 | | |
| Special | | 181,635.00 | |
| Anonymous #115 | 50,000.00 | | |
| Ninde Memorial Fund | 16,500.00 | | |
| Bonnell Memorial | 6,000.00 | | |
| McKelvey Res.Fund | 6,000.00 | | |
| Finley Estate Fund | 50,000.00 | | |
| Yenching College Trust Fund | 19,635.00 | | |
| Harkness Temp. Bldg. Fund | 23,500.00 | | |
| Chen Gift | 10,000.00 | | |
| Income on Bldg. Fund Investments | | 2,262.56 | |
| Recvd.from Invest. | 1,510.48 | | |
| Prem.&Disc. on Invest. | 32.90 | | |
| Received on Loans to Other Funds | 784.98 | | |
| Total Plant Funds | | | 471,076.32 |
| Forwarded | | | 547,695.93 |

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Trustees, Jan. 16, 1923
Treasurer's Report
Balance Sheet 2

| | | | |
|---|---|---|---|
| Brought forward | | | 547,695.93 |
| **Current Assets** | | | |
| Accts. Receivable | | 73,442.65 | |
| Amer. Board | 3,500.00 | | |
| London Mssy. Soc. | 1,021.61 | | |
| BFM-M.E.Church | 3,500.00 | | |
| BFM-Presby. Ch. | 3,500.99 | | |
| China Med. Bd. | 7,500.00 | | |
| Endowment Inc. | 3,704.00 | | |
| Camp. Receipts | 50,716.05 | | |
| Petty Cash | | 10.00 | |
| Cash - Special | | 3,600.00 | |
| Cash - General | | 8,914.92 | |
| Suspense | | 900.00 | |
| Total Current Assets | | | 69,037.73 |
| TOTAL ASSETS | | | 616,733.66 |

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Trustees, Jan. 16, 1923
Treasurer's Report
Balance Sheet, concl'd.

| | | | |
|---|---|---|---|
| Brought Forward | | | 547,695.93 |
| **Current Funds & Liabilities** | | | |
| Receipts - Actual | | 23,821,46 | |
| American Board | 495.40 | | |
| London Missy. Soc. | 500.00 | | |
| BFM - M.E. Church | 1,750.00 | | |
| BFM - Presby. Ch. | 1,750.00 | | |
| China Medical Bd. | 5,625.00 | | |
| Endowment Income | 2,508.06 | | |
| Campaign Receipts | | | |
| Managers Fund | 3,940.00 | | |
| General Fund | 2,253.00 | | |
| Undesignated | 5,000.00 | | |
| Interest on Bank Balances | | 132.85 | |
| Managers & Campaign Deficit 1919/21 | | 11988.55 | |
| Managers Current Acct. 1922-23 | | | |
| Budget | 26,132.22 | | |
| Disbursements | 12,620.13 | | |
| Excess-Budget over Disburse. | | 13,512.09 | |
| Campaign & Office Expense | | | |
| Deficit Remaining 1921-22 | | 6,285.78 | |
| Campaign & Office Expense 1922-23 | | | |
| Budget | 46,414.33 | | |
| Disbursements | 19,221.88 | | |
| Excess-Budget over Disburse. | | 27,192.45 | |
| Home Administration | | | |
| Central Office | 600.00 | | |
| Incidentals | 200.00 | 800.00 | |
| Accts. Payable-Loans from Plant Fund | | 21,756.91 | |
| Loss in Exchange - Reserve | | 96.10 | |
| Total Current Funds & Liabilities | | | 69,037.73 |
| TOTAL FUNDS & LIABILITIES | | | 616,733.66 |

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# SCHEDULE
# of
# BUILDING FUNDS & BUILDING OPERATIONS
# December 31, 1922

## I. General Funds

| | | | |
|---|---|---|---|
| City Site | 218,882.15 | General:-Boards & "Miscel" | 287,014.76 |
| Land | 73,668.21 | (the above shows a deduction of $164. for History Books) | |
| Land Improvements and General Plans | 7,270.08 | | |
| Equipment | 8,220.39 | Yenching Trust: Land | 15,000.00 |
| | | Yenching: Gen. Plans | 1,800.00 |
| | | Chen Gift | 10,000.00 |
| | 313,814.76 | | 313,814.76 |

## II. Special Funds

### (1) Theological School Dormitory vs. Anonymous #115

| | | | |
|---|---|---|---|
| Architects Fees | 2,956.84 | Anonymous #115 | 50,000.00 |
| Construction Costs | 17,545.27 | | |
| Loan to Bldg. Fund Inv. | 29,497.89 | | |
| | 50,000.00 | | 50,000.00 |

### (2) Ninde Memorial & Harkness Temporary Bldg. Fund

| | | | |
|---|---|---|---|
| Architects Fees | 1,935.00 | Ninde Memorial Fund | 16,500.00 |
| Construction Costs | 32,072.00 | Harkness Tem.Bldg. Fund | 23,500.00 |
| Loans to Bldg. Fund | 7,826.48 | Debit Balance | 1,833.48 |
| | 41,833.48 | | 41,833.48 |

### (3) Bonnell Memorial

| | | | |
|---|---|---|---|
| Loans to Bldg. Fund Inv. | 6,000.00 | Bonnell Memorial Fund | 6,000.00 |

### (4) McKelvey Residence

| | | | |
|---|---|---|---|
| Loans to Bldg. Fund Inv. | 6,000.00 | McKelvey Residence | 6,000.00 |

### (5) Finley Dormitory vs. Finley Estate Fund

| | | | |
|---|---|---|---|
| Loan to Bldg. Fund Inv. | 45,212.62 | Finley Estate Fund | 50,000.00 |
| Cash on Hand | 4,787.38 | | |
| | 50,000.00 | | 50,000.00 |

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# SCHEDULE OF BUILDING FUND



## (6) Recitation Building - No Fund

| | | | |
|---|---|---|---|
| Architects Fees | 3,381.59 | Loan from Bldg.Fund Inv. | 3,381.59 |
| Interest on Loan | 21.13 | Debit Balance (Dec.31) | 21.13 |
| | 3,402.72 | | 3,402.72 |

## (7) Dining Hall Building - No Fund

| | | | |
|---|---|---|---|
| Architects Fees | 2,027.97 | Loan from Bldg.Fund Inv. | 2,027.97 |
| Interest on Loan | 12.67 | Debit Balance (Dec. 31) | 12.67 |
| | 2,040.64 | | 2,040.64 |

## (8) Building Operations - Undistributed

| | | | |
|---|---|---|---|
| Bldg.Mat'l,Machinery & Costs | 15,173.59 | Yenching Trust: Bldg. Machinery | 2,835.00 |
| Building Materials | 4,032.51 | General Funds | 5,773.93 |
| Cash on Hand (Dec. 31) | 25.00 | Loans from Bldg.Fund Inv. | 10,622.17 |
| | 19,231.10 | | 19,231.10 |

## (9) Building Fund Investments and Loans

| | | | |
|---|---|---|---|
| Securities | 56,748.35 | Loans from: | |
| Loan to Recitation Hall | 3,381.59 | Bonnell Memorial | 6,000.00 |
| Loan to Dining Hall | 2,027.97 | McKelvey Residence | 6,000.00 |
| Loan to B.O. Undist, | 10,622.17 | Ninde Memorial | 7,826.48 |
| Loan to Current Fund | 21,756.91 | Theol. Sch. Dorm. | 29,497.89 |
| | | Finley Dormitory | 45,212.62 |
| | 93,536.99 | | 93,536.99 |

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MINUTES
OF THE
BUILDING COMMITTEE OF YENCHING COLLEGE

156 Fifth Avenue, New York City Tuesday, January 30, 1923 10 A.M.

Present:

Mrs. Charles K. Roys
Mrs. Howard Leland Smith
Mrs. John Finley
Rev. Wm. P. Schell
Dr. Eric M. North

Excuses were received from Mrs. Franklin H. Warner.

After consideration of the plans for the dormitories for the Woman's College and the suggestions from the field and from Murphy, McGill and Hamlin the following actions were taken:

1. That the Committee approves the general scheme of the design and appreciates the skill with which it has been prepared.

2. That on the following items the Committee expresses its preference as indicated and that if the Dean and her associates and the Construction Bureau both agree with these preferences construction may proceed at once in accordance with these agreements; if, on the other hand, the field groups do not agree to these modifications then their recommendations with full explanations shall be sent to the Building Committee in New York for final action.

   A. Construct the quadrangles so that, if at a later time it seems desirable to put in the connecting units suggested in Murphy, McGill and Hamlin's plan, this can be done. This requires no alteration in the plans as presented; only the maintenance of the distances now in the layout for the spacing between quadrangles.

   B. The first four quadrangles to be constructed should be those opening on the athletic grounds as indicated in the diagram.

   C. Every practicable step should be taken even at a moderate increase in cost to secure such individuality for each quadrangle as may be secured by different styles and forms of entrance gates, designs in paneling of windows and wall spaces, and such other ornamentation as, without disturbing the general architectural treatment, would add attractiveness and distinction to each group.

   D. We assume that thoroughly fireproof construction as is provided in the other buildings will be maintained here.

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E. It is the clear judgment of the Committee that all the roofs should be ridged and that the Dining Hall roof should be higher than the roofs of the wings.

F. It is also the judgment of the Committee that the roof should be lowered as much as is practicable and the eaves projection increased one foot.

G. The rooms are too small for satisfactory use by two girls and health conditions make the larger rooms important. It is the definite instructions of the Building Committee that one bedroom on each floor in each wing be eliminated and the space gained be added to each of the remaining bedrooms. This will make each bedroom a little over 10 feet wide. The Committee does not regard the shortening of the length of the dormitories as necessary. (Mr. Hamlin later agreed to this).

H. The Committee does not approve of the provision for the tubercular room in each quadrangle. If it is desired that one floor of one wing of one quadrangle shall serve temporarily as a general infirmary, the Committee will agree. It is the judgment of the Committee that a separate building to be used as an infirmary in which all infections cases can be isolated should be provided eventually. The Committee requests from the field definite recommendations as to how they propose to take care of the health matters of the students on the new site.

I. The balconies should be eliminated and casements provided as is indicated in Mr. Hill's letters.

J. We would urge the use of the native full round and pan tile on these buildings.

Other details suggested in the comments of Murphy, McGill and Hamlin the Committee leaves to the careful consideration of Dean Frame and the Construction Bureau and leave the decisions involved to them.

Eric M. North

Eric M. North

Secretary

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Minutes of the Meeting of the

Finance Committee of Peking University

February 15, 1923.

| | |
|---|---|
| *E. M. McBrier | *F. H. Warner |
| *E. M. North | W. R. Wheeler |
| W. P. Schell | |

The meeting was called to order by the Chairman, F. H. Warner, who led in prayer.

The members whose names are starred were present, and L. B. Moss.

## COLOR OF ROOFS

The Secretary reported the efforts being made by Mr. Gibb to secure satisfactory roofing tile, and the suggestions of Murphy, McGill & Hamlin for the color of the roofs of the buildings. It was

F-1454 VOTED: To request Mr. Gibb to provide us with a detailed estimate of the comparative costs of the various types of tiles which have been suggested, on a schedule to be submitted covering material, color and finish.

## PLANS FOR THE SCIENCE BUILDINGS

The Secretary reported that the appropriation of the China Medical Board, and the designation by the Yenching College Committee of funds to match this appropriation now made possible the erection of the two Science Buildings. It was

F-1455 VOTED: That we approve of authorizing the purchase of materials for the two science buildings and for proceeding with construction as soon as the funds are in hand.

F-1456 VOTED: That we approve the plans for the Science Buildings in general but request that consideration be given the suggestions in the letter to Mr. Roger S. Greene dated January 30, 1923, especially regarding the space for a receiving room in the basement, and the adequacy of space for Physics laboratory work.

## CONSULTING ENGINEER

The Secretary read a letter from Lund & Gernow recommending the securing of an honorary consulting engineer in this country to advise with the Trustees regarding various structural and mechanical questions that may arise. It was

F-1457 VOTED: That Dr. North be requested to approach Mr. Todd with a view to securing his services as honorary consulting engineer for Peking University.

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RESIDENCES

Mr. Gibb's letter of December 18, 1922, requests the formulation of some plan of procedure in the erection of residences. It was

F-1458 VOTED: To request the Buildings and Ground Committee to formulate some plan that would be satisfactory and make definite recommendations to the Trustees both as regards styles and sizes of houses and number of each necessary for the present faculty.

REPORT OF THE TREASURER OF THE BOARD OF MANAGERS

F-1459 VOTED: To request the treasurer in China in the future to classify his report under the three general divisions in use by the treasurer of the Trustees, namely: Permanent, Plant and Current.

ENDOWMENT INVESTMENT

It was noted that there was available $2465 for permanent investment for endowment. It was

F-1460 VOTED: To authorize the treasurer to purchase $2500 worth of Pacific Tel. & Tel. 5% 1952 Bonds.

The meeting adjourned.

Leslie B. Moss

Leslie B. Moss,

Assistant Secretary.

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MINUTES OF THE FINANCE COMMITTEE MEETING
OF PEKING UNIVERSITY
held March 13, 1923, at 10:30 A.M.

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| | |
|---|---|
| *E. M. McBrier | *R. A. Ward |
| *E. M. North | F. H. Warner |
| *W. P. Schell | W. R. Wheeler |

The meeting was called to order by Dr. Ward.

The members whose names are starred above were present.

Prayer was offered by Dr. Schell.

Minutes of the meeting of February 15th were presented and approved.

Consulting Engineer

The Secretary reported on his conversation with Mr. Todd following the instructions of the Finance Committee (F-1457) in which he requested Mr. Todd to become the consulting engineer for the University, and stated Mr. Todd's feeling that satisfactory service of the kind desired could not be secured on the basis upon which we were working. After a thorough discussion of Mr. Todd's recommendations it was

F-1461 VOTED: That the whole layout and plans for the mechanical installations as they have been worked out in China should be referred to New York and taken up with a competent engineer, and that pending decision on them, Mr. Gibb be advised to delay further work on these matters.

F-1462 VOTED: That a sub-committee consisting of Messrs. McBrier, North and Moss be empowered to secure the services of a consulting engineer for the mechanical installations, and to make such arrangements financially and as regards scope of his services as may seem to be necessary.

Construction Staff

The question of the large increase in the number of buildings which are authorized for construction was brought before the committee, and it was

F-1463 VOTED: That in view of the great volume of construction now in prospect for the immediate future it is our judgment that our organization for building construction is not adequate, and we instruct the Secretary to secure from Mr. Gibb recommendations as to what help should be added.

EXHIBIT
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F-1464 VOTED: That the Secretary be requested to correspond with Mr. B. Frank Bennett of Baltimore with a view to securing his services in connection with the construction problems in Peking.

Tile

The Secretary presented the information that had been secured from conference regarding the Canton Green Tile, and with regard to coloring and water-proofing of cement tile.

F-1465 VOTED: That the Secretary be authorized to send out to Mr. Gibb small quantities of color and of the water-proofing for him to experiment with, and also to furnish Mr. Gibb with the information that had been secured.

General Color Scheme

The question was raised as to whether it would be wiser for us to adhere to the color scheme presented by the architects - Murphy, McGill and Hamlin, or to make use of Chinese assistance in securing a typical Chinese color scheme.

F-1466 VOTED: To request President Stuart to secure from Murphy, McGill and Hamlin a written statement covering the details of the color scheme for the buildings.

F-1467 VOTED: That we request Murphy, McGill and Hamlin to take up more seriously than they have done the whole question of the color of the layout, giving us as early as possible a general color scheme.

Student Center - Scranton

President Stuart reported that through the generosity of friends of Dr. Luce in Scranton, Pennsylvania, it appeared probable that a gift could be secured for the erection of a student center to be located on the island.

F-1468 VOTED: That we approve of the effort to secure $25,000 from Scranton for a student center, the sum to be counted in the campaign total of a million dollars.

F-1469 VOTED: To authorize President Stuart to negotiate with Murphy, McGill and Hamlin for a preliminary sketch of such a student center, for campaign purposes.

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F-1470 VOTED: That the Secretary be instructed to express to Mr. James A. Linen, of Scranton, our very great appreciation of his taking the leadership in securing funds for a student center building at Peking, in recognition of the services of Dr. Luce to the institution.

Industrial Service Bureau

President Stuart made a statement with regard to the opportunities which Mr. Hung has for presenting an appeal for the industrial service bureau in Peking, in various places, and suggested that it would be a good plan if it were possible to permit Mr. Hung to make such a presentation when it seemed advisable.

F-1471 VOTED: That in view of the special interests of prospective donors to the university, we approve of accepting up to a total of $30,000, gifts which may be designated for the industrial service bureau, the same to be reckoned as a part of the million dollars, appeals to be made only where they can be made without prejudice to the securing of other campaign objectives.

Campaign

Dr. Ward presented a brief report on certain aspects of the campaign, and it was

F-1472 VOTED: That the committee should meet with Mr. Tamblyn and Mr. Strong, at such time as the Secretary might be able to arrange.

The meeting adjourned at 12:30.

L. B. Moss,

Assistant Secretary.

SUMMARY OF AUDITOR'S REPORT

The auditors, Lybrand, Ross Bros. & Montgomery, presented their report dated Feb. 26, 1923, covering an examination of the accounts for the year ending June 30, 1922. They show the following receipts and disbursements:

| | Receipts | Disbursements | Balance June 30, 1922 |
|---|---|---|---|
| Endowment Funds | 24,119.61 | 73,583.00 | 561.61 |
| Plant Funds | 181,569.98 | 127,347.00 | 58005.16 |
| Current Funds | 69,301.29 | 65,691.29 | 3610.00 |
| TOTALS | 274,990.88 | 266,621.29 | 62176.77 |

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MINUTES OF THE MEETING OF THE FINANCE COMMITTEE OF PEKING UNIVERSITY, HELD MARCH 27, 1923, at 11 A.M.

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Members of the Committee are:

F. H. Warren
*E. M. North
*R. A. Ward
*W. P. Schell
E. M. McBrier
W. R. Wheeler

Members whose names are starred above were present.

There were also present J. L. Stuart, A. J. Stock and L. B. Moss.

The meeting was called to order by R. A. Ward.

Prayer was offered by President Stuart.

The Minutes of the meeting of March 13, 1923, were adopted as distributed.

Consulting Engineer

The sub-committee appointed to make investigations regarding the securing of an engineer to serve the University (F-1462) reported their conversation with Mr. Clyde R. Place. President Stuart also spoke of an offer received from Mr. George R. Kurrie of Philadelphia, to serve the University in this capacity.

F-1473 VOTED: That if in the judgment of the sub-committee on Consulting Engineers, the recommendations regarding Mr. Clyde R. Place are satisfactory, the Committee be authorized to secure from him his recommendations concerning the steps to be taken and the probable cost of handling the whole problem of our mechanical installations.

F-1474 VOTED: To request the sub-committee on engineers, together with W. P. Schell and President Stuart, to make arrangements with Mr. George R. Kurrie to confer with him on the proposals which he has made.

Lund & Gernow

The Secretary reported that through a misunderstanding the action F-1417 approved the increase in the stipend of Lund & Gernow from Gold $1,500 to $1,800 per annum, whereas the total stipend should have been $600 Mexican per month, which was an increase of $300 Mexican per month instead of $300 Gold per annum, making a total of Mex. 7,200 per annum. (F-1475)

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MR. HILL

The Secretary reported the receipt of a letter from Mr. Gibb dated February 26th, in which he stated that the house in which Mr. Hill had been living had been destroyed by fire, and that all of Mr. Hill's effects had been destroyed with it.

F-1476 VOTED: To express our sympathy and regret for Mr. Hill in his loss, and to authorize the Grounds and Buildings Committee to take whatever steps are necessary to meet Mr. Hill's immediate needs, it being understood that the Trustees will consider any recommendations which the Grounds and Buildings Committee has to make with regard to any further adjustment.

TAMBLYN AND BROWN

At 12:30 Mr. Tamblyn and Mr. Strong, representing Tamblyn and Brown, were present upon invitation of the Committee, as contained in the action F-1472, for a discussion of the problems of the campaign. Mr. Tamblyn and Mr. Strong presented a statement of the situation as it appeared at the present time, and after considerable discussion as to the present methods of conducting the campaign and the proposed plans for carrying it on after May 1st, it was

F-1477 VOTED: That in view of the present critical period of the campaign, we feel it important to keep closely in touch with the daily trend of the campaign and its results.

To that end, we request Tamblyn and Brown to submit to the Campaign Committee weekly a report based on daily detailed reports of personal solicitation and organizing activities of each member of the staff of the University and the firm of this campaign.

The meeting adjourned.

L. B. Moss,

Assistant Secretary.

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MINUTES OF THE EXECUTIVE COMMITTEE MEETING
OF PEKING UNIVERSITY

April 4, 1923, at 3:00 P.M.

| | |
|---|---|
| *W. P. Merrill | F. H. Warner |
| *G. T. Scott | *F. M. North |
| J. L. Barton | L. B, Wilson |

Members whose names are starred above, and R. A. Ward, J. L. Stuart, E. M. North, and L. B. Moss were present.

Doctor Merrill was appointed Chairman, and led in prayer.

President Stuart made a statement regarding the misrepresentations of the University, and it was

E-1478 VOTED: To appoint a committee consisting of G. T. Scott and E. M. North to prepare resolutions in consultation with J. L. Stuart for presentation to the Annual Meeting of the Trustees, regarding the evangelical character of the University.

President Stuart reported a conversation with Dr. W. R. Huston regarding his going to China, and it was

E-1479 VOTED: That W. R. Huston, M.D., might go to Peking and perhaps render medical service to the University on some basis that might be worked out by the Board of Managers.

The meeting adjourned.

L. B. Moss,

Assistant Secretary.

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MINUTES OF THE ANNUAL MEETING OF THE
TRUSTEES OF PEKING UNIVERSITY

April 12, 1923.

On April 12, 1923 the Annual Meeting of the Trustees of Peking University was held at ten o'clock at 150 Fifth Avenue, New York City.

Members of the Board of Trustees

| | 1923 | 1924 | 1925 | 1926 |
|---|---|---|---|---|
| Cong. | Arthur Perry | R. H. Warner | *J. L. Barton | *Mrs.G.M.Clark |
| M.E. | Wm. J. Thompson | F. M. North | A. J. Stock | W. V. Kelley |
| Pres. | *W. P. Merrill | J. M. Speers | *A. J. Brown | *G. T. Scott |
| LMS | | *W. C. Willoughby | *Thos.Cochrane | *F. H. Hawkins |

Co-opted Members

| | |
|---|---|
| *W. P. Schell | E. M. McBrier |
| L. B. Wilson | *E. M. North |
| Mrs. J. M. Avann | *R. A. Ward |
| *Mrs. O. R. Williamson | W. R. Wheeler |

Members whose names are starred above were present.

These were also present:-

| | |
|---|---|
| Mrs. Lucius O. Lee | Wm. Hung |
| L. C. Porter | J. L. Stuart |

L. B. Moss

On motion F. H. Hawkins was elected Chairman of the meeting.

W. C. Willoughby led in prayer.

Excuses were presented for the following: J. M. Speers, Arthur Perry, W. R. Wheeler, E. M. McBrier, F. M. North, and W. J. Thompson.

The Minutes of the Executive Committee for April 4, 1923 were read and approved.

The Minutes of the following meetings were approved as distributed:

Finance Committee for Feb. 15, March 13, and March 27, 1923
Yenching College Committee for October 20, 1922
Annual Meeting of Yenching College Comm ttee January 15, 1923
Trustees of January 16, 1923

Constitution and By-Laws

T-1480 The constitution and by-laws were presented and after several minor changes were unanimously adopted. The Constitution was referred to the mission boards for adoption. (See Document "A" Page 263-281)

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## Report of President Stuart

President Stuart spoke of the needs and problems of the University, with regard to the lack of room to receive new students, and the growing tendency of the field to look to Peking for the solution of the educational problems of China. He stated that the one great problem was the lack of funds to carry on the work:- for laboratory equipment, for the adequate protection of those teachers who do not come directly under the mission boards, for the securing of the highest type of Chinese instructors,- all these carrying with them considerable increase in the budget. Chinese Christians speak of the lack of practical training in the mission colleges. To meet this means the raising of the standard of training, and special emphasis on vocational training.

Mr. Hung spoke briefly of his appreciation of the work of the institution. Mr. Porter also made a few remarks reiterating President Stuart's emphasis on the great problems of the university.

T-1481 VOTED: To express the appreciation of this Board of the presence of President Stuart and his associates, our confidence in them, and the earnest desire of this Board to do everything to co-operate with them on the field.

## Theological Resolution

The Committee appointed by the Executive Committee on April 5th, (E-1478) consisting of G. T. Scott and E. M. North, presented the following resolution which was adopted.

T-1482 Inasmuch as it has come to the attention of the Board of Trustees of Peking University that statements made in China concerning the evangelical position of the University have been sent to some of the cooperating boards,

VOTED:

(1) That the Trustees call attention to the fact that the Articles of Incorporation of the University declare

> "The purpose of the corporation shall be to establish and maintain in Peking, China, a university founded and conducted on strictly Christian and evangelical, but not sectarian, principles."

(2) That the Trustees are fully assured that the administration of the University is in faithful accord with this essential provision of the Charter, and that the policy and program of the University are in thorough agreement with the principles of the constituent mission boards supporting the University.

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(3) That we heartily endorse the policy hitherto followed by the University of refraining from public controversy on divisive theological or ecclesiastical questions, and of devoting itself through unselfish Christian service and fellowship to the extension of the Gospel and the manifestation of the life of Christ.

Nominating Committee

T-1483A VOTED: To appoint the following as a nominating committee to report at the afternoon session:- E. M. North, G. T. Scott and R. A. Ward.

Schedule of Allowances and Salaries.

The recommendations of the Managers and of the Committee appointed by the Trustees (T-1425 and T-1452) were presented, and it was

T-1483 VOTED: To adopt the recommendations as presented, referring to the Finance Committee certain items involving matters of expense, with power to act, and the request that the Finance Committee report back on the items dealing with retirement and annuities. (See Document "B" Page 282-5)

Purchase of Land

T-1484 VOTED: To empower the Finance and Property Committee to act for the Trustees in authorizing the purchase of land for the residences in Peking.

The members of the Board took lunch together at the Aldine Club.

Report of the Secretary

The Secretary made a verbal report of the work of the Finance and Property Committee telling of the negotiations with the engineers and problems involved in the mechanical installations and securing suitable roofing material.

Report of the Treasurer

T-1485 VOTED: To adopt the Reports of the Treasurer as read. (See Document "C" Pages 286-295)

T-1486 VOTED: To express to Dr. Eric North, the Secretary, the appreciation of this Board for the manner in which he has drawn up this system of accounts, and for the work that he has done in this connection for the University.

Election of Trustees

T-1487 Mrs. J. M. Avann and E. M. McBrier, whose terms had expired, were re-elected to the Board of Trustees.

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## Election of Officers

T-1488 The following officers were elected:

Luther B. Wilson .....President

Franklin H. Warner.....Vice-President

E. M. McBrier .....Treasurer

L. B. Moss .....Secretary

L. B. Moss .....Assistant Treasurer

## Appointment of Committees

T-1489 The following committees were appointed:

Executive Committee: F. H. Warner, Chairman
G. T. Scott, Vice-Chairman
F. M. North, J. L. Barton
W. P. Merrill, Mrs. Geo. M. Clark

Committee on Finance, Property and Investment:
A. J. Stock, Chairman
W. P. Schell, Vice-Chairman
R. A. Ward, E. M. McBrier, E. M. North

Committee on Instruction: E. M. North, Chairman
W. P. Merrill, Vice-Chairman
W. J. Thompson, Mrs. O. R. Williamson ( or New York alternate) W. R. Wheeler

Committee on Audit: J. M. Speers, Chairman
W. J.Thompson, Vice-Chairman
W. C. Willoughby, W. R. Wheeler
G. T. Scott

Committee on Budget: The chairmen of the other committees.

NOTE: The Presidents of the Trustees, and the President of the University are ex officio members of all committees.

## Requirements for Degrees

The report was presented by G. T. Scott. (See Document "D" Pages 254-5)

T-1490 VOTED: To approve the first and second Sections on Bachelor's and Master's degrees.

T-1491 VOTED: That the third Section (Honorary Degrees) be referred to the Managers for further report

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## Financial Campaign

After discussing the campaign situation at length it was

T-1492 VOTED: That we request Dr. Hawkins and Mr. Cochrane to approach Mr. Greene and later Dr. Brown, Dr. Barton and Dr. F. M. North, also make a direct appeal to the China Medical Board through Mr. Roger S. Greene, for their substantial support granting funds for the Peking Campaign, in connection with the building of residences and and university buildings for medical work.

T-1493 VOTED: That as the Board of Trustees, we request that President Stuart return to this country as soon after commencement as he can arrange affairs in China to return, the question of the exact time of his return to be referred to Dr. Stuart and the Campaign Committee.

## Appointments to the Faculty

In accordance with Recommendations of the Board of Managers September 23, 1922, it was

T-1494 VOTED: To confirm the following appointments on the faculty:

(a) In the School of Theology

Dr. T. T. Lew as professor
Dr. T. C. Chao as associate professor to begin service in the fall of 1923
William Hung as assistant professor in the School of Theology and in the Department of History of the College of Arts and Sciences.

(b) In the College of Arts and Sciences

Chen Che-fu as associate professor and acting head of the department of Classical Chinese
Chou Tso-jen acting head of the Department of Modern Chinese
T. E. Breece as head of the Department of English
L. E. Wolferz as head of the Department of European Languages
W. W. Davis as head of the Department of Geology and Geography
Miss E. L. Konantz as associate professor in the Department of Mathematics and Astronomy
C. H. Corbett as head of the Department of Physics
J. B. Taylor as head of the Department of Economics

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H. S. Galt as head of the Department of Education
L. C. Porter as head of the Department of Philosophy
J. S. Burgess as associate professor and acting head of the Department of Sociology
Miss Jean Dickinson as assistant professor in the Department of Sociology
W. E. Chamberlain as head of the Department of Agriculture

Recommendations for Degrees

In accordance with the Recommendations of the Board of Managers January 27, 1923, it was

T-1495 VOTED: To confirm the granting of the following degrees:-

Bachelor of Arts

Men's College

Chang Shan-chin
Cheng Kuo-liang
Ch'in Chen-hua
He T'ing-lien
Hsu Ching-yun
Hsu Kuang-ti
Hsu Kuo-liang
K'ang Po-ts'ang
Li Hsu-kang
Kao Kuai-lai
Lin Ming-chi
Liu
Liu Tsung-ch'iao
Mao Shu-shen
Su Wen-kuang
Wang Jen-shan
Wei Wen-lin

Bachelor of Arts

Women's College

Miss Sun Shu-chen

Two year Normal certificate

Miss Wu Su He
Miss Wu Yu Ying

Two year Junior College certificate

Miss Tung Shu Hsien

Appointment to the Faculty of Miss Alice M. Boring

T-1496 VOTED: To appoint Miss Alice M. Boring as visiting professor in the Department of Biology, subject to approval of the Finance, Property and Investment Committee.

Appointment to the Faculty of Rev. Bliss M. Wiant

T-1497 VOTED: To appoint Rev. Bliss M. Wiant as Methodist representative for the School of Theology to teach sacred music and practical Christian work; this appointment to be subject to the approval of his papers by the Committee on Instruction.

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CHINA

Appointment of Mr. Hsu Shi Hsu

T-1498 VOTED: to appoint Mr. Hsu Shi Hsu as a teacher of political science.

T-1499 VOTED: That the Secretary write to Mr. Hsu telling him of this appointment, and also a letter of appreciation to Princeton-in-Peking, thanking them for their co-operation.

Mr. Chiu's Gift of Land

T-1500 VOTED: To refer the statement of conditions of accepting the gift as contained in Mr. Taylor's letter to the Finance and Property Committee, with power.

Payment of Board Appropriations according to the new fiscal year

T-1501 VOTED: That the various mission boards have all acceded to the request of the Trustees (T-1443) to make their payments on the casis of the fiscal year July 1 to June 30th.

China Famine Fund

T-1502 VOTED: That the Board of Trustees approve the agreements, and accept the gift of $225,000 held in trust by the Bankers Trust Co. subject to the conditions of the legal agreement, and authorize the Executive Committee to make arrangements for signing the agreement when it shall be presented for signature.

Needs of the Agricultural Department

T-1503 VOTED: To refer to the Executive Committee, the statement of financial needs of the Agricultural Department.

British Boxer Indemnity

Dr. F. H. Hawkins made a statement about the general situation regarding the British Boxer Indemnity. No action was taken.

United Financial Campaign

T-1504 VOTED: That we appoint a committee of two to confer with representatives of other Christian Missionary Colleges and Universities in China with reference to joint financial campaign at home base, and report.

T-1505 VOTED: That the above committee of two, consisting of E. M. North and W. P. Schell, be authorized to confer with a similar committee of two of the North American Joint Board of Shantung Christian University, regarding the correlation of the interests of the two Universities.

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The Budget

T-1506 VOTED: To refer the matter of the Budget to the Finance, Property and Investment Committee with power.

Trust Gifts requiring Annuities

T-1507 VOTED: To refer to the Finance and Property Committee with power, the request of Mr. Caskey regarding the possibility of the University accepting gifts requiring the payment of annuities.

Reaffirmation of previous actions

T-1508 VOTED: That actions of the Trustees January 18, 1922 (T-1239, T-1240) concerning the acceptance of conditional gifts be re-affirmed.

T-1509 VOTED: That the Trustees authorize the Finance Committee to allocate any undesignated gifts or any portion of them to the Managers current budget, to buildings, or to office and campaign expenses, as may seem most desirable in the interests of the University as a whole.

Plot No. 119

T-1510 VOTED: To allow the women's school of the W.F.M.S. to erect a new building on plot # 119 in place of the one that is falling down and if the property is not sold to the M. E. Mission, the University will agree to sell to the W.F.M.S. for school purposes, or else reimburse the W.F.M.S. about $1000 - the approximate value of the proposed building.

Rent of the Methodist Mission

T-1511 VOTED: That the Methodist Mission do not pay rent for the houses and schools which they occupy on the old site, in view of the fact that they have paid $25,000 Gold for the purchase of the old site.

T-1512 VOTED: That any further items requiring attention be referred to the Executive Committee with power, unless they naturally fall to the responsibility of some other committee.

Mrs. Vincent, wife of Professor Vincent, died on the 31st of March.

T-1513 VOTED: That the Secretary be authorized to write a letter of sympathy for the whole board, and that it be recorded on the Minutes.

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April 20, 1923.

Dr. H. S. Vincent,
Peking University,
Peking, China.

My dear Dr. Vincent:

At the meeting of the Trustees held on April 12th they expressed their very genuine sympathy for you in your recent loss. It was their desire that you might be conscious of their deep feeling for you in this bereavement, and that you might know the solace and comfort of the Holy Spirit's presence in these trying times.

We wish you might realize that this is in no sense a perfunctory expression, but that there is recognition of our common dependence on the Divine Father for strength and support through hours of stress.

Assuring you of our heartfelt prayers, I am,

Faithfully yours,

For the Board of Trustees,

Leslie B. Moss.
Secretary

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## Loss of Mr. Hill's Personal Effects by Fire

T-1514 NOTE was made and approval given for the action of the Finance Committee in dealing with Mr. Hill's loss of his personal effects and possessions by fire.

## Resignation of Professor Harry Edwin King

T-1515 The resolution prepared by the Secretary (T-1442) regarding the resignation of Professor Harry Edwin King was read and ordered spread on the Minutes.

VOTED: The Trustees of Peking University have received with regret the resignation of Harry Edwin King for twenty-eight years a member of the faculty of the University. Coming to it only six years after its first incorporation he has served during the remainder of its development as a Methodist college and into the first years of its erection as a union institution. For many years he has been Professor of Political Science and has served as Dean of the Graduate Schools which the University has hoped to develop. The separation of official ties with the University does not separate him from the affection and esteem of many students, faculty and friends whom he has so long served as a skilled teacher and a devoted counsellor.

The meeting adjourned at 5:45 P.M.

H. B. Moss

Assistant Secretary.

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# REPORT OF THE COMMITTEE APPOINTED BY THE BOARD OF TRUSTEES OF PEKING UNIVERSITY TO MAKE RECOMMENDATIONS REGARDING THE REQUIREMENTS SUGGESTED BY THE UNIVERSITY COUNCIL AND RATIFIED BY THE BOARD OF MANAGERS FOR THE MASTER'S AND BACHELOR'S DEGREES.

First: - The Bachelor's degree:-

Students who complete satisfactorily the under-graduate courses in the University may receive the degree of Bachelor of Arts, or the degree of Bachelor of Science.

A student whose courses have been so selected that he has completed not less than sixty units ( of the total of one hundred and forty required for graduation), including those in his major subject, in the departments included in Group II (as of 1922-23), or in the departments of Leather Manufacture and Agriculture, will receive the degree of Bachelor of Science. All other students who complete the course satisfactorily will receive the degree of Bachelor of Arts.

Second: - The Master's degree:-

I. Candidacy: In order to become a candidate for a Master's degree of Peking University, a student must have the Bachelor's degree of Peking University with honor points credit to the value of 1.30, or a Bachelor's degree from an institution of equivalent grade; or, have passed successfully and with honor point credit, examinations covering all the work required for such a degree. (The University should prepare a list of such institutions of equivalent grade in China.)

Students coming from institutions not on the approved list, or not otherwise recognized, may sit for the Bachelor's examination. Students not wishing to sit for the Bachelor's examination should be required to spend such time in residence study as in the judgment of the faculty may seem necessary.

II. Work required for the Master's degree: - Twelve hours per week in senior college or graduate courses; or, nine hours per week in solely graduate courses. Also, an approved thesis of at least five thousand words representing individual investigation and equivalent to a three-unit course.

(N.B. - Tutorial supervision will be given by instructors in whose subjects the candidate is majoring.)

The candidate should show in his special studies and thesis:

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(1) Ability to express himself clearly and forcibly;

(2) Mastery of the method of investigation in his major subject;

(3) Evidence of capacity for independent search for materials, original thinking, and scientific judgment.

III. Credit value for translation: - Credit value will be given for translation work. Such work shall be reviewed by a special committee of the faculty, in addition to the head of the department in which the student is taking his major study.

Third: - Honorary Degrees:-

This committee would recommend to the Trustees that they request the Board of Managers to consider and advise them with regard to the policy of granting honorary degrees. We would suggest that it might be well to consider these as falling into two general groups:

(a) The granting of degrees to those who have already secured academic degrees as the result of study in an educational institution;

(b) The granting of degrees to those who have not secured degrees in course from any educational institution.

For the first group such degrees as M. A. or D. D. might be recommended; for the second group some such degree as Honorary Fellow of Peking University might be recommended.

It is the thought of the Committee that it would be well for this matter to receive careful attention by the Board of Managers.

Respectfully submitted,

GEORGE T. SCOTT, Chairman.

WILLIAM J. THOMPSON.

RALPH A. WARD.

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# MINUTES of the YENCHING COLLEGE COMMITTEE of the TRUSTEES of PEKING UNIVERSITY

## New York - April 13, 1923

The Yenching College Committee met at 1:30 P.M. on April 13, 1923, in Room 1024, 156 Fifth Avenue, New York City. Mrs. J. M. Avann, Chairman, presided.

Present: Mrs. J. M. Avann
Mrs. O. R. Williamson
Mrs. J. H. Finley
Mrs. William Boyd
President Ellen F. Pendleton
Mrs. C. K. Roys
Mrs. George M. Clark
Eric M. North
William P. Schell
Louis A. Bowman
Mrs. Lucius O. Lee

Guests: President J. Leighton Stuart, Peking University
Leslie B. Moss.

Prayer was offered by Dr. Stuart and Mrs. Boyd.

The reading of the Minutes of the meeting of January 15, 1923, was dispensed with as they had been sent to all the members of the Committee.

Mrs. Lee spoke of Mrs. Warner's being now in China.

The Secretary reported the acceptance of Miss Constance Sargent's support by the Woman's Board of Missions of the Interior (Congregational): favorable action by the Committee through correspondence vote in regard to the appointment of Miss Alnah James as teacher of English in Yenching; action by the Congregational and Presbyterian Boards agreeing to provide financial reimbursement to the College in case of vacancies in their quota of the Yenching faculty, and a gift of $20,000 from Mrs. Gamble for a Dean's residence. She also read very interesting letters from Mrs. Frame and the Yenching students telling of the rejoicing in the college when the news of the successful outcome of the financial campaign was received. Reference was made to the gift of the students to the building fund and Mrs. Avann explained that $500 of the $1200 cabled at the holiday time was a special gift from Miss Milam toward a building for the use of the Domestic Science Department.

Mr. Bowman presented the Treasurer's Report including the following statement by the auditor of the Report read at the January meeting:

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"Having audited your records as Treasurer of Yenching College Fund, Woman's College of Peking University, for the period from January 17th, 1922 to the close of business January 10th, 1923, we present the following as our findings. Schedules attached as follows:

CASH RECEIPTS
CASH DISBURSEMENTS
SUMMARY OF CASH RECEIPTS and DISBURSEMENTS
CASH and INVESTMENTS on HAND
SECURITIES PURCHASED and SOLD
ANALYSIS of CHECKING ACCOUNT IN NORTHERN TRUST COMPANY

All Cash Disbursements are supported by properly endorsed cancelled checks. The Cash and Investment Accounts have been verified by actual inspection. The checking account in the Northern Trust Company has been balanced as per statement attached and we hold the certificate of the Northern Trust Company, verifying this balance.

We find the accounts neatly, accurately and efficiently kept by a very simple and concise system.

Respectfully submitted,
CORPORATION AUDIT COMPANY
by William G. Adkins,
C.P.A.
Vice-President

Chicago, April 10, 1923.

The Treasurer reported the only new financial transactions since the report of the January 10th meeting to be as follows:

RECEIPTS: $10,000 from Joint Committee to apply on New Science Building, which amount has in turn been remitted to Peking University Trustees in New York.

PAID: Drafts from Peking Treasurer to amount $15,000 to apply on Building Construction account.

BALANCE ON HAND: Cash and Investments for Building Account $98,658.12

" " " Cash for current expenses 425.21

Mrs. Williamson for the Finance Committee submitted the budget as received from the field for the school year July 1923 to June 30, 1923, as follows :-

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INCOME

From Gifts and Grants:

(1) For General Purposes (Unrestricted)

a - From Boards:

| | | |
|---|---|---|
| American Board---------- | $4,840. | |
| Methodist Board ---------- | 1,800. | |
| Presbyterian Board-------- | 2,700. | |
| Wellesley ---------- | 2.700. | |
| b - From Individuals (Crane) ----- | 1,200. | $13,240. Mex. |
| (2) For General Purposes ( restricted): | | |
| Income for Home Administration ($1200) | | 2,240. Mex. |
| TOTAL INCOME | | $15,480. Mex. |

EXPENDITURES

(1) Home Administration:

| | | |
|---|---|---|
| Correspondence, postage, supplies | $ 85. | |
| Publicity (news letter) | 35. | |
| Travel | 1000. | |
| (Gold) | $1120. | 2,240. Mex. |
| (2) Board of Managers: | | |
| For General Purposes ---------- | | 13,240. Mex. |
| TOTAL EXPENDITURES | | $15,480. Mex. |

Y - Action 121 - VOTED: To adopt the Budget as presented.

Mrs. Finley reported for the Candidate Committee. After speaking of the completion of details relating to the engagement of Miss Constance Sargent for a term of three years as secretary to the Dean, Mrs. Finley recommended that the correspondence vote relative to the appointment of Miss Alnah James as teacher of English be confirmed.

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Y - Action 122 - Voted: That the recommendation relative to the appointment of Miss Alnah Jones be adopted.

The papers of Miss Frances Harmon who is now teaching in the University of Virginia and is candidate for the position of Biology teacher of Yenching were presented.

Y - Action 123 - Voted: That the Candidate Committee be authorized to ask Miss Harmon to come to New York for a personal interview, at the expense of the Yenching Committee, and in case the interview showed her to be qualified in every way, the Candidate Committee be further authorized to engage her definitely for work in Yenching.

The papers of Miss Helen South, a candidate for the position of teacher of History were presented.

Y - Action 124 - VOTED: That the matter of Miss South's application be referred to the Candidate Committee with power, subject to satisfactory health papers.

Y - Action 125 - VOTED: To continue correspondence with Miss Su i Wang relative to the chair of Psychology and Education at Yenching.

The needs of the Music Department were discussed and Dr. Stuart sopke of the necessity of keeping the standards high and an adequate staff on the field.

For the Building Committee Mrs. Roys reported a number of meetings and asked Dr. North to show the plans and speak of details.

Dr. North reported action of the Committee approving increased eave projection, reduction of number of rooms in each dormitory that each room might be at least ten (10) feet wide, the setting aside of one room on each floor for temporary use as an infirmary and the elimination of certain decorative features which were not Chinese. He told of the difficulty of the Committee in finding satisfactory roofing material and of investigations that were being made.

The color scheme, the question of what should be done with an honorary grave and two large bronze tablets now on the dormitory lot, the best method of generating power for light and heat and of sewage disposal, the sinking of artesian wells, the location of the Dean's residence, and the question whether some of the faculty members should live in the dormitories with the girls or whether residences should be provided for all the Yenching faculty in the group of faculty houses elsewhere, were discussed at length.

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Y - Action 126 - VOTED: That the Yenching Committee entrust the handling of questions relative to light, heat, power, sewage and other mechanical installations to the Building Committee of Peking University on the understanding that Yenching will bear its just share in the total expense. It is the opinion of the Committee that these are among the most important features of the plant.

Y - Action 127 - VOTED: That the Building Committee be requested to study and to consult with the architects and the field as to the location of a Dean's residence and also as to the possibility of locating the dormitories without moving the historical monuments now on the dormitory lot.

Y - Action 128 - VOTED: That the present Building Committee be continued.

Dr. Stuart presented charts giving the following facts about Yenching:

Students' Sources of Support:

Family (entire) 62; Family (part) 9; Scholarships 6; Outside help (entire) 4; Missions 3; Self and Family 2; Self-support 1.

Middle Schools Represented:

Bridgman Academy (Peking - Congregational) 22 Government schools, 6; Baldwin School (Hanchang Kiangsi - Methodist) 5; Mary Porter Gamewell School ( Peking) 5; P.C.L. (Mukden - Presbyterian) 4; St. Faith's School (Peking - Anglican) 3; Wen Mei Girls' School (Weihsien Shantung - Presbyterian)3; Tengchowfu (Shantung - Presbyterian) 3; Middle School (Foochow Fukien - Congregational) 2; One student each from 25 schools.

Represents 14 Provinces and Korea:

Chihli 23; Shantung 15; Kuangtun 6; Manchuria 5; Hupeh 5; Kiangsi 5; CheKiang 5; Fukien 5; Ssuchuan 4: Kinagsu 3; Hunan 2; Honan 2; Shansi 1; Shensi 1; Korea 2.

N.B.- Largely according to the usual Chinese method of giving the ancestral home rather than present residence.

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Occupation of Fathers and Brothers:

Business 22; Government 14; Education 10; Ministers 8; Farmers 7; Doctors 6; Other church work 1; Editor 1; Naval Officer 1; no occupation 12.

Religious Affiliations:

Congregational 26; Presbyterian 21; Methodist 11; Lutheran 4; Anglican 3; Baptist 2; Chinese Church 1; Non-Christian or no religion 17.

Plans for After Graduation:

Teaching 37; Medicine 9; Sociology 7; Service for Nation 3; Business 2; Writing 2; Study for further degrees 2; Study in America 2; Agriculture 1; Undecided 18.

Ages of Students:

Number of students of each age:

| | |
|---|---|
| 18 years | 3 |
| 19 years | 11 |
| 20 years | 19 |
| 21 years | 12 |
| 22 years | 13 |
| 23 years | 7 |
| 24 years | 8 |
| 25 years | 8 |
| 26 years | 4 |
| 27 years | 2 |
| 34 years | 1 |
| 37 years | 1 |

Y - Action 129 - VOTED: That these facts be included in the Minutes.

A question was raised whether two meetings a year of the Yenching Committee would hereafter be sufficient. The question was laid on the table until the October meeting.

Dr. North reported that at the April 12th meeting of the Trustees of the University changes in the By-Laws and Constitution were proposed and that official notice of these changes would be sent to the Yenching Committee for action at the October meeting.

Mrs. Lee presented the request of the Joint Committee for Women's Union Colleges in the Orient that money received through the campaign for Yenching, but not immediately needed for building purposes, be left on deposit in the care of Miss Olson until August 1, 1923, and that the accruing interest be used toward making up a total of $35,000 for the North China Union Medical College for Women.

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Y - Action 130 - VOTED: That the Yenching Committee approve this plan on the definite understanding that such sums as are actually needed for building purposes before August 1, next, may be drawn from Miss Olson on request.

Mention was made of the fact that Mr. L. B. Moss, who has succeeded Dr. Eric North as Secretary of the Board of Trustees is henceforth an ex officio member of the Yenching Committee.

Y - Action 131 - VOTED: That while the Committee cordially welcomes Mr. Moss, it feels great need of Dr. North's continued cooperation in the Yenching work, especially because of his intimate understanding of building problems and details.

The Committee adjourned at 5:30 P. M.

Eula B. Lee

(Mrs. Lucius O. Lee) Eula B. Lee
Secretary

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Annual Meeting Trustees
April 12, 1923

DOCUMENT A

(See Page 244)

Draft of April, 1923 of

Constitution

Peking University, Peking, China

(Adopted by the Trustees, by the American Board of Commissioners for Foreign Missions, by the London Missionary Society; by the Board of Foreign Missions of the Methodist Episcopal Church; by the Board of Foreign Missions of the Presbyterian Church in the U. S. A.)

Former Numbers

Article I. Name

Charter 1. The name of this institution shall be Peking University.

Article II. Purpose

New 1. The purpose of the institution shall be that stated in the Amendment to the second numbered paragraph of the Charter dated December 2, 1915, as follows:

Charter "Second. The purpose of the corporation shall be to establish and maintain in Peking, China, a University founded and conducted on strictly Christian and evangelical, but not sectarian, principles, and to aid youth of the Chinese Empire, now Chinese Republic, and of other countries, in obtaining in such University a literary, scientific or professional education."

Article III. Board of Trustees

New 1. The institution shall be governed by a board of trustees chosen as spe ified in the third numbered paragraph of the Amendment to the Charter dated December 2, 1915, as follows:

Charter "Third. The Board of Foreign Missions of the Presbyterian Church in the United States of America, the American Board of Commissioners for Foreign Missions, and the Board of Foreign Missions of the Methodist Episcopal Church, shall be the constituent trustee-electing members of this corporation, and the managing boards of such Boards of Missions shall each choose, to be the respective representatives of the said bodies, four persons to be members of the board of trustees of the corporation, to do hold, in the first instance and in succession, that the term of one member of each group of such representative trustees shall expire in each year.

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Such representative trustees, acting together, shall, as the terms of the present nine general trustees, and of their successors, in continuing succession, expire, choose such successors, to so hold that the terms of three of such general trustees shall expire in each year.

Other incorporated missionary organizations may at any time be affiliated with and made constituent trustee-electing members of the corporation of the University, by the favoring vote of the managing boards of all of the then existing such constituent bodies; and each such so added constituent body shall be entitled to choose, as its representative, or representatives, and additional members, or such group of members as the vote of affiliation shall provide, of the board of trustees of the corporation, to do hold that the term of such trustee, or of one of such group of trustees, shall expire each year.

The successors, in continuing succession, of the representative trustees, shall be chosen by their respective trustee-electing bodies; and all members of the Board of Trustees of the University shall continue to hold, after the expiration of their specific terms of office, until their successors shall be chosen.

A majority of the trustees of the corporation shall be citizens of the United States of America."

New

2. The President of the University shall be ex-officio a member of the Board of Trustees.

By-Laws V 1

3. The Trustees shall appoint the President, Vice-President, Deans, Professors and Associate Professors, and in the first instance other foreign permanent teachers going out from the home land, and may appoint and at their discretion remove any member of the staff. The Trustees shall determine the salaries of officers and instructors after receiving recommendations on the subject from the Board of Managers, except when such salaries are paid by the Missionary Boards participating in the University.

By-Laws V 2

4. The Board of Trustees shall be the ultimate authority in all the affairs of the University, but local matters when referred to the Board of Trustees must be through the Board of Managers, accompanied by an expression of the judgment of the Board of Managers upon the question involved.

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By-Laws V 3

5. It shall be the duty of the Trustees to transmit to the Board of Managers at such times, in such manner and in such amounts as may be mutually agreed upon, or may be deemed expedient by the Trustees, the interest on any permanent endowments and the whole or part of of other funds in their hands.

The Trustees shall have power to withhold the payment of the above funds (1) when, in their judgment, there shall be a departure on the part of the Board of Managers or University Council, in the control or instruction of the University from strictly Christian and evangelical principles, (2) in case of political or local changes rendering it desirable or necessary to reduce the number of instructors or students, to alter the location of the University, or to suspend operation for a period or permanently, (3) in case the University shall become self-supporting, (4) or whenever from any cause the Trustees shall come to the conclusion that the University is not answering its original design.

By-Laws V 4

6. The Trustees shall have authority to employ such agents and to adopt such other means as may be necessary for the execution of their trust.

By-Laws V 5

7. The Trustees of Peking University shall be trustees for Yenching College, the Women's College of the University; shall hold the property, execute documents and grant degrees; and administer the interests of Yenching College in accordance with the usual responsibilities of trustees. They shall, however, use the Yenching College Committee as their agency in caring for the interests of the Women's College in such manner as may be directed in this constitution.

By-Laws V 6

8. The Trustees of the University shall not alienate nor permit to be alienated to any other uses than those of Yenching College, any funds or property given for or held in trust for said College, nor any equities which said College may have or acquire in properties used jointly by the University and the College.

## Article IV. Board of Managers

By-Laws VI 1

1. There shall be a Board of Managers in North China to be composed as hereinafter stated;

(a) Four members of this Board, of whom at least one shall be a woman, shall be elected by such local groups and in such ways as the respective cooperating missions may determine.

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(b) The Faculty of the University shall elect from their number four to be members of the Board of Managers, but no other members of the staff may be elected to membership on the Board of Managers.

(c) Any mission not cooperating in full shall be entitled to elect representatives on the Board of Managers proportionate to its cooperation.

(d) The representation of graduates in number not to exceed four may be provided in such a way as the Board of Managers may determine.

By-Laws VI 2

2. The representative members shall have power to co-opt members of the Board of Managers additional persons not to exceed one-fourth of their number. Thereafter co-opted members shall be elected by the Board of Managers as a whole, but shall not exceed in number the proportion indicated.

By-Laws VI 3

3. The members of the Board of Managers shall be divided into four classes, as numerically equal as possible and the term of service of one class shall expire annually. When the place of any member becomes vacant, the vacancy shall be filled in the same manner as in the election of the original member.

By-Laws VI 4

4. All elections to the Board of Managers shall be subject to approval of the Board of Trustees. All members of the said Board of Managers shall be Christians of evangelical faith and at least one-half residents of Peking or vicinity.

By-Laws VI 5 with Omis.

5. The President of the University shall be ex-officio President of the Board of Managers. The By-Laws of the Board of Managers shall be submitted to the Trustees for their approval.

By-Laws VII 1

6. The Board of Managers shall be accountable to the Board of Trustees for the condition, custody and uses of all funds received by them from whatever source. Donations for the University made directly to the Board of Managers may be employed by them in accordance with the wishes of the donors, provided always there be no departure from the fundemental principles of the institution as stated in this constitution and the Articles of Incorporation, and that annual expenses of operation shall not be increased without the consent of the Board of Trustees. All real estate or permanent

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investments, however, shall be held by or in trust for the Board of Trustees. Appeals for funds outside of China shall be made only through the Boards of Trustees or with their approval.

By-Laws VIII

7. The Board of Managers shall have power, subject to the approval of the Board of Trustees, to make and enforce such laws and regulations as may be necessary for the conduct of the University; may prepare nominations for President, Vice-President, Deans, Professors, and Associate Professors and permanent foreign teachers going out from the home land, and shall appoint and at their discretion remove all other teachers and officers; prescribe the course of studies, assign to each department its respective duties; decide upon the conditions of admission, and, in general, be invested with authority to determine all questions of local business and management.

## Article V. The Yenching College Committee

By-Laws III
YC By-Laws 1,2

1. A committee, to be known as the Yenching College Committee shall be the agency of the Board of Trustees in caring for the interests of Yenching College in the manner indicated herein.

2. The Yenching College Committee shall be constituted as follows:

By-Laws III
YC By-Laws Omitting 4

A. The President, Secretary and all women members of the Board of Trustees shall be ex-officio members of the Committee. One additional Trustee shall be elected by the Trustees to membership on this Committee for a term of three years.

B. Additional members of the Committee to serve three years shall be chosen by boards or colleges cooperating in the College on the following basis:

(1) Boards which furnish -a- salaries, allowance, travel etc. of three teachers annually; -b- a contribution of $2000 gold annually to current expenses, and -c- an initial gift of $100,000 gold toward plant and equipment are entitled to appoint two members.

(2) Boards which furnish -a- salaries, allowances, travel, etc. of five or more teachers annually, and -b- $5000 local currency annually, in addition to an initial gift of $100,000 gold toward plant and equipment, are entitled to appoint an additional member.

(3) Boards or colleges contributing the salary and allowances of at least one teacher annually, and not less than $1000 local currency annually,

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are entitled to appoint an affiliated member.
C. The Committee thus constituted may elect each year at its annual meeting one person to serve on the Committee for three years.

By-Laws III
YC By-Laws 1

3. The Yenching College Committee shall not infur financial obligations for the Board of Trustees beyond funds in hand without the consent of the latter.

By-Laws III
YC By-Laws 1,5

4. The Yenching College Committee shall prepare its own By-Laws which shall take effect when approved by the Board of Trustees. The Committee shall elect its own officers subject to the approval of the Board of Trustees and appoint its own Committees.

YC By-Laws III 2,3,4

5. It shall be the duty of the Yenching College Committee to consult with the Dean and the Administrative Committee of the Woman's College, and to promost interest in the college both among possible financial supporters and among young women desirable as members of the faculty. Whatever responsibility pertains to the Board of Trustees for the appointment or approval of teachers shall be delegated to the Committee, the appointment of Dean alone requiring confirmation by the Board of Trustees. The reports and recommendations of the Administrative Committee of the Woman's College shall come to the Board of Trustees through the Yenching College Committee.

## Article VI. Administrative Committee of the Yenching College

By-Laws VI 6
YC By-Laws VII 1

1. The Administrative Committee of the Woman's College (Yenching College) shall consist of the women members of the Board of Managers, the President and Secretary of the Board of Managers and the Dean of the Woman's College, and these persons shall be empowered to co-opt three others from within or without the Board of Managers or the Alumnae, as members of the Committee.

2. The Administrative Committee shall be accountable to the College Committee and the Board of Trustees for the condition, custody and uses of all funds received from them from whatever source. The annual budget of the College shall be prepared by the Administrative Committee and submitted for the approval of the College Committee.

3. The Administrative Committee shall in general be responsible to the Board of Managers of the University but if and when a majority of members of the Administrative Committee shall so vote any matter

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may be referred to the College Committee and the decision of that Committee when ratified by the Board of Trustees shall be final; provided that no act of the Board of Managers or of the Board of Trustees may alienate to other uses than those of Yenching College any funds or property given for or held in trust for the College nor any equities which it may have or acquire in properties used jointly by the University and the College.

4. The Administrative Committee shall have power, subject to the approval of the College Committee, to make and enforce such laws and regulations as may be necessary for the conduct of the College, may propose nominations for Dean and Professors and Associate Professors. With the concurrence of the Board of Managers it shall appoint and at discretion remove all other instructors and officers, prescribe the course of studies, assign to each department its respective duties, decide upon the conditions of admission. It shall, in general, be invested with authority to determine all questions of ocal business and management in accordance with the provisions of the by-laws, of the Trustees, the College Committee, and the Managers.

## Article VII. Loyalty to Evangelical Faith

By-Laws XI 1

1. The President, Vice-President, Deans, and Professors of every rank and, as far as possible, the other instructors shall be Christians of evangelical faith.

By-Laws XI 2

2. The Trustees may, in cases involving particular qualifications for a specialized position, upon nomination by the Managers, waive this requirement.

By-Laws XII

This Constitution may be amended by a vote of two-thirds of the Trustees at an annual meeting, or at a meeting regularly called for this purpose, full notice of the proposed amendment having been given at a previous meeting, or the substance or exact wording of the proposed changes having been furnished each member of the Board at least one month in advance of the meeting at which action thereon is contemplated, provided (1) that

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amendments to Article II; Article III, section 1; Article IV, section 1 (a); and Article VII shall be effective only on the concurrence of a majority of the fully cooperating mission boards;

By-Laws XII

provided (2) that no amendment to Article III, sections 7 or 8 or Article V shall be made without the concurrence of the Yenching College Committee.

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Draft of April 1923 Of

By-Laws of the

Board of Trustees of Peking University

(Adopted )

## Article I. Meetings

Section 1. Annual Meeting:

The annual meeting of the Board of Trustees of Peking University shall be held in the City of New York, at such date in the months of March or April and at such time and place as the Board or the President, Treasurer, and Secretary may decide.

Section 2. Other Meetings:

Other meetings shall be called at any time by the secretary, upon request of the president of the Board, or of three members of the board or of the president of the college.

Section 3. Call for Meetings:

Notice of all meetings shall be mailed to each member of the board by the secretary at least ten days prior to the date of such meetings. The place of meeting shall be indicated in the notice of the meetings. As far as practicable the nature of the business to be considered shall be stated in the call for the meeting.

Section 4. Quorum:

Five members of the board shall constitute a quorum for the transaction of any business except the election of officers and the amendment of By-Laws, when a quorum shall consist of a majority of the board.

Section 5. Rules of Order:

General parliamentary rules, as modified by the rules and regulations of the board, shall be observed in conducting the business of the board.

## Article II. Officers.

Section 1. Election of Officers:

At the annual meeting after the election of trustees, the board shall proceed to organize by electing by ballot the fol-

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lowing officers to serve for one year, or until their successors shall have been elected and shall have qualified; a president, a vice-president, a treasurer, a secretary, and an assistant treasurer. The President, vice-president, and treasurer shall be chosen from among the members of the Board. The offices of secretary and assistant treasurer may be held by one person.

Section 2. Special Elections:

In the event of a failure for any reason so to elect any or all of said officers, or in case any vacancy occurs in said offices from any cause, then an election may be held at any regular or special meeting, a majority of all the trustees being present and notice of such election having been given in the notice of the call for the meeting.

Section 3. Duties of President:

The president of the Board shall preside at the meetings of the board and shall discharge the duties which ordinarily pertain to that office. He shall sign and shall execute, with the secretary attesting, contracts and instruments authorized or issued by authority of the board requiring his signature.

Section 4. Duties of Vice-President:

The vice-president of the Board in the absence or disability of the president shall perform all the duties of the president of the Board. In the absence or disability of the president and the vice-president of the board, the chairman, or the acting chairman of the Committee on Finance and Investment shall act as president of the board.

Section 5. Duties of Treasurer:

The treasurer of the Board of Trustees shall be the custodian of the funds and securities belonging to the University, and shall keep the securities in a safety deposit vault to be designated by the board. He may, by written appointment to be filed with the secretary, designate some person who shall represent him in obtaining access to the securities of the University as herein next provided. The Treasurer shall be responsible for all acts of his representative.

The treasurer shall countersign voucher checks on endowment funds, on funds for special purposes, and on building funds as prepared and signed by the assistant treasurer. (See Art. II, Sec. 7.)

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Surety Bond of Treasurer

He shall file with the secretary a bond for the faithful performance of his duties in such sum as may be fixed by the board, and if not so fixed, then in the sum of Seventy-five Thousand Dollars ($75,000), with some responsible surety company approved by the board; the premium on said bond to be paid by the Board of Trustees.

In case of the absence of the treasurer, or of his inability to act, or in case the office becomes vacant, his duties shall be performed by the chairman or acting chairman of the Committee on Finance and Investment.

Access to Securities

Access to the securities of the University shall shall be had by not fewer than two persons jointly in the following manner, and never otherwise:

a) By the treasurer (or his representative) jointly with the assistant treasurer;

b) By the treasurer (or his representative) jointly with the chairman or acting chairman of the Committee on Finance and Investment;

c) By the treasurer ( or his representative) jointly with the president or acting president of the board.

This provision, however, shall not be held to exclude the presence of other persons at the same time, providing access as been obtained as aforesaid, nor shall the provisions of this article be held to prevent the Board of Trustees from contracting with a responsible trust company to act as custodian in holding and keeping safely said securities, and to make deliveries on the order of any two persons entitled to access to said securities under this section.

Section 6. Duties of Secretary:

The secretary shall perform the usual duties pertaining to this office. He shall keep full and true minutes of all meetings of the board and the meetings of all standing committees of the board, and of such special meetings as shall be requested of him. He shall be the custodian of all documents committee to his care.

He shall transmit promptly to each trustee a copy of the minutes of the meetings of the board and of its committees, and he shall notify the President of the University, the Board of Managers and all other persons concerned of the actions taken by the board with respect to appointments, promotions, terms of service, and appropriations for their work and departments, and of any other matter.

EXHIBIT
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He shall see that all bonds required by officers and employers of the University for the faithful performance of their duties are filed in his office. The assistant treasurer shall furnish the secretary a list of all officers and employees who should be bonded. He shall have the custody of the corporate seal and shall with it attest all documents requiring a seal.

Section 7. Duties of Assistant Treasurer

The Assistant treasurer shall be the chief business officer of the Board of Trustees. He shall see that the rules and regulations prescribed by the Board of Trustees for the government of the business affairs of the University are faithfully observed. He shall take the initiative in seeking investments for the funds of the University and shall report promptly thereon to the Committee on Finance and Investment. He shall be responsible for the economical purchase of all supplies and materials bought by the University in the United States, and shall see that all contracts made by the board are faithfully executed.

Receipt of Funds

The assistant treasurer shall collect and receive all moneys arising from gifts, bequests, or otherwise, for the benefit of the University, and all fees and money from any source due to the Board of Trustees. He shall deposit promptly all such moneys received to the credit of the University in the appropriate bank accounts in such state or national banks as may be determined by the Board of Trustees.

Supervision & Keeping of Accounts

He shall keep proper books of accounts, fully setting forth the financial conditions and transactions of the University, and shall exercise a general supervision over all accounts of officers and employees of the University wh ch have to do with the receipt or disbursement of funds and securities, and he shall obtain true and full reports of all such receipts and disbursements from the officers and employees aforesaid, who shall keep their accounts in such manner and render to him such statements as may be from time to time required by him, or as may be needed to show correctly the financial condition of the University, or any of its departments. He shall supply the Board and the committees and the president of the University with such statements as may be required of him, or as may be needed to show correctly the financial condition of the University or any of its departments.

Examination of Accounts

He shall examine all accounts, claims, and demands presented in the United States against the University, and no money shall be drawn from the treasury of the Board of Trustees unless the amount thereof be adjusted and settled by him and found to be within the budget appropriation, or provision, therefor. If he shall, upon the examination of any account, doubt its correctness or find the appropr ation or provision unsufficient, he shall

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submit the account to the Committee on Finance and Investment for its decision. No money shall be drawn from the treasury except by checks prepared and signed by him as follows:

Methods of Payment

a) Voucher checks on the endowment funds, and on funds for special purposes, and on building funds, for purchases and payments authorized by the Committee on Finance and Investment or by special action of the board; said voucher checks to be countersigned by the Treasurer.

b) Voucher checks on current funds in payment of bills for materials and supplies, provisions for which have been made by the board or the Executive Committee, and, in the case of purchases for the Board of Managers covered by certified requisitions; said voucher checks to be countersigned by the Chairman of the Executive Committee or some person authorized by the Board of Trustees to sign in his place.

c) Checks on current funds for salaries and wages as fixed by the board or the Executive Committee, or certified by the controller in accordance with budget provision or other appropriations; said checks to be countersigned by the chairman of the Executive Committee or some person authorized by the Board of Trustees to sign in his place.

All voucher checks shall indicate the particular account to which the payments are chargeable and the person to whom payable.

Surety Bond of Business Manager

The assistant treasurer shall give a bond in favor of the University for the faithful performance of his duties in such sum as may be fixed by the board, and if not so fixed, then in the sum of Twenty-five Thousand Dollars ($25,000) with some responsible surety company approved by the board, the compensation of such surety company to be paid by the University.

Surety Bonds of Officers & Employees

He shall see that all officers and employees in all departments of the University having custody of or responsibility for funds and securities shall furnish bonds in such amounts as shall be determined and fixed by the Committee on Finance and Investment; and it is also hereby provided that all premiums thereon shall be paid by the University.

The assistant treasurer shall also perform such other duties as the president of the college or the Board of Trustees may from time to time designate.

In the case of vacancy in the office of business manager, or of his absence or inability to act, his duties shall be performed by the chairman or vice-chairman of the Executive Committee.

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## Article III. Committees of the Board

**Section 1. Standing Committees:**

There shall be five standing committees of the Board of Trustees, namely:

a) Executive Committee
b) Committee on Finance, Property and Investment
c) Committee on Instruction
d) Committee on Audit
e) Committee on Budget

**Section 2. Appointment of Committees:**

The standing committees, other than the Committee on Budget, shall be appointed by the president of the board, with the concurrence of the board, at the annual meeting, or as soon thereafter as possible, to serve until their successors are appointed. In making the appointments the president shall designate the chairman and vice-chairman of each committee, except for the Executive Committee and the Committee on Budget.

**Section 3. Personnel of Committees:**

Each committee appointed as aforesaid shall consist of five members of the board, and, in addition, the president of the board and the president of the college as members ex-officio.

**Section 4. Minutes of Committees:**

Record of the actions of each committee shall be kept by the secretary of the board, and shall be reported in writing to the board at its next meeting for approval. A copy of the minutes of each committee meeting shall be sent promptly to every member of the board.

**Section 5. Quorum of Committees:**

Three members of any of the foregoing committees shall constitute a quorum. Meetings of any committee shall be called by the secretary whenever requested to do so by the chairman of the committee, by the president of the board, or by the president of the college. The place of meeting shall be indicated in the notice.

**Section 6. Duties of Executive Committee:**

The Executive Committee shall, when the board is not in session, arrange for the execution of orders and resolutions not otherwise specifically committee or provided for. It may fill vacancies in the faculty occurring during the recess of the board, and, in accordance with the general policy of the board, shall have the care and direction of matters pertaining to the welfare of the University, and

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especially shall discharge such duties as the board may assign to it from time to time. It shall make formal report of its actions to the board at its next regular meeting. The president of the board shall be chairman of the Executive Committee unless he finds it inconvenient or inexpedient for him to act. In that case the committee shall elect its own chairman.

Section 7. Duties of Committee on Finance, Property & Investment:

The Committee on Finance, Property and Investment acting in accordance with the general policy and under the instructions of the board, shall make or cause to be made investments of all University funds available for investment. This committee, during the intervals between the meetings of the Board of Trustees and of the Executive Committee, shall have authority to change the form of investments of University funds and to make new investments in amounts aggregating, but not exceeding, One Hundred Thousand Dollars ($100,000) without the previous approval of the board, and the committee shall make formal report of all such transactions to the board at its meeting next following. No investment, purchase, or sale for the account of endowment funds of the University, nor any contract concerning the same, shall be made by the treasurer or the assistant treasurer without the formal approval of this committee, which shall have supervision of the funds of the University.

The Committee shall investigate and determine the need for new buildings and shall report to the board with full recommendations. It shall be responsible for the preparation of plans and specifications of such new buildings as the board may determine upon, shall recommend to the board the agencies to be employed for the erection of new buildings, and shall in behalf of the board supervise the design and erection of buildings.

Classification of Funds

The funds of the University shall be grouped as follows -

A) Endowment funds
B) Funds for special purposes
C) Building Funds
D) Current Funds

Hypothecation of Endowment Funds

The endowment funds shall neither be expended nor hypothecated for current expenses, but shall be retained inviolate. Investments of endowment funds shall be made as heretofore provided by the Committee on Finance, Property and Investment. There shall be no restriction as to the kinds of investments which may be made, except as hereinafter provided, but other things being equal, preference shall be given to securities issued by the federal and state governments, and to obligations issued by cities having over twenty-five thousand inhabitants; to real estate mortgages on improved property, but in

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no case shall the amount loaned on mortgages exceed 50% of a fair valuation.

No loan shall be made to any trustee, officer, or employee of the college, nor to any religious, fraternal, or charitable organization.

Definition of funds

Funds for special purposes shall consist of all gifts, grants, donations, and bequests for special purposes, whose principal and income may be used, and shall be expended or invested in accordance with the terms of the gift.

Building funds shall consist of all gifts, grants, donations, and bequests for the erection and equipment of buildings, and of other moneys and properties appropriated or assigned by the Board of Trustees for that purpose.

The current funds shall consist of income on endowments, tuition receipts and other fees, gifts, grants, or bequests for current purposes, receipts from business and commercial operations of the college, and all other receipts for current use.

Separation of Funds

Endowment funds, funds for special purposes and building funds, shall not be deposited with or combined in any way with the current funds of the University.

Section 8. Duties of Committee on Budget:

The Committee on Budget shall consist of the chairmen of the four committees first above mentioned, together with the president of the University, the president of the board, and the secretary and assistant treasurer, and shall have supervision over the bookkeeping and the financial records of the University, and shall submit to the board at the annual meeting for its consideration and approval a budget for the year commencing on the first day of the following July. The budget submitted shall include an itemized statement of the probable income of the University available for its expenses, and shall indicate the sources from which the income is to be derived. It shall also give an itemized list of the estimated expenses for the year, showing in detail the salaries to be paid and the persons to whom payable, and separating other current expenses and expenses for books and equipment by departments and separating home base from field expenses. The president of the board shall be chairman of this committee.

The budget, when approved by the board, shall be the authority for incurring expenditures for the departments included therein. The Treasurer of the Board of Managers shall

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be authorized to draw, for the items included in the approved budget, upon the Board of Trustees for such part of the budgeted income as the Board of Trustees appropriate to the Board of Managers, under such regulations as the Committee on Budget may prescribe. It shall be the duty of the chairman of the Committee on Budget and the Assistant Treasurer to make distribution of such budget appropriations for the home base expenses as are general by authorizing expenditures within the limits of such appropriations.

The assistant treasurer shall be authorized to pay bills for supplies and equipment ordered by departments of the University only on certification signed by the treasurer of the Board of Managers ( or the Controller) or assistant treasurer of the Board of Managers that the amount of the bill is within the appropriation available for the department, and such payments shall be charged against the authorized appropriations of the Board of Trustees to the Board of Managers.

No requisition shall be approved which exceeds the amount of the appropriation available without reference to the Committee on Finance, Property and Investments.

Section 9. Duties of the Committee on Instruction:

The Committee on Instruction shall consider all changes in the instructional staff proposed by the President of the University and for the Board of Managers upon which action of the Board of Trustees is required, and all missionary candidates for appointment to the university, and shall make recommendations to the Board of Trustees regarding such members of the instructional staff specifying the terms of their employment in accordance with the approved budget. In cases requiring action between meetings of the board the committees shall have power to act, but shall not take action increasing expenditure without approval of the Committee on Finance.

It shall also be the duty of the Committee to examine the system of instruction, educational management, rules, discipline, and all other matters pertaining to the educational problems of the University, and to report and make recommendations thereon to the board.

Section 10. Duties of the Committee on Audit:

The Committee on Audit shall consist of five members of the board, not including the treasurer and members of the Committee on Finance, Property and Investment, and shall arrange for and supervise the annual audit of the books and securities of the University by a firm of public accountants. A written report by said committee of its examination shall be made at a regular meeting of the board in October.

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## Article IV. Board of Managers:

Section 1.

The Board of Managers shall be organized in the manner specified in their By-Laws.

## Article V. President of the University

Section 1. Duties of the President of the University:

The president of the University shall be a member of the Board of Trustees ex-officio, and ex-officio president of the Board of Managers, and shall be the head of all educational departments of the University, exercising such supervision and direction as will promote their efficiency. He shall preside at the meetings of the faculty and shall be the official medium of communication between the faculty, the Board of Managers and the Board of Trustees, and between the students and the Board of Managers.

He shall recommend to the Board of Managers and the Board of Trustees through their Committees on Instruction all promotions and appointments for the faculty.

He shall be responsible for the discipline of the University and for carrying out all measures officially agreed upon by the faculty concerning matters committed to them by the board, and for executing such measures concerning the internal administration of the University as the Board of Managers and the Board of Trustees may enact.

Section 2. Annual Report of the President:

He shall make an annual report to the Board of Managers and the Board of Trustees of the work and condition of the University, and from time to time shall give to the board reports upon the condition of the University and shall present for their consideration such measures as he shall deem necessary or expedient for its welfare.

Section 3. Acting President:

In case of vacancy in the office of the president of the University, or of the absence of the president, or of his inability to serve, the board may appoint an acting president of the University.

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## Article VI. The Faculty

Section 1.

The faculty shall consist of the president of the University, the vice-president, the deans of the college, and the officers of instruction, classified as follows: the professor, the associate professor, the assistant professor, the instructor, the lecturer, and the assistant. Only persons of the rank of instructor and upwards shall be entitled to vote at meetings of the faculty. Assistants who are appointed for at least one year may attend the meetings and take part in the deliberations, but shall not vote.

Section 2.

The faculty shall prescribe, subject to approval by the Board of Managers, requirements for admission, courses of study, conditions of graduation, the nature of degrees to be conferred, rules and methods for the conduct of the educational work of the University, and shall recommend to the board candidates for degrees, persons to receive the award of fellowships, scholarships, and prizes, and shall investigate all cases of misconduct of students, or violations of rules of the University by students, and through the president and deans shall administer such discipline as the circumstances require. They shall prescribe rules for the regulation of student publ cations, athletics, intercollegiate games, musical, dramatic, and literary clubs, and other student affairs. Actions on the nature of degrees to be conferred and on candidates for degrees shall be subject to approval by the Board of Trustees.

## Article VII. Amendments

These By-Laws may be amended or repealed at any regular meeting of the board by a vote of two-thirds of all the members present, provided a majority of the trustees shall be present and participating in the meeting, previous notice of the nature of any proposed amendment having been mailed at least one month before action thereon shall be taken.

## Article VIII. Former By-Laws.

All former By-Laws are hereby repealed.

EXHIBIT
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Document A -19-
Annual Meeting, Trustees
April 12, 1923

Draft of April, 1923 of

By-Laws of the

Board of Managers Peking University

The By-Laws of the Board of Managers should be arranged on the same basis as that given in Arnett and followed in the By-Laws of the Trustees. The major differences would be:

(1) president of University ex-officio president of Managers.

(2) adjustment of definitions of funds and of duties of treasurer to provide for holding endowment funds by the Trustees.

(3) adjustment of duties of secretary of Managers to gear with those of the president as the corresponding officer.

(4) adjustment of relations between treasurer of Managers, controller, assistant treasurer of Managers, and president in financial administration.

(5) separate committees on finance and on Buildings & Grounds. Committee on Finance to deal only with investments to be made in China.

(6) provision for report of Managers to Trustees on specified matters as judget, financial conditions, audit, buildings contemplated, nature of degrees, award of degrees, etc.

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Document B
Annual Report, Trustees
April 12, 1923

RECOMMENDATIONS

for

SALARY AND ALLOWANCE SCHEDULE*

- - - - -

| Presented by Board of Managers | | Added by Trustees' Committee |
|---|---|---|
| **I. Married** | | |
| 1. Annual Salary | $1,440. | Salary to begin on date of sailing from home country. |
| 2. Increases for length of service at end of each 5 years, to total salary of $1920 | 120. | Members of faculty or wives not to engage in remunerative employment outside the University except by special arrangement. |
| 3. Children's allowances | | |
| under 6 years ..... | 150. | |
| 6 to 12 years ..... | 200. | |
| 13 to 17 years ..... | 250. | |
| 18 to 22 years ..... | 300. | |
| Tuition fees in China if in excess of Mex.$50. University pays not to exceed ..... | 50. | |
| Travel expenses to home on furloughs paid, but not for return to China after 16. | | |
| 4. Rent - University supplies houses and repairs. Temporary while at present site. | | |
| 5. Medical & Dental | | Members of Faculty to have an annual examination by and semi-annual consultation with the University Physician. |
| If a University physician free services. If not, Budget Mex.$200. per year per family. Administered by Medical Com. | | A Committee in Peking to be appointed to deal with the probblem of securing medical services until a college physician is secured. Similar provisions for medical care while on furlough should be provided. |
| Dental fees - One-half paid if incurred on previous approval of University physician or Medical Com. | | |
| 6. Term of service. | | |
| 1st term, 5 years After that, 6 years | | |

*Permanent staff members.

EXHIBIT
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| Presented by Bd. of Managers | Added by Trustees Com. |
|---|---|
| 7. Furlough, 14 months absence from the field. | Optional summer trips to home country or semester furlough after 4 years. $1,800. |
| Salary (same as on field) | |
| Children's allowances, as under 3 above. | |
| Rent | Up to $50 per month on application to Trustees. |
| Study | Managers to make recommendations on individual cases. |
| 8. Travel Expenses | Economy urged<br>Most direct route |
| Class - Train<br>Steamer | First class<br>Shipping Board boats preferably, or equivalent. |
| Hotels ..... | Moderate priced recommended |
| Meals ..... | To be paid for |
| Gratuities ..... | Up to a total of $10 apiece for full trip |
| Passports ..... | To be paid for |
| Baggage transfer ..... | As necessary |
| Taxicab ..... | Only when necessary |
| Salary ..... | To continue during travel, at field rate. |
| 9. Freight allowances & customs charges on | |
| Outgoing 4 cubic tons per family | |
| Return after furlough .... | 2 cubic tons per family |
| 10. Baggage allowance .... | 350 lbs. transpacific each |
| 11. Outfit allowance $500. per family | |
| Re-outfit | $250 per family |
| 12. Language study Expenses for 1 year | |

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| | Presented by Bd. of Managers | Added by Trustees Com. |
|---|---|---|
| 13 | Disablement & Retirement | |
| | In case of Disablement, Univ. to meet all urgent financial needs.<br>Emergencies to be met on the merits of each case.<br>Retirement at 70 or after 40 years of service, salary to continue at same rate as before retirement. | A Committee to make careful study of the whole problem of insurance and retiring allowances and report recommendations to the Trustees. |

II. Single

| | | |
|---|---|---|
| 1. | Annual salary $ 840. | |
| 2. | Increases for length of service ..... 72.<br>at end of each 5 years up to maximum of $1128. | |
| 3. | Living quarters provided. | |
| 4. | Medical & Dental as under 5 above, except Mex. $100. | |
| 5. | Term of service as above. | |
| 6. | Furlough as above. | |
| | Salary (same as on field) | $900. |
| | Rent ..... | Up to $25 per month on application to Trustees. |
| | Study ..... | As above, - upon recommendation of Managers. |
| 7. | Travel (see 8 above) | |
| 8. | Freight allowances & customs charges on 2 cu.tons. | |
| 9 | Baggage allowance ..... | As above |
| 10. | Outfit allowance .....$250 | |
| | Re-outfit " | $125. |
| 11. | Language study Expense for one year. | |
| 12. | Disablement & Retirement as above under 13. | See 13 above. |

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| Presented by Bd. of Managers | | Added by Trustees Com. |
|---|---|---|
| **SHORT TERM CONTRACTS** | | |
| Salary | At same rates as above. 12 months for each academic year of service. Not otherwise liable for salary during travel. | A person under short term contract becoming a permanent member of the staff shall have the outfit allowance brought up to the full figure and his service increases figures from beginning of his original service. |
| Rent | Living quarters provided, | |
| Outfit | Furniture provided or in lieu thereof, a furniture allowance of Mex. $200 apiece, purchases to be subject to University oversight & furniture to be property of the University. | |
| Medical | As above. | |
| Travel | As above under 8 in three year appointments or longer. | A proportionate amount if for shorter terms. |

**SPECIAL APPOINTMENTS**

Conditions listed above to be followed as closely as possible in accordance with conditions of case.

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Annual Meeting, Trustees
April 12, 1923
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See Page 246

BALANCE SHEET March 31, 1923

ASSETS

Permanent Fund Assets

| | | |
|---|---|---|
| Endowment Investments | 76,444.16 | |
| Other Permanent Funds | 25.00 | |
| Cash awaiting Investment | 200.45 | |
| Total Permanent Funds | | 76,669.61 |

Plant Assets

| | | |
|---|---|---|
| City Site & City Bldgs. | 218,882.15 | |
| Land | 80,421.46 | |
| Land Improvements & General Plans | 7,270.08 | |
| Equipment | 8,220.39 | |
| Building Fund Investments | 33,003.95 | |
| Building Operations | 101,744.76 | |
| Ninde Memorial ..... 32,231.39 | | |
| Theol.Schl.Dorm. ..... 40,049.21 | | |
| Undistributed ..... 23,369.56 | | |
| Recitation Bldg..... 3,402.72 | | |
| Dining Hall ..... 2,040.64 | | |
| Luce Social Center ..... 651.24 | | |
| Cash on hand | 1,368.80 | |
| Accounts Receiv. Loan to Current Fund | 21,756.91 | |
| Total Plant Assets | | 472,668.50 |
| Forwarded | | 549,338.11 |

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TRUSTEES OF PEKING UNIVERSITY

LIABILITIES & FUNDS

Permanent Funds

| | | | |
|---|---|---|---|
| Endowment Funds: Hall Educational . . . | | 50,094.61 | |
| Harkness . . . . . | | 26,500.00 | |
| Other Permanent Funds. . . . . | | 75.00 | |
| Total Permanent Funds . . . . . | | | 76,669.61 |

Plant Funds

| | | | |
|---|---|---|---|
| General : . . . . . | | .288,238.76 | |
| American Board | 54,500.00 | | |
| London Missy. Soc. | 50,000.00 | | |
| BFM-M.E.Church | 94,504.76 | | |
| BFM-Presby. Church | 60,000.00 | | |
| Miscel. & Bldg. funds undesignated | 29,234.00 | | |
| Special: . . . . . | | .182,036.00 | |
| Anonymous # 115 | 50,000.00 | | |
| Ninde Mem'l Fund | 16,500.00 | | |
| Bonnell Memorial | 6,000.00 | | |
| McKelvey Residence | 6,000.00 | | |
| Finley Estate Fund | 50,000.00 | | |
| Yenching Col.Trust Fund | 19,635.00 | | |
| Harkness Temp.Bldg.Fund | 23,500.00 | | |
| Chen Gift | 10,000.00 | | |
| Bashford Memorial | 401.00 | | |
| Income on Bldg. Fund Investments | | 2,393.74 | |
| Recd. from Invest. 1 | 1,732.56 | | |
| Prem.& Disc. on Invest. | 123.80 | | |
| Recd.on Loans to other Funds | 784.98 | | |
| Total Plant Funds . . . . . | | | 472,668.50 |
| Forwarded. . . . . | | | 549,338.11 |

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| | | |
|---|---|---|
| Brought forward . . . . . | | 549,338.11 |

Current Assets

| | | |
|---|---|---|
| Accounts Receivable. . . . . | | 74,843.27 |
| American Board | 3,500.00 | |
| London Missy. Soc. | 1,021.61 | |
| BFM-M.E.Church | 3,500.00 | |
| BFM-Presby. Church | 3,500.99 | |
| China Medical Board | 7,500.00 | |
| Endowment Income | 3,704.00 | |
| Campaign Receipts | 52,116.67 | |
| Petty Cash . . . . . | | 10.00 |
| Cash - Special . . . . . | | 6,250.62 |
| Cash - General . . . . . | | 9,808.74 |
| Suspense . . . . . | | 600.00 |
| TOTAL Current Assets. . . . . | | 91,512.63 |
| TOTAL ASSETS . . . . . | | 640,850.74 |

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| | | |
|---|---|---|
| Brought forward . . . . . | | 549,338.11 |
| **Current Funds & Liabilities** | | |
| Receipts: Boards & Endowment Income. . | | 19,306.92 |
| American Board | 2,495.40 | |
| London Missy. Soc. | 500.00 | |
| BFM-M.E.Church | 2,625.00 | |
| BFM-Presby. Church | 2,625.00 | |
| China Medical Board | 7,500.00 | |
| Endowment Income | 3,561.52 | |
| Receipts: Campaign . . . . . | | 25,218.47 |
| Managers Fund | 5,417.28 | |
| General Fund | 2,607.19 | |
| Undesignated | 17,194.00 | |
| Interest on Bank Balances. . . . . | | 147.62 |
| Managers & Campaign Deficit 1919-21: | | 10,655.01 |
| Managers Current Account 1922-23: | | |
| Budget | 27,532.84 | |
| Disbursements | 14,819.56 | |
| Excess Budget over Disbursements | | 12,713.28 |
| Campaign & Office Expense: | | |
| Deficit remaining 1921-22 | | 6,285.78 |
| Campaign & Office Expense 1922-23: | | |
| Budget | 46,414.33 | |
| Disbursements | 37,153.56 | |
| Excess Budget over Disbursements | | 9,260.77 |

| Home Administration: | Budget | Expense | |
|---|---|---|---|
| Central Office | 600.00 | 500.00 | 100.00 |
| Incidentals | 200.00 | 346.65 | 146.65 |

| | | |
|---|---|---|
| Notes Payable - Current Funds. . . . . | | 20,000.00 |
| Accounts Payable - Loan from Plant Fund | | 21,756.91 |
| Loss in Exchange - Reserve . . . . . | | 96.10 |
| TOTAL Current Funds & Liabilities | | 91,512.63 |
| TOTAL FUNDS & LIABILITIES | | 640,850.74 |

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SCHEDULE A

ENDOWMENT FUND SECURITIES
on hand
March 31, 1923

The following have been purchased prior to present fiscal year, and previously reported

| Par Value | Description | Interest Yield | Mature | Cost | Purchased at | Present Market |
|---|---|---|---|---|---|---|
| $10,000 | Govt. French Republic | 7½% | 1941 | $ 9,500.00 | 95% | 94 % |
| 10,000 | Alabama Power Co. | 6 | 1951 | 8,475.00 | 83¾ | 100 |
| 10,000 | Great Northern Ry. | 7 | 1936 | 9,800.00 | 98 | 108½ |
| 10,000 | Iowa Ry. & Light Co. | 8 | 1932 | 10,000.00 | 100 | 104 |
| 10,000 | Adirondack Pr. & Lt. | 6 | 1950 | 8,500.00 | 85 | 100 |
| 3,500 | Detroit Edison Co. | 6 | 1940 | 3,062.50 | 87½ | 102 |
| 500 | Detroit Edison Co. | 6 | 1940 | 452.50 | 90½ | 102 |
| 200 | Great Northern Ry. | 7 | 1936 | 206.75 | 103 3/8 | 108½ |
| 5,000 | Prov. of Ontario | 5 | 1952 | 4,900.00 | 98 | 87 |
| 5,500 | Pacific Tel & Tel. | 5 | 1952 | 5,087.50 | 92½ | 89 |
| 5,000 | Chi. R.I. & Pacific | 4 | 1934) 1M | 812.75 | 81 1/8 .15 | 78 |
| | | | )4M | 3,256.00 | 81 1/4 .15 | |
| 10,000 | Dutch East Indies | 6 | 1962) 5M | 4,712.50 | 94¼ | 94 |
| | | | )5M | 4,720.00 | 94¼ .15 | |
| 100 | New England Tel & Tel | 5 | 1952 | 97.50 | 97½ | 98 |

The Following have been purchased during the present fiscal year, and not previously:

| | | | | | | |
|---|---|---|---|---|---|---|
| 500 | Dutch East Indies | 6 | 1962 | 471.88 | 94 3/8 | 94 |
| 100 | Second Liberty Loan | 4¼ | 1942 | 98.78 | 98.28 .50 | 97 7/8 |
| 2,000 | Pacific Tel & Tel | 5 | 1952 | 1,833.00 | 91.50 .15 | 89 |
| 500 | Pacific Tel & Tel | 5 | 1952 | 457.50 | 91.50 | 89 |

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Annual Meeting, Trustees
April 12, 1923
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See Page 246

SCHEDULE B

BUILDING FUND SECURITIES
on hand
March 31, 1923

| Par Value | Description | Interest Yield | Mature | Cost | Purchased at | Present market |
|---|---|---|---|---|---|---|
| $ 2,000 | New York Central Equipment of 1922 | 5% | 1929 | $ 1,965.20 | 98.26 | 98½ |
| 31,000 | Second Liberty Loan | 4½ | 1942 | 31,038.75 | 100 1/8 | 97 7/8 |

NOTE:- In accordance with the directions of the Finance Committee, the Treasurer has sold Building Fund Securities from time to time, in order to meet drafts for Building Operations.

The list above represents the securities on hand on March 31, 1923.

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SCHEDULE C

# BUILDING PLANT FUNDS
# RECEIPTS AND DISBURSEMENTS

(for the period July 1, 1922 to March 31, 1923)

## RECEIPTS

| | | |
|---|---|---|
| **General Funds:** | | |
| From Miscellaneous Sources and for Building Fund Undesignated . . . . . | | 1,584.00 |
| **Special Funds:** | | |
| Ninde Memorial Fund: | | |
| From Methodist Board | 1,500.00 | |
| Paid on Field | 5,000.00 | 6,500.00 |
| McKelvey Residence Fund . . . . . | | 6,000.00 |
| Harkness Temporary Building Fund. . . . | | 23,500.00 |
| Bashford Memorial Fund: | | |
| From R. H. Walker | 100.00 | |
| From W. R. Walker | 300.00 | |
| From "A Friend" | 1.00 | 401.00 |
| Income Received from Investments: | | 1,471.40 |
| (a) Income on Investments | 1,595.20 | |
| (b) Premium & Discount on Investments | 123.80 | |
| TOTAL RECEIPTS for the nine months' period | | $39,456.40 |

## DISBURSEMENTS

| | | |
|---|---|---|
| Land (By draft No. 42, to Field). . . . . | | 6,753.25 |
| Land Improvements and General Plans . . . | | 7,270.08 |
| Building Operations . . . . . | | 64,066.28 |
| Ninde Mem'l School | 21,659.39 | |
| Theol.School Dorm. | 33,592.37 | |
| Undistributed | 8,163.28 | |
| Luce Social Center | 651.24 | |
| TOTAL DISBURSEMENTS for nine months' period | | $78,089.61 |
| Excess of Disbursements over Receipts | | $38,633.21 |

0222

SCHEDULE D

CAMPAIGN

RECEIPTS & DISBURSEMENTS

(for the period July 1, 1922 to March 31, 1923)

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RECEIPTS

| | | |
|---|---|---|
| From Campaign - for General Current Fund. . . . | 2,607.19 | |
| From Campaign - Undesignated. . . . . | 18,244.00 | |
| From Campaign - For Building Fund (Bashford Memorial). . . . . | 401.00 | |
| TOTAL CAMPAIGN RECEIPTS . . . . . | | $21,252.19 |

DISBURSEMENTS (Expense)

| | | |
|---|---|---|
| For Salaries. . . . . | 9,737.14 | |
| For Rent. . . . . | 440.00 | |
| For Travel. . . . . | 630.17 | |
| For Cables, Tel. & Tel. . . . . | 168.92 | |
| For Printing & Stationery . . . . . | 66.05 | |
| For Miscellaneous Expense . . . . . | 190.79 | |
| For Discount on Notes Payable and Local Bank Exchange . . . . . | 560.69 | |
| Total Expense paid by the University direct | | $11,793.76 |
| For Payment of Expense Items, per bills rendered by Tamblyn & Brown. . . . . | | $19,359.80 |
| Total Campaign Expense. . . . . | | $42,153.56 |
| Excess of Campaign Expenses over Receipts | | $20,901.37 |

2994652
0223

SCHEDULE "E"

MANAGERS FIELD ACCOUNT
and
HOME ADMINISTRATION

RECEIPTS and DISBURSEMENTS

(for the period July 1, 1922 to March 31, 1923)

---

RECEIPTS

| | | |
|---|---|---|
| From Mission Boards: | | |
| American Board of Commissioners | 2,000.00 | |
| London Missionary Society | 500.00 | |
| Methodist Board | 2,625.00 | |
| Presbyterian Board. | 2,625.00 | |
| | 7,750.00 | |
| From China Medical Board | 7,500.00 | |
| From Endowment Income. | 3,561.52 | |
| From Receipts for Managers' Fund | 3,150.62 | |
| From Interest Received on Bank Balances | 147.62 | |
| TOTAL RECEIPTS for Managers' Field Account and Home Administration | | $ 22,109.76 |

DISBURSEMENTS

| | | |
|---|---|---|
| For Managers' Field Account: | | |
| Expense on Budget | 14,819.56 | |
| Expense thru Suspense Account . | 600.00 | |
| | 15,419.56 | |
| For Home Administration Account: | | |
| For Central Office Expense. . . | 500.00 | |
| For Incidental Expense. . . . | 346.65 | |
| | 846.65 | |
| TOTAL DISBURSEMENTS for Managers' Field Account and Home Administration | | $ 16,266.21 |
| Excess of Receipts over Disbursements | | $ 5,843.55 |

0224

SCHEDULE "F"

BUDGETS AS SET UP FOR
THE FISCAL YEAR

| | | | |
|---|---|---|---|
| For Managers' Field Account: | | | |
| Original Budget . . . . . | 23,282.22 | | |
| Additional. . . . . | 4,250.62 | 28,532.84 | |
| For Home Administration: | | | |
| Central Office. . . . . | 600.00 | | |
| Incidentals . . . . . | 200.00 | 800.00 | |
| For Loss in Exchange-Reserve. . . . . | | 96.10 | $29,428.94 |
| LESS Receipts to March 31st, for the nine months' period. . . . . | | | 22,109.76 |
| Amount required to balance current acct.1922-3 | | | 7,319.18 |

Balances in Accounts Receivable (Appropriations):

| | | |
|---|---|---|
| American Board of Commissioners | 1,004.60 | |
| London Missionary Society. . . | 521.61 | |
| Methodist Board. . . . . | 875.00 | |
| Presbyterian Board . . . . . | 875.99 | |
| Endowment Income . . . . . | 142.48 | |
| University of Southern Calif. | 2,000.00 | |
| | 5,419.68 | |
| *Receipts - General Fund . . . . . | 2,607.19 | |
| Balance of Assets and Liabilities on 1922-3 Current Budgets to date | | 707.69 |
| | 8,026.87 | 8,026.87 |

*NOTE:-
If the above amount ($2,607.19) is applied on these budgets, it should be deducted from campaign receipts available for meeting campaign expenses.

2994652
0225

Minutes of Campaign Committee
Trustees of Peking University.
Meeting May 8, 1923.

F. H. Warner Chm.
#W. P. Schell
#E. M. North
R. A. Ward
#W. R. Wheeler

The meeting was called to order by W. P. Schell who led in prayer.

The members whose names are starred (#) above were present, and J. L. Stuart, L. B. Moss.

President Stuart made a statement setting forth the urgency of his presence on the field during the next scholastic year and his feeling that his presence in this country was not the satisfactory solution of the campaign problems. After extended discussion during which Mr. H. F. Strong was called in for information on the probable course and cost of the campaign, it was

C-1516 Voted:- that the Campaign Committee recommends to the Trustees that in accordance with our present light it would be desirable for President Stuart to return to this country in the fall for the balance of the campaign but since our final decision on the matter must depend on various vital questions we suggest that the decision be left open until President Stuart has had opportunity to consult with his colleagues on the field.

Dr. Luce.

The Secretary reported the request of Dr. Luce for a decision regarding his further relationship to the campaign and the consultation with members of the committee to secure their advice since it was impossible to have a committee meeting. It was

C-1517 Voted:- to approve and spread on the minutes the agreement reached regarding Dr. Luce as embodied in the Secretary's letter to him of April 26th as follows:-

a. That Mrs. Luce and Sheldon be allowed to proceed to Peking this summer with the understanding that their expenses will be met by the Presbyterian Board.

b. That Dr. Luce be requested to take up with the Presbyterian Board the question of moving his household goods from Shanghai to Peking but that if no relief is found in this way the University will take care of the matter.

c. That Dr. Luce be requested to remain in this country to continue in the campaign until January 1, 1924

d. That in view of the probable reduced expenses because of Mrs. Luce and Sheldon going to China we leave to Dr. Luce's judgment the question of the amount of salary adjustment and request him to notify the committee as to what will be necessary.

The meeting adjourned.

L. B. MOSS
Secretary.

EXHIBIT
2994652
0226

Minutes of the Trustees of Peking University Meeting,
Held May 11, 1923, at 150 Fifth Avenue.

| 1923 | | 1924 | 1925 | 1926 |
|---|---|---|---|---|
| Cong. | #Arthur Perry | F. H. Warner | #J. L. Barton | Mrs. Geo. M. Clark |
| M. E. | Wm. J. Thompson | F. M. North | # A. J. Stook | W. V. Kelley |
| Pres. | #W. P. Merrill | J. M. Speers | # A. J. Brown | #G. T. Scott |
| L. M. S. | | W. C. Willoughby | Thos. Cochrane | F. H. Hawkins |

Co-opted Members

| | |
|---|---|
| W. P. Schell | E. M. McBrier |
| L. B. Wilson | #E. M. North |
| Mrs. J. M. Avann | R. A. Ward |
| Mrs. O. R. Williamson | #W. R. Wheeler |

The meeting was called to order by the Secretary, and W. P. Merrill was elected Chairman.

Prayer was offered by J. L. Barton.

The members whose names are starred above were present.

There were also present:- J. L. Stuart and L. B. Moss.

The following excuses were presented and accepted: E. M. McBrier, W. P. Schell, L. B. Wilson, R. A. Ward, W. C. Willoughby, W. V. Kelley, Mrs. O. R. Williamson, Mrs. G. M. Clark.

The minutes of the Trustees' meeting of April 12th were approved as distributed, attention having been called to several corrections.

The minutes of the Yen Ching College Committee of April 13th were approved and distributed.

The minutes of the Campaign Committee of May 8th were read and approved.

Campaign.

The question as to the plan and personnel for the continuance of the campaign was raised by the consideration of Action C-1516 of the Campaign Committee, recommending that final decision on President Stuart's return to America in the fall be left until he had had opportunity to confer with his colleagues on the field. Mr. Tamblyn and Mr. Strong were present, representing Tamblyn and Brown, and made report concerning the progress of the campaign and the necessary increase for expenses if the campaign were to be continued beyond the summer. It was pointed out that the increased amount necessary for expenses was due to the changed character of the campaign, as a result of President Stuart's return to take part in it.

It was reported that there had been received on the campaign to date:

| | |
|---|---|
| Cash and Signed Subscriptions | $242,976.00 |
| Verbal Pledges (not reduced to writing) | 43,500.00 |

After extended discussion, it was

T-1518 VOTED: that the Trustees approve of continuing the campaign under the direction of Tamblyn and Brown on the condition that the expense for the campaign in addition to the contract already signed shall not exceed $10,000.

T-1519 VOTED: that the very best plan should be made for an effective campaign in the fall; that the Campaign Committee be instructed to see whether suitable leadership can be provided without calling the President of the University home, but if that seems impossible, the committee be empowered to cable him to come back.

T-1520 VOTED: the co-operation of every member of the Board of Trustees to the limit of their ability is quite indispensable in this campaign.

W. P. Merrill had to leave for another engagement at 11.45. Arthur Perry was elected Chairman in his place.

## Consulting Engineer's Trip to Peking.

The Secretary reported concerning the agreement that had been arrived at with Mr. Clyde R. Place, to send an engineer to Peking to make a careful study of the situation to determine plans for the mechanical installations, stating that Mr. Place thought that this service could be secured for between $8,000 and $9,000 on the basis of costs, as outlined in his letters. It was

T-1521 VOTED: to refer again to the Finance Committee, with power, the matter of engaging a consulting engineer for a visit to Peking, asking them to consider very carefully the question of the cost as related to the value of the services involved.

## Resignation of L. M. Bocker.

The Secretary reported the receipt of a cablegram from Peking, announcing the resignation of L. M. Bocker from the University, and the recommendation of the Board of Managers that the resignation be accepted. It was

T- 1522 VOTED: that the resignation of L. M. Bocker, to take effect June 28th, be accepted.

## Agricultural School and Program.

The Secretary presented letters from Mr. Chamberlain and Acting President Taylor, with regard to the needs of the Department of Agriculture for the coming year, calling attention to the fact that it was felt by the men on the field very urgent that the Trustees provide a considerable additional income to supplement the probable income from the China Famine Fund when that should become available.

After consideration of the situation, it was

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T-1523 VOTED: that it is impossible at the present time to provide any further income for the Department of Agriculture than will be available from the China Famine Fund.

T-1524 VOTED: President Stuart should in consultation with the head of the department work out a definite statement as to the policy of the development of the school; and that this policy be co-ordinated with that of the School of Agriculture and Forestry at Nanking.

## Princeton-in-Peking.

President Stuart spoke of the desire of Princeton-in-Peking to take a more definite and formal share in the work of the University, and that if plans could be worked out whereby this was possible, it would seem advisable for the Trustees of Princeton-in-Peking to be allowed to elect two members of the Trustees of Peking University. It was

T-1525 VOTED: that we refer to the Executive Committee to investigate and report regarding the co-operation of Princeton-in-Peking.

## The Acceptance of Gifts with Conditions.

The Secretary presented the request of Mr. Caskey for information concerning the attitude of the Board toward the acceptance of conditional gifts, and it was

T-1526 VOTED: that in the matter presented by Mr. Caskey with reference to a conditional gift, the Board will agree to accept the conditional gift with the understanding that principal of the same shall be the outright property of the Board, and that the Board will pay ____ per cent. during the donor's natural life.

## Budget for 1923-24.

The Secretary presented the budget as considered by the Budget Committee of which the following is a Summary:

**Managers**

| Expenses | |
|---|---|
| University Administration | 17,055 |
| Physical Plant Operation (16,213) | |
| College of Arts & Sciences (men) | 129,718 |
| School of Theology | 29,960 |
| Library | 4,834 |
| Contingent Fund | 2,000 |
| Special Objects | 3,180 |
| Mex. | $186,747 |

**Trustees**

| | |
|---|---|
| Home Administration G1,500 @ 1.80 | 2,700 |
| For Managers' Field Account Mex. | 51,738.80 |
| Mex. | $ 54,438.80 |

**Income**

| | |
|---|---|
| Salaries & Allowances by Mission Boards | 83,842 |
| Vacancies in Bd. Quotas | 9,800 |
| Student Fees | 18,414 |
| Miscellaneous | 12,660 |
| | 124,716 |
| Required from Trustees | 62,031 |
| Mex. | $186,747 |

| | |
|---|---|
| Mission Bd. Appro. Mex. | 23,000 |
| C.M.B. 7,500 @ 1.80 | 13,500 |
| Endowment | 7,200 |
| Mrs. Wick, Coffin, Sailer & Lew | 10,738.80 |
| (Mex) Total income | $ 54,438.80 |

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T-1527 VOTED: that we authorize the expenditure on the field as indicated by the budget up to the income available; namely, Mexican $51,738.80 and that if further funds are received they may be applied to meet the further items in the budget.

T-1528 VOTED: to authorize the Treasurer to apply such surplus as exists at the end of the fiscal year to the deficit of the current account borrowed from the plant account.

Endowment Investments.

The Assistant Treasurer reported that there was $4,200 available for permanent investment, and requested action indicating the securities in which it should be invested. It was

T-1529 VOTED: to make the investment in either, or both, the Chicago, Milwaukee & St. Paul Equipment 5½ bonds due 1934; or the Southern California Edison 5½ bonds due 1944.

Authorization for Borrowing.

It was

T-1530 VOTED: to authorize the Assistant Treasurer to make arrangements for borrowing such sums as might be necessary up to $10,000 so that the total authorized borrowings of the University shall not exceed $35,000.

Endowment for the School of Theology.

It was

T-1531 VOTED: that it is the judgment of this Board of Trustees that a substantial endowment should be secured for the support of the School of Theology of Peking University.

The meeting adjourned at 5.00 P.M.

L. B. MOSS,
Secretary.

CYMCA

0230