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Bl. of J. Jones
PEKING UNIVERSITY

K'uei Chia Ch'ang
PEKING, CHINA.

January 6, 1919

Rev. Geo. Heber Jones, D.D.
150 Fifth Avenue,
New York City.

My dear Dr. Jones:

I am enclosing a copy of the minutes of the meeting of the Board of Managers held on December 14, 1918, and also a copy of the Report of the Deputation sent to Nanking to urge Dr. J. Leighton Stuart to accept the presidency of the University. We were very much delighted to know that the Trustees had decided to invite Dr. Stuart to Peking and as a Board of Managers and as a University Council we at once, ^{SENT} telegrams to him and a good many of us sent letters. The Board of Managers decided that it was a question of sufficient importance to justify the sending of a deputation, and Dr. Galt and I were appointed. The enclosed report goes quite fully into the situation in which Dr. Stuart finds himself and so I shall not write further regarding this, except to say that I have just received a letter from Dr. Stuart in which he says that the faculty in the Theological College in Nanking have decided that it seems desirable to retain a graduate school of theology in Nanking. This being the case, it makes it very dubious whether Dr. Stuart will accept the call to Peking. However, he has agreed to come here on the eighteenth of this month, so he as yet has not fully made up his mind. I think that Dr. Stuart is as rare a man for the position as could be found anywhere, even including the honorable country of America!

Doubtless the Board of Trustees have received the letter from Dr. Reinsch which he sent to you regarding the proposed change of site. A few days ago Dr. Reinsch, at our request, spoke to us regarding this matter. He feels very strongly that it is most unfortunate to undertake the work at our present site unless the entire area is purchased. This being the case, the Committee on Buildings and Grounds feel that it is desirable for them to hold any plans they have in abeyance until they hear from the Board of Trustees. In any case it is going to be necessary for us to get some of our buildings into shape in order that we may make provision for the Yu K'e students next fall.

You will notice from the minutes that the report of the Committee on Laboratories was referred to the Finance Committee and we hope that in the course of a few days we may be able to send you a definite statement regarding our needs along these lines.

On page six, section 2, it was voted to ask the London Mission to pay in the sums due for its share of the 1917 and 1918 expenses. It was suggested that the London Mission could perhaps borrow the money necessary if it could not get it otherwise, more easily than the University.

The London Mission seems to have decided not to pay anything

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into the funds of the University until the outstanding questions of the name and the Yu K'e are decided. It is unfortunate that this is so. Of course the Trustees have referred the question of the name to the Board of Managers, and we should act before long, it seems to me, to decide this question. We have delayed deciding it thinking that it was more tactful than to make the change at once.

Page six, 6. Resolved, that the committee recommend to the Board of Trustees that Dr. Wolferz be allowed four hundred dollars as his total married outfit allowance.

The Finance Committee thought that this is perhaps an average of what the various boards allow a man and his wife, and so fixed the sum at that amount.

Section X. Resolved, to ask for an overdraft at the bank of a sum not exceeding fifteen thousand dollars for four months.

The Treasurer has been very hard pressed for funds. The ten thousand dollars that the Board asked the Trustees to cable out has not yet been received, and in addition to that sum other funds are needed. As the Treasurer is writing you a separate letter explaining to you fully the revised budget I shall not go into that subject except to say that the Members of the Board of Managers feel that we must have funds if we are to run the University. Of course I think the fault is ours in that we did not adequately prepare our budget last summer. A number of unexpected items have been inserted in the budget.

Section XIII. Resolved, that it is the opinion of the Board of Managers that in addition to the President there should be another official who might be called the vice-president, and who would largely assume the duty of raising funds for the University.

If I am not mistaken Dr. Edward Lincoln Smith told us that had it not been that the Trustees required of the President of the University a large measure of financial responsibility Dr. Henry Churchill King would have accepted the presidency. He found upon reaching Nanking that Dr. Stuart feels exactly the same way. We told him of the action taken by the Board of Managers in this recommendation to the Board of Trustees. It seems to the Board of Managers that the President should be the real head of the University and not primarily a man who will raise the funds. To build up a University here of the kind that is contemplated is going to require that the institution have a real head here in Peking a very large part of the time. This aspect of the building up of the University, it seems to us, is greatly in advance of the other, indispensable as that is. We believe that the Board of Trustees feel themselves as responsible for the building up of the University along those lines as they do for the financial end of it.

I was very much interested in a remark that Dr. Reinsch made to us the other day. He said that he thought that Peking University, if developed along right lines, has the greatest educational opportunity given to it that there is anywhere in the world. Now with this oppor-

tunity goes a great responsibility which requires of the president that he be here to lead the forces on the field. It was thought that the financial secretary, if given the name of vice-president, might be given a relation to the University that would help him in his raising of funds.

Section XIV. Resolved, that we approve the recommendation of the theological faculty that we enter into sympathetic negotiations with the other theological schools of China with the purpose of making one of the schools, preferably at Peking the sole school for teaching theology through English, another to teach in Chinese, and a third to teach the lower grade middle school graduates.

The China Continuation Committee's Subcommittee on Theological Schools sent to us a letter asking us what our judgment was regarding this question. This resolution is our answer to the letter. I am very sorry that in Nanking they have decided that it seems wise for them to continue their graduate school there. Up to the present they have only four students who are graduates from college.

Wishing you a very Happy New Year, I am

Very cordially yours,

Wm H. Askeysteen
Secretary

WHG:LM

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February
Fifth
1919

The Rev. W.H.Gleysteen,
Presbyterian Mission,
Peking, China.

My dear Mr. Gleysteen:-

I shall forward to you in a day or two the actions taken at the recent meeting of the Board of Trustees of Peking University. One matter, however, is regarded as of urgent importance and I am therefore sending it on ahead.

Most of the session of the recent meeting of the Trustees was given to the consideration of the relation of the Woman's Union Medical School to the University. While we have already approved the principles of the affiliation, you will find in the records a letter from us stating that it would be necessary to have more detailed information as to just what would be involved if affiliation is actually effected.

The Trustees have appointed a Committee consisting of Edward Lincoln Smith, Mrs. J.M.Avann and myself to correspond with the Board of Managers and make certain inquiries which will clear up for the Trustees, the situation and enable them to proceed further in the matter should such action be desirable. Under instructions of this Committee, I am therefore addressing myself to the Board of Managers through your good self.

First of all, I am instructed to ask the Managers whether they are still of the same opinion as that carried in their former recommendations, namely - that the Woman's Medical work be affiliated with the University? The Trustees had in mind that certain factors may have arisen since the action of the Managers was taken which might cause a change in their view; namely - in view of the fact that medical work is to be inaugurated and, we have understood, concentrated under the China Medical Board, do the Managers still feel that it will be well to establish an additional school for medical training in connection with our University? Does not the opportunity in connection with the China Medical Board's institution offer facilities which will meet in a far better way than we possibly can the needs for medical instruction of women students? Do the Managers feel that the situation is so emergent that in addition to the large expenditures involved in placing on an effective basis the present Departments of the University the Trustees and Managers should incur the additional

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expenses involved in making provision for a Woman's Medical Department?

The second line of inquiry deals with the questions growing out of the event of an affirmative answer to the above questions - namely, that it is the judgment of the Board of Managers that there should be affiliation between the University and the Woman's Medical School and that it should become one of the University's faculties. In this case, we desire the Board of Managers to furnish us with an outline of what would be involved in such affiliation. How much of a faculty would be required? What do the Managers estimate to be the expenses that would be involved in the maintenance of the faculty? How large a budget would be called for for other expenses? What would be required in the way of building equipment? What sources of income will be available from the Woman's Boards and from local receipts to meet these expenses? Also any other practical proposals in connection with the matter that will occur to the Managers.

In case the view of the Managers should be that new features have arisen which render an affiliation of the Woman's Union Medical School with the University impracticable at this time, these other questions, of course, need not be answered.

Cognate to this subject and one which is regarded as very important by the Trustees, is that of the affiliation of the Language School with the University. I have presented this matter both to the Trustees and to the Executive Committee, but we are held up from taking action because of the lack of any definite proposals from the Board of Managers indicating the financial responsibility which would be involved.

I am sure you will understand that it will be necessary for the Trustees and the Executive Committee to have definite statements from the Managers as to the practical and financial responsibilities which are involved in such affiliation. The line of questions at this point would be practically the same as those in connection with the Woman's Medical College as I have outlined them above.

Will you not therefore, bring this matter to the early attention of the Managers and ask that definite statements as to what is involved in the affiliation may be laid before us in order that early action may be taken.

In closing, may I add that I have this week received from Mr. John McGregor Gibb, Jr., the Acting Treasurer his letter with the budget of the University and the notes on the estimates addressed to Mr. McBrier and myself. I have not had a chance to study it yet, but we are grateful to have these statements which contribute to more efficient and intelligent cooperation between the Trustees and the Managers and I need not assure you will be given very careful consideration by us.

In Mr. Gibb's letter, he states that you will also write us in the matter. I shall be glad indeed to get your letter.

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Rve.W.H.Gleysteen

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2/5/19

I have not been privileged to see Mr. Krause yet, but hope to have that pleasure shortly.

With every good wish,

Yours cordially,

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Mr. Gleyson re.

PEKING UNIVERSITY

K'uei Chia Ch'ang
PEKING, CHINA.

*Mr. Bailie &
Mr. Dean*

February 20, 1919

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Rev. J. L. Stuart, D.D.,
Theological Seminary,
Nanking.

My dear Leighton:

I am herewith sending you a check for \$82.00 on Mr. Myers. I assume that this is the best way of sending the money without your having to have a certain percentage deducted.

Mr. Bailie
Mr. Dean

A few days ago Professor Bailie was here. You know how keen he is on having the University serve the community. I always have a feeling that he really has the right pig by the ear. Of course it is easy to go too far along those lines. However, we were talking about Mr. Dean, who is in charge of the industrial work in the Higher Normal College here in Peking. He has been here I think about four years. Professor Bailie said "Dean is the best man in China in his field. By all means get him for the University if you can." Mr. Martin of Tungchow was talking to me the other day about trying to secure Dean for their Middle School there with a view to developing an industrial department. Mr. Dean himself has been, I think, casting about. He feels that probably the Chinese will not permanently employ foreigners in such positions. But beyond that he is a very earnest Christian and I think is primarily motivated by a desire to serve the Church. He has not spoken to me about it but I saw a letter of his which he wrote to someone else which makes me realize that he is debating the question of making up with some mission. He is a self-made man, exceedingly ingenious with a rare love for his students. I do not know whether it is going to be desirable for the University to have such a department but I wish it might and I believe that Dean would be the logical man to secure. He has done quite a good deal of work with his boys in drawing, wood work, and iron work. In any case, I want you to know about this. I am writing to Dean and suggesting to him that in case he would accept a definite position, he should let me know so as to give us a possible option on his services.

The Board of Arbitration had a meeting last night, but one member did not appear. They hope to have another meeting this evening at six o'clock. I believe little more than balloting is to be done at this meeting. As soon as I hear definitely I will let you know.

Very sincerely yours,

Gree

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PEKING UNIVERSITY

K'uei Chia Ch'ang

PEKING, CHINA.

March 5, 1919.

Rev. Geo. Heber Jones, D.D.
154 Fifth Avenue,
New York City.

My dear Dr. Jones:

A few days ago I received a letter from Dr. Edward Lincoln Smith, in which he said that you had been ill for some time. I trust that by now you are quite recovered.

Quite a good deal of water has flowed under the bridge since I wrote you last. When Bishop Welsh was here about six weeks ago he said that his impression was that we had union but not real unity in the University. This of course made an impossible situation for Dr. Leighton Stuart. The Bishop suggested that perhaps the best thing for us to do might be to have a committee composed of ten persons representing the Methodist Mission and ten persons representing the other three Missions, with the alumni of both Hui Wen and Yenchow represented in this number, the object of the committee being to see exactly what our points of disagreement were and if possible either to compromise or else to refer the questions of disagreement to a Board of Arbitration. A good many of us approved of this and accordingly a committee of twenty was appointed.

This committee met in the home of Dr. Lowry, the Bishop presiding. We spent eight hours discussing the question back and forth, seven hours of which were taken up with the discussion of the possibility of compromise. It finally became quite patent to us all that compromise was quite out of the question, and that the only course open was that of arbitration. The committee accordingly unanimously voted to recommend to the Board of Managers that they refer the question of the inclusion of the Yu K'e and the Chinese name of the University to a board of arbitration, for an authoritative rendering of the articles of the agreement as touching these two questions.

When Dr. Stuart arrived in Peking we called together this committee, that he might have the benefit of their discussion and that they might have the benefit of his presence, hoping that there might still be some way without having to refer the question to the board of arbitration. If I am not mistaken we met about ten times, some of the meetings lasting three or four hours. These meetings might seem to be a waste of good time, as we were really no further along at the close than we were at the beginning. On the other hand I think that they showed to us the real difficulties of both sides and they also drew us close together in sympathy, so that I am very glad that we had these meetings. The up-shot of the whole matter was, as you know from the minutes which I sent you, that the question was referred to the board of arbitration, which decided that the name "Hui Wen" may have other characters added to it. This was the unanimous decision of the board of seven. They also voted, five

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Rev. G. Heber Jones - 2

to two, that the Yu K'e belongs to the University. The Tungchow alumni, some of them at least, are not happy over having to retain the two characters "Hui Wen", but we are hoping that this radical element will cause no trouble.

Some days ago I received from Dr. Stuart the following letter:

My dear Mr. Gleysteen:

Having received the consent of my Mission, I hereby accept the call to the presidency of Peking University, subject, of course, to the conditions approved by the Board of Managers and submitted to the Trustees. I suggest that my relation with the University begin on June 1st. My thought is to continue as a member of my own Mission, but with my salary paid by the University."

Everyone has been uncommonly well impressed with Dr. Stuart and I think that there is no question that he is an ideal man for the presidency. For some time I have personally thought of him as one of the two or three outstanding leaders among the missionaries in China. It is a great thing to have secured him for this position.

I want particularly today to write to you about our financial outlook. I have written a letter to Dr. Edward Lincoln Smith as he knows something of our needs from having been here. When Dr. Smith was here last fall the Board of Managers asked for ten thousand dollars. We have not had any word from the Board in regard to this, and have really been in financial straits all year. Owing to a number of unexpected items being put on our budget, such as the salary of Dr. and Mrs. Wolferz, Mr. and Mrs. Breece, and my secretary, etc. etc., our expenses have been higher than we anticipated. Mr. Gibb has sent you a letter and also an itemized statement. We have an overdraft at the bank of eighteen thousand dollars, three thousand dollars for outstanding bills, and nine thousand dollars for the running expenses for the rest of the year. This makes a sum of thirty thousand dollars which we will require to close the fiscal year without debt.

At the last meeting of the Finance Committee it was voted to draw a sight draft for five thousand dollars (\$5000) on the Board of Trustees. We cabled to you accordingly. We appreciate the fact that we have no authority to do this sort of thing, but on the other hand the situation was so acute that we felt nothing else could be done. Mr. Porter asked whether the money voted for athletics last fall was available and was told by the Treasurer that there were no funds. It seemed to me nothing short of a shame to have to curtail the activities of the Athletics Committee, as athletics ~~are~~ one of the greatest factors in college life in binding students together and also in giving it standing in the community. Then one of the Chinese professors sent a bill in and was told that there were no funds on hand. A situation like this is simply intolerable, and therefore we were driven to do what we decided upon.

Dr. Jones, - 3

We have had a number of difficult questions here to decide and for the last few years the life of the University has not been advancing at the rate that it should. Now that these questions are practically decided and that we have a president there will no doubt be a great need for a financial campaign, and we are very anxious that the Board of Trustees shall elect Dr. Luce to the position of Vice-President and Financial Secretary. We also hope that we shall be relieved of this financial difficulty very soon. We have a lot of problems now ahead of us, but I think they are fascinating and I trust that we all shall go ahead full steam.

With very kind regards to you,

Sincerely yours,

Wm. H. Gleyse
Secretary

WHG:LM

RECEIVED BY	SEPT. JONES
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(Received July 21, 1919)

PEKING UNIVERSITY

K'uei Chia Ch'ang

PEKING, CHINA.

(Recd 7/21/19)
(Postmarked 6/26)

March 27, 1919.

TRUSTEES OF
PEKING UNIVERSITY

Rev. Geo. Heber Jones, D.D.,
154 Fifth Avenue,
New York City.

My dear Dr. Jones:

I desire first of all to report to you the purchase of certain pieces of property. We should not have purchased these properties under normal conditions without consulting the Board of Trustees.

The property in the extreme southwest corner of the University site, known commonly as the German factory, was suddenly placed on the market because of the fact that the Germans owning it were being repatriated. In view of the fact that the Board of Arbitration decided that the Yu K'e is part of the University, and also in view of the fact that this land might fall into the hands of someone else who would hold it at a very much higher figure, it seemed wise to the finance committee to regard this as an emergency case and to secure the property. A sum of \$25,250 was paid. The money was borrowed on the note of the University, signed by Dr. H. H. Lowry, J. McGregor Gibb, and myself, and endorsed by the finance committee, the note bearing 7 % interest and being for three months, to be renewed for three months longer if necessary. I may add that this property is well worth the sum paid for it and I think that we could doubtless dispose of it at the sum given. It is really very fortunate that it came into our hands, as the plan now is to have the class rooms, laboratories, dining hall and chapel of the Arts College in a part of this building, moving the Yu K'e into the buildings at present used by the Arts College men. Then we are also proposing to remove the School of Theology from its present site and house it in part of this former factory. There is also a residence which can be occupied by one of the professors. The theological school has been too remote from the rest of the University and has suffered as a result. We are now proposing to house it in the best buildings we have and to give it the right of way before everything else.

There is a large hall which lends itself admirably to being converted into laboratories for physics and chemistry. There are other large rooms which lend themselves equally well to being made into class rooms and a large assembly room. We shall, as a result of this move, have an assembly room which will be adequate to the uses of the University at present, being able, I suppose, to seat four hundred or even more. By this arrangement, furthermore, we provide a compact grouping for the Arts College, Yu K'e and School of Theology, which I think will unquestionably prove of great value on the side of knitting the men together in closer fellowship.

It is rather unfortunate that so serious a step had to be taken without the sanction which it should have, but

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Dr. Geo. Heber Jones, 2

as we were unanimous that this was a very necessary thing to do, we proceeded, trusting that you will approve of what has been done.

Then there is another piece of property, known as the Kung Hsueh Li property, numbers 85 a and b on the map, which we have purchased. It is the land just opposite the German factory, which we have decided to use for dormitory purposes for the Arts College students. This will provide for about sixty students. The University had already paid down one thousand taels on this property. We have now given the owner a note for nine thousand taels at 5 % for one year. We have not paid him the nine thousand taels but he is to have the interest on the money. From a purely financial point of view this purchase is also quite justified, as it would have been possible to rent it for practically the amount of interest we pay each year. However, we are not planning to rent it but as I stated above, we plan to utilize these buildings for dormitory purposes.

Then there is another small piece of property completing the University holdings along K'uei Chia Ch'ang which Dr. Lowry recently purchased for something like two thousand dollars: I have not the exact figures, but will report this later. I was rather sorry that this particular piece of land was purchased as I know that there are many who hope that the question of the site will be re-opened. Dr. Lowry did not speak to the members of the Finance Committee about it, and since it is rather a small amount, it did not seem wise to say anything in regard to it. I merely mention this because I do not want you to think that we have begun a campaign of buying property. It seemed to us necessary to buy the German factory, and funds had already been paid down on the Kung Hsueh Li property, and it seemed very desirable that this should not pass out of our hands at this time.

We trust that the Board of Trustees will come to our rescue in the matter of providing these funds promptly, so that we may not have to spend any more money on interest than is absolutely necessary.

It will also be necessary to build twenty-five rooms of new dormitories for the Arts College, costing approximately \$2500. You will remember that this past year the Yu K'e was housed in the Middle School of the Methodist Mission, but we are now planning to make provision for the students of the Yu K'e in the University itself. This seems a most necessary step to take. We also have to provide for an increasing number of students in the Arts College, as this year we have had only three classes, and next year there will be four classes.

To put the German factory into shape, including electric light, we shall need about \$2500. This will arrange for the laboratories, assembly room and class rooms. We shall also need approximately \$3000 for furniture, chairs, tables, benches, etc.

Part of the German factory has a steam heating

Dr. Jones, 3

plant in it, the part we are proposing to use for the School of Theology and for a residence. In the other part we are planning to install a heating plant, of which I am enclosing a detailed order. I am also enclosing an order for a heating plant for the new dormitory rooms for the Arts College students. We would be very glad indeed if it would be possible to have these sent out at once, as if they are not sent out pretty promptly I am afraid they will not get here in time. While this goes into temporary buildings still it is material which can be used again in our permanent buildings.

I am also sending you a detailed list of apparatus needed in the physics laboratory, the geological laboratory, and the biological laboratory. I am sorry that I have not yet received the list for the chemistry laboratory, but I will send that on as soon as I receive it, which I trust will be in a few days.

You can readily understand how imperative it is, if we are going to do creditable work here with such an institution as the China Medical Board as a close neighbor, and a Government University also, that we have apparatus. During this year we have been compelled to make shift. The Methodist Mission have very kindly allowed us to use their laboratories, but these laboratories are also quite inadequate, even if we could use them again, a thing which it is neither possible nor desirable to do. The Board of Managers are going ahead on the supposition that we are to build up an institution that will do an excellent grade of work on the scholastic side as well as on the moral and spiritual side.

I have recently had a letter from Dr. Leighton Stuart in which he proposes coming to Peking in June to be inducted into office. We are confident that the institution will take on a new lease of life with the coming of Dr. Stuart. There are already a number of large things looming before us. Just now the financial problem is really a very serious one. By this time you must have received my letter which I sent you about a month ago telling you of our needs. Aside from the sums that we are asking for for the newly purchased property and heating plants, new dormitories and furniture, we need \$30000 (thirty thousand dollars) to meet our obligations and to close our academic and fiscal year without debt.

No doubt this new financial responsibility must make it quite patent to the members of the Board of Trustees that a financial campaign must be begun at once. We ardently hope that you are going to approve of our recommendation that Dr. H. W. Luce be the vice-president and financial secretary in the University.

In some ways we are at present in a quandary here. We have not the money that we need and yet we feel that it would be wholly unworthy of this enterprise not to proceed along these lines that I have referred to in this letter. If this letter reaches you promptly and you can reply promptly it will not

Dr. Jones - 4

be necessary to cable, but if for any reason there is delay we should be very grateful for authorization to proceed in building the needed dormitories, making repairs on the factory and providing furniture.

Dr. Leighton Stuart is planning to visit Peking in April and the Executive Committee of the Board of Managers has also invited Dr. Luce to come here at that time. We trust that a number of things will take on more tangible form in the course of the next month or two. We are greatly encouraged and feel that there are wonderful possibilities ahead of Peking University, but we need money at once.

Very cordially yours,

P. S. The sums referred to are
are maximum dollars.
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W. H. Gleason
Secretary

P. S. The following has been submitted by the Chairman of the Buildings and Grounds Committee:

A word of explanation seems to be called for as to the reasons for building new dormitory buildings rather than attempting to house the students in buildings already belonging to the university on the plots mentioned and on other plots near by. The Committee gave very earnest consideration to this question. Although from the purely financial point of view there would be some economy in housing the students in old buildings rather than in putting up new ones, when all things were considered this policy did not seem wisest. Four reasons may be mentioned in favor of building new dormitory buildings.

1. Some of the students of the University are already in newly provided buildings and are paying a considerable sum as room rent for the same. If older, more poorly furnished and less convenient buildings were assigned to some of the students there must of necessity be some discrimination in the amount of room rent asked for. In fact, some of the members of the Committee thought in case the old buildings were used no room rent at all should be charged. And furthermore if buildings already on University land were taken over for dormitory purposes, the University would lose the income which these bring in when rented to other parties. It was apparent that new dormitory rooms, for which rent could be charged according to the rate in operation this year, would bring in annual returns on the investment of from twenty to thirty percent. So, equating these two financial values, one against the other, the saving to the University if old buildings were used did not seem sufficient to compensate for other disadvantages.

2. The cost of remodelling the old buildings would be so great as to very much reduce the economy of the plan which would otherwise be effected.

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3. The difficulties of administration in case the students were scattered about on two or three plots would be so great as to be an important factor in the issue.

4. The cost of heating and lighting in a number of separated groups of old buildings together with the difficulties of arranging for the same, were also arguments in favor of the new buildings.

The Committee considered and passed upon estimates for apparatus for equipment for laboratories for chemistry, physics, biology and geology and separate statements covering these estimates will be prepared to accompany this document. Estimates for furniture will be prepared to accompany it also. Estimates for a heating and electric light system are being prepared and will be incorporated. The sums to be expended may be divided into two groups: one class represents sums to be expended for buildings for temporary use; and the other class represents sums to be expended for apparatus, equipment, etc. which will be for use both in the temporary buildings and in the permanent buildings when they can be provided.

PEKING UNIVERSITY

K'uei Chia Ch'ang
PEKING, CHINA.

TRUSTEES OF
PEKING UNIVERSITY

8/7/19

April 8, 1919.

Rev. Geo. Heber Jones, D.D.,
154 Fifth Avenue,
New York City.

My dear Dr. Jones:

When I sent you my letter a few days ago with the various orders for laboratory apparatus and heating plants I did not have Mr. Gibb's order and so could not enclose it. His order is not finished as yet, but I am enclosing the portion of it which he has sent me. Mr. Gibb says that some of the other things will have to be purchased in Japan in any case.

Dr. Stuart and Dr. Luce are arriving this evening and we are having a meeting of the Board of Managers on Thursday, when we hope a number of large questions will be discussed and finally settled.

I hope that you have fully recovered from your illness.

Very cordially yours,

Jm H. Gleysteen

Secretary

WHG:LM

0175

PEKING UNIVERSITY.

April 16, 1919.

Rev. Geo. Heber Jones, D.D.,
Secretary of the Board of Trustees,
154 Fifth Avenue,
New York City.

My dear Dr. Jones:

I am sending you herewith a copy of the minutes of the meetings of the Board of Managers held on April 10th and 11th. On the whole I think the minutes are self-explanatory, but I should like to say something in regard to certain resolutions that were passed.

You will notice from the views of Dr. Reinsch, Dr. Stuart, Dr. Downey and Mr. Luce, how very strongly the desirability of the new site appeals to them. I think that we are all pretty well agreed among ourselves that we would not want this question re-opened if it was going to mean any unpleasant feeling on the part of anyone and so we proceeded along constitutional lines, requesting that each Mission be appealed, to, to allow the question of site to be re-opened. I do not know that there is any necessity of my going into the details any more than I have done in the minutes, where I roughly outlined the views in favor of the changed site. Mr. Luce, who of course is thinking of the question in the light of the possibility of having to help raise the funds himself, said he did not think that retaining the old site and raising funds to consolidate the whole property there was a good talking proposition.

I may add a word regarding the site itself; the proposed new site is just outside the city wall to the west, lying well to the south of the city. It really is not at all disadvantageous from the point of view of being remote from the life of the city. We are almost all agreed that the University must be in vital touch with all the seething life of the city. The American Minister said that a great many Americans are apt to be building residences in that part of the city and that as soon as the gate is pierced through the wall the value of the property will at once increase exceedingly.

You will notice from the first resolution that we are asking for one hundred acres and later on in the minutes there is another resolution to the effect that we ask to secure an additional twenty acres for residence for the foreign and Chinese professor, in all making one hundred twenty acres. The American Minister is so convinced of the desirability of the new site that he will do everything on our behalf to see that the land is secured and that it is secured under the most favorable conditions. It was thought that perhaps one hundred thousand dollars gold would be adequate to secure one hundred acres. There was some discussion as to whether or not it would be wise to approach the Government

requesting them to give the University this land as a free gift. Dr. Reinsch was of the opinion that it would not be altogether easy to arrange this, especially at this time, when the government is so hard pressed for funds, and is borrowing from other countries than Great Britain or the United States because these two countries require the Government to recognize certain standards which at present it is not willing to do. There may be some action on the part of the Board of Managers later in regard to this, but no action was taken and probably none will be.

The basis for discussion was prepared by Dr. Stuart and Mr. Luce as a help to make clear just what the University is planning and what its constituency and institutions are. A number of committees are at present at work preparing data on the basis of this program. This data will be forwarded to Mr. Luce.

Resolution IV., Resolved, that we recommend to the Trustees that each participating Mission in the University recognize \$100,000 gold as the initial goal. There was a general desire that the participating Missions make this contribution at this time.

Resolution VI. Resolved, That we recommend to the Trustees that Peking University include the following departments: College of Arts and Sciences, Graduate Art School; School of Theology; Pre-medical Course; School of Journalism; Teachers College.

Education in China seems to be taking on a practical form and I imagine from the discussion that it is altogether likely that the Board of Managers will recommend to the Trustees that there also be a technical school, a School of Commerce, and a School of Forestry. Committee have been appointed to investigate these questions and report on them soon.

Resolution X. Resolved, that R. W. Wheeler of Hangchow be nominated as a professor in Peking University.

Dr. Stuart said that Mr. Wheeler has to leave Hangchow College because of the health of his wife, and therefore there is a chance that coming to the drier, colder climate of Peking may be beneficial to her. Mr. Wheeler is a man of exceptional record; he was on the glee club at Yale, and was one of their famous athletes, and the fellowship man in the Seminary. He is himself a man of means, and has contributed generously to various causes; he expressed a desire to help Dr. Stuart in the financial campaign for Peking University during his stay in America. I think this will explain to you why we have nominated him as a professor of Peking University. Dr. Stuart said that he hoped the University would from the beginning not be too economical in the matter of the number of professors; that in most of the institutions in China the professors were so ground down by the excessive amount of teaching they had to do that they have no time for that personal influence and contact with students which is so very essential if an institution is to be truly Christian.

If a financial campaign is to be launched soon,

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it will be imperative that the Board of Trustees decide upon an architect. I was instructed to remind the Trustees of the fact that the Board of Managers has already made recommendations to the Trustees suggesting the name of the firm of Murphy and Dana as architects. This firm has a Shanghai office, and is in our judgment the best qualified and most desirable of any in the Far East.

Resolution XIII, Resolved, that we endeavor to secure twenty acres additional to the one hundred acres of the University plot for residences for the foreign and Chinese professors.

The University at present is laboring under this disadvantage; so many of the men on the faculty live in various parts of the city and are unable to give their full time and thought to the University. If there can be a residence section adjoining the University, it would unquestionably contribute greatly to the unified life of the University, and would therefore seem most desirable.

The Budget I trust is explicit; it is a considerable increase over that of this year, but we have felt ourselves being pushed ahead by forces which we cannot control. It would be most delightful and helpful if the Board of Trustees and the Board of Managers might have a meeting together; but I assume that it is the desire of the Board of Trustees that we develop the University and we have felt that it was at our peril that we delayed long in certain lines, and we have accordingly pushed out into the future somewhat; however, it seems to us modest, and we therefore hope the Budget will be approved.

Mr. Luce is by no means sure that he desires to become the Vice-President of the University and the Financial Agent even if the Trustees decide to elect him. Mr. Luce, as you may know, raised \$300,000.00 for the Shantung Christian College when he was home last time, and he knows how laborious and hard the task is. He has, however, promised in any case to secure all the data that we can give him regarding the financial needs of the University and to present these to the Trustees. We should like very much if it is possible, for you to arrange a meeting of the Trustees in New York to meet Mr. Luce. He does not know just what dates he will have free. He expects to sail for home on the 25th of April. Mrs. H. W. Luce's address is 180 Greenwood Avenue, East Orange, N.J. If you communicate with her you will be able to find out at what time Mr. Luce will be able to meet with the Trustees. Dr. Stuart urged me to place before you as forcibly as I could the desirability of this meeting.

May I remind you that it is a little bit embarrassing for us here not to have any action of the Trustees concerning the confirmation of persons elected for membership on the Board of Managers by the Missions. There are so many exigencies on the field which require an unexpected change that it would seem desirable to allow the Managers a little more freedom in this matter. The Executive Committee of the Trustees I believe recommended to place this matter before the Board of Trustees, but we have had no word of action taken.

I have already written to you regarding Resolution XVIII, namely, the recommendations from the Finance Committee and Grounds and Buildings Committee regarding the housing of the School of Theology, the Pen K'e and Yu K'e, and regarding the purchase of the two-story building property.

Resolution XIX. Resolved, that we ask the Trustees to invite Professor Hohn Downey, Dean Emeritus of the Arts Department of the University of Minnesota, to be the Honorary Adviser of the President and the University Council of the Peking University.

Dr. Downey has had a very long and distinguished career, in the Universities of America. He spent a year and a half in Nanking and has been spending this year in Peking, as you know, teaching in the University. Dr. Stuart was especially desirous that the Board of Managers elect him to this position. Dr. Downey, I believe, is receiving a Carnegie Pension, and probably would be quite satisfied if the University provide him with a residence. He is held in very high esteem by us all. It is hoped that he may also be of some use in the financial campaign while he is in America, where he plans to to at the close of this academic year.

You doubtless by this time have received a cable from us regarding the name of the University, meeting of April 11th, Resolution I, that the characters Pei Chung Hsieh Ho Be added to the characters Hui Wen making the name of the University, "Pei Ching Hsieh Ho Hui Wen Ta Hsieh

You are well aware of the difficulty problem that has confronted us all during these years. When the vote was taken on this question there was not one vote opposing the motion? Mr. Davis and Dr. Hobart of the Methodist Mission voted in favor of this change. Dr. King said he would not oppose it. We all realize that this was a very painful thing for Dr. Lowry and we would all of us have been glad to do anything else had there been any other possible way out of the dilemma. All of us who are on the Board of Managers have come to realize what a profound reality to the Chinese "face" is and that "face" is not altogether the superficial thing that so often foreigners characterize it as being.

It was pointed out that other things being equal, it was altogether desirable that we conform to the beautiful architecture of the land in which we dwell. Mr. Luce said that the Chinese architecture costs perhaps 15% more than the Western, but that he had found in his experience that it was easier to raise money where the money was for buildings with Chinese architecture. On that basis there would be an advantage of 10% if the Chinese architecture is adopted: but these figures may be somewhat fictitious.

Dr. Stuart has not yet heard from the Board of Trustees, and

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so we are not absolutely sure that he is coming. We cannot, however, conceive of our going on now without him, and so a committee has been appointed to plan for his inauguration at the time of Commencement in June. Everyone is exceedingly delighted with Dr. Stuart. He is unquestionably the man for the place, a man of great faith, and vision, of splendid strength and courage, and with rare grace or goodness and ability combined.

Very cordially yours,

(Signed) Wm. H. Gleysteen.

WHG:LM

Enc.

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Duplicate

TRUSTEES OF
PEKING UNIVERSITY

April 18, 1919.

Rev. Geo. Hober Jones, D.D.,
Secretary, Board of Trustees,
154 Fifth Avenue,
New York City.

My dear Dr. Jones:

I am sending you a copy of the minutes of the Executive Committee of the Board of Managers.

The two items in these minutes which are of interest to you are the first, which is an answer of the Executive Committee to your questions regarding the affiliation of the Woman's Medical College to the University, and the action concerning Dr. Stuart's salary.

I may say that we were not only unanimous in our conviction that this medical work is of the highest value, but we were even enthusiastic in our conviction. Whatever the China Medical Board may do in the line of medical education, for a great many years to come there is a distinct field for the medical education of women which the China Medical Board cannot enter because of its program, which is for higher education. We cannot conceive of any form of work that would bring greater blessing and help to the Chinese homes than such a Women's Medical College.

We voted that Dr. Stuart's salary should be \$2500.00 gold instead of \$3000, as the Board recommended. Dr. Stuart wrote to me asking that his salary be smaller as he did not feel comfortable about it, and also asking that there might be a President's Incidental Fund which he might draw upon without having to send in an itemized statement of his expenditures. The members of the Executive Committee, knowing that Dr. Stuart wished to keep expenses low and that he might restrict himself in necessary expenditures if we did not make the salary amply large, decided to recommend to the Trustees that he be given \$2500.00 gold as a salary and that an Incidental Fund of \$500.00 gold be set aside on which he is at liberty to draw as he sees fit, the unexpended balance of this fund to revert to the Treasurer of the Board of Trustees, each year.

I am very sorry that the question of the name is not solved as we hoped that it might be by the action taken by the Trustees. It is not now a question of the foreigners at all: I think the foreigners are most keen that we should come to some settlement: but the two groups of alumni seem to be more or less at loggerheads. Any concession made by the Board of Managers to one group seems to provoke the other group. We have called for another meeting of the Board of Managers for April 24th,

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when we hope that it may be possible, by recognizing "Hui Wen" as the temporary name of the University until the new regime begins, to make a satisfactory arrangement.

These days we have been having such splendid visions of the possibilities of the University and we are so delighted with the thought of Dr. Stuart's coming to us that it seems a pity that this mill-stone of a name should still be hanging about our necks.

Very cordially yours,

M. A. Glysten
Secretary

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TRUSTEES OF
THE UNIVERSITY
PEKIN

PEKING UNIVERSITY
K'uei Chia Ch'ang
Peking, China.

April 29, 1919.

Dr. Geo. Heber Jones, D.D.,
154 Fifth Avenue,
New York City.

My dear Dr. Jones:

I suppose you were not a little disconcerted to receive a cablegram from the Hui Wen alumni informing you that the name decided upon by the Board of Managers was unacceptable to them. I can assure you that it was equally disconcerting to us here, for we have been working over this problem, which seems to be one primarily of Chinese "face", until we hardly know which way to turn.

I am sending you a copy of the minutes of the meeting of the Board of Managers held on April 24th. There was considerable discussion, but the way to proceed was not clear. Yesterday we had another meeting of the Board of Managers, of which I will send you the minutes in a day or two. I may state at this time, however, that I do not feel that we made very much progress yesterday. If we did not all of us have faith in the great possibilities of the University when once we get to making history instead of interpreting it, I think that we should all have given up in despair long ago. But I want on behalf of the Board of Managers to assure the Board of Trustees that we are still in the game, that we have a stiff upper lip, and that as a Board of Managers we expect to see this thing through in a way that will be satisfactory.

Dr. Stuart has forwarded to me his cablegram from Dr. Smith. We are delighted, of course, that the Board of Trustees have accepted Dr. Stuart's conditions, and that he is now the President of the University. I do not believe that Dr. Luce will be willing to be the financial Agent unless he is also Vice-President. He is too much of an educationalist to care to give himself merely to the raising of money.

With very kind regards,

Cordially yours,

(Signed) Wm. H. Gleysteen

Secretary

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April 29, 1919.

I am herewith sending you most of the information that the Basis for Discussion which you and Dr. Stuart presented, calls for.

b. Middle Schools: The Methodists have five: the American Board one, the L.M.S. have three full-fledged middle schools and one providing a course of two years: the American Presbyterian has one full fledged and one offering two years. In Manchuria there are sixteen middle schools, I believe. This makes a total of 27.

Lower Primary: M.E.N. 104: American Board 15: L.M.S. 11: A.P.M.
13: Total 144. Number in Manchuria unknown.

N.E.N. 16,600 (This includes probationers: membership with
out probationers, 11,000)

9,178 Irish Presbyterian in Manchuria
10,834 Scotch Presbyterian
1,149 Danish Lutheran

The approximate population of the Province of Chihli: 30,000,000
Shansi 10,000,000
Manchuria

This makes a total of 17,000,000
people in the territory in which we are placed. 57,000,000

Section II. I think you have about as full information on the questions under this section as I am able to give you. There are some reports that we have asked committees to hand in which have not been returned to us. Mr. Gordon has made a tour of Hankow, Nanking, Shanghai, and Tientsin largely with a view of studying the question of technical and commercial education, and so that report will be sent you in a few days.

The Board of Managers have recommended to the Trustees that there be a department of Arts and Sciences, a Graduate Arts Course, a School of Theology, Pre-medical Course, School of Journalism, Teacher Training School. I think it is altogether probable that the Managers are agreed that there should be a school of Forestry if not a School of Agriculture, but as I said, I will communicate with you a little later in regard to this: also concerning the School of Commerce and Technical School.

Section III. Financial Matters, a. Assets.

- a.1. Initial amounts from the Boards for capital and plant:
The following figures are approximate:

M.B.M.	85,000.00	gold
A.B.M.	37,000.00	"
A.P.M.	37,000.00	"

2. Sources for current expense: These are \$1000.00 gold from each of the Boards and fees from the Students.

3. Support of the Faculty: Each participating Board provides two professors: the remaining professors are to be provided by the University itself.

b. Expenditures:

1. Land: Approximately \$350,000.00 has been spent on land, and it is thought that about \$150,000.00 more, gold, will be required to consolidate the thirty-six acres of the plot. There seems to be a very strong desire on the part of almost everyone that we should move to a site outside the city. It is thought that the 120 acres of land can be secured at the new site for about \$100,000.00 gold.

It may be that we shall desire to have additional land for agriculture, 60 acres, and for forestry, 10 acres. \$50,000.00 gold would be required to secure this land.

In order to complete the purchase of the 66 acres which the Commission on Site recommended, should be secured as a minimum, \$900,000.00 gold at least would be required.

2. Buildings: These are arranged in four periods, the first with a maximum number of students 600: the second, maximum number of students 1200: the third 2,000, and the fourth 4,000. I may say that we felt it was not possible or perhaps necessary to go into the minutiae of the expense of the buildings: we did not consult building contractors but thought these figures would answer the purpose as being round figures.

BUILDING PROGRAM

	STUDENTS		1200		2000		4000	
	No.	Cost	No.	Cost	No.	Cost	No.	Cost
Chapel (Seat 800)			1	50,000				
Auditorium (2500)					1	150,000		
Library and Administration	1	100,000						
Class Rooms, Bldgs.	1	50,000	1	75,000	1	100,000	1	100,000
Chem. Laboratory	1	125,000						
Physics laboratory			1	100,000				
Biology laboratory					1	100,000		
Geology laboratory							1	50,000
Forestry and Agriculture					1	25,000		
Astronomical observatory			1	20,000				
Gymnasium and Social Center	1/2	75,000	1/2	75,000				
Dining Halls	1	40,000	1	40,000	1	40,000	1	80,000
Dormitories	4	200,000	4	280,000	5	250,000	14	700,000
Residences								
Foreign	15	75,000	10	40,000	10	40,000	10	40,000
Chinese	12	36,000	10	15,000	40	60,000	90	135,000
Power House	1	40,000						
Workman's houses	20	6,000	10		15		30	
		\$744,000		565,000		\$765,000		\$1105,000

3. Endowment: It was felt that there was no need of placing the endowment at too high a figure: as the institution grows the endowment will need to be increased: but the budget for this coming year will be about \$60,000.00 and this would require a productive endowment at six percent of one million dollars.

4. Annual Budget, Peking University, June 30, 1919, to June 30, 1920.

Incomes		
Appropriations 4 Bonds (G\$ 4000)	Local Currency	8000
Tuition fees 35 Theo. Students at 10		350
165 Yu K'e and Arts Students, tuition at 25		4125
Room rent, 200 students at 10		2000
Incidental fees 200 students		400
Breakage and laboratory fee		400
Rents		9000
		24275 G\$ 20230

Expenditures, local running expenses	
Chinese salaries, 11 men	8700
Physical director, new	600
Instructor in Japanese, new	600
Instructor in Mathematics, new	1200
Second instructor in Chemistry, new	600
Instructor in Chinese, Theo. Dept. new	\$720
Mr. Liu, teacher nominated by Dr. Stuart for Theo.	1500
Chinese teachers rents (3)	720
Janitors supplies	200
Light	1463
Heat	2700
Servants	1380
Repairs	400
Athletics	500
Postage and stationery	600
Office equipment	500
Printing	1000
Library	1500
Laboratory upkeep	2000
Water tax	300
Travel	800
Sundries	\$500
Taxes	72
Refunds on breakage fees	100
	29135 G\$ 24280
Foreign Staff as at present	
Salary L.E.W.	2400
T.E.B.	2400
child	200
Secretary	1800
Secretary, travel	550
House rent for two families	1680
Personal teachers	360
Medical allowance	300
	9690 G\$ 9075
Increases	
President's salary G\$ 2500	5000
President's salary, deficit 1918-19	500
house rent	1800
secretary	1800
Incidental fund	1000
Outcoming	550
Dr. Luce's Salary G\$ 2000	4000
children 600	1200
Dr. Oldham, salary	3000
Mr. Hutchinson,	2400
child	200

Budget continued

Dr. Stuckey	3000	
children	1000	
Treasurer and business manager	2400	
Mr. S. M. Dean	1400	
House rent	4200	
Mr/ E. J. Dobson, Department of Biology, salary	2600	
children	400	
house rent	840	
outcoming	2400	
	39690	\$G 33750
Total		\$G 67105
Less Income		20230
		46875

c. Financial Campaign:

1. Architectural plans: The question of the kind of architecture was discussed by the Committee, but there was so much to be said on both sides that no decision was arrived at.

Dr. Stuart sent to me a cablegram which was sent him by Dr. Edward Lincoln Smith. I believe you saw this. The question of the Vice Presidency of the University was left unsettled. I am confident that the Board of Managers will want to take this up again with the Board of Trustees, and I sincerely hope that you will not make definite arrangements to do any other kind of work until you have heard from us. There are very great possibilities in this institution here. I told Dr. Jones this morning in my letter to him that you are too much of an educationalist to care to give yourself only to the raising of money.

You and Stuart together would make an almost invincible sort of leadership for the University. We are still struggling over the name, but are not without hope.

Very cordially yours,

W. H. Gleyson

Secretary.

PEKING UNIVERSITY

K'uei Chia Ch'ang
PEKING, CHINA.

TRUSTEES OF
PEKING UNIVERSITY

May 16, 1919.

Dr. Geo. Heber Jones, D.D.,
156 Fifth Avenue,
New York City.

My dear Dr. Jones:

I am herewith sending you three sets of minutes of the meetings of the Board of Managers of Peking University. I have already sent you a copy of the minutes of the meeting held April 28th, but as the minutes were changed, I decided to make a new copy, and accordingly request you to destroy the minutes I sent you previously and to replace them with the ones I am sending now.

You will notice that these minutes deal largely with the question of the name, the Yu K'e, and the site. On the whole I believe the minutes are self-explanatory. I may say that we all felt that the time had come when it was simply impossible not to settle the questions which were before us and maintain our dignity and self-respect.

I am cabling you as follows:

Missions: New York: Jones: Name settled all satisfied.

Gloysteen.

There is a general feeling of satisfaction. I think there is no question but that we have disposed of the name question. The name proposed is Yen Ching Ta Hsieh 燕京大學; Yen Ching is an ancient name of the capital, Peking. It is in accord with the name of Chin Ling College. Dr. Stuart and Ch'eng Ching I suggested the name and it was proposed several months ago by the Tungchow alumni as one of the possible names. Dr. Lowry seemed specially pleased with the name. There was not a dissenting vote.

Dr. Lowry and I called on the Commission of Scholars. Unfortunately it was impossible to see two of them, but three of them agreed that it was a very good name, and so I think that we will not be bothering you any more with this phase of our problems.

In the minutes of May 8, 1919, under the fourth resolution, Section 3, "that the University shall not organize or support a Yu K'e until the question of the removal is settled: when that question is settled the question of the Yu K'e may be reopened, but in any case a Yu K'e shall not be established before the autumn of 1921", the three missions which have stood

Dr. Jones - 2

firmly for the inclusion of the Yu K'e have not at all changed in their conviction, and will have in some way to make provision for a Yu K'e temporarily, but it seemed necessary to compromise on this question. In fact, what happened about the last meeting or two of the Board of Managers was that everybody gave up absolutely everything that he consistently could, and besides that, I think, took out of his pocket a flask of precious ointment which all Christians have occasion to use, and poured that upon the sore places that have been caused during these years. I think that as a result we have a spirit of cordial cooperation that augurs well for the future.

Section 4 under the same resolution, "that in view of the reopening of the question of the site by the Trustees we urge the speedy reconsideration of the question by the Missions!" We were given practical assurance at the last meeting that there was no question but that the Methodist Mission approves of the removal of the site. There are many reasons why this seems most desirable, one of them being the choice of a site costing \$100,000.00 as over against one in the city that I do not think we could touch for less than a million dollars.

VI. Resolved that we invite Miss Emma Conantz of the Ohio Wesleyan University to spend her sabbatical year in Peking and teach in the University.

Miss Conantz desires to spend her sabbatical year in Peking, and has expressed her willingness to teach in the University. We hope that the University may increasingly be able to avail itself of such opportunities.

VII. Resolved, that Dr. J. Leighton Stuart, the President-elect, assume control of the affairs of the University from the time of Commencement on, the inauguration to be postponed until fall or such time as shall be decided upon.

It seemed desirable that Dr. Stuart should at once take charge: on the other hand it seemed rather wiser to postpone the inauguration until the feeling among the alumni has been mollified. With the new name, it would seem that the autumn would be the natural time for the inauguration.

In the minutes of May 9th, Resolution XII, "Resolved that we repeat our request to the Board of Trustees, asking them to appoint Rev. H. W. Luce to be not only Financial Secretary of the University, but also Vice-President."

The members of the Board of Managers here almost all know Mr. Luce quite well, and feel that it would be very unfortunate if the services of such a man are lost to the Univer-

Dr. Jones - 3

sity. Perhaps the reason why he was not elected to the position of Vice-President by the Board of Trustees was that he is also a Presbyterian, the President being a Presbyterian, and it being considered that the Vice-President also being a Presbyterian might be objectionable. The Methodist representatives at the meeting said that it was not objectionable to them that both the President and Vice-President should be Presbyterians. It is not at all likely that Mr. Luce will accept the position of Financial Secretary unless he is Vice-President, as he knows perfectly well it is going to be difficult to raise the funds and unless he has the prestige that comes from being Vice-President his task would be even more difficult than under the most favorable circumstances. The Board of Managers sincerely hopes that it may be possible for the Trustees to make Mr. Luce Vice-President.

No action was taken regarding financial affairs, but we really are in desperate straits, not having had any word from the Board of Trustees regarding different communications which have been sent. We are considerably in debt to the banks, as the Treasurer has notified you. We shall be most grateful if the Board of Trustees will come to the rescue of the University in this matter.

Very cordially yours,

Wm H. Gleysteen
Secretary.

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Enc.

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Ed of Hager

May
Twentieth
1919.

Mr. William H. Gleysteen,
Peking University,
Peking, China.

My dear Mr. Gleysteen:

At the request of the Board of Trustees of Peking University I am enclosing a copy of the resolutions which have been placed on record as an expression of the feeling of the Trustees in connection with the death of Dr. George Heber Jones, the Secretary of the Board.

We feel sure that the Board of Managers will share with us this sense of loss and will be glad to have this minute for their own records.

Very sincerely yours,

TSD

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TRUSTEES OF
PEKING UNIVERSITY

COPY.

Peking, China,
May 27, 1919.

Dr. Arthur J. Brown, D.D.,
156 Fifth Avenue,
New York City.

My dear Dr. Brown:-

I want to write to you briefly about our resolution in the meeting of the Board of Managers of Peking University to re-open the question of the site.

I think you have all the facts. It became perfectly patent to everyone here that it was impossible to buy sufficient land for University purposes on the old site for less than a million dollars gold.

Dr. Reinsch also made it quite clear that we could buy a hundred acres immediately outside the city wall on a site which is really in many ways as accessible as the one we have now, for \$100,000.00 gold. An enclosure for this site will probably not cost more than \$20,000.00 gold.

It seemed perfectly clear that there really was no alternative but to decide to move. The arguments were so overwhelming that the representatives of the Methodist Mission themselves could do nothing except yield. So the Methodist Mission have decided to approve of the removal of the University site. Every one on the field approves of this, and I hope that the Board of Trustees will act with all possible dispatch in the matter, as it may not be possible to negotiate this matter if there is delay.

Some time before long I want to write you more fully about various University affairs. I have enjoyed my year's work, but am glad that it will be possible for me before long to devote myself again to Truth Hall, which I regard as my high calling.

Very sincerely yours,

Wm. H. Gleysteen,

Secretary.

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PEKING UNIVERSITY

K'uei Chia Ch'ang

PEKING, CHINA.

TRUSTEES OF
PEKING UNIVERSITY

May 30, 1919.

Dr. Geo. Horner Jones, D.D.,
154 Fifth Avenue,
New York City.

My dear Dr. Jones:

I am herewith sending you a copy of the minutes of the meeting of the Board of Managers held on May 19th, 1919. This is a rather voluminous document, including the reports of several committees.

The department of forestry proposed, as you will see, will not require a very great outlay, and it is felt that it would render a very great service to North China, where there have been such terrible inundations. It was estimated that last year China lost one hundred million dollars worth of property as a result of the floods in this one province.

As regards the department of colonization, I should like to say that there is a feeling that if Prof. Baillie could be associated with the University it would help advertise the real nature of our institution. Prof. Baillie has been of great help to the University of Nanjing, as you doubtless know, and has made a name for that institution in official circles. At present Prof. Baillie is in Kirin way to the north, trying to locate several families there. Our hope is that it may be possible to have a colonization scheme much nearer Peking and to have Prof. Baillie in charge of it. I understand that the Presbyterian Board pay the salary of Prof. Baillie and they will probably be willing to continue to do this whatever his connections may be. Prof. Baillie is a great man of God, and has done a splendid work, and it will be a very great asset to the University to have this man's name on the faculty list.

The report of the Committee on Technical Education I think will interest you. There is a man here in the Higher Normal College, Mr. Samuel Dean, who is regarded by Prof. Baillie as the best man in all China to take charge of such work. I think that Mr. Dean, who is to remain in the Government service for another year, and who wishes to go home for some graduate work, would be willing to give his life to the University along these lines. He is eminently a missionary. Then Mr. Lund of the Peking Government University, who is at present getting about 3500.00 a month, has signified his wish to be associated with our University if we undertake a work of this kind. I believe he is quite prepared to receive the salary given by the University. He has had great and varied experience,

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and would be a most valuable man along these lines, if the Trustees decide to establish such a department.

It seems to the Board of Managers that the University should be developed along these lines as well as the more purely academic lines if we are to touch all the strata of Chinese society.

When Dr. Edward Lincoln Smith was here he spoke rather enthusiastically of the desire of the Trustees that a School of Journalism should be established sooner or later. This report will place before the Trustees why such a school of journalism should exist. At present there are approximately seventy newspapers in Peking. These papers are increasingly wielding very great influence over the popular mind. If the University could have a school of journalism it would give the Christian Church a leverage which would be simply invaluable. It would also enable the University to train men who because of their excellent preparation would find places in the staff of many papers throughout China.

Dr. Edward Lincoln Smith also spoke of the desire of the Trustees that there be an institution here somewhat corresponding to Teachers' College, New York. We increasingly feel that a very large part of our Missionary work depends on the kind of schools we have. There has recently been established in Peking a Normal School which is a union undertaking, for students who have had two years in the academy. The Government has a higher normal school here which is exceedingly good. They have a number of foreigners giving their time to the institution, and also returned students. Their students go throughout China and there is a great demand for them. This is a very great field and if such a department of education is developed promptly we will serve one of the immediate and constant needs not only of a large Christian constituency, but of China generally.

It was felt that the University, while recognizing only students of University grade as students of the University, should have supervision of all the schools that would be needed in order to have a full fledged educational department.

I should like to say regarding the report of the Publicity Committee, it is hoped that the Trustees will see their way clear to elect Mr. Juce as Vice President. I have already written regarding this matter, but it seems so important I should like to speak of it again. Mr. Juce, if he considers the call to the University, will not consider it I think unless he is Vice President. He realizes that the raising of money is very difficult at best, and if he is Vice President it will give him prestige which is invaluable. Mr. Juce has had experience. I believe one of the objections raised by the Trustees to his election was that he is a Presbyterian, the President being also a Presbyterian. That is true; however, they are not both members of the Presbyterian Church North, and furthermore we here on the Board of Managers decided that the fact of their both being Presbyterians did not make any difference. We hope that the denominational lines will be very dim indeed in the life of the University.

Dr. John F. Downey is going home, and it is hoped that

he may be able to influence prominent men in the institution and thus enable the Trustees to get in touch with them and try to secure funds.

The reason why the Board of Managers decided to postpone the printing of the catalog till next fall is that a great many things are in flux at present, a number of which will be settled by fall. It seemed to us that what the Trustees particularly wanted was something that could be used in the publicity work at home, and we decided that the Publicity Committee should at once prepare a prospectus, largely pictorial, which could be used in the campaign both at home and here in China.

Just at present there is a student strike, of which you probably have read in the papers. Practically all the students of college grade throughout China are going on strike as a result of their indignation over the Shantung question. The students are demanding that the Government cashier Tsao Ju Lin, the Minister of Communications, who was largely responsible for the signing of the treaty with Japan in 1915. There are also other demands. The result is that at present we are not sure whether we will have any formal commencement exercises or not, but Dr. Stuart has decided to come to Peking in any case and will assume the responsibility of the management of the University on June 9th. I shall then consider my services as Executive Secretary of the University are ended. I have enjoyed the work that I have been able to do, and hope that I have been of some little service to the University, in helping to solve the various problems that have been before us this year.

Very sincerely yours,

Wm. H. Grayson

Secretary

P. S. I have not received any minutes from the Board of Trustees since those of October 14, 1918.

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COR. SECY. NORTH (26)	
7/1/19	
TO	REFERRER
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PEKING UNIVERSITY

K'uei Chia Ch'ang
PEKING, CHINA.

TRUSTEES OF
PEKING UNIVERSITY

June 2, 1919.

Rev. Geo. Walter Jones, D.D.,
154 Fifth Avenue,
New York City.

Dear Dr. Jones:

I am happy to send you a view of the Western part of the city of Peking and its immediate environment. You will notice that just south of the British Consulate there is an outlined proposed new road. This will be a continuation of a street inside the city. At present there is no gate in the wall at this point, but the American Minister has suggested that it will be opened. The plan is to purchase the land immediately north of this road, and west of the city wall. There is a large stone road which goes from the Richilmen, the gate to the north, past the cemetery. It may be that the residences would have to be on the east side of this road, a plot of about twenty acres; the rest of the land is just west of this road, and would be adequate large for the University purposes. You will also see at a glance that it will be very easy to expand indefinitely on this new site. One gets a superb view of the Western Hills which are about thirteen miles away. I think it could easily be made one of the most beautiful campuses that I have ever seen.

I am sending this to you that you may have a little better and more definite idea of what we are proposing in the way of a new site.

Very cordially yours,

Wm. H. Gleason
Secretary

W.H.G.
Enc.

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PEKING UNIVERSITY

K'uei Chia Ch'ang
PEKING, CHINA.

TRUSTEES OF
PEKING UNIVERSITY

June 2, 1919.

Dr. Edward Lincoln Smith, D.D.,
307 Fifth Avenue,
New York City.

My dear Dr. Smith:

Thank you very much for the letter which you sent me on April 14th. I have not as yet received the minutes of that meeting, but suppose they are on the way. I wrote to Dr. Jones that I had not received any minutes from the Board of Trustees since October 24th. Either there have been no meetings or otherwise the minutes have been lost.

I have already written to Dr. Jones regarding the action of the Board of Managers in asking that the Board of Trustees elect Mr. Luce to the Vice-Presidency of the University. Mr. Luce seems to me out here to be an ideal man, certainly for the financial secretary. It is quite clear that at least at the University we are at loosing heads on the question of the Chinese name and the Yu T'ie, it was not wise to launch a financial campaign, and it was impracticable to go ahead. Now we have a president and there are still some questions are settled. It is going to be essential that we have financial backing. It is truly distressing to have a man like Comstock say that it is impossible to teach the course in physics next year because we have not the apparatus; it simply kills a man to be responsible for a department under such conditions. The same is true of every department. It is possible to make shift for a certain length of time, but it is going to be necessary for the University to have funds very promptly if they do not wish to have the reputation of the institution very seriously injured.

Now Mr. Luce may not be willing to accept the position at all, but I think he would not consider it unless he could also be Vice President; I think his motive in desiring to be Vice-President is an entirely legitimate one, namely that he may have the prestige in presenting the needs of the University. It seems to me that it may not be at all unwise for the University to have two or three Vice-Presidents: that is the policy of Ch'ang Lu University, in Szechuan, in China. If there is any denominational feeling it might be given wholesome expression in this way. I think however that the denominational objection, that both the President and Vice-President would be Protestants, is one that is conjured up more by the Trustees than is necessary. The Board of Managers here expressed itself as not feeling anything objectionable in this fact.

We have been drawing eight drafts here quite regularly lately for \$5000.00; this is getting to be a sort of a habit with

Mr. Smith - 2

our treasurer, but we have been busy up examining it. Mr. Gibb will shortly go to the States on furlough and will be in Philadelphia. Our Financial Committee is recommending to the Board of Directors that they appoint him to present the financial situation to the Trustees as soon as he reaches America.

You doubtless have all the facts regarding the question of the site now clearly before you. All of the Missions here approve of the removal of the University from the present site within the city to a site immediately outside the wall. I am sending to Dr. Jones a map which will also definite for you just where the new site is to be. Mr. Luce is also going to present facts regarding the new site to you, so that I need not go into the subject in detail.

I do want to write to you about Dr. Oldham. You say that there was a feeling that the Theological School was fairly well staffed already. It seems to me that we must launch out on entirely different plans than what have been followed in the past if our school is going to be worthy of the Christian Church. I do not believe that a School of Theology is going to solve the problem of men entering the ministry, but I do believe that it is one big factor in that problem. Dr. Stuart is a man of great vision and has been dreaming dreams as to what a Theological School should be. As you doubtless know, from correspondence with him, he would like to have a school of theology here in Peking that will meet the needs of men all over China at least for the next ten or twenty years until there is a demand for other higher or de seminaries elsewhere. I was told the other day that in the city of Tokyo there are twenty returned students who are occupying pulpits in the city. Here in Peking we have not a single returned student in the Christian ministry. The other day I attended a conference here where one or two of the Tsing Hua students who are in the volunteer band said that they are planning to go to America to take their college course there, and return to Peking to take their theological work here. That presents an entirely different challenge, and I think I may say without a reflection upon any of the men who have been doing work in the Theological School that our seminary at present simply is not in a position to receive such men. We must not always be lagging behind three or four years on the great movement, and then trying to catch up. There are certain outstanding needs which the Christian Church should recognize and seize the opportunity.

It seems to me that if we have a thoroughly staffed Faculty in the School of Theology here in Peking we are going to put ourselves in line to render a tremendous service to the Church in China. Many of the men in the college now are thoroughly good men. I think two of them would have no trouble in occupying a chair in the best seminaries in the United States, R. V. Evans and Gilvie. They are both men of great learning and unusual spirituality. You also know of course that Dr. Stuart himself is the finest New Testament Scholar perhaps in China. So that

Dr. Smith - 5

the School of Theology will have the three men; of course Dr. Stuart cannot give very much time to the School of Theology. Mr. Oldham, according to Dr. Stuart, is the most distinguished man in south China engaged in theological education, and is regarded by Dr. Stuart as a big man. If he is not engaged by the University he will go into other work. I sincerely hope that it will be possible for the Trustees to provide funds for Mr. Oldham. The same would hold for T. T. Low. Some of these men would not only be able to give work in the School of Theology but should be able to give courses in the Arts College, and just in the measure that they are commanding in their strength will they appeal to the men in the Arts College.

I do not know just why Mr. Pettus is not enthusiastic about having the Language School affiliated with the University. I was present a few months ago at a joint meeting of their Executive Committee and a committee appointed by the University to discuss this question of affiliation. Mr. Pettus then said that if the University would be entirely responsible, that is if the Language school would be an integral part of the University, being financed by it etc. he could see a very real gain. He thought that the students in any case would be able to take certain courses there, whether the Language School is affiliated or not. I wrote Mr. Pettus the other day and told him that it seemed to me that they had not gone to rock bottom on this question. Unless there is a very good reason to the contrary it seems to me that there is very much to be gained from having the schools here in Peking all affiliated with the University; that is what we mean by a University, is it not? that it should supervise the education of all departments.

The other day I saw a letter from Mr. Muesey to Dr. Stuart. I hope it may be possible soon to settle this question of the architect. Mr. Muesey speaks of suing the Board of Trustees. I do not know whether it is bluff or not, but in any case it will be a good thing when this is all over.

I am sorry that the Presbyterian Board has not been more enthusiastic about its pro rata share of the \$10,000.00 for temporary buildings. Of course I am not much surprised in a way, because the China Council, Dr. Walter Lowrie in particular, has urged the Board not to give such large amounts to Universities at the cost of the institutions of a lower grade. I think that this may be a good principle. A good many of us here feel that it is not going to be satisfactory to expect to get the funds from the Boards, that an independent campaign will have to be organized and vigorously carried out if the University is not to be financially crippled. If Minister Reinsch is justified in his statement that Peking University has the greatest educational opportunity of any university in the world - a statement which I myself heard him make - it seems to me that there must be men of like vision in America who, though perhaps they would not give anything through the ordinary channels of foreign missions, would be glad to give of their wealth to this institution. We must keep Carey's motto before us in developing Peking University: "Expect great things from God: attempt great things for God."

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Dr. Smith - 4

It certainly was very generous of you to donate your own expenses, \$1500.00 to the Board of Trustees. I am very sure that the Board of Managers would like to invite you to come out again, at the expense of the Trustees.

At present the student strike is such that we do not expect to have any formal commencement. Dr. Stuart however, is to arrive here on Friday of this week, and will then assume responsibility. He is a great leader, everyone is enthusiastic about him, and he seems to know how to get men to rally about him. So there is no reason why we should not have an excellent year's work ahead of us.

With kindest regards,

Very cordially yours,

Wm. H. Hays

Secretary

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PEKING UNIVERSITY

K'uei Chia Ch'ang
PEKING, CHINA.

TRUSTEES OF
PEKING UNIVERSITY

8/4/19

June 10, 1919.

Dr. Geo. Heber Jones, D.D.,
154 Fifth Avenue,
New York City.

My dear Dr. Jones:

I am herewith sending you a copy of the minutes of the meeting of the Board of Managers held June 7th, 1919.

IV. Resolved that we request the Executive Committee of the Board of Trustees to arrange a meeting with the following persons who will be in America this fall: Mr. Luce, H. E. King, C. H. Fenn, J. M. Gibb, W. R. Wheeler, John Downey.

The Board of Managers felt that now since the internal problems have been solved, we really have a very great problem in financing the institution. There is a unanimous agreement that we need a new site: even the land for this site has to be purchased, so that we are beginning pretty well on bed rock. The Physics and Chemistry Departments may possibly have to be shut down for the coming year. I do not know that this will be done, but Mr. Corbett, the head of the Physics Department, told me that it was a killing job to have to carry on his work with the kind of equipment he has, and furthermore there are certain requirements in the way of staff which are unmet, to say nothing of the full development of the University, which should not wait for anything.

So our immediate need now that we have a President and have perfect harmony among ourselves, is a financial campaign at home, that will provide adequate funds for the development of the University. You would be amazed if you knew the amount of time that a score of men here in Peking have spent this year on problems of the University. We have every confidence that the Board of Trustees mean to develop this institution, or it would have been a shame to have spent the energy that we have on our problems. It seems to the Board of Managers that the only way for the Trustees adequately to understand the situation of the University is for them to call these men who are home on furlough to New York to meet with the Board. They are strong and experienced men, representing different Missions, and it will be invaluable, it seems to us, that there be such a conference.

It is hoped that the Trustees will pay the expenses of these men. We feel that it is so important that this conference should be held that we are willing ourselves to defray the expenses, if that were necessary.

We spent considerable time again discussing the desirability of Mr. Luce being the Vice-President of the University. There is a very

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strong sentiment here in the Board of Managers that we should not allow denominational lines of cleavage to make their appearance at all. If this feeling is so pronounced in the Board of Managers, is it not a line of leading for the home church?

I cannot tell you how embarrassing it is for the men here to have to run the University with the kind of financial backing which we have received this year. It is too disheartening. So long as the University did not know its own mind, we felt that this was perhaps inevitable, but now everything has been cleared away and the University is ready for a large growth.

V. Resolved that we urge the Trustees to secure the services of an architect as soon as possible, and that we again recommend to the Trustees the firm of Murphy and Dana.

Dr. Stuart will be sending you some data before long which he received from Mr. Hussey. I do not know that it will throw very much light on the questions which you have regarding him, but we feel that it is very necessary that architects should be working on the plans of the University, and if we simply wait indefinitely for Mr. Hussey to sue the Trustees, we may have to wait a long time, as we here too believe that he is bluffing. He threatened to sue the International Bank, but did not do so. They offered him \$5,000.00, I understand, to settle the claim, which amount Hussey refused. Later he received \$2750.00. We recommend again Murphy and Dana as architects.

VIII. Resolved that the School of Journalism be established at as early a time as possible.

We feel that the School of Journalism will do much to further the cause of the Church of Christ in China. The last few weeks have shown what a wonderful influence the students have in moulding public opinion. A School of Journalism would be a tremendous lever in the cause of righteousness.

IX. Resolved that Dr. King be recommended to the Board of Trustees as Dean of the Graduate Departments.

It was thought that Dr. King would be the dean of the graduate departments of the College of Arts and Sciences, as that is already established. He would naturally not have very much to do with the School of Theology, as that will have its own Dean, but he would be planning the organization of new departments, such as the School of Journalism, Teachers' College, etc.

XIII. Resolved that while no commencement exercises will be held, owing to the strike, diplomas will be given to students desiring them.

You doubtless have seen in the papers that the students in Peking are on strike. The strike is not directed against University authorities in any instance, but against the Government, which the students are urging to rid itself of pro-Japanese officials. It was felt that it was only fair to give the students their diplomas if they asked for them. No public commencement will be held.

XIV. Resolved that the Treasurer draw a draft on sight for the purpose of enabling the Chairman of the Committee on Grounds and Buildings to put in repair the building to be used for laboratories and class rooms this coming year.

We are going to require \$1500.00 or \$2,000.00 to put in shape the rooms that will be needed for laboratories and class rooms. As we have no money on hand we are resorting to the desperate measure of again drawing a draft on sight.

You will notice that there are various nominations for the Board of Managers. A long time ago we were told that the Executive Committee of the Board of Trustees would ask the Trustees to make some alteration in the constitution so that it would be possible for us here in Peking to confirm nominations without having to wait for many months. In a few instances we have had persons nominated by their Missions and confirmed by the Board of Managers, but not meeting with the Board simply because no word has been received from the Trustees. This has been very embarrassing. May we again urge the Trustees to take this up and do something to relieve our embarrassment?

At the meeting of the Board of Managers I announced that my responsibilities as Executive Secretary now automatically ceased, as Dr. Stuart had assumed the responsibility. This is generally recognized by the Board of Managers, and I assume that it is also recognized by the Board of Trustees, so that I now feel that my relation to the University is that of a member of the Board of Managers, of which I have again been elected Secretary.

Very cordially yours,

Wm. H. Gleytzen
Secretary.

COR. SECY. NORTH (24)	
7/8/19	DATE
ANSWERED	DATE
RECEIVED	DATE
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0204

FORM 53
24734

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PEKING UNIVERSITY



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July 24, 1919

CLYDE (Rev. W. H.)
PEKING (China)

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EXCOTLYOMH VIOSNGIAL IVHIDAMUD ARGUCUYOT CYKXZOMAV

Chg. Bd. For. Miss. U.S. Ch.
180 Fifth Ave.

(To be charged a/c
Trustees Peking University)

(New members Board of Managers
have been approved. ~~xxxxxxxxxxxx~~
~~you by mail draft for \$50,000. stop~~
~~sending night drafts.~~ Do not purchase
land at old site pending receipt of
letter. March 27th letter only just
received. Shall we ord r heating plant?
Does Board approve Scientific apparatus? Shall we buy?
Cable if important. F.M. North)

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0205

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CLARENCE H. MACKAY, PRESIDENT. GEO. G. WARD, VICE-PRES'T AND GEN'L MANAGER. ALBERT BECK, SECRETARY

SENDER'S NAME

ADDRESS

0206

TRUSTEES OF
PEKING UNIVERSITY

July 25th, 1919.
Gleysteen - Serial No. I.

The Rev. W. H. Gleysteen,
Peking University,
K'uei Chia Ch'ang,
Peking, China.

My dear Gleysteen:

I never thought when I used to see you in the halls of Union Seminary that you and I would be cooperating secretaries of Peking University. I am glad that my temporary relations to the Board of Trustees brings me into contact with you again.

I shall write you very soon concerning yesterday's meeting of the Board of Trustees and a number of other items in your letters and in the Minutes of the Managers. I note that you have not had the Minutes of the meetings of the Trustees or the Executive Committee for some time. This has been due as you know, to the illness and death of Dr. Jones. I shall forward to you very soon a complete file of such minutes as have not already been sent to you. May I ask whether you send the Minutes to the Board of Managers of the London Missionary Society, or whether you desire us to have them copied here and send on to them? May I also ask whether it is your regular custom to send copies to the other ~~presiding~~ *participating* Boards, or whether you prefer to have no copy the set that you send here and distribute them?

One serious embarrassment has been caused by the failure of the mails. Your letter, written March 27th, arrived in my office June 21st. It contained the record of the purchase of the German factory property and the Kung Hsueh Li property and entire lists of material for heating plant, and for the chemistry and physics laboratories. I have no information yet as to whether it has been customary for Dr. Jones to see that these orders were filled for you here or not, nor am I yet sure whether in view

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Mr. Gleysteen, -2-

of the changed program as to site, the order for the heating plant should be filled, though I presume it should be since the University must keep going on the old site until the buildings are constructed on the new .

I am hoping very shortly to find Mr. Gibbs and get from him first-hand information on these items. Meanwhile, may I suggest that all your official letters to the secretary of the Board of Trustees be numbered serially so that I may know at once whether any important letter is missing. I am starting a similar process at this end.

Faithfully yours,

SECRETARY.

E H
VAE

0208

TRUSTEES OF
PEKING UNIVERSITY

July 28th, 1919.
Serial No. 2.

The Rev. W. M. Gloysteen,
Peking University,
Peking, China.

My dear Mr. Gloysteen:

I cabled to you Saturday as follows:

GLOYSTEEN,
PEKING.

SAHCHNARCH MINISANTHED IBAETPLENK KORNIVOSOW
EXCOTLYOMH VIOSHSGIAL IVHIBANEYD APGNXCUIYUT
CYXZFOALAV

The translation is as follows:

"New members Board of Managers have been approved.
You are authorized to draw on us at sight not to
exceed \$30,000. Do not purchase land at old site
pending receipt of letter. March 27th letter
only just received. Shall we order heating plant?
Does Board approve scientific apparatus? Shall
we buy? Cable if important.

P. M. North."

Let me comment on the items given. The first sentence
refers to Actions 17, 18, 19 and 20 in the Minutes of the Board
of Managers for June 7th. The Executive Committee of the Board
of Trustees did not feel that it was wise for it at present to
change the rules governing the Boards by approving nominations
to the Board of Managers. I believe, however, that we will be
able now to get these confirmations to you faster than has been
the case in the past few months.

The Executive Committee voted to direct you to stop
sending sight drafts without authorization. They also voted to
send you \$30,000, being \$5000. from the current expense account
and \$25,000 from the property account. Your expenditure of the
\$50,000 should, therefore, be governed by this fact. It was
found that the better way to get the \$30,000 to you was to
authorize you to draw on sight up to that amount so that you
could take advantage of the fluctuations in exchange. I think
I am justified in saying that the sending of the \$25,000 was in

0209

Mr. Gleysteen. -2-

order that you might speedily reduce the amount of interest charges on loans by paying off the loans. If my estimate is correct, the loan on the German factory property becomes due in September. It would be wise for you to hold the \$25,000 until you can secure better rates of exchange.

The reference to the purchase of land at the old site was due to the fact that the Trustees had just received your letter of March 27th, describing the purchase made before the new site was determined. They nevertheless felt it was important to caution the field to incur no more expense than absolutely necessary at the old site. The phrase "pending receipt of letter" is due to the complications of cable codes.

The question concerning the heating plant is due to the delay in receiving your letter of March 27th, in which orders were enclosed for heating plant for the Senior College dormitories, and the Senior College Assembly Hall, laboratory and glass rooms. Owing to the death of Dr. Jones no one here seems to know whether you are accustomed to send orders to the Secretary of the Trustees for him to have filled and shipped to the field. The cablegram asks you to direct us as to the action you desire us to take with reference to the heating plant.

Your letter of March 27th also included long lists of items for the Geological Laboratory, Department of Biology, and Physics Department. We desire to know whether these lists have the authorization of the Board of Managers, or are simply indications of the needs of the Departments for the purpose of stimulating the Trustees. If they are approved by the Managers, or such authority as the Managers designate, we are prepared to order the items marked "necessary" and hold the rest pending correspondence with you. We have received estimates on chemistry items from Arthur H. Thomas Company, Philadelphia, and John J. Griffen & Company, London, but we have had no statement of chemistry requirements from Peking.

The reason for the signature of F.H. North's name was because Dr. Smith's name was not in the code and because he is away on his vacation and a cable to Father would come to him any way.

At the meeting of the Executive Committee, Minutes of which I will send you in a few days, the new name "Yen Ching Ta Hsueh" was approved. The change in site to the property outside the west wall was approved, subject to the further approval of the constitution Mission Boards, as is required.

Faithfully yours,

SECRETARY

EMH
VAE

02 10

TRUSTEES &
PEKING UNIVER.

August thirteen
- 1919 -

Serial No. 3

The Reverend W. H. Gleysteen,
Peking University,
Peking, China.

My dear Mr. Gleysteen:

Enclosed herewith please find a set of the Minutes of the Board of Trustees and of the Executive Committee of the Board of Trustees of Peking University between October 11, which I believe you said was the last you had received, and the present date. I shall endeavor to see that there is no failure to get these to you regularly hereafter.

Mr. Gibb has arrived and is taking up actively the matter of the heating plant and the essential scientific supplies for the work of the University this fall. No answer to my Cablegram to you has yet been received.

It is apparent that there has been some difficulty at Peking and with the mails. Your letter of March 27 arrived July 21. According to Mr. Gibb's translation of a Chinese cancellation on the letter, it was mailed at Peking sometime in June. Your note of July 5 to Dr. Smith also covers another letter which went astray but which you sent with your note. I hope that for the best interests of the University we will be able to keep our lines of communication clear and accurate.

Faithfully yours,

EDM
JL

0211

PEKING UNIVERSITY

K'uei Chia Ch'ang
PEKING, CHINA.

Aug. 14th. 1919.

Rev. Edward Lincoln Smith D.D.
Chairman of the Executive Committee
of the Board of Trustees of Peking University,
287 Fourth Ave. New York City, U.S.A.

My dear Dr. Smith,

Your letter written June 14th. reached me a few weeks ago. I at once sent a copy of the letter to Dr. Stuart who was at Peitaiho. The action taken by the Trustees, and more especially the action not taken, is most discouraging to the Board of Managers, and led Dr. Stuart after a sleepless night to decide that if the Trustees do not take a deeper interest in the University, it will be necessary for him to resign. Dr. Stuart has sent you a letter to this effect.

It seemed to many of us that things have come to a crisis. At the suggestion of Dr. Stuart who wished to talk matters over with the Board of Managers, I called an informal meeting of such members as happened to be at Peitaiho. Fortunately Bishop Lewis of the Methodist Mission was also present. More than half of the members of the Board were present but it was not a regularly called meeting as the five days notice had not been given. There will be another meeting soon when the action we took will be confirmed at a regular meeting. I have seen nearly all of the members of the Board who were not present, and they heartily concur in the course proposed at Peitaiho.

Before I state what was proposed and approved of by every one, let me briefly describe the situation as it appears to us who are here on the field.

0212

Our old problems which have kept us at loggerheads among ourselves for so long a time are settled. The impossible has happened, and after a year when the darkness seemed only to grow thicker in spite of the untiring devotion of the Managers, we find that in God's own good way He has knit us together with the bond of a common ideal and purpose which would not be possible but for the agony which we all shared, and I believe, all shared alike. We stand here shoulder to shoulder, hand in hand, ready to do anything, do it together, and do it with all our might. We have thought much and worked hard over plans for the development of the University. And now the time has come when we feel that without financial backing from the Trustees, we not only merely mark time, but also lose some of the prestige which the Institution already had.

The Board of Managers were delighted with the visit of Mr. Luce to Peking. It seemed providential that he and Dr. Stuart are such good friends that they can supplement one another. We know that Mr. Luce has a splendid record as a financial agent and we know even better that he has a finer record as an educator. Is it strange that we are utterly amazed that the Trustees should turn down our recommendation regarding Mr. Luce? And what is more inexplicable still is that the Trustees have no constructive program. We out here know perfectly well that it is impossible for Mr. Luce merely as a financial agent to secure adequate funds for the University. Bishop Lewis also confirmed us in this conviction. The financial agent needs all the prestige that the University can possibly give him. The Managers have very great faith in Mr. Luce both as a financial agent and also as a vice-president. We know that the Constitution does not call for a vice-president, nor was it our thought that the Constitution should be jauntily set aside. It is certainly a

matter for congratulation that the Managers are above the restrictions of denominationalism in making their nomination.

It was a great pleasure to have Bishop Lewis meet with us. We could not but recall Bishop Bashford's never waning enthusiasm for Peking University. Bishop Lewis showed the greatest sympathy and also revealed deep insight into the problems before us.

The Bishop seemed astonished that the Trustees did not make Mr. Luce vice-president if they really desire to have him act as financial agent. It helped us a good deal to have Bishop Lewis who is just back from America, see how critical the situation of the University is. He said that the action the Managers took was the only thing that could be done or it seemed to him that our University scheme would be ruined.

And now I come to Dr. Stuart's resignation which is inevitable if this inaction continues much longer. We refuse to believe that the Trustees have realized at all the predicament in which they have placed the new president. As you know, Dr. Stuart is idolized in the Yang-tzu Valley. It was with the utmost difficulty that he was secured for the University. He came altho almost every one said that he would not and should not think of coming. We increasingly feel that in Dr. Stuart the University has one of its greatest assets. For him to resign would be fatal to the Institution. After such history no strong man would care to assume leadership. I think too that many of the Managers would at once resign in disgust. We all longed for the President to come to us that he might organize the inner life of the University and make plans for its development. But Dr. Stuart has had all the heart taken out of him by the failure of the Trustees to endorse the recommendations of the Managers or suggest better ones. It is impossible to wait at a

time like this. We do not even know whether we shall have the amount asked for in next year's budget. We have been drawing sight drafts and have had a very uncomfortable feeling all the time that we were doing so.

We do have faith in the future of the University. It must prepare the leaders of the Church. The possibilities are unbounded, but in the course of events, the time has come, when everything is being held up because there are no funds. Minister Reinsch said that the greatest educational opportunity in all the world lay before Peking University. Are we going to lose this opportunity?

In view of the fact that the situation is as I have indicated above, the Managers took the following action, namely that we request the Trustees to invite Dr. Stuart to place before them in person the situation of the University. Dr. Stuart is loath to go home at this time but agrees that this seems inevitable. It is urged that you cable your reply and that Dr. Stuart go at the earliest possible date. We all agree that this is imperative. Bishop Lewis said that he thought this our only course and that the alternative is the ruination of the University.

Your letter gives the impression that the Trustees have not given much time to the problems of the University. The Managers have spent very much time, and you will not take it amiss if the Board of Managers is beginning to wonder if the Board of Trustees is at all alive to the needs of the University. It may be a bit impertinent to hint that such a thing is possible, and were it not that we are confronted with so grave a situation, it would be much pleasanter not to do this. It is only fair too that you should know the mind of the Managers in regard to this.

We are hoping that it will seem wise to the Trustees

to invite Dr. Stuart to present the needs of the University at the earliest possible moment. It seems to us that unless prompt action is taken regarding University affairs, that we shall all find ourselves in a predicament that will be most unhappy.

Even if the University were not face to face with the danger of Dr. Stuart's resigning, it would be a splendid thing for the Trustees to know the kind of man President Stuart is, and to hear from him the kind of future that we here believe is possible, and it will be indispensable to Dr. Stuart that he know the members of the Board of Trustees.

Very cordially yours,

Wm H. Gleysteen
Secretary

FORM 61
27505

CABLEGRAM



"Via Commercial Pacific"
RECEIVED AT *121*

"VIA COMMERCIAL"

20 BROAD STREET,
TELEPHONE: RECTOR 380

M. SUBJECT TO TERMS AND CONDITIONS ON BACK HEREOF, WHICH ARE RATIFIED AND AGREED TO

SEP 15 1919

17SFRO 10 PEKING

MISSION NY

LYZPLEXUXY CYTTSEXMY BIPEJCOIUV PNULRAWLEL EXIUB

Translation

GLEYSTEN LEWIS SCOTT

*Your letter of July 28th
Cancel my letter of Aug. 4
Requires) Authority budget
51,000 Mex. approved
May 16th this year*

RECEIVED BY
RECEPTION DESK
(DATE) 9-15-19
REFERRED
Dr. North
ANSWERED
FILED TO FILE
FILE
DATE

No inquiry respecting this message can be attended to without the production of this paper. Repetitions of doubtful words should be obtained through the Company's offices, and not by applying directly to the sender.

0217

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NEW YORK		
Commercial Cable Building, 20 Broad St.	(Principal Office, Always Open)	Rector 380
Stock Exchange		Rector 380
Cotton Exchange		Rector 380
16 Beaver Street		Broad 427
Postal Telegraph Building		Barclay 6700
83 Gold Street, cor. Spruce		Beekman 4416
442 Broome Street		Spring 1108
944 Broadway		Gramercy 2891 and 2892
"Herald" Building		Greeley 3025
BOSTON		
112 State Street		
155 Federal Street		Main 180
HALIFAX, N. S.		
108 Granville Street		St. Paul 345

EUROPEAN OFFICES	
LONDON, (Principal Office, Always Open), 63-64 Gracechurch Street, E. C.	
LIVERPOOL, F 7 Exchange Building and Cotton Exchange.	
MANCHESTER, 18 Moulst Street, Cross Street (Opposite Royal Exchange).	
BRADFORD, 8 Forster Square.	
NEWCASTLE-ON-TYNE, 29 Sandhill.	
BRISTOL, Backhall Chambers, Baldwin Street.	
GLASGOW, 105 Hope Street.	
EDINBURGH, 18c George Street.	
DUNDEE, 50 Bell Street.	
PARIS, 49 Avenue de l'Opera (New York Herald Office).	
HAVRE, 112 Boulevard de Strasbourg.	
HORTA, FATAL, Azores Islands.	

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This Company is hereby made the agent of the sender without liability to forward any message by the lines of any other company to reach its destination.

This Company shall not be responsible for messages until they are presented and accepted at one of its transmitting offices; if a message be sent to such office by one of the Company's messengers, the messenger acts for that purpose as the agent of the sender; if by telephone, the person receiving the message acts therein as the agent of the sender, and is authorized to assent to these conditions on behalf of the sender.

This Company shall not be liable in any case where the claim is not presented in writing within sixty days after the filing of the message.

This Company shall not be liable in any case for delays arising from interruptions to the working of its lines, nor for errors in cipher or obscure messages.

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The sender must write before the address, and pay the charge on one word, for the letters LCF, LCO or LCD according to his declaration.

The message must have an address and a text. A signature is optional with the sender but the Company will not be able to make unpaid inquiries about the senders of unsigned messages.

The address may be a cable address. House and street numbers may be expressed in figures.

The text must be written entirely in one plain language without figures, commercial marks, groups of letters, abbreviations or mutilations. Numbers, except in the address, must be written in words. Genuine words spelled according to established usage, with not more than fifteen letters, will be charged as single words. Messages written in the manner prescribed will be counted and charged according to the International Regulations.

The messages will not be subject to artificial delay in transmission or delivery. Their transmission will only be delayed until ranking messages have been despatched.

CLARENCE H. MACKAY, PRESIDENT.

GEO. G. WARD, VICE-PRES'T AND GEN'L MANAGER.

0218

Gleyatzen
TRUSTEES OF
PEKING UNIVERSITY
10/20/19

PEKING UNIVERSITY

K'uei Chia Ch'ang
PEKING, CHINA.

Sept. 16th. 1919

North - Serial No. I.

The Rev. Eric M. North
Secretary of the Board of Trustees
of Peking University,
150 Fifth Ave.
New York City

My dear Mr. North,

It certainly is a very great delight to think of you as the secretary of the Board of Trustees of Peking University. I think you have a very important office and a wonderful opportunity, and furthermore that you are just the man to do the needed thing.

In accordance with your suggestion, I am numbering my letters, beginning with this one.

Your letters Nos. I. and II. have reached me. There was simply no help for it, we had to draw sight-drafts or shut up shop. There seems to have been a considerable misunderstanding regarding the finances of the University. I wrote seven letters regarding the grant of \$ 10000.00 for which we asked when Dr. Edward Lincoln Smith was here, and not a single reference to it was ever made. We felt that we had to go ahead and we did. During the year, two great things were accomplished. The one was that we have become a unit, instead of two parts of something much less than a whole. The other was that Dr. Stuart was secured as president. His name and his spirit spell success.

The lists I sent regarding apparatus etc. were authorized by the Board of Managers. The University must have adequate equipment at once. It is utterly discouraging and impossible to

Done

02 19

Mr. North, 2

carry on work in the laboratories as they are doing now. We did not cable in reply to your cable as it seemed unlikely that the things could arrive in time for the fall term. It would be an unspeakable boon however, to have them by the opening of the second semester.

I am enclosing the Minutes of the Meeting of the Board of Managers held Sept. 6th. ✓

It was encouraging to be reassured by Mr. Scott and Mr. Ward of the "dogged determination" of the Trustees to see Peking University realize its ideal and function in this great Capitol of the Far East in a way that will honor the Church of Jesus Christ.

Regarding resolution I. I may say that the Managers are relieved that it does not seem necessary that President Stuart go to America at once. Of course, he is needed here to be the leader whom all will gladly follow. It was thought however, that it might be desirable for him to go to America later in the year, and this question is referred to the Trustees. It would be a splendid thing for the Trustees to know the kind of man they have for President, and it would be a great help to Dr. Stuart if he could know the Trustees.

A cable was sent covering resolution II. Dr. Stuart sent the cable and has not given me a copy. I will send a copy of the cablegram later. It was decided to cancel the letter sent August 14th. because later letters put such a different complexion on things generally and the financial problem in particular. It was felt too that we should have exact knowledge as to just what funds

0220

Mr. North, 3

are available for the current year, July 1st. 1919 to July 1st 1920. Mr. Krause said that he thought that the Trustees had approved the budget sent them by the Board of Managers, a copy of which I am enclosing. Will you kindly inform us in regard to this as soon as is possible, if you have not already done so? *Called 9/24/19*

Over a year ago the Board of Managers instructed me to inquire of the Trustees whether members of the Board of Managers who have been recommended by the participating Missions and approved by the Board of Managers, need to have their election confirmed by the Trustees before they are really members. The difficulty lies in the fact that it takes so long to get word to New York and back again. Owing to unexpected furloughs etc. nominations cannot always be made long enough in advance to insure each Mission's having its quota of representatives. I have written about this but have not heard from the Trustees regarding the matter. Perhaps something can be done.

Very cordially yours,

Wm H. Gleyson
Secretary

0221

Charge to the account of _____

Form 1225

\$ _____

CLASS OF SERVICE DESIRED	
Full Rate	
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Cable Letter	
Week End Letter	

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WESTERN UNION CABLEGRAM

NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Number
Time Filed
Number of Words

Send the following Cablegram, subject to the terms on back hereof, which are hereby agreed to

September 20/19.

191

To **GLEISTEN**

PEKING (China)

PHILADELPHIA

(E.M.) North.

Charge Board Foreign Missions
150 Fifth Ave. N. Y.

\$51,000. Mex. Approved

CHARGE
Board of Foreign Missions
of the Methodist Episcopal Church
150 FIFTH AVE., N. Y.

Peking University 487

0222

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To guard against mistakes or delays the sender of a cable message should order it repeated, that is, telegraphed back to the originating office for comparison. For this, one-quarter the unrepeat cable message rate is charged in addition. Unless otherwise indicated on its face this is an unrepeat cable message and paid for as such.

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It is agreed that this Company shall not be liable for damages in any case where the claim is not presented to it in writing within sixty days after the message is filed with this Company for transmission.

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THE WESTERN UNION TELEGRAPH COMPANY

INCORPORATED
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For plain-language communications. The language of the country of destination may be employed, if the cable letter

service is in operation to that country. Subject to delivery at the convenience of the company within 24 hours if telegraphic delivery is selected. Delivery by mail beyond London will be made if the prefix CLP is written before the address. Rate between New York, Boston, Halifax or Montreal and London or Liverpool, 75c. for 13 words including necessary prefix and 5c. for each additional word. Rates from interior points slightly higher.

WEEK END LETTERS

Similar to Cable Letters except that rate between New York and the other places mentioned is \$1.15 for 25 words including the necessary prefix. Excess words 5c. each. Must be filed before midnight Saturday for delivery Monday morning, if telegraphic delivery is selected.

0223

C O P Y

September
twenty-second
1919

Serial No. 4

Rev. W.H. Gleysteen
Peking University
Peking China

My dear Mr. Gleysteen:

The following cable was received from you September 15th:

"Your letter July twenty-eighth. Cancel my letter August fourteenth. Require authority budget fifty-one thousand dollars Mex approved May sixteenth this year.

Gleysteen Lewis Scott"

I cabled you September 20th as follows:

"Fifty-one thousand dollars Mex approved.

Eric M. North"

The reference in your cablegram to May 16th is not clear. I do not find any budget matters treated in your letter of May 16th, nor do I find any minutes of the Board of Managers of that date. If you are referring to the action of the Board of Trustees of that date, the action refers only to the recommendations attached, and not to the approval of any amount for next year's budget. Our assumption has been that the amount, fifty-one thousand dollars Mex, identifies the budget with that which Mr. Krause took back with him to China after going over it with Dr. Edward Lincoln Smith.

The reason why no earlier action was taken upon this budget is partly the difficulty of securing meetings of the trustees during the summer months, and also because of the fact that by it the trustees assume responsibility for a budget nearly twenty thousand dollars in excess of the funds at present in sight. Whatever may be our policy and program for securing building and permanent endowments for the University, it is difficult to face the situation comfortably with current expenses rising so far above the anticipated income. I think that if there is any doubt in the minds of the managers as to their (the trustees') belief in the importance of the University and their willingness to help, it should be set at rest by this action.

It has seemed to me, after some consideration in the matter, that it is a wiser policy for the actions of the Board of Trustees to be reported to the field by letter rather than to send the minutes themselves. This is not due to any lack of confidence in yourself or in the men in the field, but to a judgment that it is the better administrative practice. In accordance with this, let me report first of all upon the meeting of the trustees on September 11th.

0224

- (1) The action of the Presbyterian Board and of the Methodist Episcopal Board approving the change of site to a location outside the west wall was reported.

May I suggest that you keep me continuously informed of the developments on the matter of the site? The return of Ambassador Reinsch has given us considerable concern as to the outcome of the efforts to secure by purchase at a single transaction the property contemplated outside the west wall. Please keep me informed of all developments in this respect. We earnestly hope that some method will be found of working out the problem successfully with the Chinese officials.

- (2) In order to meet the need for the scientific equipment and the heating plant we have retained here in the treasury an amount sufficient to cover these items.

Mr. Gibb has been attending to the ordering. The trustees approved the procedure by which Mr. Gibb O.K.d these bills, which are paid here by the Treasurer of the Board of Trustees. They will be kept as a separate account and the statement of account transferred to the field as if both the bills and the funds for paying them had been handled entirely by the Board of Managers. Will you please notify Mr. Krause to this effect.

- (3) Negotiations have been begun with Murphy & Dana with reference to drawing up a general layout for the University.

Their feeling was that it would be wiser to wait until the matter of a site had been settled. Mr. Murphy will not leave here for China until the thirtieth of October. I hope by that time some definite word concerning site may be given. If not, it may be desirable to have him draw up sketches on the basis of an imaginary site for use in the financial campaign.

- (4) By action of the Trustees, Articles 7 & 10 of the By-laws of the Trustees of the University are amended by the insertion of the word "Vice-president" after the word "President".

Other verbal changes in support of this action were approved but I will defer sending them until the recodification of the By-laws is completed. How far amendment of the By-laws of the Board of Managers is necessary I am not quite sure.

Provision is made in Article 1 for a vice-president, who is, of course, simply the vice-president of the Board of Managers. It does not seem to me that it is necessary that the vice-president of the University be identical with the vice-president of the Board of Managers. I would suggest that you and President Stuart go over the matter and write us about it before taking action. It is not a matter for haste in any way.

I notice that by Article 4 the By-laws of the Board of Managers are to be submitted to the Trustees for approval.

- (5) Mr. H.W. Luce, as you have already been informed by Dr. Smith's cable, has been elected vice-president of the University.

We are very anxious that he should accept the position. We had supposed that his mind was favorably inclined to it. He is, however, hesitating in spite of several conferences with Dr. Smith, Dr. Frank Mason North and others. If I can gather the grounds for his hesitation, it is because he feels that there is too much data lacking upon which to base his decision. He feels that the uncertainty about the matter of site is a part of it. Another part is the matter of the Yu-k'e. Another element is his feeling, which has been developing for some years, that some other process of raising funds for union universities from that now generally practiced is needed. He feels that for men on the field to return to this country and to have each time to build up new lines of approach to givers without having that already prepared for them is a serious embarrassment. My own feeling is that his experience in connection with Shantung University still hangs over him.

I think that we recognize here the difficulties which he states. The solution of them I do not myself yet see. It is manifestly impossible for the Mission Boards to assume the responsibility for raising all the funds necessary for the University, partly because it is impossible to do that on a pro-rata basis in view of the different sizes of the constituencies which the Boards have. In my own judgment the financial opportunity for Peking University was never brighter than it is now, and the stage seems to me to be set in an unusually favorable way. The interest in China and in the Chinese students who have their influence on Chinese affairs is now very widespread in the United States. The name of the University itself is something to conjure with. Furthermore, the channels of the Interchurch World Movement are wide open for featuring articles, addresses and campaign statements in the interest of Peking University. It is my own judgment, as a subordinate member of the Foreign Survey Division of the Interchurch World Movement, that if anyone with the information and genius to do it would grasp the opportunity he would find multiplied channels through which to state the progress of the Peking University and put its needs before the churches in America. How far the inclusion of independent budgets outside of those for which the participating mission boards will be responsible will be possible is not quite certain, but I believe that it ought to be possible to make strong representations in behalf of all union educational institutions apart from these budgets. What is needed is a man with conviction, information, energy and experience to take hold of it and put it forward.

Furthermore, the Centenary Movement in our church has provided something in the way of a nest egg. Five hundred thousand dollars was written into the askings, and the total askings have been subscribed. Of course, this amount is not yet available, as the subscriptions cover a period of five years. nor can we state that one-fifth of this amount will be available the first year, inasmuch as we have to finance the costs of the campaign out of the first year's income in order to avoid heavy interest charges. I think, so far as I know, there were no designated subscriptions for Peking University, the whole amount coming out of our regular income.

Might I add that, while I believe that this is to be counted on, it would be well not to make it a matter of too much public notice at the present time?

These factors in the situation Mr. Luce recognizes as certainly hopeful. I believe that he is the man to grasp the situation if only he can free his mind from anxiety about the unsettled questions. I may add

that I think some of the uncertainty in his mind has been due to the character of the correspondence he has received from the University. I shall refer later to what seemed to me to be the causes of discouragement appearing in that correspondence, but now that some of these have been removed one regrets their effect.

- (6) Mr. Wheeler has been invited to cooperate with Mr. Luce, if Mr. Luce accepts, in the financial program of the University.

Mr. Wheeler is at present uncertain whether to do so or not, as he hopes to return to China. This depends upon the health of his wife, a matter on which we expect to have some word in the near future. If it should turn out favorably for Mr. Wheeler to stay in this country I am sure that the combination of Mr. Luce and Mr. Wheeler together would speedily develop the interests of the University here at home in a splendid way.

- (7) The Executive Committee, at its meeting of September 19th, approved the budget of fifty-one thousand dollars Mex already referred to.

Approval of this would have been accomplished before, but those to whom the authority to approve was given felt that they could not do so without conference because of the size of the amount in excess of income now anticipated.

It has been a matter of great regret to me since I have taken hold of the secretaryship to find that there is a feeling both on the field and here that somehow the Trustees and the Board of Managers do not gear together very well. I am hoping that this feeling will be speedily dispelled, and that confidence in each other can be completely secured. I think that Mr. Wheeler summed up the situation as well as anyone by saying that for a long time the Trustees have been waiting and waiting for the adjustment of difficulties that have existed on the field, and that when these difficulties were cleared the managers started ahead so much faster than the Trustees were accustomed to and that the gearing suffered.

I am frank to say that I agree with him that the time element is a large factor in the difficulty, and I sincerely hope that the managers will recognize the importance of proceeding steadily and of not hastening to the execution of plans before the financial program is so worked out that progress can be normal and free from spasmodic spurts and delays. Especially is this important on the side of keeping current expenses within very close figures.

The question was raised in a recent meeting of the Executive Committee as to whether somewhat larger funds could not be secured on the field by the development of scholarships for students from particular localities. While allowing for the economic differences between the South and the North, Peking University should eventually secure a somewhat larger proportion of income on the field, if it is to parallel the success of Nanking University in that respect.

Mr. Gleysteen -5

May I add that I earnestly hope that you and I together, by full exchange of advices concerning developments at home and on the field, may do much to further the cause of the University?

I hope the program for the University as outlined in the Inter-church questionnaire and supplementary data covering it of every available kind will be secured and sent to me in order that whatever may be Mr. Luce's decision we may be ready to proceed with energy in carrying out a financial program. In sending copies of any catalogue or its equivalent I suggest that you always send me at least forty or fifty copies, inasmuch as nearly twenty-five are needed for the Trustees and others, to meet various calls upon us for information.

My letter of August 13th to you is Serial No. 3. The number was left off.

Very faithfully yours,

Secretary .

EMN:T

0228

PEKING UNIVERSITY

K'uei Chia Ch'ang
PEKING, CHINA.

Serial No. III.

Dec. 29th. 1919.

Rev. Eric M. North Ph.D.
Secretary of the Board of Trustees
of Peking University,
150 Fifth Ave. New York City.

TRUSTEES OF
PEKING UNIVERSITY

1/23/20

X

My dear Dr. North,

I am enclosing a copy of the Minutes of the Executive Committee meeting held Dec. 10th. 1919. I am not writing a covering letter as I know Dr. Stuart has done this.

Wishing you all the joys of the season,

Very cordially yours,

M. H. Glaysteen
Sinc.

0229

150 Fifth Avenue

October
fourth
1919

Serial No. 5

Rev. W.H. Gleysteen
Peking University
Peking China

My dear Mr. Gleysteen:

I enclose herewith one copy of bill of lading for thirteen cases of scientific supplies shipped to Union Business Agency, Tientsin, China, for Peking University. I will send a second copy of the bill of lading within a week. The transportation bill has been paid at this end. The copy is for your information. The shipment is insured for \$2,000. Copies of the certificate and policy I hold here.

The Interchurch questionnaire with the five year program of the University has been received and is being considered by the Executive Committee on the sixth.

Mr. Luce has not given us final word one way or the other, but I think his attitude is a little more favorable than it has been.

Faithfully yours,

Secretary

EMN:GMT

0230

TRUSTEES OF
PEKING UNIVERSITY

Serial #6

December 4, 1919

The Reverend W. R. Gleysteen,
Peking University,
Peking, China.

My dear Mr. Gleysteen:

This letter is the official communication to you concerning the meeting of the Trustees of Peking University held on December 2, 1919, at 150 Fifth Avenue, New York City.

The attendance of Trustees was unusually large including Messrs. Brown, Merrill, Hodge, Severance, Barton, Perry, Ingraham, North, Roberts, Willoughby, McBrier and Mrs. Avenny. All the other members were either out of the country, were ill or were unavoidably detained. The interest of the Trustees in the meeting and in the affairs of the University was very manifest. We had with us as guests Miss Hiner, Mr. Gibb, Mr. Tinsley, Mr. Luce, Mr. Wheeler, Mr. Timothy Lee and Dr. Spear.

Nomination to the Board of Managers of E. F. B. Hadley to fill out the term of S. E. Dilley, and of C. A. Corbett to succeed himself, were approved.

With reference to the inquiry in your letter of September 16, concerning the confirmation of election of nominations to the Board of Managers by the Trustees, I would call your attention to the action of the Executive Committee on October 11, 1918, as follows:

"VOTED: That technically the position taken by the acting President was correct and that under the By-Laws as now constituted, formal confirmation by the Trustees is necessary for membership in the Board of Managers. The Executive Committee, however, recognize the difficulty and inconvenience involved in this arrangement and the Secretary was therefore instructed to inform the Board of Managers that they will propose to the Trustees a modification of the By-Laws to the effect that any person duly elected on the field to membership in the Board of Managers shall be entitled to the rights and privileges of membership among the Managers, pending confirmation by the Trustees."

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So far as I have been able to learn, notice of such modification in the By-Laws has never been presented to the Trustees. I shall take the matter up as promptly as possible and carry out the purport of the motion of ~~a few~~ years ago. Meanwhile, I suggest that you follow procedure indicated unless serious embarrassment would seem to ensue. It has not yet been possible for me to go through all the Minutes and Reports from beginning to end and index them and find out just exactly the state of the various matters. I am doing that as rapidly as I can and hope eventually to have the machinery running on ball bearings.

One of the consequences of the confusion I have referred to, was the fact that at a meeting of the Trustees, when the By-Laws were amended providing an office of Vice-President, I amended a wrong set of By-Laws; that action has now been corrected at the last meeting of the Board of Trustees so that in place of the words "Articles 7 & 10" in the amendment reported to you, you should read, "Article 5, Section 1; and Article 9 of the codified By-Laws."

I have received authority by this meeting of the Trustees to print the Charter and By-Laws in pamphlet form and to include in the pamphlet a statement of the nature and purpose of the University.

A month or so ago the Executive Committee requested the participating Boards to provide for the University \$3000 a year at two for one, for current expenses beginning January 1, 1920. Action upon this has already been taken by the American Board and the Presbyterian Board. Similar favorable action is anticipated by the Methodist Episcopal Board this week. The London Missionary Society is considering the proposal. ~~It is~~ believed this measure will help very much to meet the budget for the current year as well as for the years to come.

I have written President Stuart concerning the possibility of the appointment of Mr. Earl O. Wilson as instructor in industrial Chemistry, that the Trustees view his candidacy with favor but did not take final action pending examination of his papers by the Board through which he was to become a candidate and particularly in view of the fact that he will not be likely to return to the field for two or three years.

It was reported that the American Board was favorably disposed to taking over H. W. Olsham for the Theological School but that final action was deferred pending further ~~litigation~~ ^{investigation}. Dr. Edward Lincoln Smith has this in mind and has been working on it.

Proposals for the affiliation of the North China Union Woman's College were presented and Miss Miner was introduced. The Trustees gave general approval to the proposals; after they have been polished up and ratified by the Executive Committee they will go into effect.

The program drawn up by the Board of Managers ^{for} the Interchurch World Movement Campaign, including the modifications sent out to Dr. Stuart by Mr. Wheeler and also the modifications which we have made here since, have been approved in general and referred to the Executive Committee for further revision and the Executive Committee will then submit it to the cooperating Boards and endeavor to secure from the Cooperating Boards the ~~standing~~ ^{shares} for their shares in the Interchurch Campaign, making those shares as large as possible in view of the fact that Peking University is just getting started. May I remark here that has been found impossible to include in the budget of the Interchurch World Movement anything for union universities over and above that which the Boards are willing to write into their Campaign statements.

The Trustees have further approved the establishment of a central office and a secretary for Peking University, the budget for the office to be underwritten by the participating Boards in order that more continuous and effective attention may be given to the affairs of the University.

The Executive Committee was instructed to make provisions for an advisory Council consisting of picked men from all parts of the United States, who might serve to give us connections for raising funds. If any of the Managers have recommendations or suggestions to make concerning possible members to such a Council, they should write to Mr. W. N. Wheeler. The Trustees directed the Executive Committee to examine and treat the budget for the Woman's College the same way they were to treat the budget for the University - that is, to examine it and present it to the participating Boards with recommendations for the amounts which they believe they should undertake in connection with the Campaign.

The matter of calling President Stuart to the United States was referred to the Executive Committee with power. I believe it was the judgment of the Trustees that it would be a great advantage to have him here during the Campaign period but that it is very important that the site should be secured and every energy on the field should be bent in that direction. I do not think it likely that the Executive Committee will call President Stuart to the United States until there is more definite information and results concerning the matter of the site.

We were very much delighted to find out at the end of the meeting that Mr. Luce and Mr. Wheeler have accepted the propositions made to them for the Vice-presidency ^{and} for a position on the staff of the University. ^{respectively} This came at the end of a most successful, effective meeting.

Definite measures are in hand to carry out these actions and you may rely on us to do everything we can to promote the interests of the University effectively.

Faithfully yours,

END

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Serial # 7

December
Tenth,
1919.

The Rev. W. H. Gleysteen,
Peking University,
Peking, China.

TRUSTEES OF
PEKING UNIVERSITY

My dear Mr. Gleysteen:

I find that some matters concerning Peking University's relation to the Woman's College have not been cleared up by any correspondence which I have had with you, nor are the documents which I need for carrying out the affiliation formally in my hands.

Will you not as President of the Managers of the Woman's College see that I am furnished with a copy of whatever action was taken by the Managers of that College, approving the proposed basis of affiliation and by-laws, which were later submitted to the Managers of the University and which Miss Miner brought on here for the action of the Trustees.

Will you not also furnish me with copies of the action taken by the Board of Managers of Peking University upon the proposed basis of affiliation and by-laws for the Woman's College. It may be that you have already forwarded to me minutes of the Board of Managers which contained an action upon this matter. Miss Miner tells me that correspondence with Mrs. Frame, indicates that some such action has been taken by the Board of Managers, but the minutes have not yet reached me.

Will you also please send me in each case a copy of the document upon which the Board of Managers in each case has acted, so that we may know that the proposal before us is the same as the proposal which has been approved on the field.

There is no disposition to hold up the matter

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- 2 -

here, but to make sure that everything that is done, is done on the basis of a clear understanding of what is involved and with the knowledge of the approval of all the parties concerned. If information comes from you shortly concerning the action of the Board of Managers of the University, we shall probably act here without waiting for further formalities.

Faithfully yours,

RMH
EW

0235