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UBCHEA ARCHIVES
COLLEGE FILES
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Corres
McBrier, Edwin M.
1917-1919

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0176

Board of Foreign Missions
Methodist Episcopal Church
150 Fifth Avenue, New York City
February 2, 1917.

26 The Board of Trustees of the Peking University met today at the above place, the following being present: -

American Board	(James L. Barton
Presbyterian Board	(Arthur J. Brown (Henry W. Hodge
Methodist Episcopal Board	(Frank Mason North (Henry E. Ingraham (John F. Goucher (William V. Kelley
Co-opted Member	(Miss Alice M. Davison
George Heber Jones, assisting the Secretary	

Mr. E. R. Graham, Corresponding Secretary of the New York Branch of the Woman's Foreign Missionary Society was present, and on the request of Mrs. W. F. McDowell, who was unable to be present, was invited to sit with the board.

Regrets at being unable to be present were received from William P. Merrill, President of the Board, John L. Severance, Arthur Perry, Bishop L. B. Wilson, Mrs. George M. Clark and Mrs. W. F. McDowell.

In the absence of the chairman, James L. Barton, was chosen to preside over the meeting, and on taking the chair lead in prayer.

The minutes of the previous meeting were read, corrected and approved as corrected.

27 Communications from the Secretary

The Secretary of the Board of Trustees reported that he has communicated with the Board of Managers in the field and

has received letters in reply, and among other copies of the minutes of the meetings of the managers. He had cabled to the field authorization to organize and they had proceeded to do so submitting for approval, which would be presented later in this meeting, the list of the members of the Board of Managers on the field.

Resignation of W.P. Merrill as President of the Board

The Secretary presented a letter from W.P. Merrill expressing his sincere regret at being unable, because of the pressure of other duties, to serve as president of the Board of Trustees, and presenting his resignation of the office. On motion, the resignation was accepted with expressions of sincere regret, and the chairman was requested to appoint a committee of three to bring in a nomination for the presidency of the Board.

The following were appointed by the chairman: Arthur J. Brown, Wm. V. Kelley and (on the request of the trustees present,) James L. Barton.

Election of E. M. McBrier as Treasurer

Frank Mason North, as a committee to present a nomination for Treasurer of the Board of Trustees recommended Mr. E. M. McBrier of the F. W. Woolworth Company for this purpose. On motion, Mr. McBrier was then elected a co-opted member of the Board, and on further motion, E.M. McBrier was elected Treasurer of the Board of Trustees of Peking University.

Minutes, Field Board of Managers

The Secretary presented communications from W.T. Hobart of Peking, China, reporting the minutes of the first meeting of the Board of Managers as follows: -

EDWIN MERTON MCBRIER
WOOLWORTH BUILDING
NEW YORK

Feb. 8th, 1917.

Dr. F. M. North,
150 Fifth Ave.,
New York City.

Dear Dr. North:--

I wish to thank you for yours of Feb. 6th and greatly appreciate the kind thought that prompted you to take this action. Situated as I am in active business which takes every moment of my working days, it is a very hard matter for me to give the time I would like to Church matters in which I have been always interested. There may come a day when I can give more time to such matters, and if so, I assure you that my co-operation will not be "in spirit" to the extent that it is at present. I shall endeavor to attend the meetings of the Board.

Appreciating all your kindnesses to me, I am

Yours truly,

Edwin M. McBrier

219117

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PEKING UNIVERSITY

TREASURER'S REPORT

May 25th, 1917

- I. Balance Sheet
- II. Property Account
- III. Current Account
- IV. New Property List
- V. Complete List of Properties.

O. J. Krause
Treasurer.

We hereby certify that we have examined the vouchers, books and accounts of the Treasurer of Peking University and find them and the statements constituting this report correct.

Jno. McGregor Gabb, Jr.

Signed

Charles L. Ogilvie
Auditors.

1. BALANCE SHEET May 25th, 1917

Assets:

Cash on hand	3 572 08	
Drafts unsold	10 000	at par of 200
Drafts, Deposited H&S Bank	32000	" " " "
Real Estate, See V.	315 873	

T o t a l \$ 361 445 08

Liabilities:

American Board Mission, Current,	2 362 90
" " " Property Funds	66 752 13
Birchel account	30 000
Hongkong and Shanghai Bank O/D.	26 783 36
Loans Payable	3 700
Methodist Episcopal Mission, Property Funds	177 906 40
Presbyterian Mission, Property Funds	51 368 21
University, General account current,	3 572 08

T o t a l \$ 361 445 08

11. RECEIPTS and DISBURSEMENTS Property Account

Receipts:

From American Board Mission, G\$25,000.	\$ 43 593 53	"x"
Loans	23 600	
Presbyterian Mission	G\$15,000	30 000 at par
		of 200
Bank, overdraft	26 146 26	

T o t a l \$ 125 339 79

Disbursements:

For Loans repaid	\$ 19 900
Presbyterian Mission, Interest,	719 29
New Properties, see IV	62 720 50

Balance on hand:

Drafts-Deposited with H&S Bank	32 000
" in Treasurer's hands	10 000

T o t a l 125 339 79

"X" Includes G\$5000 at par of 200

III. Receipts and Disbursements - Current

Receipts:

From American Board Mission	G\$1000.	\$ 1 612 90
Rents		3 683 83

Total	\$ 5 296 73
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Disbursements:

For American Board Mission,	\$ 250
Exchange	17 30
Postage and Stationary	10 07
Repairs	30 48
Sundries	15 90
Taxes	38

Balance in hand: Cash	\$ 3572 08
Bank	1362 90
	4 934 98

Total	5 296 73
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IV. Purchases and payments on property since last report.

No.	Seller	Location	Description	Cost Dollars	Date
108	Balance paid in full			11 400	Nov. 1916
111	" " " "			900	" "
112	Tieh Pai Shih	Hsi Kutze Hutung	4 Chien	669 50	" "
113	Te Hsiang	Kuan Chieh	8 "	824	" "
114	Chiao	Mei Chu Hutung	16 "	1 535	" "
115	Wen Pa	Ta Yang Ma "	18 "	3 276	" "
116	Far T. Sung	Ma Pi Chang	3 Semi Fgn Bdgs	20 000	" "x
117	Hsu Chang Pao	Pa Ken Chi Ken	9 Chien	970	" "
118	Hao Te Hou Shih	Fang Yuan	12 "	3 600	" "
119	Pu Fu Chen	Ma Pi Chang	32 "	11 245	Dec "
120	Chen	Pao Tze He	2 "	278	" "
121	Ah	Kuei Chia Chang	9 "	2 060	Feb. 1917
122	-	-	-	-	-
123	Jung	Ma Pi Chang	29 "	4 703	Mar. 1917
124	Se	Tung Kutze	4 "	1 030	Feb. "
125	Mrs. Chen	Pao Tze He	3 "	230	" "

Total	\$ 62 720 50
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Previously reported	253 152 50
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Grand Total	\$ 315 873 00
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"x" Still due on this property \$14,000

V. Complete Property List, Showing area in sq.ft. and value

No.	Sq.Ft. Area	V A L U E	
		Taels	Dollars
A	13 366	-	- #
B	61 732	-	-
1.	35 784	4 738	6 768 57
2	12 408	2 808 59	4 012 27
3	3 102	142	202 86
4	2 628	1 097 30	1 567 57
5	43 560	3 194 60	4 563 71
6	9 850	2 325 80	3 322 57
7a	5 688)	424 30	606 14
7b	4 592)		
8	3 375	205	292 86
9	1 564	220 50	315
10	1 600	401 20	573 14
11	846	52 50	75
12	5 103	900	1285 71
13	3 800	700	1 000
14	38 130	902 70	1 289 57
15		407 88	582 69
16	53 900	11 524 36	16 463 37
17	37 430	150	214 29
18	560	293	418 57
19	24 955	390	557 14
20 with	97	1 216 25	1 737 50
21	7 203	326 25	466 07
22	1 640	723 20	1 033 14
23 with	97	1 023	1 461 43
24	4 760	401 20	573 14
25	2 378	913	1 304 29
26	1 600	852 40	1 217 71
27	3 680	803 20	1 147 43
28	2 152	1 008	1 432 86
29	35 510	21 000	30 000
30	3 510	264 07	377 24
31	1 426	705 10	1 007 29
32 with	97	304 68	435 26
33	6 846	2 028 50	2 897 86
34	39 252	15 595 35	22 279 07
35	15 876	391 40	559 15
36	3 876	1 003 20	1 433 14
37	3 150	451 50	645
38	6 720	434 25	620 36
39	2 166	503 35	719 07
40	7 332	2 617 80	3 739 71
41	14 592	4 012	5 731 43
42	1 000	203	290
43	19 764	381 10	544 43
44	2 304	602 06	860 09
45	6 080	220 45	314 93
46	2 209	588	840
47	2 776	250	357 14
48	1 292	407 75	573 93
49	2 090	602 06	860 09
50	1 650	502	717 14

as part of and going with
nos.14,19,35,43 and 57.

Gift of Mr. C. M. Lo to
Dr. and Mrs. Loury on
their golden wedding
anniversary for the
University.

V Continued

No.	Area	Taels	Dollars
51.	3 380	200	285 71
52	3 120	1 554 81	2 221 16
53	4 048	486 87	695 53
54	5 412	1 003	1 432 86
55	8 960	2 007 10	2 867 28
56	3 570	123 60	176 57
57	29 565	852 50	1 217 86
58	1 333	401 34	573 34
59	3 610	583 80	834
60	2 480	681 10	973
61	2 900	1 202 50	1 717 86
62	3 116	1 004	1 434 28
63	2 400	1 410	2 014 29
64	3 240	602 02	860 03
65	15 134	303 70	433 86
66	3 080	602 06	860 09
67a	7 648)		
67b	6 642)	7 005	10 007 14
68	24 674	648 90	927
69	650	300 99	429m99
70	1 997	987 36	1 410 51
71	11 220	1 946	2 780
72		145 55	207 93
73	26 865	2 004 40	2 863 43
74	17 480	4 371	6 244 29
75	133 488	4 000	5 714 28
76	1 800	429 78	613 97
77	3 956	661 50	945
78	1 280	231	330
79	2 368	432 60	618
80	5 800	1 785	2 550
81	3 337	447 02	638 60
82a	3 106)		
82b	8 823)	970	1 385 71
83	1 018	700	1 000
84	5 626	1 776 25	2 537 50
85	8 651	2 450	3 500
86	14 250	2 800	4 000
87	10 854	6 300	9 000
88a	1 290		
88b	2 658	2 100	3 000
89	3 694	686	980
90	2 760	2 590	3 700
91	7 040	1 874 60	2 678
92	9 440	4 200	6 000
93	2 072	770	1 100
94	3 388	1 002 40	1 432
95	7 755	1 260	1 800
96	2 500	1 153 60	1 648
97	5 610"x"	180 25	257 50 "x" Includes Nos/32,20 & 23
98	5 916	4 200	6 000
99	2 280	1 442	2 060
100	3 139	721	1 030

V. Concluded.

	Area	Taels	Dollars
101	3 764	937 30	1 339
102	1 678	647 85	925 50
103	3 455	840	1 200
104	2 884	937 30	1 339
105	1 798	489 65	699 50
106	8 820	1 400	2 000
107	2 706	576 80	824
108	25 244		14 000
109	5 452	2 163	3 090
110	405	589 40	842
111	1 440		920
112	1 792		669 50
113	1 925		824
114	2 715		1 535
115	15,000		3 276
116	45 395		20 000
117	4 144		970
118	4 399		3 600
119	21 074		11 245
120	1 472		278
121	2 750		2 06 0
122	-		-
123	9 930		4 703
124	2 205		1 030
125	2 200		230

\$14,000. still due

1 191 465

Total

\$

315 873

Areas shown in color on plans.

Sheet 1.

No.	Areas in Sq. Feet	No.	Areas in Sq. Feet	No.	Areas in Sq. Feet.
14	38 130	51	3 380	93	2 072
19	24 955	118	4 399	52	3 120
35	15 876	81	3 337	49	2 090
43	19 764	46	2 209	27	3 680
57	29 565	39	2 166	58	1 333
17	37 430	109	5m452	67	6 642
29	35 510	78	1 280	47	2 776
71	11 220	77	3 956	2	12 408
5	43 560	107	2 706	3	3 102
11	846	79	2 368	40	7 332
70	1997	117	4 144	38	6 720
59	3 610	91	7 040	124	2 205
13	3 800	68	24 674	25	2 378
36	3 876	42	1 000	102	1 768
12	5 103	80	5 800	33	6 846
1	35 784	100	3 139	63	2 400
125	2 200	88	1 290	69	650
65	15 134	87	10 854	53	4 048
82	8 823	105	1 798	48	1 292
34	39 252	86	14 250	30	3 510
4	2 628	88	2 658	83	1 018
54	5 412	61	2 920	66	3 080
95	7 755	101	3 764	64	3 240
55	8 960	98	5 916	104	2 884
21	7 203	73	26 865	62	3 116
37	3 150	114	2 715	103	3 455
74	17 480	110	405	45	6 080
16	53 900	6	9 850	84	5 626
26	1 600	99	2 280	111	1 440
108	25 244	60	2 480	75	133 488
7	5 688	123	9 930	22	1 640
121	2 750	119	21 074	A	13 366
18	560	24	4 760	B	61 732
67	7 648	106	8 820		
7	4 592	32			
9	1 564	20			
8	3 375	23	5 610	Cross Sect- ion Area	15 625
92	9 440	97			
56	3 570	50	1 650		
115	13 000	31	1 426	Cross	
85	8 651	28	2 152	Sect-	
44	2 384	76	1 800	ion	9 360
89	3 694	116	45 395	Area	
82	3 106	94	3 388	112	1 792
120	1 472	41	14 592	113	1 925
10	1 600	90	2 760		

1, 191, 467

Areas not in color in plan.

No.	Areas in Sq. Feet	No.	Areas in Sq. Feet	No.	Areas in Sq. Feet	No.	Areas in Sq. Feet.
1.	162 559	24	3 870	47	4 690	70	7 020
2.	1 844	25	8 600	48	13 475	71	17 925
3.	3 744	26	3 300	49	102 994	72	20 323
4.	24 946	27	3 312	50	11 285	73	2 169
5.	4 444	28	4 433	51	3 410	74	2 720
6.	1 024	29	1 035	52	42 399	75	70 770
7.	6 579	30	7 085	53	4 410	76	10 500
8.	7 102	31	5 180	54	2 709	77	11 880
9.	3 200	32	9 130	55	18 172	78	29 331
10.	3 300	33	10 194	56	25 520	79	8 680
11.	6 205	34	972	57	16 014	80	252
12.	10 504	35	2 986	58	56 662	81	8 385
13.	11 461	36	7 856	59	40 435	82	6 960
14.	4 950	37	16 108	60	21 808	83	810
15.	15 780	38	28 383	61	1 156	84	3 804
16.	3 250	39	3 300	62	11 054	85	7 360
17.	9 118	40	24 080	63	1 722	86	2 948
18.	1 380	41	9 189	64	4 245	87	77 480
19.	1 734	42	24 682	65	2 000	88	12 468
20.	4 640	43	3 528	66	9 440		
21.	9 240	44	32 076	67	4 340		
22.	1 394	45	2 800	68	2 088		
23.	3 294	46	6 575	69	10 371		

1,232,550

July 26, 1917.

Mr. E. M. McBrier,
280 Broadway, New York City.

My dear Mr. McBrier:

The Executive Committee of the Trustees of Peking University felt that it wasn't altogether fair to leave the Treasurer of the Board without some funds, so we took action at a meeting held July 18th requesting the four cooperating Boards to appropriate each \$100 and send it to you as a current expense fund for the Trustees. Doubtless this will be sent direct to you or if any of the checks should come to me I will see that they are forwarded promptly to you.

I enclose you copy of the Minutes of the Executive Committee meeting so that you can see what actions were taken. I have been held up a few days in getting out the Minutes pending arrangements for certain phases of the correspondence involved or they would have been in your hands earlier. You will see by the Minutes that we have arranged for the sending out of Dr. Louis E. Wolferz to be paid from the common funds of the Trustees which consists of a commitment on the part of the four Boards to an annual appropriation of \$1000 each. I have written to the secretaries of the Boards suggesting that they take action to make this fund available now in order that the outgo of Dr. Wolferz may be covered. The Presbyterian Board is handling the arrangements and in due time will draw upon the Board of Trustees for the amount involved. At our next Executive Committee therefore, action in the matter of calling for this fund will be taken so that the money will be in your hands to meet the obligation. The factors involved in this whole matter have been foreseen and covered by the Executive Committee. Our thought is that bills should be audited by the Chairman and Secretary of the Executive Committee and sent to you for payment when the funds are in your hands for that purpose. This will be the course which we will follow until otherwise ordered either by the Trustees of the Executive Committee. A few bills for incidentals and amounting to very small sums have already been passed by the Executive Committee and in due time will reach your hands.

Probably you noted in the papers of this morning that one of the Trustees of the University from the Presbyterian Board, Mr. Hodge, has resigned his \$15,000 position as a Public Service Commissioner in order to join Gen. Pershing in France. Things like this bring the war close to our missionary organization.

Very cordially yours,

GHJ
EAB

August 3rd, 1917.

Mr. E. M. McBrier, Treasurer,
Trustees Peking University,
280 Broadway,
New York City.

My dear Mr. McBrier:

I have received communications from Dr. A.J. Brown and Dr. James L. Barton, announcing that the Presbyterian and American Boards have taken action, appropriating \$100 each for current expenses of the Peking Trustees as per the request of our Executive Committee. The Methodist Board has already taken action and it is only for the Administrative Committee which meets this afternoon to direct that the money be paid. Dr. North tells me that he will see that it is attended to. The money, therefore, should be in your hands in the course of the next few days. If there is any hitch in the matter kindly let me know.

I have had no word from the London Missionary Society as Mr. Hawkins, Secretary in charge, is now in China. Doubtless, however, we will hear from him in due time.

Very cordially yours,

GHJ
IMP

8/9/17

Silver Bay, N.Y.

4/19 3/6/18 Aug 7/17

FILED MAR 7

Dear Dr Jones—

Yours of July 26 has just been rec'd. Am here on my vacation. Will be back in my office next week.

Hold any funds that may come to you, or better still, deposit them in some good bank. If I am to do the book-keeping or perhaps some should be deposited in some bank near my office. If the detailed work is to be done by some one in the office, it does not matter.

Will try to see you next week. The two bills already passed have

reached me.

Sincerely yours

Emmeline Davis

Aug. 15th, 1917.

Dr. Geo. Heber Jones,
150 Fifth Ave.,
New York City.

Dear Dr. Jones:--

Your letter of Aug. 3rd received .

I have received the following checks

From A.B.C.F. M. \$100.00

" B of F.M. of M.E.Church	100.00
---------------------------	--------

Have not heard from Presbyterian Board.

Please advise me if it is your desire that I attend to the banking of these funds, or will it be handled by somebody in your office who will keep the books and relieve me of the details of bookkeeping work ?

I will hold these checks until I hear from you which I trust will be by early mail .

I have not yet deposited same and of course have not attempted to pay the invoices which you forwarded me .

Thanking you for prompt reply, I remain,

Yours very truly,

E. M. T. Drier

RECEIVED BY
SECT. JONES ()

9/15/80

LEONAR 7

August
Twenty-second
Nineteen Seventeen.

Mr. E. M. McBrier,
Woolworth Building,
New York City.

My dear Mr. McBrier:

I wish to acknowledge receipt of your letter of August 15 and to say that at a conference of the members of the Executive Committee, I was requested to ask you to mention the name of any bank in your vicinity which would be the most convenient for you to carry the funds of the Trustees, and we shall be glad to take formal action giving the necessary authorization.

Concerning the matter of keeping the books and attending to the details of the book-keeping work, as there will be very little of that to attend to for the present, could you not handle it in your office? Should the details multiply at all, we shall be very glad to devise means along the lines suggested.

As to the checks already received, I would suggest that you deposit them in the bank which you will nominate to us, as there is no question but that the necessary form of authorization will be given.

Very cordially yours,

GHJ-ER

WOOLWORTH BUILDING
NEW YORK

Aug. 23rd, 1917.

Mr. Geo. Heber Jones,
150 Fifth Ave.,
New York City.

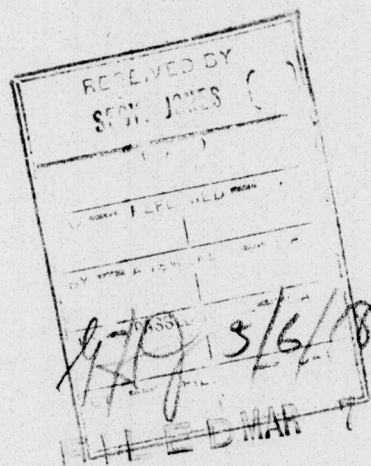
My dear Dr. Jones:--

Thank you for yours of Aug. 22nd. I have
deposited the \$200. received from our own society and from
A.B.C.F.M. in the Irving National Bank located in the Woolworth
Bldg.

I will be glad to take care of the accounts until such
time as they become too numerous for my attention.

Yours very truly,

E M M Brier



MEMBERS

THUR. J. BROWN
 WILLIAM P. MERRILL
 HENRY W. HODGE
 JOHN L. SEVERANCE
 JAS. L. BARTON
 MRS. GEO. M. CLARK
 EDWARD C. MOORE
 ARTHUR PERRY
 FRANK MASON NORTH
 WILLIAM V. KELLEY
 JOHN F. GOUCHER
 H. A. INGRAHAM
 MISS ALICE M. DAVISON
 MRS. J. M. AVANN
 LUTHER B. WILSON
 EDWARD LINCOLN SMITH
 E. M. MCBRIER
 GEO. HEBER JONES

TRUSTEES PEKING UNIVERSITY

NEW YORK

PRESIDENT
 WILLIAM P. MERRILL
 VICE-PRESIDENT
 ARTHUR PERRY
 SECRETARY
 GEO. HEBER JONES
 TREASURER
 E. M. MCBRIER

EXECUTIVE COMMITTEE

EDWARD LINCOLN SMITH
 CHAIRMAN
 FRANK MASON NORTH
 JAS. L. BARTON
 ARTHUR J. BROWN
 WILLIAM P. MERRILL
 WILLIAM V. KELLEY

GEO. HEBER JONES
 SECRETARY

150 Fifth Avenue,
 NEW YORK CITY, Sept. 27, 1917

Mr. E. M. McBrier,
 280 Broadway,
 New York City.

Dear Mr. McBrier:

I shall send you in the course of a few days copy of the Minutes of the meeting of the Trustees of Peking University, held September 21, 1917, with the Minutes of the Executive Committee. It will take a few days to have them reduplicated and put into proper shape so I am writing on ahead to let you know of the actions taken in which you will be personally interested.

1. The Trustees endorsed the recommendation of the Executive Committee authorizing the Irving National Bank as the depository of the funds of the Trustees and directed that this authorization should be recorded in the form required by the bank. If the bank, therefore, should desire the filling out of some special form in the matter, kindly let us know in order that we may cooperate in the matter.

2. That part of the report of the Treasurer of the University, Mr. O. J. Krause, concerning the current expenditures and the condition of the funds of the University with the exception of matters relating to property, was referred to you as our Treasurer for examination with the request that you will report to us at our next meeting as to whether they are in proper form or not.

Those parts relating to property go to the Trustees' Committee on Property.

I am therefore enclosing copy of Mr. Krause's report so that you can look it over and let us know if it is in due form.

Very cordially yours,

GEO. HEBER JONES

GHJ
 EAB

TRUSTEES BEKING UNIVERSITY
NEW YORK

TRUSTEES BEKING UNIVERSITY
NEW YORK

RECEIVED BY	
SECY. JONES ()	
()	
O - RECEIVED	
BY - ANSWER	
BY - PASS	3/12/8
MAR 13 Filed	

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2

150 Fifth Avenue.

, October 5, 1917

Mr. E. M. McBrier,
Woolworth Building,
New York City.

My dear Mr. McBrier:

I enclose you bill against the Trustees incurred by the Executive Committee in a necessary Conference with Dr. Henry Churchhill King to whom the call is being extended to become President of the University. On the invitation of the Committee Dr. King came to New York and met us in conference the day before yesterday. It will be necessary to met his travelling expenses and I enclose the bill for same.

This is O.K.'d by Dr. Edward Lincoln Smith and myself as Chairman and Secretary respectively of the Executive Committee. Will you kindly send a check for the amount made out in the name of Edward Lincoln Smith, Chairman, to his address which is 287 Fourth Avenue, New York City?

In strict confidence you will be interested to know that there seems to be a chance of securing Dr. King who is president of Oberlin University for the Presidency of Peking, but it is not possible to make any public announcement yet.

Very cordially yours,

GHJ
DAB

Enc.

0 197

WOOLWORTH BUILDING
NEW YORK

Oct. 8th, 1917.

Dr. Geo. Heber Jones,
150 Fifth Ave.,
New York City.

My dear Dr. Jones:--

I am herewith enclosing check for \$40.76 payable to
order of Dr. H. C. King.

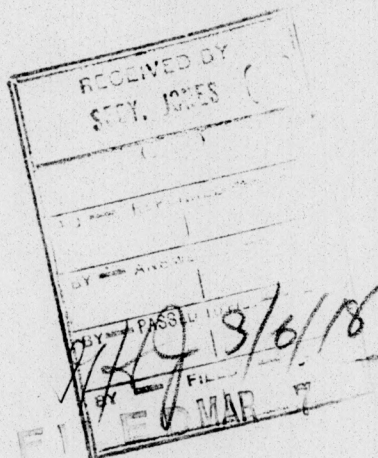
Will you please see that receipted bill is returned to me.

I wish to confer with you regarding the Treasurer's statement
which you wrote me about on Sept. 28th. Have had so many engagements
that I have not been able to see you. I wish further information.
Call me on the telephone and advise when it will be possible for
us to have a conference

Yours very truly,

ENCLOS.

Emmett Brier



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WILLIAM P. MERRILL
WILLIAM V. KELLEY
GEO. HEBER JONES
SECRETARY

150 Fifth Avenue,
NEW YORK CITY, Dec. 17, 1917

✓ Mr. E. M. McBrier,
280 Broadway, New York City.

My dear Mr. McBrier:-

Dr. Merrill, President of the Board of Trustees, has sent the enclosed bill from Mr. Roger S. Greene at Peking, China, covering the necessary expenses in connection with the meeting of the Commission on Site of Dr. J. C. Garrett, and for automobile hire. The amount involved is \$133.52 and you will see in the correspondence herewith that Mr. Greene desires it deposited to his credit in the Fifth Avenue Bank, New York City, or else sent to him in the form of a gold check on Peking. Dr. Merrill agrees with me that it would be better to deposit it to Mr. Greene's credit here in New York City, so will you send a check for the amount so that either Dr. Merrill or myself can send it to the Bank, - or would you prefer to do it?

Very cordially yours,

GEO. HEBER JONES

GHJ
EAB

EDWIN MERTON MCBRIER
WOOLWORTH BUILDING
NEW YORK

Dec. 18th, 1917.

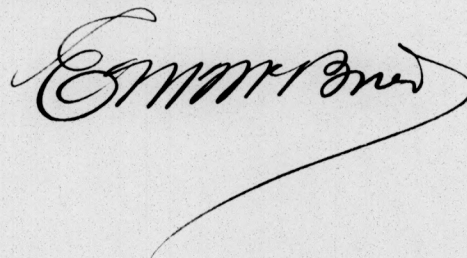
Rev. Dr. George Heber Jones,
150 Fifth Ave.,
New York City.

Dear Dr. Jones:--

As per yours of Dec. 17th, I am this day sending to
Fifth Ave. Bank, New York City, a check for \$133.52 to be deposited
to the credit of Mr. Roger S. Greene.

I understand that you will notify him that the check has
been deposited to his credit.

Yours gery truly,

A handwritten signature in cursive script, reading "Edwin Merton McBrier", with a long, sweeping underline that extends to the right.

0200

150 Fifth Avenue,
March 4, 1918

Mr. E. M. McBrier,
Treasurer, Trustees of Peking University,
280 Broadway, New York City.

My dear Mr. McBrier:-

At a meeting of the Executive Committee of the Trustees of Peking University held Saturday, March second, 1918, the following action was taken in the matter of the payment of the salary of Professor Louis E. Wolferz:

"That the Treasurer be authorized to send funds to the Treasurer of the Board of Managers in Peking to meet salary and outgo of Professor Wolferz on the basis of a single man's allowance until the time of his marriage, after which his salary shall be on the basis of a married missionary."

This action was taken on information from Dr. Arthur J. Brown, Secretary of the Presbyterian Board, that in harmony with the action of the Executive Committee, Professor Wolferz had been sent to Peking, his outgoing expenses and advanced salary being met from the funds of the Presbyterian Mission in Peking. It is necessary, therefore, for us, in harmony with our action appointing Professor Wolferz to the field, to send funds sufficient to meet the obligation. The amount necessary is as follows:

Outgoing expenses -
Salary, single man,
from Sept. 1917 to August 1918 -

If the funds in hand are not sufficient to meet the amount of the obligation, kindly let me know that I may notify the Boards that payment is due and secure the funds necessary for the purpose indicated.

I am also enclosing you herewith a letter from Mr. Roger S. Greene, saying that he has received notification of the deposit

0201

MM - 2

2-4-18

to his credit as per his instructions here in New York, of the amount of his expenses in connection with the Commission on Site.

Very cordially yours,

GHJ
EAB

Enc.

0202

Smith

May 25, 1918
150 Fifth Avenue.

Mr. E. M. McBrier,
Woolworth Building,
New York City.

My dear Mr. McBrier:-

Dr. Smith and I forwarded the cablegram re the actions of the annual meeting of the Trustees to the Board of Managers in Peking, China, as directed by the Trustees. This I sent through the facilities of our own Board here and now enclose you the bill for the cablegram. Will you not kindly send me a check for the same made payable to George Milton Fowles, Treasurer, in order that I may reimburse the Board?

Very sincerely yours,

GHJ
EAB

Enc.

0203

Smith

July
Eighth
1918

Mr. E. M. McBrier,
280 Broadway,
New York City.

Dear Brother McBrier:

The Executive Committee of the Trustees of Peking University, at the meeting held Saturday, July 6, took action in connection with Dr. Smith's visit to Peking, and made provision for his necessary expenses as follows:

VOTED: That Dr. Smith be authorized to draw upon the Treasurer as the needs of his journey may demand, the sum of \$2,000.-- for traveling expenses:

I have pleasure in sending this action to you as official authorization for the payment of \$2,000.-- to Dr. Smith for the purpose indicated.

Dr. Smith desires me to say that he wishes you to let him have the money in the following form:

1. A check on a New York bank to the order of Edward Lincoln Smith for the sum of \$600.--

2. A check for the balance, \$1,400.--, made payable to George Milton Fowles, Treasurer, the same to be used in the purchase of drafts payable in China, as the needs of the journey may demand.

If you will send the checks to me, as above indicated, I will see that they reach Dr. Smith's hands.

The Committee also took action to replenish the Treasury as follows:

VOTED: That in view of the insufficiency of the balance now in the Treasury to meet obligations, the Boards that have deferred payments be requested to remit at the earliest possible date such amounts as their financial participation may be due.

I am sending this action to the Boards concerned

0204

and asking them to remit to you such amounts as they may have available
for payment on their participation.

Very cordially yours.

GHJ
MCC

0205

August 9, 1918.

Mr. E. M. McBrier,
2440 Woolworth Building,
New York City, N. Y.

My dear Mr. McBrier:-

In view of our inability to get a meeting at this time of the Peking Executive Committee, it would seem best to submit certain matters by circular letter and, if the consensus of opinion agrees as to the action to be taken, the Board of Managers in Peking might be notified. Formal action in ratification of our circular letter vote could then be taken at our next meeting. Will you not, therefore, carefully consider the matters and papers which I now present to you, and should you deem it wise to take action as suggested kindly indicate your vote in each case.

1. Interpretation of the By-Laws.

Under date of June 18, Acting President Lowry asks for interpretation of the By-Laws in the matter of the process necessary to constitute legal membership in the Board of Managers. I append his letter. (See Document 1).

In the By-Laws of the Trustees, Article IV, Section 4, it is stated that "all elections to the Board of Managers shall be subject to the approval of the Board of Trustees." From this it would appear that the position taken by the Acting President is in harmony with the By-Laws of the Trustees.

If I might suggest action, it would be as follows:

The Executive Committee of the Trustees take note of the question raised by the Acting President in his letter of June 18 concerning the process necessary to constitute membership in the Board of Managers. The By-Laws provide that all elections to the Board of Managers are subject to the approval of the Trustees, and this has been the practice of the Trustees in the past.

The position taken by the Acting President at the meeting of the Managers June 6, 1918, that the approval of the Trustees was necessary in order to

8/9/18

constitute legal membership in the Board of Managers was correct. The Managers should govern themselves accordingly, promptly notifying the Trustees of all changes, through election, in their membership, that action may be taken by the Trustees.

As Mr. Biggin has been formally proposed by his Mission for membership on the Board of Managers, we might approve of his membership among the Managers.

II. Election of Deans.

Under date of June 19, 1918, Acting President Lowry submits for consideration and decision the action of the Board of Managers in electing Dr. Porter as Dean of the College of Liberal Arts and Dr. King as Dean of the Yu K'e Department. I append Dr. Lowry's letter herewith. (See Document 2). Dr. Lowry's position is that the Board of Managers may nominate to a Deanship, but do not have the power to elect. Two questions need consideration in connection with this action:-

1. In the By-Laws, Article IX, it is clearly stated that "the Board of Managers shall have power subject to the approval of the Board of Trustees, topropose nominations for president, dean of each department and professorships." Further, in Article V of the By-Laws, Section 1, it is stated that "the Trustees shall appoint the president, deans and professors, and shall have the power of removal." From this it is clear that the position taken by the Acting President is correct, and that the action of the Board of Managers in electing to the deanship of the College of Liberal Arts, without referring to the Trustees for approval, was in excess of their power.

2. It would seem also that the decision as to whether the head of the Yu K'e Department, when such shall have been formally established, shall be called Dean, or known by some other title, also lies within the power of the Trustees rather than of the Board of Managers. By formal action the Trustees have provided for deans for the Theological School, the Liberal Arts College at Peking and the Liberal Arts College at Tungchow, but so far we have not taken action providing either for the Yu K'e Department or for its head. The whole question is in process of settlement awaiting formal recommendation from the Managers.

In order that the two bodies, that is, Trustees and the Managers, may function without friction and exercise the respective powers conferred upon them by the Constitution, would it not be well to deal very frankly and in a straightforward manner with the Managers, that misunderstanding in the future may be obviated?

8/9/18

I would propose for consideration the following minute:

The Trustees note the action of the Managers taken at their meeting held June 6, 1918, in which Dr. Porter was elected Dean of the College of Liberal Arts and Dr. King Dean of the Yu K'e Department. The Trustees call the attention to the By-Laws, which restrict the powers of the Managers in the matter of the election and removal of the president, deans and professors to nomination, and vest the election in the Trustees. (See By-Laws of the Trustees, Article V, Section 1 and Article IX).

The Trustees by previous action have provided for Deans for the Theological School and the Liberal Arts Colleges at Peking and Tungchow, but no definite provision has been made for a Dean for the Yu K'e Department. The title under which the head of the Yu K'e Department should be known is still an open question and awaits consideration by the Trustees and its Executive Committee.

The Executive Committee would therefore suggest to the Managers that Item 9 in the Minutes of their meeting of June 6th be reconsidered, and that the Managers proceed in the matters therein concerned in harmony with the provisions of the Constitution.

III. Title to the University Property.

Under date of June 22 I received from Acting President Lowry a statement concerning the name under which all the property of the University is held. (See Document 3). As the letter speaks for itself, I wish to submit it without comment. Should any member of the Committee feel that action should be taken in the matter, I am asking that such action be outlined and forwarded to me for submission to the other members. Kindly let me know your wishes.

IV. Letter from Mr. Gleysteen.

I submit herewith letter received from Mr. Gleysteen, dated Peking, June 21, covering the Minutes of recent meetings of the Board of Managers, and dealing with sundry matters of interest. (See Document 4).

Please note his willingness to accept the post of Executive Secretary, conditioned on his giving half or three-fourths of his time to University affairs, retaining his connection with his Mission and the Presbyterian Board, and his church in Detroit; his desire to secure a substitute to take up his work in his school; and the fact that he will need part time of

8/9/18

a stenographer to carry on the work of his office.

At the meeting of the Executive Committee held April 26, the matter of the adjustment of the financial compensation for his services was referred to the Board of Managers with the request that they make recommendation to the Trustees, and this action I forwarded to Mr. Gleysteen. In this action we also instructed the Board of Managers, in conference with Acting President Lowry and Mr. Gleysteen, to make arrangements for the mutual adjustment of the official duties of the Executive Secretary and the Acting President, and report to the Trustees.

There is no indication that any action has been taken to this effect. This may be due to the failure of my letter to reach Mr. Gleysteen, although it is clear that some of the correspondence must have come to hand. I am sending Mr. Gleysteen a copy of the letter which I wrote him, and also that covering the query which he raises in his letter concerning their action at their meeting October 12. This matter was fully covered by the action taken by the Executive Committee at our meeting held January 23, copy of which action was also sent to Mr. Gleysteen, but which it is evident did not reach him.

The following action will meet the needs of the case, and I would suggest it for consideration:

The Executive Committee notes with pleasure the word from Mr. Gleysteen that it will be agreeable to him to accept election as the Executive Secretary of the University on the basis of his giving part time to the work involved, retaining his formal connection with his Mission and the Presbyterian Board, and his church in Detroit; that he will need to secure someone to give such an amount of time to his school as he gives to the University, the necessary salary charge for his substitute for the time involved to be paid from the funds of the University; and that part time of a stenographer will be necessary in order to carry on the work of the office of the Executive Secretary.

In harmony with the action taken at our meeting of April 26, we refer these matters to the Board of Managers for favorable consideration and recommendation.

V. Minutes of the Managers for June 6 and June 17.

I present herewith the Minutes of the meeting of the Board of Managers held June 6 (annual meeting) and for June 17. (See document 5).

Dealing first of all with the Minutes of June 6, please note the following:

1. Suggestion for action confirming Rev. Thomas Biggin as a representative of the London Missionary Society

8/9/18

on the Board has already been made.

2. The matter of the complications concerning the Chinese name of the University, and also that of the Yu K'e, is in such a situation that it cannot be handled by a circular letter. Must we not hold these over until we can have a meeting?

3. The list of names nominated for the B.A. and B.D. degrees should be approved. Will it not be well for us to take action to this effect?

4. I am making a note of their request to send duplicate copies of official documents, and will do so.

5. We have already disposed of the question of the election to the Deanship.

6. Please note the following further changes in the membership of the Board of Managers: Prof. L. R. O. Bevan to succeed Dr. Smyly; Rev. Charles Hunter Corbett to succeed Mr. Ogilvie; and Dr. H. S. Galt to succeed Dr. Young; We have only the intimation of these changes contained in the Minutes, but to facilitate matters ought we not to take action approving of the membership of Messrs Bevan, Corbett and Galt on the Board of Managers? Also Mr. Fei Ch'i Hae, re-elected to succeed himself as co-opted member of the Board of Managers, should be confirmed.

The Minutes of June 17 contain considerable matter relating to the Yu K'e course and the adjustment necessary in the scheme of instruction in connection with the University. As already indicated, that seems to me to be a matter of such major importance and complexity that it should be held for consideration at a full meeting of the Executive Committee.

VI. Appointment of Professor to head the English Department.

I am in receipt of a cablegram from Mr. Gleysteen, saying:

"Managers recommend Trustees elect T.E.Breece, Minnesota University, head English Department. Wanted this Fall."

I find that Mr. Breece is in the list of candidates who have applied for appointment to Peking under the Methodist Board. He is an M.A. of Harvard, spent nearly five years as professor in the Government University at Peking, made a start on the Chinese language, is 37 years old, married and has one child. Mrs. Breece is the daughter of Dr. J. H. Pyke, one of the veteran missionaries in North China, of the Methodist Board. I am looking into the matter further and will send you full data in a later letter.

This covers all the matters now before us. May I request an early reply, giving your judgment in the matters herein contained?

Very cordially yours,

GHJ

Secretary.

ARM

0210

EDWIN MERTON MCBRIER
WOOLWORTH BUILDING
NEW YORK

August 15, 1918.

Dr. George Heber Jones, Secy.,
Trustees Peking University,
150 Fifth Avenue,
New York City.

My dear Dr. Jones:-

In answer to yours of August 9th, I will refer to page and paragraph in your letter for the sake of brevity.

Paragraph No. 1- Interpretation of By Laws- I concur your suggested action. I would vote to approve of the proposal of Mr. Biggins as manager.

Paragraph No. 2- Election of Deans- I think your proposition is very wisely worded, (Page 3, at top of page), and I would vote "Aye." The power of the Board of Managers seems to be confined to their proposing nomination for president etc.

Refer to last paragraph on page 2 of your letter. I certainly believe that there should be a plain understanding between the Trustees and managers in order that a misunderstanding may be avoided. Tell the managers very plainly where their powers begin and end.

It seems to me they should also be advised that their action in electing Dr. Porter as Dean of the College of Liberal Arts was without authority and therefore void, and that Dr. King still retains this position by reason of previous action of the Board of Trustees. Would suggest that they nominate some one as Dean of the Y.L.K.'s Department for confirmation by the Trustees. I assuredly think from Mr. Lowry's letter No. 2 that Dr. King should retain his position as Dean of the College of Liberal Arts.

Paragraph No. 3- Title to University Property- What action is necessary in regard to this matter? I should judge it evidently was settled and that we could not add thereto by any action. The property name should be continued; if necessary for the Trustees to take further action concerning the name, let us do so. The managers seem to be very much at logger heads over the name of the University; they have voted and rescinded and voted and rescinded and are still very much divided. Now, why not let the name in which the property is held settle the matter and call the name of the University the Hui Wen. I don't think there can be any change made at this date and the majority of the managers seem to think that this name was satisfactory as shown by their vote on June 6th. See document 5, page 1- To be sure later they 'back pedaled' again. I think this matter ought to be determined and not quibble about it any longer, and from the evidence in

EDWIN MERTON MCBRIER
WOOLWORTH BUILDING
NEW YORK

Dr. George Heber Jones,

(2)

August 15, 1918.

document No. 3, Dr. Lowry, concerning the name in which the property was held, I think that this matter had best be finally decided for all time. I would vote for the name Hui Wen.

Paragraph No. 4- Letter from Mr. Gleysteen, page 4 of this letter.- The suggested action is satisfactory, I would vote "Aye," but would add to the last paragraph to make it read as follows: "In harmony with the action taken at our meeting of April 26th we refer these ^{methods} to the Board of Managers for favorable consideration and recommendation, and upon receipt of such recommendation the Trustees stand ready to endorse same by ~~their~~ ^{our} vote.

Paragraph No. 5- Minutes of the Managers for June 6th and 17th. Paragraph item No. 2- I have already given my opinion in regard to the name of the University.

In reference to the Y.U.K'e, I think there should be only one Y.U.K'e, and that one should be connected with the University. If we are going to do united work, let us do it in the united way the methodists should do- abandon their own Y.U.K'e or merge it with that department in the University.

Item No. 3- I would vote Yes, providing we have the authority to do so. Item No. 4 - It would be safe to send even triplicate copies, but they should be sent two weeks apart and marked "original," "duplicate" and "triplicate".

Item No. 5- Would it not be well to cable them that Dr. King is still Dean of the University and that their action in electing Dr. Porter was irregular.

Please note by document No. 2 that Dr. Porter at once began to take up his work as Dean of the University. By the time a letter reaches them the vacation period will be nearly over, I would strongly recommend a cable setting them right on this point and letting them know that Mr. King is still Dean of the University.

Item No. 6- Would vote "Aye" on the election of Messrs. Bevan, Corbett and Galt.

Paragraph No. 6- Appointment of professor to head the English Department.- I would vote in favor of Mr. Breece, if upon further investigation he is found acceptable.

Yours very truly,

E M M McBrier

*Pardon stenographer's errors -
My girl is on vacation*

02 12

TRUSTEES OF
PEKING UNIVERSITY

EDWIN MERTON MCBRIER
WOOLWORTH BUILDING
NEW YORK

Oct. 19th, 1918.

Dr. Geo. Heber Jones
150 Fifth Ave.,
New York City.

My dear Dr. Jones:-

I have yours with Minutes of Meeting which seem to be very full and complete. Will you kindly plan a letter covering the points referred to in Item No. 6 ?

After you have drafted a letter, kindly forward it to me and I will go over same carefully and make any suggestions that occur to me .

I understand in regard to item No. 9, that you have authorized the Treasurer at Peking to draw on me for \$14,000 Mexican through the Irving National Bank. The draft should be made on "Trustees Peking University, per E.M. McBrier Treasurer"

Yours truly, *EM McBrier*

P.S. I think it would be well to have a dinner at night at some convenient place after Dr. Smith returns with a full evening spent listening to Dr. Smith's report and considering the various items to which special attention should be given. This work can be done unhurriedly at evening better than it can in the day time. Pressing engagements during the day usually take away one or more of the members before the meeting is concluded.

RECEIVED BY SECY. JONES	10-21-18	9/16
NO. 10	REF. 10-21-18	9/16
BY	ANSW. 10-21-18	9/16
DATE	10-21-18	9/16

0213

Smith

WOOLWORTH BUILDING
NEW YORK

Jan' 17th, 1919.

Dr. Geo. Heber Jones,
150 Fifth Ave.,
New York City.

My dear Dr. Jones:-

Your notice of meeting on Jan. 29th is received.
I regret to say that it is going to be utterly impossible for me
to attend as it conflicts with another engagement, a very important
one which I cannot change.

I heard ,with profound regret, that you had not
been well. I trust you are fully recovered.

I think it ought to be determined just what
amounts of money will be forth coming from the various Missionary
Societies for our Treasury. There ought to be a clear statement
and understanding in regard to same. Will you kindly take this
up and have the matter definitely determined at your meeting ?

It ought to be about time for us to have a reply
to our letter of inquiry addressed to the managers in Peking
regarding their budget and finances. As soon as you receive
same, will you kindly send me a copy of their reply and oblige.

Yours very truly,

ML-321

Emm Brown

02 14

Smith

WOOLWORTH BUILDING
NEW YORK

Jan. 24th, 1919.

Dr. Geo. Heber Jones,
150 Fifth Ave.,
New York City.

Dear Dr. Jones:--

Enclosed find letter from Dr. Smith with copy of
my answer .

I know nothing about the situation but it does not
seem to me as though Dr. Smith should pay all of his own expenses
in addition to giving his valuable service . However, this is a matter
for you and the Trustees and not for me. I am simply expressing my
opinion of the matter. It would seem as though it was a large
contribution for Dr. Smith to make personally.

His understanding was that his expenses were to be
paid by the Trustees, and now he makes this refund because he
learned that the Trustees really did not have any money to give
for this purpose. Should it be let go at this, or should the
matter be brought up at the next meeting ?

Yours very truly,

Emm

EMM-2-3

ENCLOS.

02 15

Smith

February
Fourth
1919

Mr. E. M. McBrier,
2440 Woolworth Building,
New York City

My dear Mr. McBrier:-

I received this morning a reply from Mr. John McGregor Gibb, Jr., Acting Treasurer of Peking University in Mr. Krause's absence, giving us the financial status of the University as understood by the Board of Managers. I hasten to send you a copy of it, which please find enclosed.

I have not had an opportunity to study this document yet, but will do so immediately.

I have sent a copy to Dr. Smith as chairman of the Executive Committee and also one to Mr. Krause, inviting him, should he, from his fuller knowledge of the financial affairs of the University, deem it desirable to lay before us for our information, any additional or amendatory statement.

Would it be your judgment that it would be wise to send a copy of Mr. Gibb's statement with any additional matter that may come from Mr. Krause, to the members of the Board of Trustees?

Very cordially yours,

GHJ
AET

0216

With

EDWIN MERTON MCBRIER
WOOLWORTH BUILDING
NEW YORK

Feb 12/919

Dear Dr. Jones,-

It seems to me, from yours of Feb 4 and letter and statement from Mr. Gibb, that the finances are very much tangled. I am not enough of an accountant to solve it, nor have I the time to devote to a study of the problem.

I would recommend that a thoroughly competent book-keeper, preferably from the Methodist Mission staff, be given all letters, accts., statements &c., & carefully study; that he harmonize the two accounts, and present a written report, brief and concise, showing exactly what was owing the Board of Trustees from the several

Missionary societies; and that these
Missionary Societies be asked to
at once pay up in full their
portion due.

I think it is peculiar for any
Mission to hold out on payment
pending the settlement of the
Name question. It makes me
sick, - such quibbling; but I am
only a "mere layman", and my
ideas of Christian ethics are
crude. "Be of one mind" is intended
for laymen, not missionaries, evidently.

At any rate, this business should
have early attention. The initiative
should be taken by you, as you
know more about it than anybody
else.

I am devoting most of my time
to the Centenary.

Hope you are feeling better,

With sincere regards

Emmett

WOOLWORTH BUILDING
NEW YORK

File

Feb. 18th, 1919.

Dr. Geo. Heber Jones,
150 Fifth Ave.,
New York City.

My dear Dr. Jones:-

May I speak to you very frankly about my relation with the Peking University ?

It does not seem to me that I am of much service . In a previous letter I intimated to you what seemed to be necessary in order to get the business end of the organization on the right basis. The trouble seems to be that all of those related to the Board give it only occasional thought , and that none of the problems are studied through and recommendations made in a brief and concise form for the Board to act upon.

The Board meets and discusses and discusses , but never concludes anything . Matters drag on from one meeting to another and nobody seems to be giving the matter much thought between meetings.

Now it seems to me that if ever the work is to be done in a thorough-going and systematic manner, some one person will have to give their thought and time to the matter and pursue each point through to the end and have it cleared up. It ought to be some one person's job to keep in close touch with every detail of the situation, bring their recommendations to the Board and have them approved or disapproved . This party ought to have certain powers and certain authority to go ahead with certain investigations, adjustments, engagements &c.

All of the men on the Executive Committee are busy men and none of them regard this as anything except an addition to their already many tasks.

attended to I do not believe we are going to have the business conditions in a businesslike manner until some one person is delegated to give his attention to the matters of the University.

I am not at all satisfied with the situation in regard to the finances. I have received certain monies from certain Societies . I do not know how much I should receive , this has never been stated to me, and it has never been made clear in any meeting that I have attended, how much was expected annually from the various Societies interested. I would like to secure a concise statement of what payments are to be expected and when they are to be expected if I am to continue as Treasurer.

I know nothing whatever of property adjustments. Perhaps it is not necessary for me to know, but I think that the whole situation is in a rather hazy mess and that nobody really knows where the situation stands. If anybody does know, I have not yet discovered it

0220

MR. GEO. HEBER JONES-2-

Feb. 18th, 1919.

If there is any working financial basis, I have not yet found it out

Now a properly managed Institution ought not to continue on indefinitely in any such tangled mess as this. The finances certainly ought to be straightened out and I do not want to be a party to the perpetuation of an unbusinesslike method of administration so far as finances are concerned.

I think this matter should be taken up at once and properly adjusted before the annual meeting. Unless this is done, I shall be obliged to request that I be relieved from any responsibility in the matter.

I should be glad to see you and talk this matter over with you any time convenient to yourself.

There must be some one person who is able to give and will give enough of their time to the management of this enterprise so that the work of the Executive Committee and Trustees will be thoroughly understood by this one person in its every angle so that there will not be this interminable mixup in the finances, and they should be clothed with authority to demand payment from the various contributing organizations so that the payments are made at the proper time otherwise no satisfactory management will ever be secured.

Your notice of Feb. 17th does not say whether you expect a financial statement from me or not. I wish you would kindly advise me.

Yours very truly,

EMM Jones

0221

February
Twenty-fourth
1919

Mr. E. M. McBrier,
2440 Woolworth Building,
New York City

My dear Mr. McBrier:-

I want to thank you very heartily for your letter of recent date. Only my continued illness has prevented my replying sooner.

I feel with you, ~~that~~ some such measure as you have suggested, namely, that someone should be secured by the Trustees to give definite time to the working out of the problems and the routine work of the University at this end. If agreeable to you, why could we not make that a part of our report in investigating the financial situation. I am trying to get at the significance of the report which has come to us from Mr. Gibb and will have some suggestions to make to you in the course of the next few days, as to the way in which we can report back on the situation.

I can well understand your feelings in regard to the unsatisfactory state of the affairs of the University, and I share with you in that feeling. I feel, however, that new elements of hope are coming into the situation. For instance, Dr. Leighton Stuart has accepted conditionally, the call to the presidency of the University. I do not know what the conditions are which he stipulates, but I am sure that if it will be possible for the Trustees to meet them, we are all in the frame of mind to do so. It will be a great relief to have a man like Dr. Stuart in the presidency and I am sure that the matters which block progress at the present time will be worked through in a safe and sane way under his leadership.

With warm personal remembrances,

Most sincerely yours,

GHJ
AET

0222

Smith

March
First
1919

Mr. E. M. McBrier,
2440 Woolworth Building,
New York City

My dear Brother McBrier:-

In harmony with your letter of recent date, I would say that I thoroughly agree with your feeling that the Trustees are not yet in possession of all the financial facts concerning the University. I think though that we have made some progress in eliciting them and in time and by patient application to the processes necessary, can get out of the general tangle in which we seem to be caught.

As a practical working program, I would suggest the following:

1. Clear up the status of the budget of the University and put that upon a solid basis.

The report of Mr. Gibb's dated December 30, 1918, sent to you and myself as a committee representing the Trustees, indicates that the budget of the University amounts to \$38,509, which apparently is covered by the income of the University at the present time.

But there is additional to that, other expenditures yet not estimated for, including the salaries of Dr. Wolferts and Mr. Breece, the new arrangement with the Executive Secretary, Mr. Gleysteen, and other matters, amounting to \$9,979. To this, we shall necessarily have to add the salary and rent allowance of the new President, which will probably bring this item in the neighborhood of \$12,000, or even more. I cannot say until the amount has been fixed by proper committee action.

As I see it, the Boards must face the question of providing for the regular budget the payment of \$1,000 a year on the basis of two to one, and also this additional item of approximately \$12,000, making a total increase which the Trustees must lay before the Boards, of \$16,000, or approximately

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3/1/19

\$4,000 apiece. In other words, it seems to me that an appropriation of \$5,000 from each of the four contributing Boards, with the present income of the University, will put the budget on a sound basis, though this makes no provision for the maintenance of the Yu Ke Department.

2. Capital investment in property; according to Mr. Gibb's report, second paragraph, page 2, the following amounts are credited to the co-operating bodies:

Methodist Episcopal Mission . . .	\$86,504.
American Board,	37,000.
Presbyterian Mission	35,000.

to which must be added \$15,000 which they paid in to you, making \$50,000, complete. There is still \$50,000 due from the London Missionary Society which has not been paid in. As soon as that amount is in our hands the situation will be relieved very materially for us.

Will it not be well to recommend that the Board of Managers furnish us with an up-to-date statement as to what has been done with the amounts already paid in and the whole situation and outlook as regards property investment.

3. Endowment. The former Peking University, which was under the auspices of the Methodist Episcopal Church, and a separate Board of Trustees, had considerable money in the way of endowment, I do not know just how much it was, but I think it was in the neighborhood of \$70,000. Would it not be well to make inquiry as to what is being done with this endowment fund and its relation to the present University enterprise.

The more I study into the situation, while I recognize how tangled up the whole thing is, yet I am beginning to feel that there may be larger elements of hopefulness in the actual conditions than would appear on the surface.

As you doubtless know, I have been having a hard struggle with health conditions and find it necessary to go away for a complete rest, but will be back April first. Can we not sometime, say the first week in April, get together over this matter and draft our report to the Annual Meeting of the Trustees?

I am anticipating that Mr. Krause may come to New York sometime in March. If you would care to see him and talk matters over with him, a note to me here at the office will be opened by my Secretary and Mr. Krause will be asked to call you on the phone and make arrangements for an interview.

Very cordially yours,

GHJ
AET

0224

REPRESENTING THE
BOARD OF FOREIGN MISSIONS

FRANK MASON NORTH
JOHN T. STONE
GEORGE M. FOWLES
FRANK L. BROWN

JOINT CENTENARY COMMITTEE

OF THE METHODIST EPISCOPAL CHURCH

EXECUTIVE OFFICES

111 FIFTH AVENUE, NEW YORK

D. D. FORSYTH, CHAIRMAN
S. EARL TAYLOR, EXECUTIVE SECRETARY

REPRESENTING THE
BOARD OF HOME MISSIONS
AND CHURCH EXTENSION

D. D. FORSYTH
CYRUS D. FOSS, JR.
FRANK C. DUNN
L. C. MURDOCK

June 14th, 1919

Dear Mr. McBrier:-

I tried my best to run down to see you this morning and to return the account book and the check book you let me have to write up the accounts from, but it was impossible to get through all the conferences and work in time to do so.

Mr. Morris in Mr. DeVesty's office at 150 Fifth Ave will handle the accounts for the University. I have brought them up to date. The resulting balance sheet is inclosed with your check book. Inclosed is also a revised Budget of the Peking University for 1919-1920.

According to the action of the Executive Committee at the meeting before the last, I take it that it will be all right for me to draw on you on property account up to \$44405 34, the amount shown in the Balance Sheet, when I get back to Peking, provided this amount has not all been drawn before I reach there. With the understanding that I pay out on property account only such items as we are already under obligation to cover. That no new pieces of property should be negotiated for in the old section until the matter of site is finally and definitely settled. I shall act on this assumption unless you or Dr. Smith write me otherwise.

I would suggest that all drafts that come in between now and the time I reach the Field and report from that end be charged against Treasurer of the Board of Managers and reckoned as remittances to him for property. This I believe will save confusion in getting our accounts properly adjusted to each other. I am also leaving this word with the book-keeper so that he will understand how to handle the matter.

I prize very highly the privilege I have had the past several weeks of getting acquainted with you and others of the Trustees and working together with you on University accounts. It will help me very much to appreciate ~~with~~ with what care accounts should come in from the field for intelligent action here. It will be my aim so long as I shall be in touch with the University accounts at that end to exercise such care.

I hope we may see you on the Field before long that you may get first hand impressions of the situation there.

Mr. Morris will send the books and this note by messenger to you Monday.

Very sincerely yours,

J. Frause

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EX OFFICIO
 GEORGE HEBER JONES
 SECRETARY

NEW YORK CITY

July 28th, 1919.

Mr. E. M. McBrier,
 Woolworth Building,
 New York City.

My dear Mr. McBrier:

Pursuant to our telephone conversation Saturday morning I have cabled the Board of Managers of Peking University "You are authorized to draw on us at sight not to exceed \$30,000." I have gone over the state of our accounts with Mr. Morris and Dr. Smith and this seemed to be justified. There is something over \$8000. in the current expense account. It is understood that \$5000. of the \$30,000 is from the expense account. The other \$25,000 is drawn from the property account, which has in it at present over \$39,000. We are holding here enough to cover possible orders for heating plant amounting to \$3,600 and for scientific equipment amounting to \$3,800 and to cover a sight draft for \$5000. which we have reason to believe is on the way. We have reason to expect \$2000. before long from the London Missionary Society, supplementary to maintenance grants for 1917, 1918 and 1919,- re. loss in exchange.

Faithfully yours,

EMN
 VAE

Eric A. Jones
 Secretary

0226

November 17, 1919

Mr. E. M. McBrier,
Woolworth Building,
New York City.

My dear Mr. McBrier:

I have your letter of November 12, with its suggestion concerning the arrangement for the meeting of the Trustees of Peking University.

May I say that the matters which are for consideration at this meeting are of such importance as to demand decidedly more than the time from four to six-thirty which you suggest. It is highly important that at this juncture in the affairs of the University, sustained and energetic attention be given by every member of the Board of Trustees to the program that is to be outlined. The University needs, more than ever before I believe, their counsel and support. It certainly will not be a success if the Board of Trustees serves chiefly to rubberstamp recommendations that may be laid before it as the result of the necessarily hurried council of Secretaries of the participating Boards.

The Board of Managers on the field have the impression and do not hesitate to state their opinion, that the Board of Trustees gives rather cursory attention to the affairs of the University. Undoubtedly the illness of Dr. Jones had something to do with this matter. Not having been a member of the Board of Trustees before, I am not sure whether that accounts for all of it.

Nevertheless, I am quite sure that the Trustees very much need your active interest and counsel and a thorough understanding as to the affairs of the University by you as Treasurer. In the present situation it seems that I, as the Secretary, have much larger responsibilities for keeping the financial affairs of the University straight than my position would warrant or my lack of experience justify. Matters of routine are easy, once routine has been established. Clear

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understandings and routine have not yet been determined, so far as I can find out, with reference to the regular financial program of the University. May I beseech your cooperation in putting the matter right for the sake of one of the most important and valuable pieces of work which any missionary society has in China.- or for that matter, which America herself may have?

Cordially and faithfully yours,

ELM
JL

0228

PEKING UNIVERSITY
TRUSTEES OF

11/19/19

WOOLWORTH BUILDING
NEW YORK

Noted
J.M.N.
11/26

Nov 18/19

Dear Dr North -

I will grant all you say in yours of Nov 17 about the necessity of giving attention to the matters of the Peking University; but these remarks should be addressed to Dr. J.M. North, Dr Smith, Dr Brown and the others who represent the various Boards. Rarely have I attended a meeting at which all the Boards were represented. Rarely have I attended a meeting when somebody did not have to get up and leave to make a train, or fill a previous engagement.

Now, I am a layman. It is these men's business to attend to such matters. My business is elsewhere, I am glad to give such time as I can. I cannot give long sessions at one sitting, however. I am obliged to keep in touch every day with the needs of over 1000 stores, to supply those needs. That is why it is easier for me to give 2 hours or 3 days than 6 hours or one day. Others may find it different. I think the convenience of these gentlemen should be considered first as they are of

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WOOLWORTH BUILDING
NEW YORK

more importance to the project than I am,
I can be of but little help.

I think your remarks are pertinent, and
I believe you should address each one of
these several gentlemen a letter setting forth
the situation in some such manner as you
have written me.

I will endeavor to attend any
meeting you may call. I merely expressed
my preference in my previous letter.

It seems to take an awful long while
to do a little business in that Board.

Very Truly
C. M. W. B. D.

0230

150 Fifth Avenue

November
twenty-fifth
1919

Mr. E.M. McBrier
2440 Woolworth Building
New York City

My dear Mr. McBrier:

I have your recent letter concerning Peking University. Owing to the fact that Dr. Paul S. Reinsch has found it necessary to change his appointments and will be unable to be with us on December 2, it has been decided to omit the provision for the dinner and to hold the meeting from 2:00 to 5:30 P.M. in the Board Room of the Methodist Episcopal Board, 150 Fifth Avenue. As was indicated in my earlier letter the matters before the Trustees for consideration are of first importance and it is hoped that you will be present for as much of the time as you can.

I quite recognize the difficulty of a man with your business responsibilities meeting with the Trustees at a time of day earlier than you name; although I observe that other businessmen on the Board seem to find it possible.

The real cooperation of which I spoke in my letter was that related to the work of the treasurer. Surely this is the type of work for which a layman of your experience is particularly fitted and who I should presume would be able to assume some administrative responsibility for it inasmuch as the accounts are kept by Mr. Morris.

There is no intent or desire to put upon the Treasurer any burden connected with the raising of funds which is not carried also by all the members of the Board of Trustees, but I am sure that I am justified in looking to you for the counsel and action necessary to put and keep the financial affairs of the University in systematic order. Am I mistaken in thinking that the initiative in this matter should lie with you?

With all good wishes, I am

Faithfully yours,

EMM:GNT

0231

150 Fifth Avenue

December
fifth
1919

Mr. E.M. McBrier
2440 Woolworth Building
New York City

My dear Mr. McBrier:

I certainly am glad that you were able to come to the meeting of the Trustees of Peking University on Tuesday. I think we did more to set the University going actively than has been done for a considerable time. The actual results will depend upon what we can accomplish through the Executive Committee in dealing with the Boards.

You may not know that at the very end of the meeting Mr. Luce and Mr. Wheeler stated their readiness to join hands with us in promoting the University, which was a matter of great delight to us.

I believe that we shall have to put the askings before the cooperating Boards before the arrangement for a permanent secretaryship can be worked out. I wish that the order could be otherwise, but the urgency of the situation requires an early approach to the Boards.

May I ask you, as I am asking other members of the Executive Committee to study the financial program suggested in the confidential document sent to you before the Trustees' meeting and write me of any basic criticisms or defects which you see in it. I believe that we shall make faster time in the light of such examination by the members of the Executive Committee individually than if we all get together without such a preliminary step.

I enclose a brief statement designed to consolidate and clarify the somewhat complicated statement of the program contained in the document.

Faithfully yours,

EMN:GLT

Secretary

0232

McBrier

EDWIN MERTON MCBRIER
WOOLWORTH BUILDING
NEW YORK

TRUSTEES OF
PEKING UNIVERSITY
12/16/19

Dec 15/19

Dear Dr. North, -

Thank you for yours of Dec 5. I have made a careful study of the financial program. This study shows that you, with Dr. Luce and whoever else assisted, certainly went into the subject most carefully and thoroughly. We, as a Board, are greatly indebted to you for your painstaking work. The subject is presented in a concise form, there can be no misunderstanding of the program. It is the first time that the situation has been thoroughly sketched and presented. Too long have the members of the Board been giving mere scraps of their time to the subject. The project is too large, too important to receive such treatment. It is of sufficient magnitude to employ the constant and best thought of yourself, and Messrs. Luce and Wheeler here at home, and the entire time of our three gentlemen should be given to the project.

We cannot blame the Peking friends for feeling, as Mr. Scott points out, that the Trustees were lukewarm, and had not stood back of them. But better days are ahead. Dr. Reinisch's convincing talk as to the imperative

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EDWIN MERTON MCBRIER
WOOLWORTH BUILDING
NEW YORK

importance of doing it NOW, and doing it BIG, should spur us on to immediate decision and action.

I note what you say about the necessity of putting the askings before the co-operating Boards before the permanent Secretaryship could be worked out. I hope this will not be necessary. You should begin as permanent Secretary at once. Your services are absolutely indispensable in the very important matter of getting through the Boards the necessary endorsement of their share of the budget. It will take some force, some push, some persistent and aggressive work to get this done in a reasonable time. You can see that the disposition of Dr. Brown (and others?) was and is to "catch" Dr. Luce, then say to him, - "God bless you, go to it now and finance the University". It cannot be done. They should not ask Dr. Luce to do it. Dr. Luce should take a firm stand, - and I believe he will, - that the first move, and the large move, must be made by the Boards. I feel that the Boards should finance the entire first year's requirements. It will take Dr. Luce some time to work up interest. He must

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EDWIN MERTON MCBRIER
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NEW YORK

not be crushed by the load before he has time to begin operations. The Boards must not hear damn or him at the beginning, nor indeed at any time. They should at once assume 100% of 1920, 75% of 1921, and probably 75% of the remaining 3 year program. Then they can with some degree of consistency ask Dr. Ruce, with such backing as this, to undertake the balance.

So, your immediate job is to "go after" the Boards; and you are the one to do it as you have the information at your finger tips.

Sincerely

EMM McBrier

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