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COLLEGE FILES
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McBrier, Edwin M
1920-1924

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January 6, 1920

Mr.
~~The Rev.~~ E. M. McBrier,
2440 Woolworth Bldg.,
New York City

My dear Mr. McBrier:

I have received the following cablegram from
Dr. Stuart:

"The land is for sale Must be done
immediately or not at all One
hundred thousand dollars Mex. required
Will Board authorize drawing
- Political developments make local
assistance impossible."

"Stuart"

In response to this I have replied
as follows:

"We are trying to arrange the matter
Will telegraph when authority obtained
Where is location Have you enough
land to erect new buildings required
If not can you purchase adjoining
property to advantage How large is area
Do not forget girls college
Please telegraph definite answer immediately."
"North"

It seems impossible to secure a meeting of the
Trustees this week at which authorization of such a draft
might be made. It is my belief, however, that by corres-
pondence I can be authorized to send a cable directing
authorizing the draft which will be necessary in order to
make a loan legal and possible, can be held.

By the time when the answers to this letter are
received I should have an answer to my cable to President
Stuart, as I feel that the Trustees will not desire to
make it final without knowing the facts called for by my
cable. If, however, the Trustees will delegate to the

0237

Executive Committee the responsibility of approving the choice of site revealed by the answer to my cablegram, it will be possible to carry through the authorization in the least possible time.

May I therefore ask whether you approve authorizing the managers to draw on us for \$100,000 with the understanding that a meeting of the Trustees will be called at the earliest possible moment to make the action official and arrange the necessary loan, and providing that the response to my cablegram to Peking is satisfactory to the Executive Committee?

A meeting of the Trustees of Peking University is called for the 13th - 14th or 15th of January at the session of the Foreign Missions Conference at New Haven, provided that notification can not be sent to you before that of a more satisfactory time.

Trusting that you will inform me promptly concerning your judgment in this matter, I am

Very truly yours,

EMAN
JL

0238

EDWIN MERTON McBRIER
WOOLWORTH BUILDING
NEW YORK

TRUSTEES OF
PEKING UNIVERSITY

1/10/20

Jan 8/20 x

Dr Eric M North
150 - 5th Ave. NYC.

Dear Dr. North, -

I am in favor of acting at
once in regard to securing land. Do
not let anything keep us from going
forward.

Very Truly
Edwin M. McBrier

EDWIN MERTON MCBRIER
WOOLWORTH BUILDING
NEW YORK

Jan 13/20

My dear Dr North, -

Just this word to say I greatly appreciate the thoroughgoing manner in which you are handling the business of the Peking University.

I hope the funds for purchase of site have already been made available. It would be a catastrophe to lose this opportunity to secure the right site. If there is any delay it may prove disastrous. Have you as yet been able to cable Dr Stuart to draw on us for the funds?

Very truly
Edwin M. McBrier

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January 19, 1920

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

TRUSTEES OF
PEKING UNIVERSITY

My dear Mr. McBrier:

Thank you for your note of January 13.

I have had authority from the Trustees by correspondence to cable President Stuart to draw on us for \$100,000 Mexican if the word received from Peking as to the site is satisfactory.

I was very much disappointed that President Stuart in his cablegram did not indicate to us more definitely where the site was. I am sure we should be very hesitant about going ahead on any site within the Walls and information from Peking indicated that one such site was being considered. Cable service to China has been interrupted and I am hoping, however, that we will receive word in a day or two.

I have as yet been unable to go thoroughly into the financial adjustment of the current budget and the current needs for money in Peking. You could render no greater service to the University at this particular time and give no greater encouragement and relief to me than by mastering just the questions involved in this matter of current administration of finance as I am sure you could easily do. I should of course render you any assistance I could in the matter - what do you say?

Faithfully yours,

EMM
JL

0241

EDWIN MERTON MCBRIER
WOOLWORTH BUILDING
NEW YORK

Jan. 20, 1920.

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

My dear Dr. North:-

In reply to yours of Jan. 19th, will say it would be a pleasure for me to render the service suggested, but it would be utterly impossible for me to continue in business and devote more time to matters of this character.

I do not believe that our leaders in Church work realize to what extent laymen's time is demanded.

You perhaps might be surprised to know that I have been urged to devote a little more than three weeks of the month of January to Conferences, Conventions and Meetings of various sorts. What time does it leave a business man for his business?

One group wants this day, another group want another day: Atlantic City demands for two conferences take up an entire week. Also asked to go to New Haven for a conference, now they are urging me to go to Pittsburg. It is something almost every day.

I greatly enjoy rendering all possible service but the demands are so many that it is simply an impossibility to keep pace with same.

Of course one group does not know what the other group is doing and so the calls multiply.

I realize the importance of this matter having the constant attention of somebody however, and trust you will be able to devote your time to same. In fact I hailed with delight the suggestion of your relation as Secretary so that we could have someone constantly in touch with the entire situation and shaping the course of the activities.

I sincerely hope you will be able to take time to work this problem out without great delay.

Sincerely yours,

Emm McBrier

0242

3/10/20

Message from Mr. McBrier

Mr. McBrier just heard from Lewis of the Irving National Bank, who said they would loan the University (Peking) to the extent of \$50,000, the note to be endorsed by the three ^(Mr. North) for the period of six months. He told them that the credit would be of no value whatever if you could not have the whole amount asked for, for such time as you required. He recommends that the account be placed with some bank that will give you the accomodation that will meet your requirements, and wishes that Dr. North would make the arrangements with some other bank as soon as possible. He thinks the Irving National Bank is not used to handling such matters, and does not exactly know how.

When I asked Mr. McBrier to repeat the name I didn't quite catch, instead he suggested that I just try to get the gist of what he would say. This, then, is the gist of what he said, as I got it.

B.M.M.

0243

EDWIN MERTON MCBRIER
WOOLWORTH BUILDING
NEW YORK

STEEPS OF
...G UNIVERSITY

Apr 6/20 4/6/20
✓ 4/7/20

Dear Dr North—

I'm glad to report that Irving
Nat'l Bank will take care of our loans up to
\$130,000. Hope it may never reach that
figure.

Any news from Pres. Stuart regarding
purchases yet?

Hereafter please use ONLY the
new check book which I am sending by day,

Very Truly
Edwin Merton McBrier

0244

EDWIN MERTON MCBRIER
WOOLWORTH BUILDING
NEW YORK

TRUSTEES OF
PEKING UNIVERSITY

April 20, 1920. APR 21 1920

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

My dear Dr. North:-

Just for the moment , I do not recall the gentleman's name who called at my office yesterday and left with me a "rough draft" of the proposal in regard to the "Bureau of Industry & Labor" which it is proposed to establish in the Peking University.

Before anything is done in regard to this matter, I should like to confer with this gentleman and the others who are taking this matter into consideration.

I think this idea is full of great possibilities and I also think it is full of great danger and I think it should be entered into with extreme caution.

I shall not attempt in this letter to set forth my views . I would rather express them in conference, but my business experience has given me some very decided views about matters of this kind and I should like an opportunity to talk them over with you and with this gentleman and with other members of the Board before any action is taken.

Sincerely yours,

EMM McBrier

*See Bailie
before May?*

0245

April 30, 1920.

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

My dear Mr. McBrier:

The following cablegram has arrived from Peking:

"AUTHORITIES HAVE OFFERED ZOOLOGICAL GARDENS ONE HALF MILE OUT-
SIDE OF NORTH WEST GATE AT LEAST TWO HUNDRED ACRES TWELVE
THOUSAND CHINESE LI. LOCATION IS IN EVERY WAY ALL THAT COULD BE
DESIRED PROBABLY DRAW ON YOU FOR THE PURCHASE OF LAND SEVENTY-FIVE
THOUSAND DOLLARS MEXICAN DURING THE NEXT FEW DAYS. FIRST PAYMENT."

This is good news indeed and promises most excellently
for the project of the University. Now that it seems very likely
that they will draw on us, I should like to be thoroughly prepared
for meeting the draft. Of course we cannot tell in advance what
the size of the draft will be, partly because we do not know ex-
actly the amount which they will draw and also because we will not
know the rate of exchange which they can secure there.

As I see it we do not wish to make any loans until we
need to in order not to pay any more interest than is necessary and
it would be most satisfactory if we could simply present the bank
with the draft and have them honor it immediately on its receipt
and charging it against our account as a loan by them.

To do this the bank will undoubtedly desire some form
of recognition of obligation on the part of the Boards which are
underwriting the loan. I should appreciate it greatly if you
would inform me as to just what papers are desired in order that I
may secure them sufficiently in advance to prevent any possible
hitch in the proper meeting of the draft.

I have your letter of April 20th concerning the Bureau
of Industry and Labor which Mr. Joseph Bailie presented to you
shortly after the Peking Meeting. Mr. Bailie is a genius of a
rather rarest stripe and has done some remarkable work in China.
His relationship to the University will be very valuable to us if
only we can succeed in keeping plans which we developed concrete
definite and very carefully guarded just as you have indicated.
May I call to your attention again to my statements upon this matter
in the docket for the last meeting. May I ask whether it would
be at all possible for you to meet with Mr. Bailie and two or
three of us at your office sometime on Tuesday afternoon or at any

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time on Wednesday or Thursday of next week. If you will name the time and notify my office I will see that the men get there.

With all good wishes, I am

Faithfully yours,

RMN
EW

Secretary.

0247

WOOLWORTH BUILDING
NEW YORK

Sept. 13, 1920.

Mr. W. Reginald Wheeler,
156 Fifth Ave.,
New York City.

My dear Mr' Wheeler:-

Your favors of June 30th and July 24th remained unanswered due to my absence from the City. Have recently returned from a trip to Honolulu.

Have read these Minutes very very carefully and it appears that no further meeting of the Executive Committee has been held since July 16th. The Minute at that meeting referring to the \$25,000 loan requested the Chairman of the Executive Committee to approach the participating Boards to make such arrangements as appeared feasible for the speedy cancellation of the loan. Has this loan been cancelled ?

As you are aware, this note falls due in a few days and must have immediate attention . I therefore ask for immediate information as to whether the arrangements for its cancellation have been effected or not?

Will you kindly acquaint me with your telephone number ?

Thanking you, I am,

Yours truly,

E. M. M. T. Jones

I shall ask if you will kindly go into the enclosed letter and statements carefully with Mr. Morris, -(Mr. De Keshig's Dept.) at 150-5th Ave where the books are kept and let me see you about same.

0248

WOOLWORTH BUILDING
NEW YORK

Sept. 20th, 1920.

*note
of*

Mr. W. Reginald Wheeler,
156 Fifth Ave.,
New York City.

My dear Mr. Wheeler:-

This is to acknowledge yours of Sept. 18th with
enclosure of check from the Presbyterian Board of Foreign Missions
amount \$8000.00

I have already received notice from the Methodist
Board of Foreign Missions that they have deposited their \$8000.00

Yours truly,

E. M. M. Davis

0249

September 24, 1920.

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

Dear Mr. McBrier:

I am enclosing a copy of the statement which was presented at the meeting of the Executive Committee on Wednesday. This will give you the property account balances and the current account balances as of August 31st. This statement, of course, does not take into consideration the recent \$35,000 transaction, which would obviously alter the statement of capital account.

I think you are absolutely right in urging the importance of a permanent Executive Secretary who can handle both the administrative details and promotional matters in a far more efficient way than is possible in our present practise of temporary appointments. We are working hard trying to get the right man for this position. I shall look forward to our appointment when we can discuss this and other matters in greater detail.

With best wishes, I am

Sincerely yours,

WRW:W

Secretary of the University.

0250

BOARD OF TRUSTEES

JAMES L. BARTON
ARTHUR J. BROWN
THOMAS COCHRAN
JOHN F. GOUCHER
F. H. HAWKINS
WILLIAM V. KELLEY
E. M. MCBRIER, TREASURER
WILLIAM P. MERRILL
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FRANK MASON NORTH
ARTHUR PERRY, VICE-PRES.
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JOHN L. SEVERANCE
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CHAIRMAN EXEC. COM.
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MRS. J. M. AVANN
MRS. GEO. M. CLARK
MRS. O. R. WILLIAMSON
LUTHER B. WILSON, PRES.

PEKING UNIVERSITY

INCORPORATED

PEKING, CHINA

NEW YORK OFFICE

156 FIFTH AVENUE

October 4, 1920.

EXECUTIVE COMMITTEE
OF
BOARD OF TRUSTEES

EDWARD LINCOLN SMITH, CHAIRMAN
JAMES L. BARTON
ARTHUR J. BROWN
E. M. MCBRIER
WILLIAM P. MERRILL
FRANK MASON NORTH
RICHARD ROBERTS
ERIC M. NORTH, SECRETARY

OFFICERS OF THE
UNIVERSITY

J. LEIGHTON STUART, PRESIDENT
HENRY W. LUCE, VICE-PRESIDENT
W. REGINALD WHEELER, SECRETARY

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

Dear Mr. McBrier:

After conference with Dr. Smith, Dr. Luce and Mr. Wheeler it seems best to print two thousand copies of an illustrated pamphlet to be used in connection with securing funds for Peking University. Such a pamphlet would probably cover the needs of several years, and is necessary for campaign purposes. We have one estimate for \$816; it may be, however, that we shall want to employ a better printer and that we shall have to pay somewhat more than this amount. It is necessary for the Executive Committee to have the authorization of the Board of Trustees for the expenditure of all sums exceeding \$100, so I am writing to ask if you will not vote on the following motion: that the Executive Committee be authorized to spend not more than \$1000 on an illustrated pamphlet for the University. If you will write "Yes" or "No" on this page, sign your name and return it to this office at your earliest convenience we should appreciate it very much.

Faithfully yours,

Eric M. North
w.

EMN:W

Secretary

(Signed in the absence
of Dr. North E.E.W.)

I vote "Yes" in favor of an appropriation; but would favor a smaller amount to cover the needs for two years only. You will find, I think, that developments will change the situation within 2 years so you will need a new and up-to-date pamphlet.
E.E.W.

0251

C O P Y

WOOLWORTH BUILDING
NEW YORK

Dec. 28, 1920.

Mr. O.J. Krause,
C/O Peking University,
Peking, China.

My dear Mr. Krause:-

There was presented today a sight draft for \$10,000. signed by you on account of site.

We had presented on Nov. 11th your first draft of \$10,000. This was followed on Dec. 10th by your second draft of \$22,000. Now comes third draft of \$10,000. making a total of \$42,000.00

We cannot reconcile these drafts with the cablegram from Dr. Stewart, under date of Nov. 9th, to the Trustees, which states :-

"Owner of the site Military Governor at Chansi is contributing 20,000 Mex. toward the expense
Price 40,000 Mex. The purchase is completed"

Now 40,000 Mex. is about \$28,000 Gold at the present rate of exchange, and you had previous to this last draft just presented, drawn on us for \$32,000 Gold or an overdraft of \$4,000 above the amount indicated in Dr. Stewart's telegram.

Now along comes this \$10,000 additional. We certainly cannot understand it.

Moreover, we have had no cablegram from you in regard to this last draft and we expressly instructed you never to draw without advising us in advance at the time the draft was made.

It seems to the writer that you have exceeded the requirements by \$14,000 Gold and we would thank you for an explanation by early mail.

Hereafter, we shall expect advice here in the form of a cablegram at least a month in advance of the arrival of draft. We cannot make our arrangements without any notice whatsoever. There is no reason why you cannot advise us by cable even in advance of the date of the presentation of the draft to your bank because you know what commitments you have and can easily anticipate the necessary payments and advise us accordingly.

Thanking you to give us full advice as to why you are exceeding the amount indicated in Dr. Stewart's cablegram, I remain,

Yours very truly,

0252

WOOLWORTH BUILDING
NEW YORK

Jan. 31, 1921.

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

My dear Dr. North:-

I was called on by a representative of the Irving National Bank this morning in reference to our balance for the Peking University. Of course, you understand that when loans are made at a bank, it is expected that a balance of approximately 20% be kept on deposit.

Our loans to date amount to as follows :-

Nov. 11, \$10,000.	due May 11, 1921
Dec. 10, 22,000.	due June 10, 1921
Dec. 28, 10,000.	due June 28, 1921.

I regret to say that our balance to date is under \$100.00. This is a very unbusinesslike situation and must be remedied somehow.

At the time these loans were made we had a creditable balance. This has been drawn against regularly for expenses &c. Every week Mr. Morris sends down a bunch of checks for signature and I have requested some statement as to authorization and have had several talks with Mr. Morris in regard to this matter but have received no communication, and know of no action taken by the Board which authorizes these checks. He has told me in each instance that they have been O.K. by Mr. Wheeler or Dr. Luce as the case may be and I have signed same upon their O.K.

The time has come, however, when no more of these checks can be approved as we have no money to pay them. Moreover, we are liable to get further drafts from Peking at most any time. According to your telephone message, the budget authorizations total \$51,000.00

I would like to have furnished from some source and without further delay, the following information:

NEW SITE

1. The total amount authorized for purchase of site with date of action.
2. What resources will be available for payment of the loans above mentioned
3. Who will be responsible for securing the amounts to meet these loans, and will the responsible party see that the amount is in the bank in time to pay same ?

0253

WOOLWORTH BUILDING
NEW YORK

Jan. 31, 1921.

Dr. Eric M. North ---2----

CURRENT ACCOUNT

1. Amount of yearly budget authorized and date of authorization
2. Amount paid to date against said budget.
3. What funds are available to meet the balance of said budget and upon whom does the responsibility involve to collect same, and from what source is same to be collected?

CURRENT EXPENSE BILLS

1. What authorization has been made for current expenses in New York?
2. What has been the total amount of these current expenses during the present fiscal year?
3. What is the further estimated amount required for the balance of present fiscal year.?
4. From what source will this required amount be available and who is responsible for securing same?

I would appreciate it very much if you could devote sufficient time to this matter to get the above information in proper form, and then I think it would be helpful if you, Dr. Luce, Mr. Caskey, Mr. Morris and myself could have a luncheon conference without great delay.

It is important that our bank balance be brought up to a reasonable figure without delay otherwise further loans will be out of the question.

Yours very truly,

Emm Bow

RECEIVED BY	
ERIC M. NORTH ()	
(DATE)	
DATE RECEIVED	DATE
DATE RECEIVED	DATE
DATE RECEIVED	DATE
DATE RECEIVED	DATE
DATE RECEIVED	DATE

0254

February 4, 1921.

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

My dear Mr. McBrier:

I attach herewith copy of a very full statement of the financial condition of the trustees at the present time and as it will be during the next six months.

Copies of this statement have been put in the hands of the members of the Campaign Committee - Dr. Schell, Dr. Ward, Dr. Luce and Mr. Gadecki ~~Cosby~~. A copy has also been put into Mr. Morris's hands.

I think it unlikely that it will be possible to get a meeting of the gentlemen whom you suggested in your last letter within the next two weeks, as Mr. ~~Gadecki~~ and Dr. Luce are to be away for two weeks on campaign business.

With this statement in hand and with further information which Mr. Morris can give you concerning the periods at which payments by the Boards are due, I should like to request that matters of adjustment and collection from the Boards be handled by the treasurer.

I will of course see that any information that comes to me and the records of the actions of Committees of the Trustees and of the Trustees themselves affecting the finances of the University are duly transmitted to you.

Cordially yours,

EMH
EHW

0255

*Must White
file*

Financial Condition of Trustees
of Peking University
Feb. 1, 1921

NEW SITE

1. The Trustees by action on November 8, 1920, authorized the Managers to expend not to exceed \$80,000. Mexican for land at Haidien.
2. It is anticipated that receipts from the Campaign will provide enough to meet the loans incurred on this obligation. If this fails, the only resources are the underwritings of the Boards.
3. Mr. Herbert K. Caskey and the Campaign Committee are responsible for securing the amounts to meet the loans. Mr. Caskey and the Treasurer are responsible for seeing that the amounts are in the bank in time to pay the loans.

0256

CURRENT ACCOUNT: MANAGERS

1. Trustees action, July 16, 1920, approved Managers budget, involving \$41,375. Mexican as the obligation of the Trustees. The budget as approved is appended to the minutes of that date. The sum named is the sum of the last item on p.A2 and the last item on page B of that budget.
It is to be hoped that this budget will be lightened by a reduction in the deficit from the preceding year and by the fact that the Southern Presbyterian Board is, I understand, taking up President Stuart's salary, though to begin when I have not yet heard.

2. The drafts drawn to meet this budget are as follows, date given being date of payment in New York.

August 13, 1920	-	Gold \$3000.
Oct. 31, 1920	-	1500.
Nov. 30, 1920	-	2000.
Jan. 6, 1921	-	1500.
Jan. 29, 1921	-	<u>2500.</u>
		Gold \$10500.

3. Funds to meet the budget are as follows:

<u>Appropriations by Boards</u>		<u>Paid since July 1, 1920</u>	<u>Balance Due By July 1, 1921</u>
ABCFM	Gold \$3000.	----	\$3000.
LMS	1000.	\$1000	-----
MEFB	3000	2250	750.
PN	3000	2250	750
	<u>\$10000.</u>	<u>5500.</u>	<u>4500.</u>

0257

<u>Loss in Exchange a/c</u>	<u>Amt. Necessary</u>	<u>Paid in Since July 1, 1920 on acct. 1920-1921</u>	<u>Balance Due</u>
ABCFM	?	-+-	?
KMS	?	---	?
MEFB	?	218.03	?
PN	?	135.00	?
	?	\$353.03	?

The amounts in the first and third columns are not determinable until Mr. Krause reports to us the rate of exchange at which he cashed his various drafts on current account.

The income, therefore, from which we are to meet further drafts from Mr. Krause is as follows:

A. Board Accounts

Payments of appropriations due from Boards	\$4500.
Loss an exchange on period Jan.1-July 1,1920 just paid by ABCFM	2349.48
Loss in exchange due from Presby Board for same period	<u>1773.26</u>
Total	\$8622.74

Note that final adjustment of this year's loss in exchange account with the Boards. is not made until after we (The Trustees) have been drawn upon by Mr. Krause for that loss; in other words that we have to carry that on the Trustees bank account until adjusted in the next year's period. The loss in exchange items shown above come to us on that basis from the preceding period.

B. Prospective income from Campaign to meet deficit.

Items under "A" are to be collected by the Treasurer

of the Trustees from the Boards. (In arranging for this confer with Mr. Morris.)

Items under "B" are to be secured by the Campaign Committee and Mr. Caskey.

ESTIMATED SUMMARY OF THIS ACCOUNT

Budget requirement-	- - - - -	- \$41,375. Mex.
Already drawn by Krause \$10,500 gold, estimated to be not less than-	- - - - -	- 15,000. Mex.
Balance required (Say \$14,000 gold)-	- - - - -	- 26,375. Mex.
To meet requirement		
Paid 2/2/21 by ABCFM	\$2349.48	
Due from Presby. Bd.	1773.26	
Due to July from		
Boards	4500.00	
Exchange adjustments	?	
Total in sight	8629.74	Estimated to bring not less than \$16000. Mex.
Balance required not in sight		10000. Mex.
Balance required from Campaign Gold \$5500. estimated to net		10000. Mex.

CURRENT EXPENSE BILLS

1. Current expenses in New York and Campaign Expenses have been authorized as follows:
Dec. 2, 1919. Trustees: Central office and permanent secretary approved; Executive Committee to submit to Boards a budget of annual expenses; and, when Boards approve and underwrite said expenses, Executive Committee shall set up office; expenses of office to be first charges against

sums raised.

Dec. 26, 1919, Executive Committee. Budget approved in substance and referred to Smith, North, Wheeler.

Dec. 31, 1919 Executive Committee. Supplemental allowance for Dr. Luce approved, "extra expense to be charged against funds to be secured."

Dec. 31, 1919, Executive Committee. "That the campaign expenses, including travel and other expenses, for Mr. Luce and Mr. Wheeler be a first charge against sums raised.

"That the Chairman of the Executive Committee and the Treasurer be instructed to provide the necessary funds for these purposes and be authorized to do so by making the loans necessary to do this if the funds be not in hand to make the advance."

Feb. 20, 1920, Executive Committee. That H.W. Luce be given a supplementary allowance of \$150. a month while resident in New York.

July 16, 1920, Trustees. "That the Trustees. . . in the matter of securing a permanent secretary for the University, authorize Smith, North, Wheeler 'to act.'"

Nov. 8, 1920, Trustees. Campaign Committee given authority in securing executive secretary.

2. These current and campaign expenses for the calendar year 1920 averaged about \$590. a month. Mr. Morris's books keep this in two accounts. The total amount is \$7056.69.

3. The estimated amount of such expenses for the balance of the present fiscal year depends on what the fiscal year is. Statements made hitherto are based on the fiscal year of the Managers ending June 31.

In the letter of Dec.4 to the Trustees, the Campaign Committee estimated a year's campaign and office expenses as \$20000. Presumably half of this or \$10,000. will be required in the first half of 1921.

4. As indicated by the actions above these expenses are first charged against sums raised. The responsibility for securing them is upon Mr. Caskey and the Campaign Committee.

SUMMARY

Prospective Expenditure up to July

To meet loans on land	Gold	\$42000.
Due Managers (estimated)		14000.
Office Expenses & Campaign		<u>10000.</u>
Total	Gold \$	66000.

Prospective Income

Board Accounts	Gold	8622. 74
To be raised by Campaign		
For land \$42,000		
For Campaign 10,000.		
For deficit in current		
Peking account 5500.		
		<u>57500.</u>
Total		\$66122.74

In addition to this situation, we are carrying overdrafts on current expenses, by borrowing from our property account. This amounts to \$11,746.26 as of Nov.30.

This overdraft will be reduced when the office and campaign expenses are charged off against the "sums raised." To date these sums amount to \$10,140.

CONCERNING FINANCIAL
ADJUSTMENTS WITH THE FIELD

)h))

The regular procedure which should be followed is given in the recommendations attached to the minutes of May 16, 1919. This has not been done. (Note that Item 5 therein is out of date; and that Items 6, 7 and 8 have been modified.)

Note also that Executive Committee June 16 voted "that Board of Managers be instructed not to draw on us without previous cable notification." This was sent to the field by letter and cable. This was endorsed by Trustees July 16, 1920. On January 29, 1921, Dr. E. M. North cabled Dr. Stuart as follows: "We must insist on cabled notification in advance of all drafts; must be five days sight drafts. Instructions are still in force July 2." "July 2" refers to date instructions were sent to Peking.

0262

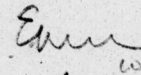
February 28, 1921

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

Dear Mr. McBrier:

I am enclosing two copies of an agreement between Jacob S. Friant and the Trustees of Peking University which establishes a loan fund for the students of the Theological School to be known as the Burt Friant Loan Fund. Will you please sign the documents and return them to this office? I am also enclosing a check for \$25 from Mr. Friant, the first payment toward his pledge of \$125, to be paid in five yearly instalments. As this fund will be held on the field by the Treasurer of the Board of Managers, I am sending a copy of this letter to Mr. Morris in order that he may make the necessary adjustment with the field.

Sincerely yours,



Secretary.

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EDWIN MERTON MCBRIER
MONTCLAIR, N. J.

March 7, 1921.

Dr. Eric M. North
150 Fifth Ave.
New York City, N.Y.



My dear Dr. North-

In reply to yours of February 28th I have signed the agreement but I have taken the liberty to insert the word in third paragraph "first yearly payment of", as I think this was overlooked. We otherwise would be acknowledging the full payment of \$25.00 each year for five years, when in reality only the first payment has been made.

If this is not entirely correct then I am in for some criticism, but I think that this is in order.

Enclosed find the duplicate deposit slip which I will ask you to kindly have delivered to Mr. Morris with the necessary explanations. Thanking you, I am

Yours truly,

Ans

Emm M. Brier

0264

RECEIVED BY		
ERIC M. NORTH ()		
(DATE)		
3/8/21		
TO	REFERRED	DATE
BY	ANSWERED	DATE
BY	PASSED TO FILE	DATE
BY	FILED	DATE

0265

WOOLWORTH BUILDING
NEW YORK

May 5, 1921.

Dr. H. W. Luce,
C/O Mr. J.S. Crutchfield,
Union Arcade,
Pittsburg, Pa.

My dear Dr. Luce:-

At the meeting of the Finance Committee today, it was decided that it would be inadvisable to precipitate matters by arranging a meeting in Detroit just at present. It was thought that such a meeting might a great deal better be held in the Fall at which time business conditions will have probably settled down and people will have more of a desire to learn of matters of this kind.

It is quite possible that more harm than good might be done by holding such a meeting with such a group, and it was suggested that perhaps two or three members of the Finance Committee could, later in the year, co-operate in such a meeting, but this could not be arranged at this season of the year.

Therefore, after having written a letter to Mr. Kresge, I am not sending same because of the judgment of the Finance Committee as herein expressed.

Hoping you may have a good trip, I am,

Sincerely yours,

E. M. M. & Buir.

RECEIVED BY	
ERIC M. NORRIS ()	
DATE	
5/7/21	
TO WHOM REFERRED	DATE
BY WHOM ANSWERED	DATE
BY WHOM PASSED TO FILE	DATE
BY WHOM FILED	DATE

0266

AMERICAN FRUIT GROWERS
INCORPORATED

GENERAL OFFICES

PITTSBURGH, PA.

TRUSTEES OF
PEKING UNIVERSITY

May 6/21

Dear Mr. McBrier.

I am writing Eric in N.
to the matter raised by your letter.
My thought was to take advantage
of the presence of J. M. Stearns for a
little luncheon of a few men, hoping
his testimony would lead them to be
willing to act as an invitation Committee
to a Reisch Dinner in the Fall.

Would it do any hurt anyway
to see Mr. Kroege & get him to thinking
about it? I have asked Eric to let me
know if the luncheon in this informal
way and for the purpose named would
meet with the approval of the Finance
Committee. Will you call him up & give
him your view.

If I am to see Mr. K. soon for a
call, a letter from you to him would
be most helpful.

P.T.O.

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If you send me any word on or before
Monday please send

& J. S. Cutchfield

Union Arcade

Pittsburgh Pa

after that

& A. B. Williams Jr

Hickok Bldg

Cleveland Ohio.

PEKING UNIVERSITY

156 FIFTH AVENUE

NEW YORK

Pittsburgh

May 10/21

TRUSTEES OF
PEKING UNIVERSITY

Dear Mr. M. M. Mier:

I am to show my pictures
and lecture on "The ultimate
solution of China's problems"
in Dr. Tance's Presbyterian Church
(the main Presb. Church there) in Detroit
on Wed. Ev. May 18th. You may
wish to write Mr. Knapp
suggesting he attend. If you
think it well for me to call
on him for a friendly chat
and see a letter of introduction
with suggestions as to the object
of the call. The pictures on
China & Peking etc are
very excellent, so you can

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urges him to attend this
meeting without fear of
disappointing him.

Cairo University, with
Eaddy as speaker, pulls off
a big dinner here tonight.

Peking, Luvern, has the greater
proportion and in the end
will have its rightful place.

We are at the great beginnings of
things. True most sincerely

H. W. Luce

BOARD OF TRUSTEES

LUTHER B. WILSON, PRESIDENT
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PEKING UNIVERSITY

INCORPORATED

PEKING, CHINA

NEW YORK OFFICE

156 FIFTH AVENUE

WATKINS 8101

OFFICERS OF THE
UNIVERSITY

J. LEIGHTON STUART
PRESIDENT

HENRY W. LUCE
VICE-PRESIDENT

W. REGINALD WHEELER
SECRETARY

H. K. CASKEY
EXECUTIVE SECRETARY

June 13th, 1921.

E. M. McBrier, Esq.,
2440 Woolworth Bldg.,
New York City.

My dear Mr. McBrier:

I enclose herewith check of Marguerite M. Judson for \$50.00 and check of the Charles M. Hall Educational Fund for \$52,500. (I thought it might give you some pleasure to make this deposit yourself.)

\$50,000. of the \$52,500. is specified for endowment, the income being used as the Trustees may desire. The \$2500. shall be used as the Trustees wish.

The Trustees, in considering the matter of the loans needed for the Summer, came to the conclusion that we would not (be able to) ask the Boards to provide guarantees. Neither the Methodist, Presbyterian, nor the American Board representatives present looked with favor upon such a procedure. The Trustees advised that effort be made to secure the loans on the basis of the property holdings of the Trustees, going to other banks if the Irving National Bank was not prepared to loan us what we needed.

(I think that an effort will be made by the Methodist Board to guarantee the amount needed for the architectural expenses in view of their obligations for the purchase of the site. They would not, however, undertake the guaranteeing of the loan necessary for campaign expenses.)

Cordially yours,

EMN
VAE

Eric M. North

ATTENDED TO

JUN 16 1921

E. M. MCBRIER

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PEKING

A young man's city.

Fast becoming one of the world's great capitals.

Population nearly a million.

63% men and boys--the majority of them between 18 and 30.

The new home of more than half the returned students from America and Europe.

To China what Paris is to France, the national center of government, art, education.

CHINA'S EDUCATIONAL CAPITAL

Peking contains 52 colleges and higher schools--Government, Private and Mission.

30,000 pupils are in lower grade schools.

Over half the Higher Schools now supported by the National Government are in Peking, including the National University and training schools for Army, Navy, Customs and Police officials.

Two normal schools enroll about 1,500.

Practically every provincial capital and important town is represented.

THE STUDENT MOVEMENTS

The National Movement and Japanese boycott, which conducted educational propaganda and indirectly brought on the 1920 overthrow of the cabinet, started in Peking.

The new Renaissance Movement now gaining such headway under student leadership originated and has headquarters in Peking. The motto is "Save the Nation through Science and Democracy."

Over 300 new magazines and papers began publication in China within the past two years, a large proportion of them edited by Peking students and professors. They are printed in the commonly understood Mandarin, not in the literary language as heretofore.

THE OUTSTANDING NEED

Trained Christian leadership to guide and direct.

A center for such training that will have the confidence and support of the united Christian body.

A group of men preeminent in the fields of theology, philosophy, Christian ethics and the social sciences.

Nothing can meet this need like a Christian University with highest standards of scholarship and a faculty that will compel attention.

"There appears to be no opportunity in educational life today of quite such scope and possibility as that of a Christian University at the capital of China."

PAUL S. REINSCH, U. S. Minister to China for six years.

"The best fruits of Christian education should be brought to bear upon the life of the Chinese at their vital center, Peking."

DR. ARTHUR H. SMITH.

"Unless a change occurs in the next ten years the educational leadership in China will pass definitely to the government schools."

PROFESSOR JOHN DEWEY of Columbia University (1920)

WOOLWORTH BUILDING
NEW YORK

June 16, 1921.

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

My dear Dr. North:-

Thank you very much for yours of June 13th.
The checks have been deposited and duplicate deposit slip has
been sent to Mr. Morris.

I flashed this check in front of Mr. Werner with whom
I had previously had conversation in regard to loan and told him
he was making a mistake, that such checks as this was the result
of the campaign. Perhaps he saw light, at any rate, he is
going to take the matter up with the Board again this morning.

You understand that the next and last note for \$10,000.
is due on June 28th. Would this \$2500 of this \$52,500 check
be available to apply on said note?

It would seem to me that with the deposit of the
\$5000. check from the American Board and this \$2500 check available
we would have enough to pay off the note on the 28th.

Please understand we can, if advisable, renew said note
with the guarantees of the Methodist and Presbyterian Boards
remaining as they are.

Yours truly,

EMM North

*This has
been read
and printed*

RECEIVED BY	
DR. M. NORTH ()	
(DATE)	6/16/21
BY WHOM REFERRED FROM DATE	
BY WHOM ANSWERED DATE	
BY WHOM FILED DATE	
BY WHOM FILED DATE	

0273

October 11, 1921

Mr. R. M. McBrier,
244 Kearney Street,
San Francisco, Cal

My dear Mr. McBrier:-

I had hoped to have a good talk with you about our whole situation here before you went but it must be postponed until your return. It is possible that I may be sent to Los Angeles, San Francisco, Portland and Seattle along in February and so anything you can do while you are there at San Francisco to find out the men that ought to be seen or who can act as advisers to me would be all to the good. It is generally felt that we should endeavor to secure a Bashford-Lewis Memorial for Peking but we are not quite clear as to how we ought to go about it. If you have any suggestions in regard to it I should be glad if you would let me know or at any rate have it on your mind until we meet.

The Presbyterian Social Union of Chicago meets on October 25th. It is the big Presbyterian "meet" of the year and Reinsch and I are to speak. We had hoped that we might follow this by a distinctively Peking University dinner about November 4th. Fosdick cannot leave New York however and it will depend somewhat upon whether we can get Dr. Nelson of the Fifth Avenue Presbyterian Church who has just returned from China also. It may be that just about that time you will be returning. I will keep you in touch with our schedule.

Further, on November 15 to 21, as you doubtless know, the Methodist church has a big meeting at Detroit, limited to one thousand delegates. It has been suggested that in cooperation with you, we might get together soon after that meeting a group of men in Detroit such as Mr. Kresge and others, for a conference on Peking University, hoping that we can plan to have luncheon or dinner there later in the year.

RM. V

Most sincerely yours,

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TRUSTEES OF
PEKING UNIVERSITY

November
Third
1921

Mr. E. M. McBrier,
8 Fletcher Street,
New York City.

My dear Mr. McBrier:-

Permit me to report to you the following
action of the Finance Committee of the Trustees of
Peking University concerning the Bashford-Lewis
Memorial:

VOTED: That a committee be appointed to carry
on plans for funds for a Bashford-Lewis
Memorial as follows:

E. M. McBrier, Chairman
R. A. Ward
E. M. North

You will also kindly note that we have been
advised by cable that a draft of \$5000 on current ac-
count will probably be received in New York within
the next seven days and we shall be prepared to meet
this by an additional borrowing at the bank and that
another slight draft of \$2000 was drawn in Peking on
October 31st and presumably will be reaching us some-
time in the seven days beginning November 25th.

Cordially yours,

EMN
CMM

0275

Dec 10/23

Dear Mr. North,-

I have again been reading that contract with Reed & Gurnall. My conscience has reminded me that I was too blunt in my remarks; My experience with contracts has been of such a galling nature that a faulty contract seems almost an unpardonable sin, - a business sin. I have seen so much misunderstanding over contracts, and the fellow who pays is always the one that "gets done" Mr (The P. U.) have had one experience, at a very reasonable loss. We should not invite another, - Does the 3½% cover cost of excavation, grading &c.? Are these items a part of "installations"? They may, or may not be. The question should be closed, not left open in the contract, for dispute and possible claim for further compensation.

Is not the underscored part in
IV-a subject to two or three interpreta-
tions? Suppose the $3\frac{1}{2}\%$ equals \$590
gold per month? Do they get it all?
It surely is not plain to me as it
stands, and I think there is a
plain and more easily under-
standable way to state it.

They are to get \$400 U. S. Gold per
month (why speak of Mex.? Why not
remit in gold?) stated salary, ^{minimum}

They are to get $3\frac{1}{2}\%$ com. —
on all (a. b. c. d. e.) until the $3\frac{1}{2}\%$
equals \$600 per month.

If the $3\frac{1}{2}\%$ com. brings their monthly
income up to more than \$600 per
month, they don't get it. Is that it?

The computation is to be done
quarterly. But, suppose for one
quarter the $3\frac{1}{2}\%$ equals only \$200
for month; and suppose for the
next quarter it equals \$600 or
\$1000 per month; is the settlement
for the previous quarter thereby auto-
matically opened for readjustment?

If not, I can see how, through
doing a great deal more construction
work at one period than at
another we would be the losers.

I feel sure this whole payment
plan can be re-phrased so it
will be clear to a poor dumb-
bell like your humble servant.

It is not at all plain to me
now; and one of my jobs
through the years was just
such contracts with architects
and builders. I had charge of
this work for the Company
for 10 years or so; and I learned,
through experience, to watch my
step when making contracts.

One man, - a lawyer, - made
contracts with our Co. I am interested
in that has cost us thus far
over \$250,000 and two law suits
with the prospects of a third. A
burnt child dreads fire. That's
why I say, - "Watch your step!"
Sincerely E. M. McBrier

August 28, 1924.

Mr. E. M. McBrier,
203 South Mountain Avenue,
Montclair, New Jersey.

My dear Mr. McBrier:

In the absence of Mr. Moss, there has come the following cable-gram from Peking, which brings to a crystallization the issue which we have all, I think, been forecasting, and striving to avoid, namely, whether there is any way which we can find by which we can authorize the field to go ahead with the construction of the heat, light, water and sanitary plant.

"IT IS THE UNANIMOUS OPINION OF THE FIELD PROPERTY COMMITTEE TO ASK YOU TO AUTHORIZE LUND BY TELEGRAPH TO COMPLETE THE PURCHASE OF POWER PLANT AND WE WILL PROCEED WITH THE BUILDINGS UNLESS YOU CAN DO THIS, ARE NOT ABLE TO REMOVE NEXT YEAR ACCORDING TO AGREEMENT CHINESE MEDICAL BOARD AND OTHERS. CANNOT TOO STRONGLY URGE ON YOU THE NECESSITY EXPEDITING MATTER STUART."

I think they are entirely right that unless this can be done, it will be impracticable for them to plan to move by the fall of 1925.

At the present moment, the only difficulty which stands in the way, is the matter of funds. Of the \$300,000 which would be required, the Woman's College could be counted on to supply one-third.

None of us like to contemplate the discouragement which is sure to come to the field if we are forced to make it necessary for them to remain in the city another year.

In order to give consideration to this problem, it seems important to call a meeting of the Committee on Finance, Property and Investment on Wednesday, September 3rd, at three o'clock, in room #920 of the Presbyterian

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Board at 156 Fifth Avenue.

I hope that as many members of the Committee as possible will attend this very important meeting.

Sincerely yours,

Secretary, Peking University.

EMM/KJL

0281

EDWIN MERTON MCBRIER
MONTCLAIR, N. J.

Peking Tell

Aug 30/24

Dr Eric M. North,
150 Fifth Ave, New York

My dear Dr. North, -

I am fearful that you will think that I am shirking my duty as a Trustee and a member of Com. on Finance. I don't know just how it so happens, but every time a meeting has been called for the last several months, I was out of the city. Here is your call for meeting next Wednesday, and when it was rec'd I had my R.R. ticket in my pocket to leave on Monday for Silver Bay, I return on Wednesday night, I leave Thursday night for St Lawrence Co. where I have a very sick only sister and an old mother, and I get back here D.V. on Monday morning; so I will be here only from 7:30 AM to 9:30 P.M. on Thursday out of the entire week. This is very exceptional, however.

Let me say right here, I am at liberty to give more time to Peking University matters now than ever before. I have the Silver Bay Association Campaign to finish, it will take 3 months I expect. After that is over, P.U. can command my services for anything it wants, and I want to do what I never have done, - give time and "push" to your campaign. I shall call on you and on Mr. Lewis and Mr. Moss as soon as I get back to New York to talk matters over.

In regard to the funds needed for power and heating plant, it is self-evident that this request must be granted, and

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at once, if the college is ever to "start" next year.

Only one answer is possible, - the money MUST be found.

How? Where?

\$200,000 needed.

Possible sources.

(A) The Meistar Boards. Can they supply $\frac{1}{2}$ if we find the rest?
Must it all come from the M. C. Board?

(B) The campaign fund. Are there funds that can be borrowed,
to be repaid later? Possibly some donor to a building
(memorial) would be willing to defer for the order
of the entire University if the matter was proposed
to him.

(C) Loans. Can we not borrow?

I believe this could be arranged for a reasonable
amount, say \$50,000 to \$75,000. I may be of
help here. When I get back I will see
you. In preparation for borrowing, can we get
up some figures, in the following order.

1. Value of Real Estate

2. " " Buildings Erected & in process

3. Indebtedness on #1 & 2, and in
what form

4. What outstanding loans?

5. What ^{due in} ~~available~~ unpaid pledges, and
when to be paid?

6. How & when can loan be paid off?

(D) Is it not possible to get the money for this needed
project from a few large donors? What prospects
in the field? Would not a "hurry up" call

EDWIN MERTON McBRIER
MONTCLAIR, N. J.

in this hour of need appeal to some wealthy man
like Mr Gamble of Proctor & Gamble,? What available
men on the horizon that could give \$100,000.
Detroit is a possibility.

S. S. Kresge of Detroit is a possibility.
 going to go to Detroit with

I would be willing to go to Detroit with

Levi's or anybody to see Kasey.

J. G. McCray is another available man
of wealth. Who knows him?

of wealth.

These are suggestions. I somehow feel
there ought to be funds secured by subscription—
pay \$100,000.

Will see you on my return

Will see you on my return

Sincerely

Em McBrien

RECEIVED BY
ERIC M. NORTH ()
(DATE)
9/2/44
DATE
DATE
DATE
DATE