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UBCHEA ARCHIVES
COLLEGE FILES
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Corres
McBrier, Edwin M
1927-1928

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W. H. H. H.

11 Rue Scribe
Paris.

GRAND HOTEL VILLA POLITI

SIRACUSA, Feb 5/27

Dear Dr. Stewart, -

Just a line to know you have been much in my thought and in my prayers as we have been journeying on the sea and, for the last week, in Sicily. I hope the campaign is going well. Do not fail to impress upon the Trustees the necessity of their giving this time (some specific days in specific fields) to soliciting gifts. There is no reason why they should not DO something at this critical juncture.

I wish you would ask Miss McCoy, or somebody, to drop me a line just to say how far you have achieved your goal. Don't you take the time.

Many blessings on you.

Address

C/o Rev. John W.

Sincerely

EM McBrier

TELEGRAPHIC ADDRESS: VILLA POLITI
TELEPHONE: N. 166

0318

Am. Exp.

11 Rue Scribe

Paris, France

GRAND HOTEL ALTA POLITI

SIRACUSA

PEKING

TRANSFER

Peking University

March 23, 1927

Mr. E. M. McBrier,
The Florence Villa,
Florence Villa, Fla.

Dear Mr. McBrier:

I enclose herewith receipt of Peking University for your much appreciated check of \$10,000., ^{of 10,000.00} being the second payment upon your pledge of \$70,000. for McBrier Hall. We are grateful to you for making this available to us at this time.

With reference to your check concerning the A.B.S. appointment, I am sure that the balmy winds of Florida will have wafted that away by the time you return to New York. Meanwhile you will be interested to know that Miss McCoy is reorganizing the campaign records of Peking University and has been on the job a little over a week.

Faithfully yours,

Secretary
Peking University

EMN-H

0320

INDEXED

Peking University

TRANSFER

April 20, 1927

Mr. E. W. McBrier,
208 So. Mountain Ave.,
Montclair, N.J.

Dear Mr. McBrier:

Here is the statement that you desired. I naturally cannot do more than indicate amounts which Dr. Stuart, Mr. Lewis and I have secured, leaving open for determination by you and Dr. Luce what of the rest he has secured.

Faithfully yours,

Secretary
Peking University

EMN-H

Enc.

0321

CAMPAIGN EXPENSE OF H. W. LUCE

April 1, 1926 - March 31, 1927

TRANSFER

Supplementary allowance	\$3,366.11
Travel	2,046.08
Other items	11.08
	<u>\$5,423.23</u>

CASH RECEIPTS - APRIL 1, 1926 - APRIL 1, 1927

Arising out of campaign work

<u>Building Funds Undesignated:</u>	Heilman	\$ 100.00	
	Ashcroft	<u>100.00</u>	\$ 200.00
 <u>Residences:</u>			
Payments on past pledges:			
Raised by Dr.Stuart -	Ritter	2,000.00	
	Sailer	3,000.00	
Raised by J.H.Lewis	Miss Laughlin	1,459.95	
	W.J.Matheson	232.12	
Secured by E.M.North -	Seattle House	4,000.00	
Secured otherwise -	Kinnear Estate	1,400.00 ✓	
	Warren Residence	100.00 ✓	
	S.R.Morris	250.00 ✓	
	Portsmouth, O.	3,320.00 ✓	
 New Money:			
Raised by Dr.Stuart -	Mrs.Sailer	4,000.00	
Secured otherwise -	Mr.Williams, Evanston	1,000.00 ✓	
	Auburn, N.Y.	<u>167.00</u>	17,609.07
 <u>Plant Funds Miscellaneous</u>			
Raised by Dr.Stuart -	Gifts of S.D.Gamble		7,500.00
Aline Stuart Memorial (Mrs.Marmon) raised by no one			10,000.00
McBrier Hall			10,000.00
Caskey Well			50.00 ✓
Hall Estate and Harvard Orient Funds			193,500.00
Lakefront Dormitory, Mrs.Lodge			<u>500.00</u> ✓
Plant Funds Total			<u>\$239,359.07</u>

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Cash Receipts - 2

Current Funds

Hall Estate	\$25,000.00	
H. S. Coffin (J.L.S.)	1,800.00	
M. L. Thompson (J.H.L.)	1,000.00	
Mrs. Perry Owen (H.K.C. & J.H.L.)	1,000.00	
Nash Funds prior to January	1,678.29	
" " since "	75.00	\$30,553.29

Miscellaneous Current Gifts

Rochester S.S.	150.00	
Woolverton (raised by Lew)	300.00	
Hall Estate	35,000.00	
S. D. Gamble (J.L.S.)	3,000.00	
Mrs. Shoemaker (Hung)	900.00	
Miscellaneous Items	125.00	39,475.00

Receipts for Campaign Expense 7,617.00

Lion Fund Receipts 1,830.00

Of these two accounts the items over \$100. are as follows:

E. H. Cooper	250.00	
G.W. Marston	500.00	
J.H. Scheide	1,000.00	
Crane Friendship Fund	1,000.00	
Miss Converse	200.00	
Mrs. O.B. Schaufler	200.00	
Mrs. E.B. Kennedy	1,000.00	
Frank R. Chambers	500.00	
W.H. Schuette	200.00	
Rochester Presbyterian (payment on pledge)	500.00	
Mrs. R. R. Blaker	1,000.00	
	<u>8,350.00</u>	

Total Current Funds

\$79,475.29

PEKING

TRANSFER

Peking University

June 9, 1927

ME. AS
Mr. E. M. McBrier,
203 So. Mountain Ave.
Montclair, N.J.

Dear Mr. McBrier:

I have the honor in behalf of the Trustees of Peking University to acknowledge the receipt of your check for \$5000.00 which you handed me yesterday afternoon. This, we understand, is to apply upon the pledge of yourself and Mrs. McBrier toward McBrier Hall, the construction of which is now rapidly proceeding.

With cordial regards, I am

Faithfully yours,

Assistant Treasurer
Peking University

EMN-H

Enc. 1

0324

MEMORANDUM

June 13, 1927.

To: Dr. Eric North
From: Mr. McBrier

PEKING

TRANSFER

I wish you would kindly cable Dr. Stuart asking him if he does not think it advisable to defer the arrival of the Commission in China until the fall of 1928, when the dedication can be held at the same time.

There is no stable government with which to deal at present and probably will not be for some time, and I should think on the whole it would be better to wait until there was a government to deal with.

Again, it will be much more interesting for you and for me and for anybody else to be there at the time of the dedication, and if we can combine these two events at one visit it will be advantageous.

Mr. William Boyd of Philadelphia told me that if I waited until next year he would go out. I know of nobody except Mr. and Mrs. Stock who are thinking of going this fall.

I do not think that Mr. Stock and you and I would be representative of the Board.

I think that a representative delegation from the Board of Trustees should go out to the dedication. They apparently cannot, or will not, go this fall.

Therefore, I suggest you send a cablegram covering the situation to Dr. Stuart right away and get his advice by cable in reply.

I am inclined to defer my trip until next year when there will be more probability of others going out.

EMMcB
BR

RECEIVED
UNIVERSITY
JUN 14 1927

0325

*Not attached to Pals.
your letters attached*

EDWIN MERTON MCBRIER
MONTCLAIR, N. J.



June 22

Dear Dr. North, - I have taken the liberty of
detaching this copy of letter. ^{CH 4-20/21} It is rather
intimately personal, and I have just a little
modesty left, and really do not fancy
such a personal matter "going the rounds".
If it was anything I had "fallen down" on
a proper censure would be to send it to the
world; but being a lack of understanding
between you & Mr. Gibb (or Dr. Stewart) I
think it not necessary to pass this on further.

*Very truly
E M McBrier*

0326

513447

EDWIN MERRICK
MONTCLAIR, N. J.

June 22

Dear Mr. Merrick, I have taken the liberty of
reproducing this copy of letter. It is rather
interesting, and I have found a letter
in my collection, and really the not many
years ago. I have written "The letter" and
of it was supposed to be "The letter" and
a letter was written to the letter as to the
letter, but I am a little of interest
in your letter. I am (or I am) I
and it is not necessary to be in the letter.

Yours truly,
Edwin Merrick

RECEIVED
UNIVERSITIES
JUN 24 1927
JOINT OFFICE

7230

PEKING

TRANSFER

PEKING UNIVERSITY

June 24, 1927.

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

My dear Mr. McBrier:

Just for your information, I record here my alibi, such as it is, on the speed of the construction of McBrier Hall. In my letter of November 5th to President Stuart reporting the gift, I indicated that it was your desire to have such measures taken as would make possible some dedicatory services in October, 1927, either "laying the cornerstone or raising the roof-tree or some other item of significance".

I also raised the question as to whether the foundations had better be put in during the spring of 1927 or the fall of 1927 and then specifically stated:

"Please also have provided a very carefully worked out schedule of dates and amounts in which funds should be provided to make it possible to carry forward the building at the rate desired to meet whatever time schedule of construction you may suggest".

There was in this letter no statement to the effect that construction should be begun and one who would be careful to act only on very specific authorization would, I think, have been likely to wait for further information before letting the contract.

On March 9th, I referred to your statement that you would probably be able to furnish US\$10,000. each quarter, and said:

"Your building schedule from the point of view of time must not go faster than the funds which are available".

In this letter, I sent US\$5,000. saying that this was the amount then available. This was re-emphasized in my letter of May 5th.

At no time have we said that we desired the building to be as nearly complete as possible by October.

Faithfully yours,

Secretary, Peking University

EME/L

0328

CORRESPONDING SECRETARIES
RALPH E. DIFFENDORFER
JOHN R. EDWARDS

SECRETARY - COUNSEL
FRANK MASON NORTH

Board of Foreign Missions Of the METHODIST EPISCOPAL CHURCH

150 Fifth Avenue
NEW YORK CITY

CABLE ADDRESS, MISSIONS PHONE, CHELSEA 2130

PRESIDENT
BISHOP LUTHER B. WILSON
TREASURER
MORRIS W. EHRES

TRANSFER

June 28, 1927.

Dr. Eric North
Peking University
150 Fifth Avenue
New York, N.Y.

My dear Dr. North:

I am herewith enclosing a memorandum of an unfinished talk which Mr. Warner and I had with Dr. Luce. I took the center of the stage and did 99% of the talking, as usual. I at the beginning asked Dr. Luce to listen to me until I got through. He did it very courageously.

I did not mince matters but tried to represent to him in as nice a spirit as I could just exactly what the feelings are of the various people who have talked about him and his work and his relationship at the Committee meetings.

I think perhaps considerable of the lack of cooperation may have been caused by reason of the fact that the Committee did not sit down with Dr. Luce and outline a black and white program.

I gathered that perhaps, too, the Committee as a whole delegated too much to you or perhaps to Dr. Evans to represent its feelings and convictions, etc., to Dr. Luce. *Dr. Luce regarded these representations as "personal ideas" rather than the act of the "Committee".*

I, therefore, very plainly stressed the fact that Dr. Luce did not seem capable of accepting any viewpoints but his own. On his part he feels that nobody is cooperating with him. I am afraid that when everybody does not stand up and be counted for the thing which he stands for, he is inclined to believe that the other fellow is to blame and does not cooperate, whereas he himself is the one to blame because he cannot bring his mind to accept anybody else's suggestions except his own. *He was wrong in this of course*

As regards office work, perhaps there has not been a plain understanding in regard to same, and in order that it may be plainly understood just what is expected I conceived that a set of office rules would be a good thing, and I drew up some tentatively. I herewith send you a copy.

Please understand these are merely suggestions. I think the full Committee should meet and revise same, have every person's duties plainly outlined, commit them to writing, and serve every member of the office force with their copy so that they will understand exactly what is expected.

0329

Dr. Eric North.

6/28/27.

Mr. Warner and I have a further conference with Dr. Luce on Wednesday. We stopped in the middle of our conference.

Whether it would be advisable for the Finance Committee to carry out its original intention as expressed in the Resolution presented to the Executive Committee or not, or whether it is best to reconsider the whole matter, is something we must consult about. I believe we can all get together and talk the situation over very frankly immediately upon your return.

A resume of my statement to Dr. Luce is herewith attached.

Sincerely yours,

EM McBr

P.S. I should have started this letter with the statement that I tried hard to see you before you left, found you were so busy, and were obliged to leave just at a time when we should get together to further consider the relations of Dr. Luce, and I felt that in view of the urgency of the matter I would not be considered "butting in" if Mr. Warner and I had a conference with Dr. Luce in order to clear the atmosphere somewhat before you returned.

I am awfully sorry I did not have the benefit of your presence and advice; but the whole situation seemed rather pressing.

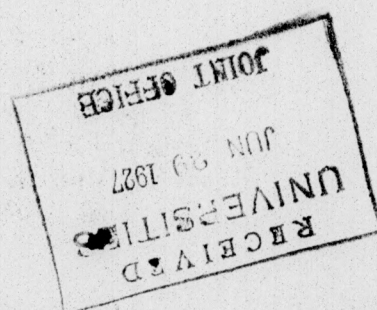
EMMcB
BR

0330

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and this was the first time I had ever seen a
man of color. I was very much interested in him
and he was very kind to me. He told me that he
was a free man and that he had been in the
army for many years. He was very brave and
strong. He was a very good man and I was
very glad to meet him. He was a very
kind man and he was very helpful to me.
He was a very good man and he was very
helpful to me. He was a very good man and
he was very helpful to me. He was a very
good man and he was very helpful to me.

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0331

June 28, 1927.

Points covered by Mr. McBrier in Statement made to Dr. Luce at meeting held June 27, 1927, Mr. Warner present.

Mr. McBrier stated that he had not been in close contact with Dr. Luce's activities as others had been, but that what he would endeavor to state would reflect the facts, feelings and sentiments that have been expressed at many meetings of the Finance and Campaign Committees.

He stated that it was not a matter of his own personal knowledge; that he was in a rather independent position, sitting on the sidelines and seeing what was going on in general, but that his position as an onlooker perhaps gave him an opportunity to size up the general situation better than one that was in closer contact with matters.

He said that as he interpreted the situation, these were the impressions held by pretty nearly everybody who had been in close personal contact with Dr. Luce and his work.

1. That Dr. Luce was a supreme individualist, that this was not an indictment, that every strong man was an individualist but present-day methods necessitated even individualists working in close harmony and cooperation with others.

That Dr. Luce apparently was unable to bring himself into a position to work with others; that he could not bring himself to cooperate with Mr. Caskey or Mr. Lewis or Mr. Evans or Mr. Warner. That he liked to make his own plans, that in his view his own plans were always the right ones, that when others made recommendations Dr. Luce could never see them and would not modify his plans when advised by others.

If other people O.K.'d Dr. Luce's plans then they "cooperated". If on the contrary they felt that other plans were better than Dr. Luce's and so stated, Dr. Luce would complain of his failure to get the cooperation of such individuals.

Dr. Luce held very rigidly that he was right in everything, that his plans and program were right, that his methods were right, and he could not see anything different than his own way of doing things, that his was the only way and that all other people were required to do was to O.K. his plans and cooperate with him in carrying them out.

There was a feeling that the same thing prevailed in the office, that Dr. Luce wished to dominate the office

0332

6/28/27.

methods and dig into all the details in office management, whereas the best use of his time in the minds of the members of the Finance Committee was that he should spend very little time in the office, have no responsibilities regarding the management of the office, do very little correspondence and leave others to manage that end of it.

That suggestions from others seemed to irritate Dr. Luce and only projected a long discussion in which Dr. Luce would heap up arguments which he regarded as irrefutable evidence that his way was correct.

2. That Dr. Luce's idea of office management might be very good for any personal memorandum which he wished to keep for his personal use, but that he probably had spent altogether too much time in getting this memo together, much more time than he was justified in doing. That the way to get funds for an institution, which was his prime business, was not to build up a system of intricate office work or histories of individual cases, but to stay out of the office and interview people.

That Dr. Luce felt there had not been a clear understanding as to just what the relationships in the office should be. This inference was gained from Mr. Evan's letter. That there should be a plain understanding with obligations and duties clearly defined.

That the Finance Committee, with Dr. Luce, should get together and have a thorough understanding as to just what was expected, and that this understanding be written for the future guidance of all.

As a beginning, Mr. McBrier handed Dr. Luce a copy of the first draft of possible office rules which endeavored to outline responsibilities.

3. Dr. Luce's attention was called to the fact that in order to get information for his personal use, it was reported that he takes letters and cards from the files and sometimes keeps them for days in folders on his desk. That this is demoralizing to any office routine, and that it is impossible to have a well-ordered office unless every document is in its proper place at all times. That it was impossible to build an office routine corresponding with Dr. Luce's ideas, and that he should not expect it as he is not charged with the responsibility of managing the office. He should be able to conform his ideas to the established routine of the office without asking the office to do the work in his way.
4. That Dr. Luce had in the past, though not recently, been making large demands upon Miss McCoy's time, using approximately 50% of same, in dictating long letters, writing up items and digging for information. Miss McCoy spent 3 days in getting information for Dr. Luce which he requested regarding a list of

6/28/27.

trustees with the record as to how much they had contributed and how much they had paid on their contributions, etc. Dr. Luce stated he had no idea that it took any such length of time as this. Mr. McBrier suggested that hereafter Dr. Luce first inquire of Miss McCoy how much time it would take to get a certain piece of information rather than to make his request. This would indicate to Dr. Luce whether the investment of time in getting said information was in proportion to the value of same.

Dr. Luce stated that he did not understand at the beginning just what Miss McCoy's business was, and that demands upon her time had largely been discontinued some weeks ago.

5. That Dr. Luce spends a good portion of his time in the office mostly making his records and keeping up his personal system of information. Lately he has been spending a good deal of time in getting information as to how much money he has raised. This probably was to prove to the Finance Committee just what he had accomplished. It is doubtful whether the investment of such time is worth while.
6. Dr. Luce sometimes opens letters and puts them away in his desk without Miss McCoy seeing them, keeping the knowledge to himself alone. These letters may possibly be addressed to him personally but any letters that are addressed to a P.U. representative and have to do with P.U. business should go into the P.U. files.

For him to keep them for his personal use is destructive of any regular office routine. One of the tentative rules endeavors to cover this point.

7. Dr. Luce's desk usually has a lot of correspondence that should be in the files. Frequently Miss McCoy has hunted through the office in order to get information or correspondence that she knew was somewhere, and has at last gone to Dr. Luce's desk and found the correspondence after hunting through scores of letters. This correspondence is sometimes kept for long periods on his desk. It is impossible to keep a filing system when such methods are practiced.

The personal element has got to be entirely eliminated from office management. We are all working for the one objective, namely the good of P.U. This demands that personalities must be subordinated.

The method which Miss McCoy is establishing must be co-operated with by all in order for her to get the office records in shape. We all realize what demoralizing condition the office records have been in for a long time. Miss McCoy has been employed especially to straighten out the office. Her time must not be diverted to other work until she gets this important work done. She says it probably will take a year to get the records in good shape. We hope she can accomplish this in a much shorter period.

6/28/27.

8. Miss McCoy should open up all correspondence addressed to P.U. or any of its representatives. All original letters should go back to her after being read by the party dealing with the situation. Even though they should be personal letters addressed to Dr. Luce or Dr. North or Mr. Evans or any other person, if they deal with P.U. matters they should go into the P.U. files. If Dr. North or Dr. North or Dr. Luce or Mr. Evans wish copies made for their use, they should have them, but the originals are the property of P.U. and should be religiously kept in their proper place in the files.
9. The method of sending out receipts to donors has been very unsystematic. Miss McCoy finds originals and duplicates dating back several years in the office records. Why the originals were not sent to donors is more than she knows.

It should devolve upon her to acknowledge the receipt of all gifts and send out the receipts. Copies of her letter to the donors, which accompany the receipts, should be handed to Dr. Luce or Dr. North or any other person who is interested. They can follow up the matter as they deem advisable with further correspondence.

There have been instances when Dr. Luce held receipts in his desk which were never sent to donors. A receipt should always be sent regardless of conditions. This work does not properly fall upon Dr. Luce. It should belong to the one in charge of the office, namely Miss McCoy, who is keeping a record of all these matters.

RMG3
BR

0335

1. The first step should be to determine the nature of the correspondence and to identify the parties involved. This should be done by examining the letterhead and the address of the sender. If the letter is addressed to a specific person, the name of that person should be noted. If the letter is addressed to a department or office, the name of that department or office should be noted. The date of the letter should also be noted.

2. The second step is to determine the subject of the letter. This should be done by reading the first paragraph of the letter. The subject should be noted in the file.

3. The third step is to determine the action that should be taken in response to the letter. This should be done by reading the remainder of the letter. The action should be noted in the file.

4. The fourth step is to determine the person or persons who are responsible for taking the action. This should be done by consulting the organization's chart or by asking the person who is in charge of the department or office. The name of the person or persons should be noted in the file.

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JUN 29 1927
JOINT OFFICE

6660

June 28, 1927.

PEKING

Memorandum of Conference between
Dr. Luce, Mr. Warner and Mr. McBrier

Yesterday's conference was continued.

There was a great deal of preliminary discussion. Mr. McBrier called the attention of Dr. Luce to the point that although the matter of office rules had been discussed and tentatively agreed to yesterday, that he had given instructions to his stenographer contrary to same: advising her that Miss McCoy was not to get the yellow carbons unless he so decided; that he was to distribute the copies of letters himself.

It was pointed out that that was "digging in" to details and was destructive of office discipline; and that the stenographer that was doing his work should be responsible to Miss McCoy directly for carrying out the rules of the office.

Dr. Luce said that he regarded his stenographer as his own personal employee. Both Messrs. Warner and McBrier took exception to this and stated that they regarded that Miss Soule was in the employ of the University, was one of the office employees, but delegated to do Dr. Luce's work for such time as Dr. Luce could properly use her, but that she must be amenable to the rules of the office and not to Dr. Luce's personal direction in the matter referred to.

There was a great deal of discussion in reference to the wording for, and reason behind, the Finance Committee action expressed to the Executive Committee at the meeting June 10th. Dr. Luce took the matter very personally and felt that he was regarded by the Finance Committee as incompetent.

It was fully explained to him the reasons back of the action, which are as follows:

1. The fact that the campaign deficit is growing by reason of the fact that the pledges that can be allocated to campaign expenses are not produced by campaign activities as fast as campaign expenses accrue.
2. That in addition to campaign expenses, the office expenses have to be provided for from campaign sources.
3. That the Peking University budget has to be provided for to the extent of some \$10,000 yearly.

The report handed to Mr. McBrier by Dr. Eric North on April 20, 1927, showing the campaign expenses of Dr. Luce from April 1, 1926, to March 31, 1927, together with payments on campaign, was dissected and these facts obtained.

0337

Memorandum.

6/28/27.

Campaign expenses of Dr. Luce charged to P.U.
for year April 1, 1926-1927 \$5,425.23

Receipts listed that were secured by
Dr. Luce were as follows:

Warren Residence	\$ 100
S. R. Morris	250
Mr. Williams, Evanston	1,000
Lake Front Dormitory, Mrs. Lodge	500
M. L. Thompson	1,000
Mrs. Perry Owen	1,000
Rochester S.S.	150
Miscellaneous items	125
E.H. Cooper	250
G. W. Marston	500
J. H. Scheide	1,000
Miss Converse	200
Mrs. Schaffler	200
Mrs. E.B. Kennedy	1,000
Frank R. Chambers	500
W. A. Schnette	200
Rochester Presbyterian (payment on pledge)	500
Mrs. P.R. Blackman	<u>1,000</u>

Total secured in 1 year . . . \$9,475

Dr. Luce presented a statement showing the amount of money
he has secured during the past 6 months of 1927. Same is as follows:

In cash payment to date	\$5,972
Definitely pledged	<u>2,000</u>

Total . . \$7,972

It was pointed out that on the basis of the year's report,
and the six-months' report, the campaign could not be called a success;
and Mr. McBrier endeavored to point out to Dr. Luce that the Finance
Committee was being confronted with needs, roughly estimated at \$20,000
per year, and were faced with the fact that the campaign as it has been
conducted in the past was not producing 50% of these needs; and that
this was the problem that faced the Finance Committee.

Therefore without in any manner whatsoever depreciating or
overlooking the splendid service which Dr. Luce has rendered to the P.U.
in the past, all of which is recognized and fully appreciated, the word-
ing of the Resolution conforms to the facts in the case.

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Memorandum.

6/28/27.

The wording of the Resolution is as follows:

"Owing to the great deficit in campaign expenses and the inability of the present force to interest our constituency in giving money to our enterprise, it is the best judgment of the Finance Committee that the campaign office should be relieved of the service of Dr. Luce as of July 1, 1927."

Mr. McBrier pointed out that this was a statement of fact which confronted the Finance Committee, and that Dr. Luce was entirely wrong in his feeling that it was personal, that it reflected the judgment of the Finance Committee that he was inefficient. Nothing whatever had been said about efficiency or inefficiency. The Finance Committee was dealing with facts as they found them.

The other fact which did enter into the whole situation was the question of whether Dr. Luce could work in close cooperation with the Finance Committee, or whether, as many have thought in the past, Dr. Luce would continue to find it impossible to cooperate with the Finance Committee on a program agreed upon by the joint action of the members of the Committee.

Mr. Warner asked the following definite questions, which he felt might bring the matter to a focus:

1. "Will you work under the direction of the Committee?"

Ans: "Yes, I will try to work with the Committee."

2. "Will you believe that the ideas and plans of the Committee are sometimes right?"

Ans: "Yes, I will."

3. "Do you appreciate that to be successful in raising money a campaigner should raise more than his salary and expenses?"

There was considerable discussion about this matter.

4. "What have you raised during the last six months?"

Ans: "\$7,972, cash and pledges."

5. "Has the Committee ever failed to consider a request or suggestion made by you?"

This question was asked because Dr. Luce had a strong feeling that he had never had the cooperation of the committee.

0339

Memorandum.

6/28/27.

After a great deal of discussion Dr. Luce stated, "I have made no major request recently, and as for any requests that I have made have been the minimum in order to get along

By this he referred to requests for assistance in the office, etc.

In the conversation Dr. Luce made the statement that the campaign had lost a great deal of money by not furnishing him with suitable assistance. Therefore the next question was asked.

6. "Do you think you have been justified in not bringing this situation to the Committee when it cost the University so much money?"

This was considerably discussed and Dr. Luce said that he had laid matters that needed attention before Mr. Evans but for some reason they had not received attention.

7. "Do you feel that we can work together?"

Ans: "Yes."

Mr. McBrier stated that the Finance Committee was confronted with the necessity for outlining a new order of procedure or a new campaign; that if Dr. Luce could and would cooperate, and not feel that the entire details of a plan must be dictated by himself, but could bring himself to work together with the Committee, the Committee stood ready to look forward to the future with his assistance, but that if, as in the past, he felt that the Committee would not cooperate with him and his ideas were to be the only ones that were worth considering, that he had to work his own plan and his own plan only, and that the points of friction which have been evident in the past were to be continued in the future, it was best to face the issue squarely and start off with some new campaigner in the field.

There was no disposition on the part of the Committee to terminate his relationship if there could be a genuine "work together" program, but that it was all a matter of disposition and relationship and "feelings", and if Dr. Luce's efforts could produce the necessary cash.

Dr. Luce expressed the opinion that there should be a full consultation with the entire Committee in regard to all matters, and he felt that he could cooperate amicably.

Dr. Luce raised some points as to when he would like to have information put into his hands that came into the possession of the office or the Committee so that he could know what was going on. He said such information had not been passed on to him fully and that this made him work at cross purposes. He was asked to definitely outline his requests in writing for future consideration.

It was the conclusion that this whole matter be taken up immediately upon the return of Dr. Eric North and a program for the

0340

6/28/27.

Memorandum.

future be worked out. In the meantime, Dr. Luce was requested to answer the last inquiry made in Mr. McBrier's letter of June 28th regarding his future program of work.

The following items were also agreed to:

1. That Dr. Luce will at the earliest possible moment turn over to Miss McCoy all letters, either personal or addressed to Peking University, which may be in his files so that she may put them in the original files. If he desires copies of same, his stenographer will make same for his personal file.
2. That Dr. Luce will as soon as possible make a resume of information requested in Mr. McBrier's letter of June 28th on points #2 and #3 for filing. These should be turned over to Miss McCoy. Miss McCoy is to determine whether any information given on these reports should go on the cards, and if so is to inscribe same on the cards.
3. Dr. Luce will write a brief statement in reference to inquiry made in Mr. McBrier's letter of June 28th concerning his program for the next two months.
4. Dr. Luce referred to certain important communications which have not received attention, which he and Dr. Warner will take up together tomorrow, and they are to determine what disposition shall be made of these items, and Dr. Luce will dictate letters to these parties according to their united judgment.

MMCB
BR

0341

6/25/57

MEMORANDUM

There be worked out. In the meantime, Mr. Lane was requested to answer the inquiry made in Mr. Koster's letter of June 25th regarding the future program of work.

The following items were also noted for:

1. That Mr. Lane will at the earliest possible moment turn over to Miss Tracy all letters, either personal or addressed to "Living University," which may be in his files or that she may find in the original files. It is desired copies of same, his photographs will make same for his personal file.
2. That Mr. Lane will as soon as possible make a volume of information requested in Mr. Koster's letter of June 25th on points 2 and 3 for filing. These should be turned over to Miss McCoy. Miss McCoy is to determine whether any information given on these reports should go on the cards, and if so is to include same on the cards.
3. Mr. Lane will write a brief statement in reference to inquiry made in Mr. Koster's letter of June 25th concerning his program for the next two months.
4. Mr. Lane refers to certain important communications which have not received attention, which he and Dr. Koster will take up together tomorrow, and they are to determine what disposition shall be made of these files, and Dr. Lane will attach letters to these parts according to their united judgment.

RECEIVED
UNIVERSITY
JUN 27 1957
JOINT CHIEFS

2440

LETTER TO MR. MCBRIER FROM DR. LUCE.

June 28/27

Dear Mr. McBrier:

I appreciate the frank and kindly manner in which you presented your impression to me which you had gleaned from sitting with the Finance Committee. I am quite sure had there been more of such conference with me it would have been gain to the University and strength to my morale.

On October 20th last, owing to the sudden death of our Executive Secretary, the office and the field work was thrown into great confusion, no doubt greater than the Committee know at that time. I did my best to adjust myself to the new situation and on November 25th started on an extended journey westward. For the last eight months between the Atlantic and the Pacific, I have been battling with all the power I had, physical, mental and spiritual, to meet the pressing financial demands of the University in the midst of an unprecedented and wide-spread interest to hear about China and an equally wide-spread reaction against helping China.

On my return to New York in April, I assumed that I would need to catch up in the positively necessary office work which a long trip on the field invariably develops; while the suggestion was approved that I devote as much time as possible to correcting and following up our New York City and suburban lists.

I gradually found out that our home office was so organized as literally to crowd me out on the street for all clerical and stenographic work. It is not easy to compute, as a result of this, how great the financial loss has been but there can be no doubt it has been considerable. Incidentally I may say (tho I may be wrong) that, after some weeks of daily observation, the reorganization of the office as at present carried on, will prove to be expensive and disappointing in its proportional financial returns since we are repeating the old error of not relating this to the needs of the field.

During all these months it has been repeatedly charged that I have not been carrying out the wish of the Committee; whereas I think it would be difficult for the Committee to produce a single item to show where I have not cooperated up to the limit of my knowledge and ability. Moreover these charges and other criticisms, which have come to the Committee as rumors, careless chance statements and passing remarks, have never once been presented to me for verification to see whether they were true or not.

It seems to me the Committee has not yet found a way to connect with the field work and develop its work on the experience that comes from the field. In earlier days, under Mr. Coskey and Mr. Lewis, it went to the other extreme and endeavored to conduct the

0343

promotional work with little reference to the field. In both cases the results have been costly to the extreme--costly to the extent of hundreds if not thousands of dollars.

The way out, it would seem to me, would be a happy combination of these two extremes. I am sorry that up to date I have not been able to gain the confidence of the Committee in matters relating to the promotional work such as I would immediately give to the Committee on say, matters of investments. Perhaps we can find some amicable way to bridge what the facts seem to show has been and is a serious and costly gap and to carry on with greater strength the inspiring task to which we are all devoted.

Very sincerely yours,

(H. W. Luce)

HWL/ES

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JAN 11 1944
UNITED STATES
DEPARTMENT OF
THE ARMY

0344

promotional work with little reference to the field. In both cases the results have been costly to the extent of hundreds of thousands of dollars.

The way out, it would seem to me, would be a happy combination of these two extremes. I am sorry that up to date I have not been able to gain the confidence of the Committee in matters relating to the promotional work such as I would immediately give to the Committee on any matter of investment. Perhaps we can find some suitable way to bridge what the facts seem to show has been and is a serious and costly gap and to carry on with greater strength the inspiring task to which we are all devoted.

Very sincerely yours,

(Signature)

RECEIVED
UNIVERSITY
JUL 14 1927
JOINT OFFICE

PEKING

July 22, 1927

TRANSFER

Mr. E. M. McBrier
203 South Mountain Ave.
Montclair, N. J.

My dear Mr. McBrier:

On April 14, not long after the Nanking incident, President Stuart wrote a letter giving some extended consideration to the problems involved in the reorganization of the University to meet the situation. I have not shared this letter until the present time, because of my feeling that some suggestions in it might better be dealt with in the light of the result of some issues in connection with the Hall Estate.

As the time of settlement of these issues by the Hall Estate is not certain and as the measures in Dr. Stuart's letters, to which I refer, have not been pressed by the Board of Managers in their June meeting, I feel that these letters should now be shared, particularly with the interest of giving to Dr. Stuart without formal action the judgment of some of the members of the Board of Trustees upon the more essential issues that appear to be outlined.

Will you, therefore, as you have opportunity to read and to think over the points Dr. Stuart mentions, be so kind as to write me your judgment and impressions in order that we may send these forward to President Stuart for his information? The points which seem to me to need your particular consideration are the points involved in the status and powers in relation to each other of the Trustees, the Managers and the Faculty. See especially matter following Item V in the letter of April 14.

Supplementing the extracts from President Stuart's letter of April 14, I include a statement from his letter of April 20 and from his letter of June 16, written after the June meeting of the Board of Managers.

Faithfully yours,

EMN-R
Enc.

Secretary

0346

PEKING

TRANSFER

M. E. McBrier

Peking University

August 1st, 1927

Mr. E. M. McBrier,
203 South Mountain Avenue,
Montclair, N. J.

My dear Mr. McBrier,

Since the question of Mr. Gibb's relation to the Comptrollership of Peking University has been raised, Dr. North has asked that I send you the following quotation from Dr. Stuart's letter of December 9, 1925:-

"It has become quite apparent to me that any thought of using Gibb in such a capacity would not be tolerated by a good number of our Faculty people, and that in sharing the responsibility between him and some one else would not be acceptable to him. My thought is therefore that as the construction work is finished up he ought to go on furlough, specialize in Chemistry again, and come back as a teacher. He will always be of the greatest value on committees that have to do with property matters or for part time continuance in construction work, but any such position as Controller or Treasurer would in his case create more difficulties than it would solve."

You will note that this was written nearly twenty months ago. As Dr. Stuart has not mentioned the matter in over a year, we cannot be sure whether this is still his viewpoint. As suggested by the Finance Committee, we included in a cable we were sending Peking last week the following query:-

"Do you recommend appointment of Mr. Gibb as Comptroller, or if not, what are your plans for Mr. Gibb?"

It was Mr. Gibb's suggestion at the meeting that we phrase this differently, saying that "the Trustees would look with favor" upon his appointment as Comptroller, and asking the field's opinion. Such a phrasing could not be given under the circumstances since the Trustees have not expressed themselves formally, and probably would want to make a thorough study of the whole matter before coming to any decision.

We should have some reply from Peking in time for the next Executive Committee meeting, if it is desired to go further into the matter at that time.

Faithfully yours,

RAG/G

Assistant Secretary

0347

September 8, 1927

Dear Mr. McBrier:

We enclose herewith receipt #1792 for the
\$10,000 just received which is to apply on your pledge
toward McBrier Hall.

Sincerely yours,

Office Secretary

Mr. H. M. McBrier
Peking University

0348

CABLE ADDRESS SABA NEW YORK

HARRIS, FORBES & COMPANY

PINE STREET COR. WILLIAM
NEW YORK

BOSTON CORRESPONDENT
HARRIS, FORBES & COMPANY (INC.)

CHICAGO CORRESPONDENT
HARRIS TRUST AND SAVINGS BANK

Copy to Mr. E. M. McBride, September 21st
203 South Mountain Ave., 1 9 2 7
Montclair, N. J.

Mr. B. A. Garside, Assistant Secretary,
Peking University,
150 Fifth Avenue,
New York City.

Dear Mr. Garside:

I think that the Trustees of Peking University still own \$10,500 of the Dutch East Indies 5% bonds due 1962. These bonds are callable in 1932 at 100, and are, of course, almost certain to be retired. The issue sold yesterday at 105 and interest, and if the bonds are going to be paid off in 1932 it would certainly be to the advantage of Peking University to dispose of them now at their present premium, reinvesting in something that would give a better income.

In this connection, it occurs to me that they might be especially interested in an expected issue of the Free State of Prussia. I am sorry to say that it is too early to give official information regarding this loan, but the newspapers indicate a \$30,000,000 loan for Public Works, to be offered as 6% bonds at 98 1/2 and interest, running for twenty-five years. I believe that this information regarding the offering is approximately correct, and, of course, on this basis Peking University can exchange the \$10,500 of Dutch East Indies 6s for \$11,000 par value of the Prussian 6s. This would mean an increase in par value, an increase in income and a cash difference in favor of the University.

Undoubtedly, if the Prussian bonds are offered at the level indicated above they will sell pretty readily, and I am writing you in advance in the hope that it may be possible for you to get your Committee to authorize the exchange in advance of the public offering.

If I can serve you in this connection, please let me know, and I remain

Yours very truly,

Mr. Garside - After checking up this, I think Mr. Weeks' recommendation is a good one, and believe the Bonds recommended are a good investment.

EMM

REW
DMB

0349

HARRIS, FORTS & COMPANY
BOSTON CORRESPONDENT
HARRIS, FORTS & COMPANY (INC.)
HARRIS, FORTS & COMPANY (INC.)
HARRIS, FORTS & COMPANY (INC.)

CABLE ADDRESS: HARRIS NEW YORK

HARRIS, FORTS & COMPANY

THE HARRIS, FORTS & COMPANY
NEW YORK

September 1932
1932
1932

Mr. J. A. G. G. G.
100 West Street
New York City

Dear Mr. G. G. G.

I have just the pleasure of writing to you regarding the \$10,000,000 of the United States Treasury bonds which were called in 1932 at 100 and are now of course almost certain to be retired. The bonds are now at 100 and are being called in 1932. It would certainly be to the advantage of the United States Treasury to dispose of them now at 100, and it is my belief that something that would give a good return.

It is my belief that the bonds are now at 100 and are being called in 1932. It would certainly be to the advantage of the United States Treasury to dispose of them now at 100, and it is my belief that something that would give a good return.

Very truly,
HARRIS, FORTS & COMPANY

Very truly,
HARRIS, FORTS & COMPANY

Mr. G. G. G. G.
100 West Street
New York City
September 1932
1932
1932



0550

TRANSFER

September 23, 1927.

To the Friends of Peking University:

Although the daily press has been full of news items regarding war in China and unsettled conditions in China during the last six months, you will be glad to know that Peking (Yenching) University has been able to carry on its work unhindered. This is largely due to the fine relationships established between the faculty, the student body and the officials under the able leadership of Dr. J. Leighton Stuart.

In a recent letter Mr. Sidney D. Gamble, secretary of the Y.M.C.A. in Peking, writes:

"Although other schools closed without final examinations, Yenching finished the year's work and graduated a fine class of 116 students of which 29 were girls, and including 30 pre-medical students. Summer school is now in full swing with over 100 pupils. There are many more applications for the fall than can possibly be accepted. The University has a wonderful opportunity for service and influence and is doing splendid work. There being every likelihood that it will be a long time before the Southerners get to Peking, and with their program becoming more and more reasonable, we feel confident that Yenching will be able to adjust to any new political situation and will have a growing influence in China."

We have more recently received the following cablegram direct from Peking dated September 19, 1927:

"A good opening, full enrollment; the outlook is encouraging in every respect."

We wish to assure all the friends of Peking University that the work is going on uninterruptedly and with an ever-increasing influence for good. The influence of this institution carrying on its work uninterruptedly will be of the greatest value in stabilizing the country and in contributing to a final settlement of the conditions which have caused such anxiety among the friends of China.

This is no time for the friends of China to lose heart or interest in the work. The time to shape a nation is while it is in the white heat of ferment. The steady influence of an institution like Peking University at this time cannot be overestimated. Assistance today will count far more than ever before in making the China we all want to see emerge from the turmoil of civil war.

The very reason why China today is going through these birth pains is because of the new life engendered by such institutions as ours. China will find herself; how soon this comes to pass will depend upon how steadfastly the friends of China stand by at this particular time and support faithfully the institutions which make for peace, law and order, and a regenerated society.

You will be interested to know that Dr. J. Leighton Stuart is on his way to the United States and will endeavor to get into personal contact with as many friends of the University as possible during his brief stay. He can be addressed care of this office.

We hope to publish the new issue of Peking News soon. It will be an interesting copy and will contain authentic information of present conditions in China and in Peking University.

We wish to state that the officers of the University have during the last few months had no concern whatever as to the final outcome of the trouble in China, and fully realize the large and important part which this institution will have in the new China that is to be.

We are continuing the building of our University in full confidence and assurance. The contribution it will make to the new China will be of far-reaching importance.

EMMoB
BR

0352

N.Y. Times 10/13/27

M'BRIER DENOUNCES CHURCH FUND WASTE

Says Mills Fail to Grind Grist
and He Is Tired of Greasing
Ecclesiastical Wheels

URGES BUSINESS METHODS

Capitalist Tells Men's League He
Has Thousands to Give If Money
Goes to Real Object.

Lack of business administration in handling church matters, and superfluity of "cooperating" and "collaborating" organizations in church work, were charged yesterday by Edwin Merton McBrier at the first annual meeting of the Men's Church League. Mr. McBrier said these were the reasons why he and other wealthy men were tired of giving money to churches, and instead of making substantial donations to churches, orphan asylums and other philanthropic organizations.

Mr. McBrier, a retired capitalist of New York, N. J., Treasurer of the American University in China and the American Association of the United States, spoke at the meeting, which was held in the building, 156 Fifth Avenue. His principal accomplishment was a program calling for the raising of "1,000,000 witnesses."

The league is interdenominational and has representatives of the Presbyterian, Methodist and other Protestant denominations present at the meeting.

Willing to Back League.

Mr. McBrier said that he would be willing to stand back of the league with sufficient funds, but that he wanted guarantees. He pointed out that while the meeting was supposed to be a laymen's meeting, there were only twelve laymen present at that minute, the others being secretaries of boards and ministers who are heads of other organizations.

"I have got thousands of dollars to give to the church," Mr. McBrier said, "but I don't know how to give it, and I also have time to give to the church, but I don't know how to function."

"I have grave doubts when I write a check for \$5,000 as to whether it is really going to do anything for God because of the machinery."

Mr. McBrier, who prior to his retirement from active business six years ago was connected with F. W. Woolworth & Co., said that when he retired he made up his mind that he would devote the rest of his life to working for God.

"I have got time and thousands of dollars to give," he said. "I want to see some of the church problems solved in the way we solved problems in the Woolworth company. I will stand back of you with the money, but I want to see the business accomplished. I am terribly in the dark. I do not simply want to see a lot of ecclesiastical wheels go around for which I furnish the grease."

"I wrote a letter to Dr. Cadman, President of the Federal Council of Churches, the other day, and told him that I was getting up a list of 'cooperating' and 'collaborating' organizations. You have no idea how much money it costs to get the 'cooperating.'"

Doubts if He Will Get Light.

"I spent about ten hours a day at the Methodist building giving my services there, and I came here today

to get light, but I don't know whether I am going to get it or not. There are more laymen that you know who are anxious to do some worth while for the church than there are sick and tired of giving money to a machine that does not grind out any grist. They are giving money, but not to the church. They are donating to hospitals and the like. I am in touch with monied men, and I know.

There are three churches in Montclair today which cultivate the young people, children of their aristocratic membership. But when a poor woman goes out to earn three or four dollars a day by washing clothes, not one of those churches has any arrangement to care for her baby."

Dr. J. Campbell White, General Secretary of the League, replying to Mr. McBrier's remarks, said that he welcomed what Mr. McBrier had to say.

"We are only half out of the Roman Catholic era," Dr. White said. "We are priest-ridden; we are not a democracy yet, and this movement is to let laymen loose."

Discuss Layman's Status.

Considerable discussion arose regarding a paragraph in an official announcement of the League, entitled "The Place of Laymen as Church Workers," in which the original wording was "Jesus Christ was a layman." The paragraph was later changed to read:

"Our Lord Jesus Christ never was ordained as a minister by any ecclesiastical authority."

The program called "An American Method and Program for Christian Organization" was presented. It read in part:

"As many persons as possible shall be members of the church, and witnesses being sought."

"Organize these enrolled members, together with all other persons willing to be active church workers, into groups of six to twelve each. Have each group meet at least once each month for reports, conference, prayer and spiritual fellowship."

"At all the groups of a community meet together for conference and prayer at least three times a year."

"Promote and pray for that abundant faith that will claim blessing from God adequate to make the church an efficient instrument in the divine plan for mankind."

0353

Urges Unification of Church Work

Edwin Merton McBrier, Retired Capitalist, Devotes Life to Effort for Religious Cooperation

IT is noted with regret that the New York Times has misinterpreted the views and ideas of Mr. Edwin Merton McBrier, as he expressed them before the first annual meeting of the Men's Church League in a recent article which it sensationally headed, "McBrier Denounces Church Funds Waste"—"Says Mills Fail to Grind Grist and He is Tired of Greasing Ecclesiastical Wheels."

These captions and the news story beneath them do Mr. McBrier an unmerited injustice. The Magazine of American Commerce, in the hope of obtaining a complete story of all the facts, arranged a personal interview and can now give an authentic account of the opinions held by Mr. McBrier.

Mr. McBrier visited the meeting of the Men's Church League to learn whether "the formation of another co-operating agency or inter-church group could further, to any extent, the work of the Kingdom of God in the World." He was primarily interested in ascertaining the necessity of organizing another inter-relating agency to the work which existing church organizations already perform. If the new League could do work which another existing group could not do, he would lend his support to the League. But if another agency could very well execute those duties, then he was not in favor of establishing the League.

This point of view is in line with the ideas which Mr. McBrier's long experience as a successful business executive has inculcated in him. As he expressed it, "It should not be necessary for the Church to have an excess of co-operating and co-ordinating groups, providing the Church performs its business on the same basic principles as an ordinary business firm."

These views were unfortunately garbled to read that Mr. McBrier charges there

is a "lack of business administration in handling church matters, and a superfluity of 'co-operating' and 'collaborating' organizations in church work." Far from adhering to such beliefs, Mr. McBrier believes that church matters are handled efficiently and in a business-like manner by men who are learned in modern scientific business.

To offset the possible damage which the distorted account gave we will quote more fully the opinions of Mr. McBrier as he personally gave them to our correspondent.

"I believe in the Church thoroughly, its objectives and the institutions which it has established to make the message of Jesus Christ known among men, and I believe in every attempt which the Church has made to induce men in their individual, social and business lives to conform to the teachings of Jesus Christ.

"I do regret, however, and I think this view is held by many laymen, that the church is divided into so many factions and denominations that this is what makes for unnecessary extravagance in management. I think the laymen of the Church have too long accepted it as granted that there must of necessity be those denominational dividing walls. Whatever denominationalism may have meant to the Church a century ago, it is my opinion that it is unnecessary today. I can be just as happy in any one of a dozen different denominations as I am in the Church to which I belong.

"Both ecclesiastical leaders and laymen alike work together whole-heartedly and with a single purpose in scores of movements and organizations, which have for their objective the betterment of social and economic life, and they accomplish their objectives with unanimity of opinion

and the finest spirit of co-operation."

Mr. McBrier, when active in business affairs was affiliated with the F. W. Woolworth & Co. He retired six years ago to devote his life to spiritual affairs. He now lives in Montclair, N. J., and is a treasurer of the Peking University in China and the Silver Bay Association.

Col J. P. Benkard Sets Record in "Come Back"

A ROMANCE of Wall Street has just culminated in the tentative purchase by Col. J. Philip Benkard of a Stock Exchange membership at a record price of \$270,000.

It signifies the passing of another milestone in the brilliant career of Col. Benkard, formerly head of one of the largest firms on the Exchange, a house which was recognized at the top, which had on its lists the names of the outstanding traders of the country.

A year ago the company dissolved after finding itself in difficulties, came to the decision to turn its business over to F. B. Keech & Company.

But J. P. Benkard and his brother, Harry H. Benkard, are not the sort of men who give up. Col. Benkard is appreciated as one of New York's best citizens, a man who has for years held the confidence of the business and financial public. His brother has been a member of the Stock Exchange since September 1902.

Col. Benkard is coming back. His return is welcomed by the hundreds who know him. It will mean the re-establishment on Wall Street of a name which has become an institution in the American financial market.

PEKING

INDEXED

TRANSFER

Peking University

December 19, 1927

Memo. to Mr. McBrier:

In response to your verbal inquiry of a few days ago I give below the following information as to the expenditure from campaign funds on behalf of Dr. T.T. Low and Mr. K.A. Wee.

Expenditures from campaign accounts for T.T. Low since his arrival in America last year are as follows:

Salary	\$1,571.00	
Travel	<u>539.40</u>	\$2,110.40

The total expenditure for Mr. K.A. Wee since his arrival in America, including salary, travel, tuition fees, freight and payment of a Peking draft to cover Mr. Wee's expenses in coming to America, amounts in all \$1,935.94. This amount is charged as follows:

Charged to campaign accounts	\$345.81
Charged to field budget (a/c 31)	<u>1,590.13</u>
	\$1,935.94

B. A. GARSIDE

BAG-H

0355

December 23, 1927

My dear Mr. McBrier:

It gives us great pleasure to acknowledge your gift of \$20,000.00 which we understand is to be used toward your pledge for McBrier Hall, and we wish to thank you for your thoughtfulness in sending this so far ahead of the due date. It was truly a very fine Christmas present to the University.

Our official receipt \$1222 in this amount is enclosed herewith.

With cordial Christmas greetings,

Very sincerely yours,

Office Secretary

Mr. E. M. McBrier
208 S. Mountain Avenue
Montclair, N. J.

LM

0356

EDWIN MERTON MCBRIER
MONTCLAIR, N. J.

RE 2100/000
Jan 12/28

Dear Miss McCoy -

All the information, terms, conditions
re regarding gift are in the office, - known to Dr. Stuart
Dr. North. It is in the form of a Trust with
the Bankers Trust Co. It is too long and detailed
for me to give you a record as you wish, and is on
file there somewhere anyway.

Told
Mr. Stuart
& Jambly
& Brown
I DO NOT want this exploited or advertised
as the "McBrier pledge", nor do I wish my name
used in connection with it in the campaign. Please
so notify Dr. Stuart & Jambly & Brown. I have so
notified Dr. North & Mr. Farside. - Truly
Yours EMM McBrier

0357

Paul
in Stock

0358

Copy for YENCHING files.

January 14, 1928.

Dear Mr. McBrier:

The Yenching office has just passed on to me your word to the effect that you do not wish to have your name mentioned in connection your recent very generous gift to the University. While we would be glad if it could have been mentioned and believe it would have had very useful effect in many quarters, we shall of course observe your wish carefully.

We certainly trust, however, that it will be agreeable to you for us to refer to this gift as being "from a member of the Board of Trustees." As you know, outsiders when asked for subscriptions frequently ask what the Trustees and Committee members have done and it would be very unfortunate if we could not tell them of this outstanding contribution. Unless we hear from you to the contrary, we shall assume that you do not object to that sort of impersonal reference to the subject.

Yours sincerely,

H. F. STONE

P.S. I am sending this Special Delivery because I understand you are to sail the first of the week. I hope you have a very pleasant and worth while trip.

E. M. McBrier, Esq.,
208 South Mountain Avenue,
Montclair, New Jersey.

0359

PEKING UNIVERSITY

McBrier
January 18, 1928.

Memorandum to Mr. B. A. Garside and Miss L. McCoy concerning the Proposed McBrier
Endowment of US\$100,000.

1. You will note that Mr. McBrier desires that in any statement concerning this, no publicity be given to his relations ip to it.
2. I would also think that it is undesirable that any terms of the trust as they appear in the memorandum in the office be referred to in public, or otherwise used as conclusive, because only Mr. McBrier knows the exact terms that were put into the trust agreement.
3. It seems to me inadvisable to try to get any more conclusive document than Mr. McBrier's letter of January 12, 1928.
4. I would think this might be entered upon the campaign pledge card records as "a verbal understanding" and marked "confidential".
5. It would seem to me advisable that any follow-up of the matter which might appear to be necessary should be arranged either by President Stuart or myself.

I would suggest that Mr. McBrier's letter of January 12, 1928 and the carbon of what represents the fruits of my discussion with Mr. McBrier in January, 1926 as to the terms of this trust, be preserved in the safe as the only available documents.

Eric M. North
ERIC M. NORTH

EMN/L

0360

April 3, 1928

Dear Mr. McBrier:

We hand you herewith the official receipt
for the \$10,000 which you have just given for McBrier Hall.
You will note that this completes your pledge of \$70,000
for this purpose.

I have also entered in our records the \$1,000
which you pledged to the present campaign by signing the
letter sent out on December 23, 1927, to all the trustees,
asking them to pledge themselves to raise \$1000 each as an
encouragement to Dr. Stuart at the beginning of the campaign.

Very sincerely yours,

Office Secretary

Mr. E. M. McBrier
150 Fifth Avenue
New York City

LM

0361

PEKING

TRANSFER

Peking University

June 22, 1928

Mr. E. M. McBrier
203 So. Mountain Ave.
Montclair, New Jersey

Dear Mr. McBrier:

We have this morning received the following message in a cable-gram from Peking:

"MCBRIER WE AGREE WITH YOU IN THINKING DEDICATION IN-ADVISABLE THIS AUTUMN. OCTOBER FIRST OF NEXT YEAR PREFERABLE IN ORDER TO ALLOW A LONGER TIME PREPARATIONS, PROVIDED THAT THE POLITICAL SITUATION OR ASPECT HAS IMPROVED.

Cordially yours,

Secretary.

KJL/EH

0362

TRANSFER

YENCHING

YENCHING UNIVERSITY

December 19, 1928.

Mr. E. M. McBrier,
150 Fifth Avenue,
New York City.

My dear Mr. McBrier:

In accordance with your request, I state below the list of the representatives of the Board of Foreign Missions of the Methodist Episcopal Church on the Board of Trustees of Yenching University, with their respective classes:

Class of 1928	-	Dr. Frank Mason North
"	"	1929 - Mr. Arthur J. Stock
"	"	1930 - Mr. E. M. McBrier
"	"	1931 - Dr. Wm. J. Thompson

It is understood that the terms of the Board representatives expire with the close of the calendar year in which they are listed. Elections of Board representatives should be for terms of four years each.

Mr. Garside has asked that I bring to your attention the following action taken by the Trustees of Yenching University on November 16th:

"T-2386 VOTED that the Board of Trustees of Yenching University bring to the attention of the cooperating Mission Boards action T-2385 with the request that each of the Boards having three or more representatives upon the Board of Trustees of Yenching University elect at least one woman among its representatives."

This action has also been reported to the London Missionary Society, the only other board which has not had a woman representative on the Board of Trustees.

Very sincerely yours,

P.S. I enclose an extra copy of this note for your use.

L.

0363

TRANSFER

EXTRACT FROM LETTER OF DECEMBER 7, 1928

(To Mr. W. A. Miller
12/9/28)

From

MR. F. H. HAWKINS to MR. GARSIDE.

YENCHING

I write to thank you for your letter of the 27th ult. with regard to the formal dedication of the Yenching University in the first week of October next year. I have already written to Mr. McBrier on the subject, but since I did so it has been found necessary for the Secretary of our China Council to return to this country in April. I have no doubt our Directors will appoint as their representative his successor, the Rev. T. Cocker Brown, at present in Amoy. In February he will be removing to Shanghai, where his address will be London Mission, 23, Yuen Ming Yuen Road, Shanghai. We have asked our China Council to suggest other L.M.S. persons who might be invited, and I will let you have their names when I receive them. In any event I should like invitations sent to our missionaries in Peking. Of course such of them as are on the staff at Yenching will be invited in that capacity, but apart from them there is Mr. E. Shilston Box, Rev. W. F. Dawson, Miss Gladys Meech, Miss Carol Lenwood, all of London Mission, West City, Peking, and Dr. Bernard Read and Mr. G. G. Wilson, both of the Union Medical College.

I am very sorry that it will be quite impossible for me to be present; as you know I was in China this year, and cannot possibly contemplate another visit next year. I am not aware that any L.M.S. people from this country are likely to be in China in the fall of next year, but if I do hear of anyone I will let you know.

0364

Copy

THE CURTIS PUBLISHING COMPANY
Independence Square
Philadelphia

YENCHING

Philadelphia, December 31, 1928

Mr. E. M. McBrier
Yenching University
150 Fifth Avenue
New York City

Dear Mr. McBrier:

I enclose herewith one hundred and fifty (150) shares of the common stock of The Curtis Publishing Company on account of my subscription to Yenching University. This stock is now selling in the neighborhood of \$225.00 a share and it is anticipated that dividends will be somewhere about \$10.00 to \$12.00 a share during the year 1929, although this is purely a personal opinion as no statement of this kind has been made by the Company.

In turning this stock over I will ask that you will not sell it without first consulting me. When sold the proceeds can be applied toward my \$90,000.00 subscription to the University. On the twenty-first of January the stock will be split two for one on which basis the possible dividend may be from \$5.00 to \$6.00 a share.

Dividends are declared monthly to stockholders on record on the twentieth of the preceding month, and payable on the second of the month following.

We can arrange for the payment of the balance of my subscription when the times comes that the University needs to apply it for the purpose designated.

Very cordially yours,

/s/ William Boyd

WB:G

0365