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MINUTE BOOK

TRUSTEES

PEKING UNIVERSITY.

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## TRUSTEES OF PEKING UNIVERSITY

## Certificate of Incorporation.

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We, the undersigned, Edward G. Andrews, James M. Buckley, James H. Taft, Mercein Thomas, Lewis S. Pilcher, John M. Reid, Henry C. M. Ingraham, Charles H. Taft and Stephen L. Baldwin, all being of full age and citizens of the United States of America, and all but James M. Buckley being citizens of the State of New York, and the said James M. Buckley being a citizen of the State of New Jersey, and we being desirous of associating ourselves for benevolent, charitable, literary and scientific purposes, in order to become a body politic and corporate in pursuance of the provisions of the Act of Legislature of the State of New York, entitled "An Act for the Incorporation of Benevolent, Charitable, Scientific and Missionary Societies" passed April 12, 1848, and the Acts amendatory thereof, DO HEREBY CERTIFY, as follows:-

FIRST: That the name or title by which said society hereby intended to be incorporated, shall be known in law, shall be the TRUSTEES OF PEKING UNIVERSITY, China.

SECOND: The particular business of said society shall be to raise a fund for the purpose hereinafter mentioned: to make from time to time, such investments and re-investments thereof as may seem to be most judicious: to collect and receive the income thereof and to apply the same and such portions of the principal fund, from time to time, as may be deemed necessary or expedient, in establishing and maintaining, or assisting to establish or maintain, in Peking, its immediate vicinity, or in other adjacent countries, a College or other educational institu-

tion, which shall be founded and conducted upon strictly Christian and evangelical, but not sectarian principles, and also to act in the appointment of the officers and faculty of the College and as a Board of Control and Appeal in the management.

The objects of said Society shall be to aid the youth of the Chinese Empire and of other countries, in obtaining in such College or Educational Institution, a Literary, Scientific or Professional Education.

THIRD: The number of persons constituting the said society or Board of Trustees, to manage the same, shall be nine, all of whom shall be of full age and citizens of the United States of America and a majority of whom shall be citizens of and residents within the State of New York.

FOURTH: The names of the Trustees of said Society for the first year of its existence, shall be the said incorporators, Edward C. Andrews, James M. Buckley, James H. Taft, Mercein Thomas, Lewis S. Pilcher, John M. Reid, Henry C.M. Ingraham, Charles H. Taft, and Stephen L. Baldwin.

FIFTH: The business of said society shall be conducted in the City and County of New York.

IN WITNESS WHEREOF, we have hereunto subscribed our names at the City of New York, the twenty-fifth day of June in the year of our Lord one thousand eight hundred and eighty-nine.



THE  
UNIVERSITY OF THE STATE OF NEW YORK  
AMENDMENT TO CHARTER  
of  
TRUSTEES OF PEKING UNIVERSITY

THIS INSTRUMENT WITNESSETH That the Regents of the University of the State of New York have amended the charter granted June 25, 1889 to the Trustees of Peking University, in Pekin, China, which was incorporated by a certificate executed June 25, 1889, and filed on or about June 25, 1890, in the office of the Secretary of State of the State of New York, by changing the corporate name of the institution to that of Peking University, and by changing the second and third of the numbered paragraphs of the said certificate of incorporation so as to read as follows:

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

The corporation of the University shall, generally, have the powers and privileges of corporations created under the Education Law of the State of New York, the same as if originally incorporated thereunder.

Third. The Board of Foreign Missions of the Presbyterian Church in the United States of America, the American Board of Commissioners for Foreign Missions, and the Board of Foreign Missions of the Methodist Episcopal Church, shall be

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the constituent, trustee, electing members of this corporation, and the managing boards of such Boards of Missions shall each choose, to be the respective representatives of the said bodies, four persons to be members of the board of trustees of the corporation, to so hold, in the first instance and in succession, that the term of one member of each group of such representative trustees shall expire in each year.

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

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

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



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

GRANTED December 2, 1915, by the  
Regents of the University of the  
State of New York executed under  
their seal and recorded in their  
office. Number 2601.

Pliny T. Sexton  
Chancellor

John H. Finley  
President of the Univer-  
sity.

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PEKING UNIVERSITY  
MEETING OF TRUSTEES  
March 8, 1916.

*#1 Personnel  
First Meeting*

The first meeting of the Trustees of Peking University under the revised articles of incorporation was held March 8, 1916 at 3 P.M. at the office of Dr. Arthur J. Brown, 156 Fifth Avenue. Dr. William V. Kelley called the meeting to order. Dr. J. L. Barton offered prayer. The following were present:

American Board

Dr. James L. Barton

Presbyterian Board

Dr. Arthur J. Brown  
Dr. William P. Merrill  
Mr. Henry W. Hodge  
Mr. John L. Severance

Methodist Board

Dr. William V. Kelley  
Dr. F. M. North

Members of the  
Original Board

Mr. J. Edgar Leaycraft  
Mr. C. H. Taft

Excuses for absence were received from Dr. Edward C. Moore, Mr. Arthur L. Perry and Mrs. Geo. M. Clark of the American Board, and from Bishop Luther B. Wilson and Mr. George B. Hodgman of the Methodist Board.

*#2. Presentation  
of Revised Charter*

The Secretary made a statement of the procedure up to the present day and submitted a docket for the guidance of the meeting. He presented the revised charter and called attention to the present status of the trustees of the University who had not been elected by the several cooperating boards. It was stated that those trustees not so elected were ready to resign their positions or to remain in office until the term for which they had been elected should expire.



On motion it was voted to proceed to organize with the existing trustees and that the matter of the continuance of the former trustees be referred to a committee to report at the next meeting. The committee appointed consisted of Doctors Brown, Barton and North.

It was agreed that since we are under the old constitution the present officers should continue to serve for the present. The annual meeting of the Board according to the existing By-Laws was slated to be fixed for the fourth Wednesday in May.

To secure prompt organization it was voted that when we adjourn, we adjourn to meet on Thursday, April 13 at 2:30 P.M. and that a Committee on Organization be appointed consisting of three members to present at that time a plan of organization and to nominate officers.

*#3. Com. on Organization* It was voted that a committee be appointed to consider the revision of the By-Laws and to report upon them, and that this vote be considered a formal notice of change of By-Laws. Doctors Brown, Barton and North were appointed the Committee on Organization and By-Laws.

Dr. W. V. Kelley, President; F. M. North, Secretary; Mr. C. H. Taft, Treasurer; presented their resignations. On motion it was voted that the resignations be accepted to take effect upon the election of their successors.

*#4 Com. on Property + Equipment* On motion it was voted that a committee of five be appointed to consider questions of property and equipment; the Committee to consist of the three secretaries and Messrs. Severance and Leaycraft. F. M. North was named as Chairman of this Committee.

*#5 Unit of Participation*

On motion it was moved to suggest to the Cooperating Boards as a tentative basis the following as a unit of participation; namely, an initial contribution of not less than fifty thousand dollars gold, with the goal of one hundred thousand dollars for each of the participating Boards; a minimum of two missionary teachers and at least one thousand dollars for current expenses.

*#6. By-Laws sent to Field.*

On motion it was voted that the Committee on Organization be empowered to send forward to the field a copy of the By-Laws as soon as revised by the Committee, with the promise of a confirmation cable when the same were adopted by the trustees.

On motion the trustees adjourned.

*Frank Mearns Smith*  
Secretary.

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M I N U T E S

*#7 Meeting of April 13/16*  
The Trustees of Peking University met, pursuant to adjournment, on April 13th, 1916, at 2:30 P.M., at the office of Dr. Arthur J. Brown, 156 Fifth Avenue, New York City.

The following were present:

American Board:	James L. Barton E. C. Moore
Methodist Board:	William V. Kelley John F. Goucher Henry A. Ingraham Frank Mason North
Presbyterian Board:	Arthur J. Brown Henry W. Hodge William P. Merrill
Original members of the Board:	J. Edgar Leaycraft

Excuses for absence were received from Arthur Perry, John L. Severance, Mrs. George M. Clark.

The meeting was called to order by the President, Dr. William V. Kelley.

Prayer was offered by Dr. William P. Merrill.

The minutes of the meeting of March 8th were read and approved.

*#9 Report of Com. on Organization*  
The Committee on Organization, through Dr. Arthur J. Brown, presented its report, as follows:

*#9 a Recommendations*  
"We recommend, First, That the resignations of the following four named gentlemen of the original Board of nine trustees of Peking University be accepted:  
The Rev. Dr. John F. Goucher, the Rev. Frank Mason North, Mr. Henry A. Ingraham, and The Rev. Dr. William V. Kelley;

"Second, That the following four gentlemen, Dr. Goucher,

Dr. North, Mr. Ingraham and Dr. Kelley, having been elected to the Board of Trustees by the Board of Foreign Missions of the Methodist Episcopal Church, be recognized as qualified members on the new Board;

"Third, That we recommend that the resignations of the following gentlemen from the Board of Trustees be accepted: Mr. G. B. Hodgman, Mr. J. Edgar Leaycraft, Dr. James R. Joy, Mr. Charles H. Taft and Bishop Luther B. Wilson;

"Fourth, That we recommend the election of the following: Mr. J. Edgar Leaycraft, Bishop Luther B. Wilson, Miss Alice M. Davison, Mrs. William F. McDowell and The Rev. Dr. Edward Lincoln Smith;

"Fifth, That the Board of Trustees organize by the election of Mr. John L. Severance as President, Mr. Arthur Perry as Vice-President, Dr. Frank Mason North as Secretary, and Mr. J. Edgar Leaycraft as Treasurer.

"Sixth, That we recommend that the seventeen Trustees be divided into classes as follows:

Class of 1917:

Rev. James L. Barton, D.D.  
Rev. Arthur J. Brown, D.D.  
Rev. John F. Goucher, D.D.  
Mr. Henry A. Ingraham.

Class of 1918:

Mrs. George M. Clark  
Miss Alice M. Davison  
Rev. William V. Kelley, D.D., LL.D.  
Mr. Henry W. Hodge.

Class of 1919:

Prof. Edward C. Moore, D.D.  
Mr. J. Edgar Leaycraft  
Rev. William P. Merrill, D.D.  
Mrs. William F. McDowell.

Class of 1920:

Rev. Frank Mason North, D.D.  
Mr. Arthur Perry  
Mr. John L. Severance  
Rev. Edward Lincoln Smith, D.D.  
Bishop Luther B. Wilson."

*Res. Geo. A. Jones*

*9th Terms of Service  
of Trustees*



Pursuant to the above recommendations by the Committee on Organization the following actions were taken:

*95 Actions in re  
Recommendations*

First: The resignations of John F. Goucher, Frank Mason North, Henry A. Ingraham and William V. Kelley were presented, and, on motion, accepted.

Second: On motion it was voted that John F. Goucher, Frank Mason North, Henry A. Ingraham and William V. Kelley be recognized as members of the Board of

Trustees, representing the Methodist Episcopal Board.

Third: The Secretary stated that the resignations of G. B. Hodgman, J. Edgar Leaycraft, James R. Joy, Charles H. Taft and Bishop Luther B. Wilson were at hand, and, on motion, the resignations were accepted.

Fourth: On motion, the Secretary cast the ballot for the following as co-opted members of the Board of Trustees: Bishop Luther B. Wilson, J. Edgar Leaycraft, Edward Lincoln Smith, D.D., Mrs. William F. McDowell, Miss Alice M. Davison.

The President announced that the ballot was cast and that the persons named were elected members of the Board of Trustees.

Fifth: On motion it was voted that the Secretary cast the ballot for the persons nominated by the Committee as officers of the Board. The Ballot was cast and the President announced the election of the following officers: President, John L. Severance; Vice-President, Arthur Perry; Secretary, Frank Mason North; Treasurer, J. Edgar Leaycraft.

Sixth: On motion it was voted that the seventeen Trustees be divided into classes as recommended by

the Committee.

#10 By-Laws.

The Committee on Organization, which was also the Committee on By-Laws, submitted for consideration the By-Laws substantially as agreed to by the cooperating Boards previous to the change of the charter of the University, with certain minor modifications. On motion the By-Laws thus considered seriatim were adopted as a whole, as follows:

By-Laws of the Trustees of Peking University.

1. The Trustees by the terms of the Charter shall be divided into four classes, comprising as nearly as possible an equal number in each class. In addition to the members of the Board of Trustees chosen by the different Mission Boards and Societies, there may be elected by the Trustees half as many additional members, in four year classes, in harmony with the provisions of the Charter, and the successors to the original nine Trustees who have resigned shall be reckoned among these additional or co-opted members.

When a vacancy shall occur in the membership of the Board of Trustees, it shall be filled in the same manner in which the original member was elected.

2. The officers shall consist of President, Vice-President, Treasurer, and Secretary, who shall be elected at the Annual Meeting, and an assistant Secretary and an Assistant Treasurer whenever the Board shall deem them necessary; these need not be members of the Board of Trustees. The signatures of both President (or Vice-President) and Treasurer shall be requisite for the execution of all documents. A Finance Committee shall be elected from the members of the Board.



It shall be the duty of the Treasurer to open and keep such books of account as may be approved by the Finance Committee, to record the receipts and expenditures of the Board; and such accounts shall be audited at least once in each year by a committee appointed by the Trustees for that purpose. The Treasurer shall give bonds in whatever sum and whenever the Trustees shall direct. It shall be the duty of the Secretary to preserve full minutes of the proceedings of the Board.

3. The Annual Meeting of the Board of Trustees shall be held in the city of New York in the month of *April* - - - - the exact time and place to be fixed by the Board itself or by the President, Secretary and Treasurer. Notice of all meetings of the corporation shall be sent at least five days in advance of the meeting to each member of the Board. Special meetings may be called at any time at the request of any three members of the Board.

All funds of the Board shall be invested under the direction and control of the Board of Trustees acting through its Finance Committee.

For the transaction of ordinary business, five members shall constitute a quorum, provided that not less than three of the cooperating denominations are represented and provided further that whenever any member present so requests, any item of business shall be referred to the more representative quorum; but for the election of Trustees, of officers of the Board of Trustees, and the appointment of President and members of the Faculty of the University, the determination of the annual budget, and the purchase of <sup>x</sup> sale of property, a majority

of the total membership and a representation of at least one of the members elected to this Board by each of the three cooperating Mission Boards shall be required for a quorum.

4. There shall be a Board of Managers in North China to consist of not less than sixteen nor more than twenty-four members. Four members of this Board shall be elected by each of the cooperating Missions connected with the fully cooperating Mission Boards. Any Mission not cooperating in full shall be entitled to elect representatives on the Board of Managers proportionate to its cooperation. These officially elected members shall have power to co-opt as members of the Board of Managers a number not to exceed one-half of the representative members. Thereafter the co-opted members shall be elected by the Board of Managers as a whole.

The members of the Board of Managers shall be divided into four classes as numerically equal as possible and the term of service of one class shall expire annually. When the place of any member becomes vacant the vacancy shall be filled in the same manner as in the election of the original member. All elections to the Board of Managers shall be subject to the approval of the Board of Trustees. All the members of the said Board of Managers shall be Christians of evangelical faith, and at least one-half residents of Peking or vicinity.

The President of the University shall be ex-officio President of the Board of Managers, and one-half of the members shall constitute a quorum for business. The rules and by-laws of the said Board of Managers shall be submitted to the Trustees for their approval.

5. The Board of Managers shall be accountable to the



Board of Trustees for the conditions, custody and uses of all funds received by them from whatever source. Donations for the University made directly to the Board of Managers may be employed by them in accordance with the wishes of the donors, provided always there be no departure from the fundamental principles of the institution as stated in these By-Laws and the Articles of Incorporation and that annual expenses of operation shall not be increased without the consent of the Board of Trustees. All real estate or permanent investments, however, shall be held by or in trust for the Board of Trustees. Appeals for funds outside of China shall be made only through the Board of Trustees or with their approval.

6. The annual meeting of the Board of Managers shall be held in the month of - - - - -, at which a full report of the operations and condition of the University, and a statement properly audited of all receipts and disbursements shall be presented, and the same shall be forwarded to the Board of Trustees in time for their annual meeting.

7. The Board of Managers shall have power, subject to the approval of the Board of Trustees, to make and enforce such laws and regulations as may be necessary for the conduct of the University; may propose nominations for President, Dean of each department, and Professorships; shall appoint and at their discretion remove all other instructors and officers; prescribe the course of studies; assign to each department its respective duties; decide upon the conditions of admission, and, in general, be invested with authority to determine all questions of local business and management.

8. The University Council shall consist of the Presi-

dent, Deans, and Professors. The Council shall be under the direction of the Board of Managers and be responsible to that Board for the discharge of its duties.

9. The President, Deans, all Professors, and, as far as practicable, the other instructors shall be Christians of evangelical faith.

10. The Trustees shall appoint the President, Deans and Professors and shall have the power of removal. The Trustees shall determine the salaries of officers and instructors after receiving recommendations on the subject from the Board of Managers, except when such salaries are paid by the Missionary Boards participating in the University.

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

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

The Trustees shall have power to withhold the payment of the above funds (1) when in their judgment there shall be a departure on the part of the Board of Managers, or University Council, in the control or instruction of the University from strictly Christian and evangelical principles, (2) in case of political or local changes rendering it desirable or necessary to reduce the number of instructors or students, to alter the



location of the University, or to suspend operation for a period or permanently, (3) in case the University shall become self-supporting, (4) or whenever from any cause the Trustees shall come to the conclusion that the University is not answering its original design.

13. The Trustees shall have authority to employ such agents, and to adopt such other measures, as may be necessary for the execution of their fruit.

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

On motion it was voted that the By-Laws be submitted to the cooperating Boards for their information.

*#11 Unit of Participation* On motion it was voted that the unit of participation proposed at the meeting of the Board of Trustees on March 8th, namely:

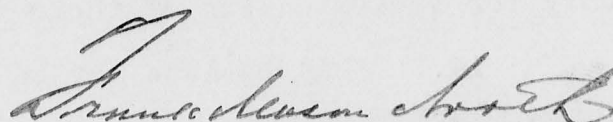
An initial contribution of not less than \$50,000 gold with the goal of \$100,000 for each of the participating Boards; a minimum of two missionary teachers and at least \$1,000 for current expenses, be referred to the cooperating Boards for consideration and approval.

It was stated that the Committee of Five on Property and Equipment had been unable to meet and could at this time make no

report.

On motion it was voted that after the Boards report upon  
the unit of participation the Committee of Five be authorized to prepare a plan of procedure and be empowered to call the Board to act thereon and to transact such other business as may be presented.

On motion the meeting adjourned.



Secretary.



M I N U T E S  
OF THE MEETING OF THE BOARD OF TRUSTEES  
PEKING UNIVERSITY.

Opening

Wednesday, September 27, 1916.

The Trustees of the Peking University met at 2:30 o'clock in the rooms of the Board of Foreign Missions of the Methodist Episcopal Church.

Present:

American Board:	James L. Barton Arthur Perry
Methodist Episcopal Board:	William V. Kelley John F. Goucher Frank Mason North
Presbyterian Board:	John L. Severance Henry W. Hodge Stanley White (Substitute for A.J. Brown)

Miss Alice M. Davison, a co-opted member.

Excuses were received from Mrs. George M. Clark, William P. Merrill and Mrs. William F. McDowell.

Secretary North introduced as guests of the meeting Bishop W. S. Lewis, Dr. H. H. Lowry, President of the University, Dr. W. S. Hopkins, Rev. C. H. Corbett and Dr. Stanley White acting in the absence of Dr. Brown.

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Mr. Severance presided and the meeting was opened with prayer by Dr. Goucher.

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The Secretary stated that in accordance with the action of the Board of Trustees he had invited Dr. George Heber Jones to assist him in the secretarial work of the meetings of the Board and that Dr. Jones would take the Minutes.

The Minutes of the meeting of April 13th, 1916, were read and approved.

15 Resignation  
of Mr. Severance  
as President.

The Chairman mentioned his deep regret that the pressure of other duties compelled him to present his resignation as President of the Board. Dr. Kelley moved that the resignation be accepted with regret. Carried. Mr. Severance then called Mr. Perry, the Vice President, to the Chair who presided over the remainder of the meeting.

16 Death of  
Mr. Leaycraft

The Secretary announced the death of Mr. J. Edgar Leaycraft, a co-opted member from the Methodist Episcopal Church and Treasurer of the Board.

17 Election of  
Dr. Merrill  
as President

The Board of Trustees then proceeded to the perfecting of its organization. In succession to Mr. Severance, Dr. William P. Merrill was nominated for President and the Secretary instructed unanimous ballot of the Board for him as President. This was done and he was declared elected.

Dr. Coucher moved and it was seconded that the election of a Treasurer to succeed Mr. Leaycraft be postponed until the next meeting, and the matter be referred to the President and Secretary with the thought of co-opting some one for membership on the Board and to serve as Treasurer and report on the same.

18 Report of Dr.  
H. H. Lowry.

Dr. H. H. Lowry, of the University, presented the following statement concerning its condition:

The ideal of Peking University from the beginning has been to build up a University equal to the best in the land, and it was the fond hope of the founders that eventually all the Protestant



Missions in North China would unite with them in their work of higher education. It was never supposed that this could be done without years for growth and the accumulation of large sources of income to increase and maintain its efficiency. The necessity for such a University is the fact that, Christian education, next to the preaching of the Gospel, must be the chief force in the establishment of the Kingdom of God among the many millions of China. Christian education and Christian Evangelism must be vitally connected and especially in China.

During the last twenty-eight years the Peking University has graduated 137 young men and 72% of them have consecrated themselves to Christian service. Heretofore the University has been supported almost entirely by the Methodist Episcopal Church; the American Board sending their students to Tungchou, and the Presbyterians either to Tungchou or Shantung.

Negotiations looking toward the union of these three churches, and others, in higher education have been carried on for nearly fifteen years, but no satisfactory scheme could be found until it was unanimously agreed to form a federation based on these four brief and simple propositions; namely -

(1) To make such alteration on the By-Laws of the Institution (and in the certificate of incorporation if need be) as to provide for the missions in North China to federate with Peking University

in education on the broad basis of an interdenominational institution, as was contemplated in its organization.

(2) To separate Peking University from the Methodist Episcopal Church by a mutual agreement with the Board of Missions of said Church.

(3) To authorize the Board of Managers to establish the buildings and equipment of the Peking University on the newly acquired land to the east of the present campus, and,

(4) To authorize them to confine instruction to college and higher grades.

Now all the legal requirements have been met, and under the provision of the new charter this Board of Trustees has been appointed upon whom must rest the responsibility of making the University measure up to its great opportunity.

The greatness of the opportunity can scarcely be stated without danger of being extravagant in language. The University is founded to aid in the evangelization of 400,000,000 of people, whom one who has had abundant opportunity to judge through a long experience of more than sixty-five years as missionary, sinologue, diplomat, and educator has termed "The brainiest people on earth." The extent and fertility of the soil, and the wonderful resources of the country make China abundantly able to sustain this great population, and show her to be potentially the richest country on the globe. It is in the capital of this great nation that the



Peking University is to be developed and where it is possible it may do more for the regeneration of China than any other means except the preaching of the Gospel. The importance of the location in the capital of the nation has been emphasized by numbers of visitors, including some of the greatest educational experts in the world- Lord William Cecil- Drs. Burton and Chamberlain- Dr. Judson and party- Dr. Buttrick and party.

\* The new campus is situated in the South East corner of Peking, and contains, roughly speaking, one hundred acres. No better location could be secured in the city. Nearly half of this plot has been purchased at a cost of \$85,000. For some months, during the early part of this year we were hindered by the opposition of the local officials, and later by the Minister of the Interior who wished to cross this section with a wide boulevard according to his plan for city improvement. After several weeks of anxious negotiation a compromise was effected by which the Minister agreed to accept our street scheme in place of his own. This happy settlement was effected by the direct help of President Yuan Kai Kai. Through his assistance and other high officials we received official permission to purchase and develop the entire plot, and what was a still greater assistance the owners of property in that area were instructed not to sell to any other persons. This includes the obligation on our part not to use the land for other than educational purposes, and to open

the main thoroughfares indicated on the chart as soon as possible. Therefore, it seems to me that our first duty is to complete the purchase of this campus and put it into shape to begin the erection of the University buildings. Unless this is done we will arouse the suspicions and lose the good will of the Chinese Government, because it will appear that we had some other motive in securing such a large plot of land. It also would seem very unwise and short-sighted in view of the present favorable opportunity not to secure the entire plot, every foot of which will be needed within the next twenty-five years.

It is to be taken for granted that the union of these three Missions, by their combined strength will be able to develop a much larger and better equipped University than any one could separately - otherwise the federation would be questionable expediency. It implies the use of a much larger income than has been contemplated in any other institution in China. The initial expense will of necessity have to be borne by the Mission Boards concerned and later it will require the combined effort of all to secure an endowment adequate to the needs of the enlarged University. For this the appeal must be to men of large means and broad vision. Some of the staunchest advocates of co-operation have assured us that if the Missions would get together we need have no fears as to an adequate support. It



cannot be expected that the Missions Boards will appropriate much larger amounts toward the expenses and upkeep of the University than they do at present for education in North China. The Trustees must largely assume the responsibility for the ways and means, the solicitation of large gifts, or other methods, for the expansion and development of the University. For this purpose the Trustees will act as an incorporated body and must not be handicapped in their efforts by being limited to the amounts appropriated to other colleges or universities in China, but must be as free as the Trustees of Yale, Princeton, or Northwestern, or any other University in the United States, to employ special agents, or use any other means to secure the necessary endowment for buildings and equipment of the greatest Christian University in the potentially greatest nation in Asia.

This in brief is my view of the situation. I trust this body of Christian men will plan large things to meet this unique opportunity to build a great University worthy of great churches they represent and that will be an ever increasing power in establishing the Kingdom of the Lord Jesus Christ in the greatest non-Christian nation of the world."

The location of the University was shown on a map of Peking, with a plan of the ground indicating the proposed location of the various buildings.

19 Action on  
President Low-  
ry's Report.

The report of Dr. Lowry was followed by a discussion concerning property situation, status of the options on the various pieces of property for the site involved and future plans of the University. Bishop Lewis, Mr. Corbett and Dr. Hopkins were invited to make statements concerning the various phases under discussion, which they did. At the end of the discussion the following motion was proposed by Dr. Barton, seconded by Dr. Goucher and unanimously adopted.

18 First, That it is the sense of the Board of Trustees that it is desirable to undertake to secure the whole of the 100 acres proposed for the University site and that it be referred to the Committee on Property and Equipment for report and recommendation.

19 Second, That the Committee on Property and Equipment be allowed to add to its number. It was moved that adjournment be taken to meet Friday, October 13th, at 2 P.M. at the Board Room of the Presbyterian Board of Foreign Missions, 156 Fifth Avenue, New York City.

*Frank Mason North*  
Secretary.

Presbyterian Board Rooms, New York City.

October 13th, 1916.

20

The Board of Trustees of Peking University met today at the above place with the following present:

American Board	(Rev. Jas. L. Barton, D.D. Mr. Arthur Perry.
Presbyterian Board	(Mr. John L. Severance Mr. Henry W. Hodge Rev. Stanley White, D.D. (Representing Dr. Brown)
Methodist Episcopal Board	(Rev. Wm. V. Kelley, D.D. Mr. Henry A. Ingraham Rev. Frank Mason North, D.D.

Assistant to the Secretary, Rev. George Heber Jones, D.D.

Co-opted member, Miss Alice M. Davison.

Excuses were received from Prof. Edward C. Moore, D.D.,

Rev. W. P. Merrill, D.D.

Guests, Dr. H. H. Lowry.

In the absence of Dr. Merrill, the newly elected president, vice-president Perry presided.

The meeting was opened with prayer by Dr. North.

The minutes of the meeting of September 27th were read and approved.

21

Dr. North reported progress in the matter of securing suitable nomination for the office of treasurer and on motion the selection of the treasurer was referred with power to a committee consisting of Drs. North, Barton and Brown.

22

Report of Committee on Property and Equipment.

Dr. North, on behalf of the Committee on Property and Equipment, presented the following report:



MEMORANDUM  
for the  
COMMITTEE ON PROPERTY AND EQUIPMENT  
PEKING UNIVERSITY

Based upon records hitherto received concerning purchase of land in the plot for the proposed Federated University, and upon memorandum submitted by H.H. Lowry, the following facts are stated as a basis for calculation.

1st: The original proposals for the Union University involved the addition to the property held by the Peking University on which buildings have been erected. The original plot was about 35 acres; the addition was to be 50 acres, making a total of 85 acres.

2nd: When the proposal for the Federated University was presented, it was understood that the original 35 acres would not be involved but that an entirely new plot would be secured, the 50 acres under the earlier consideration being the basis for the new development. The proposal for an additional 50 acres, making in all 100 acres for the new University, has been under consideration on the field, since the new plans have been under consideration and therefore the more extended plot is not a new thought to the men on the field and comes to the Trustees with the field recommendation.

3rd: The land purchased in the original 50 acres is approximately three-quarters of the area, - it may be slightly more - and the investment represents approximately \$85,000. Two amounts sent forward - one by the Presbyterian Board and one by the American Board, for land purchase, a total of \$22,000 - have been invested in the second half of the 100 acres have been secured for something more than \$100,000.

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4th: It is probably safe to estimate an additional purchase required to complete the 100 acre plot at approximately a pro rata cost of that already secured, excepting where improvements have to be considered. In round figures therefore, it may be said that the 100 acres will call for a total investment of \$200,000.

5th: On the second 50 acres are some new native houses. There is also a large official residence erected recently at a cost, in the judgment of Dr. Lowry, of approximately \$30,000 to \$40,000. Dr. Lowry believes that with sufficient time allowed for readjustment, the owners of the native houses, who are many of them ex-students of the University, would sell out not much more above cost, if they were allowed leeway for buying elsewhere and rebuilding. It is probable that for a sum in the neighborhood of \$40,000, the improvements, including the large official residence, could be secured. This would make a total investment in the land and in the improvements of \$250,000. If the buildings on the land can be utilized for university purposes, this investment would put them in a position to develop the beginnings of the University upon the ground itself without the immediate necessity of additional money for investment in buildings.

6th: The making of the roads is to be considered. The building of the roads is a part of the consideration upon which the Government has given the University an option on the purchase of the remaining property and therefore must be carried out as a part of the agreement. In the opinion of Dr. Lowry, the cost would be less than half the amount



needed in this country. The broken brick from the old houses could be used instead of stone and the greatest expense would be comparatively little grading, as the surface is practically level.

There would be two roads to be built across the property. One sewer is required across the eastern border about 2,000 feet. This is not immediately required and it is hoped by Dr. Lowry that the Government would be persuaded to put this in, since when installed it would benefit others besides the University.

7th: The lowest sum therefore required within the next six months, would be approximately \$100,000. This would complete the purchase of the land without the special plot on which the official residence stands or it would purchase additional area and that plot if it can be secured.

NOTE: The fact that the original proposal under the earlier effort to secure a Union University called for an investment of \$1,000,000 and that in the meeting held by the representatives of the Missions with Dr. Speer, in Peking, last fall, the unit of participation was fixed at \$100,000, indicates that the estimate of all the Missions on the field calls for a large ultimate investment.

#### RECOMMENDATIONS

Your Committee makes the following recommendations:

1st: That the provisional action of the Trustees at the last meeting, concerning the advantage of securing the entire plot of 100 acres, be re-affirmed and that the Trustees accept as the working plan, the ultimate securing of the entire



plot of 100 acres.

2nd: That an additional amount not to exceed \$100,000 be sought and set apart for the purchase of the remaining land. Except by action of this Board, no amount beyond that to be used for the purchase of land until sufficient buildings are secured for inauguration of the work of the University on the new site.

3rd: That realizing the vital importance of the early inauguration of advanced college work a special effort be made to secure any plot that carries with it buildings which can be utilized for university purposes, with the purpose of making a provisional arrangement for the University work at an early date.

4th: That plans for the construction of the necessary streets be secured as soon as possible in order that they may be submitted to the Government for its approval and to encourage the Government's confidence in the definite program of the University.

5th: That Dr. Lowry's purpose to return as soon as practicable to the field, be commended and that the Field Board of Managers be urged as rapidly as possible to take up the options on the property and to secure the additional land within the limitations of this report.

6th: That under the advice of a special committee of the Trustees and in correspondence with the representatives on the field, a general plan for the development of the building program of the University be secured, with approximate estimates of the cost of buildings.

7th: That should it prove impossible at an early date

to acquire the buildings now upon the plot, thus preventing the early inauguration of the university work on the ground, the Trustees consider the investment of any available funds in some one or two buildings in conformity with the general scheme to be outlined as above stated, postponing for the present, if funds be insufficient both for the purchase of land and the erection of the buildings, until a later date, the completion of the land purchase.

After full discussion and consideration the seven sections comprised in the statement of facts proposed as a basis for calculation, including the note, were approved.

The Board of Trustees then took under consideration seriatim the recommendations made by the committee.

1st Recommendation: On motion it was agreed that the first recommendation should be modified by the introduction of the words "ultimately" and "about", and the elimination of the last phrase of the paragraph so as to read: -

1st: That the provisional action of the Trustees at the last meeting concerning the advantage of ultimately securing the entire plot of about 100 acres be re-affirmed.

2nd Recommendation: On motion it was agreed to introduce into this resolution the following changes, namely: that the additional \$100,000 for land purchase be changed to \$50,000; that beyond this amount no expenditure for land purchase be incurred except by special permission of the Board of Trustees. The recommendation, therefore was made to read as follows:-

2nd: That an additional amount not to exceed \$50,000 be sought and set apart for the purchase of the remaining land, and that all purchases as far as possible be made so



that all additions shall contribute to the consecutive enlargements of the entire plot. Except by action of this Board no amount beyond that to be used for the purchase of land until sufficient buildings are secured for the inauguration of the work of the University on the new site.

3rd Recommendation: This was adopted without modification as presented by the Committee.

4th Recommendation: That this be omitted pending the adoption of a well considered and satisfactory plan for the laying out of the site, the location of streets and the distribution of buildings. That there be added, however, to the re-statement of the 6th recommendation a clause covering the promises made to the Government by our representatives in Peking through the United States minister concerning the necessary streets involved in Government's plan for opening up this section of Peking.

5th Recommendation: It was agreed on motion that this should be adopted as proposed by the Committee, becoming No.4 in the recommendations agreed to by the Board of Trustees.

6th Recommendation: This was adopted as proposed by the Committee with the addition of a concluding sentence as follows: - "Including such plans and estimates for the construction of the necessary streets as may be agreed upon with the Government." The entire paragraph was made to read as follows: -

That under the advice of a special committee of the Trustees and in correspondence with the representatives on the field, a general plan for the development of the building program of the University be secured, with approximate



estimates of the cost of buildings, including such plans and estimates for the construction of the necessary streets as may be agreed upon with the Government.

7th Recommendation:- This was adopted as proposed by the committee. It was then voted to approve the recommendations in final form as follows: -

#### RECOMMENDATIONS

1st. That the provisional action of the Trustees at the last meeting, concerning the advantage of ultimately securing the entire plot of about 100 acres, be re-affirmed.

2nd: That an additional amount not to exceed \$50,000 be sought and set apart for the purchase of the remaining land, and that all purchases as far as possible be made so that all additions shall contribute to the consecutive enlargements of the entire plot. Except by action of this Board, no amount beyond that to be used for the purchase of land until sufficient buildings are secured for the inauguration of the work of the University on the new site.

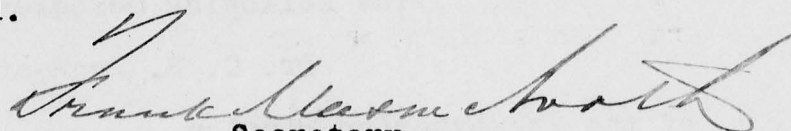
3rd: That realizing the vital importance of the early inauguration of advanced college work, a special effort be made to secure any plot that carries with it buildings which can be utilized for university purposes, with the purpose of making a provisional arrangement for the University work at an early date.

4th: That Dr. Lowry's purpose to return as soon as practicable to the field, be commended and that the Field Board of Managers be urged as rapidly as possible to take up the options on the property and to secure the additional land within the limitations of this report.

5th: That under the advice of a special committee of the Trustees and in correspondence with the representatives on the field, a general plan for the development of the building program of the University be secured, with approximate estimates of the cost of buildings, including such plans and estimates for the construction of the necessary streets as may be agreed upon with the Government.

6th: That should it prove impossible at an early date to acquire the buildings now upon the plot, thus preventing the early inauguration of the university work on the ground, the Trustees consider the investment of any available funds in some one or two buildings in conformity with the general scheme to be outlined as above stated, postponing for the present, if funds be insufficient both for the purchase of land and the erection of the buildings, until a later date, the completion of the land purchase.

Adjourned.

  
Secretary.



II  
APPENDUM TO THE REPORT

25 "In connection with the report of the Committee on Property and Equipment, Dr. North presented for the information of the Committee the following minutes of a meeting held by the Union Committee in Peking, September 24th, 1915, at the visit of Dr. Speer.

Minutes of a Meeting of  
THE UNION COMMITTEE ON CONSTITUTION  
of the  
FEDERATED PEKING UNIVERSITY.

In view of the visit to Peking of Dr. Robert E. Speer, representing the Presbyterian Board in New York, a meeting of the Union Committee was called by Dr. Fenn at the residence of Dr. H. H. Lowry, Peking, at 9:30 a.m. September 24th, 1915.

The following members were present:

Dr. C. H. Fenn and Rev. C. L. Ogilvie  
of the Presbyterian Mission.

Dr. H. H. Lowry and Dr. W. T. Hobart  
of the Methodist Episcopal Mission.

Dr. J. G. Cormack and Dr. E. J. Stuckey  
of the London Mission.

Dr. C. W. Young and Rev. Howard S. Galt  
of the American Board Mission.

The following persons were also present:

Dr. Robert E. Speer, and his secretary Mr. Speers, Dr. Walter Lowrie, Bishop Lewis, Dr. Candlin, Dr. King, Mr. Krause and Mr. Gibb.

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Dr. H. H. Lowry was elected Chairman and Mr. Galt secretary.

The Chairman called for a statement of the purpose of the meeting. In reply Dr. Fenn mentioned the desire of Dr. Speer and others to meet in an informal way, and discuss the proposals sent out from New York regarding the organization of the proposed University, and other questions connected with the matter.

At the Chairman's suggestion Dr. Fenn read the "Memorandum of Proposals for the Organization of the Peking University (Federated)" as sent out by Dr. North from New York.

The Chairman made some remarks regarding the legal question involved in the proposed change of charter in New York State and read extracts from a letter from Dr. North.

Remarks on this topic were made by Dr. Speer, Bishop Lewis and others.

The Chairman brought forward the question of the financial responsibility of each Mission Board in inaugurating the Union Institution. The following resolution, made by Dr. Fenn and seconded by Dr. Stuckey, was passed: "Resolved that we recommend the sum of \$100,000 gold as the amount expected from each Mission Board joining in the University, this amount to be provided at the earliest possible date and to be used primarily for the purchase of land, and secondarily for the erection of the most necessary buildings; further requirements of the University to be met by the Boards of Trustees and Managers in such ways as they may devise.

It was agreed that copies of the minutes of the present meeting should be sent at once to the Mission Boards, and to the Mission on the field for ratification.

After remarks and prayers by Dr. Speer the meeting adjourned.

(Signed) HOWARD S. GALT,  
Secretary.

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

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

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

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

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

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

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

Communications from the Secretary

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



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

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

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

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

Election of E. M. McBrier as Treasurer

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

Minutes, Field Board of Managers

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

EDWIN MERTON McBRIER  
WOOLWORTH BUILDING  
NEW YORK

Feb. 8th, 1917.

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

Dear Dr. North:--

I wish to thank you for yours of Feb. 5th and greatly appreciate the kind thought that prompted you to take this action. Situated as I am in active business which takes every moment of my working days, it is a very hard matter for me to give the time I would like to Church matters in which I have been always interested. There may come a day when I can give more time to such matters, and if so, I assure you that my co-operation will not be "in spirit" to the extent that it is at present. I shall endeavor to attend the meetings of the Board.

Appreciating all your kindnesses to me, I am'

Yours truly,

*Edwin M. McBrier*

DR. F. M. NORTH
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Peking, Sept. 21st, 1916.

Dear Dr. North: -

I enclose the Minutes of the first meeting of the new Board of Managers of Peking University. As you see we took up some matters of business, though the members had not been confirmed by the Board of Trustees. When we met, we found that the four men from the London Mission had not been regularly elected on the Board, as their Mission has not been authorized by their Home authorities to do so.

It placed us in rather an awkward position. We had to co-opt four members in order to make the required number of sixteen. It would have been discourteous to co-opt others, when they were present, so we co-opted them.

Will you please have the Board of Trustees act on these sixteen names and let us know immediately which are confirmed and which are not, if any? I would call your attention to our suggestion that a Commission be sent out to look over the field and recommend a policy.

We need to complete as rapidly as possible the purchase of our campus. Every minute of delay increases its cost. We have already bought less than one third of the plot we desire and have spent about \$104,000 Gold, so you can see how necessary it is that each contributing Board put in \$100,000 immediately.

Minutes of Board of Managers  
First Meeting, Peking, Sept. 18, 1916.

A meeting of the new Board of Managers of Peking University was held on the above date at the residence of



Dr. H. E. King at 8:00 P.M. The following were present: C. H. Fenn, C. L. Ogilvie, W. H. Gleysteen and F.E.Dilley elected by the Presbyterian Mission; H.S.Galt, Miss L.Miner, G.D.Wilder and C.W.Young elected by the American Board Mission; H. E. King, O.J.Krause, G.D. Lowry and W.T.Hobart elected by the Methodist Episcopal Mission and T.Biggin, E.J.Stuckey and R.K.Evans representing the London Mission but not elected on the board as they had not yet received instructions from their Board to elect representatives.

Dr. Fenn was elected Chairman for the evening and E.T.Hobart Secretary. In order to complete the organization of the Board it was carried that the twelve regularly elected members of the Board co-opt the four members of the London Mission, viz: Messrs. Biggin, Liddell, Evans and Dr. Stuckey as members of the Board. A motion to elect a temporary chairman and secretary was carried and the chairman and secretary for the evening were so elected. It was carried to appoint a committee of four to suggest other names to be co-opted as members of the Board. It was carried to appoint a committee of four on property. A motion was carried that we invite the Board of Trustees to send out an Educational Commission of eminent American and British Educators to survey the field and suggest the best means of developing the University. It was carried to accept the offer of the North China Educational Union to turn over the Management of the College at Tungchou and the College of Theology at Peking.

Moved to appoint a committee on Curriculum. Carried. A motion to leave the appointment of committees to the Chairman and Secretary was carried. Moved to accept

for the present the recommendations of the faculties of the Arts Colleges and the College of Theology as to courses of study. Carried. Moved to adjourn to meet in two weeks. Carried.

31 On motion of A.J. Brown it was voted that the Board of Trustees approve the election of the following as members of the Board of Managers, as reported in the above communication with the understanding that the nominations of the representatives of the London Missionary Society be added when that Society shall have come into full participation.

Presbyterian Mission	(C. H. Fenn, (C. L. Ogilvie (W. H. Gleysteen (F. E. Dilley
----------------------	---

American Board Mission	(H. S. Galt (Miss L. Miner (G. D. Miller (C. W. Young
------------------------	--

Methodist Episcopal Mission	(H. E. King (O. J. Krause (G. D. Lowry (W. T. Hobart
-----------------------------	---

32 By-Laws of the Board of Managers

Secretary North presented the following as the By-Laws of the Board of Managers adopted at the meeting held in the City of Peking, and forwarded to him by W.T.Hobart, Secretary, in the communication dated Peking, October 12th, 1916

ARTICLE I.

Officers and Committees.

The President of the University shall be President of the Board of Managers and shall be ex-officio a member of all the Standing and Special Committees of the same.

The following officers and Standing Committees shall



be elected by ballot at the Annual Meeting of the Board, and shall remain in office for a term of one year or until their successors are elected: - A Vice-President, a Secretary and a Treasurer, and an Executive Committee, a Finance Committee, a Committee on Grounds and Buildings, a Committee on Library and Museum, and such other Committees as occasion may require.

The Secretary and the Treasurer need not be members of the Board of Managers.

#### ARTICLE II.

##### Duties of Officers.

The President or the Vice-President shall preside at all meetings of the Board of Managers. If the President and the Vice-President be absent then the Board shall elect a President pro tem.

The Secretary shall keep the roll of the Board of Managers. He shall notify all meetings of the Board, record the Minutes of the same, and keep on file reports of all Committees. He shall be the official Correspondent of the Board.

The Treasurer shall keep proper books of accounts, showing all the receipts and disbursements and all other financial affairs connected with the University in China. He shall be subject to the direction of the Finance Committee and of the Board in respect to all investments, loans, and other financial affairs of the University, so far as they are under the control of the Board. He shall report the state of the funds and present a properly audited statement of accounts at each Annual Meeting of the Board and at such other times as may be required.

The Treasurer shall keep the seal of the University and affix the same to such documents, contracts, and conveyances as may be ordered by the Board of Managers, and shall execute for the University conveyances of real estate whenever ordered by the Board.

ARTICLE III.

Executive Committee.

The Executive Committee shall carry out the directions of the Board of Managers not otherwise provided for and in the intervals between the meetings of the Board shall act on its behalf.

ARTICLE IV.

Finance Committee.

The Finance Committee shall aid the Treasurer in providing ways and means, advise him as to the deposit of all uninvested monies of the University, and - in intervals between the meetings of the Board - direct him in respect to all investments, loans and other financial affairs of the University.

ARTICLE V.

Committee on Grounds and Buildings.

The Committee on Grounds and Buildings shall see that the grounds of the University are properly laid out and kept in order, and, in case of the proposed erection of new buildings, shall draw up specifications and secure plans and estimates for the same, to be submitted to the Board of Managers for their approval.



ARTICLE VI.

Committee on Library and Museum.

The Committee on Library and Museum shall have these departments as their special care with a view to their successful development.

ARTICLE VII.

University Council.

The University Council, consisting of the President, Deans, and Professors, shall, as a rule, suggest to the Board of Managers laws and regulations for the conduct of the University, nominate to the Board all instructors and officers and when necessary suggest their removal. It shall submit to the Board the courses of study and recommendations as to the respective duties of each department, as to conditions of admission, nominate candidates for degrees, and make general recommendations for the welfare of the University.

ARTICLE VIII.

Meetings.

The Annual Meeting of the Board of Managers shall be held at or near the close of the Collegiate year. One half of the members shall constitute a quorum for the transaction of business. Members of the Board elected by the co-operating Missions, in case of absence, may, in writing, appoint proxies.

Robert's Rules of Order shall be followed in the meetings of the Board.

A vote of the majority of the members present at

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any meeting shall be requisite for the transaction of business.

Special meetings may be called at the discretion of the President or on the written request of one fourth of the members of the Board.

#### ARTICLE IX.

##### Order of Business.

At the Annual Meeting of the Board of Managers, the following shall be the order of business: -

Reading of Scripture and Prayer,  
Roll Call,  
Minutes of Previous Meeting  
Reports of Standing Committees  
Reports of Special Committees  
Miscellaneous Business  
Election of Officers for Ensuing Year  
Adjournment.

#### ARTICLE X.

##### Amendments.

Any proposed alteration or amendment to these By-Laws must have been announced in writing to all members of the Board one month previous to the meeting.

Adopted, October 9, 1916.

It was voted that these By-Laws be approved in the main, and that they be referred to a committee consisting of James L. Barton and Frank Mason North for review, comparison and reports at the next meeting.

In the discussion of the By-Laws the following sug-

gestions were made for the guidance of the Reviewing Committee.

1. That in the organization of the committees of the Board of Managers, due care should be observed that they shall be representative of the cooperating missions.
2. That the chairman and Secretary should be selected from among the regular members of the Board.
3. The Board of Trustees raises the question of the advisability of absentee members of the Board of Managers being represented by proxies.
4. That the By-Laws should clearly state that the plans and work of the architect should come before the Trustees for authorization before work in undertaken.
5. That copies of all records of the Board of Managers and of the Treasurer's report should be forwarded promptly to the Board of Trustees in New York.

Confirmation of Co-opted Members of the Board of Managers.

93  
Secretary North presented the Minutes of a meeting of the Board of Managers held in Peking, October 23, 1916, and forwarded by W. T. Hobart, Secretary under date of Peking, November 11th. In this communication Dr. Hobart says:

"I enclose the Minutes of the last meeting of the Board of Managers of Peking University. There are two items of importance. The first is the Resolution about the purchase of property which is very urgent. The second is the confirmation of three additional members of the Board of Managers, namely, Dr. G. T. Candlin



of the United Methodist Mission, who is already teaching in our College of Theology, and Mr. C. C. Wang and Mr. C. H. Fei."

34  
Meeting of the Board of Managers, of Peking University  
Peking, October 23, 1916.

The Board of Managers met on the above date at the residence of Miss Miner at 8:00 P.M.

The following were present: Miss Miner, Messrs. Fenn, Lowry, Ogilvie, Dilley, Krause, Wilder, Young, Galt, King, Evans and Hobart.

The meeting opened with prayer by Mr. Galt.

Minutes of the last meeting were read, corrected and approved.

The Committee on Property made a further report. The following motion was passed: Whereas the matter of immediate importance in the consummation of the University scheme is the purchase of a site, not only for the establishment of the University, but for its future development: And Whereas, the Property Committee reports that, although more than half of the Southern two-thirds of the plot under consideration as the site of the University has been purchased, the land remaining in this area will probably cost about \$113,000 Gold. Moved that we urge the Trustees to authorize the Board of Managers to purchase the remaining plots of land in the two-thirds of the area mentioned as soon as they are available and in danger of passing into other hands; to urge the Mission Boards to provide as soon as possible the funds required for the inauguration of the University scheme and, in the meantime, to borrow or authorize the

borrowing of funds for the purchase of land as above mentioned.

The Committee on Co-option recommended the following names from which to choose co-opted members: Chang Pong, Fei Chi-hao, Joshua Zee, Y.T.T. Tzur, C.C.Wang, C.T. Wang, F.T.Sung, Cheng Chini-i, Bishop Bashford, Mr. Roger S. S. Greene, Dr. P.S.Reinsch, Sir John Jordon, Dr. G. T. Candlin and Bishop Norris. The report was accepted. Carried to co-opt one member. An informal ballot was taken and C.C.Wang and G.T.Candlin each received five votes, so a motion was carried to coopt these two. It was then carried to coopt one more. Mr. Fei Chi-hao was elected.

The report of the Committee on Curriculum was accepted and Committee continued.

A letter from the Presbyterian Mission was read pledging their hearty support. The Secretary was directed to acknowledge the same and thank them for their interest and sympathy.

A motion to adjourn was then carried.

(Signed) W. T. Hobart, Secretary.

35 On motion, the Trustees approved of the election to coopted membership on the Board of Managers of G.T.Candlin, C.C.Wang and C.H.Fei.

36 In connection with this action the Trustees requested the Secretary in communicating their action to the managers to say that the Board of Trustees is of the opinion that the remaining coopted members of the Board of Managers should be elected at an early date, and that as many as practicable should be Chinese.

Communication from Mr. Harry H. Hussey

37  
A. J. Brown read the following communication from  
Mr. Harry H. Hussey of Shattuck & Hussey, architects, Chicago.

C O P Y

SHATTUCK & HUSSEY  
ARCHITECTS CHICAGO  
1424 19 So. LA SALLE ST.

DOCUMENT "A"

December  
Thirtieth  
Nineteen Sixteen.

Dr. Arthur J. Brown, D.D.,  
Sec'y. Board of Foreign Missions  
of the Presbyterian Church of the U.S.A.  
156 Fifth Avenue,  
New York City.

My dear Dr. Brown:

I have been giving considerable thought to your question of last week as to why it is necessary for you to secure more land for your Peking University in Peking, China.

I have examined your property in Peking many times with Dr. Lowry, Dr. Reinsch, and the Minister of the Interior for the Chinese Government. Although you apparently hold a large amount of land, it is made up of many small plats scattered throughout the property originally suggested by Dr. Lowry. Many of these pieces of land are only fifteen or twenty feet square. Although you have two or three quite large areas I do not think any of them are large enough for you to commence your building operations.

I am familiar with the plans of several corporations who are promoting real estate and building small residences for sale in Peking. These companies are making every effort to secure the land within your original plat, and unless you



secure your property in the very near future you will find it almost impossible to purchase it later. If you could talk with these men as I have several times about the value of the land you now own in Peking, you would appreciate very much Dr. Lowry's idea in securing this property.

You probably recall that about a year ago the Chinese Government laid out many new streets in Peking, several of them wide enough for a modern street car system. One of these wide streets was laid out directly through your property. Dr. Lowry immediately got in communication with the Chinese Government and with the assistance of Dr. Reinsch had this street held up for some time. He with Dr. Reinsch and myself, spent a large amount of time with the Minister of the Interior trying to work out a scheme that would be satisfactory to them and still give you the amount of land that you would require. As they have entirely changed their streets and rerouted the proposed street car line for your property, I should think that you would now feel obligated to carry out your original Program. Otherwise it must put your men in Peking, and also Dr. Reinsch, in a very embarrassing position with the Chinese Government. The Minister of the Interior spent many days personally working over the arrangement of streets on your property.

I remain

Yours very truly,

(Signed) Harry H. Hussey.

38  
Secretary North called attention to a communication from A. J. Krause, chairman of the Committee on Property and Finance of the Board of Managers, dated Peking, China,

0870

FEB 2 1917 55

November 26, 1916, copies of which have already been forwarded to the members of the Board of Trustees.

## DOCUMENT "B"

Peking, China, Nov. 26th, 1916.

To The Trustees of Peking University,  
New York City,  
U. S. A.

Dear Sirs:-

If you have received the minutes of the actions taken by the newly organized Board of Managers of Peking University you are aware that this body has already assumed the direction of the collegiate work done by the Peking University formerly and by the North China Union College located at Tungchow, and the Union Theological College, which latter is now located on the grounds of the Methodist Mission. It has also appointed various committees among them being one on Property which is also empowered to act as a committee on Finance. This Committee is now addressing you in this letter in order to set forth the immediate financial needs from its standpoint, at the risk of some repetition of facts you already know.

This committee proceeded to an examination of the deeds of the property already acquired to the value of gold \$123,091. We found that of this amount the sum of \$15235. is invested in the northern third of the proposed site of 100 acres, the balance being in what we term the southern two thirds. Of this balance the Missions have paid \$93,269 and \$14,587 is on the "Birchel Account", for land already

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deeded to the University but not yet paid for by it. For the still unpurchased part of the southern two thirds we have options and prices practically all fixed to the value of \$78,587. and make a rough estimate of \$35,000 more, or \$113,587 all told for the rest of this southern two thirds, excepting some Government plots for which we believe exchanges can be made.

In order to prevent any lots in this southern two thirds being sold to speculators or others who would prevent our securing them in the future, we, the committee, recommended to the Board of Managers that for the present we purchase or secure options on all plots thrown on the market in this section. This, the Board of Managers authorized us to do. For the past month the committee has proceeded under these instructions and has had to close deals for some seven or eight pieces of land in important centres involving us in an immediate expenditure of nearly Mexican \$25,000. In order to avoid selling gold at the present very unfavorable rates we have deposited \$16,000 in gold drafts remitted for Property accounts, (\$15,000 by the Presbyterian Board and \$1,000 by the American Board), with the banks as security for sums needed immediately but have not enough of such security at present to meet the demands on us. As the Chinese New Year, January 23rd, 1917, approaches there will be more places offered, almost at forced sale, and further if the money were in hand we could negotiate the purchase of many others at that time. There is great danger that important pieces may fall into the hands of speculators. The government has already warned property holders from selling to other parties than

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the University in the whole area of 100 acres but we can hardly take advantage of that for any length of time unless we have the money to buy from parties anxious to sell at once.

Again, the government having temporarily abandoned its plans for streets in this section waiting for us to make our purchases throughout the area we feel the pressure for haste. There are countless alleys and streets in the plot which we cannot buy but which the government will exchange with us for land we own where parks and streets will finally be located. We are glad to note that the representatives of the government wish to retain control of streets within our area and it is the opinion of Dr. Reinsch and others that the cost of paving, ditching, policing and lighting will be met by the Government. You may not be aware that in Peking these expenses are not taxed upon adjoining property owners but are paid for by the Ministry of the Interior from the octroi. The former opposition of the government to our scheme seems to have been due mainly to the fear lest we would try to wall ourselves in and assume complete control of the thoroughfares as is the case in the Legation quarter. Their opposition has been withdrawn since learning that we were ready to co-operate with them. This means great financial relief to the University and at the same time a more efficient administration of these things than we could hope to render.

In view of these considerations this committee desires to emphasize the immediate urgency of the action taken by the Board of Managers on the field on October 23rd, 1916 viz. "Moved that we urge the Trustees to authorize the Board

of Managers to purchase the remaining plots of land in the two thirds of the area mentioned as soon as they are available and in danger of passing into other hands: to urge the Mission Boards to provide as soon as possible the funds required for the inauguration of the University scheme, and in the meantime to borrow or authorize the borrowing of funds for the purchase of land as above mentioned."

As stated, we have already realized cash by borrowing from the bank and placing our available gold drafts assigned to Property as security. The Treasurer of the American Board Mission has drafts in hand which could be used for this purpose for a few months if he were authorized to do so by the Treasurer in Boston. Since it is impossible for you to send drafts to us before the date named if you could secure such authority from Treasurer Wiggin of Boston, and have him cable to his treasurer in North China and cable us authority to use such drafts up to the amount of \$50,000. before the Chinese New Year it would greatly facilitate the work of the Managers in this important matter of securing the site. We hope that you will cable us authority before January 15th to proceed on the plan until drafts from you can reach us.

Respectfully submitted,  
(Signed) P. J. Krause, Chairman,  
For the Committee.

Members of Committee, are  
W. G. D. Wilder,  
W. F. E. Dilley  
Rev. J. D. Liddell.

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29 During the discussion which followed, particularly concerning the cost of the land and the total amount of the investment, emphasis was laid on the need of a working plan for the development of plant and equipment.

J. L. Barton called attention to the suggestion contained in the communication from the Board of Managers recommending the visitation of a commission representing the Board of Trustees to look into the situation and confer with the Board of Managers. Favorable consideration was given to this though no action was taken at this time.

Mr. Ingraham suggested that a map be secured showing the extent of the entire site and locating the plots now owned by the University and those on which options are held.

40 Dr. Brown moved and it was seconded by Mr. Ingraham that in harmony with the fifth recommendation adopted at the last meeting of the trustees, namely:

That under the advice of a special committee of the the Trustees and in correspondence with the representatives on the field, a general plan for the development of the building program of the University be secured, with approximate estimates for the construction of the necessary streets as may be agreed upon with the Government.

That a committee of three be appointed by the chairman of which he himself shall be one to take into consideration the matters included in the recommendation and report at the next meeting. The following were appointed as such committee: James L. Barton, (on request of the Trustees)



Henry W. Hodge and Henry A. Ingraham.

Relation of the Women's Union College

H1  
The relation of the Women's Union College to Peking University as now organized was brought forward by A.J. Brown, who reported the conversation he had had with Mrs. J.M. Avann of the Woman's Foreign Missionary Society of the Methodist Episcopal Church concerning the matter. After discussion it was voted that the relation of the Women's Union College to Peking University be referred to a committee of three consisting of Miss Davison, Mrs. McDowell and Mrs. Clark for consideration and report.

Consideration of the Presidency of the University

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33  
After discussion it was voted that consideration of the matter of nomination for President of the University be referred to the Committee having in hand the nomination of the President of the Board of Trustees.

Relation of the London Missionary Society to the University

43  
The following communication from Dr. F.H. Hawkins, Secretary of the London Missionary Society concerning their participation in the University was read by the Secretary as follows: -

DOCUMENT "C"

December 19th, 1916.

Dr. Frank Mason North,  
150 Fifth Avenue,  
New York City.

My dear Dr. North:-

Referring to our previous correspondence I now have great pleasure in writing to inform you that the Board of

Directors of the London Missionary Society have decided to participate in the Peking Christian University on the basis of the minimum contribution fixed at the meeting of the Trustees held on the 13th April last, namely, 50,000 Dollars as capital investment either in land, buildings or endowment, the provision of at least two Professors, and the provision of at least 1,000 Dollars towards current expenses. The matter has been under the consideration of our new missionaries in North China and of our Eastern Committee at home which has charge of our China Mission, and came to our Directors at their meeting last week when the following resolution was unanimously adopted:-

THAT the Society participate in the Peking Christian University on the basis of the minimum contribution required for full membership in the University, and that out of the Society's capital contribution provision be made in accordance with the recommendation of the North China District Committee for land and building for teachers' houses and a Hostel, and that a sufficient sum be set aside to raise the minimum contribution of £200 a year towards the current expenses, such sums to be provided out of the proceeds of sale of the Peking properties.

The resolution does not specifically refer to the two members of the staff, but these are included.

The question now arises as to the appointment of Trustees to represent the London Missionary Society. The matter was not dealt with at the meeting last week as it was not clear how many Trustees we should be entitled to

appoint. Am I right in assuming that the number is five? Probably we should be content with a smaller representation, having regard to distance; but I shall be glad to hear from you on this point. All that is settled at present is that I shall be one of the Trustees representing the L.M.S., and I shall hope to be able to attend at least one meeting a year if a meeting can be fixed in accordance with the suggestion of Dr. A. J. Brown during the second week in April in each year when I expect to be in New York attending the annual meeting of the Trustees of the Union Medical College, Peking.

I shall be glad to hear from you by the beginning of February with regard to the appointment of Trustees, as we have a meeting of our Eastern Committee on the 13th of that month when our representatives could be appointed.

I expect to be in New York on the 11th April, and it would be a great convenience to me personally and to my Society if a meeting of the Trustees could be fixed for some day in that week other than Wednesday, the 11th of April. I may add that I am going on from New York to China to visit our Mission there, and expect to be in North China, next summer, when I hope to meet the Board of Managers, or at any rate to have interviews with some of them with regard to the future development of the work of the University.

I presume that by this time you have had copies of the Charter and By-Laws printed. I shall be glad if you will supply me with some copies. Will you also please let me have the copies of any Minutes of the meetings of the Trustees held subsequent to the meeting on the 13th of



April last, and I shall be glad if you will instruct Peking to send me duplicates of the Minutes of the Board of Managers when such Minutes are forwarded to New York, so that I may be kept informed as to what is going on?

I am looking forward to the pleasure of seeing you when I am in New York in April. It will be a great advantage to me to confer with you as to the future development of the University, especially in view of my forthcoming visit to China.

It is with great pleasure that our Directors have seen their way to participate in the University. Very sincerely do I trust that it may prove to be an instrument of great influence and value in developing higher education in China under Christian auspices, and thus helping forward the missionary enterprise in that land.

With kindest regards and best wishes for Christmas and the New Year, I am

Yours very sincerely,

(signed) F. H. Hawkins,  
Foreign Secretary,  
London Missionary Society.

In reply to this letter, Secretary North had written the Secretary of the London Missionary Society as follows:

DOCUMENT "D"

January  
Twenty-fourth  
Nineteen Seventeen

Mr. F. H. Hawkins, LL.B.,  
London Missionary Society,  
16, New Bridge Street,  
London, E.C. England.

My dear Mr. Hawkins: -

I am in receipt of your favor of the 19th ult., and have handed copies of it to Dr. Barton and Dr. Brown.

I am glad that the Board of Directors of the London Missionary Society have found it possible to participate in the Peking Union University. That the existing status may be clearly understood, let me call your attention to the terms of the action of April 13th, to which you refer.

I have written you that the original draft of the Minutes of that date was not correct at one point and that the correction was submitted to the members of the Board and made a part of the actual Minutes as officially signed. X This is the basis therefore of the participation entered into by the three Boards here and would be, necessarily, the basis agreed to by your own Board of any others which sought to come into the cooperation. The action adopted as the basis was as follows:

"On motion it was voted that the unit of participation proposed at the meeting of the Board of Trustees on March 8th, namely:

An initial contribution of not less than \$50,000 gold with the goal of \$100,000 for each of the participating Boards; a minimum of two missionary teachers and at least \$1000 for current expenses, be referred to the cooperating Boards for consideration and approval."

I do not gather from your statement that your Board of Trustees agreed to the basis or whether the exact terms of the participation are in your mind, but I assume that they are. You say, "Namely, \$50,000 as capital investment either in land, buildings, or endowment, the provision of at least two Professors, and the provision of at least 1,000 Dollars towards current expenses."

I have read with much care the action of your Board in its exact terms and the application for admission to participation, in the University will be laid before the Trustees at their coming meeting, which I hope will be on February 2nd.

I ought to point out however, that in the investment made in the property already and in the proposals of the contribution of funds by the Boards, there has been no designation, but, rather, a combination of resources to acquire the property and to lay the foundation for the University buildings and not for those structures which have to do with the individual Missions equipment. It is not intended, so far as I know, that any part of the capital sum provided by the Boards shall be made an endowment on the basis of which the annual contribution to the expenses of the University may be derived. I assure you of my interest in the proposals and you may depend upon the matter being fully considered.

The number of Trustees for each Board is four, upon the basis of participation as stated.

There would seem to be no difficulty in arranging a meeting of the Trustees to meet your convenience in visiting



America during the second week in April, but this also I will take up with the Trustees when they meet.

I cannot, of course, pass upon the adequacy of the proposal of the London Missionary Society, under the Constitution it remains with the Board to do that. I would think it not unwise that you should appoint the Trustees tentatively it may be, in order that if an arrangement is reached the Trustees appointed, or such of them as may be available, may be in a position to qualify.

We have not yet had the Charter and By-Laws printed. This has been delayed to secure the complete organization of the Board.

We have not yet succeeded in securing a President of the Board who feels that he can accept the election.

Your request for copies of the Minutes of the meetings of the Trustees and also of the Board of Managers will be presented to the Board of Trustees at their coming meeting.

Trusting that we may have a cooperation well designed and well executed, and with best wishes, I am

Cordially yours,

(Signed) F.M. North

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It was voted that the Trustees approve the positions indicated in the Secretary's letter and his statement of the basis of participation. After further discussion the Trustees adjourned to meet the call of the Secretary on March 1st.

*Frank Mason North*  
Secretary.

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Board of Foreign Missions  
Methodist Episcopal Church  
150 Fifth Ave., New York City.  
March 9th, 1917.

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

American Board	(James L. Barton
Presbyterian Board	(Arthur Judson Brown (John L. Severance (Henry W. Hodge (William P. Merrill
Methodist Episcopal Board	(Frank Mason North (John F. Goucher (Henry A. Ingraham
Co-opted Members	(Miss Alice M. Davison (Mrs. W. F. McDowell (Bishop Luther B. Wilson

George Heber Jones, assisting the Secretary

On motion, William P. Merrill took the chair and  
lead in prayer.

The minutes of the meeting of February 2nd were  
reported by the Secretary to have been sent to all the  
members of the Board.

On motion, they were taken as read and approved.

Communications from the Secretary

46 The Secretary reported having received letters ex-  
pressing regret at inability to be present, from William  
V. Kelley, Arthur Perry, Prof. Edward C. Moore and Mrs.  
Geo. M. Clark.

The Secretary also reported having received a letter  
from Mr. E. M. McBrier stating that he would be glad to  
accept his election as a co-opted member of the Board and  
his election as Treasurer.

Communications from the field

47  
Get letter from  
Dr. North

1. The Secretary presented a communication from O. J. Krause of the Board of Managers, and inasmuch as it gives the list of properties held by the Methodist Episcopal Board for the University, it was voted that it should be made a matter of record.

2. Communications were also presented from C. H. Fenn of the Board of Managers reviewing the functions of the present field organization and expressing certain personal opinions concerning them; also from the members of the Board of Managers representing the Mission of the Methodist Episcopal Church, traversing the position of Mr. Fenn and giving their viewpoint.

48  
Get from North

3. The minutes of the Board of Managers for the meetings held in Peking on January 20th and 24th were presented by the Secretary, copies being handed to those present. These minutes were then read and discussed by the Trustees and action on their recommendations deferred until a later time in the meeting.

Reports of Committees.1. Committee on By-Laws

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Secretary North for the Committee on By-Laws presented its recommendations and amendments to the by-laws of the Board of Managers. After discussion and further modification in articles 1, 5 and 8, they were adopted as follows:-



BY-LAWS  
of the  
BOARD OF MANAGERS OF THE  
PEKING UNIVERSITY

Article I.

Officers and Committees

The President of the University shall be president of the Board of Managers and shall be ex-officio a member of all the Standing and Special Committees of the same.

The following officers and Standing Committees shall be elected by ballot at the Annual Meeting of the Board, and shall remain in office for a term of one year or until their successors are elected: - A Vice President, a Secretary and a Treasurer, an Assistant Secretary and an Assistant Treasurer, if deemed advisable, and a Board of Auditors, and an Executive Committee, a Finance Committee, a Committee on Grounds and Buildings, on Library and Museum, and such other Committees as occasion may require.

The Secretary and Treasurer shall be members of the Board of Managers, but the Assistant Secretary and Assistant Treasurer and the Auditors may be chosen from outside the Board.

Article II.

Duties of Officers

The President or the Vice-President shall preside at all meetings of the Board of Managers. If the President and the Vice-President be absent then the Board shall elect a Chairman pro tem.

The Secretary shall keep the roll of the Board of Managers. He shall notify all meetings of the Board, record of Minutes of the same, and keep on file reports of all Committees. He shall be the official Correspondent of the Board and be responsible for transmitting to the Trustees copies of all minutes and reports presented at the meetings of the Board of Managers.

The Treasurer shall keep proper books of accounts, showing all the records and disbursements and all other financial affairs connected with the University in China. He shall be subject to the direction of the Finance Committee and of the Board in respect to all investments, disbursements of funds, loans and other financial affairs of the University, so far as they are under the control of the Board. He shall report the state of the funds and present a properly audited statement of accounts at each Annual meeting of the Board and at such other times as may be required.

The Treasurer shall keep the seal of the University and affix the same to such documents, contracts, and conveyances as may be ordered by the Board of Managers, and shall execute for the University conveyances of real estate whenever ordered by the Board.

### Article III.

#### Executive Committee

The Executive Committee comprising at least one representative from each cooperating mission, shall carry out the directions of the Board of Managers not otherwise provided for and in the intervals between the meetings of



the Board shall act on its behalf.

Article IV.

Finance Committee

The Finance Committee shall aid the Treasurer in providing ways and means, advise him as to the deposit of all uninvested monies of the University, and - in intervals between the meetings of the Board - direct him in respect to all investments, loans and other financial affairs of the University.

Article V.

Committee on Grounds and Buildings

The Committee on Grounds and Buildings shall see that the grounds of the University are properly laid out and kept in order, and, in case of the proposed erection of new buildings, shall and as directed by the Trustees, draw up specifications and secure plans and estimates for the same, to be submitted to the Board of Managers for their approval and when approved by the Board of Managers, to be submitted to the Trustees for approval and authority to proceed with construction. When authority has been secured from the Trustees, the Committee on Grounds and Buildings will be responsible for carrying out the plans, as authorized.

Article VI.

Committee on Library and Museum

The Committee on Library and Museum shall have these departments as their special care with a view of their successful development.



Article VII.

## University Council

The University Council, consisting of the President, Deans and Professors, shall, as a rule, suggest to the Board of Managers laws and regulations for the conduct of the University, nominate to the Board all instructors and officers and when necessary suggest their removal. It shall submit to the Board the courses of study and recommendations as to the respective duties of each department, as to conditions of admission, nominate candidates for degree, and make general recommendations for the welfare of the University.

Article VIII.

## Meetings

The Annual Meeting of the Board of Managers shall be held at or near the close of the Collegiate year. At this meeting and at all other meetings of the Board of Managers, one-half of the members shall constitute a quorum for the transaction of business, provided two-thirds of the cooperating missions are represented.

Roberts' Rules of Order shall be followed in the meetings of the Board.

A vote of the majority of the members present at any meeting shall be requisite for the transaction of business.

Special meetings may be called at the discretion of the President and must be called upon the written request of at least two members of the Board representing more than one cooperating mission, each member of the Board

to be notified of the time and place of the proposed meeting at least five days in advance.

Copies of the minutes of all meetings as well as the reports of Standing Committees, Deans and President of the University shall be sent to the Secretary of the Board of Trustees as soon as possible after the meeting is held at which the reports were presented.

#### Article IX.

##### Order of Business

At the Annual Meeting of the Board of Managers, the following shall be the order of business:-

Reading of Scripture and Prayer

Roll Call

Minutes of Previous Meeting

Reports of Standing Committees

Reports of Special Committees

Report of the Deans of the Various Departments

Report of the President

Unfinished Business

Miscellaneous Business

Election of Officers for Ensuing Year

Adjournment

#### Article X.

##### Amendments

These By-Laws may be altered or amended at any regular or special meeting of the Board provided the proposed changes have been announced in writing to each member of the Board at least thirty days previous to the meeting at which

they are to be considered, and also provided two-thirds of the members of the Board present approve of the amendment, and provided that in these two-thirds at least three co-operating Missions are represented.

## 2. Committee on Nominations

The report of the Committee on Nominations was presented by Arthur J. Brown as follows:-

### 1. In the matter of the President of the University.

The Committee reported that they had given due consideration to the matter of selecting a man for the post of President of the University and had several names under consideration.

The Committee recommended that Dr. H.H.Lowry be elected President Emeritus of the University, that the Committee on Nominations be instructed to continue its work of seeking a man to be nominated for the active presidency of the University and bring in the recommendation for the same at the earliest practicable date; that pending the election of such President and his assumption of office, President Emeritus Lowry serve as acting President.

And further, that in the matter of the election of professors to the various faculties the Trustees await nominations from the Board of Managers.

### Organization of Board of Trustees

A. J. Brown reported on behalf of the Committee to which had also been referred the matter of the organization of the Board of Trustees as follows:-



1. Executive Committee

The Committee would recommend that in view of the size of the Board of Trustees and the necessity for frequent consideration of business, especially during these initial stages in the work of establishing the University that it would be well to appoint an Executive Committee which could meet at call and exercise such powers as might be intrusted to it by the Trustees.

Upon consideration, it was voted that an Executive Committee of not less than five, nor more than seven members of the Board of Trustees be appointed to act for the Trustees ad interim under the direction of the Trustees and with such authority as the Trustees may from time to time grant; that in the membership of the Executive Committee shall be included the three Executive secretaries of the cooperating Boards and the President of the Board of Trustees, and that the remaining members of the Executive Committee shall be appointed by the President.

2. The Secretaryship of the Board of Trustees

52 The Committee reported that they had given consideration to Secretary North's desire that his incumbency of the secretaryship of the Trustees might be regarded as a provisional arrangement pending the permanent organization of the Trustees and that acceding to his wishes they desire to bring in at a later date a nomination for the secretaryship of someone not an administrative officer of any of the Boards.

By consent the proposal of the Committee was agreed to.

### 3. President of the Board of Trustees

53 A. J. Brown stated that in view of the rearrangement of the work of the Trustees and the wider distribution of responsibility proposed, particularly in the appointment of an Executive Committee, which would relieve some of the pressure resting upon the President of the Board they had approached Wm. P. Merrill asking him if he would not reconsider his resignation of the Presidency. They were glad to report that Dr. Merrill had consented and the committee presented his name for election as President of the Trustees. On motion, duly made and seconded, William P. Merrill was elected President of the Trustees of Peking University.

#### A. J. Brown takes the Chair.

The president, W. P. Merrill at this point being compelled by other engagements to retire from the meeting, A. J. Brown was invited to take the chair and presided during the remainder of the meeting.

#### Committee on Relation of Woman's College to University

54 Miss Davison reported on behalf of the Committee that they had taken under advisement the matters referred to them at the last meeting and desired that further time might be given for consideration and for correspondence with the field.

39 It was voted that the matters involved be left in the hands of the Committee for further consideration to report upon at the next meeting and that the Committee have authority to add to its membership; and further that the Committee take under consideration in addition to the



matters now under advisement, the question of the basis of the financial participation of the Woman's College in the University.

Committee on Property

James L. Barton, on behalf of the Committee on Property presented the following:- Your Committee after a session with all the members present would report:

"According to the maps in hand it appears that the Board of Managers have already purchased for the University the greater part of the southern half, approximately, of the section under consideration as the new site lying next to the wall adjacent to the Methodist Episcopal Mission Compound. Your Committee recommends that all expenditures for additional land be confined to the completion of the purchase of that southern half section.

They would recommend that the Committee on Property be empowered to employ an architect and plan for laying out the grounds and for the construction of buildings.

RECOMMENDED that in the construction of the buildings, emphasis should be laid upon simplicity and economy in design and size.

RECOMMENDED that the Board of Managers be requested to notify this Committee what buildings will be first required and the order in which they should be begun; also the number of students they should be designed to accommodate for class-room as well as for dormitory purposes.

RECOMMENDED that we ask the Board of Managers to send us a map, copied from the best available real estate or other records, with every separate parcel numbered, together with



the list giving the location of the numbered parcels already purchased, and the estimated prices of the remaining parcels; and that they retain a copy similarly numbered and notify us promptly from time to time of each purchase made. Also that they inform us regarding any buildings that can be used or economically converted into use for the purposes of the University with the number of the parcel of land upon which these buildings are erected.

That we request the Board of Managers to inform us as to the form of the deeds, the legal status of the Trustees as holders of property in China, the custodian of the deeds and the surety of the title.

That the managers inform us whether the Government has instituted any proceedings to acquire roads, parks, etc., in the southerly section, and if so, what land is proposed to be taken and whether such land will be cleared and improvements made at the expense of the Government without assessment against the adjoining land."

Dr. Barton reported that these recommendations had been unanimously approved by the Committee on Property and recommended for adoption by the Board of Trustees.

The recommendations of the Committee on Property were then considered and discussed by the Trustees and on motion they were adopted.

#### Status of Present Executive Organization.

F. M. North moved and it was voted that the Trustees do now make record.

First: that the approval in final form of the

By-Laws of the Board of Managers completes the administrative organization and that all action upon the field pending the approval of these By-Laws must be regarded as provisional.

Second: that the Executive organization at the present time consist of:-

(1) Trustees as follows:-

Presbyterian Board:	Rev. Arthur J. Brown, D.D. Rev. Wm. P. Merrill, D.D. Mr. Henry W. Hodge, Mr. John L. Severance
American Board:	Rev. James L. Barton, D.D. Mrs. Geo. M. Clark, Prof. Edward C. Moore, D.D. Mr. Arthur Perry
Methodist Episcopal Board:	Rev. W. V. Kelley, D.D. Mr. H. A. Ingraham, Rev. John F. Goucher, D.D. Rev. Frank Mason North, D.D.
Co-opted Members:	Mrs. Wm. F. McDowell Bishop Luther B. Wilson, D.D. LL.D. Miss Alice M. Davison, Rev. Edward Lincoln Smith, D.D. Mr. E. M. McBrier.

(2) Of the Board of Managers as follows:-

Presbyterian Mission:	C. H. Flenn C. L. Ogilvie W. H. Gleysteen F. E. Dilley.
American Board Mission:	H. S. Galt Miss L. Miner G. D. Wilder C. W. Young
Methodist Episco- pal Mission:	H. E. King O. J. Krause G. D. Lowry W. T. Hobart.

Co-opted Members: Dr. G. T. Candlin,  
C. C. Wang  
C. H. Fei.

(3) The Executive Committee as follows:-

Wm. P. Merrill  
Jas. L. Barton  
Arthur J. Brown  
F. M. North.

Third, that the Field Treasurer should be elected at this time in harmony with the By-Laws of the Trustees and of the Board of Managers.

Fourth, the Board of Managers as recognized in this action are hereby instructed to complete its organization under the constitutional form as adopted and to report any modification in its provisional organization which this action may require.

Election of the Treasurer of the Board of Managers.

In harmony with the action just taken, O. J. Krause was confirmed as Treasurer of the Board of Managers.

Provisional organization of Departments.

The following action was taken concerning Departments of the University:

In agreement with the suggestions of the Board of Managers, adopted at their meeting in Peking, January 20, 1917

RESOLVED that we establish the Department of Liberal Arts and the Department of Theology and that the Arts Colleges in Peking and Tungchou together, constitute the Arts Department of the University and that the Theological College be recognized as the Theological Department of the University.



RESOLVED that we recognize Dr. H. E. King as Dean of the Arts College in Peking, Dr. H. S. Galt as Dean of the Arts College in Tungchou and Dr. W. T. Hobart as Dean of the Theological College, all pending the full organization of the University.  
Resignation of Mrs. W. F. McDowell.

59 Mr. W. F. McDowell presented her resignation as a co-opted member of the Board of Trustees, stating that the representation of the North China work of the Woman's Foreign Missionary Society of the Methodist Episcopal Church was in the hands of Mrs. J. M. Avann, who has charge of all the correspondence and of the interests that are involved. In order that the Trustees might have the opportunity of including Mrs. Avann in their membership, she desires that her resignation be accepted.

The resignation of Mrs. McDowell was accepted by the Trustees with expressions of regret. 44

The Election of Mrs. J. M. Avann to co-opted membership.

60 Mrs. J. M. Avann of Chicago, Illinois, was on nomination elected a co-opted member of the Board of Trustees. 45

Time of Next Meeting.

After consideration it was voted that when we adjourn we do so to meet Tuesday, April 10th at 10:30 o'clock in the present place of meeting.

After prayer by James L. Barton the meeting stood adjourned.

*Frank L. Barton*  
Secretary.

61 The Trustees of Peking University met April 10th, 1917 in the Assembly Room of The Board of Foreign Missions of the Methodist Episcopal Church, 150 Fifth Avenue, the following being present:-

American Board	(James L. Barton (Arthur Perry
Presbyterian Board	(Arthur Judson Brown (Wm. P. Merrill (Henry W. Hodge
Methodist Episcopal Board	(Wm. V. Kelley (H. A. Ingraham (Frank Mason North
Co-opted Members	(Mrs. J. M. Avann

George Heber Jones, assisting the Secretary.

Regrets were received from Miss Alice M. Davison.

The President of the Board, Wm. P. Merrill, took the chair and Wm. V. Kelley led in prayer.

On motion, Bishop James W. Bashford, of Peking, China who was present, was invited to sit with the Committee and participate in its discussions.

The Minutes of the meeting of March ninth, having been sent by mail to the members of the Board of Trustees were approved.

#### Communications from the Secretary

##### 1. Resignations and Temporary Reassignments of Professors

62 The Secretary reported having received a letter from William H. Gleysteen, acting Secretary of the Board of Managers at Peking under date of March 7th stating that the Managers had taken action suggesting to the officers and professors of the institutions now coalescing in the University, the propriety of sending to the Secretary of the

Board of Managers for transmission to the Board of Trustees, their resignations to take effect at such time as the Board of Trustees may determine, or when their successors are appointed. This action was taken in order that all parties to the federation may have an equal share in its organization and development. He enclosed the resignations of the following:-

Doublas M. Beers  
George T. Candlin  
R. K. Evans  
Carl A. Felt  
Courtney H. Fenn  
Howard S. Galt  
John McGregor Gibb, Jr.  
W. T. Hobart  
S. Moore Gordon  
C. L. Ogilvie  
Lucius C. Porter  
Dean R. Rickes  
George D. Wilder  
E. J. Winans

It was voted that the resignations be received and acknowledged, and pending formal organization of the faculties of the University, those resigning be requested to continue their services in their present capacity.

2. Formal Entrance into the University of the  
London Missionary Society.

63 The Secretary presented a communication from Mr. F. H. Hawkins, Foreign Secretary of the London Missionary Society, December 19, 1916, as follows: -

"Referring to our previous correspondence I now have great pleasure in writing to inform you that the Board of Directors of the London Missionary Society have decided to participate in the Peking Christian University on the basis of the minimum contribution fixed at the meeting of the Trustees



held on the 13th of April last, namely, 50,000 Dollars as capital investment either in land, buildings, or endowment, the provision of at least two professors, and the provision of at least 1,000 Dollars toward current expenses. The matter has been under the consideration of our missionaries in North China and of our Eastern Committee at home which has charge of our China Mission, and came to our Directors at their meeting last week when the following resolution was unanimously adopted:

THAT the Society participate in the Peking Christian University on the basis of the minimum contribution required for full membership in the University, and that out of the Society's capital contribution provision be made in accordance with the recommendation of the North China District Committee for land and building for teachers' houses and a Hostel, and that a sufficient sum be set aside to raise the minimum contribution of £200 a year towards the current expenses, such sums to be provided out of the proceeds of sale of the Peking properties.

The resolution does not specifically refer to the two members of the staff, but these are included.

The question now arises as to the appointment of Trustees to represent the London Missionary Society. The matter was not dealt with at the meeting last week as it

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was not clear how many Trustees we should be entitled to appoint. Am I right in assuming that the number is five? Probably we should be content with a smaller representation, having regard to distance; but I shall be glad to hear from you on this point. All that is settled at present is that I shall be one of the Trustees representing the L.M.S. and I shall hope to be able to attend at least one meeting a year if a meeting can be fixed in accordance with the suggestion of Dr. A. J. Brown during the second week in April in each year when I expect to be in New York attending the annual meeting of the Trustees of the Union Medical College, Peking.

I shall be glad to hear from you by the beginning of February with regard to the appointment of Trustees, as we have a meeting of our Eastern Committee on the 14th of that month when our representatives could be appointed.

I expect to be in New York on the 11th of April, and it would be a great convenience to me personally and to my Society if a meeting of the Trustees could be fixed for some day in that week other than Wednesday, the 11th of April. I may add that I am going on from New York to China to visit our Mission there, and expect to be in North China next summer, when I hope to meet the Board of Managers; or at any rate to have interviews with some of them with regard to the future development of the work of the University.

It is with great pleasure that our Directors have seen their way to participate in the University. Very sincerely do I trust that it may prove to be an instrument

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of great influence and value in developing higher education in China under Christian auspices, and thus helping toward the missionary enterprise in that land."

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After consideration and discussion it was voted that the Trustees will gladly welcome and recognize the London Missionary Society as one of the cooperating Boards in Peking University on the basis of Mr. Hawkin's letter of December 19th, 1916, and assume that it is their purpose to conform to the requirements of full participation to which the other Boards have subscribed; that we refer to the Executive Committee with power the necessary steps to perfect the arrangement with the London Missionary Society and to refer to the participating Boards for action.

#### Membership on the Executive Committee

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In harmony with the action of the previous meeting the president of the Board announced the appointment of Edward Lincoln Smith and William V. Kelley as members of the Executive Committee.

#### Reports of Committees

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1. James L. Barton for the Committee on Property presented the following report:

"Your committee on property and grounds under the instructions of the Trustees at their last meeting had a conference with Mr. Harry Hussey of the architectural firm of Shattuck and Hussey of Chicago regarding the buildings, etc., upon the contemplated site for Peking University.



It is assumed by your Committee that before erecting any building it is necessary to lay out a general plan for the entire University. Mr. Hussey stated that he is familiar with the site under consideration and the extent of purchase already made and that, at present, there is no room for the erection even of a single university building and before he could lay out a general plan he would have to be informed as to the total amount of land involved. This we are not in a position at present to give him, as we have no assurances that the entire tract under consideration can be purchased nor do we know what parts will be available in the near future.

The Committee is informed that many educational institutions of this character are being built, both by the Government and by private organizations, outside the walls of the old Chinese cities, and that from an architectural and real estate standpoint such a location would have advantages. The Committee is also informed that the purchase of 100 acres or so of land outside the city can unquestionably be made for a fraction of the cost of the present contemplated site and on the basis of the price of agricultural land and that our present holdings can be sold for at least as much, if not more than we paid for them.

We therefore recommend -

1. That instructions be sent to the Board of Managers in Peking to make no more purchases of land

until further advices are received from the Trustees.

2. That before any purchases be made or any plans outlined, we secure from a special commission hereby appointed consisting of

The United States Minister at Peking  
Roger S. Greene of the China Medical  
Board of the Rockefeller Foundation  
Chang Bo Ling,

Dr. Edward C. Lobenstine, Secretary of  
the China Continuation Committee,

or such of them as will act, a report as to the best site for Peking University, and especially as to whether in their judgment it should be located within or without the city walls, together with the reasons therefor, and any recommendations that they may deem of importance.

3. That the Board retain the services of Messrs. Shattuck and Hussey as architects on the following basis: -

That they are to act as our architects and confer with any commission that may be appointed and make any preliminary sketches which may be desired by us or such commission, without remuneration except the actual disbursements, and in addition thereto, they will make complete designs and specifications and do the field superintendence of any building or buildings we may desire to construct, for a remuneration of 7-1/2% on the cost of such building, it being understood that the retaining of them for the general plans shall not bind us



to retain them for the construction of any building and it being further understood that if we retain them for the construction of any building, it shall not bind us to retain them for future buildings."

After full discussion participated in by the members present, and Bishop Bashford, it was voted to lay the report on the table until the next meeting.

It was further voted that a cable be sent to Peking instructing the Board of Managers to defer further land purchase pending instructions from the Trustees.

67 2. Committee on Nominations

The Report of the Committee on Nominations was presented by Arthur J. Brown, who stated that the Committee had considered the names of a number of persons for the post of president of the University, and that among them two names stood out in special prominence for consideration.

On motion, the choice between these two names was referred to the Nominating Committee in Conference with the Executive Committee with power to take the necessary preliminary steps of approach in connection with the selection made.

68 3. Committee on Woman's Work

The report of the Committee on Woman's work was presented by Mrs. Avann, who stated that the Committee, on account of the undetermined relationship of the Woman's Union Medical School to the University is unable at this time to present a report with recommendations on the matter referred to them.

On motion, it was agreed that in addition to the



matter of the relation of the Woman's Union College to the University, the question of the affiliation of the Woman's Union Medical School be considered and reported upon by the Committee.

Preparatory Department.

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Arthur J. Brown called attention to word which has come from the field that there is under contemplation the establishment of a preparatory department in connection with the University. After consideration, it was voted that in view of reports that there is some uncertainty regarding a preparatory department in the University, the Trustees make record that it has never been and is not now the intention of the Trustees to conduct a preparatory department, it being the plan to leave preparatory training to the secondary schools of the various mission boards.

Next Meeting

It was voted that when we adjourn that it be to meet Monday, May 14th at 9:15 a.m. and that the secretary in calling the meeting request the Trustees to reserve the entire day for the business of the University.

Adjourned after prayer by James L. Barton.

*Frank Mason Smith*  
Secretary.