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CHEELOO UNIVERSITY
Chengtú, China

6th November, 1942

To the Board of Governors,
Cheeloo University,
London and New York.

Gentlemen:

It has occurred to some of the members of the Board of Directors of Cheeloo University that the Board has been negligent in not informing you more fully in regard to the training and qualifications of Dr. Edgar Tang, the present acting-president of the University. I have been asked to rectify this error.

For details in regard to Dr. Tang's life, education, and experience the enclosed statement should be sufficient. In addition to these cold facts, however, I must write something of a more personal nature.

When the Board chose Dr. Tang to serve as acting-president the choice was unanimous and unhesitating. I do not mean by this that the Board thinks of Dr. Tang as a permanent president - the question has not yet been considered - but that it considers Dr. Tang the obvious man for the job. For one thing, Dr. Tang, in his position as Dean of Studies, has a firmer grasp of the details of administration than anyone else. For another, though loyal to Cheeloo and supporting the Board's action, Dr. Tang possessed the confidence of Dr. Liu Shuming, with whom he had to cooperate for the time being. Furthermore, because of his former connection with the government and government-supported institutions, Dr. Tang was persona grata in government circles and most likely to be able to smooth over relations with the Ministry. Finally, Dr. Tang was not only popular with the faculty and students, but also acceptable to the other presidents.

The wisdom of our choice has been proved by the manner in which Dr. Tang has handled the still delicate situation. He has shown a greater grasp of the details of administration than Dr. Liu ever had, and a useful combination of strength and tact. We are confident that Dr. Tang will handle the situation as well as it can be handled.

I have also been asked to add a word of explanation, the need of which is suggested by Mr. Evans' advice in his letter of September 9th in regard to "caution in respect to securing adequate Chinese backing for making any more toward replacing the president." I can assure the Board of Governors that we are being extremely cautious. In spite of Dr. Liu's accusations, this entire situation has been the result of Chinese demand, and we Westerners have, so far as is possible, kept in the background. Our appeal for support from the Board of Governors was in part a method of informing them as to what was happening, and in part made necessary by Dr. Liu's constant quoting of a former cable (?1938) in which, according to Dr. Liu, the Boards gave him their unqualified support under all circumstances. The present mix-up with the Ministry is entirely the result of Dr. Liu's determination to make trouble, and the sort of situation which might develop in any of the Christian institutions now being guided by ADVISORY Committees. The Ministry considers these committees illegal, but prefers, under the circumstances, not to interfere. However, we

0464

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- 2 -

Board of Governors, Cheeloo University.

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have reverted to a Board of Directors, the legality of which we hope the Ministry will not question. We are working with and through the Ministry as heretofore; only Dr. Liu's spirit has made such cooperation difficult for both us and the Ministry. (I do not ignore the fact that certain elements in the Ministry may welcome the opportunity to make trouble, but I believe that the Ministry would welcome, as we would, some formula which would enable it to clear up the difficulty without its recognizing a not entirely legal situation.)

Finally, I can assure the Board of Governors that we are moving very slowly in the matter of choosing a permanent successor for Dr. Liu. The immediate choice of an acting-president was absolutely necessary. But we have as yet taken no steps to secure anyone else. We shall probably not do so until the present uncertainties are entirely cleared up. When we do, the revised constitution of the Board of Directors as well as the wishes of us Western members will ensure the Chinese character of the choice.

We appreciate the confidence and prayers of the Board of Governors. We consider ourselves His servants in His work.

Very sincerely yours,

/s/ William P. Fenn

WPF/GMH

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0465

Dr. Edgar Tang

Edgar Chi-ho Tang

Born at Kiukiang, Kiangsi, China, in 1902, of Christian family.
Early education at Christian schools, graduation from St. John's
High School, Kiukiang, in 1917.

A.B. Boone University, Wuchang, 1922.

B.J. (Journalism) 1926; A.M. (Political Sc.) 1927, Univ. of Missouri, USA

A.M. 1929, Ph.D. 1931 in Political Sc., Harvard Univ.

Cataloguer and sometime acting-librarian, Chinese Library, Harvard
University, 1927-1932.

Lecturer, Boston University, Summer Session, 1930.

Lecturer, World Peace Foundation, Boston, 1930-1932.

Professor of Political Science, Nat. Central Univ., Nanking, 1932-35.

Prof. of Political Science, Central Political Institute, Nanking,
1935-1939.

Director, Bureau of Research, Control Yuan 1935-37 (concurrent)

Editor-in-chief (concurrent) Current Events (Monthly) 1934-35.

Secretary-General Local Government Commission, Executive Yuan 1939.

Dean of Studies, Cheeloo University, 1939 to present.

Acting-Dean of Discipline, Cheeloo Univ. 1939-1941.

Founder and Editor-in-chief, Hsueh Sze (fortnightly) on cultural
subjects, Chengtu, 1942.

Author of "The Censorial Institutions in China, 1044 to 1911".
(PhD. Thesis at Harvard)

A History of Censorial Institutions in China, 1936
(in Chinese, pub. by the Control Yuan)

Five years of the Control Yuan, 1937, pub. by
Council of International Affairs (in English)

Judicial Reforms in China (in English) 1937
pub. by Council of International Affairs.

Essays on Greek Political Thought, 1938, pub. by
Central Political Institute.

Family: Married in 1931 Miss Ginsan Chu. Miss Chu is a graduate
of Smith College, 1931, and sometime Professor of English in Central
Political Institute and West China Union University. She is now Assis-
tant Professor of English in Cheeloo.

3 children, a boy and two girls.

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MEMORANDUM ON CHEELOO UNIVERSITY

TIME: January 26 and February 7, 1943
PLACE: Chengtu
PRESENT: Dr. Edgar Tang, Dr. W. P. Fenn

There was full and frank discussion of the financial situation for 1943-44. At Dr. Fenn's request, certain possible sources of income were added to the anticipated income for 1943-44. These were as follows:

British Trustees	NC\$ 40,000.00
Ministry of Education	100,000.00
Missionary Personnel	20,000.00
British Relief	160,000.00
Contingent from 1942-43	150,000.00
China Foundation and Rockefeller	30,000.00
	<u>NC\$500,000.00</u>

It was suggested that more funds might be forthcoming from Harvard-Yenching, and Dr. Fenn agreed to investigate the possibility. All the figures given above are guesses, but their inclusion in the budget seems to give a fairer picture.

Dr. Fenn urged that every effort be made to secure more mission personnel from among those who had been repatriated from Tsinan. Dr. Tang reported that he was preparing a list including Drs. Scott and Shields, Dr. Lair and Miss Russell.

Dr. Tang reported on expenditures, pointing out the need for additional staff in certain departments if standards are to be maintained. In political science, for example, the departure of Dr. Liu Shuming and Dr. Tang's acting as president will make necessary the securing of one professor. The emphasis on logic and philosophy in the general requirements requires strengthening in those lines. The English Department is badly undermanned, but Dr. Tang hopes that additional mission personnel can meet this need.

In the College of Science, Dr. Fenn questioned the wisdom of starting any work in pharmacy that parallels the work in West China. Dr. Tang said that the factory was to be on trial for one year and might be discontinued if it could not become self-supporting. Dr. Fenn urged that it not even be started at a difficult time like the present.

Dr. Fenn pointed out that the estimate for Publicity and Printing seemed rather high. In the discussion it appeared that the three items involved were the "Bulletin," "Regulations," and general mimeographing, for each of which NC\$10,000 should be adequate. Dr. Tang agreed that the figures for 1942-43 were too high and that 1943-44 should show no increase.

In view of the fact that Dr. Tang has not had an opportunity to work out all the details of the budget, it was difficult to go further. On the surface it is hard to see how much saving can be effected without curtailment of activities. Dr. Fenn urged upon Dr. Tang the seriousness of the situation and the need for trimming the budget to approximate the likely income. Counting on NC\$500,000.00 additional income and say NC\$20,000.00 cut indicated above, the amount needed to balance is about US\$83,000.00. Dr. Fenn cannot recommend nearly that amount to UCR. Dr. Tang agreed to see what could be done.

0467

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Dr. Fenn raised the question of further cooperation while recognizing that much was being done in medicine. Dr. Tang said that cooperation in science was being limited by physical limits, but admitted that there was room for improvement, particularly in arts. He pointed out that there was an opposite tendency at present, and that more external pressure was needed. Dr. Fenn asked how this might be applied. Dr. Tang said he was not prepared to answer at the moment.

Dr. Fenn pointed out that the Research Institute was using up a great deal more than its income, NC\$345,000 estimated for 1943-44 compared with Harvard-Yenching funds amounting to NC\$175,775. Dr. Tang outlined the work of the Institute, admitting that there had been too much emphasis on research but explaining that that was the result of their not having been adequately informed at first. Cheeloo is now changing its program to conform with the Harvard-Yenching requirements: there have been slight cuts in research, some projects having been stopped, but the university is under obligations to complete most of the work. He said further that the Institute was rendering considerable aid to both the History and Chinese departments. Dr. Fenn urged that further steps be taken to make the first objective of the Institute the promotion of undergraduate work in the two departments. Dr. Tang reported that the plan for 1943-44 was to have the fellows teach half a year and do research half a year, this arrangement being necessitated by the location of the Institute. There was agreement between Dr. Tang and Dr. Fenn that, however the work be re-directed, the fact remained that Harvard-Yenching funds were no longer adequate to carry the work for which they were intended (which is true in all other institutions receiving such funds) and that the Trustees should be approached for further support during this emergency period.

Further discussion of Cheeloo's problems was set for April, after Dr. Fenn's return.

Respectfully submitted,

William P. Fenn

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0468

ASSOCIATED BOARDS FOR CHRISTIAN COLLEGES IN CHINA.

*Cheeloo Univ.
extra copies in
W. P. Fenn's
file*

Office of the Field Secretary
House 106, Hwasipa
Chengt'u, Szechwan

October 26, 1943

Mr. Charles H. Corbett
Associated Boards for Christian Colleges in China
150 Fifth Avenue, New York City

Dear Mr. Corbett,

I fear it is necessary to write about Cheeloo once more. The precarious calm which we have enjoyed for over half a year has been shattered, and we have once more had to wash some dirty linen. I think we have done so in reasonable privacy and peace is assured for a few months; but we all feel concerned for the future.

Ever since Dr. Tang assumed office - that is, since February, when Dr. Liu finally picked up and left - there have been rumors of discontent, these usually taking the form of confidential mud-slinging. Various members of the faculty have gone to members of the Board with tales of the faults of their colleagues. More recently, criticism of Dr. Tang developed. The situation became so difficult for him that he finally called a meeting of the Board primarily to present his resignation.

This resignation bore a certain resemblance to all Chinese resignations but was, I think, more than that. The task that Dr. Tang assumed has been a rather thankless one and, unless the Board was prepared to give him a more permanent appointment, he could see little but bitterness ahead of him. Whether he presented his resignation because he knew accusations were to be presented to the Board, or whether accusations were presented because various people feared lest the Board might appoint him full president, I do not know. At any rate, the Board was presented not only with Dr. Tang's resignation but also with two letters, one from the alumni and the other from fifteen of the faculty.

The purport of these letters was to the effect that the people involved did not consider Dr. Tang a fit president for Cheeloo. The reasons were 1) that he was using the presidency as a political stepping-stone, 2) that he had done some questionable things in building the new dormitory, 3) that he had driven away good faculty, 4) that his handling of a recent rice scandal had been wrong, and 5) that he did not command sufficient respect. In addition, it was generally rumored that his not being a Cheeloo alumnus was held against him.

Dr. Tang presented what seemed to the Board fairly satisfactory answers on most of these points, though we did not take the points up one by one. As a matter of fact, he had typed statements ready on some of them. The Board therefore took action to request Dr. Tang to withdraw his resignation, at the same time informing alumni and faculty of its expectation that they would cooperate with and support both the Board and Dr. Tang. It also appointed a Committee (the Executive Committee) to receive and consider nominations for a permanent president for Cheeloo, this Committee to report to the Board at a meeting on or about January 15th. Dr. Tang expressed his appreciation of the Board action but said that the situation was such that he felt he could not continue, though he would be willing to serve as a dean or only a professor under any individual or committee chosen to head up the institution. He agreed, however, to consider the matter.

At the same meeting, the Board felt that, in fairness to both Dr. Tang and his critics, the letters should be studied and the writers should be asked to clarify their motives in presenting such attacks. A committee of three - Dr. Li Ting-an (acting as chairman in the absence of H. H. Kang), Mr. Yuen (an Alumni representative), and I - met with three ringleaders the other day. These latter were Prof. Chang Wei-hua

of History, Dean Hsueh Yuⁿ of Science, and Dr. Chang Hsueh-yien of Sociology and editor of the Christian Farmer. In the week that had elapsed, there had evidently been some second thoughts, for when pressed, these representatives of faculty and alumni said they were not attacking Dr. Tang in his present post but were merely trying to suggest that it would be unwise for the Board to appoint him to the full presidency. I think there is evidence that Dr. Tang, while not incompetent, has proved himself somewhat lacking in administrative experience; but there is no evidence of malpractice of any sort. The Committee recorded the feeling of the representatives but voted that it saw no reason for reconsidering the Board's action requesting Dr. Tang to withdraw his resignation. It incorporated in its report a pledge which I had extracted from the three when they claimed that they represented the majority of both alumni and faculty - a pledge to the effect that they would completely support Dr. Tang until his successor had been appointed. I shall not hesitate personally to remind them of that promise on the first sign of any lack of support.

Throughout the past two weeks, an interesting change of attitude has taken place. Shortly before the meeting of the Board, Dr. Price and I were invited to dinner by a group who professed to be concerned about Cheeloo's welfare but who were obviously lobbying. We were distressed to find there Bill Chang and Dr. Tsui of the C.C.C. Very confidentially, I am not too sure of the altruistic nature of Dr. Chang's concern, for he has been mentioned as a possible president. (He has been too involved in politics, educational, however.) Dr. Tsui, I feel, knew too little of what it was all about. Both Dr. Price and I feel that the two men were not living up to their responsibilities as leaders of the Church. The other host was Dr. Chang Hsueh-yuen, who has been something of a trouble-maker for sometime. He has a grudge against Dr. Tang because Dr. Tang refused, correctly because Dr. Chang is serving the university only part-time, to make him a full professor. The other guests were Mr. Yuen, mentioned above, who has just come from Shanghai and knows nothing of the background but has been chosen by the alumni (at least the Chengtu group), and Mr. Wu Keh-min, former chairman of the Advisory Committee and present vice-chairman of the Board. The former had his eyes opened at the Board meeting and will, I hope, not allow himself to be made a puppet. Mr. Wu, a quiet and able man who has been head of Oberlin Memorial Schools, has been touted for the presidency, and is very close to Dr. Kung. He served the university well in the negotiations over Dr. Liu. I doubt if he is taking an active part in present manoeuvrings. This group had also spoken to another member of the Board, Dr. Y. T. Wu of the YMCA, and had persuaded him temporarily of Dr. Tang's guilt. But Dr. Wu is a very clear thinker and open-minded, and the Board meeting changed his view of things too. During the meeting, two of the members, one Chinese and one Western, expressed their desire to resign in view of the hopelessness of trying to do anything with Cheeloo, but neither one has done so.

I should add a word or two in regard to the other two representatives. Prof. Chang Wei-hua is undoubtedly the ringleader. He is opposed to Dr. Tang at least in part because Dr. Tang refused to appoint him head of the Sinological Institute (Harvard-Yenching). From what I can learn, Prof. Chang is not yet qualified for this position; Prof. Ku Chieh-kang, who has agreed to serve, completely overshadowing him in national fame and scholarship. Dr. Tang did, however, make Mr. Chang a full professor rather ahead of his time. Dean Hsieh Yuⁿ is a little harder to analyze. He was on the outs with Dr. Liu and was called back to the institution by Dr. Tang; so he should be expected to support the latter. I think there may be some friction as a result of Dr. Tang's supporting my recommendation that Cheeloo refrain from developing its department of pharmacy while in Chengtu but cooperate with West China, thus saving both institutions. Pharmacy is Dr. Hsueh's pet. I hear that some housing problem is also involved, but know little of that.

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As for Dr. Tang, I think we can sum up his strong and weak points with some accuracy by this time. Dr. Tang has served Cheeloo well during a very difficult period; in the process he has eaten much bitterness and received little in return. I think I can safely say that he has lived up to our expectations. He has been, I am convinced, extremely fair in his dealings, often leaning over backward to avoid appearing to attack his critics. He has also proved himself to have more than the average educational vision. At the same time, I must admit that he has not shown a first-class business head or a mastery of the technique of administration. Perhaps no one could have handled Cheeloo's complicated problems better; I am only pointing out what appears to be a fact. I also think there is something in a criticism made to me by a Westerner for whom he had worked in Chungking; Edgar's lazy. I would rather put it that he is a little more leisurely than he can afford to be under the circumstances. But his spirit has been of the highest order; he has tried his best to serve Cheeloo. An illustration is in the fact that, though he and Mrs. Tagg (who came of a wealthy family) used to play mahjong, he stopped completely and made her stop as soon as he became president.

I am not telling you this either to support or to criticize Dr. Tang as possible permanent president, but merely for your information. The Nominating Committee (Dr. Li Ting-an, chairman, Dr. Chang Hsiang-lan, Dr. Y. T. Wu, Mr. Wu Keh-min, and I) will try to secure nominations from all groups and interests in addition to looking ourselves for qualified men. A number have already been suggested, but I will not list them just now. I am cabling you in the hope that, if the Governors or anyone else at home have any advice, they will forward it in time for our January meeting. This meeting seems to me of very great importance, for Cheeloo may well go out of existence if a happy solution of its problems is not found. I am suggesting the drastic step of calling for the resignation of all the faculty upon the appointment of a new president. Such a step has its dangers, I know; but no one will accept the position unless he is assured of less divided support than now seems probable.

There are those who say that Cheeloo should be closed down for a year or two; some say forever. Leading faculty members are in this group. There is much to be said for a temporary closing, but more, I think, against it. In the first place, the institution owes something to its students, which the other institutions here are not prepared to care for. In the second place, it is easier to close an institution than to reopen it. But even to close it is not easy if faculty and alumni want to make trouble.

If I were to summarize the situation, I would say that there is reasonable hope of a peaceful three months (Dr. Tang is back in his office); but, beyond that, things are pretty much in the laps of the Gods.

A week ago, I wrote to Dr. Ruland about Presbyterian members of the Cheeloo staff. He will be willing, I am sure, to share parts of that letter with you. I was dealing with specific cases, but the chief point I wish to make is this: that Cheeloo desperately needs some of its Western staff to help stabilize things, but it needs only those who can adjust to the new situation. Chengtu is not another Tsinan. Indeed, I have written that no one should return to Tsinan without having some to Chengtu. What I mean is that no one must think of returning to Tsinan as going back to the old order. That has gone and will never return.

Very cordially yours,

/s/ William P. Fenn.

0471

ASSOCIATED BOARDS FOR CHRISTIAN COLLEGES IN CHINA
Office of the Field Secretary...106 Hwasipa, Chengtu, Szechwan

July 20, 1944

Mr. Earle Ballou
Associated Boards for
Christian Colleges in China
150 Fifth Avenue, New York City

Re: Cheelee Presidency

Dear Mr. Ballou,

This will not be a detailed report on the problem of the Cheelee presidency, for you will have received copies of the minutes of the Directors and the Executive Committee, including the correspondence of the last few months. But a little explanation and comment may help you to understand the situation.

In my last letter on the problem, I referred to the action of the Board in February as being not only a happy compromise but also a hopeful step. Those of us who were struggling to prevent Cheelee from either being split in two or becoming the tool of a small faction sincerely hoped and believed that Chang Fu-liang would accept. As I look back, however, I realize that we made a mistake in not sending a delegation to Kiangsi to plead with him. Knowing the distances and the difficulties of travel, you may understand why we neglected to do so. I have no evidence for my suspicions, but I am quite certain that telegrams and letters designed to prevent his coming went to him very shortly after the Board telegraphed its request. At any rate, he declined and then refused a second time.

The nomination then went to Mr. Wu Keh-ming. You will recall that the Board, in view of the desire of certain members to return to Chungking and the very great difficulty of securing a quorum, made three nominations: Chang Fu-liang, Wu Keh-ming, and Tang Chih-ho--in the order named. The Executive Committee thereupon approached Mr. Wu, who was then in Chungking. For a long time there was no reply. When I was in Chungking early in April, I saw Mr. Wu personally and urged him to accept. I did this as a member of the Board of Directors and the Executive Committee, following the decision of the Board rather than my own desires. To me, he refused verbally; and I understood that his refusal had also gone through official channels. When I returned to Chengtu, however, there was still no official written refusal.

Meanwhile, the situation within the university was bad. Earlier I had worked hard to prevent Dr. Hou Pac-chang, Dr. Yeh, and Dr. K. K. Hsiao from resigning in protest against Mr. Wu. I pointed out to them that, by so doing, they would class themselves with the group against whom they had been so bitter; and that, in fairness to Mr. Wu, the Directors, and the University, they must give Mr. Wu a chance. If they wished to resign in June, well and good; but they must not leave the university abruptly in mid term. That emergency had been successfully met--temporarily at least--but the uncertainty of his position made administration difficult for Dr. Tang. It was necessary for the Executive Committee to call on his loyalty and willingness to sacrifice in order to keep him from leaving. There may have been something of the Chinese in his offer to leave; but I cannot ignore the real difficulty of his position. With budget problems ahead, retrenchment inevitable, and acting president waiting for his successor could merely mark time. The Executive Committee asked him to stay through June or until his successor arrived, guaranteeing him salary through June whether he stayed so long or not.

The Executive Committee felt that it must have some official statement from Mr. Wu that he had declined the nomination before it could proceed to the next step. So it sent a telegram repeating the invitation and asking him to reply by the first of June. Just then, information came to hand indicating that Mr. Wu had actually declined to Dr. Kung, chairman of the Board, that Dr. Kung had thereupon sent Dr. Tang's name to the Ministry, and that the Ministry had approved of Dr. Tang's appointment! The Executive Committee thereupon took action delaying replying to Mr. Wu's telegram stating that he would now consider the nomination, and set to work getting to the bottom of things.

I do not think we shall ever get to the bottom; but the facts, so far as we know them are

0472

these. Mr. Wu, whether in writing or verbally, told Dr. Kung that he could not accept. Dr. Kung thereupon informed the Ministry of the fact, and the Ministry sent Dr. Kung official documents appointing Dr. Tang (of course upon Dr. Kung's nomination). But none of these documents were ever passed on to the Executive Committee, and Dr. Kung never informed that group. Whether these documents were held up by Dr. Kung's secretarial staff, among whom there are many Cheeloo alumni, or whether Dr. Kung neglected to give the necessary orders, I do not know. The evidence that came into the hands of the Executive Committee consisted of (1) a letter from Dr. Kung to Mr. Huang Chi-lu (President of Szechwan University and Head of the Provincial Party Headquarters) stating that Mr. Wu had refused and Dr. Tang had been appointed; and (2) a letter from the Ministry of Education to Dr. Tang telling him of his appointment--but not the official documents a president must have. There was no reason for doubting the official nature of either letter. We immediately wired the Ministry for information, but it takes time to get word from ministries. As for Dr. Kung, he was already on his way to the States!

The situation was complicated by the fact that one of the charges then being leveled against Dr. Tang was that he was a strong party man. When I was in Chungking, I learned that both Mr. Wu and Dr. Kung had received suggestions that it would be better for Mr. Wu not to come to Chengtu, and that these suggestions had Party origins. Dr. Tang's enemies implied that he was behind them. I was very concerned, as were others, over this apparent interference of the Party in the internal affairs of Cheeloo. But I felt that it should not be held against Dr. Tang unless (1) it were clearly Party interference, and (2) Dr. Tang were involved or clearly a tool of the Party. The first question is hard to answer. For one thing, Mr. Wu himself is a member of the Party; for another, the Governor (from whom one of the communications came) has been and is, I believe, sincerely interested in the Christian colleges--not from a political angle. And then there was the fact that, still on the scene here and, some of us believe, behind the scenes, is still our friend Liu Shu-ming, who hates Wu worse than he does Tang.

As for the second question, I have had several talks with Dr. Tang on the subject, frankly stating the suspicions directed against him. It may be that I have been badly fooled, but I can see no justification in the charge that Dr. Tang is trying to make the university a tool of the Party. I think he feels that it is better to work with it than against it or trying to ignore it. I believe he recognizes it as an essential part of Chinese life at the moment which, in spite of its faults, must be taken into account in any realistic view of present and future conditions. I see no evidence of his introducing fascist methods or tendencies into the institution. Indeed, in his appointment of K. K. Hsiao as Dean of Discipline, he has given proof of the opposite. The same appointment strikes me as one of the most constructive appointments in any of the institutions in recent years: an experiment in combining religious work with discipline that should be of value to all of us.

To return to the actions of the Executive Committee. As soon as it learned directly from the Ministry of Dr. Tang's appointment, it sent word to Mr. Wu to the effect that it would not be necessary to ask of him the sacrifice (in this case a real one) involve in his accepting the presidency. I hope Mr. Wu understands what is a fact, that this answer was not a change of mind on the part of the Committee, influenced by interested parties, but a recognition of a fait accompli (quite legal) of which it had not been aware. Already the word is going around that the Executive Committee was not legal or acting legally. The answer is simple; the Executive Committee did not of itself originate the action making Dr. Tang president; that was a perfectly legal action of the entire Board of Directors. The wheels turned, and Dr. Tang is now president.

I cannot prophesy what sort of president Dr. Tang will make. I stand by my earlier appraisal of him as not an outstanding leader; but he has grown in stature--or at least in our judgment of that stature--during the past year or so. He has, so far as I can tell, behaved well under very trying circumstances. I think he has a very real interest in doing a good job. I could wish him a more active Christian, but I do not consider him a less actual one than some more vociferous associates. I believe that, now that he is actually president, he may be able to handle the situation.

That will involve the discharging of several men. I do not think he is vindictive and I would myself approve of all changes I know he is making. In case you have complaints, let me mention a few:

Dr. Hsueh Yu, Dean of Science. He has a bad reputation as a trouble-maker and is so suspect morally (two wives, I believe) that he should not be retained.

Dr. Chang Hsueh-yien, Sociology, Editor of the Christian Farmer. His handling of business affairs has been such that the Canadian Press will not deal with him and the O.W.I. has withdrawn support. He has contributed little to Cheeloo.

Prof. Chang Wei-hua, Cultural Institute. He has been a ringleader in our troubles, having a grudge against Tang for not making him professor and head of the Institute. I consider Tang justified. Personally, I consider him a liability.

Personally,

I have talked with Dr. Tang several times about the future of Cheeloo. I think he is fully aware of the possibility that part of Cheeloo most likely to survive is the Medical College. Fortunately he and Dr. Hou Pao-chang, the key man in Cheeloo medicine and an outstanding Christian scientist (small s!), get along very well together. They are planning for the future with that possibility in mind.

I hope this hasn't worn you out. I have rattled on because the local color may help you to understand this situation and others which may develop.

Oh, I almost forgot to mention the fact that Dr. Li Ting-an, chairman of the Executive Committee, and I had been honored by mention in a printed leaflet, ostensibly from the Alumni Association but actually from two or three of those mentioned above, comparing us unfavorably with devils. I had suspected as much of myself; so have not been unduly shocked!

Very sincerely yours,

/s/ William P. Fenn

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ASSOCIATED BOARDS FOR CHRISTIAN COLLEGE IN CHINA
Office of the Field Secretary...106 Hwasipa, Chengtu, Szechwan

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July 20, 1944

Dr. Earle H. Ballou
Associated Boards for Christian Colleges in China
150 Fifth Avenue, New York City

Re: Personal Relations to ABCCC

Dear Dr. Ballou,

I was delighted to receive your letter of May 22nd and so to be in contact with one whom I look forward to working with.

It raises the question of my personal obligations after July 1st, repeating the feeling, which others had previously expressed, that I was needed to continue serving the Associated Boards. I appreciate the expressions of confidence. I need not repeat what I have dealt with at length in earlier letters--my reasons for feeling so strongly the call of Nanking. The need remains, and my feelings are much the same.

At the same time, I realize how likely it will prove impossible to provide the substitute that Nanking is demanding. Even if a physical substitute can be found, it is unlikely that he will be in a position immediately to administer the department, involved as it is in the cooperative set-up. During the past year, I have been trying to teach in that cooperative set-up at such times as I have been on the campus. The result, because of frequent absences and other breaks and because of my inability to do the necessary preparation, has been so damaging to my self-respect that I've sworn not to teach again until I can do a job of which I am not ashamed. That sort of job I cannot do while carrying the work of the Associated Boards.

The solution seems to me to be this: I shall continue to serve as head of the Department of Foreign Languages of the University of Nanking but without attempting any teaching. A substitute will have to be found for that. We had already appealed to the Methodists for the services of the Pilley's even before your recent cable, and have hopes of securing them. Miss Helen Smith will, I think, go to Oberlin-Shansi at Chintang. All the F.C.U. people whom I tried to contact slipped through our fingers and left for the States.

Last year sometime, I wrote suggesting that, sometime during the coming year, I might take the family home, myself returning to the field after a brief visit. This was based on the assumption that, though our furlough was due this summer, I would be needed to help the expected visiting educator; also that I should not try to take a full furlough during the war. Upon receipt of definite word that the expected visitor was almost certain not to come during the fall but might be expected in the late winter, I cabled Dr. Ruland suggesting that I take the family home this fall and come back with the educator after the New Year.

I have made this suggestion because 1) Mrs. Fenn is feeling the strain of the life out here, 2) the children's education is suffering (socially) from the lack of a school here, 3) I am personally feeling the need of a change, and 4) I think I can get away more easily now than next summer--though this is pure guesswork.

You may be interested in my reasons for desiring a change for myself. I suppose that the complete failure of the effort at cooperation here in Chengtu has contributed, but the fundamental causes lie deeper. I have now been here six years, in fairly close touch with the varying fortunes and emotions of the nation, and I have suddenly started to feel the effect of it all. Physically I can carry on; nervously, I am not at the cracking point. But I have reached that state of mind when one's usefulness and judgment are definitely threatened; when one reaches a certain stage of cynicism and doubt in regard to one's cause and one's colleagues.

I do not want you to think that I am in an advanced state of nerves. I am merely applying

0475

to myself some of the standards of usefulness I have formulated through watching others. When one has been on furlough, one returns with a rosy picture of China; each year tends to take off some of the bloom. You know that. I need to see things from another angle before the picture becomes too gloomy. And one loses one's usefulness as one begins to doubt the people with whom one works. Having reached the stage where I cannot think of more than one or two whom I can trust to tell me the truth, I need to get away.

I tell you this only partly to explain my suggestion. I am even more interested in helping you to understand the extent to which moral deterioration has gone. For the first years of the struggle, the Chinese were stirred by something approaching a selfless patriotism. Then, with the years, they developed an apathy. More recently, what with war weariness combined with Allied victories, they have become frankly self-seeking. The deterioration of morale extends through all phases of society, with the possible exception of some farming areas. Government is rotten with it; business has lost the last shreds of patriotism; and the worm is now eating into educational circles. Only this fact will explain the internal problems of the universities and their inability to cooperate. The majority of the faculty are no longer alert to the challenge of ideals; they are simply not going to put up with any more privations if they can possibly help it. I say this not as criticism; you can't criticize people who have suffered so much more than you have. I am merely pointing out a fact which will help you to understand the daily increasing magnitude of the task that faces us. This is why I recently wrote that I was sitting on a powder-keg here; we all are.

Dr. Wu Yi-fang would corroborate what I have been saying, for she has just had the experience of returning after a year's absence. She is shocked and depressed at the change that has taken place. We have had long talks on the subject, and I have not said more than she would say. We are both agreed that the great problem facing the country now is not economic or narrowly political, but spiritual. And the forces we have--both Chinese and Western--are so pitifully inadequate. The responsibility facing these Christian colleges has never been greater, but that need comes at a time when they themselves are least able to meet it. And this deterioration is something that must be taken into consideration in any planning for the future; the strains of adjusting to peace and of rehabilitation are going to find some rather wide cracks waiting them.

I had not intended to run on at such length. You will have to judge for yourself how much of this should be shared with others outside the immediate circle.

Very sincerely yours,

/s/ William P. Fenn

0476

COPY

Letter from Wm. P. Fenn to E. H. Ballou

USAAF Hospital, APO 210
31 March 1945

Your last letter contains an inquiry regarding the Cheeloo situation. I have been reluctant to write about it because, for me, the usual clouds have been thickened by my absence from the scene of action. Nor do I enjoy writing my reports on Cheeloo. But here goes for the situation as I see it.

The ostensible reasons for the student strike were Dr. Tang's effort to keep Cheeloo students in line - and the methods he used to do so. I am not prepared to say whether or not he should have tried to keep them from joining other student groups in the particular situation that existed; the answer would depend on the extent of justification for demonstrations on the part of other students, and I was not here to form an opinion. Those who place discipline first, would support Tang; others, like Jim Endicott and Y. T. Wu, tend to emphasize the right of students to demonstrate.

My own impression is that, regardless of the pros and cons in the earlier student demonstrations on the campus, Dr. Tang was unwise. His efforts to keep Cheeloo students from joining the others naturally laid him open to criticism as a fascist supporter of the powers that be and the status quo. His methods too, which indicated a lack of sensitiveness and tact together with an overconfidence in the support behind him, strengthened that impression. I am inclined to believe that he felt that his position vis a vis the government was strong enough to enable him to control by force rather than by persuasion. That was a mistake.

Regardless of the ostensible - and immediate - reasons for the strike, I am confident that the situation was almost immediately complicated by the old forces at work within Cheeloo. I cannot subscribe to the view of some people that the whole thing was a spontaneous expression of student resentment and therefore a clear-cut issue for all lovers of bills of rights. Nothing out here is ever that simple. The charges of corruption and inefficiency soon leveled against Dr. Tang bore all the earmarks of previous unsavory episodes in the institution's history. The charge concerning rice was the same old story that we had disproved before. (That it was once more disproved does not seem to have affected the thinking of some people!) I am not saying that leaders of the student group were in cahoots with previous trouble-makers; I merely suggest the logical conclusion that, consciously or unconsciously, they were being guided and strengthened by some of those.

As I understand it, the Board of Directors at first considered taking a strong stand, supporting Dr. Tang completely, and expelling the ring-leaders. This would have been the Western way of handling the matter, even though it might have been followed by a request for Dr. Tang's resignation for lack of wisdom. But, apparently, the Governor and the Commissioner of Education were not prepared to back up such measures and advised a more Chinese approach - compromise. I gather that there was sufficient lack of unanimity among the directors to have made the bolder action difficult to carry through.

The stand of the Governor and Commissioner was based on their fear that the political ramifications were becoming too serious. Whether or not politics played a part from the beginning, I cannot say, though I would guess that it played only a very minor part until politicians stepped in to take advantage of the situation. (Unless, of course, one interprets Dr. Tang's strong action as politically based.) One Westerner, already mentioned, interprets the whole thing as student and liberal reaction against fascist methods. I doubt it. But apparently politics became involved to such an extent that men, like the two mentioned above, who should have been expected to support Tang, had doubts as to the political wisdom. Some say that the first was interested in embarrassing the KMT. Again I doubt it. Still, it seems to be a fact

0477

that a fairly new political party to which some of the leading men in the province belong and which, under the guise of democracy, is working against the present regime, had sufficient interest in the affair to be a potent factor.

The lack of unanimity among the directors was due to several causes. For one thing, the alumni representatives would not have supported any measures favoring Dr. Tang. For another, the Chinese appear to have felt that the Westerners were out to support Dr. Tang regardless. I have tried to explain to some that the Western stand was very likely based on a desire to show a president of Cheeloo that he could take action without getting into trouble rather than on any prejudices in favor of Dr. Tang. But the misunderstanding, and cleavage, exists. The result was what almost amounted to a Chinese-Western split. Of the Chinese, only Dr. T. A. Li agreed with the Westerners, with Bishop Shen half way between. Dr. Y. T. Wu unfortunately sided with the alumni. Once more, action was handicapped by the threat of a racial split. The fact that that possibility was undoubtedly exploited by certain people doesn't minimize the constant danger which hangs over the head of any mixed group these days.

The final outcome, you know: Dr. Tang has been released, with the understanding that his days are over, the students have had little discipline, and the Board is looking for a new President. Let me take these points up one by one and comment on them, giving purely personal opinions.

First, I cannot weep too much over Dr. Tang's disappearance. He was at best a compromise, a substitute for what the university needed. Despite his good qualities, he was always something of a liability because of a) his second-ratedness, b) his vulnerability to political manoeuvres. By the first, I mean that, while he was growing, he was not quite up to his job in tact and experience and wisdom. By the second, I mean that he was a party man whose connections and actions could easily be misinterpreted. I am distressed rather by the manner of his elimination and by the fact that I see no one to take his place.

Here I should add a word of warning, in view of the fact that Dr. Tang is headed for the States and is likely to be consulted by people in New York. I think you must always bear in mind the possibility - I put it no stronger than that - that he will be representing political groups. And you must realize that it will be dangerous to consider him as officially representing Cheeloo in any post-war planning. There is no harm in consulting him, but people out here must not think that you in any way consider him a spokesman for Cheeloo.

Second, I feel that the students have not been properly disciplined. Although one may agree with their right to strike, I do not see how one can condone all their actions. Those actions should be adequately punished, not only for the sake of the Board but also for the sake of the students. They have not been punished. If I am not mistaken, two students have departed. One has joined the Chinese Army. The other has been taken into West China with the understanding that he will be back in Cheeloo next year! I cannot believe that such leniency will pay in the long run; it will be interpreted as another sign of weakness on the part of the Board.

Third, I have very little hope of the Board's finding a satisfactory new president. It is ~~now~~ trying to secure Dr. King Chu and Dr. Paul Kwei in the order named. As Vice-Minister of Education, glad to get out of the political tangle of Central University, Dr. Chu will hardly consider the presidency of what is an obviously run-down trouble-making institution. We have tried for Dr. Kwei before, and I know of no evidence that he will come back to China for the sort of job Cheeloo has to offer. In both cases, I hope I am wrong. But if I am not, what happens? A second-rate president, or even a first-rate one without the qualities of an angel and a superman combined, will only lead to a repetition of the past few years'

0478

experiences. As for the present committee administration (the deans and Mr. March), that should not be continued any longer than absolutely necessary. It may be able to hold things together through this semester but certainly would have no hope of survival next fall.

In many ways I would favor, should it prove impossible to find the right president, a temporary closing of the institution. This might be complete, or it might involve only the Colleges of Science and Arts. The College of Medicine has ~~never~~ come through the troubles most happily and seems to me to hold most promise for the future. It is conceivable that the Cheeloo of the future should be only a College of Medicine. But closing or suspending is much easier to talk about than to put into effect. Who will do the closing? The Board of Directors? The Western members might be willing to attempt it, but T. A. Li is the only Chinese I know of who would support such an attempt. And the reaction of students, faculty, and alumni would be in defence their vested interests, poor as those interests may be. It is possible that, if the Board agreed, such action might be taken over the summer, with students and faculty largely away, but it would not be easy. Obviously, an open decision to close would be difficult to make abroad, though action (financial) might be taken which would be tantamount to closing. Quite frankly, I do not at the moment see a satisfactory answer.

And one of the chief reasons why a satisfactory answer is so difficult is the absence of a satisfactory Board of Directors. Here we touch on a problem common to most, if not all, of the Christian colleges. Most Boards of Directors are pitifully weak and lacking in qualifications for running educational institutions. I firmly believe that they must be radically changed if our institutions are to survive as Christian and academically respectable institutions of learning. In the case of Cheeloo, the weakness lies chiefly in the representation from the alumni. I do not hesitate to say that that is a rotten spot which will continue to be a corrupting influence. But I see no hope of improvement until a sufficient group of loyal, disinterested, courageous alumni buck the machine and clean house. I am told that there are few outstanding alumni of that type. I do not know, but I do know that, if so, Cheeloo has failed miserably in its eighty years. (I am going to try to find some. I have some doubts, I confess, when I realize that such men as Bill Chang are suspect, and that T. H. Sun has not played too clear a part. -- This is off the record!)

It is clear that Cheeloo needs men, strong men with enough background to carry respect and keep them out of pitfalls. Mr. March is handicapped by his newness. A Cheeloo man should be doing what I say I am going to try to do. A must is for Dr. Struthers to come back. And there should be two or three other Westerners besides. I don't know who they should or can be. And I don't know how they can get out. But I do know that they are needed.

This is not a happy picture I have presented. The situation is not a happy one. I hope that a president will be found, but I doubt it. If not, I see no solution but the closing of all or most of the institution. But I am not sure that that can be effected. If ~~nothing~~ neither a president is found nor the institution is closed, I can see only trouble for next year.

By the way, the Founders' reaction to Dr. Tang's request for authority to close the institution was absolutely right. He should never have sent the cable and would not have done so had I been here. It reflected his lack of wisdom and his reliance on foreigners. As I pointed out last year, Dr. Tang knows how to get along with ~~foreigners~~ Westerners. He has, as a result, generally had their support. I fear he counted too much on that support in this case. He should have known that the authority he desired rested with the Board of Directors.

Probably he did but, realizing how strong the alumni representatives were, decided to try for support from abroad. That was a bad mistake, putting him entirely in the wrong and giving his enemies some very good ammunition.

Again, the Board of Directors is the key. Mission representation is not too bad at the moment but, in these war years, is too dependent upon factors other than qualification for the task. Difficulties of travel and limited personnel often result in there being only one possible candidate!

I am getting long-winded, as I always do when I start on Cheeloo. I shall write again about certain individuals, but this is enough on the problem as a whole.

/s/ William P. Fenn

Copies to

Staff
Dr. Armstrong
Dr. Kuland
Mr. Slater

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C O P Y

Letter from William P. Fenn to E. H. Ballou

31 March 1945

Re: Dr. Fenn's status; his return to U.S.

1) I have just given notice to the organization which I have been serving; I shall consider myself free to return to my former duties on May first. I shall not go into detail; in brief, so much of the original reason for my acceptance has disappeared and so much of my time has to be spent wastefully that I no longer feel justified in absenting myself from those duties. Not only do I realize with cumulative force the needs of the colleges; I have been forced to conclude that I cannot adequately shoulder those responsibilities under the present arrangement.

I think efforts will be made to retain my services. I am taking the stand that I can continue to do so only under conditions which leave me my own master. My headquarters must be here, and I must be free to devote all my time, if necessary, to the colleges. If there is any mission I can perform in a limited period of time, I shall have to be free to accept or decline in the light of the situation at the moment. The colleges must come first until there is clearer proof of the need for me elsewhere. I do not insist on a complete severance of connections because I think there are services I can render without interference with my other duties, and because I believe continued connection to be of value to my work.

2) Dr. Dekker has just urged me to take up with you a matter which, in view of my prolonged absence from duty, I should not have had the face to mention; the question of my spending a few months at home. He wishes to make it clear that he is merely giving advice and not acting with authority. He feels that it would be helpful for me to spend a few months in the States to do what I planned to do last fall - report in regard to the situation out here and discuss plans with various groups at home. It would also make it possible for me to study at first-hand such educational developments as might prove of value to the Christian colleges. You can judge best the relative importance of the first result; though I realize my inadequacy as a substitute for the educator so much desired, I covet the opportunity to bring back a little of the information and inspiration we had expected from him.

Dr. Decker and I agree that Miss Priest and I should not be away at the same time. That means that, if Miss Priest leaves in June to return in October, I should not plan to go until fall. It might be possible for me to reach home in time for the October meetings. As in Miss Priest's case, air priority and some sort of guarantee will be necessary. The greatest hope seems to me to lie in the Army. I suggest, therefore, that you consult Dr. McConnaughy. I enclose a letter which I shall appreciate your forwarding to him. (It does not take up the question of travel; so you will have to initiate any approach.)

I shall be glad to have your reactions.

Sincerely yours,

/s/ William P. Fenn

Copies to
CAE
CHC
CSM

0481

April 2, 1945

CHe

Re: Cheeloo College of Medicine; Dr. Hou Pac-chang.

To supplement what I have recently written about the Cheeloo situation, I want to add a few words in regard to the College of Medicine. I believe that, in spite of its present weakness, Cheeloo Medical offers as much promise of post-war service as any of our Christian medical schools. Whatever happens to the rest of Cheeloo, it is worth saving.

I do not feel competent to pass on the details of the proposals that have been submitted, though I have read those proposals and have had long talks with Dr. Hou Pac-chang. I am impressed, however, by the careful thinking and planning that is going on in a few minds, and I believe the thinking and planning to be fundamentally sound. There seems to me to be a nice balance between the ideal and the practical, between the ambitious and the common-sense. I believe that there is more clear post-war planning going on in connection with Cheeloo Medical than in almost any other of the Christian universities.

The heart of this thinking is Dr. Hou Pac-chang, for whom I have the greatest admiration as well as personal liking. Without being blind to certain qualities which make it difficult for some to work with him, I consider him one of the key men in post-war Christian higher education. There is a fundamental honesty combined with the highest professional standards that sets him apart. Despite his disregard for some of the outward forms of religion, I consider him one of the most truly Christian of our educational leaders. I think he is sincere in saying that he does not covet administrative power, though he would undoubtedly influence policy in whatever position he found himself. During the recent difficult times in Cheeloo, he is largely responsible for keeping the College of Medicine together and going.

If there is no solution for the presidential problem, Cheeloo is likely to lose Dr. Hou. A year ago, when he threatened to resign, I persuaded him to carry on regardless of the presidency. I think he has accepted the idea that a resignation now would harm both the institution and himself, and he will continue through the semester. But I would not feel like urging him to stay after that unless the coming year looked fairer than it now does. He has already eaten considerable bitterness for Cheeloo; he is not well; and there is much research and writing he should be doing. I am not at all sure that, even if a satisfactory president is found, Dr. Hou should be asked to devote full time to the college.

But Dr. Hou must be saved for Cheeloo and Christian education. I should like to see him provided with a fellowship which would enable him to shed administrative responsibilities and devote himself to research and writing for a year. If Dr. Struthers returns by fall, Dr. Hou can be spared from the deanship. And a year would give time not only for Dr. Hou to rest physically and mentally, but perhaps for some personality problems to be worked out. He is not willing to go abroad for study at the present because he does not approve of so many Chinese leaving the country during the war. He has, I know, started looking for employment elsewhere in China; but he would welcome a chance to engage in worthwhile research in this country.

I do not know where the necessary funds might be secured. Under certain circumstances, they might well come from the Board of Founders; under others, such action would be misunderstood out here. It is possible that the C.M.B. might help out. You will know better than I. It is probable that at least US\$5,000 would be required.

I toss this into your lap with the suggestion that you investigate the possibilities of securing the fellowship while I prepare to report again on the advisability and practicability from this end.

0482

I wonder if you have seen Dr. Hou's letter of 12 January to Dr. Struthers. I think you should read it for the light it casts on the Cheeloo situation and on certain problems of Christian medical education. In your reading, it will be well to remember that Dr. Tang depended a good deal on Dr. Hou's advice and support; so, when Dr. Hou speaks of Dr. Tang's taking some action, all he means is that Dr. Tang took his advice! The latter's plans for the College of Medicine were almost entirely Hou-inspired.

I shall take up the question of Dr. Hayne with Dr. Abbett and Dr. Hou. While sympathizing with some of Dr. Hou's fears, I do not feel that a temporary assignment would prove dangerous. And the fact of the matter is that no adequate provision has been made in the field of ophthalmology. All the talk of Dr. Eugene Chan, who is a fine man, is for the future. The problem of Dr. Y.P. Chen is one of these personality problems about which an outsider can do very little.

Dr. Hou's hopes of securing outstanding men from America may appear somewhat ambitious, but the principle is sound. Not only in medicine but also in most other fields, mission appointments are likely to prove inadequate, unless there is considerable improvement in methods of selection. The day when a professionally inadequately trained Westerner could hold his own simply because of the lack of adequately trained Chinese is past. With all due respect to some of the giants of former days, the standards of selection must be far higher today.

I trust that some way will be found of sending some Cheeloo people back to the field before fall. The University needs them, and they need the experience out here. And the shortest way to Tsinan will be via Chengtu. This applies to all the Christian colleges.

/s/William P. Penn

0483

C O P Y

Letter from W.P. Fenn to E.H. Ballou

106 Hwasipa, Chengtu
30 June 1945

Re; Cheeloo Presidency

Just a brief letter to follow my cable in regard to the Cheeloo presidency.

After what appear to have been serious efforts to secure someone better, the Chungking Directors unanimously approved the choice of Wu Keh-min for the presidency. As the Chungking Directors constituted a majority, the Directors here last night voted to approve of the Chungking action. So Wu Keh-min will almost certainly be the next president of Cheeloo.

Though not happy over the choice - I consider Mr. Wu qualified by a certain goodness of character - I am less distressed over the decision than I would have been earlier. I believe that sincere efforts were made by men like Chang Ting-fu to secure the services of either King Chu or Y.T. Tsur. The latter has gone to St. John's; the former agreed to come but was refused permission by the government.

I am only too well aware of the politics that has gone on behind and under everything. But, as I told the Board, I shall cooperate 100% with Mr. Wu as I cooperate with the other presidents. And I am urging all Directors and faculty to avoid any action that will embarrass him. We must give him a chance to prove himself. If he surprises (some of us) and does a fine job, splendid. If not, the Board will have to guide and admonish.

My cable, which I hope you understood (it's impossible to get a cable out of town in complete freedom from leakage), suggested that the Board of Governors definitely specify a two-year term. Otherwise, according to the constitution as we have it, the term is for five years. I felt that one year would be an insult, but that two years would be quite understandable under the circumstances.

I hope and pray for a good year for poor Cheeloo. 'Twill help if we can arrive at some definite plans for her future.

/s/ William P. Fenn

Copies to

Dr. Ruland

Staff

mec

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COPY

CHC

ASSOCIATED BOARDS FOR CHRISTIAN COLLEGES IN CHINA
106 Hwasipa, Chengtu, Szechwan

11 August 1945

Mr. Earle H. Ballou
Associated Boards for Christian Colleges in China
150 Fifth Avenue, New York City

Re: CHEELCOO

Dear Earle,

Since my return from my July trip, I have been devoting considerable time to Cheelco's problems. It's time for a report.

Mr. Wu Keh-min has taken over, bringing with him as Dean of Studies T. H. Sun. I can think of no one better to help him during this difficult period. T.H. knows Cheelco history and is acquainted with most of the personnel - Chinese and Western. Though recently supporting Wu, he is reasonably neutral in the politics of the institution. He is not likely to stay in the post very long, but he should render very valuable service.

The two appear to be making an honest effort to bring about harmony. To be sure, some Tang supporters have been dropped, and some Wu supporters have come in. But, with one exception, I cannot quarrel with actions: there have been good reasons other than political, and the appointees are apparently satisfactory. I still fear the pressure that is being undoubtedly brought to bear on Wu, but my worst former fears have not so far been justified.

The problem of the deanship of the Medical College is the most critical. Wu and Sun do not feel that now is the time to ask Dr. Hou Pao-chang to take the job; but they have not filled the vacancy with anyone from the opposing group. Indeed, they have been working hard to find someone who can bring the two groups together. This I know because I have been in on most of the efforts. We had hoped to get Dr. C. C. Chen, persona grata all around and an outstanding man; but we were balked by a legality (a law governing public officials). We are now trying for Gordon King, with very little hope. Meanwhile, a Committee of three (headed by Paul Laube who, though new, is respected and considered sufficiently neutral; and having one moderate from each group) is planning for the College. Results so far have been most encouraging.

No Dean of Science has as yet been found; so Wu is carrying that temporarily. But clearly the old troublemakers are not returning. I am distressed at K.K.Hsiao's having to give up the Deanship of Discipline, for he seemed a good man and a leading Christian. But Dr. Wu Ching-ting who takes his place is a more prominent scholar (sociology) and an equally outstanding Christian. I suspect that Wu and Sun felt they needed a little warmer support (though Wu has not been involved in the local politics) that they felt they could be sure of from Hsiao, who was a strong Tang and Hou supporter. I am looking for another place for Hsiao.

All of this means that I am happier about the situation than I expected to be. But I am not too optimistic. There is trouble ahead; and only later can we know whether or not the administration can weather it.

Despite his knowledge of my opposition to his coming, Wu has been consulting me very freely. This is probably a result of the fact that, when the Directors voted to invite him, I warned them that they must not do so half-heartedly but must support him 100%. That is the policy I am following. Under the circumstances I do not regret my decision not to accept reappointment to the Board upon my return from Army duty but to remain outside as friend uninvolved in decisions. I hope I can serve Cheelco a little during this emergency.

Very sincerely yours,

(Signed) William P. Fenn

0485

RECORD OF MEETING WITH VICE-MINISTER HAN LIH WU
Chengtu -- 6 August 1945

PRESENT: Two or three representatives from each of five Christian institutions in Chengtu.
PLACE: Commissioner Kuo's Home.

Mr. Han announced that UCR had made a grant of CN\$300,000,000 to be distributed among national institutions for faculty aid and asked if the group felt there was justification for making a request for Christian institutions. There was some feeling that, if there is money, the Christian Colleges should apply; but it was pointed out that a) teachers in the Christian Colleges are receiving at least as high salaries as those in national (and are carrying two or more jobs, and b) that faculty aid already received by the Christian Colleges from UCR exceeds (per capita of beneficiaries) what the national institutions are now receiving.

Mr. Han stated that his investigations suggested that there was some truth in the complaint, by professors in national institutions, that their friends in Christian institutions were receiving higher salaries and better treatment. In answer to his request, Dr. Penn presented the latest figures for Chengtu institutions. Upon comparing these with figures for Chuanta (Szechuan National University, Chengtu), it was found that the highest-paid professor in Chuanta receives (for July) CN\$30,600; the highest-paid among the Christian Colleges, CN\$28,150. Furthermore, there are fewer special subsidies (educational, medical, etc.) for the former. It was also pointed out that the Christian Colleges can no longer boast of restricting their staff to one position.

Mr. Han announced that British United Aid to China plans to spend about CN\$2,000,000 every two months in Chengtu on a nutrition project for faculty and asked that a Committee representing the five universities be appointed to determine the use of these funds.

Mr. Han asked if West China Union University would be prepared to accommodate more students when the other institutions leave. Dean Fong (WG) stated that, so far, West China had considered only the problem of keeping enough staff to handle its present total of students. Mr. Han asked if others would be prepared to permit West China to keep some of their teachers temporarily; or perhaps leave parts of their work in West China during the initial stages of their return. Dean Lo felt that West China should and could easily expand to 2000. Mr. Han advised realism, suggesting that peace would not bring panaceas. Dr. Bates felt there was much to be said for making the change gradual. Dean Ko (Wanking) suggested that the Ministry help by making student transfer among institutions easier.

Mr. Han stated that the Ministry was planning on from one to one and a half years for return. There would probably be a lapse of six months before the first groups could be dispatched; another six months before enrolment of students. He advised completing the education of one or two years up here and taking in freshmen only down river.

Commissioner Kuo suggested that the Ministry should pay outstanding men and assign them to needy institutions. He complained that Southwestern had a virtual corner on scholars, most of whom were teaching only a few hours. Mr. Han replied that, while the Ministry can encourage, each institution must provide a sufficiently attractive atmosphere.

Mr. Han stated that the Ministry would definitely encourage private institutions, if for no other reason than the fact that national institutions cannot possibly provide the leaders needed during the next decade. He added that he believed the future of mission institutions lies in a) concentration (not expanding beyond resources) and quality work, and b) experimentation and leading in new directions (such as visual education, modern arts, medicine). When asked what freedom they would have to experiment, he replied that the Ministry was now working on reducing the hours of study through primary, secondary, and higher education; limiting requirements and increasing electives. The study of English is to be greatly encouraged and English will be restored as a requirement in middle school. Refresher courses for teachers will be provided as fast as professors can be brought from abroad.

In answer to a question in regard to departments of education in private universities, Mr. Han stated a) that the Ministry is trying (without great success at the moment) to widen the door for going abroad, and b) that it is moving in the direction of allowing private institutions to have departments of education.

W.P.F.

November 23, 1945.

Dear Earle,

Re Cheeloo University.

I have just sent off a cable reporting the request of the Cheeloo administration for the services of Dr. Lair, or some other suitable American, in securing the Tsinan property and in forwarding repairs whenever funds are available.

I strongly support this request because of the danger lest the buildings which are now being saved for us by the Japanese be suddenly evacuated and we find less desirable occupants in possession. Though Drake and Philips are both either in Tsinan now or trying to get there, in view of the property's belonging (I understand) largely to the American Presbyterians, an American is likely to be of greater influence. There is no one here to be sent; though Dr. Struthers is very anxious to go, I am trying to persuade him to stay here where he is badly needed, both by the College of Medicine and by the University as a whole. Dr. Lair appears, out here, to be the most suitable person. But any American with a knowledge of the situation in Tsinan (Cheeloo experience) and a good business head and a strong back will meet the need.

I do not anticipate an immediate change, but I do not think there is any time to be wasted. Perhaps Dr. Struthers should go immediately, if there is likelihood of someone getting to Tsinan to relieve him in the near future.

Of course the political situation in the North has us all worried. It is possible that neither Yenching nor Cheeloo will be able to move when Nanking and Ginling do. I hate to think of such a situation, but I have to keep that eventuality in mind. However, it is still too early to see clearly, and I am still hoping for the best. In China the unexpected should be expected.

Yesterday I had a long talk with Wu Keh-min and T.H. Sun. There have been additions to the staff that are going to make it impossible to balance the budget. Though it is difficult to determine the exact number - because of the shift in number of Western members and part-timers - I think it amounts to at least ten percent perhaps fifteen. So far as I can gather, these are almost all the result of the necessity - from the point of view of the administration - of buying temporary peace. The threat of trouble has persuaded Wu to retain certain people at the same time that he was bringing in new people for their jobs. After exploring the possibilities, I was forced to admit that I was not prepared to insist on a cut. The dangers of stirring up a hornet's nest just when the occupants appear to be starting hibernation are so great as to make a decision to risk the results very difficult.

So I was content to warn them as to the danger of finding themselves without funds for the second semester. I emphasized the fact that they could hardly expect additional grants simply on the basis of domestic complications. At the same time, I am prepared, without their knowing it, to make some adjustments in the allocations for the second semester if I find the situation critical.

I also drove home the necessity of having a budget and sticking to it. At the moment, neither Wu nor Sun has the faintest idea as to what the departmental and college budgets are for the year. Incredible though it sounds, they simply haven't any budget beyond the estimate prepared last April, that Cheeloo will need

NOV 23

1945

75,172,000 for the year. I'm not sure that they are fully aware of that. I hope I made clear the necessity for immediately drawing up a detailed budget.

Though what will happen thereafter, I'm not too sure. T.H. is too much of a money-spender to be bound by a budget which isn't backed by a hard-boiled comptroller. And Wu Keh-min doesn't know what it's all about or have the time to be hard-boiled - even if his nature permitted him to be.

It is only fair to say that Wu has been sick for the past two months - really so. Possibly typhoid. He's back on his feet now, but of course has to go slow.

Very sincerely yours,

William P. Fenn.

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