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Wu, Ke-ming

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JOINT OFFICE

THE JOINT OFFICE OF THE
NAVY AND THE ARMY
DEPARTMENT
WASHINGTON
D. C.
JAN 1 1942

TO THE JOINT CHIEFS OF STAFF

A SUMMARY OF THE CORRESPONDENCE RELATING TO MR. WU KHE-MING
AND THE PRESIDENCY OF CHINGLOO UNIVERSITY

1. Letter from Dr. T. A. Li, dated March 4th, 1944, informing him that Mr. Chang Fu-liang has declined and inviting him to be the President.
2. Letter from Dr. Li to Dr. Wang Ts-ming, dated March 13th, asking him to urge Mr. Wu to accept the Presidency.
3. Telegram from Dr. Li, dated March 13th, to the Ministry of Education, briefly reporting the resolution of the Board of Directors regarding the question of the presidency, and stating that the official report would be submitted later.
4. Reply from Mr. K. M. Wu, dated March 14th, stating that regarding the presidency "I can say nothing until I have consulted Dr. Kung."
5. Dr. Kung's letter to a prominent official in Chengtu, dated March 29th, stating that both Mr. Chang and Mr. Wu had expressed their intention of declining the presidency and that the only choice that remained was Dr. Tang.
6. Minister Chen's letter to Dr. Tang, dated April 21st, stating that on the recommendation of Dr. Kung, Chairman of the Chooloo Board, the Ministry had approved the appointment of Dr. Tang as president.
7. Telegram from Dr. Tang to the Ministry, dated May 17th, asking for the official document approving his appointment.
8. Telegram from the Ministry to Dr. Tang, dated June 8th, informing him that the document asked for had already been telegraphed to the Board on May 18th 1944.
9. Note from Commissioner Kuo to Dr. Tang, dated June 8th, informing him that the Ministry was going to send another copy of the document requested.
10. Telegram from Dr. Li to Dr. Wu, dated May 2nd, again urging him to come immediately to assume the presidency.
11. Mr. Wu's telegram to Dr. Li, suggesting that a delegation be sent to approach Mr. Chang Fu-liang again.
12. Telegram from four members of the Executive Committee to Mr. Wu dated May 25th, requesting final decision before June 1st.
13. Telegram from Mr. Wu to the four members, dated May 31st and received June 2nd, stating that he might come in spite of difficulties.
14. Telegram from Dr. Kung to prominent official, dated June 26th, agreeing with his suggestion that Mr. Wu had better not come.
15. Telegram from the Ministry to Dr. Li, dated June 26th, confirming the approval of the Ministry of Dr. Tang's appointment.

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STATEMENT RE CHEELOO UNIVERSITY

In order to prevent any misunderstanding, the Advisory Committee of the Board of Directors of Cheeloo University wished to make the following statement.

On June 18 President Liu-Shu-ming called a special meeting of the Advisory Committee at which he reported upon certain criticisms of his administration from the faculty and alumni and asked the Committee to consider these in the light of his seven years of service. He offered to resign from the presidency, but he said he would be willing to serve until plans for a new administration were made. Although previous to the meeting President Liu had made it known to many teachers and students that he intended to resign, he did not present a written resignation. The Advisory Committee discussed the matter at length with the President and asked many questions regarding administrative policy and problems within the University. Some of these problems were of long standing, as shown by the Minutes of the First Meeting of the Advisory Committee on June 2, 1941, which refer to "informal discussions of various difficulties concerned with internal administration of the University."

Then Chairman then presented to the Advisory Committee a letter which he has received from a faculty group, chiefly members of the Executive Council. This letter asked the Advisory Committee to study seriously the University situation and to effect improvements in the administration.

The Minutes of this meeting of June 18 read, "After a report from the President concerning some dissatisfaction in certain quarters regarding his administration of the University, and considerable discussion on various points, the President retired from the meeting." The Advisory Committee decided not to vote at that time upon the President's resignation but to "make a study of the existing administration and organization of the University." Meanwhile the Committee made the following recommendations to the President:-

- (a) That there be a Dean or Acting-Dean of each College, and Head or acting-Head of each department, and that these appointments be reported to the next meeting of the Advisory Committee.
- (b) That cash requisition for each department be signed by the head of that department and approved by the Dean of the College within the budget appropriation.
- (c) That immediate steps be taken to appoint an assistant treasurer.
- (d) That all funds from whatever source be paid in to the Treasurer, and be drawn on requisition; all cash requisitions above \$50. per month must be supported by invoices.
- (e) That the accounts of the Business Manager be audited and turned over to the Treasurer.

Following this meeting President Liu turned over the accounts and records of the Business Manager to the Treasurer, Miss Elsie Priest, in the presence of a sub-committee appointed by the Advisory Committee. The Business Manager was asked to return from Chungking, where he had gone early in June, to turn over balances in hand and to be present at the audit of accounts. Unfortunately he did not arrive in Chengtu until the day before the date of the next Advisory Committee meeting on July 23, and no report of the auditing could be made at this meeting.

The Committee meeting of July 23 was called by the Chairman, Mr. Wu Keh-ming. During the five weeks since the previous meeting the chairman and members of the Committee had discussed the situation and consulted with the president, teachers, alumni and friends of the University. Individual members of the Committee advised President Liu to present a written resignation as the best way out of a situation created by a lack of confidence and cooperation. But the President decided to withdraw the resignation which he had presented verbally in June and to continue in office.

On July 23 the Committee listened to a report from the President and asked questions regarding the carrying out of the June 18 recommendations. After the President had retired, the Committee decided to seek once more the voluntary resignation of the President and conveyed this proposal to him during the noon hour. When he declined to consider the suggestion, the Committee at its afternoon session reluctantly voted non-confidence in the administration and requested the President to resign, turning over all administrative responsibilities and records before August 1st. It also voted "to express to Dr. Liu Shu-ming our appreciation of his services to Cheeloo University during the past seven years, and to extend to him our sincere good wishes to in his future work."

The Advisory Committee appointed the following interim administration to serve from August 1st; until a new President is elected.

Acting-Dean of Medicine	Hou Pao-chang
Acting-Dean of Science	Hsueh Yu
Acting-Dean of Arts	Edgar Tang (Tang Chi-ha)(alt.Chang Kuo-an)
Dean of Women	Mrs. Yu
Dean of Studies	Edgar Tang
Chancellor and Comptroller	E. B. Struthers

At a later meeting Dr. Tang was appointed to serve also as Acting President.

The present Advisory Committee was organized in the spring of 1941 with the approval of the Board of Directors, "to act for the Board of Directors during the time the University is in Chengtu." President Liu reported to the Board of Directors in China and to the Board of Governors in the United States and England (in letters of June 16 and 17, 1941) the "on the basis of the voting (of the Board members) shown in the Minutes we are taking it that its decisions are authoritative." At its meeting on June 18 the Advisory Committee co-opted four new Chinese members, making a total membership of eleven, of whom seven are Chinese.

The members of the Committee have taken their responsibility very seriously and have given much time to study of the situation. Their actions have been motivated not by any personal feeling but by a sincere concern for the welfare of the Cheeloo University, as a Christian Institution of higher learning. While we recognize the real contribution of Dr. Liu Shu-ming to Cheeloo University, we are convinced that a change of policy necessary. We shall strongly support the interim administration asked to serve the University and we shall do our part in planning for the future development of the University.

Wu Keh-ming, Chairman
Advisory Committee of Board of
Directors of Cheeloo University

Chengtu,
July 31, 1942



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Dean of Women	Mrs. Yu
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Wu Keh-ming, Chairman
Advisory Committee of Board of
Directors of Cheeoo University



Chongtu,
July 21, 1942

Board of Governors
A. E. ARMSTRONG, D.D., Chairman
A. W. HOOKER, M.D., Vice-Chairman
LLOYD S. RULAND, D.D., Vice-Chairman
THE RT. REV. Y. Y. TSU, Vice-Chairman
MRS. ERIC M. NORTH, Recording Secretary
SETH M. MILLIKEN, M.D., Treasurer

North American Section
LLOYD S. RULAND, D.D., Chairman
MRS. ELLIS L. PHILLIPS, M.A., Vice-Chairman
A. E. ARMSTRONG, D.D., Vice-Chairman
SETH M. MILLIKEN, M.D., Treasurer
EARLE H. BALLOU, B.D., Secretary
C. A. EVANS, Asst. Secy. and Asst. Treas.
C. H. CORBETT, B.D., Asst. Secy. and Asst. Treas.

Shantung Christian University

Cheeloo Ta Hsueh

大學 Chengtu and Tsinan, China 齊魯

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*Incorporated by Act of Parliament
Dominion of Canada*

NEW YORK OFFICE

150 FIFTH AVENUE, NEW YORK 11, N. Y.

Board of Directors

H. H. KUNG, M.A., LL.D., Chairman

Officers of the University

EDGAR C. TANG, Ph.D.
President

HOWELL P. LAIR, S.T.M., D.D.
Formerly Associate President
and Treasurer in Tsinan

ELBIE M. PRIEST
Treasurer in Chengtu

RANDOLPH T. SHIELDS, M.D.
Formerly Dean, School of Medicine

CHARLES A. STANLEY, B.D., D.D.
Formerly Dean, School of Theology

LAN HUA LIU YUI, M.A.
Dean of Women

British Section

NORRIS B. SLATER, B.A., Secretary
55 New Bond St., London, W. 1, England

July 5, 1945

CONFIDENTIAL

To the Members of the North American Section:

A cable was received yesterday from Mr. A. W. March, Controller of Cheeloo University and a member of the Administrative Committee, which reads as follows:

"Wu Keh-ming accepted nomination Board Directors to Cheeloo presidency. Seeking approval of Ministry. Need Governors' approval by cable. Relay London."

At the same time a confidential message was received from Dr. Fenn, himself a member of the Board of Directors. The cable is cryptic, intentionally so, and evidently assumed greater powers of divination at this end than have yet been discovered at either 150 or 156 Fifth Avenue. It hints at the presence of some factors still or again present in the situation out there which will militate against a successful administration of long duration. There is even a suggestion that Mr. Wu's selection should be considered as of only a stop-gap nature and that a stronger man may be available later. Hence Dr. Fenn suggests "approval Congressman's term only," that is, two years, on "grounds uncertainty postwar situation." A letter follows but may take a month to get here.

It is not clear whether Dr. Fenn is cabling in his personal capacity only, but as the representative of the Associated Boards, or whether he represents several members of the Cheeloo Board of Directors.

Upon talking the matter over yesterday with Dr. Ruland, it became evident that there is no possibility of securing formal action at a meeting either of the North American Section or of its Executive Committee during this month or August. We therefore decided to circularize you with the information available and to seek your approval of a message like this to be sent to Chengtu:

"General opinion supports board directors nomination Wu Keh-ming and favors appointment two years pending postwar developments. Regret governors unconvenable before September."

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To members of the N.A. Section

On further thought, however, there has arisen some questioning of the advisability of including the time limitation. It hardly suggests the sort of hearty support that a man undertaking a difficult assignment would most appreciate having. In case Mr. Wu is not the man to handle and solve the difficulties inherent in the leadership of Cheeloo, the fact will pretty certainly become apparent in less than two years and the way be cleared for another appointment without any such time limitation being suggested now, and from this side of the world.

For, perhaps more important, the choice of a president (and other officers) is specifically a responsibility of the Board of Directors "subject (in each case) to confirmation by the Governors." In fact the By-Laws appear to give more authority to the Directors in the choice of president than in the choice of other administrative officers, though "the election or removal of the President of the University by the Board of Directors shall be subject to the concurrence of the Board of Governors." Dr. Fenn wrote after the January strike was over that we had done just right in declining to interfere from this end; that the matter was properly left to the authorities on the field. In this case, on the other hand, the question at issue is of a different sort, and it is Dr. Fenn himself who suggests the limiting clause.

May we therefore ask you to reply at your earliest opportunity on the enclosed card, indicating whether you favor a message being sent to Chengtu with or without the reference to two years.

It should be added that I regret very much that a delicate and obscure situation requires reference in such terms as the above to a man with the ability and many excellent qualities of character possessed by Mr. Wu.

Very sincerely yours,

Earle H. Ballou

Inclosure.
EHB:mec

Associated Boards for Christian Colleges in China
One Hundred-fifty Fifth Avenue . . . New York 11, N. Y.

July 19, 1945

To the Members of the North American Section,
Board of Governors,
Shantung Christian University.

Cheeloo Presidency.

Dear Friends:

The result of my inquiry dated July 5th regarding the message to be sent to Chengtu is as follows: twelve favored a cable without a suggested limitation of term; seven favored one with such a limitation; and four were in one way or another uncertain. The Chairman of the North American Section himself suggested a slight alteration of the proposed wording and his suggestion was embodied in the message which was sent on July 14th to Mr. March:

NORTH AMERICAN SECTION CONFIRMS NOMINATION WUKEHMING
UNDER TERMS TO BE DETERMINED BY FIELD BOARD.

This, you will note, suggests the possibility of a limited term but does not undertake to define or decide the matter.

Only this morning a cable has been received from Mr. Slater in London which reads as follows:

BRITISH SECTION BOARD GOVERNORS APPROVE NOMINATIONS
WUKEHMING SUGGEST THREE-YEAR TERMS.

The significance of the two plurals, nominations and terms, is not immediately apparent. It may be a mistake at the cable office.

We shall now await explanatory letters from China and from England.

Very sincerely yours,

Earle H. Ballou

Earle H. Ballou

EHB:mec

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Cheeloo University
Chengtou, Szechwan, China
July 1945

Members of the Women's Committee
of Cheeloo University
150 Fifth Avenue
New York City, U.S.A.

Dear Friends:

I am writing this on behalf of the Cheeloo girls to thank you for what you have so kindly given us. With your money we have made a new recreation room with a ping-pong table at the center and a bookshelf for magazines. Outside we have turned our garden into a little badminton court with brand-new posts and net. You should see how we rush to the badminton court and to the ping-pong table in our spare time. You see, formerly we have nothing in our dormitory to give us healthy exercises.

For sanitary purposes we have made three more bathrooms with a big copper for boiling hot water. This is really a boon to us as we were always short of hot water in the cold season. This winter our girls will not have so much chilblain to complain of. Finally in our bedrooms there is a locker for each student. The locker is small but serves the purpose. Our girls put all their valuables in it - from money to love letters.

Now that you have given us so many things, won't you like to come and see us? You know we would all like very much to see our Santa Claus.

Yours very gratefully,

Wang Sin Lan,
Holiday Chairman of Students' Committee

Kuo Ying Hsien,
Vice-Chairman of Dormitory, Spring term

Liu Shih Keng,
Chairman of Whole Student Body, Men and
Women

Pang Chung Li,
Vice-Chairman of Kitchen Committee,
Spring 1945

Tsang Hing Wan,
Scribe

(Other student representatives had left for holiday
by the time this letter was written.)

COPY OF LETTER FROM PRESIDENT WU K'E MING TO REV. EARLE H. BALLOU

Chengtu, March 9, 1946.

Dear Mr. Ballou:

Thank you for your letter of February 8th, which reached me yesterday. I am grieved beyond expression to learn how much anxiety and concern we have caused the Trustees of the Harvard-Yenching Institute in regard to the Chinese Department of Cheeloo University. May I take the liberty of assuring you that any mistake made was absolutely unintentional.

It is only natural that you should not be aware of the fact that when I arrived last August to assume responsibility for the presidency of this institution nothing was handed over to me with the exception of two keys, the seal of the University and a few letter chops. There was nothing of a documentary nature and more important, not even the constitution of the Board of Directors and or of the University. This, of course, was due to the fact that Cheeloo University has undergone rather too frequent reorganization. While I was so busily engaged with the one-thousand-and-one affairs facing a person taking over a new position, Miss Priest very kindly informed me that the report of the Sinological Research Institute had to be mailed before August 14th. Upon hearing this I immediately made a report based upon the very scanty material which I could discover at the time. As I now see it that report on the work of 1944-45 was a great mistake. It was not until the middle of December, just before Dr. Struthers left for Tsinan, that the all-important MEMORANDUM of the Harvard-Yenching Institute was brought to my attention for the first time. A little later, about the beginning of January I received Dr. Elisseeff's stressing the importance of a balanced course of undergraduate study in our Chinese Department. I at once called together the acting Dean of the Sinological Research Institute, Dr. G.D. Wu, the Dean of the College of Arts, Mr. T.L. Wang, and Chairman of the Chinese Department, Mr. F.Y. Sun, to prepare a new program in conformity with the principles set forth in the MEMORANDUM and in Dr. Elisseeff's letter. On February 26th, this program was sent to Dr. Elisseeff and to Dr. William Hung of Yenching University for criticism and suggestions. Prior to this I had mailed a letter to Dr. Elisseeff, on 18th February replying to his letters of December 5th and 8th, 1945. I sincerely hope that these letters arrived in due course. In case they should have been lost or unduly delayed I have now sent extra copies for his reference.

One other matter, small though it may seem, I would like to make clear. In his letter to the Board of Governors of Shantung Christian University dated January 4th, Dr. Elisseeff stated that I "was at the University during the presidency of President Liu". Pardon my contradiction at this statement; I was never on the staff of Cheeloo University between the time of leaving 23 years ago and last August when I became president. I have, however, visited Cheeloo occasionally between 1936 and 1945 when attending meetings of the Board of Directors.

In conclusion, may I stress once again that such a gross blunder could never have been made had I been aware before sending my report on August 14th of the existence in the University files of the MEMORANDUM. I earnestly hope that the above statement of facts will help to make clear our present position and to remove unfortunate misunderstandings.

With kindest regards,

Yours sincerely,

K'e Ming Wu,
President.

COPY OF LETTER FROM DR. WU K'E MING, CHEELOO UNIVERSITY, TO REV. EARLE H. BALLOU

Chengtu, April 29, 1946.

Dear Mr. Ballou:

We inclose herewith the minutes of the meeting of the Cheeloo Board of Directors held on April 22, 1946, for the primary purpose of discussing and voting on the proposals of the Planning Committee of the A.B.C.C.C. Inasmuch as a summary of the discussion has been included in the minutes it would appear that little further comment is necessary. As you will see quite divergent points of view were presented and heatedly pressed in the discussion. As was brought out in the discussion, we consider that a transition period is necessary to allow for working out the new course of study and putting it into operation. This must also be done with as little as possible disruption of the courses being offered in the other colleges and in the School of Nursing which, even before the stopping of the work in Tsinan by the war was operating on a college level. We do not however envisage any such long period of adjustment as was mentioned in the discussion, namely five years. Nor do we agree with the idea that the active implementation of the change should be postponed till one full year after the return to the Tsinan campus.

As a matter of fact a committee has already been appointed and is now at work on this problem. We think it necessary however to call the attention of the Associated Boards to the almost certain fact that this new program will not make a strong appeal to students and that we must expect, at least for the first few years, a large falling off in the number of applicants for admission with a corresponding decline in receipts from fees. We assume that of course there will be considerable freedom in the scope of subjects to be included in the new curriculum. We realize that mistakes will be made, but we accept this program as a challenge to a vitally needed type of Christian training in which we covet the prayers and support of the Boards at home and the sympathetic cooperation of the other Christian Institutions in China.

Sincerely yours,

K'e Ming Wu.

Incl. Minutes of the Meeting of the Cheeloo Board, April 22, 1946.