

**From a Taiwan Country Boy to U.S. Treasury Manager – The Life
Journey of Wu-Lang Lee, Ph.D.**

By Wu-Lang Lee

Photos



Wu-Lang and Jen-Wen Lee in a cruise portrait (2007)



Wu-Lang and Jen-Wen Lee with Mr. & Mrs. Dao-Zhong Xia and Calvin, Jing, Eric, Esther, and their children. From left: Ethan (Eric holding him), Emma (Esther holding her hand), Lizzie (Jing holding her), Patrick, and Abby. (2011).



Wu-Lang's parents, from left: Shih Pam and Chun-Cheng Lee in Tou-Liu hometown (1974).



My father, Chun-Cheng Lee, with his five sons. From left: Chen-Feng, Chin-Tse, Wu-Lang, Feng-Chang, and Yu-Nan in Tou-Liu hometown (1985).



Jen-Wen's mother, center, with Calvin and Eric (behind grandma) and the most of Huang family members in Lin-Pien, Ping-Tung County (1982).



Wu-Lang Lee in boy scout uniform in Tou-Liu Middle School (1946).



Wu-Lang Lee in Tou-Liu HS (1948)



Wu-Lang Lee in Tou-Liu HS (1949)



Wu-Lang Lee (first from left) and his fellow students taking a break in Cheng-Kung Army Training Center near Taichung, Taiwan (1963).



Jen-Wen and Wu-Lang Lee (1967).



My parents with my nieces and cousins in Tou-Liu (1968).



My 3rd brother Yu-Nan & Shieu-Li with my parents and some of relatives in their wedding photo in Tou-Liu (1973). They had three children, one girl and two boys.



Jen-Wen & Wu-Lang's wedding photo in Rochester, NY (1970). We are indebted to Susan, a neighbor then, for serving as best maid and many helps.



Jen-Wen & Wu-Lang as best maid and best man in Dr. Lien-fu Huang and Majorie Huang's wedding in Rochester, NY (1969).



Calvin, Eric, Jen-Wen and Wu-Lang family portrait (1981).



Calvin and Eric played with the “Big Wheels” in Stamford, CT (1984).



Eric played with sands in Lin-Pein, Ping-Tung (1982).



Eric and Calvin with Uncle and Aunt number three Yu-Nan & Shieu-Li and their children and with my mother and sister-in-law (1982).



The Lee family visited the “Anne of Green Gables” house in Prince Edward Island, Canada (1988). The trip took place after we had purchased the Olds station wagon.



Wu-Lang received his Ph.D. from Univ. of Rochester (1982).



Jen-Wen received her MBA from Univ. of Bridgeport, Bridgeport, CT (1988). This is her second master degree. She received her first MA in economics from SUNY at Binghamton in 1970.



Calvin posed with Eric, Jen-Wen, and Wu-Lang when he graduated from Westhill High School in Stamford, CT (1994).



Eric posed with Jen-Wen and Wu-Lang when he graduated from Wootton High School in Rockville, MD (1996).



Calvin posed with Eric, Jen-Wen and me when he graduated from CMU with a degree of electrical and computer eng. (1998).



Eric posed with me, Jen-Wen, and Calvin when he graduated from CMU with a degree of computer science in Pittsburgh, PA (2000).



Calvin and Jing posed with Jen-Wen and me in their wedding in Chandler, AZ (2002).



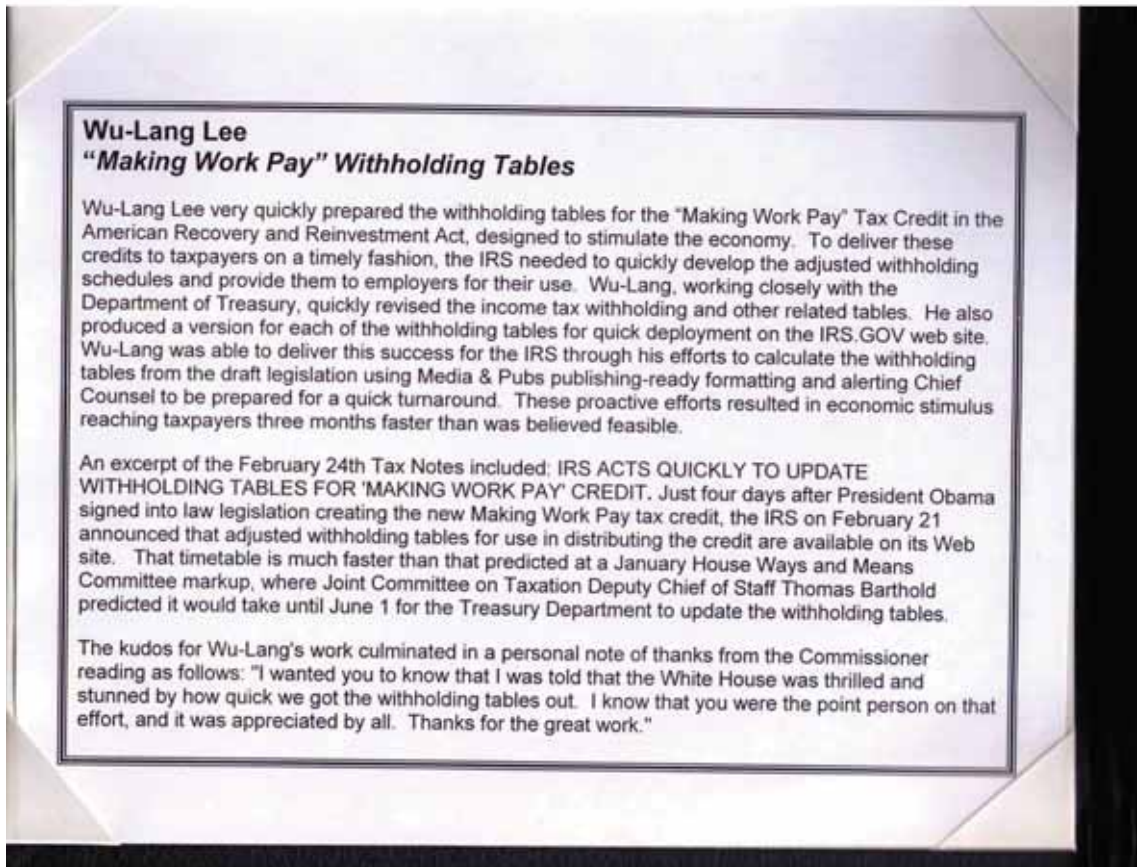
Eric and Esther posed this wedding photo with Jing, Abby, Calvin, Jen-Wen and myself in Rockville, MD (2004).



Lee family portrait in Chandler, AZ (2006). Bruce Leung made this photo.



Wu-Lang received a Director's Award for his contribution to the "Making Work Pay" credit initiative in American Recovery and Reinvestment Act to help stimulate economic recovery after near great depression in 2008.



The citation of the Director's Award. Wu-Lang also received an email from IRS Commissioner Douglas Shulman, thanking him for the efforts (2009). This was the highlight of my government services.



Wu-Lang, fourth from left in the 2nd row, posed with fellow Board of Directors in its annual celebration of the Taiwanese Americans Senior Society (TASS) in 2009.



Wu-Lang, first from left in 3rd row posted with his fellow Board of Directors of TASS (May, 2010).



Jen-Wen and Wu-Lang posed with Emma, Esther, and Esther's parents, Kerry and Hsin-Chih Chen (2010).



Emma and Ethan posed with Esther's parents and Jen-Wen and me (2011).



Wu-Lang and Jen-Wen with their children and grandchildren when Calvin and Jing visited Maryland (2011). From left: Esther holding Ethan and Emma, and Eric. From right: Jing holding Lizzie, Abby & Patrick in the front row, and Calvin.



Jen-Wen and Wu-Lang posed in front of St. Peter Cathedral in Rome, Italy (2007).



Jen-Wen and Wu-Lang Lee in Copenhagen, Demark (2011).



Jen-Wen and Wu-Lang in Copenhagen, Demark (2011).



Jen-Wen and Wu-Lang with Mr. and Mrs. Dao-Zhong Xia (2011).

	Page
Introduction.....	30
Chapter I Family History.....	31
1-1 Family Background.....	31
Chapter II Education.....	33
2-1 Elementary Education.....	33
2-2 Tou-Liu vs. Chia-Yi Middle Schools	34
2-3 Tou-Liu High School.....	34
2-4 College Education at National Taiwan University.....	35
Chapter III Career Evolutions.....	35
3-1 Military Service.....	35
3-2 Bank Teller or Graduate School – 1st Critical Choice in My Life...36	36
3-3 Fulbright Scholar or Graduate Study at Rochester – Second Critical Choice.....	37
3-4 Graduate Study at Rochester.....	38
3-5 Research Career at NBER in Yale, New Haven, CT.....	39
3-6 Career at General Motors in New York.....	40
3-7 Federal Government Services.....	41
• Corporate Exam Field Specialist – Industry Economist.....	41
• Tax Research Economist.....	42
• Senior Manager Readiness Training at Aurora, CO.....	42
• Senior and Project Manager.....	43
Chapter IV Professional Activities.....	45
• Downtown Economists Association.....	45
• New York Forecast Club.....	45
• CAPA – DC.....	46
• CAPCOON.....	47
Chapter V Community Services.....	48
• Rochester, NY.....	48
• New Haven, CT.....	48
• Stamford, CT.....	48

• Washington, DC.....	49
Chapter VI Children's Marriages.....	49
6-1 Calvin and Jing Got Married in 2002.....	49
6-2 Eric and Esther Got Married in 2004.....	50
Chapter VII Personal Health Problems.....	50
7-1 My Struggles with Lung Tumors since 2011.....	50
Chapter VIII Some Reflections.....	52
8-1 Some Thoughts on Learning a Foreign Language.....	52
8-2 Looking back at the Path of My Foot Steps.....	53
8-3 Concluding Remarks – Lessons Learned.....	54

Introduction

This memoir attempts to delineate the journey of my life. It will be brief, but enough for readers to appreciate the life journey I traveled from Taiwan to the U.S.

I was born on January 30, 1942 in a small farming village in central Taiwan. In 2012, I will be 70 years old. According to the Taiwanese way of counting, however, I will be 72 years old. Why there is two years difference? This is the cultural difference between the East and the West. I was born on December 15, 1941 according to the lunar New Year, but according to Western calendar, my birthday was January 30, 1942. The Taiwanese tradition is that a baby borne in a given year will be one year old automatically; regardless of whether the baby was borne in January or December of the year. Since I was one year old in 1941, I became 2 years old when the lunar New Year 1942 arrived. So, I can be counted as 70 or 72 years old, depending upon how you counted it -- the Taiwanese way or the American way.

This memoir is primarily for my children and grandchildren. They were all born in the United States. They might not familiar with the social and cultural background and environment in which I grew up. It is my hope that

this short memoir will help them understand how I became who I am today. It is also my hope that the lessons learned in my journey traveled from Taiwan to the U.S. can also be learned by them and benefited them as well in their life journey as they established their life and career in the United State of America.

Chapter I Family History

1-1 Family Background

I was born in a farming family in a small village of Tai-Pei-Shih (大北勢) in Tou-Liu (斗六) City, Yun-Lin (雲林) Hsien (County), Taiwan. The exact address is: 61, Pei-Shih Road, Chang-Ping Li, Tou-Liu, Yun-Lin Hsien, Taiwan. Yun-Lin County is located in the central part of Taiwan. It is a farming region, producing rice, sweet potato, peanut, sugar cane, corn, vegetables, and tropical fruits that supply the population centers in metropolitan Taipei in the north and Kaohsiung in the south. Because this is a farming region, it is vulnerable to changes in weather conditions and farming income as a result is unstable. Life is therefore not easy. Prior to 1950 land reforms, most farmers were tenement farmers, leasing lands from landowners and shared the crops harvested with landowners? The farming income was relatively low and the life was hard. Families in the village did not have running water, electricity, and heating. After 1950, most shared-crop farmers started to own lands under government's land reform programs. My parents started to own about 20 acres of rice paddy and dried land. With this small farm, my parents supported a family of 9 – 6 boys, one girl, and two adults.

I was borne as the fifth boy, 五郎 (Wu-Lang), as my name would suggest. My father's name was Chun-Cheng Lee (李春城) and my mother's name was Pam Shih (石伴). My father had two brothers and one sister. He was the oldest. My mother was also the oldest with three sisters and one brother. Both of my parents were farmers and part-time workers. My father plowed the fields with a water buffalo. In his spare time, he also worked in the warehouse of the local agricultural association, hauling bags of grain weighted about 60-70 kilograms. This was a back-breaking job. But to supplement the farming income to support the family, he endured the hardship. My mother was also a farmer. She was an excellent cook, helping neighbors in wedding and other special occasions to earn some extra income.

I have very little information about my grand parents. The only thing I know was that they were all farmers. This was not surprising, because prior to World War II, Taiwan was an agricultural region under Japanese rule and there were little industrial jobs in Taiwan.

My parents had 9 boys with 6 survived. My oldest brother, Chiu Lee (李邱),



who passed away in 1965 in a chemical factory accident. He was only 35 and left behind a wife and five young children. I was serving my mandatory military service after graduating from college. I had a first critical decision to make at this point in my life. (More on this later). The names of three deceased brothers above me were: Chia Lee (李甲), San-Lang Lee (李三郎),

and Teng-Hsiung Lee (李籐雄). The four surviving brothers I have are in birth order: Yu-Nan Lee (李郁男), Chen-Feng Lee (李振豐), Feng-Chang Lee (李芳章), and Chin-Tse Lee (李進財). They are all hard workers, have nice careers in government services and construction services. They all live in Taiwan with Yu-Nan's family and my oldest sister-in-law's family live in Tou-Liu and the rest of them live in Taipei. Yu-Nan and Feng-Chang are carpenters and Chin-Feng and Chin-Tse work for the government; one in the Department of Transportation and another for Custom Services, Department of Finance. (Photo: My brothers Feng-Chang (left) and Chen-Feng (right)).

I also had an adopted sister (廖甘) who passed away a few years ago. According to my mother, with three boys above me died as babies, she and my dad were really scared that I may not survive. They decided to follow the Taiwanese tradition by adopting a baby girl to ensure that I will survive. My younger brothers followed me and I all survived thanks to my sister. She was a factory worker and home maker. Her husband is still lived in Tou-Liu and work in a food processing factory there. My sister was a hard worker and loving person, supporting all her brothers in many ways.

Chapter II Education

2-1 Elementary Education

I was enrolled at Chen-See Elementary School (鎮西國小) in Tou-Liu, when I was 8 years old. The school was partly occupied by the Army Field Hospital. The school was about three kilometers away from the village we lived. There was no public transportation or school bus to take me or my brothers there. We had to walk three kilometers each way to our school every day. We could not afford shoes so we walked with bare feet for six years. It's not too bad during most of the year, but it's a real challenge during the cold winter months when the road was really cold.

I was doing average during the first couple of years in the primary school. I improved my performance in the fifth and sixth grades. I did well in all subjects I studied. Being the second boy in the family by then, I helped my parents with farm and other chores such as carrying my younger brothers



Calvin with some water buffaloes in Ping-Tung (1982).

whenever I could. My father, like most of the farmers in Taiwan at that time, used a water buffalo to plow the rice paddy and the water buffalo needed to be fed in the evening. My job was to find the grasses (hays) to feed the water buffalo with the supper. The water buffalo eats a lot every night, so I

had to collect a lot of hays to meet the needs of the water buffalo. During the spare time, I would take the water buffalo out to eat the fresh grasses in the fields owned by the Taiwan Sugar Company. I would study my books while keeping an eye on the water buffalo. I got chances to ride the buffalo some time when she was feeding on the ditch and I was able to climb up to her back. The water buffalos played a critical role in the farming society in Taiwan, helping farmers plowing the fields. Without the water buffalos, the farming simply could not be done. They are replaced by plowing machines (tractors) now, so you do not get to see them in the country side any more. You can see them only in the zoos.

2-2 Tou-Liu vs. Chia-Yi Middle Schools

I spent six years at the Chen-See Primary School in Tou-Liu. After six years, it's time to decide where to attend the middle school. Unlike in the U.S., where you do not have to take an entrance exam to go to a middle school, you had to take an entrance exam in Taiwan to enter a middle school. The middle-school education was considered a "privilege". I was initially planning to go to study at Chia-Yi Middle School if I could pass the entrance exam, but eventually was persuaded by my mother to stay in the local Tou-Liu Middle School. My mother was concerned that it took too long to commute from Tou-Liu to Chia-Yi in the next county every day. Not only I had to ride the bicycle from home to Tou-Liu railroad station, but I had to take another 30 minutes train ride to City of Chia-Yi. At the end, I decided to attend the local middle school, even though people involved in the decision – my teachers, my parents, and my self -- all agreed that Chia-Yi MS was a better school. Life is not always fair as I learned throughout my life!

2-3 Tou-Liu High School

I passed the entrance exam in 1948 and was admitted to the Tou-Liu Middle School. I did reasonably well in the three years in the school to be sent over to the Tou-Liu High School without entrance examination. My parents were pleased by my accomplishment. In the high school, I did pretty well in all subjects, especially in physics. But my chemistry was not that well. At the end of the senior year, I was only one of three out of a total 78 Tou-Liu High School students who passed the tough joint entrance exam for college to enter the National Taiwan University – the top university in Taiwan. This was considered unusual as the Tou-Liu HS was considered at that time not

well established and the quality of the faculty and students were not as competitive as other provincial high schools in Taiwan.

2-4 College Education at National Taiwan University



I was admitted first to study political science in the social sciences division. But my parents did not want me to get involved in politics which was considered dangerous at that time when Taiwan was under marshal law rule by Kuomintang regime. Many political dissidents were either put in jails or not allowed to study overseas. As a result, I decided to transfer to economics department during the sophomore year. I studied hard and made good grades. Before I served a one-year mandatory military service, I took the advanced civil service exam and I passed. I also took the exam for custom service inspector and I passed as well. I also passed the entrance exam for the graduate school for the Master Degree Program. The entrance examination was the only way to get into the Graduate School for an advanced degree. There were only Master Degree programs in Taiwan at that time. If a student wanted to pursue a Ph.D. degree, he or she had to go abroad to pursue the advanced degrees.

Chapter III Career Evolutions

3-1 Military Service



All students had to serve mandatory military service after graduating from college. In the summer of junior year, students spent three months in Chung-Kung army base near Taichung to receive the basic military training. After graduation, students had to serve additional 12 months in the different branches of the arm forces. As an economics major, I was assigned to an army logistic school and was appointed as a second lieutenant upon graduation. My

appointment was in an army military training center near Chia-Yi. My job was to make sure that the company had enough foods, weapons, ammunitions, and supplies for the soldiers in training. The training was for two months and the soldiers were sent off to Kin-Mon or Ma-Chu off-shore islands near China. I served in this military base as a 2nd lieutenant for one year and was honorably discharged in the summer of 1965. (Photo: Wu-Lang in military training in 1963.)

3-2 Bank Teller or Graduate Study – a First Critical Choice in My Life

I was assigned a job as a bank teller in the foreign exchange department in Bank of Taiwan after I was discharged from the military service. This job assignment was the result of my passing the civil service examination in economic administration by the Examination Yuan in the central government. As noted earlier, I also passed the Graduate School of Economics test and was admitted to the Master Degree Program at the National Taiwan University.

At this time, my older brother, Chiu Lee, passed away suddenly in a factory



accident. He was only 35, leaving behind a widow and 5 young children. The family was devastated and I was thrown into a difficult position – to take a job as a bank teller, considered a well paid job, to support the family or to continue to pursue a graduate study. My parents wanted me to take the bank teller job. The family needed this after

losing one of its bread earners. I consulted with my mom's brother about what I should do and my uncle advised that I should pursue a graduate education to advance my education and expand my perspectives. Dr. Han-Yu Chang, chairman of the Economics Department at the National Taiwan University, learned my situation and offered to help. To make my situation a little easier financially, Dr. Chang offered me a teaching assistant position at the University. The only condition was that it would take one extra year to earn my master degree. Thanks to Dr. Chang, I was able to study for a MA degree and at the same time working as a teaching assistant in the Economics Department office. I first served as an assistant to Professor Lin

Lin in the first year. Dr. Lin taught the course of Money and Banking. I would help grade the tests and led the lab. In the second year, I was assigned to assist a Fulbright Visiting Professor from the U.S., Dr. Reuben G. Miller of the University of Massachusetts, in Macroeconomics and Monetary Economics. This assignment offered me an opportunity to practice my English which benefited me a lot later when I applied for scholarships from the U.S. Graduate Schools. The graduate economics program at NTU was fairly comprehensive, but the years I was in the program, 1966-67, we were short of an advanced mathematics economics professor. This gap became a weakness in my preparation for a Rochester Ph.D. program. (Photo: My mentor Dr. Han-Yu Chang of NTU and his son).

3-3 Fulbright Scholar or Graduate Study at Rochester – Second Critical Choice

In the second year of my graduate study, I was also selected to be a Fulbright Exchange Scholar, scheduled to be sent to the U.S. to study for an advanced degree in 1968. In another twist of life, I applied to U.S. graduate schools and was awarded a full fellowship from the University of Rochester in 1966. After consultations with my professors and my parents, I decided to accept the Rochester scholarship and came to Rochester, NY, to pursue my Ph.D. This was 1967 during the high of the Vietnam War. The scholarship allowed me to pursue an advanced degree without time limit. The Fulbright Scholarship was limited to 2 years. After I finished my study, I would have to go back to Taiwan to teach, regardless I had finished my degree or not. (Some of the former colleagues in the Economics Department took two trips before they finished their Ph.D.'s. This decision had a profound impact on the wellbeing of Calvin, Eric, and Mom. On reflection, if I had decided to take the Fulbright Exchange Scholarship and returned to Taiwan after my study in the U.S. and got married there, both of Calvin and Eric would probably have been born in Taiwan and became Taiwanese citizens. And my career path would be very different. I probably would have taught at the National Taiwan University for a while and then accepted government appointment as minister or bank president chairman. Three of my former fellow graduate students later became deputy governors of the Central Bank of Taiwan, and Dr. Paul Chiu even serve as the Finance Minister in 1998 – 99, and Deputy Premier in 2008. Jen-Wen frequently asked the question I could not answer: What would happen if I had returned to Taiwan after I finished my graduate study? You just never know. So I would call this my second critical choice in my life journey.

3-4 Graduate Study in Rochester

Rochester locates at the upper state New York, just south of the lake Ontario Snow Belt, between Buffalo and Syracuse. It snows a lot during the winter



months. The University of Rochester, a small private research university, is known to have solid graduate programs including the world renowned Optics Institute. The economics department is well known for its

quantitative/mathematical economics program. I was doing fairly well overall in Taiwan to qualify for a fellowship, but my math training was not that strong. On my first year, I had to take Real Analysis and Statistical Inferences to make up my math requirements.

The emphasis on math made the study at Rochester a challenge for me. But I studied hard on all subjects and passed oral exam for my Ph.D. degree. During my first year, in addition to Real Analysis and Statistical Inference, I studied Modern Value Theory I and II, Macroeconomics, Mathematical Economics, Econometrics, and Topology. In the second year, I took the Pure Theory of International Theory, International Finance, General Equilibrium Theory, Theory of Firm, and two seminar courses for the preparation of the thesis. I took courses from internationally renowned scholars such as S. C. Tsiang, Emmanuel Drandakis, Lionel McKenzie, Edward Zabel, Walter Oi, and Ronald Jones. My fellow graduate students were mostly from overseas. They came from countries such as Japan, U.K., Greece, Finland, India, and Taiwan. And, of course, some students were from the U.S. Most of the students came from undergraduate math and statistics departments. As such, they are well prepared in math and statistics. But they were generally weak in other economic subjects. For these students, they usually selected to study mathematical economics, econometrics, and general equilibrium theory. They graduated fairly quickly. As I noted earlier, I came with different academic preparation environment. Math was not as strong at NTU at that time. It took students like me longer to finish my thesis.

3-5 Research Career at NBER in Yale, New Haven, CT

My research for the thesis continued in my third and fourth years at Rochester. I first prepared a trade theory thesis, but not quite finished when I took my first job in the U.S. at the National Bureau of Economic Research (NBER) at Yale University. My thesis was actually finished at NBER in New Haven, CT, after I changed my thesis subject from the pure theory of international trade to industrial organization study on the impacts of pollution control on selected non-metal industries. One of the reasons I decided to change the subject was water and air pollution controls were new subjects and research grants were more readily available from government sources. As a result, my thesis advisor changed from Dr. Ronald Jones to Dr. Walter Y. Oi. Dr. Oi suggested that I narrowed my study to focus on one industry -- the aluminum industry, instead of five, saying that one industry was sufficient for an in-depth study. Under the guidance of Dr. Oi and my NBER colleagues, Dr. Robert Leone (later at Harvard) and Dr. An-Loh Lin (later Federal Reserve Bank of New York), I was able to finish my thesis draft at Yale. By then, I had left NBER and worked full time for the General Motors at its New York Manhattan headquarters as a junior economist. I only had weekends to really work on my thesis. And Dr. Oi was vision impaired and served as department chairman as well. He was a busy person. The draft I sent to him had to read into a reader so that he could retrieve and understand what I wrote and provided comments for improvement. The back and forth took a while to finish. When I finished and ready for defense, Dr. Oi was visiting Hoover Institution at Stanford. So he asked Professor Stanley Engerman to act as chairman of my thesis committee with 5 faculty members (three from outside of the economics department). After 3 hours of close examination and debates, I passed the defense and was awarded a Ph. D. in 1982. I am deeply indebted to Professors Oi and Engerman for their supervision of my thesis and Drs. Leone and Lin for the development of the model. I was the first economics Ph.D. in my family and in my village and the town of Tou-Liu. Is a Ph.D. necessary for a career in business or government services? I would say probably NOT; it could be even became a liability in business as colleagues who do not have an advanced degree might keep a distance from you. I had a colleague at GM who had a Ph.D. from Columbia but hid it when she applied and interviewed for a financial analyst position. But it is absolutely necessary if you pursue an academic career. You can not advance well in any universities or research institutions if you do not have an advanced degree.

3-6 Career at General Motors in New York

The research associate position at NBER was interesting and challenging.



And it provided the computer resources for me to do my research projects and thesis research. However, the annual search for research funding supports was a challenge because most of the funds came from federal government and national science foundation. Their funding was unstable depending upon government budget situations. After a while you got tired of it. As a result, I decided to leave the NBER and looked for a new job. I applied for an economist position at GM in 1977 and was accepted. This position was located in GM's New York City's headquarters. I worked closely with Chief Economists such Drs. Henry Duncan, Marina v. n. Whitman,

and George Eads. Calvin was born in 1976, the year of dragon, just one year before I left NBER. After I joined GM, the family was moved from West Haven to Stamford, CT in 1977. I commuted every day from Stamford, CT to Manhattan Grand Central Station, New York by the Metro-North New Haven Line train. It's a long commute, taking over 1-1/2 hours door to door inclusive of car, rail, and walking. This lasted for almost 15 years until 1991 when I decided to leave GM and joined the government service in Washington, DC. (Photo: Eric in my back (1982)).

At GM, I first worked in Economic Analysis group, providing current economic condition reports to the Board of Directors, Finance Committee, and Administration Committee. Later, my assignment involved in macro analysis, especially money market and interest rate forecast, in GM

Economic and Product Planning Staff. I worked closely with the Treasurer's Staff, the training ground for future GM chairmen. Every month, I provided economic and market analyses including consumer sentiment for the GM Board, Finance Committee, and Administration Committee. Consumer sentiment survey results came from the Survey Research Center of the University of Michigan. This is a critical element in the auto demand models and the company paid a substantial amount of money to get an advanced report of what consumers thought about the vehicle market.

As part of my job assignments, I became a member of Downtown Economic Association and New York Forecaster Club, representing GM in the monthly meetings. In this capacity, I had opportunities to interact with analysts from Wall Street firms, banks, and other large corporations. I served as Secretary of the Downtown Economic Association and Forecasting chair of the New York Forecaster Club. I lost some of the former colleagues during the 911 attacks on World Trade Centers in 2001. Some of them had offices in the twin towers. It's sad that these innocent Americans were perished by terrorists attack for no reason. After 911 attacks and U.S. responses, we lost the freedom to move around by the air; we still do not have the freedom we had before the 911 terrorist attacks. Some people do not realize how treasure the freedom until they lost it.

3-7 Federal Government Services

3-7-1 National Corporate Exam Field Specialist – Industry Economist

By 1991, I had worked at GM for almost 15 years. The company's fortune was declining. GM's car market share had declined to only about 25% of the U.S. market. This compared to about 45% in 1970's. It's obvious that GM had lost its competitive edges with too many employees and over capacity. I felt that it's time to seriously consider my future with the company. The 1990 was a recession year and it's very difficult to find a new job in the big Apple (New York). So I expanded my job search to Washington, DC. Luckily, I was accepted as an industry economist in the IRS, Department of the Treasury. This so-called "field specialist group" assisted revenue agents to study various economic issues including transfer pricing and valuation issues in corporate examinations. The job was interesting because every case was different. But the promotion potential was limited. The journeyman grade was GS 13, even if you have a Ph.D. and years of industry experiences like I do. After 7 years, I decided that I

will try my luck outside the exam division. I applied for a position in the headquarters research division and was accepted, thus begun my research career for the second time in my life. Recall that I started my research career at the NBER at Yale as a research associate in 1970s in New Haven, CT.

3-7-2 Tax Research Economist

The IRS research division is affiliated with Commissioner's office of Research, Analysis, and Statistics (RAS). Its main duty is to study the compliance issues and find the solutions for the IRS. I first joined the economic analysis and modeling group headed by Dr. Dennis Cox, studying the impact on the exam results of the DIF formulas developed by the research division and used by the field agents in the examination. The DIF (Discriminate Index Function) index was used to select the cases for examination. The cases selected by DIF were found to have more changes or adjustments, meaning more effective than randomly selected by computers. Later I studied the modeling of resources allocation of the IRS budget. In 2001, I was sent to the enforcement revenue analysis group to study and estimate the enforcement revenues collected by the exam and collection personnel of the IRS. Congress and the White House paid a lot of attention to how much enforcement revenues IRS collected each year. The data were used to justify the resources allocated for the IRS budget. So this is an important task for the agency.

3-7-3 Senior Manager Readiness Training at Aurora, CO

In 2004, a new group called "Tax Service and Burden Reduction (TSBR)" group was formed, and I was asked by Director of Research Dr. Eric Todder to assist Chief Mary Phillips to develop a compliance burden model and estimate taxpayer compliance burden in term of time and money. This was a new area and we engaged IBM consulting group to assist IRS for this task. Since 2004, the project team (IRS and IBM) had developed the individual taxpayer burden model (ITBM), small business burden model (SBBM), and the post-filing burden model (PFBM). These models produced burden estimates used by OMB and IRS in their burden compliance reports to Congress and general public.

In addition to burden study, my work also involved in indexing of major tax code sections and provided services to assist taxpayers, taxpayer

representatives such as CPAs, tax attorneys, and tax preparation software vendors such Turbo-Tax and Quicken. (See next section for more details.)

In 2005, I was selected and sent to Aurora, CO management training center to receive senior manager training. After completing the training in 2007, I was selected as acting chief of the TSBIR group.

3-7-4 Senior and Project Manager

In 2008, the TSBIR merged with the forecasting and projection group to form the Forecasting and Service Analysis (FSA) group. This group was split into Forecasting and Data Analysis (FDA) group and Taxpayer Analysis and Modeling (TAM) group in 2010. Despite the change in the group, my research and duties remained pretty the same in the statistical support area especially in the indexing and data analysis. My major responsibilities included tax tables, Earned Income Credit (EIC) tables, withholding table, COLA tables, compliance burden estimates, and the state and local sales tax tables. Those tables are used by millions of American taxpayers and employers every year. I enjoyed the work and interactions with my colleagues and taxpayers. However, I became ill in March 2011 and decided it's time to retire. I retired on December 31, 2011 after 20-1/2 years of government services. I received Albert Gallatin Award from Treasury Secretary Timothy Gaithner when I retired from IRS.

I received many awards for my contributions throughout my federal career. The one award I am most proud of was the one I received in 2008. The U.S. economy was in severe downturn when President Obama took over White House from President George Bush. To counter the recession forces, President Obama proposed and Congress approved the American Recovery and Reinvestment Act (ARRA). The implementation of the Act was carried out by the IRS. The Administration needs to quickly put money into the hands of people so they can spend them to stimulate the economy. The vehicles were reducing the withholding of income tax. This job fell into the Research Division and in particular my group. The "Making Work Pay" initiative was through the reduction of withholding. I quickly developed new withholding tables and Treasury quickly approved the products. Within 10 days, the new withholding tables were ready to employers to use. It normally took about three weeks to complete the withholding tables. White House economic staff, especially Larry Summer, was very impressed and

appreciated the IRS's quick response. For this effort, I received a Director Award. The citation read like the following:

“Wu-Lang Lee very quickly prepared the withholding tables for the “Making Work Pay” tax credit in the American Recovery and Reinvestment Act, designed to stimulate the economy. To deliver these credits to taxpayers on a timely fashion, the IRS needed to quickly develop the adjusted withholding schedules and provide them to employers for their use. Wu-Lang, working closely with the Department of Treasury, quickly revised the income tax withholding and other related tables. He also produced a version for each of the withholding tables for quick deployment on the IRS.GOV web site. Wu-Lang was able to deliver this success for the IRS through his efforts to calculate the withholding tables from the draft legislation using Media & Pubs publishing-ready formatting and alerting Chief Counsel to be prepared for a quick turnaround. These proactive efforts resulted in economic stimulus reaching taxpayers three months faster than was believed feasible.

An excerpt of the February 24th Tax Notes included: IRS ACTS QUICKLY TO UPDATE WITHHOLDING TABLES FOR ‘MAKING WORK PAY’ CREDIT. Just four days after President Obama signed into law legislation creating the new Making Work Pay credit, the IRS on February 21 announced that adjusted withholding tables for use in distributing the credit are available on its Web site. That timetable is much faster than that predicted at a January House Ways and Means Committee markup, where Joint Committee on Taxation Deputy Chief of Staff Thomas Barthold predicted it would take until June 1 for the Treasury Department to update the withholding tables.

The kudos for Wu-Lang's work culminated in a personal note of thanks from the Commissioner reading as follows: “I wanted you to know that I was told that the White House was thrilled and stunned by how quick we got the withholding tables out. I know that you were the point person on that effort, and it was appreciated by all. Thanks for the great work.” End of the quotation.

This was the highlight of my career at the IRS, Department of the Treasury.

Chapter IV Professional Activities

4-1 Downtown Economists Association in New York

I have been involved in a number of outside professional activities. In New York, I participated in the seminars of the Downtown Economists Association and New York Forecast Club. The members of the Downtown Economists Association were mostly senior economists of the Wall Street financial firms. Some financial firms with headquarters in mid-town were also members of the Association. In 1988, I served as the Secretary of the Association. My job was to inform members the upcoming seminar, the speaker, and the topic of the presentation. The Association frequently invited some senior government officials from the Federal Reserve Board and the Treasury to New York to share the views on monetary and fiscal policies. These seminars were popular because Wall Street economists were interested in what the officials in FED and Treasury were thinking and policy options were. These information and insights were passed along to senior managers of the corporation's member economists represented.

4-2 New York Forecast Club

I also actively participated in the forecasting activities of the New York Forecast Club. This was an elite organization. Members were mostly senior economists of the Fortune 500 corporations with headquarters in New York. In 1990, I served as chairman of the forecasting committee. The Club met monthly in Harvard Club or Yale Club. Members exchanged economic outlook every month. Once a year, members were required to submit their corporation's economic and financial forecast. There were prizes for top winners of the forecasts submitted. The year I served as forecasting committee chair, GM won the second place in the forecast competition.

I came to know a lot of economists through the participation of these two professional organizations. Many of these economists had offices in the World Trade Centers near Wall Street. I lost quite a few of good friends during the 911 terrorist attacks in 2001. I was particularly saddened for the loss of Dr. Alan Murray. Dr. Murray was a Deputy Managing Director at the Fuji Bank in 2001 and had office in the World Trade Center I. I knew Dr. Murray when he worked at the City Bank of New York. He edited and helped correct my resume when I was looking for a new position and offered many useful suggestions about job search. He told me that job market for

economists was tough in New York, suggesting I concentrated my search in Washington, DC. He was right and I ended up landing a job in Treasury. The 911 terrorist attacks were tragic events. So many innocent people lost their life for just doing their jobs, totally unjust and unfair.

4-3 Chinese American Profession Association (CAPA) – DC

I was invited by the Taiwan Government to attend the National Construction Conference in Taipei in 1976. Professor S. C. Tsiang of Cornell and formerly Rochester had repetitively suggested that I accepted the invitation to attend the Conference as a way of making contributions to my home land. I kept declining the invitation as I was busy in finishing my thesis. Finally, I



made the trip in 1976. This eventually got me involved in the CAPA activities in Washington, DC. I was elected as a member of the Executive Committee in 1996 and was elected President of CAPA in 1997. Under my leadership, we had a fairly successful year in 1997 with an excellent annual conference.

We were invited by the National Youth Commission to compete to

win the right to host the Chinese Academic and Professional Convention



(CAPCON) in 1999. This was a large scale international conference held once in three years in major U.S. or Canadian cities. In 1996, the CAPCON was held in Ottawa, Canada and the prior one was held in Chicago in 1993. The next convention was scheduled for 1999.

Washington, DC had never hosted this large scale of conference before and we thought if we prepared a good proposal, CAPA-DC might have a chance to host

the convention in DC. I was told that DC was a sensitive location because the PRC Embassy was there and they objected the pro-Taiwan organizations to host the conference in DC. Anyway, after one year of preparation, CAPA-DC submitted a proposal and defeated the San Francisco

organization to win the right to host the conference. (Photos: President Teng-Hui Lee shook my hand while Dr. Jih-Chu Lee was watching; Wu-Lang and Jen-Wen posed with Finance Minister Paul Chiu and Dr. De-Maw Chuang of NIH).

4-4 Chinese Academic and Professional Convention (CAPCOON)

The CAPCON was a large scale international convention, required a lot of planning and lead time. For this reason, I went back to Taipei several times to attend the coordinating planning meeting during 1998-99 to plan for this conference. The convention was held in July 2 to July 5, 1999 in D.C.'s Hyatt Regency Capitol Hill near Capitol Hill. The CAPA-DC with 6 other professional organizations hosted the conference. It took 18 months for the CAPA-DC to plan and organize this conference. I served as the conference chair and chair of the overseas planning committee. Dr. Ji-Chu Lee, chairman of the National Youth Commission, served as chair of planning in Taipei. There were 15 sessions with topics ranging from cross-straits relations, social justice, education and culture, economic development, financial and fiscal policy, agricultural development, science and technology development, environmental protection, transportation development, health and medical care, and to 21st century labor issues. Three panels included Investment in Advanced Technology, Promotion of Overseas Chinese/Taiwanese Affairs, and Services for Youth and Scholars. There were more than 1,000 people from Taiwan, U.S., Canada, Japan, Europe, and South Americas, attended the conference. Government officials, scholars, experts, entrepreneurs, and community leaders got together for three days to exchange views on assisting Taiwan for further developments. My classmate, Dr. Paul Chiu, who served as finance minister at the time, was a keynote speaker. (He later served as deputy premier in 2008.) He also gave a talk on how Taiwan minimized the impact on its economy during the Asian financial crisis in 1998. This was quite an accomplishment in that challenging period as many South Eastern Asian countries suffered in their financial markets.

This conference produced three publications: Conference Proceedings, Conference Program, and Conference Result Report. I was the editor in chief of the proceedings, and the co-editor of the agenda book and the result report. I received the distinguished service award in January 2012 for my contributions to the CAPA, including organizing the 1999 CAPCON. My former professor at NTU, Dean of the Law School, Chien-Shen Shih, told

me after the conference that it was well done, given the limited resources in funding and the man power. We also received a number of compliments from attendees in emails. Calvin, Jing, Eric, and Keng-Yen also provided assistance in the conference as I recalled.

Chapter V Community Services

5-1 Rochester, NY

Despite busy student life, I served as a member of the Taiwanese American Association in Rochester chapter. This was the beginning of my involvement in community services in the U.S. The number of Taiwanese students was small, but they were bounded by the same homeland. They were therefore very close. We prepared cars for winter together; some senior guys would teach the newcomers how to tune up the cars, change the antifreeze, and put the snow tires on mostly used cars we students owned each September. Rochester is located in the Snow Belt. It's no fun during the long winter months if your cars were not running properly. These simple skills taught were very useful even after you moved away from Rochester, NY to warmer regions or cities.

5-2 New Haven, CT

When I got the job at the National Bureau of Economic Research (NBER) at Yale in New Haven, CT, we moved from Rochester, NY to New Haven, CT. I continued to get involved in TAA activities. I was elected as the New Haven Chapter President in 1976 when Calvin was born and Grandma from Lin-Pien, Ping-Tung County was visiting and assisting Mom. New Haven Chapter was very enthusiastic and active as most of the members were students from Yale and Southern Connecticut State University. They were very idealistic.

5-3 Stamford, CT

As Calvin (born in New Haven, CT in 1976) and Eric (born in Stamford, CT in 1978) were attending Chinese School, we were involved in local Taiwanese community activities. They studied Chinese, Chinese poems, marshal arts and other stuffs. Grandma and Grandpa from Tou-Liu were visiting us to assist when Eric was born in 1978. We were grateful for their visit and assistance for the care of Eric and Calvin. Without their help, we

could not work full time after Eric was born. They stayed with us for 7 months. It was hard for them because they could not drive and understand the English. But they endured for the sake of our family. We were indebted to them for their sacrifices.

5-4 Washington, DC

We were actively involved in the TAA-GWC activities. Mom served as EC member in 2001. I served as a board member of the Taiwanese American Senior Society of Greater Washington DC (TASS) in 2009-2011. I was editor in chief of the TASS Journal for 4 years. The Journal was well liked by the TASS members because it included a lot of useful information such as summaries of medical lectures by local doctors and healthcare providers.

I was also a member of the Mt. Jade Science and Technology Association and the Taiwanese American Science and Technology Association. Both organizations provided forum for exchanges of information between scientists and engineers in the U.S. and Taiwan. Although I am not a scientist, I learned a lot of new information from participating in these activities.

Chapter VI Children's Marriages

6-1 Calvin and Jing Got Married in 2002

Calvin graduated from Carnegie Mellon University (CMU) in 1998 with dual majors in Electrical and Computer Engineering and Industrial Management. CMU is famous for its computer engineering and computer science. We are very proud of his accomplishments. Jing graduated from the Austin Campus of the University of Texas, also one of the top schools in computer sciences and business management. Jing is the only daughter of Mr. Dao-Zhong Xia and Mrs. Anlin Xia of Austin, TX. We are glad that they got to know each other in Chandler, AZ. Calvin was employed in Motorola Semi-Conductor Division for a while after graduated from CMU. That division was acquired by Freescale and he is now a senior electrical and computer engineer at Freescale. Jing was employed by Intel as a senior business analyst after graduated from UT at Austin. They got married in 1998 in Chandler, AZ. They have three lovely children, Abby, Patrick, and Lizzie with the fourth one expected in October, 2012.

6-2 Eric and Esther Got Married in 2004

Eric also graduated from CMU with dual majors in Computer Science and Applied Mathematics. Along with MIT and Stanford, CMU Computer Program is ranked one of the top programs in the U. S. He later did graduate work at the University of Maryland with all courses work completed and preliminary exam passed. He later decided that he did not want to finish the thesis, so he is an ABD (all requirements except dissertation). Eric was employed at the Aberdeen Proving Ground High Speed Computer Lab for a while. He is employed by General Dynamics Corporation as a senior software engineer, doing some top secret works required top security clearance. We are all very proud of his accomplishments. Esther also graduated from CMU School of Computer Science with dual B.S. and M.S. degrees. She is the daughter of Mr. Hsin-Chih Chen and Mrs. Kerry Chen. Esther was employed at a research company in West Virginia as a research analyst and a consultant for a consulting firm for NASA in Rockville, MD after she and Eric married in 2004. They have two lovely children, Emma and Ethan.

Chapter VII Personal Health Problems

7-1 My Struggles with Lung Tumors since 2011

My lung tumors were discovered in February 2011 when I was hospitalized in Bethesda Suburban Hospital. But my health problems were probably developed several years earlier without my knowledge. In a visit to Japan and Taiwan in 2007, I felt my physical strength was no longer as strong as it used to be. In the Taiwan trip, I delivered three lectures in National Tax Administration's Tainan Bureau (along with National Cheng-Kung University), and National Kaohsiung University in the south, and National Taiwan University in the north. I felt a little tired after the trip. In July 2009, Jen-Wen and I joined a Globus Tour to Western Europe visiting U.K., Belgium, Netherlands, Germany, Switzerland, and France. During the trip, I coughed a lot and struggled to come back to the States. I also developed pains on my right shoulder and could not raise my right hand properly.

I started to see allergy and arthritis doctors to find out what's wrong with my health. I developed Urticaria/Hives in my lower body, especially legs and arms. First, I thought I had poison ivy. But if it was poison ivy, the hives will remain in the same location, but my hives moved randomly, never

stayed in the same places. They come and go after treatment with steroid. It's harmless, but is a nuisance. It suggests that something is not right in my body. Dr. Howard Pung, my allergy doctor, believed it was caused by overreaction of my immune system. He prescribed Benedry, XYZALL, Zantac, for the hives. I visited an arthritis doctor, Dr. Evan Siegel, for the shoulder pains and participated in physical rehab program. It improved somewhat, but I still could not raise my right hand over shoulder high. (Later, my oncology doctors determined that my right shoulder problem was related to my lung problem through lesions in my brain and treated it as well.)

On January 26, 2011, there was nasty blizzard through the DC metropolitan area. Snow was fallen heavily and become frozen rapidly. The highways became very slippery and treacherous. Although, Federal government announced early dismissal, highways were still clogged with vehicles. It took me more than an hour to travel about 9 miles from Grosvenor Metro to home. Then about two feet from garage, I tripped and fell into snow, still pulling recycling bin, and could not get up. I struggled and eventually managed to get up and asked Jen-Wen to call 911. The ambulance took me to Suburban Hospital to check my conditions. X-rays and CT scan indicated everything seemed ok without major problems.

But, three weeks after ER visit, my left leg was limping and it hurt my right leg. I visited my orthopedic doctors, Andre Gazdag and Anrew Panagos. They performed various tests on my legs and backs and concluded that nothing was wrong. At this point, my primary care doctor, Hing-Chung Lee, consulted with Drs. Gazdag and Panagos, and concluded that I need to check in a hospital and do a thorough check up. (Dr. Lee suspected that I may have a stroke which caused the limping of my left leg.) I was admitted to Suburban on February 25, 2011 and stayed for one week, doing X-Rays, CT Scam, and MRI. The doctors there found out I have a tumor in my lung and some lesions (cancerous cells) in my brain. They recommended that I take care of lesions first with radiation therapy. I had completed 14 sessions and they also took care of my shoulder pains with radiation. My pains were gone and I can move my right hand freely. Incidentally, I did not suffer from a stroke, the primary cause Dr. Lee suspected that caused my left leg problem.

With the radiation treatments, by Dr. Stephen Greco, behind me, I started chemotherapy on my lung in mid-March 2011, cared by Dr. Dong-Mei

Wang. The injection was done in Shady Grove Advent Hospital Outpatient Center in Rockville, MD. Every three weeks, I would go there to receive treatments. Initially, Dr. Wang believed two drugs, Carboplokin and Alimta, will be more effective. After showing significant improvements from follow-up exams, Dr. Wang suggested that we dropped the “Carbo” and just used Alimta for a while. Lately, she has used a drug called “Taxotere” and it seems effective. This is in the “maintenance” phase. Dr. Wang said she may stop the chemo if the conditions improve further. Jen-Wen and I certainly hope so soon.

Chapter VIII Some Reflections

8-1 Some Thoughts on Learning Different Languages

My mother tongue is Taiwanese. I was born during the time Taiwan was ruled by the Japanese. But I was too young to learn the Japanese language. I was only three years old when Japan was defeated by the Allied Forces and Taiwan was ruled by Nationalist government. I started to learn the Mandarin Chinese when I was 8 years old. I spoke Taiwanese with my parents at home, but spoke Mandarin in schools. I learned English when I entered the middle school about 14 years old. I continued to study English through the freshman year in college. The focus of the learning was on the comprehension, most of the students could not carry conversation. In college, students started to learn second foreign languages. I took one year of German and two years of Japanese. In graduate school, at least one foreign language was required. I selected Japanese for two more years. I did not continue my study of German. For an economics major, Japanese seemed to be more useful in terms of finding a job in Taiwan. The four years of Japanese were all I had for a second foreign language. I was interested in German and even Spanish, but did not have time to take more foreign languages. In my personal experience in learning foreign languages, English, German, and Japanese are all difficult foreign languages to master compared to Chinese. But this feeling was because I spent more than 13 years in learning Chinese and I have to speak and read it on a daily basis. Chinese is a difficult language from a Westerner’s standpoint. It’s a symbolic, rather than alphabetic, system. That adds the difficulty for foreigners who are trying to learn the language.

For an economics major at Rochester, two math courses can substitute for foreign language requirement. So I did not have to learn more languages. I

dropped the study of Japanese during the next 35 year until 2005. The Washington Taiwan Language School offered a Japanese course for seniors and I thought it would be a good opportunity to pick up this language again after all those years. We had three faculty members, Dr. Kon-Chi Liang, Dr. Kenneth Chang, and Prof. Jun-Gen Lai. Drs. Liang and Chang were medical doctors, and Prof. Lai was a Ph.D. chemist. They all had been educated in Taiwan and Japan prior to the Japanese defeat in WWII in 1945. The class is small; we only have 10 students. The emphasis is on reading comprehension. We meet every Sunday, from 1:30 pm to 3:00 pm. Every one is serious about the learning the language. We use the textbooks for the elementary school students in Japan. It's tough for those of us who have learned Mandarin because text book does not use a lot of Chinese characters. Without the help of Chinese characters, it's more difficult to follow the text. One of the reasons we focus more on the reading comprehension is the feeling that it's more useful to be able to read the Japanese literature then carrying conversation. After all, how many times we get chances to visit Japan? After 7 years, students are able to appreciate the Japanese literature and culture. As a side benefit, students are able to comprehend the lyrics of Japanese songs.

Most linguistic experts believe that it's easier to learn a foreign language when one is young. This is probably true, but learning environment is also important. If you were put in the environment in which you have to speak the language to get around, you are mostly like to make good progress quickly. Many foreign ministers are able to speak fluent Mandarin or Taiwanese quickly after they came to Taiwan. This is because they have to use the language to communicate with the church members.

To be able to speak foreign languages is an advantage for immigrants. Most of Americans can only speak English. But in a highly competitive world market, to be able to speak only one language would put oneself at disadvantage. A lot of American students are rushing to learn Chinese now. They figure it's an advantage to be able to speak the Chinese in the job market.

8-2 Looking Back at the Path of My Foot Steps

The life is indeed short. When I look at the beginning of my career at NBER, it seems just like yesterday. But close to 40 years has passed by. And I had experienced many events during those years. Time is a very strange thing.

Every day we lost a certain amount of time without knowing it. We have to constantly remind ourselves that our time on the earth is limited and have to make good use of this limited time we have for useful activities. Nobody says life is fair. We just have to do the best we can when we are living!

8-3 Concluding Remarks – Lessons Learned

Several lessons I learned throughout my life including at least the following three:

1. You have to take initiative to get what you want. This applies to jobs, work assignments, and material things you need in life such as houses, clothing's, autos, and other stuffs. If you are passive, no body will do that for you. In other words, you sometime have to be a little bit aggressive to get the things you deserve. This may include the selection of your partner for life.
2. There are always options in life. Sometime people failed to achieve certain things they wanted and felt frustrations for the failing. But, in life, there are always options; you just to evaluate the merits and opportunity costs of each option. Of course, not every option has the same consequences. You make the choice and you accept the consequences, good or bad. In my case, I could have returned to Taiwan after I finished my graduate study. As I noted earlier, the life consequences would be different and I accepted the consequences of the decisions I made in those critical moments in my life journey.
3. Family is critical in any endeavor. I could not achieve whatever accomplishments, if any, without the supports of my parents, brothers, sister, and relatives, and especially my partner Jen-Wen Lee. You just can not imagine the mileages a Taiwan country boy had to travel to become a U.S. Treasury manager without the family supports! For Asians like us, there is nothing more important than a supportive family as we struggle to establish ourselves in America! And I thank all members of my family for their supports.



Jen-Wen and Wu-Lang posed in TASS 2012 annual meeting (May 2012) in Rockville, MD.



Wu-Lang posed with his former manager, Mary Phillips, and her husband Rich Rea at a Bethesda, MD, restaurant (June 2012).

7-20-2012 Draft

