

寶樹堂前花正茂

He Walked His Talk

謝森中先生逝世周年追思錄
Memories and Images of Dr. Sam C. Hsieh

前言

蕭萬長

有「金融界的長青樹」之稱的謝森中先生，於2004年4月24日仙逝，結束其八十五年的精彩一生。當謝先生過世的消息傳出，全球各地掀起一片悼念聲，台灣媒體更大幅報導。謝森中先生的經歷十分豐富，當過台大和菲律賓大學教授，也曾就職於農復會、亞銀、行政院經建會，擔任過中央銀行和中國信託商業銀行決策委員會總裁，以及交通銀行、中華經濟研究院、台灣工業銀行董事長，並曾任海峽交流基金會副董事長。

由於謝森中先生具赤子之心，真誠熱情，平易近人，因而「凡走過必留下痕跡」在他身上特別鮮明。所以，自他辭世以來，在全球舉辦過多場悼念會，其門生故舊和親朋好友紛紛發表對他的悼念，並為文紀念。為能使謝森中先生的一生行事風範傳諸後世，我們乃發起集結這些悼念文，並將有關介紹謝先生的文章一併收錄，在謝先生逝世一周年時出版這本「追思錄」。

這本追思錄以謝森中生前停留過的場所、機構作為分類，將該時空相關人士的追思文章集結，共分成追思禮拜、農復會、明尼蘇達大學、菲律賓大學、國際稻米研究所、亞洲開發銀行、經建會、交通銀行、中央銀行、中華經濟研究院、兩岸金融學術交流、師友及門生，以及家人、親屬等章節，共一百九十多位人士的悼念文，藉由這些篇章讓謝森中先生永遠活在世人心中。

本書經過半年餘的蒐集、編排及校對後終於付梓，特別要感謝所有提供悼念文的海內外人士，以及許多參與本書出版的工作人員，本人更是榮幸有此機會撰寫這篇前言。

Foreword

Vincent C. Siew

Known as the "Evergreen" in Taiwan's banking, finance and business sectors for his enthusiastic and energetic work style despite his age, Dr. Sam Chung Hsieh passed away on April 24, 2004, bringing a close to his 85 years of a productive life. Many friends and colleagues around the world expressed their heart-felt reminiscences and condolences. In Taiwan, the news of his passing was widely reported in the media with honorable recognitions.

Sam Hsieh served with distinction in academia, government services, and private sectors, including as:

- Professor at the National Taiwan University and Visiting Professor at the University of the Philippines College of Agriculture (UPCA) under the Ford Foundation sponsored UP-Cornell Graduate Exchange Program;
- Senior Specialist, Chief Economist, Secretary-General at the Joint Commission on Rural Reconstruction (JCRR);
- Director of Projects Department at the Asian Development Bank (ADB);
- Vice Chairman of Council for Economic Planning & Development (CEPD), Executive Yuan;
- Chairman of the Bank of Communications (a.k.a. Chiao Tung Bank);
- Governor of the Central Bank of China in Taipei;
- Chairman of the Executive Board of Chinatrust Commercial Bank;
- Chairman of the Chung-Hua Institution for Economic Research (CIER);
- Chairman of the Industrial Bank of Taiwan (IBT);
- Vice Chairman of Straits Exchange Foundation (SEF).

With Sam's playful and youthful spirit and a marvelous blend of wisdom, compassion, and integrity, he put forth his best effort in all his pursuits, and above all, cherished the people he encountered. Since his passing, several memorial services have been held in Taiwan and the United States. His friends and colleagues, family and relatives spontaneously wrote articles in his memory.

By compiling and publishing these invaluable articles about Sam in a one-volume remembrance book on the first memorial anniversary of his passing, we wish to catch glimpses of Sam's vision on life, his contribution to the world, and his inspiration on others. He wasn't just a person who walked through life; he experienced and directed it with all the passion, dedication, and love he knew how. We hope his insightful experiences can be a model for generations to come.

This memorial book is organized as follows. The biographical sketch and memorial service messages are kept in the beginning of the book as we pay our respect to Sam. The grouping of the 190+ remembrance articles in the book traces Sam's career path at each institution or the time period when people first met him at the JCRR, University of Minnesota, UPCA, IRRI, ADB, CEPD, Bank of Communications, Central Bank of China in Taipei, CIER, Cross-Straits Banking/Finance/Academic Exchange Forum.

We then follow with messages from his peers at the National Central University (NCU), his friends from the NCU Alumni Association in Taiwan, his teacher from high school, and his students from various universities. We close with remembrances from his family and relatives.

This book is filled with Sam's distinguished work and life at a personable level. I think everyone reading it will quickly understand the legacy Sam Hsieh left behind. His messages will live on forever in our hearts.

For the development and production of the book itself, we feel a deep sense of gratitude:

To the authors of the articles from around the world for their precious thoughts; to the team of editors, for their invaluable advice and dedication in the book planning, design, proofing and editing; to the print & design staff in the Central Engraving and Print Plant, for their quality skills and timely production assistance; and last but not the least, to the memorial conference funding contributors for the book budget support.

I am very honored to have this opportunity to write the Foreword for this book.

Vincent C. Siew
Chairman, Chung-Hua Institution for Economic Research

March 2005

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you love
our hearts,

holding on,
will never end.
our hearts,
be by our side.

the times we shared,
without you is a challenge,
gave us the power to go on,
back the hands of time to see you again.

every minute of everyday,
more than words can say,
remember the fond memories we shared with you,
know that you are forever watching over us.

send us an angel to heal our broken hearts,
to wipe the tears from our eyes,
to take away the pain we have suffered,
to show us a way out of the darkness.

our lives are incomplete.
will never be the same again,
it's time to move on,
as forgetting.

謝森中先生簡歷

Biographical Sketch of Dr. Sam Chung Hsieh

Dearest Grandpa,
I love and miss
you very much.
May you rest
in Peace

謝森中先生生平事略

謝森中先生，廣東省梅縣人，1919年11月13日出生，2004年4月24日辭世。

早年家境清苦，須賴其母親作零工以維持家計。限於家境困難，求學過程中數度輟學。1938年梅縣東山高級中學畢業，遠赴福建工作一年，1939年考取國立中央大學，並於1943年及1945年分別完成農業經濟學士、碩士學業。1947年赴美深造，主修生產經濟及農場管理。1949年到台灣農復會工作，並兼任台灣大學教授。1956年獲得美國ADC基金會的補助返美撰寫博士論文，並於1957年獲美國明尼蘇達大學農業經濟博士。

謝森中先生經歷豐富，歷任職務如下：

1950年至1960年兼任國立台灣大學農經系教授。

1951年至1965年先後任中國農村復興聯合委員會農經組技正、組長、秘書長，並兼任經濟安定委員會第四組執行秘書。謝先生曾以他在農復會的經驗著書主論，1953年寫成【台灣之糖米競爭】一書。當時政府的政策是以「農業培養工業，以工業發展農業」，農復會的「農經研究調查團」，赴農村各地實際考察，對於台灣早期農業政策之擊劃、農經發展之建設，提供許多建議。謝先生也主動的推動和參與農工業協調會議，協助意見溝通及工作推展。

1965年應美國康乃爾大學及福特基金會之聯合邀請赴菲律賓擔任菲律賓國立大學研究所農經系訪問教授。

1967年亞洲開發銀行總部正式成立於馬尼拉，經由我國推薦而出任投資計畫審核處處長。謝先生在加入亞銀的第一年，舉辦頗具規模的亞洲農業調查，聘請許多亞銀內外國際農業專家，對亞洲開發中各會員國農業發展的現況及前瞻，進行深入瞭解及分析，評估審核各種投資計畫，奠定了亞銀對各貸款國農業資助的基礎，在學術上亦具參考價值。後於1976年舉辦第二次亞洲農業調查及1978年舉辦南亞農業調查。謝先生在亞銀服務15年間，行遍東亞、東南亞、南亞及南太平洋各開發中國家，考察借款國的經濟與產業發展以及各項貸款計劃執行情形，以謀求改進之道，與各國建立了良好的互動，協助亞洲開發中國家農工業發展和基本建設、生活水平之提升，專業成果，深得亞銀當局的肯定，也獲得亞銀會員國的好評。

謝先生在亞銀工作前後長達十五多年，累積豐富之開發經濟及制定國家金融發展政策等經驗，直至1981年自亞銀退休止，為我國在該行所擔任職務最高者。

1981年自菲律賓返台，出任行政院經濟建設委員會副主任委員。

1983年轉赴交通銀行（國家開發銀行）任職董事長共計六年。他在交通銀行任內強調資本、勞力為有限資源，唯科技具有無限發展潛能，而大力推動創業投資，贏得台灣「創業投資之父」美譽。

1986年他在討論台灣經濟發展的經驗時，提出循序策略與整合做法。在發展過程中常被忽視的三個環節，包括如何做和計畫落實的問題、循序並分階段發展的問題及科技整合或各種發展活動的整合問題。

1989年5月25日李登輝總統特任謝森中先生（時任交通銀行董事長）為執行國家最高貨幣金融決策之中央銀行總裁。6月1日接事。1989年10月3日中央銀行總裁謝森中表示，我國已決定支援美國「布雷迪計畫」，提供第三世界國家減債

資金。

謝先生秉持「中央銀行獨立而不孤立」、「循序漸進之金融自由化、國際化」、「匯率須呈動態穩定」、「物價穩定，經濟發展，看似兩面，實則合一」等理念，對穩定物價金融與促進經濟發展多所貢獻。他在任職央行總裁期間，建立台北外幣拆放市場、放行庫營運範圍、開放遠期外匯操作，並准許國內各銀行增設海外分支機構、倡辦新種外匯業務等。積極推動金融業務國際化，殫精竭慮，不遺餘力。最有代表性的開創事蹟為推動央行倫敦辦事處之設立（1990年），央行紐約辦事處之設立（1991年），成為東南亞央行總裁聯合會員（1991年），取得中美洲銀行正式理事國（1992年）。

1994年謝先生自中央銀行總裁五年任期屆滿，榮退後曾分別擔任總統府國策顧問（1994-2000）、中央銀行顧問（1994-2004）、中國信託商銀經營決策委員會總裁（1994-1999）、國際稻米研究所董事（1995

-1997）、中華經濟研究院董事長（1996-2002）、海峽交流基金會副董事長（1999-2002）、台灣工業銀行董事長（1999-2002）及顧問（2002-2004）等職。

謝森中先生因其完整豐富之學經歷，對財經界貢獻厥偉，也獲得多項國際獎章，包括榮獲美國明尼蘇達大學傑出成就獎及農經系傑出校友獎（1990年）、宏都拉斯共和國總統頒贈大十字勳章（1992年）、菲律賓國立大學榮譽法學博士（1993年）、尼加拉瓜總統查莫洛夫人頒贈特授大勳章（1996年）、加拿大全國商業總會及中華民國工商總會頒贈特別商務成就獎（1996年）等殊榮。

無論從成長背景或行事風格來看，謝森中先生都是極為特別的一位。他的廣東腔國語、他的赤子之心、他的專業務實、他的豐富國際閱歷，都令人印象深刻。回顧謝先生的生涯，可以分為沙坪壩時期、農復會時期、亞銀時期、交通銀行時期、中央銀行時期等幾個重要階段，而每個時段，都反映出當時經濟社會背景，並留下不可磨滅的痕跡。

Biographical Sketch of Dr. Sam Chung Hsieh

Dr. Sam Chung Hsieh was born on November 13, 1919, at Meih sien, Kwangtung in China.

In his early years, he struggled in getting an education. His mother worked on odd jobs to make ends meet. She encouraged him to pursue studies despite family financial difficulties.

Graduating from Meih sien's Dongshan High School in 1938, he worked for a year to save up money for college. He earned both his B.S. and M.S. degrees in Agricultural Economics from the National Central University of China in 1943 and 1945, respectively. His Ph.D. with a concentration in production economics was from the University of Minnesota, U.S.A., in 1957. Supported by a fellowship from the Agricultural Development Council (ADC), he wrote his dissertation entitled, *Application of Linear Programming to Crop Competition: Study in Taiwan*.

Hsieh's distinguished career and experiences spanned academia, government services, and private sectors for over 50 years. It is listed chronologically as follows:

NTU (1950-1960) -

Sam Hsieh served as a Professor in the Department of Agricultural Economics at the National Taiwan University (NTU) for ten years (1950-1960).

JCRR (1951-1965) -

He was a Senior Specialist (1951-1954), Chief Economist of the Rural Economic Division (1954-1960), and Secretary-General (1960-1965) of the Chinese-American Joint Commission on Rural Reconstruction (JCRR). He also served as the Executive Secretary for the Economic Stabilization Board Committee 'D' on Agriculture. His book, *Rice and Sugarcane Competition on Paddy Land in Central Taiwan* (1953), reflected his experiences. He contributed in the design and implementation of policies and programs for the agricultural development and economic transformation in Taiwan's early years.

UPCA (1965-1967) -

Through the sponsorship from the Ford Foundation on the UP-Cornell Graduate Exchange Program, Sam shared his expertise with the Filipinos as a Visiting Professor (1965-1967) in the Department of Agricultural Economics at the University of the Philippines College of Agriculture (UPCA) in Los Bãnos.

ADB (1967-1981) -

Later, Sam worked as Director of the Economic & Technical Assistance Department (1967-1969), Projects Department (1969-1978), Agricultural & Rural Development Department (1978-1981) at the Asian Development Bank (ADB) in Manila for more than fourteen years. He contributed during the formative years of ADB in shaping the Bank's direction and operations.

He initiated and organized the Asian Agricultural Survey (AAS-1) in 1967, a subsequent survey (AAS-2) in 1976, and the South Pacific Agricultural Survey in 1978. The survey was coordinated at two levels – a Consultative Committee and a Technical and Economic Survey Team. The survey was designed to provide the Bank with a framework for its future operations and to benefit the developing member countries with inputs from subject matter experts on the strategies, priorities and special investment opportunities for productivity improvement and resource development. The comprehensive operational results were reviewed and formed as the basis of policy formulation by the ADB and by the developing member countries.

He and his team visited developing member countries throughout East Asia, South East Asia, South Asia, and the South Pacific to exchange views on current strategies, policies, and action programs to accelerate agricultural improvement and economic growth. He earned a reputation for international financial diplomacy and leadership in building up infrastructure and improving living standards in the developing member countries.

CEPD (1981-1983) –

Upon returning to Taiwan, he was appointed as Vice Chairman (1981-1983) of the Council for Economic Planning & Development, Executive Yuan.

Bank of Communications (1983-1989) –

Sam was appointed as Chairman of the Bank of Communications (a.k.a. the national development bank) for 6 years (1983-1989). During his term, he promoted the innovative idea of venture capital and earned a reputation as the founding father of venture capital in Taiwan.

He talked passionately about his view in his article, *Sequential and Integrated Approach to Economic Development* (1986). He carefully leveraged Taiwan's experience and its relevance to other developing countries and to identify the missing links such as: (1) 'how' to adapt transferred knowledge of development from different circumstances and environments to a given country setting is a challenge; (2) the need to consider proper sequencing or phasing in of development activities; and (3) the need for integration across disciplines, across agricultural, industrial and service sectors, across private and public boundaries, across physical and social infrastructure. Taiwan's success can be largely attributed to getting these three links right. Its successful development strategy has stressed the importance of an integrated approach of proper sequencing of activities.

The Central Bank of China, Taipei (1989-1994) –

On May 25, 1989, Sam Hsieh was appointed by former President Lee as the Governor of the Central Bank of China in Taipei. On June 1, 1989, he began a 5-year term (1989-1994). He strongly believed that "the central bank has to be independent but not necessarily isolated", "financial liberalization has to take integrated and sequential steps", "the exchange rate should follow dynamic stability behavior", and "the price stability supports sustainable economic growth". His philosophy is still commonly referenced to date.

He took a series of measures to address financial and economic liberalization and internationalization, such as lifting regulatory controls on bank loan rates and deposit rates in the Banking

Law as a significant step in price deregulation; establishing the Taipei Foreign Currency Call-Loan Market as a positive step towards Taiwan's financial internationalization; allowing and encouraging various domestic banks to establish the overseas branches or subsidiaries; initiating the new kind of foreign exchange service to assist enterprises, etc. During his tenure, he expanded the Central Bank's participation in the international financial community. He opened the Central Bank's branch offices in London (1990) and New York (1991), and established membership in the Conference of the Governors of the South East Asian Central Banks (SEA-CEN) in 1991 and Non-regional membership in the Central American Bank for Economic Integration (CABEI) in 1992. He was widely recognized for his contribution to achieve financial stability, guide sound monetary policy & operation, and foster economic growth in Taiwan.

Hsieh held the following positions since 1994:

- Advisor, Central Bank of China, Taipei (1994-2004)
- National Policy Advisor to the President (1994-2000)
- Chairman of the Executive Board, Chinatrust Commercial Bank (1994-1999)
- Board of Trustees of the International Rice Research Institute (1995-1997)
- Chairman, Chung-Hua Institution for Economic Research (1996-2002)
- Vice Chairman, Straits Exchange Foundation (1999-2002)
- Chairman (1999-2002), Advisor (2002-2004) to Industrial Bank of Taiwan

Hsieh was the recipient of various international awards:

- Outstanding Achievement Award & Distinguished Alumni Award from the University of Minnesota, St. Paul, Minnesota on September 26, 1990;
- Decoration with the Order of José Cecilio del Valle by President Callejas of the Republic of Honduras on November 26, 1992;
- Honorary Degree Doctor of Laws from the University of the Philippines, Los Baños, on May 7, 1993;
- Special Business Award from the Canadian Chamber of Commerce and the Chinese National Association of Industry and Commerce, April 1996;
- Decoration with the Order of José Dolores Estrada by President Violeta Barrios de Chamorro of Nicaragua on May 20, 1996.

Dr. Sam Chung Hsieh passed away on April 24, 2004 in Arcadia, California. He was a strong advocate for "Collective Wisdom" when making policy decisions and cherished the people he encountered across international regions. His inspiration and experiences will be long remembered.