

陳長桐博士--臺北扶輪社

世界銀行執行董事(中華民國代表)

Taipei Rotary Club -- Dr. Reignson C. Chen

World Bank Executive Director in 1960s

By Herbert K. Lau (劉敬恒) (Rotary China Historian)

15 May 2020



Dr. Reignson C. Chen (陳長桐博士), *HonLLD (Colorado)*, *MBA (NYU)*, *BA (Colorado)* (1896-1983), was President 1953-1954 of the Rotary Club of Taipei (臺北扶輪社), Republic of China (中華民國), which was chartered on 9 October 1948. Since 1 July 1960 until 30 June 1987, the Club was a member of Rotary International District 345, and was the fourth eldest Club in the District following Hong Kong (香港) (1931), Macau (澳門) (1947) and Kowloon (九龍) (1948).

Reignson C. Chen (Chen Chang-Tung) was a prominent Chinese financial and diplomatic executive who served as the Executive Director for the Republic of China at the World Bank Group (and the International Development Association) from November 1960 through the 1960s. His notable career highlights include:

- **Banking Leadership:** Prior to the World Bank, he served for 8 years as the Managing Director and General Manager of the Bank of China (中國銀行) in Taiwan (臺灣).
- **Corporate Roles:** He was also the General Manager of the China Insurance Company (中國產物保險公司), as well as Chairman of the Board of Directors for a variety of associated financial entities.
- Chen was a senior economic advisor to the Government of China. He represented the Republic of China at Economic Commission for Asia and the Far East (ECAFE) trade conferences---a former UN regional commission now known as the United Nations Economic and Social United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP).

Early Life, Education and Career in Mainland

Born in 1896 in Foochow (*Fuzhou*), Fukien (*Fujian*) Province of the Ch'ing Empire (大清國福建省福州), Chen Chang-Tung (often documented as R. C. Chen) was the son of Vice-Admiral Chen En-Tao (陳恩燾海軍中將) of the Chinese Navy.

Chen was recognized as a prominent student leader during the 1919 May Fourth Movement (五四運動) in Peking (*Beijing*) (北京). In 1919, he graduated from the prestigious Tsinghua College (清華學校) (upgraded to National Tsinghua University 國立清華大學 in 1928) and traveled to the United States to further his education. He subsequently earned a Bachelor of Arts (BA) degree in banking from the Colorado College in 1921, followed by a Master of Business Administration (MBA) degree in Finance from the University of New York in 1923. He was a member of Phi Beta Kappa.

Doctor of Laws (LLD), *honoris causa*, was later conferred to Chen on 12 June 1955 by his American alma mater, Colorado College, to recognize his highly distinguished career in international banking and public service.

Upon returning to China, Chen was professor at the Business School of National Southeastern University (國立東南大學) and later served as the head of the International Trade Department at National Central University (國立中央大學) in Nanking (*Nanjing*) (南京). He was also professor of National Peiyang University (國立北洋大學) in Tientsin (*Tianjin*) (天津).

Career Milestones at Bank of China

- Early Career (1930): Joined the Bank of China as the Director of the Foreign Department's Business Office, at its head office located in Shanghai (上海).
- Rangoon Branch Organizer (1939): Dispatched to Burma to organize and open the Rangoon Branch of the Bank of China (中國銀行仰光分行), stepping in as its inaugural branch manager.
- Post-War Transition: Served in several trade and economic leadership functions for the Nationalist Government, moving with the Republic of China administration to Taiwan in 1949.
- General Manager (1952–1960): Appointed Managing Director and General Manager of the Bank of China (headquartered in Taipei 臺北 following the government relocation).

Diplomatic and Financial Services during World War II

During the War of Resistance against Japan in the 1940s and post-War years, Chen has his early diplomatic and editorial experience. Edited by Chen, 《The China Advocate》 served as a platform for cultural, political, and economic commentary during an era of significant transition for China on the international stage. It aimed to advocate for Chinese interests, build academic networks, and bolster bilateral understanding between the United States and China. During the period he edited the publication, Chen was also affiliated with the Chinese Embassy in Washington, D.C., U.S.A.

During World War II, Chen's financial acumen was highly valued by the Nationalist Government. In 1941, Chiang Kai-Shek, President of the Executive Yuan (行政院院長蔣中正), acting on the nomination of then-Foreign Minister T. V. Soong (宋子文), appointed Chen as the Chief Representative in the China-Burma-India Theater for China Defense Supplies, at the overseas office in Rangoon of Burma (*Yangon of Myanmar*), managing U.S. Lend-Lease supplies. His efforts earned him the Medal of Freedom from the United States government.

When Burma fell to the Imperial Japan's forces in 1942, Chen orchestrated the evacuation of the agency's offices to Calcutta (*Kolkata*), India. Because China and India lacked formal diplomatic ties at the time, T. V. Soong requested Chiang Kai-Shek to appoint Chen concurrently as the "Liaison Officer of the Republic of China to India".

Life in Taipei and Financial Leadership

Following the end of World War II and the subsequent relocation of the Republic of China Central Government to Taipei in 1949, Chen became a foundational figure in Taiwan's economic recovery and international standing.

From 1952 until 1960, Chen was appointed Managing Director and General Manager of the Bank of China (headquartered in Taipei following the government relocation). Concurrently, Chen also held the position of Managing Director and General Manager of the China Insurance Company.

Executive Director of World Bank

Concluded his general manager tenure of the Bank of China and China Insurance Company, Chen was representing the Republic of China constituency to become the Executive Director of the World Bank Group (International Bank for Reconstruction and Development, IBRD) and International Development Association (IDA) starting in November 1960.

INTERNATIONAL BANK NOTES

International Bank for Reconstruction and Development / May 1961

NEW EXECUTIVE DIRECTORS AND ALTERNATES

*Bank Notes takes this occasion to introduce those Executive Directors and Alternates who have assumed office since the last Annual Meeting. **

Reignson C. Chen, Executive Director for China, is no newcomer to the United States. After graduating from Tsinghua College in Peking, he received his B.A. from Colorado College and M.B.A. from New York University and is a member of Phi Beta Kappa. His career has successfully combined three professions - teaching, trade and banking. He was a professor at the College of Commerce, Southeastern University, Shanghai, and also at Peiyang University, Tientsin, early in his career. During World War II he was Chief Representative in the China, Burma, India Theater of China Defence Supplies, Inc. (U.S.A. Lend-Lease Supplies) and, after the war, Secretary General of the Export-Import Board in Shanghai and Chairman of the Foreign Exchange Bankers Association. From 1952-60 Mr. Chen was Managing Director and General Manager of the Bank of China; General Manager of the China Insurance Company; and Chairman of the Board of Directors of the China Products Trading Corporation. He served as Advisor to the Chinese Delegation to the Bank and Fund Annual Meetings in 1953, 1957 and 1959. Mr. and Mrs. Chen have been joined in Washington by their married daughter and three-year-old granddaughter who is the apple of her grandfather's eye.

Because the World Bank's Executive Directors operate as a collective board rather than individualized corporate managers, Chen's "job description" was dictated by the Bank's Articles of Agreement and the geopolitical landscape of the Cold War era.

His core responsibilities, structural position, and specific achievements in this role include:

1. Primary Responsibilities & Mandate

- **Constituency Representation:** He represented the Republic of China (ROC). Over the decade, his constituency expanded or shifted via regional voting blocks to encompass voting shares and interests for other East Asian nations, including Korea and Viet-Nam.
- **Operational Oversight & Voting:** He was responsible for voting on and approving all loan requests, credits, and development project proposals submitted by member countries.
- **Policy Formulation:** He sat on key governance committees---such as the Financial Policy Committee---to decide on structural matters like "Market Eligible" loans and interest rate frameworks under World Bank President George D. Woods.

2. Functional Duties on the Board

- **Day-to-Day Governance:** Based full-time at the headquarters in Washington, D.C., U.S.A., he attended regular board meetings to manage the general operations of the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA).
- **Annual Meetings:** He acted as a key liaison at the joint World Bank and International Monetary Fund (IMF) Annual Meetings, coordinating global development goals with national financial ministries.
- **Strategic Expansion:** During his tenure, he helped oversee the World Bank's historical shift in the mid-to-late 1960s from funding purely basic public utilities (like railways and power grids) to scaling up funding for agriculture, irrigation, and education in developing nations.

3. Key Achievements & Impact Focus

1. **Developing East Asia:** Chen was highly influential in channeling structural development funds into East Asian infrastructure. For example, he played an instrumental role in securing multi-million dollar IBRD loans and IDA credits for massive irrigation networks and agricultural projects in South Korea, which dramatically increased local crop production and doubled farm incomes.
2. **Bilateral Diplomacy:** He utilized his extensive prior background as the Managing Director of the Bank of China and senior Economic Adviser to navigate the complex diplomatic realities of representing the ROC on a global stage during a decade of intense regional geopolitical shifts.

Dr. Reignson C. Chen completed his final term representing Republic of China, Republic of Korea, and the Republic of Vietnam on 31 October 1972.



1919 年--北京清華學校學生陳長桐
1919 – Tsinghua College student Reignson C. Chen



退休後，陳長桐博士與妻子定居於美國馬里蘭州的貝塞斯達。
Dr. and Mrs. Reignson C. Chen enjoyed their retirement life in Bethesda, Maryland, U.S.A.

陳長桐博士--臺北扶輪社

世界銀行執行董事(中華民國代表)



陳長桐博士 (Reignson C. Chen, *HonLLD (Colorado)*, MBA (NYU), BA (Colorado)) (1896-1983)，中華民國臺北扶輪社 1953-1954 年度社長。該社於 1948 年 10 月 9 日成立。自 1960 年 7 月 1 日至 1987 年 6 月 30 日，該社是國際扶輪 345 地區成員，是該地區第四家最資深的扶輪社，僅次於香港扶輪社 (1931 年)、澳門扶輪社 (1947 年) 和九龍扶輪社 (1948 年)。

陳長桐是一位傑出的中國金融和外交官員，曾於 1960 年 11 月起整個 60 年代擔任世界銀行集團（及國際開發協會）中華民國代表執行董事。職業生涯中的顯著亮點包括：

- 銀行業領導：加入世界銀行之前，他曾擔任中國銀行（臺灣）常務董事兼總經理，長達 8 年。
- 企業職務：他也曾擔任中國產物保險公司總經理，以及多家關聯金融機構的董事會主席。
- 陳長桐曾擔任中華民國政府高級經濟顧問。他代表中華民國出席亞洲及遠東經濟委員會（ECAFE）貿易會議---該委員會原為聯合國區域委員會，現更名為聯合國亞洲及太平洋經濟社會委員會（UNESCAP）。

早年大陸生活、教育及事業

陳長桐，字庸孫，1896 年出生於大清國福建省福州螺洲鎮，父親是中華民國陳恩燾海軍中將。陳長桐在 1919 年五四運動期間，被公認為北京的傑出學生領袖。

1919 年畢業於著名的北京清華學校（1928 年升格為國立清華大學），並於美國深造。他於 1921 年獲得科羅拉多學院 (Colorado College) 銀行學文學士學位，隨後 1923 年獲得紐約大學 (University of New York) 研究院金融學工商管理碩士學位。他是美國大學優等生榮譽學會 (Phi Beta Kappa) 的會員。

1955 年 6 月 12 日，為表彰陳長桐在國際銀行業和公共服務領域的傑出成就，他的美國母校科羅拉多學院授予他榮譽法學博士學位。

回國後，陳長桐曾任國立東南大學（南京）商學院教授，後來擔任國立中央大學（南京）商學院國際貿易系主任。他也曾任國立北洋大學（天津）教授。

中國銀行職業生涯里程碑

- 早期職業生涯（1930 年）：加入中國銀行，擔任上海總行外事部業務處處長。
- 仰光分行籌建人（1939 年）：被派往緬甸籌建並開設中國銀行仰光分行，擔任首任分行總裁。
- 戰後過渡：在國民政府擔任多個貿易和經濟領導職務，並於 1949 年隨中華民國政府遷都臺灣。
- 總經理（1952-1960 年）：被任命為中國銀行董事總經理（中華民國政府遷都後，銀行總部設在臺北）。

二戰期間的外交與金融服務

在 1940 年代的抗日戰爭及戰後時期，陳長桐累積了早期的外交和編輯經驗。由陳長桐主編的英文雜誌《The China Advocate》（中國倡導者），在中國國際舞台經歷重大轉型時期，成為文化、政治和經濟評論的重要平台。該雜誌旨在維護中國利益，建立學術網絡，並增進中美雙邊了解。在擔任該雜誌主編期間，陳長桐也曾任職於中華民國駐美國華盛頓大使館。

第二次世界大戰期間，陳長桐的金融才能備受國民政府賞識。1941 年，行政院院長蔣中正根據時任外交部長宋子文的提名，任命陳長桐為中國國防物資供應局駐中緬印戰區總代表，常駐緬甸仰光，負責管理美國租借法案的物資供應。他的卓越貢獻，為他贏得了美國政府頒發的總統自由勳章。

1942 年緬甸淪陷於日本帝國軍隊之手後，陳長桐策劃了該機構辦事處撤離到印度加爾各答。由於當時中華民國和印度沒有正式的外交關係，宋子文呈請蔣中正任命陳長桐同時擔任「中華民國駐印度事務聯絡官」。抗戰時期，他還出任財政部貿易委員會委員、軍事委員會運輸會議參事等。陳長桐是宋子文得力助手之一，受到好評，1945 年任戰時生產局優先處副處長。

臺北生活與金融領袖

第二次世界大戰結束後，中華民國中央政府於 1949 年遷都臺北，陳長桐成為臺灣經濟復興和國際地位的開拓者之一。

從 1952 年至 1960 年，陳長桐擔任中國銀行（遷都後總部設於臺北）常務董事兼總經理。中國產物保險公司的總經理，當時也由陳長桐兼任。但只是掛名，實際上由副總經理卓東來負責。

世界銀行執行董事

陳長桐結束了中國銀行和中國產物保險公司總經理的任期後，於 1960 年 11 月起代表中華民國出任世界銀行集團（World Bank Group）（國際復興開發銀行 International Bank for Reconstruction and Development, IBRD）和國際開發協會（International Development Association, IDA）的執行董事。

由於世界銀行執行董事以集體董事會的形式運作，而非各自獨立的企業經理，陳長桐的職責由世界銀行的《協定》和冷戰時期的地緣政治格局決定。

陳長桐在此職位上的核心職責、組織架構和具體成就包括：

1. 主要職責和授權

- 代表中華民國：他代表中華民國。在十年間，他的代表範圍透過區域投票集團的調整而擴大或轉移，涵蓋了包括韓國和越南在內的其他東亞國家的投票份額和利益。
- 業務監督與投票：他負責對成員國提交的所有貸款申請、信貸和發展項目提案進行投票表決並予以批准。
- 政策制定：他曾擔任多個關鍵治理委員會的成員，例如金融政策委員會，在世界銀行行長伍茲(George D. Woods)的領導下，參與制定「市場合格」貸款和利率框架等結構性事項。

2. 董事會職能職責

- 日常治理：他常駐美國華盛頓特區總部，定期參加董事會會議，負責管理國際復興開發銀行 (IBRD) 和國際開發協會 (IDA) 的日常運作。
- 年會：他擔任世界銀行與國際貨幣基金組織 (International Monetary Fund, IMF) 聯合年會的重要聯絡人，負責協調全球發展目標與各國財政部的工作。
- 策略擴張：在其任職期間，他協助監督了世界銀行在 20 世紀 60 年代中後期歷史性的轉型，即從單純資助基礎公共事業（如鐵路和電網）轉向擴大對發展中國家農業、灌溉和教育的資助。

3. 主要成就及影響重點

（一）發展東亞：

陳長桐在引導結構性發展資金流向東亞基礎設施方面，發揮了重要作用。例如，他為韓國的大型灌溉網絡和農業項目，爭取了數百萬美元的國際復興開發銀行貸款和國際開發協會信貸。這些項目極大地提高了當地的作物產量，並使農民收入翻了一番。

（二）雙邊外交：

憑藉先前擔任中國銀行常務董事和高級經濟顧問的豐富經驗，在十年間區域地緣政治格局劇烈變化的時期，陳長桐成功應對了代表中華民國在全球舞台上開展工作的複雜外交現實。

在整個 1960 年代，陳長桐曾多次代表中華民國出席亞洲及遠東經濟委員會 (Economic Commission for Asia and the Far East, ECAFE) 貿易會議。1972 年 10 月 31 日，陳長桐結束了他代表中華民國、大韓民國和越南共和國的「世界銀行執行董事」最後一個任期。



世界銀行 World Bank

敬呈者茲謹將我國與國際復興開發
銀行體系之關係隨表附呈敬祈
鑒察為禱謹呈

總統 蔣

職
國際復興開發銀行
代表中韓越三國執行董事

陳長桐



五十九年五月六日

中華民國五十九年五月廿日

國史館

Academia Historica

丹佛，我們的家系列 – 再談陳長桐

丹佛華人資訊網（2020 年 5 月 4 日）

天是 5 月 4 日，也是五四運動的 101 周年，再和大家重溫當年和梁實秋聞一多一同在科泉的科羅拉多學院（Colorado College）留學，現在較少人記得的陳長桐先生的故事。梁實秋先生曾寫到「在科羅拉多留學時，一次陳長桐去一家理髮店理髮。他坐了半天都沒有人理會他。終於有一位理髮匠踱過來告訴他：『我們不伺候你們這些黃種的中國人！』陳長桐這位有血性的中國人，經不起這樣的侮辱，當即延聘了律師，將理髮店告上法庭。這次告狀需付律師費 80 美金，超過留學生一個月的官費。但為討回公道，陳長桐沒有吝惜這些美金，堅持打官司。結果官司打贏了，那位理髮匠也道歉了。不過他卻很誠懇地對他說：『下回理髮請通知一聲，我可以帶工具到你府上為你理髮。但請你不要到我們店裡來，因為你們黃種人進店後，很多白種人就裹足不前了。』陳長桐默然了，他想：『我能告倒一個美國人，但我能告倒一個美國嗎？這種屈辱，完全是一個受壓迫民族的屈辱啊！』同在科羅拉多留過學的聞一多，提起這件事總是義憤填膺，有一段時間他曾蓄髮留鬚以示抗議。據說聞一多後來創作著名的《洗衣歌》，就與當時遇到太多類似的種族歧視有關。」

陳長桐何許人也？其實在當年那一批到科州裡的年輕學生們他可是赫赫有名的老大哥，在 1919 年五四運動時是清華學生代表團的團長，最讓當年的清華人記憶猶新的是在清華體育館召開的「國恥紀念會」，會上決議通電巴黎，要求中國代表拒絕在和約上簽字，陳長桐帶領清華學生莊嚴宣誓：「清華學校學生，從今以後，願犧牲生命以保護人民、土地、主權，此誓。」會後大家將所購日貨擺在操場上焚燒，青年聞一多和梁實秋在當時都曾跟隨這他向同學們演講，沒有在這一場學生救國的活動上缺席。梁實秋對先生推崇備至，曾寫到「我們這位老同學是天生的領袖人才，他說話有條理，辦事有才能，為人有風度……記得我們的學生領袖是陳長桐，他是天生的領導人才，有令人佩服的氣質。我們非常敬仰他……他的領導才能是天生的，他嚴肅而又和藹，冷靜而又熱情。」但先生在後來讓同學們詫異的並沒有如同許多人預期一樣的從政，反而投身於建設中國的金融業，他是曾任央行總裁，財政部長，外交部長，行政院長的宋子文先生讚譽有加的左右手，跨越黨政軍，成為了那時金融界的第一把交椅。抗戰期間，先生任職中國國防物資供應公司代表，為中國戰區和滇緬戰區美援的調度，夙夜匪懈，不遺餘力，用實際的行動為這個曾經讓自己熱血沸騰的國家貢獻心力。國府遷台後，也是在先生的斡旋下，美國才解凍了中國銀行和中國保險的部分外匯，讓先生得以在臺灣成立中國銀行和中國產物保險公司，並兼任這兩家穩定金融市場龍頭的總經理。先生之後更曾任中央銀行副總裁，世界銀行（World Bank）執行董事，中華民國駐世界銀行常任代表等職，在任內提攜了包括李國鼎，孫運璿和俞國華等等創造臺灣經濟奇跡的一代後起之秀，並且在六十年代美援結束，臺灣經濟處境日益艱難之際，憑藉他在世界銀行的重職和國際金融業的影響力，繼續為建設臺灣所需的資金運籌帷幄，對於建立和穩定臺灣的金融體系，和奠定日後產業發展基礎，貢獻頗具，就和當年五四運動時先生的誓詞一樣，終其一生，殫精竭慮，用自己長材，保護自己國家的人民，土地和主權。



逕啟者按奉十四區分部七月十二日函以定於本月十
 四日(星期日)下午三時假渝行會議室舉行堂員
 大會敬請陳部長王夫淮臨演講屆時尚望踴
 躍^{出席}席等因用特通知希
 各同志準時參加為荷
 此致
 貝祖詒同志
 戴超同志
 羅孝永同志
 王一規同志
 吳慶宣同志
 徐先達同志
 鄭學恒同志
 劉保屏同志
 陳長相啟
 七十三

