

An isometric illustration of a sustainable university campus. The scene features various modern buildings, green spaces with trees, and a winding blue river. People are engaged in different activities: a person on a bicycle, a person walking, a person sitting on a bench using a laptop, a person holding a circular diagram, and a person running. A basketball court is visible in the background. The overall theme is sustainability and community.

2024

**National Chengchi University
Sustainability Report**



2024

National Chengchi University Sustainability Report

A Word from the President's Office

A Century of NCCU: Advancing a Sustainable Campus

President Tsai-Yen Li

Executive Vice President and Chief Sustainability Officer Chih-Yu Chan (Co-author)

Over the past year, *artificial intelligence (AI)* and *sustainable development* have remained two of the most prominent issues globally—both posing transformative challenges for higher education and the world at large. Universities today are at a critical turning point, navigating an era of rapid change and disruption.

At NCCU, our longstanding commitment to the humanities, human-centered values, and a free and inclusive campus environment has shaped the foundation of our identity. These values are not only essential to our academic legacy, but also fundamental to building a sustainable society and robust governance. However, as UNESCO has emphasized, humanistic thinking must extend beyond society to embrace the natural world. Only by moving beyond an anthropocentric mindset can we truly bridge the divide between “society” and “nature.”

To advance the three pillars of sustainability—*Environmental (E)*, *Social (S)*, and *Governance (G)*—NCCU continues to integrate sustainability into curriculum design, teaching practices, and student engagement. We seek to awaken ecological awareness, rebuild connections between people and the environment, and foster a shared value of coexistence among all living things. Our goal is to cultivate global citizens equipped for a sustainable future.

Simultaneously, NCCU is expanding cross-disciplinary applications of AI. Through experiential platforms such as the *2025 NCCU Innofest*, faculty and students have showcased innovative ways to apply AI to ESG-related fields—demonstrating how technology can enhance both educational innovation and social responsibility. This aligns with our vision of a “Human-Centered AI for a Sustainable Future.”

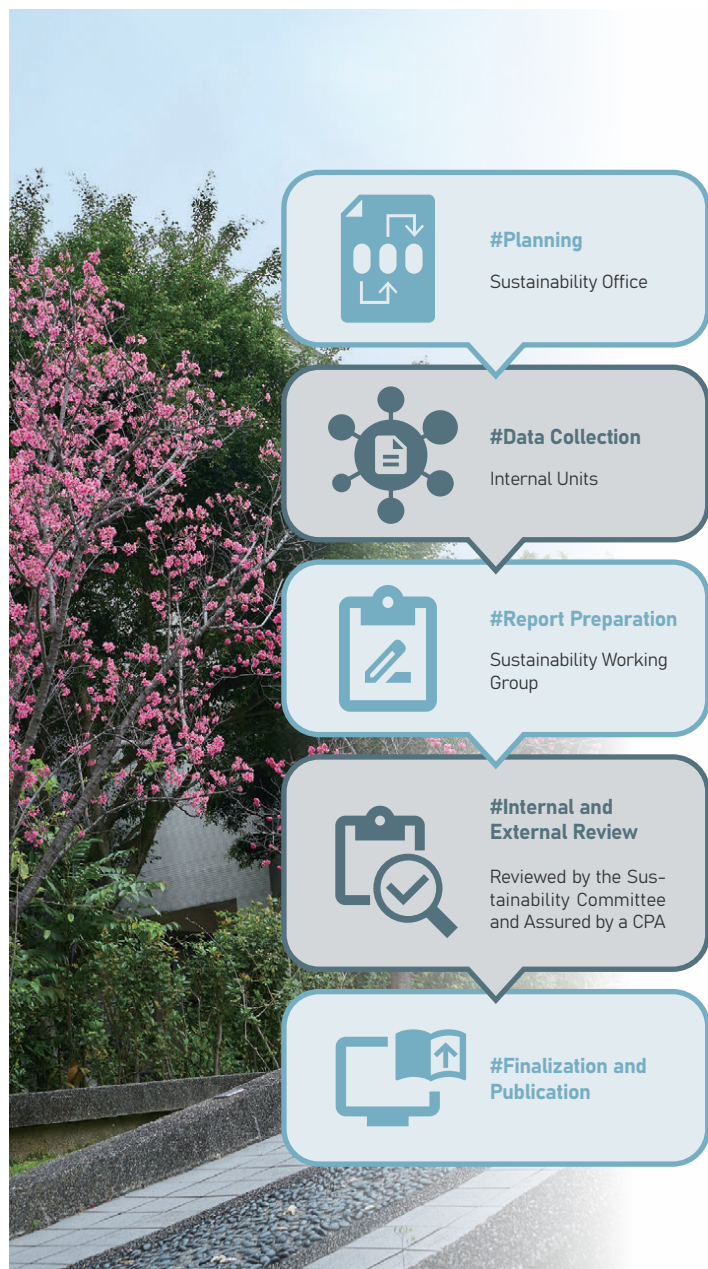
On campus, we are committed to net-zero goals, energy conservation, biodiversity, inclusive culture, and equity initiatives—fostering a campus life that embodies both sustainability and poetic living. At the governance level, we continue to strengthen digital capabilities, improve administrative efficiency, build sustainable institutional frameworks, and promote community engagement through strategic partnerships.

As NCCU approaches its centennial, we are preparing for an increasingly complex and uncertain world with renewed purpose and vision. How can humanity not only survive, but thrive alongside emerging new challenges? This question lies at the heart of our centennial mission: “*A Century of NCCU: Illuminating the Path Forward.*”

A truly respected university is defined not only by academic excellence, but by its ability to respond to the pulse of the times—shaping ideas, inspiring action, and upholding values that make it an indispensable force for global sustainability.

Y-YL





About This Report

The second NCCU Sustainability Report was published in October 2025. It is primarily based on the GRI Sustainability Reporting Standards released by the Global Reporting Initiative in May 2021, providing disclosures on material topics related to the university's institutional development. The report also incorporates indicators from the Sustainability Tracking, Assessment & Rating System (STARS) as a supplementary framework to better address the interests of NCCU's stakeholders.

Period and Frequency of Publication

This report primarily covers the period from January 1 to December 31, 2024, with academic data focused on the 113th academic year. To enhance data completeness and comparability, selected information from the past three years and the first half of 2025 is also included. The report will continue to be updated annually and published on both [NCCU's official website](#) and the [NCCU Sustainability website](#), providing access for all stakeholders and partners interested in the university's ongoing sustainability efforts.

Report Scope

This Report covers operations of the National Chengchi University Main Campus along with the satellite Zhinan, Huanan and Jinhua Campuses. However, it does not cover operations of the National Chengchi University Experimental Elementary School or the Affiliated High School of National Chengchi University. Any differences in the scope of information disclosed in the text will be specially noted.

Report Quality Management and Process

This report was planned and compiled by the NCCU Sustainability Office. It consolidates both qualitative and quantitative data submitted by various university units through self-reported statistics and internal surveys. The definitions, benchmarks, and calculation methods for relevant data are based on applicable regulatory requirements. The report was reviewed by the NCCU Sustainability Committee, with the firm of Crowe (TW) CPAs commissioned to perform limited verification of some of the content in accordance with ISAE 3000 Assurance Standard (No. 3000 standards for Assurance Engagements other than Audits or Reviews of Historical Financial Information) issued by the Accounting Research and Development Foundation of the Republic of China. Please see the Appendix for the assurance report.

Contact Information

Please send questions or inquiries about this report to:

National Chengchi University Sustainability Office

Tel: (02) 2939-3091

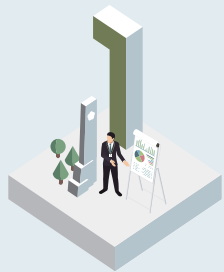
Email: osd@nccu.edu.tw

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ABOUT NCCU

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Introduction to NCCU

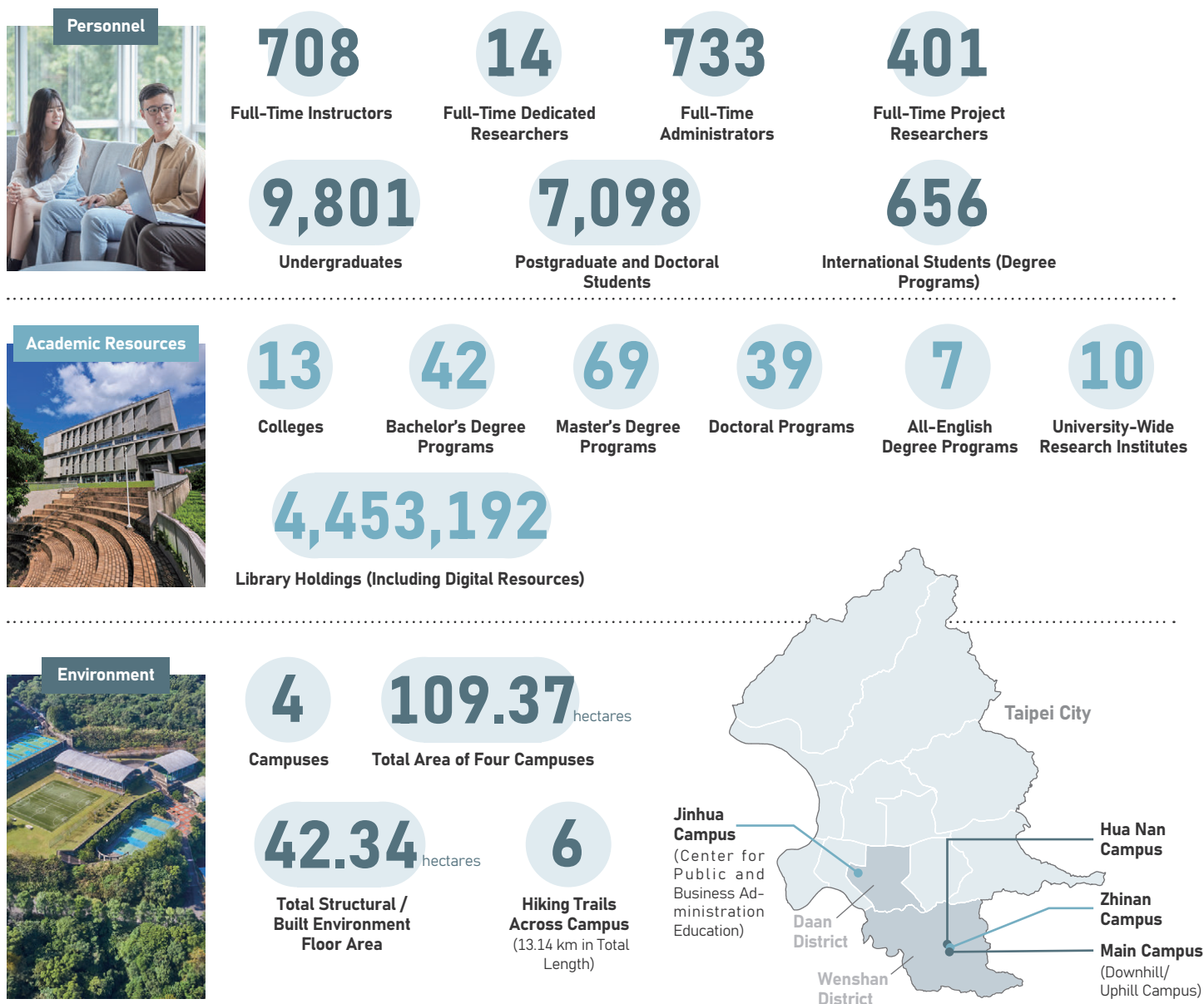
About the School

First established in Nanjing, China in 1927, National Chengchi University was re-established in the Taipei suburb of Muzha in 1954. Despite this relocation, over the course of nearly a century, NCCU has staunchly adhered to its founding principles of harmony, autonomy, balance and excellence, continuously investing in its teaching and research capacities to cultivate the talent needed for national and social development.

Known for its excellence in the humanities and social sciences, the university focuses on key areas such as social policy, international relations, law, business and economics, communication, digital humanities, and cross-disciplinary innovation. NCCU also offers a rare full-spectrum education system—from kindergarten to doctoral programs and continuing education—serving learners across all stages of life.

The NCCU main campus is surrounded by mountains and rivers, offering a beautiful and quiet oasis stretching over 110 hectares. In addition, NCCU also maintains three additional campuses: the nearby Zhinan and Huanan campuses in Muzha, and the Jinhua campus in Central Taipei, home of the NCCU Center for Public and Business Administration Education.

NCCU in Numbers: 2024 Overview

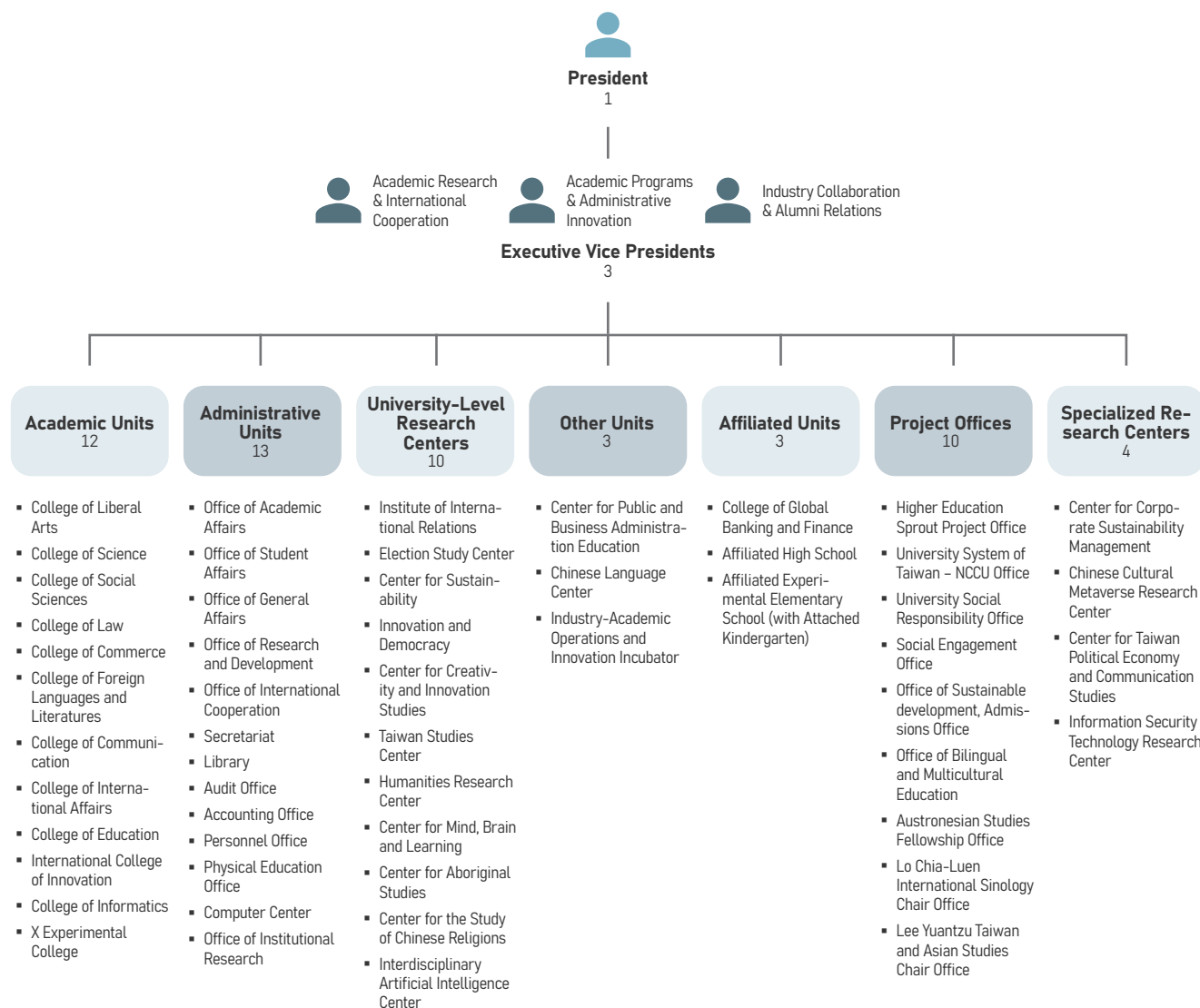


School History and Organizational Structure

NCCU History

Year	Description
1927	Central Party Affairs College established by the Kuomintang political party in Hongzhilang, Nanjing as the predecessor to NCCU.
1929	Central Party Affairs College reorganized as the Central Political College, devoted to cultivating political talent.
1937	At the outbreak of the Sino-Japanese War, the school suspended degree programs, focusing rather on short-term training and establishing the Central Cadre College.
1946	Following victory over Japan, in 1946 the Central Political College was merged with the Central Cadre College to form National Chengchi University.
1954	Re-established in Muzha, Taipei, NCCU began rebuilding with five departments: Education, Political Science, Journalism, Diplomacy, and Frontier Administration.
1973	NCCU's Social Science Materials Center and the Chiang Kai-shek Library are completed, and additional land was acquired to expand the campus into the surrounding hillside.
1994	The University Act was amended to establish university autonomy, with the university president being directly elected by full-time faculty for the first time.
2011	Recognized by the Ministry of Education under the "Aim for the Top University Project," NCCU focused on developing research excellence and cultivating international leadership.
2018	Supported by the Ministry of Education's "Higher Education Sprout Project," NCCU enhanced international visibility in the humanities and social sciences and established the College of International Innovation.
2022	NCCU joined the University System of Taiwan (UST) to collaborate across institutions and integrate academic strengths.
-2027	Dedicated to serving as an international thought leader, inspiring society, and influencing the world, NCCU is committed to building a forward-looking university that will lead Taiwan into its next century.

Organizational Structure



University Development

Facing global changes, rapid AI advances, climate crisis, and social transformation, NCCU upholds the principles of humanistic care, professional innovation, and global vision. Guided by its motto "Affection, Integrity, Diligence, and Sincerity," the university strives to become a flexible, resilient, open, free, and innovative institution for a boundaryless era.

NCCU aims to cultivate cross-disciplinary leaders with global perspectives, promote innovative thinking, dialogue, collaboration, and international exchange, and pursue academic excellence and social engagement. It also fosters a diverse, inclusive campus and a green university committed to sustainability.

Under President Li, Tsai-Yen, NCCU advances step by step toward these goals through five major strategic visions.





Academic Performance

Domestic Rankings (2024–2025)

Award	Recipient
Global Views University Evaluation	Ranked Best in Humanities, Law, and Business 2nd Place Overall
Global Views Corporate Favorite Graduates Survey	Top Graduates Recognized by Employers in Finance and Service Sectors (2025) 1st Place
Global Views USR Awards	"Diversity and Inclusiveness in Wenshan" Community Project Model Award
Cheers Magazine Corporate Favorite Graduates Survey	Top Performers in the Financial Sector (2024–2025) 1st Place
104 Job Bank University Brand Power – 10 Indicators	Top in International Competitiveness and Alumni Salary (2025) 1st Place
104 Job Bank University Brand Power – 18 Academic Fields	Master's Thesis Quality 2nd Place
	Law and Politics 1st Place
	Mass Communication, Humanities, Finance, Management, Social & Psychology 2nd Place
1111 Job Bank Corporate Favorite University Survey	Overall Satisfaction among Public Universities (2024) 4th Place
	Foreign Languages and Management 1st Place
	Law and Politics 2nd Place
	Humanities 3rd Place
U-ACG High School Favorite Program Ranking (2025)	NCCU Law Department 1st Place

International Rankings (2024–2025)

Ranking Title	Main Ranking	Outstanding Subjects / Indicators
QS 2025 Subject Rankings	- Arts & Humanities World #266, Taiwan #5 - Social Sciences & Management World #326, Taiwan #4	- Classics and Ancient History World #32, Taiwan #2 - Politics & International Studies World #101–150, Taiwan #2 - Communication & Media Studies World #201–250, Taiwan #2 - Modern Languages World #101–150, Taiwan #3 - Sociology World #101–150, Taiwan #3 - Accounting & Finance World #201–250, Taiwan #3 - Geography World #201–250, Taiwan #3 - Linguistics World #151–200, Taiwan #4
	QS 2025 World University Rankings World #601–610	- Employment Outcomes World #70, Taiwan #2 - International Faculty Taiwan #1 - International Students Taiwan #4
QS 2025 Asia University Rankings	Asia #123	- International Faculty Asia #95, Taiwan #1 - International Student Ratio Asia #83, Taiwan #5 - Outbound Exchange Students Ratio Asia #63, Taiwan #2

Faculty Awards

Ranking Title	Recipient(s)
27th National Chair Professorship in Social Sciences, Ministry of Education	 Prof. Annie Wu (right), Department of Accounting
11th National Award for Outstanding General Education Teachers, Ministry of Education (2024)	 Assoc. Prof. Lin Chih-Hsin (right), Department of English
2024 Outstanding Research Award, National Science and Technology Council (NSTC)	Prof. Chia-Yi Lee, Department of Diplomacy Prof. Jui-Chiang Ko, Department of English Prof. Hao-Chun Chuang, Department of Management Information Systems Prof. Chih-Ming Chen, Graduate Institute of Library, Information and Archival Studies
2024 Wu Ta-You Memorial Award, National Science and Technology Council (NSTC)	Assoc. Prof. Chia-Hsiang Weng, Department of Accounting

Staff Awards

Ranking Title	Recipient(s)
2024 Third-Class Personnel Medal, Directorate-General of Personnel Administration, Executive Yuan	Director Chen Chin-Ting , Office of Personnel
2024 National Outstanding Social Worker Selection and Recognition	Contract Social Worker Wu Chong-Wei , Office of Student Affairs
2024 Long-Term Dedicated Counseling Professionals in Universities and Colleges	- Contract Psychologist Wang Yu-Chun - Contract Psychologist Li Ching-Yin - Contract Psychologist Kao Li-Wen - Contract Psychologist Huang Hsiao-Ling - Contract Social Worker Hung I-Han
2024 Outstanding Staff in International Student Services, Universities and Colleges	Senior Administrative Secretary Chang Hsun-Ming , Office of International Cooperation
2024 Outstanding Staff in International Student Services, Universities and Colleges 2024 Outstanding Overseas Chinese Student Counselor, Overseas Community Affairs Council	Senior Administrative Officer Huang Hsin-Han , Office of Student Affairs



Group photo of the 2024 Outstanding International Student Support Staff Award recipients. Front row, fourth from right: Chang Hsun-ming (OIC); back row, fourth from right: Huang Hsin-han (OSA).

Student Awards

8th Global Chinese-language Constructive Journalism Award

Organizer: TVBS H. P. Hope Foundation for Sustainable Development

The award encourages the media industry to produce constructive reporting that promotes positive and sustainable impact. This year, students from the College of Communication at NCCU won five major awards, setting a new record for the university. The college remains committed to advancing sustainability education and cultivating communication professionals who think critically, take initiative, and are capable of working across diverse industries.



Group Photo of Award Recipients for Print News Works



Professors Wang Ya-wei and Hsu Mei-ling from the College of Communication with award-winning students.

14th College Students Returning to Rural Areas Competition

Organizer: Department of Rural Development and Soil and Water Conservation, Ministry of Agriculture

In 2024, NCCU's USR team "Turtle Homecoming – Yongan in Bloom 3.0" received the SDGs Sustainability Award and the Rural Spirit Award. Team leader Shen Ai-Fang was also honored with the Rising Star Award for her outstanding leadership and innovative community development approach. This marks the third year that NCCU students have participated in the competition and been stationed in Yongan Village, where they've developed deep bonds with the local residents. With support from the New Taipei City Agriculture Department, the team collaborated with the community to implement their student-led conservation brand concept, "Turtle Tea Good Day".



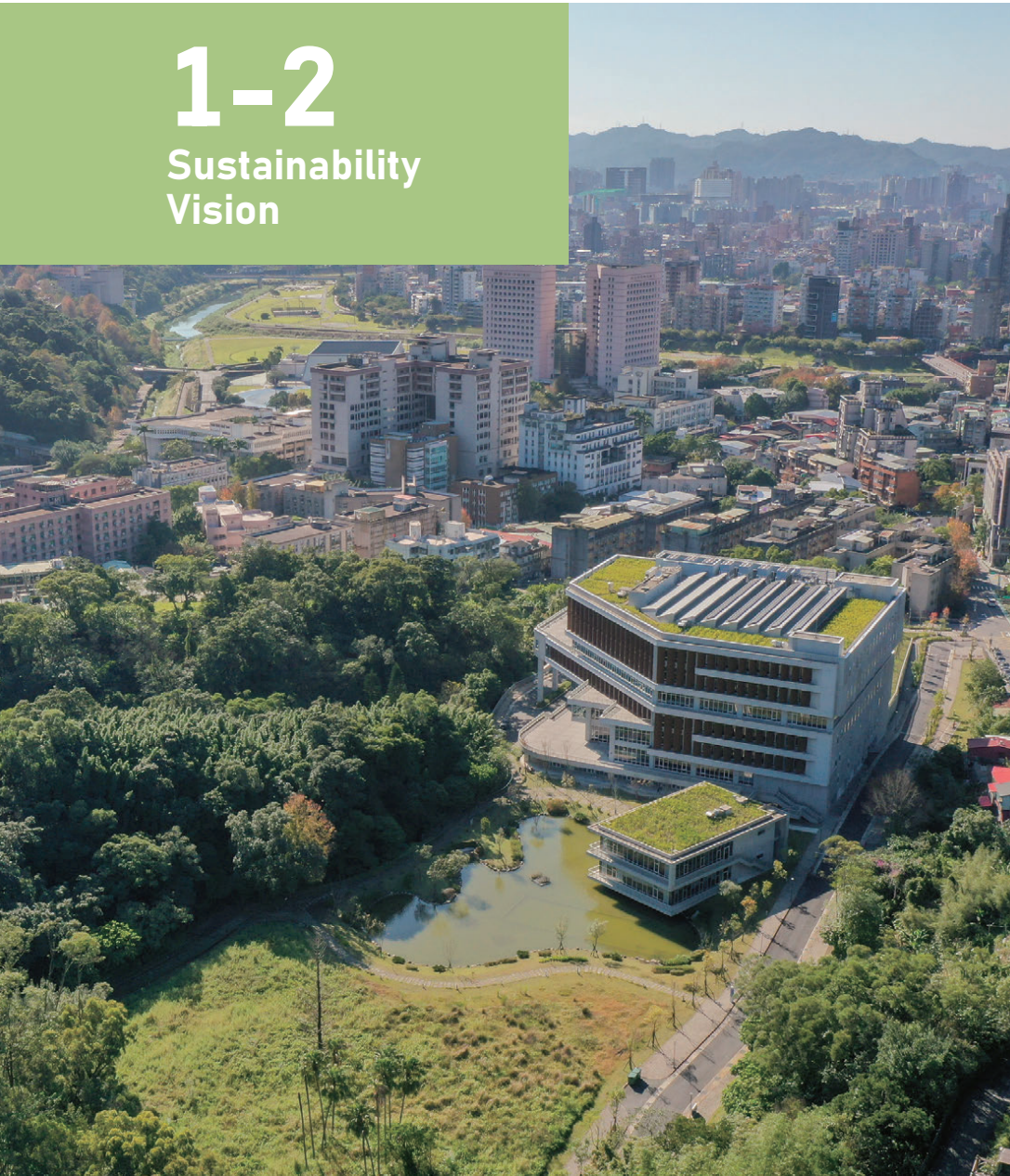
Team photo of "Returning to Yongan – Dinghong 3.0."



NCCU team collaborates with Yongan Xiangqin and the New Taipei City Agriculture Department to launch "Turtle Tea."

1-2

Sustainability Vision



Sustainable Campus: Vision and Goals

“

NCCU bears both the responsibility and the determination to transform into a model sustainable campus, fulfilling humanity's role in fostering the harmony of nature.

”

NCCU integrates teaching, research, service, and campus environment with ESG (Environmental, Social, and Governance) principles to promote sustainability across all dimensions.

In teaching, NCCU embeds sustainability into diverse curricula, promotes

interdisciplinary programs, nurtures talent with strong sustainability literacy, and fosters an inclusive, diverse campus culture that reshapes sustainable lifestyles.

In research, the university promotes interdisciplinary collaboration under the theme “Human-Centered AI and a Sustainable Future,” supports sustainability-related research centers, and shares outcomes to benefit policy, industry, and society.

In service, NCCU engages in policy dialogue, strengthens its social impact through USR projects and community collaboration, and partners with academia, government, and NGOs to address global challenges and advance equity and justice.

In campus development, NCCU strives for a people-centered, low-carbon, net-zero, and aesthetically rich environment—building a campus that is inclusive, resilient, and connected with nature.

II. Sustainable NCCU: Short-, Mid-, and Long-Term Goals

-2027

Short-Term Goals

Aligned with NCCU's centennial anniversary

- Complete 3 sustainability surveys, 4 greenhouse gas inventories, and publish 4 sustainability reports.
- Promote key initiatives, including the sustainability microprogram, nature engagement, circular economy, EDI campus development, and energy behavior change.
- Complete Phase 1 of a campus transformation focused on aesthetics, inclusiveness, safety, resilience, and ecology.

-2030

Mid-Term Goals

Enhance sustainability impact through integration, knowledge sharing, and partnerships

- Achieve a 30% reduction in campus carbon emissions.
- Complete Phase 2 of holistic sustainable campus transformation.
- Expand partnerships with domestic and international sustainability networks.

-2048

Long-Term Goals

- Achieve campus-wide carbon neutrality.
- Become a leading model for EDI-centered campuses.
- Be recognized as a benchmark sustainable university.

Sustainable Development Organizational Structure

Since 2023, NCCU has established a University-level Committee for Sustainable Development and a cross-departmental task force within the administration to review and assess sustainability progress across campus. After a year of preparation, the Sustainability Office was officially launched in 2024. Working alongside the well-established University Social Responsibility Office (USR), the two units jointly advance NCCU's sustainability vision through concrete actions aligned with the United Nations Sustainable Development Goals (SDGs).

Tasks of the Sustainability Office

Guided by the NCCU Centennial Forward-looking Development Report (2024–2028), the Sustainability Office has actively launched initiatives in areas such as campus operations, faculty and student well-being, and talent cultivation. The Office also monitors key sustainability indicators and tracks progress toward building a sustainable campus.

■ Key Responsibilities of the Office:

1. Policy Support

Draft university sustainability policies and serve as the administrative secretariat of the Sustainability Committee.

2. Progress Reporting

Compile the annual Sustainability Report and submit data for external sustainability rankings.

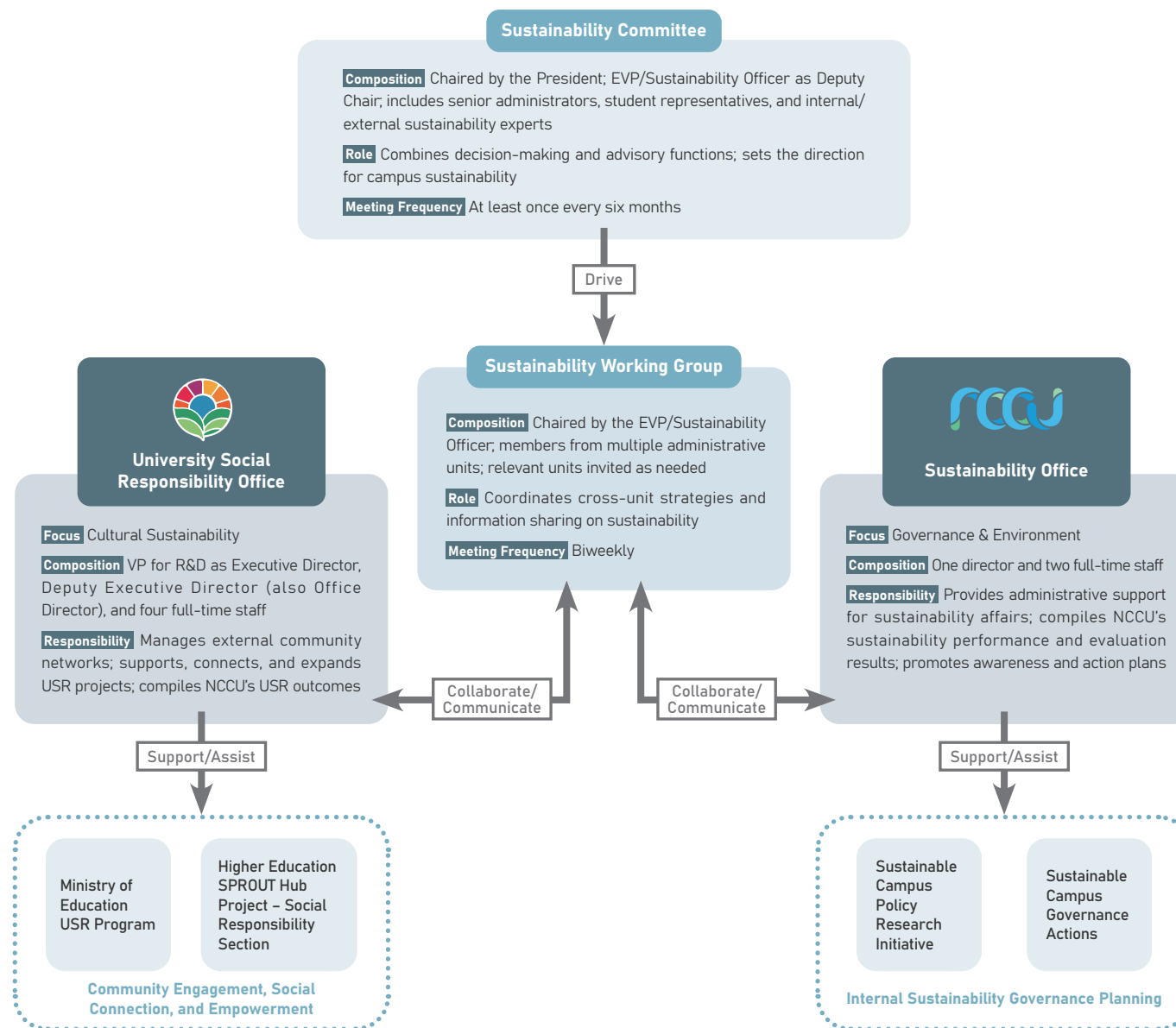
3. Action Coordination

Identify challenges in campus sustainability governance, coordinate across departments, and oversee planning, implementation, and evaluation of action plans.

4. External Collaboration

Serve as a liaison for external partnerships to attract resources and promote campus sustainability.

NCCU Organizational Structure for Sustainable Development Promotion



Key Focus Areas of the University Social Responsibility Office

Rooted in a long-standing commitment to social engagement, NCCU has made University Social Responsibility (USR) a core part of its identity. Guided by the principles of human-centered relationships and cultural sustainability, the University Social Responsibility Office promotes initiatives that support local communities and empower marginalized groups such as new immigrants, migrant workers, Indigenous peoples, and rural farmers.

By integrating USR with academic curricula, students are encouraged to engage with real-world challenges and develop practical solutions. Digital tools further enhance collaboration between the university and community partners. Currently, ten projects are active across 14 counties in Taiwan.

■ Four Core Directions of the USR Office:

1. Support

Overseeing and assisting NCCU's USR projects within the Ministry of Education's Higher Education Sprout Project framework.

2. Integration

Promoting cross-project collaboration, knowledge sharing, and access to external resources.

3. Deepening

Strengthening USR capacity by building a five-tier model to guide teams through progressive development.

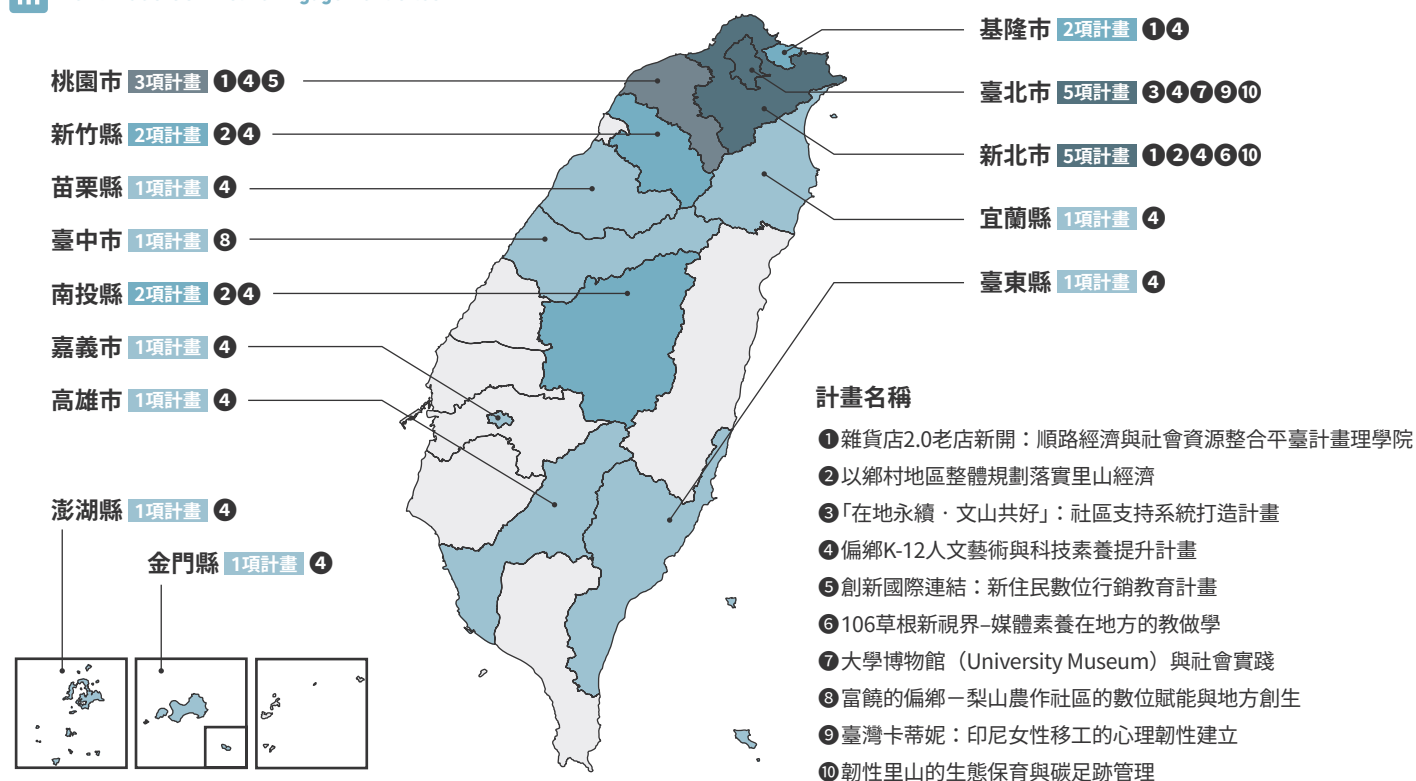
4. Expansion

Increasing campus-wide participation by organizing internal and external events to raise awareness and foster commitment among faculty, staff, and students.

2024 Sustainable Action Teams Coordinated by the Sustainability Office

Focus Area	Initiative	Lead	Summary & Action
Campus Operations	NCCU Circular Economy Experimental Base Project	Institutional Research Project – Prof. Yu-Chien Chang	Develop a tailored assessment framework and indicators for circular economy practices on campus, identifying potential pilot areas and future visions.
	Campus Energy-Saving Promotion Plan	Institutional Research Project – Prof. Yi-Chun Lin	Raise awareness of energy conservation among faculty and students; identify obstacles from a user's perspective to inform better policy promotion.
	NCCU Ecological Campus Story Map Project	Institutional Research Project – Prof. Chin-Fa Chan	Integrate spatial, historical, and ecological data to enhance the ecological story map of the campus and promote connection with the NCCU hillside.
Well-being of Faculty & Students	NCCU Microaggression Baseline Study: from the Perspectives of Diverse Groups	Institutional Research Project – Prof. Hsiao-Chun Hsia	Integrate spatial, historical, and ecological data to enhance the ecological story map of the campus and promote connection with the NCCU hillside.
Talent Development	NCCU Sustainability Microprogram	Office of Sustainable Development – Prof. Chin-Wen Wu	Integrate SDGs-aligned courses from humanities and social sciences; pilot tracks on environmental communication, environmental law, and global partnerships starting in 2025.

2024 NCCU USR Active Engagement Sites



1-3

Stakeholder Communication

Materiality Identification

NCCU values stakeholder feedback and participatory decision-making. In line with the GRI Standards (2021), we identified key sustainability issues each year to guide strategic planning and institutional development.



NCCU Sustainability Issues Survey 2025

1. Inventory of External Trends and Internal Contexts

NCCU monitors global and domestic sustainability trends and collects data from GRI Standards, the Sustainability Tracking, Assessment & Rating System (STARS), sustainability reports from peer institutions, the QS Sustainability Ranking, and the Times Higher Education (THE) Impact Rankings. These are aligned with the University's Financial Planning Report and its development vision, forming the basis for identifying **27 ESG-related topics** tailored to NCCU's context (see Appendix).

2. Identifying Stakeholders

Following the AA1000 Stakeholder Engagement Standard, NCCU identifies individuals and organizations that are significantly affected by or have an impact on the University's operations and services. These are grouped into **11 stakeholder categories**.

3. Assessing Topic Significance

(1) Stakeholder Concern Evaluation

- **Quantitative Assessment:** Between March 5 and April 30, 2025, NCCU distributed an online bilingual (Chinese/English) "Sustainability Issues Survey" via campus email, social media, and campus events using non-random sampling. A total of **543 valid responses** were collected.
- **Qualitative Assessment:** The survey included open-ended questions to gather opinions on ESG issues. In addition, meeting minutes and discussions from internal and external sustainability-related forums were reviewed to understand the underlying reasons for stakeholder concerns.

(2) Administrative Priority Evaluation of Issue Importance

- To assess the perceived importance and urgency of ESG issues, a separate survey was conducted with NCCU's administrative and academic leader-

ship. **Fifty-four valid responses were collected through email** and during an extended executive meeting held on May 25, 2025.

4. Analysis and Limitations of the Survey Results

The levels of "stakeholder concern" and "Administrative Priority Evaluation of Issue Importance" were aligned based on their respective average scores. However, the following limitations should be noted:

- The stakeholder sample was dominated by students, faculty, and alumni, with limited representation from other groups.
- The administrative sample was composed mainly of mid-level managers, with relatively few senior executives.
- Some inconsistencies emerged in the results—for instance, while "greenhouse gas management" and "energy management and renewable energy" are closely related, the two issues appeared far apart in the alignment outcome.

5. Integrated Evaluation of Material Topics

NCCU's sustainability decision-makers integrated the survey findings, causal relationships among topics, and the university's medium- to long-term development strategies to produce a materiality matrix (see page 18). Adjustments were made to the importance of four issues—greenhouse gas management, sustainability education, sustainability research, and social engagement and practice—resulting in the identification of 12 material topics for the year. This report also compiles annual information on other issues to keep stakeholders informed of NCCU's sustainability progress.

Key Communication Channels of NCCU

NCCU Official Website



NCCU Portal



NCCU Campus News



NCCU Financial Transparency Portal



Major Meeting Search System

(iNCCU, internal access only)



NCCU Social Media



Facebook



Instagram



YouTube



Podcast

Sustainable NCCU



NCCU USR



Stakeholder Concerns Based on Identity and Communications Channels

	Identity/Significance to NCCU	Concerns	Communications Channels Frequency of Communication
	#Students Students form the core of the school's education mission. NCCU strives to provide an excellent academic environment that promotes autonomous-learning and development, cultivating the talent and expertise the nation requires to thrive in the future.	- S01 - G09 - G01 - S05 - E04 - E07	- Website, social media, school publications; Suggestion system, complaint channels; Various surveys As required - School affairs/departmental meetings, student affairs forums At least once per semester - Student Affairs Office As required during office hours - Tutoring Association Tutor consultation
	#Faculty & Staff Faculty and staff are the main NCCU partners in providing knowledge services and maintaining daily operations. NCCU strives to improve their working conditions and environment, while strengthening talent recruitment, training and retention.	- S01 - G07 - E02 - G09 - E03 - E04	- Website, social media, school publications; Suggestion system, complaint channels; Various surveys As required - School/administrative/departmental meetings At least once per semester
	#Alumni Alumni are NCCU's ambassadors and spokespeople for the continued development of the school's brand and one of the important sources of support for the university's long-term development. NCCU strives to maintain close and enthusiastic interactions with all alumni.	- G07 - G09 - S09 - E06 - G03 - G04	- Website, social media, school publications; NCCU hotline As required - Graduate destination survey Annual - Alumni events See announcements
	#Community Residents/Partner Organizations Community residents and partner organizations are individuals, families and groups neighboring the NCCU campus. These are important partners in the university's continuous progress and improvement, and we are committed to establishing and maintaining excellent relations and trust through fulfilling our social responsibility.	- E02 - G09 - E06 - E04 - S07 - S02	- Website, social media, school publications; NCCU hotline As required - USR projects, research/service programs, markets and exhibitions Based on plans or events
	#Central Competent Authorities* Government agencies are important sources of support for the development of school affairs. NCCU maintains close relations with relevant government agencies to promote social progress and innovation.	- G01 - G05 - E02 - E01 - S04 - S03	- Website, social media, school publications As required - School/department evaluations Evaluation cycle - Commissioned projects and official correspondence Based on planning conditions - Policy forums and academic seminars As required

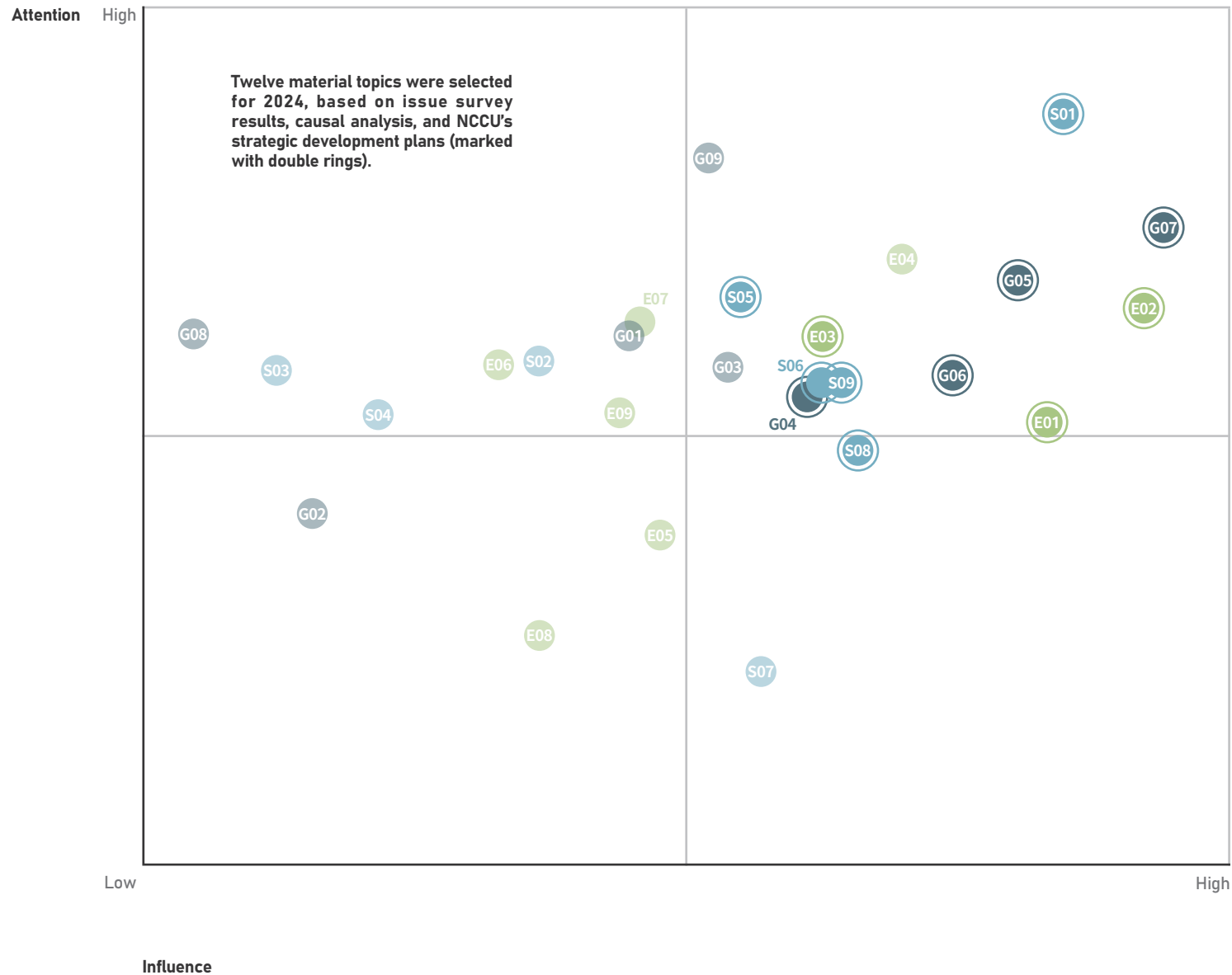
Note: For stakeholder groups marked with an asterisk (*), due to the limited number of questionnaire responses received under these identity categories, the listed "Areas of Concern" were compiled by the Sustainability Office based on qualitative feedback, records of key university meetings, and official correspondence.

Stakeholder Concerns Based on Identity and Communications Channels (Continuation)

	Identity/Significance to NCCU	Concerns	Communications Channels Frequency of Communication
	#Parents* Parents are partners in supporting students' growth. NCCU aims to maintain good communication with parents.	- S01 - G01 - G09 - E07	- Website, social media, school publications As required - School/department evaluations Evaluation cycle - Commissioned projects and official correspondence Based on planning conditions - Policy forums and academic seminars As required
	#Employers/Companies* Employers are important partners in helping students transition into society. NCCU strives to build close partnerships and collaboration with employers.	- S06 - G04 - E07 - G01	- Website, social media, school publications As required - NCCU Recruitment Month Annual - Career Development Center, Office of Student Affairs As required during office hours
	#Suppliers* Suppliers provide the products and services required for school operations. NCCU strives to maintain excellent communication channels with suppliers to ensure effective use of resources.	- G09 - G07 - E07 - S08	- Website, social media, school publications; Tender information, Government procurement platform As required - Procurement units As required during office hours
	#Academic Partners* NCCU's academic partners are important allies in promoting the university's continued academic development. NCCU strives to implement a range of collaborations and exchanges to enhance the effective flow of information and views.	- G06 - G01 - S03 - E02	- Website, social media, school publications As required - Various academic meetings As required
	#Media* The media is a driving force in shaping NCCU's public image. The university maintains close communications with the media to expand the influence of higher education in society.	- S06 - E02 - E01 - E03	- Website, social media, school publications As required - Secretariat As required during office hours - Media banquet Annual
	#Potential Students* NCCU is actively working to increase the diversity of its student body, recruiting students from home and abroad, and lifelong learners.	- S06 - E02 - E01 - E03	- Website, social media, school publications As required - Academic Affairs Office, Baozhong Tea Festival Annual - Markets and exhibitions Based on events

Note: For stakeholder groups marked with an asterisk (*), due to the limited number of questionnaire responses received under these identity categories, the listed "Areas of Concern" were compiled by the Sustainability Office based on qualitative feedback, records of key university meetings, and official correspondence.

NCCU Materiality Matrix



Management of Material Topics

Based on integrated evaluation and adjusted results outlined above, the following table presents NCCU's 12 material topics for the year, along with their corresponding strategic vision goals and key action directions. Further details are provided in the relevant chapters of this report and in the [NCCU Centennial Forward-looking Development Report 2024–2028 \(Supplementary Edition\)](#).

Changes in material topics compared to the previous year are listed in the appendix.



#Environment Aspect

Topic	 Greenhouse Gas Management	 Energy Management and Renewable Energy	 Water Resource Management
Scope Description	Regular self-conducted carbon inventories; compile GHG emissions registry; plan carbon neutrality pathway for the campus	Promote campus-wide energy management systems; strengthen energy-saving measures; expand renewable energy sources	Improve campus water infrastructure; enhance water usage monitoring; promote water conservation and rainwater reuse
Target	Achieve a carbon-neutral campus by 2050	Establish smart energy management systems to optimize energy monitoring and expand renewable energy capacity	Realize a smart water management campus
Responsible Units	Office of General Affairs, Office of Sustainable Development	Office of General Affairs, Building Management Units	Office of General Affairs, Building Management Units
Key Strategies	1. Improve carbon inventory data collection and monitor long-term GHG emission trends and reduction outcomes. 2. Promote five key carbon neutrality strategies: equipment decarbonization, renewable energy expansion, energy efficiency upgrades, behavior change campaigns, and enhancement of natural carbon sinks in campus forests. 3. Strengthen detection and response mechanisms for major emissions such as SF₆ leaks, and improve gas monitoring and equipment upgrades.	1. Develop a campus energy management system to accurately monitor electricity use and identify high-consumption areas. 2. Continue audits and phased replacement of high-energy equipment such as lighting, chillers, and HVAC systems. 3. Disclose energy data, establish fair electricity budget allocation principles, assign energy-saving targets by zone, and implement incentives. 4. Collaborate with building units to install rooftop solar panels, aiming to reach 30% of NCCU's contracted power capacity.	1. Plan for digital water metering to enable real-time monitoring and alerts for leakage or abnormal usage. 2. Promote replacement of water fixtures with water-saving certified equipment. 3. Disclose water usage data, set equitable budget allocations, assign water-saving targets by zone, and implement incentive mechanisms.
Relevant Report Section	5-1 Energy and Carbon Management	5-1 Energy and Carbon Management	5-2 Water Resource Management
NCCU Centennial Supplementary Edition	Chapter 10: Sustainable Campus	Chapter 10: Sustainable Campus	Chapter 10: Sustainable Campus



#Social Aspect

Topic	S01 Physical & Mental Health of Staff and Students	S05 Career Counseling	S06 Industry-university Cooperation and Policy engagement	S08 Civil Society Engagement and Outreach	S09 International Collaboration and Partnerships
Scope Description	Develop and strengthen counseling resources, establish a comprehensive health and protection network, and enhance the well-being of faculty, staff, and students.	Assist students in exploring career directions and making informed choices.	Enhance academia-industry collaboration to promote knowledge transfer and innovation.	Promote university-community partnerships and foster engagement through social participation and civic collaboration.	Expand global partnerships and enhance internationalized learning experiences.
Target	Build a supportive and safe campus with a robust protection system for physical and mental well-being.	Enrich students' learning experiences and cultivate talents who can adapt to diverse career pathways.	Build a sustainable industry-academia ecosystem that amplifies the University's impact through knowledge sharing and strategic partnerships.	Build a "Cultural Brain Belt" that connects social innovation with local development.	Build a borderless learning environment and develop a globally diverse educational ecosystem.
Responsible Units	Office of Student Affairs, Health Center, Office of Personnel Affairs	Office of Student Affairs Career Center, Center for Industry Collaboration and Innovation Incubation	Office of Research and Development, Industry-Academia Collaboration Center for Industry Collaboration and Innovation Incubation	University Social Responsibility (USR) Office, Sustainability Office	Office of International Cooperation
Key Strategies	1. Increase the number of professional counselors and provide night-time and multilingual counseling services. 2. Strengthen fundraising efforts and integrate internal and external counseling resources. 3. Organize mental health lectures and workshops on diverse topics. 4. Leverage AI technology to enhance accessibility, responsiveness, and the efficiency of counseling services. 5. Establish a comprehensive psychological support network to improve service quality and coverage.	1. Strengthen career literacy and promote STEAM education (Science, Technology, Engineering, Art, and Math). 2. Facilitate international mobility and encourage student participation in global exchanges. 3. Integrate on- and off-campus resources to enhance internship and employment collaboration, providing students with career support. 4. Foster lifelong learning by building digital learning platforms, supporting diverse learning paths, and creating a career resource database.	1. Strengthen the foundation for industry-academia collaboration by fostering engagement and creating a talent database. 2. Deepen partnerships through resource integration, incubation support, and external linkages. 3. Establish protection and incentive mechanisms by setting up an intellectual property office and introducing reward measures to encourage industry-academia contributions.	1. Strengthen institutional support systems by enhancing incentives for faculty and student participation in USR initiatives, fostering experience-sharing mechanisms, and implementing comprehensive impact assessment frameworks. 2. Broaden campus-wide engagement in USR by promoting the "Five-Tier Framework" for project development, improving accessibility, and encouraging innovation. 3. Integrate university and external resources to deepen institutional governance and amplify community impact.	1. Continue advancing internationalization and deepening collaboration with like-minded higher education institutions. 2. Develop a distinctively internationalized campus that integrates ecological and local cultural elements, reinforces socially responsible global engagement, and fosters faculty and student awareness of global citizenship. 3. Strengthen institutional innovation through inter-university collaboration mechanisms—such as the University System of Taiwan and national key-area international alliances—to enhance global competitiveness and partnership networks.
Chapter	4-1 Physical and Mental Health	4-3 Student Life	3-2 Industry-academia Collaboration	3-3 Social Responsibility	2-4 International Campus
Centennial Supplement Edition	Chapter 3: Student Empowerment	Chapter 3: Student Empowerment Chapter 5: Industry-academia Collaboration	Chapter 4: Research Innovation Chapter 5: Industry-academia Collaboration	Chapter 9: Social Responsibility	Chapter 8: Internationalized Campus



Topic	 Digital Transformation and Sustainability Empowerment	 Education for Sustainable Development	 Research for Sustainable Development	 Talent Recruitment and Retention
Scope Description	Promote digital transformation in teaching and administration, integrating artificial intelligence and information education with the humanities.	Promote interdisciplinary learning by enhancing sustainability-related courses and strengthening sustainability literacy among faculty and students.	Encourage the integration of academic research with sustainable development to enhance overall competitiveness.	Recruit outstanding faculty and students, enhance staff empowerment and well-being, and optimize faculty promotion pathways and staff performance evaluation systems.
Target	Guided by the vision of <i>"Human-Centered AI for a Sustainable Future,"</i> build an interdisciplinary AI ecosystem rooted in humanistic values.	Centered on the <i>LEAD</i> framework—Literacy, Exploration, Action, and Diversity—to cultivate future leaders with interdisciplinary competence.	Aim to become a hub for interdisciplinary research and raise the visibility of humanities and social sciences in contributing to sustainable development.	Support faculty and staff in achieving personal growth while fostering a campus environment that inspires both scholarly and administrative excellence.
Responsible Units	Interdisciplinary Artificial Intelligence Center, Computer Center, Center for Teaching and Learning Development	Colleges, Office of Student Affairs, Office of Academic Affairs, Sustainability Office	Colleges, Office of Research and Development	Colleges, Center for Teaching and Learning Development, Office of Personnel Affairs
Key Strategies	1. Develop interdisciplinary AI courses and establish AI cross-domain research teams and communities. 2. Formulate AI ethics guidelines and publish AI and Digital Development White Papers to ensure technology adoption aligns with humanistic principles. 3. Launch interdisciplinary AI research grants and student project competitions to advance AI literacy and its application to sustainability.	1. Map sustainability-related courses to develop focused micro-programs and foster faculty sustainability teaching communities. 2. Encourage each college to align curriculum goals and core principles with sustainability values, expanding comprehensive and interdisciplinary sustainability programs. 3. Provide grants and project-based learning opportunities that empower students to explore cross-disciplinary issues and apply their knowledge to real-world challenges.	1. Enhance NCCU's signature research by building cross-disciplinary teams that engage with and contribute to the SDGs, focusing on areas such as new business models, new Sinology, new international relations, new democratic governance, and health promotion. 2. Strengthen administrative and support through developing evidence-based strategies for institutional planning, allocating resources to incentivize research capacity, and optimizing academic integration platforms to better structure and showcase research outcomes.	1. Optimize salary structures to boost retention and stabilize talents. 2. Refine faculty allocation mechanisms and provide internal and external support to attract top talent. 3. Leverage performance evaluations to drive professional growth and continuously refine the system. 4. Cultivate a diverse promotion culture, enhance compensation and benefits, improve research and teaching environments, and retain outstanding talent through post-retirement engagement.
Relevant Report Section	2-3 Digital Innovation 3-1 Talent Cultivation	3-1 Talent Cultivation	3-2 Industry-academia Collaboration	4-4 Faculty and Staff
NCCU Centennial Supplementary Edition	Chapter 2: Teaching Innovation	Chapter 2: Teaching Innovation	Chapter 4: Research Innovation	Chapter 7: Teachers' Career Development





SCHOOL GOVERNANCE

2-1

School Governance

Highest Decision-making Bodies

The highest decision-making body at National Chengchi University is the University Council, which is responsible for deciding major university affairs. The University Council brings together the university president, vice presidents, and administrative supervisors, along with representatives from faculty, researchers, and students to implement university governance in a way that accommodates the opinions of all parties. Representatives are selected in accordance with the university's organizational regulations. The University Council meets twice each semester, with ad hoc meetings held as needed.

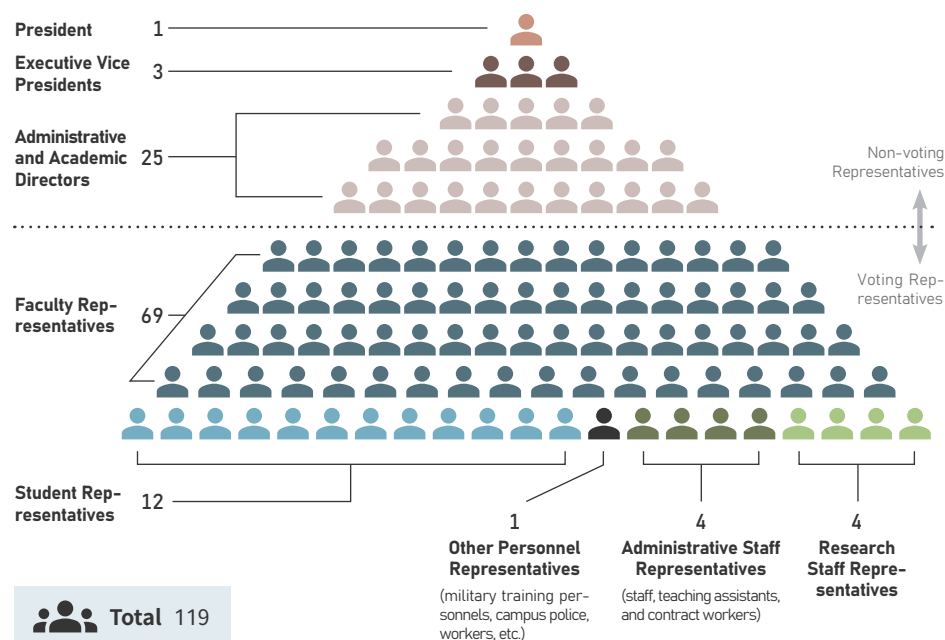
In accordance with the University Act, NCCU appoints one president to oversee university affairs and to represent the University externally. The president serves a four-year term and may be reappointed once. A sitting president who intends to serve a second term must apply to the Ministry of Education for a re-appointment evaluation one year prior to the end of the current term. According to NCCU's internal selection rules, the Presidential Selection Committee must be convened ten months prior to the end of the president's term, or within two months of the office becoming vacant or a resignation being approved.

Professor Li Tsai-yen was appointed by the Ministry of Education as the 15th NCCU president beginning on August 1, 2022, for a term lasting until July 31, 2026.

NCCU Governance Structure

Governance Type	Name and Function	
Decision-Making Committee	University Council	Matters referred to the University Council are deliberated during regular meetings.
	Administrative Committee	Discusses key administrative matters of the University.
	Morning Executive Meeting	Daily briefing for senior administrators to coordinate urgent or important issues.
University Evaluation Committee	Handles evaluations of faculty, researchers, research centers, and academic units.	
Individual Unit Committees	These include the Academic Affairs Committee, Student Affairs Committee, General Affairs Committee, and meetings of colleges, departments, and institutes, where unit-specific affairs are discussed.	
Individual Committee	Committees may be established as needed to address specific issues. Their formation must be approved by the University Council and enacted by the University President.	

University Council Representatives



University Council Representatives

The university's organizational charter clearly stipulates the number of representatives of various identities and the method of their selection, with secret ballot elections used to select representatives for faculty, research staff and administrative staff.

Sustainability Knowledge Creation at the Governance Level

To enhance supervisors' awareness and sensitivity regarding sustainability issues, NCCU arranged special presentations at university-level meetings to help faculty and administrators better understand sustainability trends and enhance collective sustainability awareness.

1. August 15-16, 2024: Supervisor Consensus-building Camp—Focusing on "Humanistic AI for a Sustainable Future," administrators visited the Taoyuan Sustainability Resource Center and the Ministry of Agriculture's Tea and Beverage Crop Improvement Station to discuss NCCU's sustainability strategies and challenges, strengthening horizontal communication and building cohesion.

2. January 13, 2025: 232nd University Affairs Meeting—Dr. Yang Chia-ning of Sinotech Engineering Consultants was invited to deliver a special report entitled "The Distance Between Us and the Stream: The Past, Present, and Future of Tzuimeng Creek." The report shared the progress of ecological restoration efforts on the Chinan Creek adjacent to the National Chengchi University campus and proposed a vision for a sustainable campus coexisting with the creek. A total of 130 participants attended (see Section 5-2, *Water Resource Management*).

3. March 5, 2025: 706th Executive Meeting—Assistant Professor Pai Yi-juan of the Chiayi University Department of Counseling was invited to give a special report entitled "The Practice of Gender Justice on Campus - Basic Concepts and Related Regulations for Sexual Assault, Sexual Harassment, or Sexual Bullying." The report provided attendees with a better understanding of proper handling of gender equality incidents on campus and the relevant regulations and principles. A total of 100 participants attended.



Executive Consensus Camp



Gender Equity Seminar

University-level Meetings and Key Committees

Meeting	Administrative Unit	Frequency	Attendees			Intended Focus
			Total	Female	Students	
University Affairs Meeting	Secretariat	At least twice per semester	119	41	12	Environment, Society, Governance
Procedure and Regulations Committee	Secretariat	At least twice per semester	9	2	1	Governance
University Affairs Development Committee	Office of Academic Affairs, Course Affairs Section	Three to four times per semester	34	8	2	Governance
University Affairs Assessment Committee	Secretariat	At least twice per semester	13	4	5	Environment, Governance
Financial Supervision Committee	Secretariat	At least twice per semester	11	4	2	Environment, Governance
Campus Planning and Construction Committee	Office of General Affairs, Planning Group	Twice per semester	23	6	2	Environment, Governance
Administrative Meeting	Secretariat	At least twice per semester	110	36	2	Environment, Society, Governance
Academic Affairs Meeting	Office of Academic Affairs	Twice per semester	126	35	14	Governance
Student Affairs Meeting	Office of Student Affairs	Twice per semester	44	13	16	Society, Governance
General Affairs Meeting	Office of General Affairs	Twice per semester	23	5	6	Environment, Governance
Research and Development Meeting	Office of Research and Development	Once per quarter	8	4	0	Governance
Gender Equality Education Committee	Office of Student Affairs	Six times per year	21	12	3	Society
University Fund Management Committee	Accounting Office	Four to six times per year	15	5	2	Governance
Environmental Protection and Occupational Safety and Health Committee	Office of General Affairs, Environmental Safety Section	Quarterly	27	9	2	Environment, Governance
Information Security and Personal Data Protection Promotion Committee	Computer Center	At least once per semester	28	9	1	Governance
Traffic Safety Education Committee	Office of Academic Affairs	Two to four times per year	23	7	2	Governance
University Health Committee	Office of Academic Affairs	Two times per year	26	11	1	Environment, Governance
General Education Committee	Office of Academic Affairs	Once to twice per semester	23	5	2	Governance
Continuing Education Committee	Center for Public and Business Administration Education	Once per semester	18	4	0	Society, Governance
International Development Committee	Office of International Cooperation	Once per year	15	5	0	Society, Governance
Bilingualism and Multiculturalism Committee	Bilingualism and Multiculturalism Promotion Office	Once per semester	10	5	1	Society
Sustainability Promotion Committee	Office of Sustainability	At least once per semester	17	5	1	Environment, Society, Governance
Equity, Diversity and Inclusion (EDI) Committee	Office of Sustainability	At least once per year	10	5	2	Society

Internal Controls and Audit

To continuously improve and track the quality of education and school affairs, NCCU has implemented methods for self-evaluation, management and auditing, and regularly conducts self-examinations and adjustments (see the Academic Evaluation section of the Research and Development Office's website). Administrative units, colleges, departments, and research centers conduct routine evaluation meetings and adopt the PDCA (Plan-Do-Check-Act) cycle to formulate evaluation items, regularly review performance, and make adjustments for improvement. In addition, for various administrative operations, an internal control and audit system ensures legal and regulatory compliance, and a reporting channel for abnormalities ensures that important information can flow freely both vertically and horizontally.

Internal Controls

■ Organization

- The NCCU Secretariat is the internal control unit and includes an internal control Project Team and working group to review the results of various operations.
- Project Team: Composed of the Executive Vice President and the directors of the first-level administrative units, the Project

Team is responsible for formulating the school's internal control system policy, monitoring overall system effectiveness, and executing the annual internal control operation plan and confirming results.

- Working Group: Composed of the Chief Secretary (Convener) and the Secretary of the first-level administrative unit (or a senior colleague of equivalent rank with comprehensive operational responsibility), the Working Group plans and implements the school's annual operations, addresses abnormal internal control cases and monitors related progress, and serves as a liaison mechanism for horizontal communication.

■ Operational Status

- Formulate the NCCU implementation plan for internal control system self-assessment and list the internal control project teams for the year.
- Determine the allowable annual risk values for internal control and confirm the content revisions of internal control items for each unit.
- Each unit conducts internal control self-assessment and risk assessment according to the working group resolution schedule.
- Once self-assessment is complete, reporting forms are compiled and sent to the Audit Office for internal audit.

■ Implementation Results

- A total of 37 internal control items were revised:

To comply with regulations on information security incident reporting and response procedures, existing information security internal control items were reviewed and revised. The remaining items involved minor textual revisions.

- One abnormal internal control case: An issue was identified regarding the handling of the first copy of academic feedback fund receipts. The operational management unit has added a control procedure related to vendor breach handling.

Internal Audit

■ Organization

- On November 19, 2016, the School Affairs Committee passed a resolution to establish the Audit Office as a first-level administrative unit to replace the original Budget Audit Committee. To maintain the supervision mechanism of the University Council representatives and all teachers and students in the school, the name of the Budget Audit Committee was adjusted to the "Financial Supervision Committee", which represents the University Council in reviewing the financial audit work of the Audit Office.

■ Operational Status

- The Audit Office formulates an annual audit plan, taking feedback and advice from the Financial Supervision Committee, for implementation following the President's approval.

The audit results are compiled into an audit report and reported to the Financial Supervisory Committee and the University Council. In addition, the President signs the internal control statement, along with the internal control and internal audit conveners.

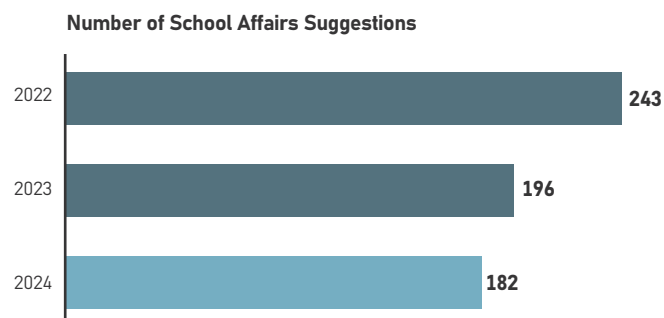
■ Implementation Results

- The internal audit checked a total of 12 items and found no major deficiencies or abnormalities, indicating the effective establishment and implementation of overall internal controls. Improvement suggestions or early cautions were raised for some audit items, with all relevant information made public on the NCCU Audit Office website.

Handling of Suggestions for School Affairs

NCCU has implemented a school affairs suggestion system, providing a communication platform to directly collect relevant suggestions from faculty, staff, and students. Each suggestion received is assigned by the Secretariat to a relevant operations management unit, which is then given a time limit to respond (three working days), after which the Secretariat will consolidate the content and provide a response to the petitioner. In 2024, a total of 182 suggestions were proposed, with 179 cases closed and 3 still in process. The suggestions have been viewed a total of 7,958 times.

School Affairs Suggestion Numbers over the Past Three Years



38 (20.87%)

School Affairs

Catering, library, sports facilities, internet, etc.

25 (13.70%)

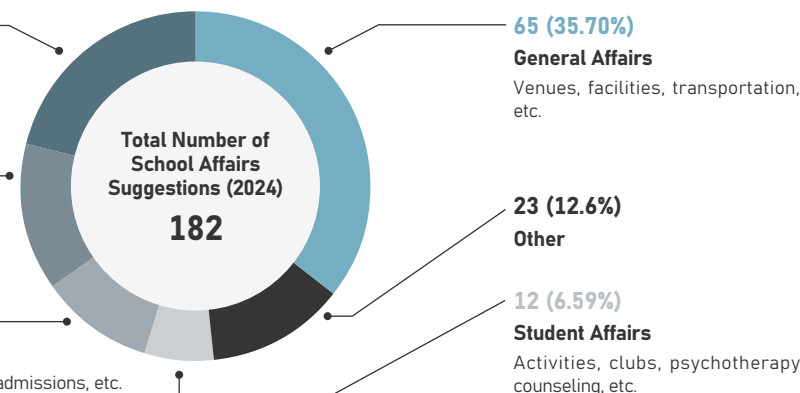
Accommodation

Food, facilities, transportation, internet, service staff, etc.

19 (10.40%)

Academic Affairs

Courses, teaching, grades, course credits, admissions, etc.



Risk Analysis and Impact Response

NCCU SWOT Analysis

NCCU conducts SWOT analysis to comprehensively assess its strengths, weaknesses, opportunities, and threats, serving as a foundation for strategic planning and guiding the overall direction of university development.

■ Response Strategies

Facing challenges such as the shift towards science and engineering, declining birthrates, and fierce global competition in higher education, NCCU has developed the following strategies based on a SWOT analysis:

- **Humanities-Based Artificial Intelligence:** NCCU has established an interdisciplinary research center for artificial intelligence, joined the National AI Program Alliance, and

offers generative AI-related Massive Open Online Courses (MOOCs) and local courses. This approach helps promote an educational model that integrates technology and the humanities, enhances the digital literacy and capabilities of faculty and students, and strengthens their humanistic and interdisciplinary competitiveness. For details, see section 3-1 Talent Development.

- **International University Town and Natural Bilingualism Strategy:** NCCU continues to expand its international presence through deepening its EMI curriculum and the establishment of the College of Innovation, fostering a friendly environment for international students, and increasing the number of international students. For details, see section 2-4 International Campus.
- **Strengthening Enrollment Diversity:** NCCU is actively deepening USR K-12 education and Indigenous co-learning bases in remote

areas, expanding atypical student sources and service targets, and closely integrating enrollment to promote local inclusion and support for disadvantaged groups, creating dual-track goals for strengthening local roots and revitalizing enrollment.

- **A New Model for Interdisciplinary Learning:** NCCU officially established its X Experimental College in 2024, promoting free cross-disciplinary exploration advanced undergraduates through a "non-departmental enrollment" model. By combining micro-programs, self-study certification, and university bachelor's programs, this approach will gradually dismantle disciplinary barriers. *See section 3-1 Talent Development for details.*
- **Strengthening Institutional Resilience:** The Office of Sustainability and the Office of University Social Responsibility will jointly administer ESG, USR, and SDG policies,

connecting administrative and academic units to establish a more systematic, integrated sustainability governance model. For details, see section 1-2 University Vision.

Domestic and International Partner Networks

NCCU actively cultivates its network of educational partners, with outstanding cooperation agreements with National Yang Ming Chiao Tung University, Taipei National University of the Arts, National Defense University, Kaohsiung Medical University, National Dong Hwa University, and National Taipei University. These partnerships facilitate the flow of personnel and academic resources and enhance the University's competitiveness. Recognizing the crucial role of higher education in connecting academia with practice, we are committed to fostering the societal impact of higher education. We actively participate in academic alliances both domestically and internationally, strengthening diverse collaborations across teaching, research, and industry-academia collaborations, deepening partnerships, and promoting talent exchange.

NCCU Partner Networks

Association	Status	Since
Asian Alliance of Liberal Arts Universities (AALAU)	Founding Member	2017
University Alliance in Talent Education Development (UAITED)	Alliance School	2019
Ministry of Education University Academic Alliance in Taiwan (UAAT)	Alliance School	2023
European Union Center in Taiwan (EUTW)	Alliance School	2008
University System of Taiwan (UST)	Member	2021
Greater Wenshan University Social Responsibility Alliance	Alliance School	2021
Taiwan AI College Alliance (TAICA)	Alliance School	2024

STRENGTHS

#Excellent Alumni Network

Many NCCU alumni hold important positions in various sectors of society and have strong influence.

#Humanities and Social Sciences

NCCU is one of Taiwan's few research universities with strengths in humanities and social sciences.

#Multilingualism and Internationalism

NCCU cultivates a multilingual environment, with cross-border exchanges, and abundant international research collaborations.

OPPORTUNITIES

#Promote Institutional Innovation

In step with rapid social change, NCCU is pursuing institutional transformation and developing new disciplines for society.

#Innovative Experimental Settings

Situated at the junction of urban and rural areas, the University has access to diverse real-world environments—including urban centers, satoyama (village–mountain interfaces), and local communities—that support integrated research and field-based innovation.

#Integration of Emerging Technologies

Popularize new technology applications and flipped learning approaches to increase the University's influence in teaching, research, and society.

WEAKNESSES

#Limited Campus Space

The constrained campus area restricts future university planning as well as investments in both hardware and software.

#Challenges in Talent Recruitment

Current hiring conditions and research resources are insufficient to attract top international talents for research and employment.

#Unbalanced Industrial Development

Industry demand remains focused on STEM fields, limiting development opportunities for the humanities and social sciences.

THREATS

#Unfavorable Academic Evaluation Mechanism

The current academic evaluation mechanism is unfavorable to the humanities and social sciences.

#Competitive Higher Education Environment

Taiwan's low birth rate and aging population increase budget pressures and drive fierce enrollment competition, particularly impacting PhD program recruitment.

#Public Budget Pressure

Limited and fluctuating public funding presents challenges for long-term academic planning and risks talent shortages.

2-2

Financial Planning

Financial Revenues and Expenditures Overview

NCCU's sources of income include government subsidies and internally generated income such as tuition fees, with the proportion of internally generated income exceeding 50% over the past three years and continuing to rise. Income is mainly used to fund teaching, research, general management, education collaboration, student financial aid and scholarships, as well as capital expenditures for school development. The University has established several committees, including the University Development Committee and the Fund Management Committee, to promote the integration and efficient use of overall resources.

The final accounts for the past three years have all shown substantial surpluses, and the available fund balances at the end of each year have exceeded four months' worth of monthly regular cash expenditures, meeting standards set by the Ministry of Education. NCCU regularly prepares financial planning reports for public release on the Financial Transparency section of the University's website. School income and expenditures are shown in the following chart.

Overview of NCCU Income (2022-2024)

Item \ Year		2022		2023		2024	
		Amount	YoY Change	Amount	YoY Change	Amount	YoY Change
Gov't Subsidies	Teaching and Research Subsidies	1,649,133	3.73%	1,648,206	-0.06%	1,796,541	9.00%
	Other Subsidies	494,819	7.64%	447,952	-9.47%	575,657	28.51%
	Miscellaneous Income	2,839	117.55%	2,802	-1.30%	5,744	105.00%
Internal sources	Student Tuition and Misc. Fees	1,083,025	3.98%	1,105,237	2.05%	1,088,139	-1.55%
	Educational Cooperation Income	748,545	13.39%	857,457	14.55%	926,530	8.06%
	Asset Use and Royalty Income	272,001	14.25%	351,615	29.27%	386,764	10.00%
	Donation Income	185,612	-1.03%	275,193	48.26%	211,509	-23.14%
	Other Internally Generated Income	197,141	10.80%	220,183	11.69%	228,355	3.71%
Total Income		4,633,115	6.36%	4,908,645	5.95%	5,219,239	6.33%

Unit: TWD 1,000

NCCU Expenditures (2022-2024)

Item \ Year		2022		2023		2024	
		Amount	YoY Change	Amount	YoY Change	Amount	YoY Change
Teaching, research and training Costs		2,623,558	0.76%	2,815,282	7.31%	2,907,374	3.27%
Educational Cooperation Costs		741,711	13.70%	853,815	15.11%	925,414	8.39%
Student Financial Aid		323,287	21.49%	310,437	-3.97%	390,107	25.66%
Administration and General Affairs Costs		468,552	2.84%	501,459	7.02%	507,928	1.29%
Other		377,175	8.58%	395,717	4.92%	411,943	4.10%
Total Expenditures		4,534,283	4.84%	4,876,710	7.55%	5,142,766	5.46%

Unit: TWD 1,000

NCCU Actual Financial Statement Balances (2022-2024)

Item \ Year		2022	2023	2024
Total Income		4,633,115	4,908,645	5,219,239
Total Expenditures		4,534,283	4,876,710	5,142,766
Surplus (Deficit)		98,832	31,935	76,473
Add: Depreciation and Amortization Expenses not Included in Surplus Calculation		186,059	198,091	179,398
Actual Surplus		284,891	230,026	255,871

Unit: TWD 1,000

Available Funds (2022-2024)

Item \ Year		2022	2023	2024
Cash and Time Deposits		4,799,391	4,649,349	4,187,731
Add: Short-term Liquid Assets		40,466	54,435	115,659
Deduct: Short-term Debt Repayments		1,592,982	2,067,837	1,690,037
Deduct: Capital Subsidy Programs as Yet not Implemented		11,943	23,465	45,812
Available funds		3,234,932	2,612,482	2,567,541

Unit: TWD 1,000

Fundraising Results

In 2024, University alumni were the primary source of donations to NCCU, including 864 individual donations (61.72% of all donations) of less than NT\$10,000 each, indicating broad social participation. Large donations of more than NT\$2 million brought in nearly NT\$140 million, accounting for nearly 61% of the total amount collected, providing an important source of funding the continued development of university affairs.

Significant fundraising achievements in 2024 included the construction of the Law School Building, the opening of the Renwei Lecture Hall and the Sports Lecture Hall, the establishment of the Confucius Foundation, and continued funding for the Eagle Basketball Team and the Sports Industry Program. Fundraising from reunions for the classes of 1984 and 1994 helped support the Heritage Scholarship and Seeds of Hope Cultivation Program.

Donations 2022-2024

	Number of Donations		Amount	
			NTD	USD
2022	737		159,152,175	
2023	1,335		153,279,091	325,000.0
2024	1,401		229,334,498	2,975,381.7

Sound Financial Practices

NCCU continues to expand its available resources and strengthen its financial management practices, managing budget allocations through a dedicated, decentralized review process. Capital expenditures are dynamically adjusted based on project priorities

to maximize resource allocation efficiency. The university also regularly reviews key indicators to ensure financial transparency and practices preventative monitoring, ensuring operational stability and the sustainable development of its resources.

#Expanding Revenue

- Developing prestigious academic programs and expanding project grants.
- Diversifying donation sources, attracting philanthropic funding.
- Increasing investment quotas to create financial value.
- Providing high-quality venues to enhance revenue generation and increase university funding sources.

#Reducing Expenditures

- Using performance evaluations and flexible agency mechanisms to enhance personnel management efficiency and streamline staffing expenditures.
- Continuously upgrading water supply networks and energy-efficient air conditioning systems to effectively reduce energy consumption and utility expenses.
- Optimizing on-campus public transport to maximize efficient use of existing resources while meeting student transportation needs.

Sustainable Investment Strategy

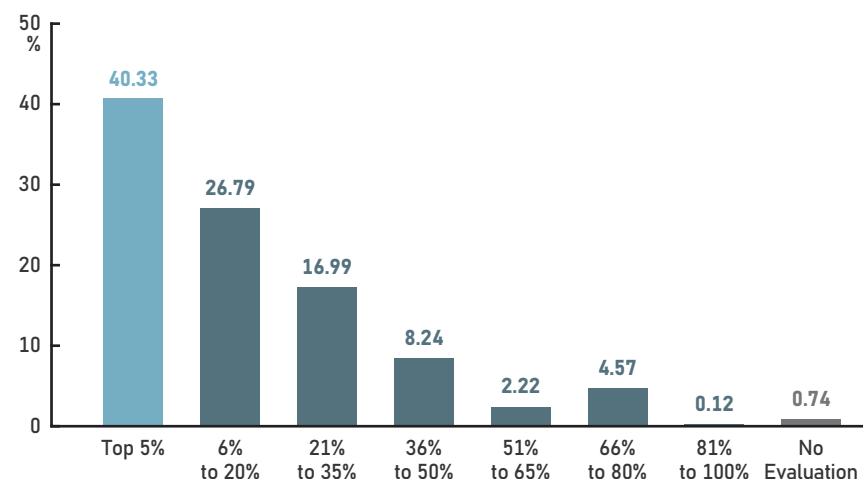
In accordance with Article 14 of the National University Fund Management and Supervision Regulations, NCCU has set the investment ceiling for its university fund at NT\$500 million. The University's Investment Management Team consists of ten internal and external committee members with strong investment management expertise and a solid reputation in the financial sector. This team is responsible for formulating NCCU's investment guidelines, policies, and asset allocation principles for the following year, which are implemented after review and approval by the University Fund Management Committee.

In response to global trends in sustainable development and governance, NCCU has incorporated ESG (Environmental, Social, and Governance) investment principles into its investment plans and management procedures since 2022. The University prioritizes investment in funds that comply with the "Principles for Review and Supervision of Information Disclosure of Securities Investment

Trust Funds with ESG-Related Themes" issued by the Financial Supervisory Commission. Through the evaluation of potential investment targets in terms of sustainability, corporate social responsibility, and corporate governance, NCCU aims to manage long-term risks and obtain stable returns for its university fund.

Beginning in 2023, the university began the process of completely divesting from high-polluting and high-carbon-emitting industries. All university funds are now invested in mutual funds, including domestic firms of which 98.74% disclose sustainability reports. In terms of corporate governance ratings, 40.33% of invested companies were ranked in the top 5%, while 26.79% were ranked between 6% and 20%. The university will continue to improve its sustainable investment strategy, prioritizing investments based on the criteria of the TDC Environmental, Social, and Governance (ESG) Fund Zone, and gradually implementing new impactful investing strategies.

NCCU 2024 Fund - Evaluation of Domestic Equity Fund Investment Targets



2-3

Digital Innovation

Information Security

Information Security Policy and Personal Data Protection Management

To ensure the confidentiality, integrity, and availability of NCCU's information assets and to comply with the Information Security Management Act, the University has established the [NCCU Information Security Policy](#) and related regulations, available on the Computer Center website, for the guidance of university employees and information service providers. The Information Security and Personal Data Protection Promotion Committee at NCCU holds meetings at least once per semester to review and ensure the promotion and implementation of information security and personal data protection measures across the University.

Following the Information Security and Personal Data Protection Audit Implementation Guidelines, the Computer Center selects certain university units each academic year to undergo information security and personal data audits. The scope of these audits includes document reviews and on-site inspections of items such as personal data files, information and communication systems using the University's IP network or domain name, and Internet of Things (IoT) devices, to assess the unit's current practices and propose improvement measures for identified risks.

Improving Information Security

In line with the university's Information Security Management System (ISMS) policy, the university's Computer Center continues to strengthen system security across the campus, implementing vulnerability scanning, strengthening outsourcing management, and improving internal security audits. Specific 2024 security-related enhancements include:

- Completed five information security awareness raising seminars for all campus staff, with a total of 643 participants; along with five information security professional courses, with 136 participants.
- Implemented a campus-wide inventory and risk analysis of information assets, including information systems and IoT devices.
- Continuously upgraded the main operating system and components of the campus administration system.
- To prevent unauthorized logins, on December 19, 2024 the 22nd meeting of the Information Security and Personal Data Protection Implementation Committee approved a proposal to remove the account and password memory function of the "INC-CU Personalized University Campus Portal."

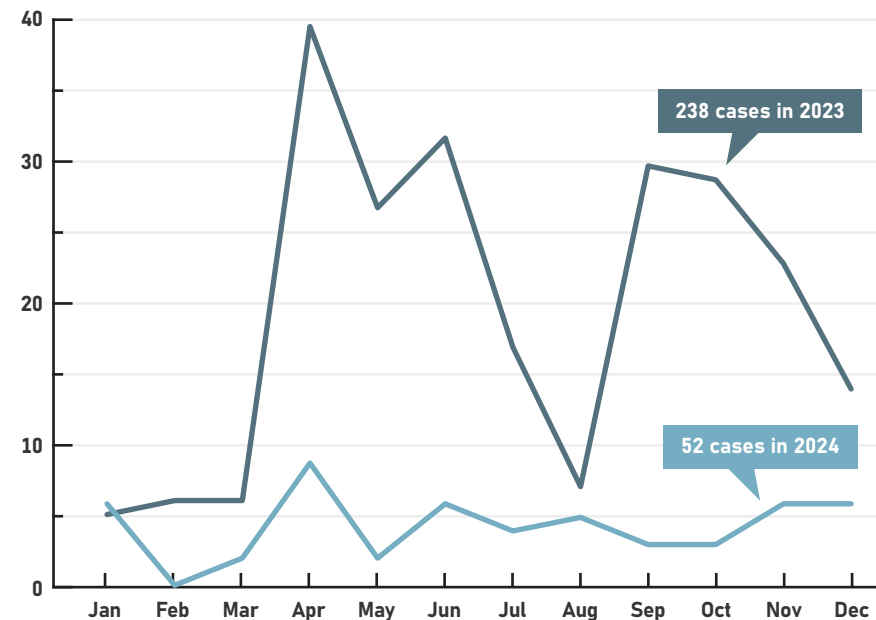
Information security incident reporting and handling

The "NCCU Information Security Incident Reporting and Response Guidelines" were established to ensure that all university units promptly report and respond to information security incidents in accordance with the "Information Security Incident Reporting and Response Measures," thereby minimizing the impact of information security incidents on campus operations. In 2024, 52 information security incidents were reported, down significantly from 238 in 2023. Incident-related evidence and reporting and response records are compiled in the university's Information Security Reporting and Response Area as required.

2024 NCCU Information Security General and Professional Courses

Course Type	Course Title	Total Enrollment
In-person	General Information Security	Improving Information Security Awareness (3 sections)
		448
		Seminar on Internal Audits and Risk Control Practices
		40
		Analysis of Common Vulnerabilities in Website Applications
Advanced Information Security		26
		Business Continuity Management
		36
Online	General Information Security	Improving Information Security Awareness
		155
	Advanced Information Security	Communications and Network Security
		36
		Business Continuity Management
		6

Information Security Incidents (2023-2024)



Source: Educational Institution Information Security Reporting Platform

Digital Transformation

Digital Transformation of Administrative Processes

In 2022, NCCU established the Administrative Process Digital Transformation Team (DTT) to review various administrative processes, establish a cross-departmental research platform, and use digital technologies to enhance administrative efficiency. In fiscal 2024, the DTT, through cross-departmental research with the Computing Center and relevant operations units, successfully implemented and launched eight pilot projects that have not only significantly improved administrative operational efficiency

DTT Workflow



#Proposal

An open call for relevant project topics is held at the beginning of each semester.



#Review

Two regular meetings are held each semester, in January, April, June, and November. Urgent cross-departmental issues are discussed on an ad hoc basis as temporary motions.



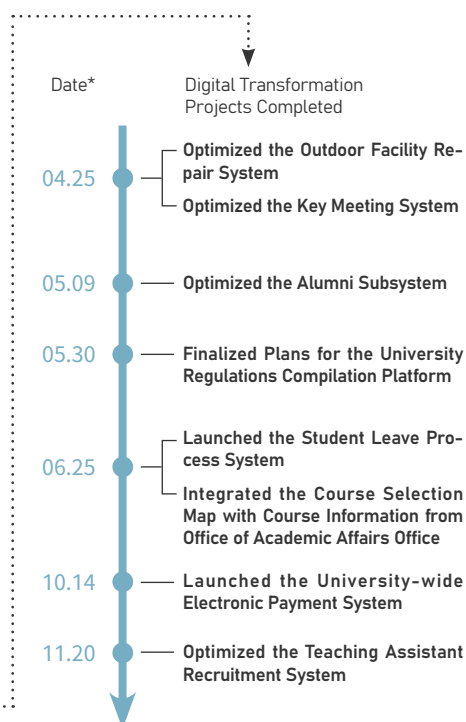
#Implementation

As of 2024, a total of eight projects have been completed and launched.

but also significantly enhanced service quality, improving the user experience with administrative services and demonstrating the university's commitment to continued digitalization and the provision of high-quality services.

Digitalization Highlights

▪ **Outdoor Facility Repair System:** This new feature, proposed by the Student Union to the General Affairs Office and developed by the Computer Center, features GPS tracking and photo upload capabilities, and provides a convenient, intuitive interaction, significantly increasing the willingness of staff and students to report necessary repairs to the General Affairs Office, with over 90 cases handled in 2024.



* Latest System Update Launch Date

▪ **Alumni System Optimization:** This project reorganized and compared approximately 200,000 alumni records to improve their completeness and accuracy. The project also included upgrades to system architecture, processes, and management interface design and development (e.g., alumni ID card production and notification email delivery) based on the needs of the Secretariat to provide com-

prehensive alumni services. Alumni logged into the system approximately 24,000 times in 2024, the system sent notification emails to alumni over 160,000 times, nearly 2,000 alumni ID cards were issued, and nearly 5,000 alumni service requests were administered, such as retrieving forgotten passwords. These improvements help the university maintain and deepen positive alumni relations.

Outdoor Facility Repair Request System Access

Log in via:

- Mobile NCCU App: Navigate to nami > Quick Access System Links > Outdoor Facility Repair Request System
- iNCCU: Search for "Outdoor Facility Repair Request System"

Digital Instruction

NCCU has established a comprehensive digital learning environment, encouraging faculty and students to use digital platforms and fostering cross-disciplinary and autonomous learning experiences. The NCCU Center for Teaching and Learning Development has established the "NCCU Digital Knowledge City," a single portal integrating digital learning content such as MOOCs, open courses, master lectures, and digital teaching workshops. As of the end of April 2025, NCCU Digital Knowledge City provides 70 sets of MOOCs, 45 open courses, 245 master lectures, 59 digital teaching workshops, eight course previews, and 47 episodes of the "NCCU Infinity" podcast for a total of 474 high-quality digital content modules, providing independent learning opportunities

for faculty and students, the general public, and interested individuals worldwide.

In 2024, the university offered 12 digital teaching workshops, inviting 630 individuals from the NCCU faculty, staff and student communities and also the broader public to deepen their digital teaching capabilities. Past courses have been categorized into four phases based on teachers' digital learning paths: "Foundational Digital Skills Training," "Familiarization with Online Education Platforms and Tools," "Digital Teaching Methods and Practices," and "Continuing Professional Development: Tracking New Knowledge in Educational Technology." A professional digital empowerment course, centered around generative AI, was offered to introduce instructors to various AI tools and to share experiences using AI in teaching.



Your AI Virtual Teaching Assistant: How to Use AI for Interactive Teaching

2024 Digital teaching workshops

No.	Workshop Title	Date	Lecturer	Participants
1	Creating a Perfect Course: Digital Teaching Quality Assessment	2024/02/22	Hu Yong-hsiang	89
2	Your AI Virtual Teaching Assistant: How to Use AI for Interactive Teaching	2024/03/07	Yang Chun-you	126
3	Integrating Information Technology into Teaching: Sharing Smart Classroom Teaching Applications	2024/03/22	Lee Pao-li Chen Hsiu-hsieh	53
4	Sharing Teaching Practice Performance Plans: Improving the Effectiveness of Distance Learning through Digital Learning Platforms	2024/04/25	Chen Chi-ming	92
5	Sharing Experience s in Integrating Open Education Resources into Courses	2024/05/09	Lin Yi-an	85
6	Making Generative AI Your Perfect Teaching and Research Partner	2024/05/23	Wu Chi	39
7	Automating Your Teaching Processes: A Hands-on Workshop	2024/08/21	Chuang Che-yun	97
8	Don't Fear the Transition from Old to New: Teaching Mastery through MOODLE	2024/09/06	Chan Chin-fa	35
9	Principles and Applications of Generative AI in Teaching	2024/10/01	Tsai Yan-lung	81
10	Integrating AI into Teaching: Teaching Strategies and Their Impact on Student Learning	2024/10/25	Liu Yi-chun	66
11	Emerging Educational Technology Applications and Teaching Innovation	2024/11/27	Liu Yuan-chen	104
12	WM5>>Moodle Secrets Revealed	2024/12/06	Lee Po-yi	34

Event Snapshot

Offering Advanced Placement (AP) Micro-courses for High School Students

NCCU has signed memorandums of understanding with the education bureaus of six cities, including the Taipei City Government, to offer **weekend micro-courses**, providing high school students with diverse learning options. These arrangements with Taipei City, New Taipei City, Keelung City, and Taoyuan City primarily offer in-person classes, while Taichung City has adopted a hybrid model of “in-person classes + online courses,” also offering online courses on the “Youyou Taichung” platform to meet the needs of diverse students. These collaborative micro-courses build a learning bridge that connects

high school and university, helping to strengthen students' digital learning skills and allowing more students to access diverse course topics across regions, achieving the dual goals of universalizing educational resources and deepening individual learning. The NCCU Teaching Development Center has further promoted the “Course Preview” program, which records and systematically collects teacher-authorized content from courses offered on the “Youyou Taichung High School” platform, allowing high school students to preview university course content and providing a more flexible learning channel.



Top: Micro-Courses in Collaboration with the Taipei City Department of Education
Bottom-left, Bottom-right: Youyou Taichung High School Online weekend Class



2-4

International Campus

Multicultural Immersive Campus Experience

In addition to local students, approximately 10% of the NCCU student body comes from overseas including students from Hong Kong, Macau, mainland China, and many other countries. The cultural diversity of the NCCU campus is also enhanced by the presence of many Indigenous students and those from new immigrant families. The College of Foreign Languages & Literature offers programs in Arabic, Slavic languages, Turkish, European languages, Korean, and Japanese, as well as a bachelor's program in Southeast Asian Languages and Cultures. The Center for Aboriginal Studies, the Austronesian Studies Chair, and the Indigenous Program in the Master's Program in Land Policy and Environmental Planning also contribute to the university's rich cultural exchange.

NCCU International Students in Numbers: 2024 Overview

31

Countries of Undergraduate
International Students

72

Countries of Graduate
International Students

482

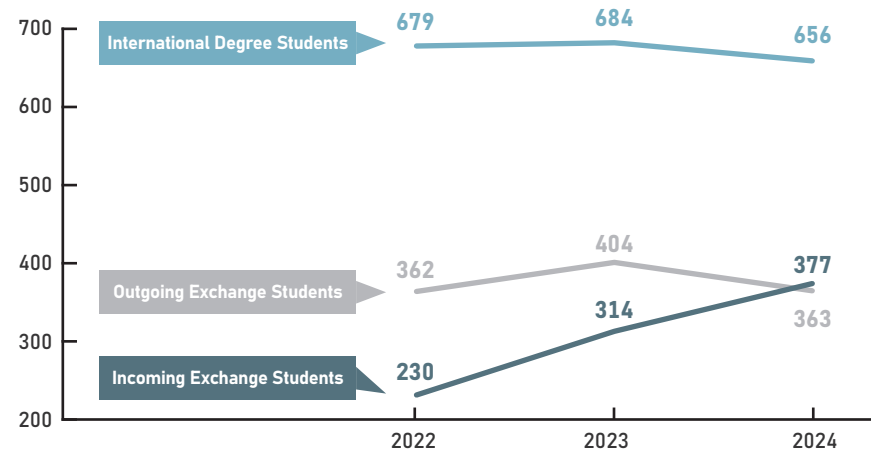
NCCU Partner
Institutions

- In 2024, NCCU's international undergraduate and graduate programs respectively included students from 31 and 72 countries, spanning Asia, Europe, South America, North America, Africa, and Oceania.
- In 2024, NCCU established sister school relations with four new partners, raising the total number of sister schools to 482.



To cater to the religious needs of Muslim students, NCCU has installed Muslim prayer rooms on the second floor of the Lo-has Bistro and the 12th floor of the North Building of the NCCU main campus. These rooms are open to all faculty, staff and students.

NCCU Internationalization Initiatives



International Degree Students	Undergraduate	217	226	217
	Graduate	462	458	439
Incoming Exchange Students	Undergraduate	179	236	256
	Graduate	51	78	121
Outgoing Exchange Students	Undergraduate	261	291	240
	Graduate	101	113	123



The Office of International Cooperation hosted events for international students to learn about local religious culture, including rural religious pilgrimages and procession activities held by the Chingmei Chongshun Temple to promote understanding and respect for different religious beliefs.

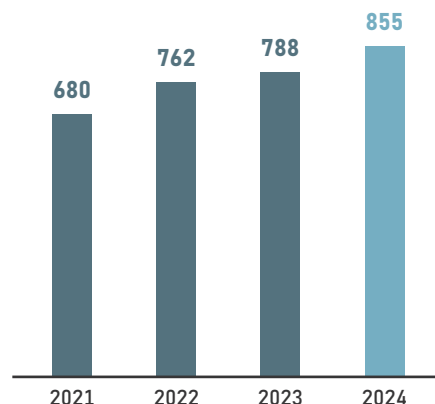
Bilingualism and Multiculturalism

In the 2024 academic year, NCCU was selected by the Ministry of Education as a key "Bilingual Learning Program for College and University Students." The university actively develops and offers EMI courses and is committed to fostering a bilingual and multicultural learning environment. To support the program, the university established the "Bilingualism and Multiculturalism Promotion Office," which oversees the overall bilingual strategy development and facilitates cross-departmental coordination and resource integration through regular meetings.

The NCCU bilingualism initiative leverages organizational systems, curriculum quality and breadth, and an international campus atmosphere to cultivate academic and leadership talents with advanced English proficiency. The initiative goes by the acronym "BEAM":

- **Bilingual Support System:** Strengthening resource integration between administrative and teaching units to provide teachers and students with the support and guidance they need to adapt to the EMI curriculum.
- **EMI Teaching Excellence:** EMI course quality is enhanced through teacher empowerment activities, systematic TA training, course quality assurance mechanisms, and comprehensive EAP/ESP integration to ensure positive learning experiences.
- **AI Knowledge Integration:** English-only courses in AI and information technology are part of creating a distinctive teaching brand of "Humanistic AI × Bilingual Education" to further boost international enrollment.
- **Multicultural Campus Cultivation:** NCCU continuously promotes internationalization, nurturing a thriving natural bilingual ecosystem by infusing the campus with English and diverse cultures.

NCCU EMI Course Offerings (Academic Years 2021-2024)



EMI Courses and EMI Teaching Assistant Training

The number of NCCU EMI courses has increased annually, providing ample course options for international students and increasing opportunities for cross-cultural interaction for our domestic students in the classroom. Responding to global trends, the bilingual program encourages teaching units to offer EMI courses focusing on emerging fields such as AI, information technology and sustainable development, thus creating a distinctive breadth of EMI courses at NCCU.

To enhance EMI course quality, the English Language Teaching Resource Center has launched the EMI Teaching Assistant Training Program. Participants complete a video-based training course, complete online quizzes, and attend two in-person workshops, and are awarded an EMI TA Training Certificate. The in-person workshops focus on topics such as handling cultural differences and providing appropriate support to students from diverse backgrounds, thereby helping TAs effectively practice real-world classroom situations.

學習獎勵金

Category	Prize
出席獎勵 (Attendance Incentive)	應考者個人出席 NTS 200 團隊全員皆出席 每人 NTS 300
積分獎勵 (Points Incentive)	第1名 NTS 6000 / 個人 第2名 NTS 4000 / 個人 第3名 NTS 3000 / 個人 第4名 NTS 2500 / 個人 第5名 NTS 2000 / 個人 第6至10名 NTS 1500 / 個人 第11至20名 NTS 1000 / 個人

限本校本國籍學生報名
活動限額500名，欲報從速！
NCCU | BMO
培力英語及多元文化推動辦公室
截止報名

Diverse English and Multilingual Learning Activities

NCCU has created a culturally immersive language learning environment through the use of diverse learning activities.

- The English Language Teaching Resource Center held a "Mini Saga Writing Competition," inviting students to create engaging short stories in 50 words or less.
- The Bilingualism and Multiculturalism Office organized a competition that encouraged students to prepare for the English Proficiency Exam through team competitions and peer-to-peer collaboration.
- The School of Foreign Languages held



Mini Saga competition awards



Multilingual Table participants, with "hello" rendered in multiple languages on the rear wall

"Multilingual Table" activities every Tuesday and Thursday at noon during the school year. Using English as the medium of communication, the Multilingual Table allows students to use their lunch break to gain exposure to foreign languages and cultures in relaxed, conversational contexts. The Multilingual Table currently features 12 foreign languages (English, Japanese, French, German, Russian, Czech, Arabic, Turkish, Korean, Vietnamese, Thai, and Indonesian) and four Taiwan indigenous languages (Atayal, Paiwan, Amis, and Tao), perfectly reflecting the multicultural nature of NCCU.

Administrative Internationalization

In 2015, NCCU established its Internationalization Development Committee, which annually reviews and develops the scale, strength, and characteristics of the university's international curriculum. As part of its long-term internationalization efforts, NCCU will expand its internationalization momentum beyond teaching and research to include administrative functions. In 2024, the university established an "Administrative Internationalization Working Group" and a "International Faculty and Student Rights and Bilingualization of Documents" initiative, and launched the systematic training of administrative personnel in international business skills. This strategy is continuing in 2025, with the launch of a redesign and optimization of the university's English website.

1. Organize the "Administrative Internationalization Working Group" to build consensus on internationalization.

- Bilingual/International Affairs Supervisors and dedicated contact points will be established within first-level administrative units and colleges to serve as the primary point of contact for addressing the needs of international faculty and students.
- Four meetings were held in 2024 to facilitate cross-departmental communication and coordination, and to collaborate on various internationalization initiatives and issues within the university.

2. Focus on international knowledge training for personnel

- In 2024 the university held a two-day internationalization workshop and three special lectures, with language training including 10 training sessions devoted to English speaking skills, one for English writing training, and two sessions for AI application tool training. The "Let's Chat Together" English communication event featured 60 international students



"Let's Chat Together" English Lunch

serving as table leaders, guiding 200 administrative staff through real-world English conversations. These events not only enhanced oral speaking experience and skills, but also fostered cultural exchange and interaction between administrative staff and students.

3. Important rights and documents related to bilingualism for international teachers and students

- The administrative network contained within the working group was leveraged to improve the bilingualization of administrative documents and to enhance the university's bilingual environment. In 2024 and 2025, a total of 675 documents will be rendered bilingual.
- Certain administrative units also reviewed their websites to promote bilingualization, and future efforts will gradually encourage all units to prioritize bilingualism and internationalization, aiming to create a more welcoming, diverse, and inclusive campus environment.





**SUSTAINABILITY
EMPOWERMENT**

3-1

Talent Cultivation

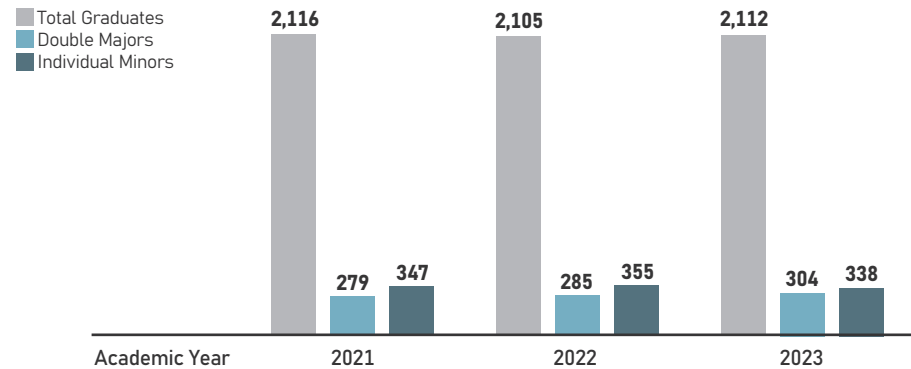
Cross-domain Learning

Contemporary sustainable development issues often span multiple fields and involve diverse stakeholders. Future leaders must have the capacity to think systematically, address complexity, innovate independently, and communicate and collaborate. Based on the principle that “university is a level playing field, with no internal or external barriers,” NCCU is committed to fostering a high-quality cross-disciplinary learning environment. Based on the four core LEAD elements of “Literacies, Exploration, Action, and Disciplines” we continuously reform our curriculum, regulations, and systems to help students balance professional development with cross-disciplinary exploration, cultivating the resilience and capacity to effectively address future challenges.

Double Major and Minor System

Building on its existing teaching foundation, NCCU departments continue to expand double majors and minors. Furthermore, through a curriculum streamlining initiative, the university has set a maximum limit of 40% of required credits for each department's major. Students are free to choose elective credits, whether within their own department or outside of it, which can count towards graduation. This allows students to pursue a variety of course combinations, including double majors, minors, and even cross-university studies, to build their own learning paths. NCCU boasts the highest percentage of bachelor's

NCCU Double Major and Minors (2021-2023)



NCCU Students Taking Courses with Domestic University Partners (2021-2023)

Academic Year		2021	2022	2023
Item	National Central University	4	7	3
	Tsinghua University	25	19	23
	Yangming Jiaotong University	18	46	55
	Total	47	72	81
Other Schools		213	219	193

degree graduates achieving double majors or minors among universities nationwide.

Cross-Domain Credit Programs and Micro-Programs

NCCU continues to promote cross-disciplinary teaching collaborations, and currently offers 44 cross-disciplinary credit programs for students. To guide students in pursuing more systematic learning, starting in 2022 NCCU also began to encourage teaching and research units to offer 8-12 credit micro-programs including foundational, core, advanced, or applied modules to provide a more comprehensive background to their selected concentrations.

The initiative currently offers 19 micro-programs, providing more flexible and focused cross-disciplinary learning options.

Xperimental College and Bachelors Degree System

To break through the traditional college framework, integrate university resources, and create an innovative collaborative learning ecosystem, NCCU received approval from the Ministry of Education to establish the “Xperimental College” in 2024. In future, the Xperimental College will be the common landing point for all incoming undergraduates, with all sophomore and above students automatically matriculating. Centered on

Comparison of Conventional Bachelors Degree and the Bachelor of Interdisciplinary Studies

Conventional Bachelors Degree

- Degree named for a specific academic discipline, e.g., Bachelor of Humanities, Bachelor of Science, Bachelor of Law
- Coursework focused on degree requirements for a specific academic department
- Awarded by specific department

Bachelor of Interdisciplinary Studies

- Title reflects cross-disciplinary nature of the program
- Coursework includes course modules of different scales
- Awarded by the university

Recipients of the Bachelor of Interdisciplinary Studies have two options for graduation

Double Degree
(major department + bachelor's degree)

Single Degree
(bachelor's degree + secondary qualification from a major department)

“independent collaborative learning, cross-disciplinary resonance, and resource sharing,” the college aims to cultivate students’ courage to face the unknown, future-oriented thinking, flexibility for the effective management of innovation and change, dynamic balance, holistic development, and commitment to lifelong learning and sustainable development.

In 2025, NCCU is launching “Bachelor of Interdisciplinary Studies,” allowing qualified students to bypass departmental restrictions and combine the credits from multiple departments and micro-programs both within NCCU and the broader Taiwan University Alliance system to create a personalized learning map leading to a “Cross-Domain Learning Bachelor” degree.

Sustainability Education

Sustainable Development Goal (SDG) Courses

Universities are key venues for cultivating professionals working towards sustainable development, and courses are the core medium connecting knowledge and practice. Since the 2023 academic year, NCCU has systematically reviewed the relevance of its curriculum to the UN's Sustainable Development Goals (SDGs). Faculty are encouraged to connect sustainability issues in their courses and to highlight the relevance of their disciplines to sustainable development. Over the past three years the number of such course offerings has steadily increased with over 800 SDG-related courses offered in 2024, representing nearly 16% of total NCCU course offerings. The content of these courses mainly focuses on SDG 16 (Peace, Justice and Strong Institutions), 4 (Quality Education), 8 (Decent Work and Economic Growth), 10 (Reducing Inequality) and 17 (Partnerships for the Goals). While distributed among a wide range of departments, the SDG courses are most heavily concentrated in the School of International Innovation, the School of Education and the School of Social Sciences.

To encourage students to independently

construct their own knowledge systems, NCCU has established independent learning courses. In the 2023 academic year, "certified independent practice projects" were added to the "self-directed independent learning project" in which students independently design their own learning projects and select an appropriate supervisor). Students can flexibly plan their learning plans, implementation methods and schedules, submit their results, and be awarded credits after approval, expanding the possibility of independent exploration of sustainable issues.

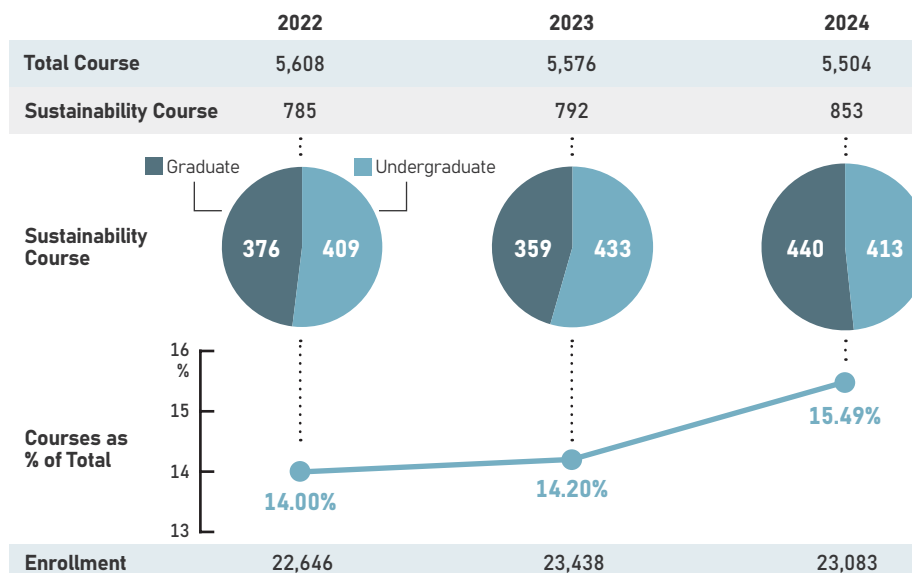
NCCU's existing cross-disciplinary credit programs also cover a variety of sustainability issues. For example, the "Corporate Sustainability and Sustainable Finance Specialization Program" focuses on integrating ESG concepts into business strategy and social innovation, while the "Body and Gender in Modern Society Cross-disciplinary Credit Program" explores the perspectives of the body, gender, and power, enhancing students' critical thinking on sustainability issues in the context of the humanities and social sciences. The Office of Sustainability also reviewed sustainability-related courses and worked with the faculty community on the planned launch of three sustainability micro-programs focusing on environmental issues in the 2025 academic year.

Credit / Micro-courses Related to Sustainability Issues

Credit Program / Micro-program Title	Corresponding Sustainability Goals
Body and Gender in Modern Society: A Cross-disciplinary Credit Program	5 Gender Equality 10 Reduced Inequality
Social Practice and Community Good Credit Program	4 Quality Education 10 Reduced Inequality 11 Sustainable Cities
Taiwan Indigenous Peoples Development Credit Program	4 Quality Education 10 Reduced Inequality
Business Sustainability and Sustainable Finance Specialty Program	8 Decent Work and Economic Growth 9 Industry, Innovation Technology and Infrastructure 12 Responsible Production and Consumption
Philosophy of Care Credit Program	3 Good Health and Well-being 4 Quality Education 10 Reduced Inequality
European Union Studies International Credit Program	4 Quality Education 17 Partnerships for the Goals
Landscape Planning Micro-program	11 Sustainable Cities 9 Industry, Innovation Technology and Infrastructure 15 Life on Land
Environmental Communication Micro-program NEW	3 Good Health and Well-being 13 Climate Action
Environment and Law Micro-program NEW	14 Life Below Water 15 Life on Land 16 Peace, Justice, and Strong Institutions
Global Development and Partnership Micro-program NEW	17 Partnerships for the Goals

NEW Scheduled to start fall semester 2025

Sustainability-oriented Course Offerings and Enrollment (2022-2024)



* NCCU sustainability courses are identified based on keywords derived from the United Nations' 17 SDGs, the Scopus Sustainability Research Database, and SDG terms commonly used by international universities. These terms were then used to search course descriptions and objectives within our syllabi to identify courses that correspond to particular SDGs.

Proportion of Sustainability-oriented Courses within Each NCCU College

College	Proportion	Featured SDGs
College of Liberal Arts	6%	4 Quality Education
College of Social Sciences	26%	10 Reduced Inequality 13 Climate Action 16 Peace, Justice, and Strong Institutions
College of Law	20%	16 Peace, Justice, and Strong Institutions
College of Education	27%	4 Quality Education
College of Commerce	16%	8 Decent Work and Economic Growth 9 Industry, Innovation Technology and Infrastructure 17 Partnerships for the Goals
College of Science	11%	4 Quality Education
International College of Innovation	61%	10 Reduced Inequality 13 Climate Action 16 Peace, Justice, and Strong Institutions
College of Foreign Languages & Literature	4%	3 Good Health and Well-being 4 Quality Education
College of Communication	14%	8 Decent Work and Economic Growth 9 Industry, Innovation Technology and Infrastructure
College of Informatics	6%	4 Quality Education 16 Peace, Justice, and Strong Institutions
College of International Affairs	22%	4 Quality Education 8 Decent Work and Economic Growth 16 Peace, Justice, and Strong Institutions

* Data in the table above is based on NCCU course offerings from spring semester 2023 to fall semester 2024

11 SUSTAINABLE CITY
AND COMMUNITIEHighlight
Case

"Building the Bamboo House" Independent General Education Course: Building a Gathering Place for Cultural Awareness

Associate Professor Wang Ya-ping of the Department of Ethnology and NCCU students | Independent General Education Courses

The independent general education course "Building the Bamboo House: Learning about Indigenous Traditional Architecture and Culture" was launched in the spring semester of the 2023 academic year. Designed by the NCCU Center for Indigenous Resources and Indigenous Student Ambassadors, the course enlisted seven students to use bamboo to construct "gathering places." Following discussions and designs over the course of the semester, the students settled on a template based on the Atayal granary for construction in the NCCU Computer Science Building in early 2024.

This hands-on course included an initial cultural lecture and exchange opportunities with National Dong Hwa University and members of the Tongmen Tribe in Hualien. In the final phase, Atayal elders and teachers from Wufeng Township were invited to provide guidance and lead the NCCU students in the construction of the

granary on campus to serve as a place for rest, gathering, learning, and dialogue.

According to Professor Wang Ya-ping of the Department of Ethnology, the NCCU campus was once a traditional hunting ground for the Atayal Kuchi tribe, giving the university a deep connection to Indigenous life. The practical experience of the Bamboo House course helped foster independent learning, leading students to gradually explore and reflect on their own cultural awareness. For example, due to legacy of colonialism and insensitive political policies, the contemporary tribe lacks a community hall, accelerating the decline of traditional culture and institutions. The bamboo house construction process not only promotes the transmission of traditional skills but also sparks interest in Indigenous culture among faculty, staff, and students, fostering opportunities for cultural exchange among diverse ethnic groups on campus.



5 GENDER
EQUALITYHighlight
Case

Deconstructing the Body and Gender: NCCU Department of History Launches Interdisciplinary Program to Explore Modern Society

Department of History | Interdisciplinary Credit Programs

The NCCU Department of History's interdisciplinary, credit course "Body and Gender in Modern Society" is the first such NCCU course offering to focus on issues of body and gender. It aims to guide students in understanding how body and gender issues influence life stages, interpersonal relationships, and social behavior from the perspectives of life, identity, and social categorization. The course integrates faculty from seven departments, including the departments of the humanities, social sciences, law, and communication. Coursework encompasses diverse perspectives from history, political science, sociology, law, literature, and communication studies, emphasizing interdisciplinary learning and an appropriate balance between

theory and practice.

The course content covers diverse issues, including "History of Women in Modern China," "Gender and the Formation of the Modern Western World," "Modern Cities and Gender," "Body and Gender in Modern Society," "Body and Writing," "Advanced Journalism and Ethnicity/Gender/Class," and "Art, Self-Exploration, and Cultural Origins." The course covers aspects such as the construction of gender knowledge, body culture, disability issues, and sex and ethics. Related lectures and workshops are also held to encourage students to broaden their horizons, cultivate critical and reflective skills, and further showing NCCU's commitment and actions in gender education.

性別、記憶與戰爭 重探二戰與內戰

講者：柯惠鈴 教授

時間：114年5月15日
14:00-16:00

地點：季陶樓340423

報名表單：



主辦單位：國立政治大學歷史所學會

國立政治大學

近代社會的身體與性別

工作坊 (二)

戰爭中的社會——性別與文本研究舉隅
講者：柯惠鈴（中原大學通識教育中心教授）
時間：6月6日（一）13:00-15:00

Service to the Empire and to the Community:
The British Women's Association in Shanghai, 1921-1951
（服務帝國也服務社區：上海的英國婦女會，1921-1951）
講者：連玲玲（中研院近代史研究所研究員兼副所長）
時間：6月7日（二）10:00-12:00

民國婦女期刊編輯的社會網絡
講者：葉章君（中研院近代史研究所博士後研究）
時間：6月7日（二）13:00-15:30

進行方式：線上會議 Google Meet
網路報名：<https://bit.ly/38mXDod>
線上報名、簡章 請掃QR code或連結網址

主辦單位：國立政治大學「近代社會的身體與性別」跨領域學分課程、國立政治大學歷史學系
協辦單位：國立政治大學身體與文明研究中心
贊助單位：國立政治大學高教深耕計畫辦公室

Educational Innovation

To support the development of sustainable and innovative courses, NCCU not only encourages faculty participation in the Ministry of Education's Teaching Practice Research Program, but also offers the "Teaching Excellence Experimental Project" and the "Teaching Growth Community," both open for applications each semester. These programs prioritize funding for the design of innovative curricula, exploration of teaching methods, development of teaching materials, and improvements to teaching quality and learning

outcomes, focusing on topics such as SDGs, along with interdisciplinary, bilingual, and self-directed learning. The General Education Center also provides funding to encourage faculty to incorporate SDG-related lectures and outreach activities into general education courses.

In addition, the NCCU Teacher Performance Assessment Mechanism includes the availability of social responsibility and sustainability development courses as an assessment indicator, thereby encouraging teachers to integrate sustainability issues and practices into their teaching and to cultivate students' sustainability literacy and capabilities.

2024 Sustainability Related Curricula or Teaching Development Communities

Type	Title	Primary Instructor
MOE Teaching Practice Research Project	Indigenous administrative organizations and legal norms under sustainable development: Practicing sustainable coexistence and just action focused on urban riverside indigenous tribes SDG 10 11 16	College of Law Professor Wu Chin-wen
	PBL-oriented artificial intelligence interdisciplinary course integrating design thinking, collaborative learning and gamified learning: Local and international teaching practices with SDGs SDG 17	Artificial Intelligence Interdisciplinary Research Center Professor Wu Chih-hsun
Teaching Excellence Experimental Project	Emotion and healing in university social responsibility practice and teaching SDG 3	International College of Innovation Professor Ou Tsu-chi
	Deep learning of immigrant food cultures through all five senses SDG 10	
	Inspiring local youth collaborative learning and interdisciplinary public participation SDG 11 17	Department of Public Administration Professor Hsieh Wen-chi
Teaching Growth Community	Legal research development community for senior citizens SDG 3 10	College of Law Professor Chu Te-fang (convenor)
	Case study for USR social practice and humanistic innovation in a teaching development community SDG 11 13	Department of Ethnology Professor Wang Ya-ping (convenor)



Highlight Case

Integrating Law and Society across Sectors to Address a Super-aging Society: Focusing on Elderly Protection, Property, and Healthcare Decisions

College of Law Professor Chu Te-fang | Teaching and Growth Community

In March 2018, Taiwan officially became an aging society, raising urgent need to effectively address issues such as the human rights and dignity of the elderly, long-term care, insurance and medical protection, economic security and property management, and family business succession. This requires collaboration across multiple domains including civil law, trust law, medical law, social law, tax law, company law, insurance law, and financial law. To enhance faculty and student awareness and understanding of legal issues related to seniors, College of Law Professor Chu Te-fang has established the Senior Legal Education Community, which uses book clubs and thematic lectures hosted by domain experts who share important insights and discuss legal challenges faced by seniors in terms of financial planning along with their physical and mental well-being. In the 2025 academic year, this community produced additional teaching materials on these issues and offered courses focused on legal issues related to seniors.

In 2024, the community hosted a series of

events and lectures covering the protection, property, and medical decision-making and planning of seniors. On February 29th, a seminar titled "Protection from Financial Exploitation in an Aging Society" explored issues related to the financial exploitation of the elderly. During the discussion, faculty members recognized the lack of a comprehensive database of cases of financial exploitation of the elderly in Taiwan and reached a consensus on collaborating to add keyword tags to existing large databases to facilitate adjudication searches. On April 11th, the community held a seminar titled "Planning for the Property and Healthcare Decisions of the Elderly—Consensual Guardianship and Nursing Trusts." The seminar aimed to increase understanding of the designated guardianship system, clarify the differences between it and patient autonomy laws, and provide guidance into its appropriate application. The seminar also helped participants better understand how to apply different structures based on their particular needs, thereby enhancing systemic support for financial management.



On April 11, Professor Tai Yu-ru and Attorney Fan Rui-hua hosted a seminar on property and healthcare decision-making for seniors. (Photo source: NCCU College of Law)

Digital Empowerment

The accelerated development of generative artificial intelligence is having a transformative effect on society, ethics, and the environment. NCCU, with its vision of “Humanistic AI, Sustainable Future,” is actively promoting the popularization of AI education, integrating a deep understanding of the humanities to build a multidisciplinary AI ecosystem with a unique humanistic perspective. In 2023, NCCU established the “Interdisciplinary Artificial Intelligence Center” to connect AI teaching and research efforts across campus and to foster collaboration with companies and agencies in Taiwan and around

the world. These efforts will promote cross-disciplinary AI teaching, research, and community outreach, aiming to achieve widespread AI education and multidisciplinary innovation.

AI Multidisciplinary Courses

Interdisciplinary Artificial Intelligence Center, with its focus on teaching empowerment and transformation, offers an “AI Cross-Domain Micro-Learning Program” to cultivate AI literacy and foster the widespread adoption of AI knowledge. The program consists of three 3-credit courses: a foundational course “Computational Thinking and Artificial Intelligence,” an advanced course “Artificial Intelligence

Methods and Tools,” and an applied course “Practical Topics in Artificial Intelligence.” This program systematically brings together foundational teaching resources related to AI from multiple domains, is open to all students, and focuses on building foundational AI knowledge and skills among learners and enabling cross-domain application and transformation.

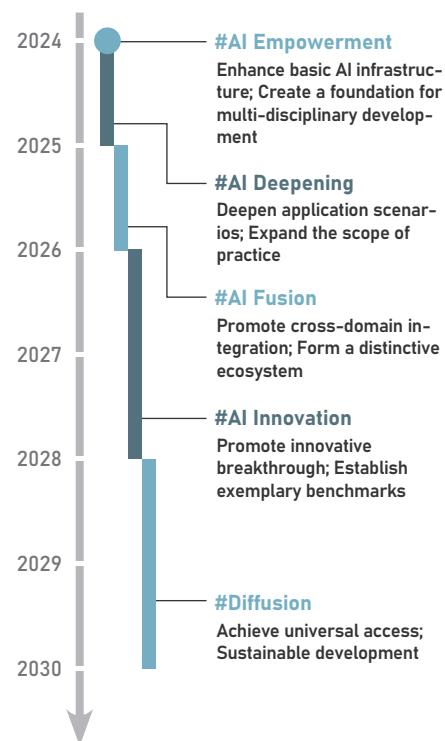
In the 2023-2024 academic year, the micro-program offered 14 basic courses, 12 advanced courses, and 8 applied courses, for a total of 34 classes. The program attracted a total enrollment of 1,396 students, with IT and non-IT students respectively accounting for 31% and 69%, and with a major distribution illustrated in the table below.

In addition, the Interdisciplinary Artificial Intelligence Center actively collaborates with various NCCU academic departments and institutes to offer interdisciplinary AI professional courses to cultivate a new generation of AI talent. These courses cover areas such as generative computer graphics, artificial intelligence and digital content, and speech processing practices. As of spring semester 2024, four courses are offered with 120 students enrolled.

In 2024, the Center re-designed the AI cross-domain curriculum map to provide a more useful reference for course planning by students, differentiating courses into six major teaching module blocks:



NCCU's "Humanistic AI, Sustainable Future" Initiative



Department Affiliation of AI Cross-domain Micro-learning Program Students

Item/ Semester College	Fall Semester 2023		Spring Semester 2023		Spring Semester 2023		Spring Semester 2024	
	Enroll-ments	Proportion	Enroll-ments	Proportion	Enroll-ments	Proportion	Course Selections	Proportion
Humanities	15	4.59%	20	6.49%	12	3.50%	26	6.22%
Science	13	3.98%	16	5.19%	25	7.29%	23	5.50%
Social Science	38	11.62%	52	16.88%	52	15.16%	84	20.10%
Law	11	3.36%	8	2.60%	6	1.75%	20	4.78%
Commerce	118	36.09%	109	35.39%	154	44.90%	155	37.08%
Foreign Language and Literature	19	5.81%	24	7.79%	20	5.83%	39	9.33%
Communication	20	6.12%	22	7.14%	22	6.41%	25	5.98%
International Affairs	1	0.31%	2	0.65%	2	0.58%	3	0.72%
Education	9	2.75%	7	2.27%	6	1.75%	5	1.20%
International College of Innovation	7	2.14%	11	3.57%	8	2.33%	13	3.11%
Informatics	76	23.24%	36	11.69%	36	10.50%	25	5.98%
Flagship Center	0	0.00%	1	0.32%	0	0.00%	0	0.00%
Subtotal	327	100.00%	308	100.00%	343	100.00%	418	100.00%
IT-related	139	42.51%	83	26.95%	121	35.28%	82	19.62%
Non-IT-related	189	57.80%	225	73.05%	217	63.27%	336	80.38%

AI in X

Courses that explore how specific knowledge areas respond to the development of AI technology. Course content still focuses primarily on specific field knowledge, but incorporates AI elements and their potential impacts.

AI with X

Courses that build cross-domain integrated AI application skills with course content weighted equally between AI and X, focusing on the integration of AI technology with specific knowledge areas, thereby helping students better understand AI innovations and developments in specific application scenarios, while providing hands-on training for the application of AI technologies to solve specific problems.

AI Core

Courses that teach core AI technologies, methods, and tools.

AI Portal

Courses which provide basic AI knowledge, with overlap with information literacy.

STEM

Courses to build a foundation for technological awareness and application, including prerequisite knowledge in physics, probability, and statistics.

Information Literacy

Courses to cultivate foundational competencies in information technology and the digital world.

AI Multidisciplinary Research

The AI Cross-Domain Center is committed to building multidisciplinary research teams and planning community network development strategies. It plays a key role in the introduction of new technologies and co-creation within teams and communities, promoting empowerment in various application fields.

▪ Establishing AI cross-disciplinary teams:

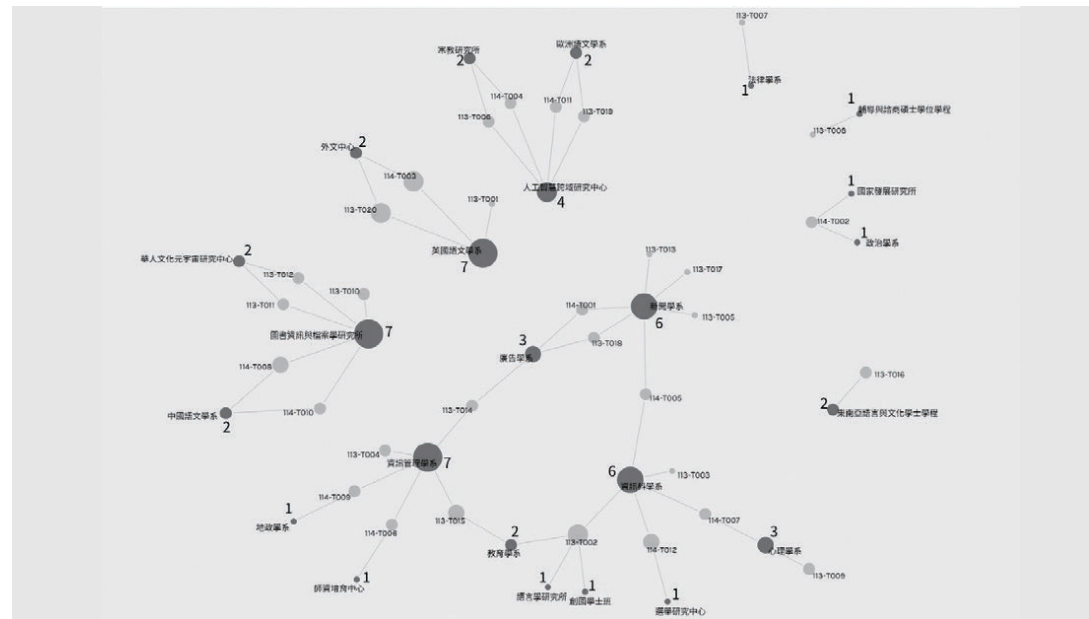
Expanded from four cross-disciplinary teams (26 members total) in 2023 to six teams (93 members) in 2024, with multidisciplinary research areas include digital media and art, historical image exploration, materials and quantum physics, smart voice/education, smart land administration, smart healthcare, smart marketing decision-making, and smart psychology.

▪ Developing and implementing industry-university collaborations:

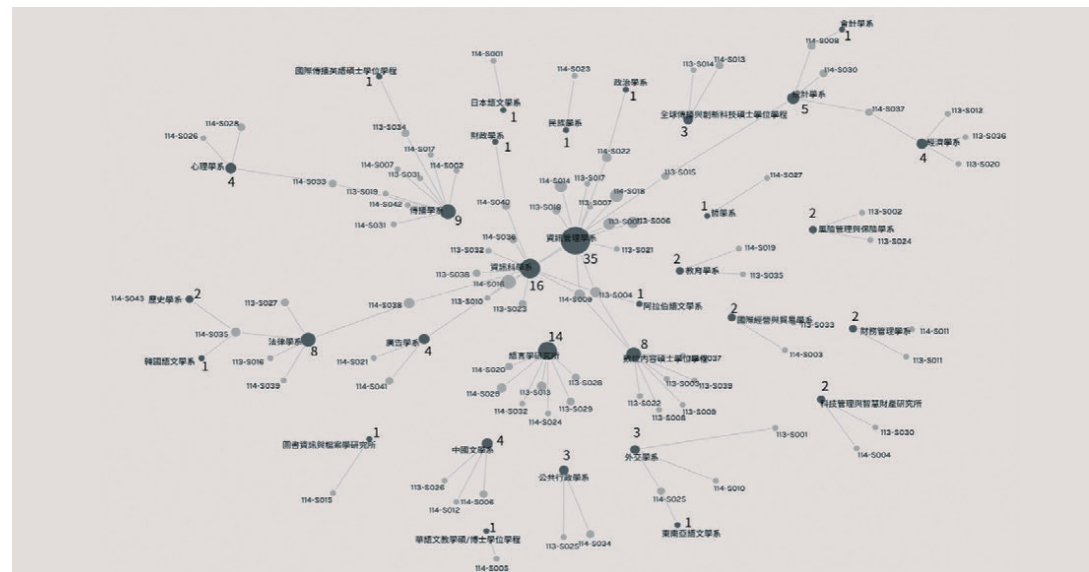
Completed three industry-university collaboration projects (smart healthcare, AI marketing, and AI land administration) and continued to develop opportunities for collaboration with industry, thereby promoting mutually beneficial exchanges between academia and industry.

▪ Promoting cross-domain AI collaboration:

Implemented the NCCU "AI Cross-Domain Research Concept Grant Program" to foster cross-domain collaboration within the university and to expand cross-domain research networks. In 2024, the program received 59 applications, of which 28 teams were selected (13 faculty teams and 14 student teams).



2024-2025 AI Cross-Domain Research Initiative Funding Program (faculty groups)



2024-2025 AI Cross-Domain Research Initiative Funding Program (student groups)

* In the figure above, the size of the circle represents the number of participants with larger circles representing more participants from that unit.

* A single system with more participants and more collaborations with different units will be more concentrated in the center. The light-colored numbers indicate numbers of collaborative projects.

AI Cross-Domain Community

The Interdisciplinary Artificial Intelligence Center integrates teaching and research, serving as a platform for connecting and communicating across domains and communities. It hosts a range of activities that bring together talents from various fields for exchange and collaboration, promoting NCCU's emergence as a hub for cross-domain AI practice.

- **Collaboration on the Integration of Administrative AI:** The Center works with the NCCU Secretariat and the Office of International Cooperation to develop an [NCCU bilingual legal document assistant](#) to assist in the translation of official documents and regulations. The Center is also working with the Accounting Office to develop an "Accounting Smart Customer Service System" for use by faculty and staff throughout the university.
- **Cultivating Basic AI Skills:** The Center is collaborating with the College of Social Sciences Real Estate Center to plan an 8-week educational training program to strengthen basic AI skills.
- **Promoting Exchange Activities:** The Center organized 24 cross-disciplinary AI lectures, workshops, joint exhibitions, and forums, including 15 collaborative events with various university units, serving a total of 2,892 participants.

Event Snapshot

In June 2024, National Chengchi University held a forum entitled "[Cross-disciplinary Dialogue in the AI Era - Issues and Decisions](#)," and released the preliminary outlines for the AI policy white paper, "Challenges Facing Higher Education in the AI Era." The report, based on interviews with 35 faculty, experts, and interdisciplinary research students, focused on the rapid changes brought about by generative AI and the urgent need for higher education to integrate humanities, social science, and technological perspectives to address these challenges. The forum focused on the interactive impact of AI on education, industry, the environment, and communication, advocating a vision of "Humanistic AI, Sustainable Future."

The report suggests that AI will replace a significant amount of repetitive work, prompting higher education to shift its focus to cultivating forward-thinking talent possessing creativity, ethical literacy, and systematic thinking. It also emphasizes re-designing instructional design to emphasize higher-level cognition, cross-disciplinary skills, and care for the underrepresented. NCCU, has a strong foundation in the humanities and social sciences and strength in mathematics and science, along with extensive networks in public sector and professions, leaving it well-positioned as a think tank for AI public policy and a bridge between the government and the public.

NCCU President Lee Tsai-yen proposed

that, in the AI era, people should progress through four stages in their relationship to the technology, starting with "understanding" and "using" but then extending to "assisting" and "driving." As part of the university's efforts to support these developments, NCCU has launched AI book clubs, cross-disciplinary courses and joint exhibitions, established an ethical code for AI use, and initiated a cross-disciplinary research grant program. The university will continue to promote cross-disciplinary AI teaching and research, balancing technological applications with humanistic values, environmental energy, and social equity, to shape a new paradigm for AI university education that integrates humanistic principles.

2024 AI Cross-Domain Forum: "Cross-Domain Dialogue in the AI Era - Issues and Decisions"



In 2024, a total of 94 teams showcased their projects at the Innofest@AI Final Poster Presentation held at Siwei Hall, NCCU.

3-2

Research-Industry
Collaboration

Sustainability Research

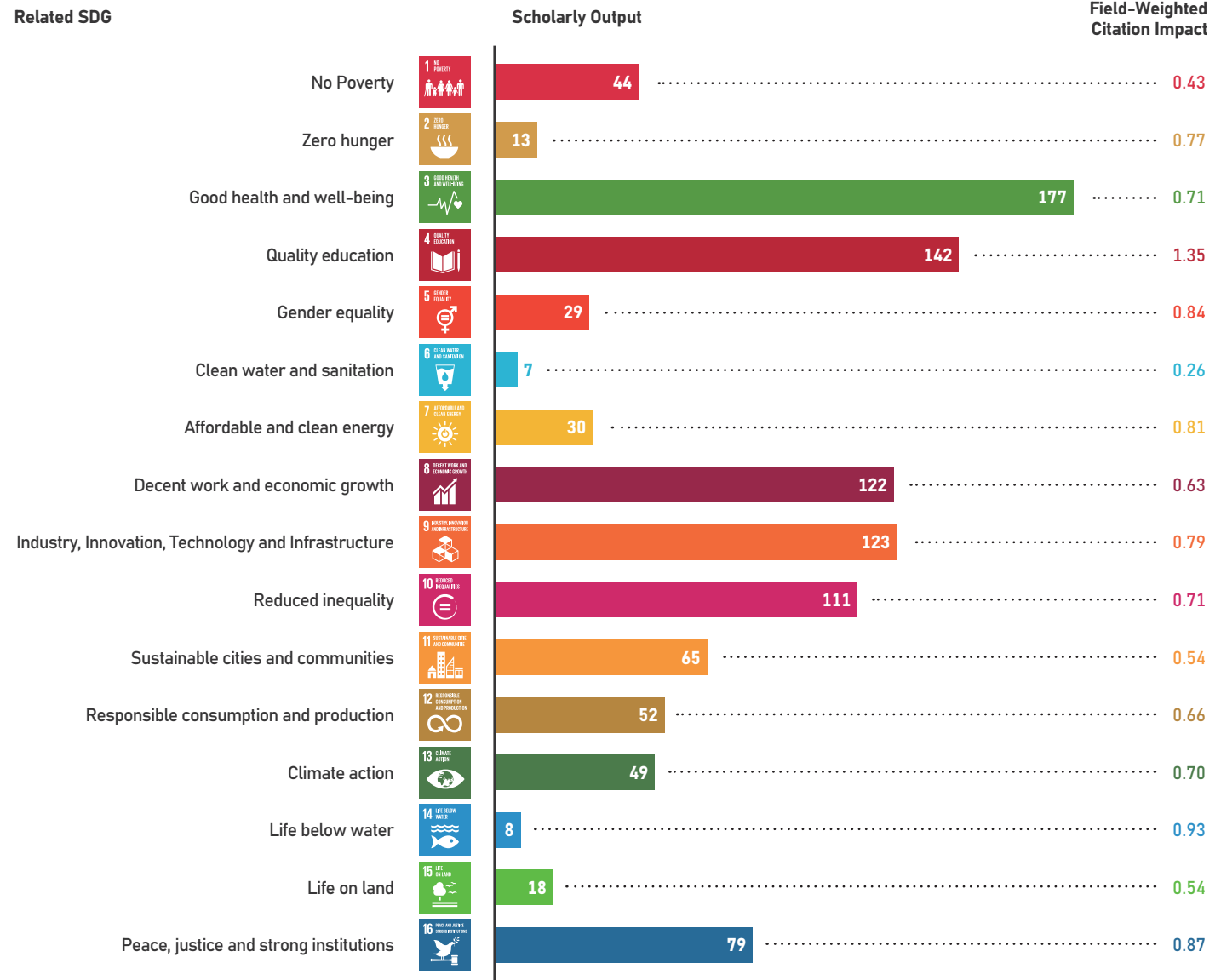
Research Status

The NCCU faculty research focuses on the humanities and social sciences, with faculty members publishing 767 papers in 2024, including nearly 150 papers published in open access journals (Scopus), promoting the public dissemination of research findings.

According to the SciVal database, in recent years NCCU faculty and researchers have made significant research contributions in the field of sustainable development, with particular focus on SDG3 (Good Health and Well-being), SDG4 (Quality Education), SDG8 (Decent Work and Economic Growth), and SDG9 (Industry, Innovation, Technology and Infrastructure). In the years from 2021 and 2024, over 25% of all university faculty and researchers published SDG-related research indexed in the SciVal database.

NCCU continues to develop research centers for sustainable development with a distinct focus on the humanities and social sciences. These centers actively address and promote sustainable development goals across business, education, policy, social communication, and local knowledge systems.

NCCU SDG-related Publications



* Data source: Search of SciVal NCCU Publications by SDG / 2021-2024 on May 7, 2025. Between 2021 and 2024, NCCU's international collaboration ratio was 36%.

NCCU Sustainability Research Centers



Center for Business Sustainability (CBS)

Committed to promoting corporate sustainability, the Center assists companies in establishing ESG (environmental, social, and governance) strategies through academic research and industry-academia collaboration. The Center also conduct climate-related financial disclosure assessments to promote corporate transformation and sustainable operations.



Sustainable System Development Alliance for ESG Business Transformation

Committed to cultivating cross-disciplinary international talent, integrating forward-looking digital technologies with sustainable development education, linking to the United Nations ESD Sustainable Development Education Initiative, promoting educational innovation and industrial practices, and enhancing social sustainability competitiveness.



Research Institute for Democracy, Society and Emerging Technology (DSET)

As a national think tank supported by the National Science and Technology Council, DSET is committed to promoting humanistic technology governance and a holistic policy perspective with a vision of democracy, inclusiveness, sustainability, resilience, and innovation. It works to respond to the challenges of emerging technologies and digital authoritarianism and strengthen national security.



Center for Innovative Democracy (CID)

Committed to designing and creating a flexible social dialogue framework, connecting diverse partners across sectors to resolve conflicts, promote consensus, discuss solutions to sustainable development issues, and enhance the quality of democratic participation and the effectiveness of policy governance.



Center for Aboriginal Studies

Dedicated to the sustainable development of Taiwan's Indigenous languages, education, and culture. The Center for Indigenous Studies compiles teaching materials, promotes language certification, and fosters international exchange and academic collaboration, providing crucial support for Indigenous education and cultural preservation.



Center for Taiwan-Philippines Indigenous Knowledge, Local Knowledge and Sustainable Studies (CTPILS)

Founded in 2019, the Center collaborates with the University of Ifugao in the Philippines and international partners to conduct transnational research on Indigenous and local knowledge, aiming to promote sustainable development and connect international organizations.



Sustainable Research Promotion Strategy

Facing the multiple challenges of globalization, declining birthrates, technological change, and the growing focus on sustainability, NCCU is promoting "NCCU Distinguished Studies" within its Higher Education Sprout Program. Based on a deep understanding of the critical role of the humanities and social sciences in today's transforming society, the program focuses on core issues such as "New Technology and the New Economy," "The New Healthy Society," "The New International Situation," and "The New Sinology Culture," actively creating research models that can engage with the SDGs.

In the area of new technologies and the new economy, NCCU is using its Center for Business Sustainability as a platform to introduce ESG solutions, helping businesses address global issues such as responsible consumption (SDG12) and climate action (SDG13). This initiative deepens industry-university collaboration and fosters a knowledge landscape for co-creation between business and academia. The Sleep Lab is spearheading new healthy society initiatives, integrating medicine, psychology, and social care to actively address SDG3: Good Health and Well-Being. The Lab actively collaborates with leading institutions such as the Taipei Medical University, Taipei Veterans General Hospitals and Hon Hai corporation to promote new models for smart health and elderly care.

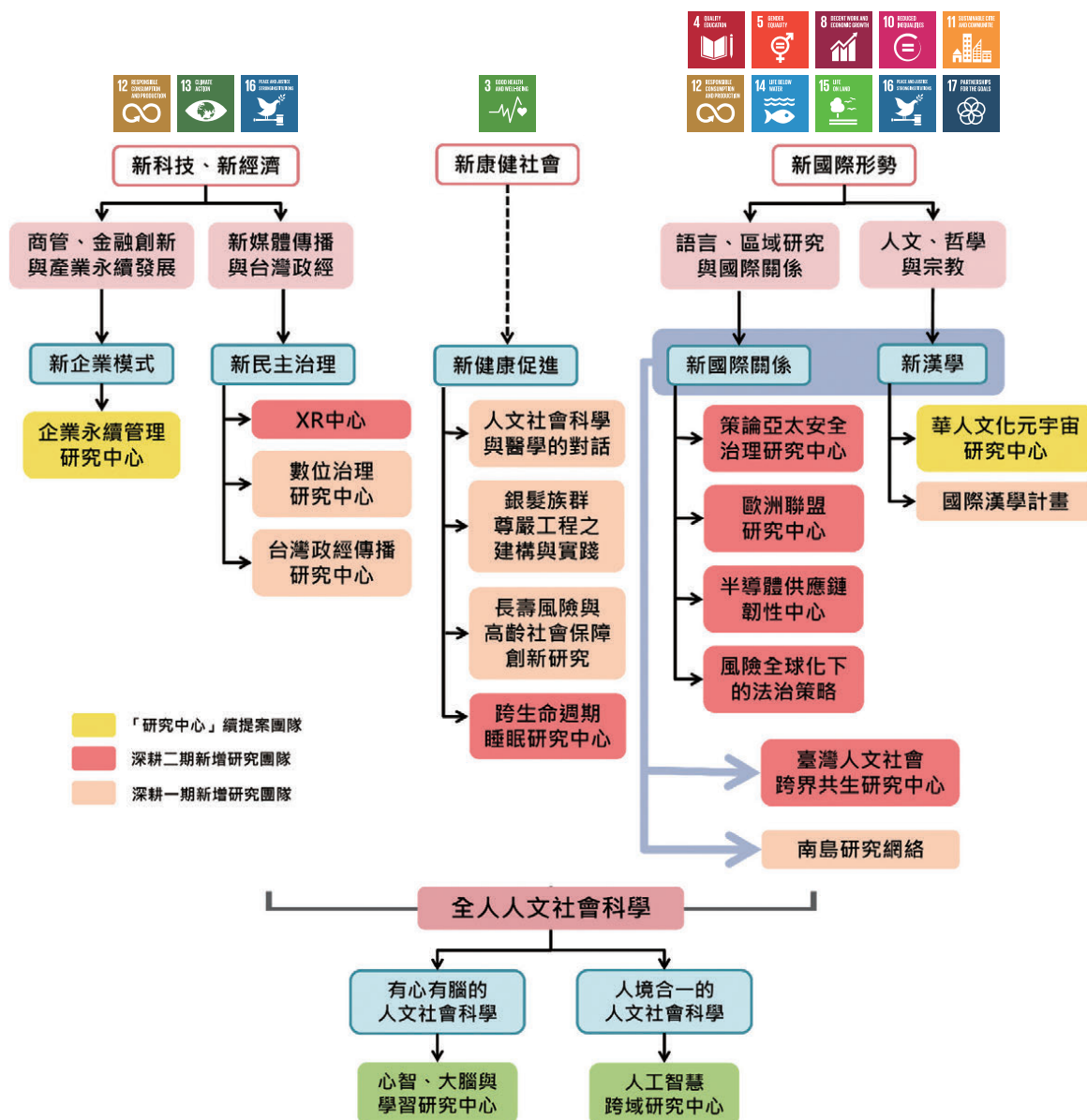
The New International Situation Studies team focuses its efforts on SDG16 "Peace, Justice, and Strong Institutions," conducting research on democratic governance, digital justice, and regional security. Through the Ministry of Education's UAAT program, the team is deepening its collaboration with universities in the Czech Republic and Japan, expanding international academic networks and strengthening NCCU's voice in the emerging geopolitics of Asia and Europe. Responding to SDG4 "Quality Education" and SDG10 "Reduced Inequality," the New Sinology Culture program

integrates the College of Humanities, the College of Foreign Language and Literature, and the Department of Ethnology to reshape international Sinology research from a multi-cultural perspective, raising Taiwan's visibility in the global humanities research landscape.

Field-Weighted Citation Impact (FWCI) presents an ongoing challenge to NCCU's research efforts. To raise its research impact, NCCU has initiated three strategies: first, deepening alignment of research topics with international dialogue to enhance academic visibility; second, strengthening international research collaboration and co-publication with partner universities in Europe and East Asia; and third, enhancing the internationalization of faculty publications. Inclusion in the indexing of 29 international journal databases will allow NCCU to establish impact assessment and brand recognition mechanisms to ensure that the value of its humanities and social science research is fully appreciated.



NCCU Academic Structure



Industry-Academia Collaboration

Overview of Industry-academic Collaboration

Despite current trends in higher education that emphasize science and engineering over the humanities and social sciences, we at NCCU believe that the humanities and social sciences bring critical value to industry-academia collaboration and that such cooperation should emphasize the process of knowledge value-add and application, pursuing not only the technological transformation of cooperation results but also their tangible impact on society. Adhering to the principle of “developing distinctive characteristics and mutually reinforcing cooperation,” NCCU continues to promote diverse forms of industry-academia collaboration, including financial, policy, cultural, and cross-university collaborations. These assume diverse forms including visits, internships, lectures, consulting, R&D collaboration, and textbook co-production. The scope of collaboration partners has also expanded to include government, NGOs, and community organizations, fostering an industry-academia ecosystem imbued with humanistic care and public value.

In 2024, NCCU faculty and students were

engaged in 671 industry-university collaboration projects with a total funding of approximately NT\$1,025 million. This represents an increase over 2021 both in terms of numbers of projects (an increase of 27) and total funding (an increase of approximately NT\$300 million), demonstrating NCCU's effectiveness in deepening industry-university collaboration.

■ Industry-university Alliance

NCCU currently maintains two major industry-university alliances: the “Research Industrialization Platform” and the “Sustainable System Development Alliance for ESG Business Transformation.” The long-established Research Industrialization Platform has stable membership and dues revenue, but limited room for growth. In addition to continuously promoting existing membership services, the platform is also actively expanding its scope for international collaboration and into cross-university patent packaging to enhance overall platform effectiveness. The SSD Alliance for ESG Business Transformation adopts a one-on-one membership service model, using individual industry-university collaboration agreements rather than a unified membership fee system. Therefore, its performance is not reflected in

dues revenue, but rather in the number of industry-university collaboration projects it facilitates.

Strengthening Industry-academia Collaboration

Established in 2017, the NCCU Center for Industry Collaboration and Innovation Incubation (CICII) serves as the university's primary service center for industry-university collaborations, coordinating collaboration, innovation incubation, and patent and intellectual property initiatives, and provides guidance and R&D resources to help industry solve practical problems. In 2024, the Center focused on three key areas: strengthening infrastructure, fostering a sense of collaboration, and promoting sustainable innovation. The Center will continue to enhance the quality and effectiveness of industry-university collaboration and actively integrate the United Nations Sustainable Development Goals (SDGs) with principles of University Social Responsibility (USR):

1. Promoting “Transparency at NCCU” - Establishing a database of teaching and research talent using AI keyword technology to integrate data across professional fields and build an integrated information resource for industry-academia dialogue.

2. Innovative Support Mechanisms - Piloting the Administrative Assistant System to assist

teaching and research staff in applying, executing and fulfilling industry-academia projects, thereby reducing administrative burdens and increasing willingness to collaborate.

3. Linking Innovation Incubation with Sustainable Practice - Launching innovative entrepreneurship course subsidies and training, and using student competitions, forums, and workshops as platforms to cultivate entrepreneurial proposal capabilities aligned with the SDGs. These include:

- NCCU Innovation and Entrepreneurship Summit: Focusing on “Movement Creation and Sustainable Development” to promote cross-sector social innovation.
- Hult Prize Workshop: Encouraging students to integrate brand value and sustainability concepts into their entrepreneurial presentations.
- Startup Star Competition: Inspiring the development of high-impact solutions on issues such as green finance, environmental sustainability and smart food farming.

4. Implementing the Ministry of Education's USR Project: The “Resilient Mountain Village” project integrates NCCU with communities surrounding the Feitsui Reservoir to promote improved resilience in the areas of environment, health, industry, and education, and introducing relevant indicators such as GRI and SROI to evaluate the social impact of the project.

Project and Funding Totals for Industry Academic Collaboration Projects (2021-2024)

Unit: NTD

Entity	2021		2022		2023		2024	
	Count	Funding	Count	Funding	Count	Funding	Count	Funding
National Science Council	421	380,015,146	450	436,857,888	442	504,701,993	437	556,597,210
Ministry of Education	46	132,154,349	66	303,246,196	49	128,607,473	75	245,168,186
Other Government Agencies	64	69,001,331	62	132,459,666	66	96,163,134	72	129,335,332
Corporate Entities	47	43,575,352	37	44,133,587	35	97,288,543	37	37,059,233
Enterprises	61	91,993,069	46	61,686,151	65	46,018,571	47	51,525,755
Other	5	3,147,410	6	7,388,392	5	65,933,617	3	4,708,986
Total	644	719,886,657	667	985,771,880	662	938,713,331	671	1,024,394,702

* Source: Downloaded from the R&D department system on Oct. 1, 2025.

* National Science Council projects cover all categories; non-NSC projects include commissions, grants, seminars, and academic exchanges, but do not include higher education development projects, campus development projects, or university-community planning research projects.

* The annual term for each project is calculated based on the project's start date. Once approved by the National Science Council, multi-year projects are calculated annually.

National Chengchi University's Industry-academic Alliance Vendors and Project Value

Unit: NTD

Year	Partnerships ¹	Members ²	Membership Dues ³	Value Created
2021	1	51	8,400,000	10,494,000
2022	1	49	9,880,000	10,906,598
2023	2	112	8,901,197	12,917,000
2024	2	150	11,359,041	45,216,667

* Data source: May 15, 2025

*1 Membership is based on corporate enrollment in a particular year. For example, if a partner's membership period runs from June 2011 to June 2012, it will be considered enrolled in both 2011 and 2012, and counted as a single membership in each year.

*2 Membership dues reported in the university's Industry-Academic Alliance membership dues account are calculated on a cash basis.

*3 Industry-university collaborations facilitated by the Research Industrialization Platform and the Digital Empowerment and ESG Sustainable Innovation Industry-Academic Alliance, and implemented within the university's Industry-Innovation Center, College of Business, College of Education, and other related units, will be counted in the first year of project approval. Membership dues are deducted from industry-university collaboration value (this amount is already included in the membership dues income and is thus not included here).

3 GOOD HEALTH
AND WELL-BEINGHighlight
Case

Taipei Veterans General Hospital and National Chengchi University Jointly Promote Cross-disciplinary Talent Cultivation in Smart Medicine and Humanistic Medicine

Department of Education Professor Hou Yung-chi | Industry-Academia Collaboration

Source: <https://www.nccu.edu.tw/p/406-1000-19447,r160.php?Lang=zh-tw>

Taipei Veterans General Hospital and National Chengchi University jointly hosted the “NCCU-TVGH Research Collaboration Exchange Conference” to promote cross-disciplinary collaboration in areas such as AI applications, bioinformatics, healthcare policy, occupational injury prevention, and air pollution-related diseases. Research findings on sleep apnea, hypertension, cardiac arrhythmia, and chronic respiratory diseases were shared at the conference, and both parties expressed their intent to further collaborate on topics such as AI ethics, risk management, and psychological resilience. NCCU faculty also actively responded to clinical needs, engaging in speech research, medical imaging, medical statistical modeling, and international healthcare policy, expanding the possibilities of healthcare research.

Furthermore, in 2024 the two parties began to jointly offer a lecture-based general education course, “New Medical Knowledge and Cutting-Edge Research.” Taught by physicians from Taipei Veterans General Hospital, the course will cover areas such as neurology,

oncology, gynecology, family medicine, and Traditional Chinese Medicine, focusing on technologies such as genetic medicine, stem cell therapy, AI applications, immunotherapy, and medical imaging. Course content, such as “The Evolution of Cancer Radiotherapy,” “The Application of AI in Adolescent Mental Health,” and “Mental Illness in Adolescents,” will guide students in understanding the development of modern medical technology and life care. Through collaborative courses and research, both parties are committed to cultivating future talent capable of innovative thinking and cross-disciplinary integration. The two parties signed a cooperation agreement to promote long-term collaboration in smart healthcare, teaching research, and industry development.

4 QUALITY
EDUCATIONHighlight
Case

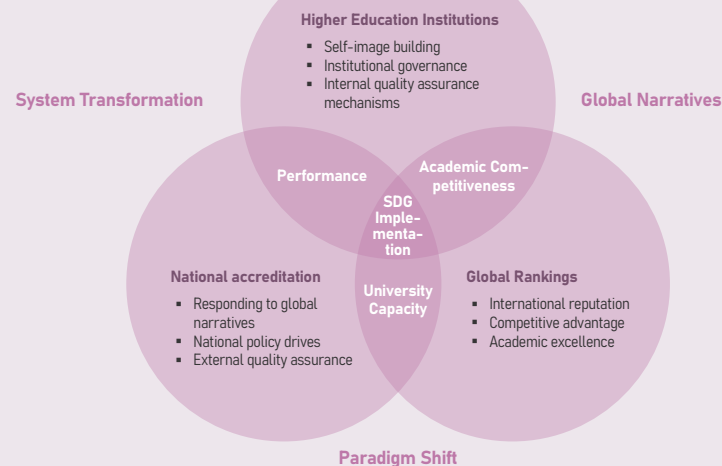
The Impact of Global Rankings and Quality Assurance on the Sustainable Development of Higher Education

Department of Education Professor Hou Yung-chi | Academic Research

Source: Hou, A.Y.C., Chen, Y., Lin, A.F.Y., Su, E.H.C., Zhou, K.Z.-W. and Tao, C.H.-Y. (2025), Did global rankings and national accreditation drive Taiwanese universities to advance Sustainable Development Goals (SDGs)?—Competitive advantage, a moral symbol or leading to a paradigm shift. *Higher Educ Quartely*, 79: e70031. <https://doi.org/10.1111/hequ.70031>

Professor Hou Yung-chi of the Department of Education has long observed and researched global university rankings, and issues related to quality assurance are having a growing impact on the development of higher education, particularly impact rankings that incorporate the United Nations Sustainable Development Goals. Professor Hou noted that impact rankings not only redefine the role of universities from a new perspective but also prompt institutions to reflect on their relevance to the SDGs. These ranking systems, such as THE and QS, integrate qualitative and quantitative assessments, focusing on universities' performance in terms

of environmental and societal impact, which in turn influence national policies and the behavior of higher education institutions. Impact rankings particularly emphasize universities' contributions to providing high-quality education, promoting lifelong learning opportunities, and supporting social equity. These assessment tools allow universities to demonstrate their response to SDG4, which includes improving educational quality, promoting inclusion and equity, and advancing sustainable development. These measures ensure equal educational opportunities for all and support the achievement of global sustainable development goals.



8 DECENT WORK AND
ECONOMIC GROWTHHighlight
Case

Reemployment Bonuses Shorten Unemployment: An Empirical Analysis of the Effectiveness of Un- employment Insurance Policies

Department of Economics Assistant Professor Huang Po-chun | Academic Research

Source: Huang, P.-C., Yang, T.-T. (2021). The welfare effects of extending unemployment benefits: Evidence from re-employment and unemployment transfers, Journal of Public Economics, Volume 202. <https://doi.org/10.1016/j.jpubeco.2021.104500>.

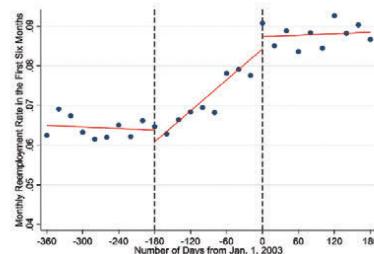
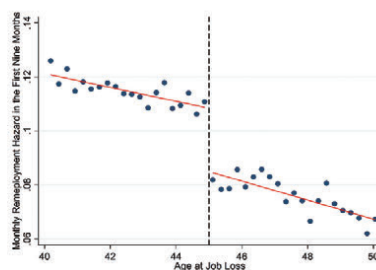
Unemployment insurance is a crucial policy tool for protecting workers from adverse shocks during economic downturns, such as those caused by the COVID-19 pandemic. Professors Huang Po-chun and Yang Tsu-ting of the Department of Economics studied the re-employment bonus introduced in Taiwan in 2003, finding that the bonus has a significant effect, shortening the duration of unemployment benefit need by approximately 6% and the duration of unemployment by approximately 9%.

The use of re-employment bonuses is found to have a positive impact on government budgets, with a behavioral cost of -NT\$0.61 per dollar. Extending unemployment benefits has the opposite effect, reducing the re-employment rate and increasing the duration of unemployment benefits and unemployment. Furthermore, the welfare gains from extending

unemployment benefits exceed their welfare costs by more than 30%. Welfare analysis shows that the marginal public value of extending unemployment benefits is approximately NT\$1.3 to NT\$2, meaning that every dollar of unemployment benefit expenditure results in a welfare gain of approximately NT\$1.3 to NT\$2.

These findings provide empirical evidence on the impact of extended unemployment benefits and re-employment bonuses on job-seeking behavior and government budgets. The research includes a detailed welfare analysis, provides valuable insights into the development of more effective unemployment insurance policies, and highlights the critical role of these policies in promoting social stability and economic recovery by helping to reduce financial hardship during unemployment and enhancing the economic security of vulnerable groups.

The Welfare Effects of Extending Unemployment Benefits: Evidence from Re-employment and Unemployment Transfers

12 RESPONSIBLE
CONSUMPTION
AND PRODUCTIONHighlight
Case

AHP Analysis Reveals Taiwan Consensus on Real Estate Carbon Reduction: Raw Materials and Con- struction Are the Priority Links

Land Administration Department Professor Lin Tsuo-yu, Land Administration Department Professor Sun Chen-yi, Department of Information Management Doctoral Candidate Wu Ya-wen | Academic Research

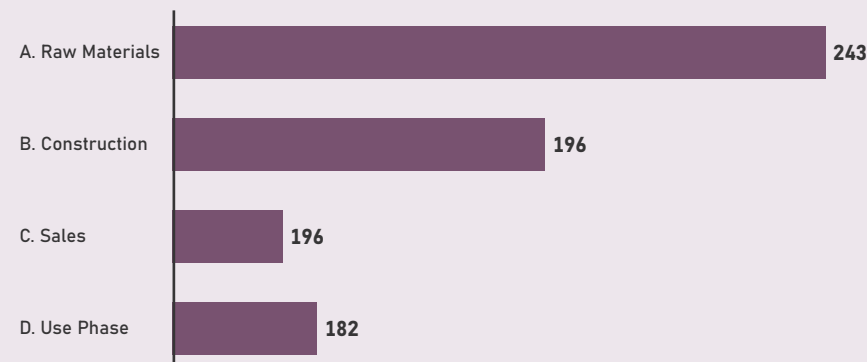
Source: Lin T.Y, Sun C.Y., Wu Y.W (2024): Key Factors for Achieving Carbon Neutrality in Real Estate, Journal of Architecture (130), 99-114 <https://doi.org/10.53106/101632122024120130006>

Department of Land Management Professors Lin Tsuo-yu and Sun Chen-yi collaborated with and Department of Information Management doctoral student Wu Ya-wen to publish a paper entitled "Key Factors for Achieving Carbon Neutrality in Real Estate" in the Journal of Architecture. The paper explores the feasibility and priorities of achieving carbon neutrality at each stage of the real estate development process, from construction to use. The study uses the Analytic Hierarchical Process (AHP) to design and analyze questionnaires, which were distributed to real estate developers, developers, distributors, academics, civil servants, and the general public.

The survey results show a high degree of consensus across all groups regarding the priority carbon reduction projects within the

real estate life cycle, with the production of raw materials and the construction process generally considered to be the most critical links for carbon reduction. The production of raw materials such as sand, gravel, and wood, as well as material transportation and construction methods, were identified as key factors influencing carbon emissions. This research can serve as an important reference for governments in formulating real estate-related carbon reduction policies. By understanding the perspectives and consensus of different groups on carbon reduction strategies, governments can formulate more acceptable and effective policies to promote the sustainable management and efficient use of natural resources.

Weighting of Primary Evaluation Dimensions by All Respondents



9 INDUSTRY, INNOVATION
AND INFRASTRUCTUREHighlight
Case

Sinyi School Releases ESG Survey of Taiwanese Companies, Revealing Keys to Sustainable Transformation

College of Commerce Sinyi School | Industrial Survey

Source: 信義書院執行全臺企業ESG大調查完整報告

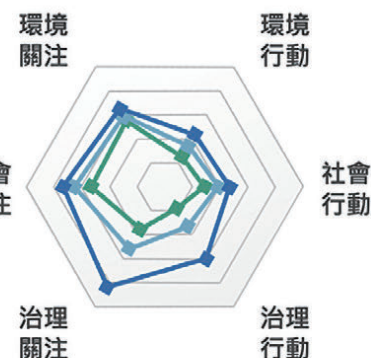
While the current focus is on the sustainable development of large, benchmark companies, increased attention is concentrated on ESG initiatives within small and medium-sized enterprises (SMEs), but implementation of effective solutions remain limited. Increasing SME awareness and action on ESG will help boost overall corporate sustainability momentum.

While the current focus is on the sustainable development of large, benchmark companies, increased attention is concentrated on ESG initiatives within small and medium-sized enterprises (SMEs), but implementation of effective solutions remain limited. Increasing SME awareness and action on ESG will help boost overall corporate sustainability momentum.

The 2024 study, conducted using convenience and snowball sampling, collected 611 valid questionnaires, 59% of responses were from small and medium-sized enterprises (SMEs), followed by 21% from publicly listed companies and 20% from large private enterprises. The survey found that ESG awareness among all three types of companies exceeded actual implementation, highlighting a gap between corporate sustainability awareness and action. Overall, companies displayed a high degree of environmental concern, but specific implementation was primarily limited to publicly listed companies. ESG practices among SMEs focused primarily on social aspects, while large enterprises had room for improvement in governance.

The Sinyi School research team also provided transformation guidance on technological innovation, corporate governance, and strategic integration, providing specific guidance based on firm size. For example, small and medium-sized enterprises can begin by focusing on short- and long-term technological and product innovation driven by sustainability trends. Large private companies can strengthen their sustainability capabilities by placing greater emphasis on corporate governance, enhancing board awareness of operational risks, and improving stakeholder communication. For listed companies, further strengthening the integration of ESG into their business strategies may boost operational performance.

■ 中小企業 (N=286) ■ 大型企業 (N=113) ■ 上市櫃公司 (N=131)

中小企業關注：
環境 > 社會 > 治理大型企業關注：
社會 > 環境 > 治理上市櫃公司關注：
治理 > 社會 > 環境中小企業行動：
社會 > 環境 > 治理大型企業行動：
社會 > 環境 > 治理上市櫃公司行動：
治理 > 社會 > 環境

Comparison of ESG concerns and actions of three types of companies



The Taiwan Corporate ESG Survey press conference attracted nearly 300 industry leaders

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE13 CLIMATE
ACTIONHighlight
Case

NCCU's ESG Solutions Help Businesses Transition to Sustainability

Center for Business Sustainability | Industry-Academia Collaboration

Source: <https://www.nccu.edu.tw/p/405-1000-18041,c87.php?Lang=zh-tw>

Taiwan's small and medium-sized enterprises (SMEs) account for 98% of all businesses in Taiwan, employ 80% of the workforce and generate over 50% of sales. However, these businesses face challenges including a lack of ESG strategies and performance measurement, difficulty calculating product carbon footprints and Scope 3 emissions, and an inability to accurately assess cost-effectiveness. Failure to reduce carbon emissions in a timely manner risks exclusion from international supply chains.

To address this dilemma, the National Chengchi University's Center for Business Sustainability conducted case studies to better understand the difficulties faced by small and medium-sized enterprises in the facing transformation to sustainability. On October 25, 2015, the Center officially launched the "NCCU ESG Solution," which combines four major technologies: ESG-SOR (Strengths, Opportunities, and Risk) to help companies clarify their mission, identify strengths, external opportunities and risks, and develop innovative strategies; ESG-BSC (Balanced Scorecard) to ensure smooth implementation through four vertically linked dimensions: sustainability capabilities, sustainability processes, stakeholders, impacts, and results; and C-PVM (Process Value Management) ESG-PVM which are management accounting tools that help accurately calculate carbon emissions and the costs of sustainable activities, track the supply chain carbon footprint, and promote low-carbon operations.



Peng Chin-lung, Chairman of the Financial Supervisory Commission, and Peng Chi-ming, Minister of Environment, attend the 2024 NCCU ESG seminar to discuss innovative applications of ESG management accounting.

The Center also launched a "Seed Teacher Workshop" to be jointly promoted by the university and industry. The program provides faculty with improved access to industry and encourages the production of case studies for teaching, thereby enhancing the impact of research and teaching. Companies can collaborate through the

program platform to enhance ESG performance and influence.

The "NCCU ESG Solution" combines academic and practical resources in collaboration with the Big Four international accounting firms, the three major international verification and certification agencies, and leading financial, information, and

consulting firms to provide one-stop services to help small and medium-sized enterprises accurately assess their ESG performance, avoid greenwashing, optimize resources, and assist in the sustainable transformation of Taiwan's industries.

13 CLIMATE
ACTIONHighlight
Case

"Because Bees Buzz Underground / We Have Earthquakes." Analysis of Ecological Warnings and Human Reflections in the Poetry of Chen Li

English Department Professor Hsu Li-hsin | Academic Research

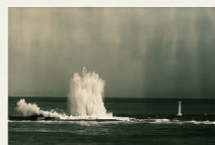
Source: Hsu, L. H. (2024). "Because the bees buzz underground, / we have earthquakes": Chen Li's The Edge of the Island at the Brink of the Anthropocene Ruin. *Concentric: Literary and Cultural Studies*, 50(1), 41-67. [https://doi.org/10.6240/concentric.lit.202403_50\(1\).0003](https://doi.org/10.6240/concentric.lit.202403_50(1).0003)

In her article, "Because the Bees Buzz Underground / We Have Earthquakes": Chen Li's The Edge of the Island at the Brink of the Anthropocene Ruin," published in *Concentric: Literary and Cultural Studies*, English Professor Hsu Li-hsin examines the Taiwanese poet Chen Li's 2014 poetry collection, "Island Edge," from the perspective of the Anthropocene, analyzing how he uses island imagery to present ecological crises. The author reconsiders Chen Li's island poetry about ecological disasters and explores the issue of climate change through the lens of island aesthetics.

While many of Chen Li's island poems were written between the 1970s and 1990s, before the popularization of the "Anthropocene" as a concept, the poems proactively and profoundly explored issues related to energy, ecological crises, and climate change. The article situates Chen Li's work within the context of the Cold War, when Taiwan was experiencing challenges such as political isolation, militarization, frequent earthquakes and typhoons, radiation pollution, the construction of nuclear power plants and intensified industrialization. Chen Li's island poetics reveals the potential for a materialistic and energy-sensitive geopolitical approach, cleverly revealing the potential connections between the Cold War and the Anthropocene narrative, and advocating for a less -anthropocentric and more energy-conscious mode of thinking and writing.

The Edge of the Island

島嶼邊緣
Poems of Chen Li



Translated by
Chang Fen-ling

Source: [books.com.tw](https://www.books.com.tw/products/F014038623)
(<https://www.books.com.tw/products/F014038623>
?srsltid=AfmBOopFGw5FQDTcZmIlJBT3gN3
Fbq6BSu46h3U7ITbvqKJhHwyvyyQQ)

13 CLIMATE
ACTIONHighlight
Case

Sustainable Urban Transformation: Exploring the Opportunities and Challenges of Street Open Space

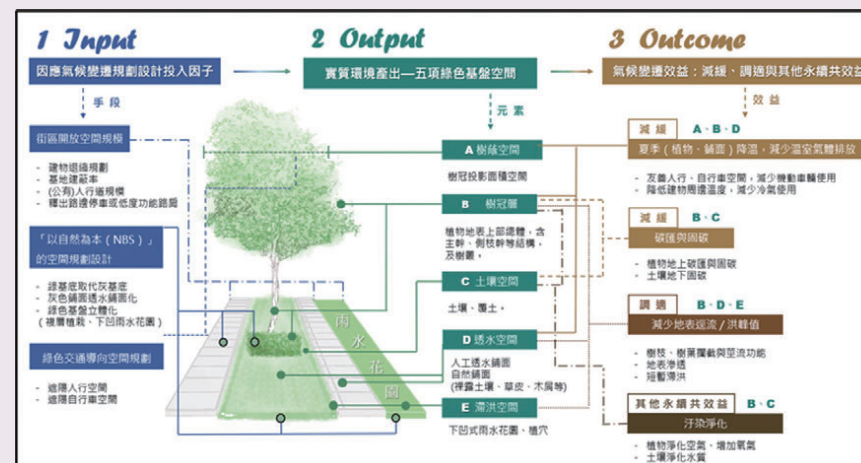
Department of Land Administration Professor Tsai Yu-hsin | Academic Research

Source: Tsai Y.H., Hsu C.H., and Lin C.C. (2023). Synergies and Co-benefits of Climate Change Planning in "Street Open Space" - Building Reconstruction as a Driver for Primary Streets. *Urban Planning*, 50(2), 159-194. [https://doi.org/10.6128/CP.202306_50\(2\).0002](https://doi.org/10.6128/CP.202306_50(2).0002)

In 2023, Professor Tsai Yu-Hsin of the Department of Land Administration published a paper entitled "Synergies and Co-benefits of Climate Change Planning in "Street Open Space" - Building Reconstruction as a Driver for Primary Streets." The paper analyzes the comprehensive effects, trade-offs, and co-benefits of street open spaces in mitigating and adapting to climate change, as a result of changes in building configurations due to urban renewal or voluntary reconstruction in Taipei City.

In 2025, Professor Tsai will continue to expand on this work as part of the National

Science Council's initiative "Nature-Based Solutions: An Innovative System for Urban Sustainability Transformation and Resilience Building." This research explores the potential for transforming less-used urban spaces into green infrastructure through nature-based approaches, providing policymakers with tools to evaluate alternatives to redevelopment. This series of studies not only calls for the integration of climate change response measures into planning efforts but also provides concrete practical approaches to enhance cities' resilience to climate change.



Schematic diagram of how neighborhood open spaces respond to climate change: planning and design inputs, tangible environmental outcomes, and mitigation and adaptation benefits

16 PEACE AND JUSTICE
STRONG INSTITUTIONSHighlight
Case

Insights into Judicial Workload: Research Suggests Integrating Management Approaches to Enhance Effectiveness

College of Law Professor Wang Shiao-tan and team | Academic Research

Source: Wang H.T., Lin C.R., and Huang Y. (2024), "Perspectives on Judicial Work: A Frontline Perspective on Burdens and Management Optimization Strategies," Final Report on a Research Project Commissioned by the Judicial Yuan.

Taiwan's judicial policies have long suffered from a lack of systematic empirical data and external academic assessment. To address this gap, the Judicial Yuan commissioned a research team led by Professor Wang Hsiao-tan, Dr. Lin Chun-ru, and graduate student Huang Yi, to gather firsthand observations and practical experience from 59 judicial personnel (including judges, judicial officers, and clerks) through field visits and in-depth interviews. Combining statistical analysis with policy consultation, they produced a report entitled, "Perspectives on Judicial Work: A Frontline Perspective on Burdens and Management Optimization Strategies."

The report proposes specific measures to improve case management, optimize work methods, and enhance capacity, emphasizing

the need to consider both judicial and managerial methods when promoting reform. The former emphasizes justice and judicial self-discipline, advocating for increased manpower to address workload pressures brought on by external changes. The latter is more oriented towards improved efficiency, and advocates enhancing overall enforcement effectiveness through institutional design and process improvements. The report argues that integrating these two approaches is needed to transcend the limitations of previous judicial reforms, which have relied solely on value-based arguments, establish an enforceable and persuasive reform strategy, and provide a practical policy basis for future adjustments to the judicial system.

17 PARTNERSHIPS
FOR THE GOALSHighlight
Case

An International Partnership to Promote Local Knowledge Sharing and Cooperation

Science and Technology Innovation Center for Taiwan-Philippines Indigenous Knowledge, Local Knowledge and Sustainable Studies | Inter-University Collaboration

Established in 2018, the NCCU Taiwan-Philippines Research Center Project has collaborated with the University of Ifugao, the Save the Ifugao Rice Terraces Movement, Patido State University, the University of Hawaii at Manoa, and the University of California, Los Angeles, developing an international academic collaboration platform to promote research and exchange between Taiwan and the Philippines on issues related to Indigenous knowledge, local knowledge, and sustainable development. Over the past two years, the Center has also participated in numerous internationally co-organized conferences, such as the "Island and Coastal Ecology Workshop" in January 2024 and the "Global Indigeneity Conference" in August 2024,

exchanging insights on Indigenous knowledge and climate change solutions with scholars from various countries, fostering knowledge sharing and cross-sector collaboration.

In February 2025, the Center's Executive Director, Professor Kuan Da-wei, attended the Southeast Asia Collaboration and Integrated Climate Research Workshop to deliver a keynote entitled "Rethinking Nature-Based Solutions and Mainstreaming Indigenous Knowledge." He noted that nature-based solutions are not just about "nature" but are also highly cultural, social, and political. Therefore, it is necessary to avoid objectifying "nature" and instead recognize the diverse relationships between humans and nature.

Professor Kuan Da-wei leads students in presenting their papers at the International Workshop on Island and Coastal Ecology, hosted by the Transnational Modern Southeast Asian Studies Program. Their work received considerable attention and recognition from the scholars present. (Photo source: Department of Ethnology)



Assistant Professor Chen Yi-hsuan of the Indigenous Studies Program moderates a panel discussion at the Global Indigeneity Conference. Wang Tian-hui, a student in the program, and Hsu Ling-wen, a graduate of the Department of Ethnology, presented. (Photo source: Taiwan-Philippines Research Center)

3-3

Social
Responsibility

University Social Responsibility

The university incorporates social issues and its surrounding community into teaching and research, not only as a practical field for theoretical validation but also as a means of problem-solving, a practice known as University Social Responsibility (USR). NCCU, renowned for its strengths in the humanities and social sciences, is particularly well-suited to actively contributing to social development by observing social dynamics and promoting innovative ideas.

NCCU's promotion of USR is based on two main concepts:

People-centered relationship building: through observation, listening, companionship, and empathy, we build trusting relationships with community partners, achieving a "common good" based on understanding and respecting each other's needs.

Promoting sustainability through culture: the shaping and transformation of values often relies on culture as a carrier, thereby connecting specific systems and action strategies, promoting changes from individual behavior to overall social collaboration, and thus achieving governance goals.

By leveraging these two principles and integrating them with the university's growing expertise with digital information technologies, NCCU aims to address societal needs, rebuild public trust, and provide innovative models of collaborative governance. The university's

Office of University Social Responsibility supports the implementation of various USR initiatives, leveraging resources from the Higher Education Development Program and the Ministry of Education's USR program. Details of 2024 USR program achievements can be found in the NCCU USR Annual Report.

■ Social Responsibility Practice and University Development Planning

2024 marks the 70th anniversary of

National Chengchi University's re-establishment in Taiwan. The theme of the anniversary celebration is "Constant Renewal in Muzha," recognizing the achievements of the past seven decades in cultivating talent and teaching students for 70 years in Muzha, a beautiful suburb of Taipei at the foot of Zhinan Mountain and along the Jingmei River in the Wenshan District, famed for the exquisite teas produced in the surrounding hills.

The NCCU Social Responsibility Program also uses the metaphor of "One Heart, Two Industries, Three Co-creations" to develop a three-phase external resource linkage strategy that expands the local knowledge system of the Greater Wenshan district region through a process of "local internationalization" through the university's academic research and social practice. The relevant USR campus development plan blueprint is summarized the table below.

■ NCCU USR Development Plan Blueprint

Item	Description	Problem Awareness and Response Strategies
One Heart	Develop "Pan-Wenshan Studies" as a body of cultural intelligence centered on the Greater Wenshan District.	- Historically, the Wenshan Fort encompassed what is now Taipei City's Wenshan District and New Taipei City's Xindian, Shenkeng, Shiding, Pinglin, and Wulai Districts. Located in the middle and upper reaches of the Xindian River, these areas faced common development challenges. - The residential areas of the Greater Wenshan district are geographically fragmented and governed by various local entities, resulting in ineffective resource distribution and utilization. - As the only leading national university in Greater Wenshan district, NCCU has a clear responsibility to contribute to regional development through academic investment for the common good.
Two Industries	Develop action-oriented academic expertise	Addressing practical problems within the greater community requires academics to step out of the ivory tower.
	Cultivate talent for social causes	We must cultivate graduates who are aware of and contribute to the promotion of sustainable development, multiculturalism and social justice.
Three Co-Creations	Professional education + social practice	NCCU excels in the humanities and social sciences. Our commitment to and practice of service, teaching, and research must be closely aligned with social dynamics, enabling us to solve problems through action.
	Comprehensive education system + field collaboration	NCCU is one of the few universities in Taiwan with a comprehensive education system from kindergarten to graduate school. We must leverage our capacity for educational innovation and local collaboration to drive innovation, creating a sense of pride and attachment to place among faculty, staff, and students.
	School operations + community development	University operations and campus development cannot be isolated from social and community development. NCCU's development must benefit the community and society.
Four-Dimensional Policy	Value co-creation	Community engagement and development requires long-term commitment and staying power.
	Collaborative learning by faculty and students	Effective and consistent communication across generations, sectors and regions is necessary to enhance mutual understanding and learning.
	Developing the core concept of social governance as action	Corresponds to the content of One Heart, Two Industries and Three Co-Creations.
	Connecting the local and the global	Corresponds to NCCU commitment to the greater Wenshan community
Five-Level Deepening	Five-level theory	Cultivate NCCU talents to engage in systematic, long-term USR participation.

Community Participation and the Common Good

Education Promotion

Following three years of renovation, the NCCU Center for Public and Business Administration Education officially opened in 2022. The center offers a diverse range of continuing education programs and corporate-sponsored training, as well as integrated services such as conference and exhibition planning, accommodation and catering, and industry-university collaboration. Leveraging NCCU's expertise in the humanities and social sciences, the center promotes humanistic care and sustainable

development, deepens local connections, and fosters community culture.

In response to heightened operational risks posed by climate change and the transformational demands brought about by the global trend toward net-zero emissions, in 2024 the Center launched a for-credit course in "Net-Zero Emissions and Carbon Management." The course focuses on international trends and climate policy, cultivating students' practical carbon management skills. Through hands-on experience, students will master inventory techniques, learn to plan net-zero strategies for their organizations, and incorporate sustainability metrics to address future transformational challenges.

Number of Classes and Students in the Center for Public and Business Administration Education Promotional Education Program

Section/Year Item	For-credit Courses			Non-credit Courses		
	2022	2023	2024	2022	2023	2024
Courses Offered (class)	13	16	15	157	135	163
Students Attending (person)	445	412	286	2,173	2,276	2,382

2024 Public / Enterprise Commissioned Training Sessions

Commissioning Agency	Course Title	Course Hours	Students Attending
Engineering Association	2024 Basic Training for Purchasing Professionals	350	400
	2024 Advanced Training for Purchasing Professionals	50	50
Taiwan Power Company	Business English	30	19
NCCU College of Finance	Business English	30	20
FamilyMart	Navigator Academy	42	40
	Strategy Training Camp	22	80
Mega Bank	Teamwork and Communication Training	6	30
Nanshan Life Insurance	Quality Summit - Family Sustainability	36	150
Kuangchuan Ranch	Brands and Consumer Behavior	12	35

Event Snapshot

Creating a Sustainable Aesthetic Education Platform Through the Curation of Public Art

The Public Enterprise Art Pavilion is a public welfare art exhibition project promoted by the NCCU Center for Public and Business Administration Education Center, an initiative that creates sustainable art education spaces providing exposure to art and culture for local residents and children.

Under the guidance of Professor Wen Yung-chuan, director and curator of the GDAP project, this bilateral initiative developed the "Public/Business Art Pavilion," located on the 3rd and 10th floors of the Public and Business Administration Education Center, as a permanent space for public art exhibitions. Centered on the theme of public welfare, the exhibition space will regularly showcase the works of

young student creators, children, and those from disadvantaged groups.

In addition to staging art exhibitions, the gallery also actively engages in social participation through charitable and public welfare activities.

The "Public/Business Art Pavilion" is an extension of the Public and Business Administration Education Center, providing a long-term and stable platform for art expression for disadvantaged groups. At the same time, it serves as an important cultural and educational resource for the surrounding neighborhood, promoting aesthetic education within the community that engenders exchange between art creators and viewers.



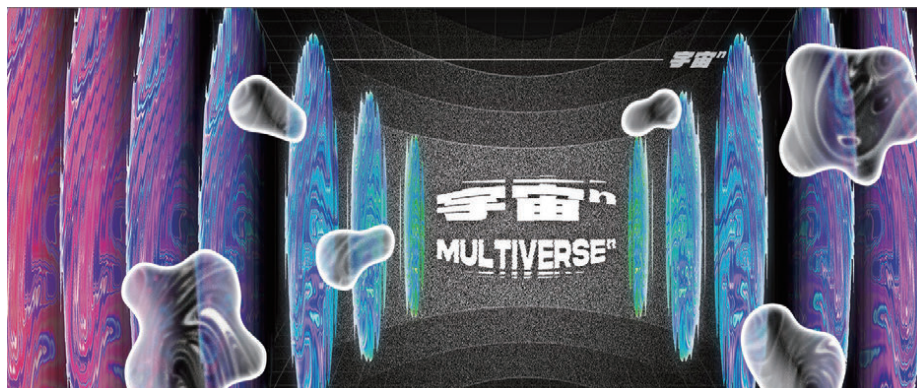
Students from the Lo-Shan Social Welfare Foundation visiting an exhibition of their own artwork at NCCU's Public Sector Art Gallery.

Promotion of Arts and Cultural Education

The NCCU Arts and Culture Center uses art as a medium to deepen the university's ties with the local community. Most of the Center's activities are open to the community, and provide opportunities to create humanistic experience through the sharing of art resources. Since 2016, the Center has recruited volunteers from both inside NCCU and the surrounding community, including students and members of the public who are interested in the arts and culture. In 2020, NCCU lifted community service requirements for students, and renamed Center volunteers "Arts and Culture Walkers," an all-volunteer group of individuals with a deep interest in the arts and culture, and the Center provides a venue through which they can improve their artistic

expertise and accumulate practical experience.

The 2024 NCCU Arts and Culture Center's resident arts program, under the theme "Multiverse," reconsidered the relationship between the individual and the broader environment through the lens of time, space, identity, and surreal imagination. The program featured four exhibitions, nine performances, and 11 film screenings, all free and open to the public, allowing everyone to participate in this artistic and cultural feast (SDG 1). The Center also presented 11 lectures, seven workshops, and 52 volunteer training programs, and collaborated with leading artists and creative professionals in Taiwan to provide high-quality arts education for faculty and students (SDG 4). A total of 4,997 participants and attendees participated in the program throughout the year.



2024 NCCU resident art project "Multiverse"

政大藝文中心

113-1

藝中沃客

NCCU ART WORKER

前台組
劇場組
展覽組

招募說明會
2024
9/26 四
19:30-21:30
藝心坊

前台組

協助藝中各類活動（表演、電影、工作坊、演講）之觀眾報到、諮詢、接待、引導入場等前台服務。
限本校在學學生報名參加，希望種子夥伴同步招募中！
9/25(三) 19:30-21:30 藝文中心三樓夫子廳 加開面試與9/26(四) 說明會當日面試擇一參加。

劇場組

藝文中心各類節目技術協助及視聽館活動之燈光、音響執行。
開放校外內外學生報名參加

劇場組公告
9/30(一)下午18:00將舉行說明會與面試，敬請欲報名者保留完整時段出席。

展覽組

協助展覽之開幕活動及佈撤展等相關服務活動，以及藝術相關課程。開放校外內外學生報名參加。
無加開面試。

藝中沃客
報名連結

報名方式
掃描上方 QR CODE 填寫 GOOGLE 表單
即日起至 2024 年 9 月 26(四) 16:00 前線上報名並出席當晚說明會，前台/展覽組將於會後面試。

希望種子資格認證連結
希望種子同學申請前台組沃客之前，需經學務處認證資格符合，取得資格認證後，即可報名。

歡迎對藝術文化有興趣，並且願意接受相關培訓、具責任心，能實際參與服務者！

聯絡我們

國立政治大學 02-2939-3091
報名 黃小姐 分機：63391
前台組 張小姐 分機：63394
劇場組 黃先生 分機：63392

主辦單位

NCCU ARTS & CULTURE CENTER
國立政治大學藝文中心

NCCU Art and Culture Center Walker Recruitment Poster

1 NO
POVERTYHighlight
Case

“Dreaming Together” Forum Focuses on Urban Poverty and Social Inclusion

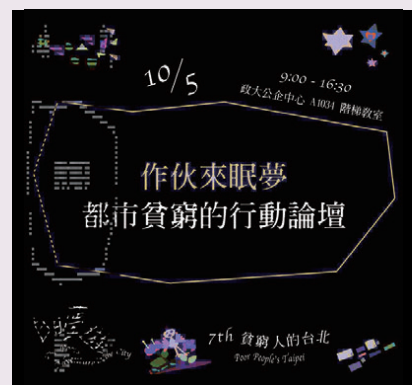
Center for Community Sustainability and Social Innovation | USR Plan

In October 2024, the NCCU College of Social Science's Center for Community Sustainability and Social Innovation hosted the “Dreaming Together: An Action Forum on Urban Poverty” as part of a series of events raising awareness of poverty in Taipei. The forum brought together scholars, social practitioners, and individuals with lived experience of poverty. Through 12 sessions, the forum explored institutional gaps, vulnerable situations, and the perspectives of those affected, aiming to deepen society's understanding of and concern for the issue of urban poverty.

The forum's three main themes encompassed institutional review, the diversity of poverty experiences, and the voices of those experiencing poverty. These discussions showcased diverse facets of poverty, including homelessness, mental illness, disadvantaged children, and new immigrants. NCCU also used this opportunity to emphasize its social practice mission, aligning with its EDI manifesto and demonstrating its commitment to building an inclusive society.

As part of its long-term commitment to the USR project, the Social Innovation Center not

is developing a “Local Sustainability, Wenshan for All” community support system, but also actively participates in the “Learning from the Poor Action Alliance” an umbrella of 19 organizations jointly advocating for the urban poor. This forum not only provides a platform for public policy dialogue and fulfills higher education's social responsibility to eliminate poverty, but also provides an opportunity for the public to re-examine social structures and public policies.

10 REDUCED
INEQUALITIESHighlight
Case

A Mosaic of Abilities: Using Art to Connect NCCU and the Community to Promote Diversity and Inclusion

Center for Community Sustainability and Social Innovation | USR Plan

November 16, 2024 marked the premier of “A Mosaic of Abilities” at the NCCU Siwei Hall, with a performance by the Disability Variety Troupe, a group of performing artists comprised of individuals with various disabilities. The event also included disability experiential activities, allowing the audience to personally experience the daily challenges faced by individuals with disabilities. NCCU President Lee Tsai-yen and Vice President Chan Chi-yu attended the event and reaffirmed NCCU's commitment to building a campus of Equity, Diversity, and Inclusion (EDI).

The event was co-organized by the University's Center for Community Sustainability and Social Innovation, the “Local Sustainability - Wenshan for All” community support system development project, the Student Affairs Office's Well-Being Center, and the

Cathay United Bank Charity Foundation. Over 100 participants attended, including NCCU faculty and students, community residents, and members of local organizations such as Twilight Box, Wenshan Workshop, and Hsing-long Club.

After the event, a student surnamed Weng from the Department of Risk Management, said, “I used to think people with disabilities might be somewhat insecure and timid, but today's event really changed my outlook and showed me how confident they are.” The performance not only conveyed the resilience and determination of the mixed-ability performers but also prompted the audience to rethink the concepts of inclusion and respect. Perhaps true inclusion lies not in trying to help or sympathize with others, but in learning to view the value of every life equally.



2 ZERO
HUNGERHighlight
CaseHumanistic Tea Courses to Promote Tea Studies
and Tea Tourism Experiences

University Social Responsibility Office | Continuous Courses

For the 2024 Tieguanyin Tea Festival, the NCCU Office of University Social Responsibility and the Taipei City Farmers' Association collaborated to promote tea studies and value-added agriculture. The General Education Center offered two autonomous learning courses in humanistic tea studies: "Introduction to Humanistic Tea Studies - Basic Sensory Appreciation" and "Introduction to Humanistic Tea Studies - Basic Tea Making." These courses, integrated with the "NCCU-Mao-kong-Wenshan" tea tourism initiative, provide opportunities for students to interact with young tea farmers in the Wenshan area, and to learn about tea making and appreciation at the Tea Crop Improvement Station. In addition to incorporating local history and cultural context, the courses also incorporate aesthetic considerations, allowing students to achieve a sense of physical and mental calm through experiencing tea history, production and consumption through all five senses.

The first half of the course focuses on basic tea-making theory and practice, including tea quality management, tea plant varieties and cultivation, and the entire tea roasting and

production process. The practical courses are integrated with the professional training required for "Grade C Tea Technician" certification.

The humanities tea studies program covers topics such as the psychological, spiritual and health aspects of tea production and consumption, helping students integrate theory and practice, and deepening their understanding of tea culture and the tea industry.

In the final presentation, the Beitou group integrated tea culture and hot springs culture, examining the relationship between Japanese architecture and the spirit of the tea ceremony. A "Five Senses Healing Day Trip" highlighted cross-disciplinary integration and innovation. The Pinglin group examined the impacts of the geographical environment, water conservation, and climate on tea, connecting sustainable agriculture with soil and water conservation, observing local ecological balancing practices, and proposing sustainable perspectives and insights. Through the course, students explored the deep connection between tea culture and local resources through action, deepening cross-disciplinary collaboration.

2 ZERO
HUNGERHighlight
Case

Cultivating Teachers' Expertise in Food and Agriculture

Teacher Training Center, College of Education, University Social Responsibility Office | Advanced Courses

In the summer of 2024, NCCU launched the "Food and Agriculture Education Expertise Enhancement Credit Course," co-organized by the College of Education's Teacher Training Center and the Office of University Social Responsibility with financial support from the Ministry of Education. This course seeks to raise awareness of food and agriculture education for teachers in primary schools and kindergartens.

The course content covers topics such as production from farm to table, food safety, restoration of indigenous crops, school farm curriculum planning, animal welfare and food safety, organic farming practices, urban farming techniques, pest and disease control, cultivation media and fertilizer management, vegetable and fruit seedling practices, the development of Taiwan's food canning industry, and school lunch food education. The course invited many cross-disciplinary experts to give lectures, emphasizing the importance of both theory and practice.

While this for-credit course does not

incur registration or tuition fees, students are responsible for their own miscellaneous expenses such as textbooks. Enrollment is primarily targeted at in-service teachers. The curriculum, designed in accordance with the Food and Agriculture Education Act and incorporating STEAM educational concepts, leverages cross-disciplinary approaches to help teachers understand the connection between food and agriculture industry development and environmental sustainability, and to strengthen their ability to promote food and agriculture education in the classroom, thereby enhancing food and agriculture education and food security.



4 QUALITY
EDUCATIONHighlight
Case

Cultivating New Forces in Experimental Education: NCCU Promotes Cross-disciplinary Teacher Development

Ministry of Education Experimental Education Promotion Center | Teacher Training

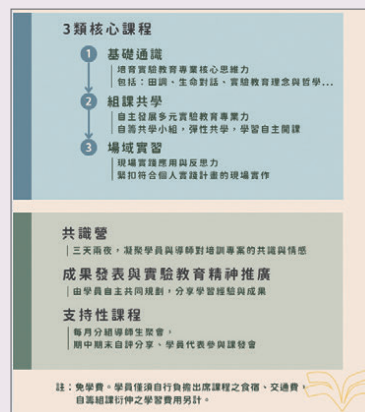
The "Taiwan Experimental Education Worker Training Program," hosted by the Ministry of Education's Experimental Education Promotion Center and directed by Professor Cheng Tung-liao of the NCCU Department of Education, aims to address the growing demand for experimental education teachers. Beginning in 2018, the program launched 10-month training courses, providing a pathway for classroom teachers, teacher trainees, and other professionals to enter the experimental education profession. The curriculum integrates foundational and specialized courses, group learning, and at least 144 hours of fieldwork. It emphasizes cross-disciplinary collaboration, self-directed learning, and internal reflection by teachers, aiming to cultivate educators with an experimental education mindset, professional autonomy, and practical skills.

The program is dedicated to developing student-centered teaching interactions,

enhancing teachers' professional enthusiasm, stimulating learning motivation, and promoting diverse forms of educational innovation. It also promotes the development and maintenance of a cross-disciplinary network of connections and educational resources, establishing a platform for sharing experimental education resources. Participants receive monthly intensive mentoring from experienced experimental education instructors and opportunities for collaboration and exchange with a diverse group of participants across a wide range of fields, enabling them to realize the ideals of experimental education. To date, the program has graduated over 250 experimental education specialists working in more than 90 experimental education institutions across Taiwan, disseminating innovative educational concepts in various educational settings and jointly promoting high-quality education.



Team building exercise in which experimental education trainees form a net to symbolically catch children who have left the conventional education system.



Experimental Educator Training Program Worker Curriculum Framework

11 SUSTAINABLE CITY
AND COMMUNITIEHighlight
Case

NCCU Partners with Keelung to Promote a Low-Carbon Sustainable Ecological City

College of Social Sciences, Center for Sustainable Planning and Design | Research Plan

Led by Professor Sun Cheng-yi of the NCCU Department of Land Administration, the Sustainable Planning and Design Research Center was commissioned by the Keelung City Government to conduct the "Keelung Low-Carbon Ecological City Research Project." Through collaboration between industry, government, and academia, the project aims to develop a "Low-Carbon Sustainable Ecological Development Vision." The 2024 project, themed "Black Kite Conservation and Intertidal Zone Ecosystem Protection," brings together municipal agencies, industry and academia to promote collaborative learning. The project works closely with the Keelung Wild Bird Society, the Community Development Association, the National Museum of Marine Science and Technology, and the Chaoching Bay Conservation Patrol to arrange ecological courses, field observations, and workshops. These efforts promote a more solid foundation of ecological knowledge and understanding for Keelung's vision and implementation of low-carbon, sustainable ecological development.

Through workshops and experiential learning activities, the NCCU Center for

Sustainable Planning and Design hopes to foster communication and consensus among various departments within the Keelung City Government, creating a platform for interaction between the city government and non-governmental organizations (such as the Architects Association and environmental groups). This will help city officials optimize decision making to benefit environmental protection and urban development when engaging in low-carbon ecological planning, design, engineering, and environmental education in Keelung, ultimately realizing urban planning and land planning measures that align with the principles of economic development and ecological conservation.



On April 20, 2024, the NCCU Center for Sustainable Planning and Design Research staged an ecological awareness raising activity focused on local bird and insect populations.

Alumni Outreach

With over 140,000 alumni, NCCU is widely represented across a wide range of professional fields and exerts a significant and enduring influence on Taiwan's social development. The Secretariat continues to record alumni stories and achievements alumni, highlighting their contributions to society through the alumni magazine. 2023 saw the launch of the [NCCU Infinity podcast](#), connecting alumni with faculty and students through audio media. Many alumni are also actively contributing to the United Nations Sustainable Development Goals (SDGs) through their professional achievements, innovation, and action, promoting sustainable social and environmental development.



Highlight
Case

Integrating Business Thinking with Creative Experimentation: Chuang Kai-yung Overcomes Adversity

Department of Business Administration Alumni | Chuang Kai-yung

Source: <https://www.nccu.edu.tw/p/405-1000-14143,c87.php?Lang=zh-tw>

In Dashanbei, Hengshan Township in Hsinchu County, NCCU Department of Business Administration alumnus Chuang Kai-yung has repurposed a former elementary school as a cultural and creative space called "Big Hill North Moon" that integrates local culture, agriculture, and natural landscapes, creating a platform that connects smallholding farmers with the community. Hengshan is famous for its citrus production, and Chuang is focused on creating value-added specialty products such as candied tangerine slices and tangerine-flavored sausages, helping create new revenue opportunities for local farmers and driving the development of rural tourism. Chuang believes that the value of commerce extends beyond financial profit to include effectively

addressing social and environmental problems. Towards this end, he works with local stakeholders to integrate agriculture, culture, and local resources to transform the Dashanbei recreational agricultural area.

Chuang organizes farmers' markets to help smallholders sell their products and find resources and promotes exhibitions for children in remote areas, with a portion of profits set aside for local charities. In the future, Big Hill North Moon will continue to develop new products, expand cross-industry collaborations, and embrace sustainability trends to promote the shared growth of the community and industry. "The benefits of Big Hill North Moon are not exclusive to us," says Chuang. "Our goal is to bring benefits to everyone."



Highlight
Case

Combining Academic Practices: Mei Kuo-ching, Chief Strategy Officer of Cymmetrik Group, Shares Strategies for Business and Personal Transformation

NCCU Graduate Institute of Technology, Innovation & Intellectual Property Management Alumni | Mei Kuo-ching

Source: <https://www.alumni.nccu.edu.tw/news/view/870>

NCCU alumnus Mei Kuo-ching is Chief Strategy Office for the Cymmetrik Group, a company with 55 years of experience in specialty printing and processing. Starting with label packaging materials, the company has expanded into material R&D, color management, and processing, undergoing numerous transformations. Its clients include global giants such as Apple and Microsoft, and its products are used in the medical, automotive, green energy, and digital industries. Mei and his team are redefining Cymmetrik's core business, accelerating innovation and transformation, and positioning the company to become a global leader in printing applications and value-added services.

In line with the group's philosophy of "innovation, sustainability, and globalization," Mei simultaneously

focuses on the firm's core businesses while actively planning and implementing an overall corporate transformation. He emphasized that this transformation requires consensus across the entire company, clearly articulating the vision and goals to colleagues and establishing shared values internally. He emphasized that the recognition of mid- and senior-level management is crucial for success. For example, Cymmetrik Group has implemented internal newsletters and innovation incentive programs to strengthen unit cohesion, keeping employees up-to-date on the latest company news, ensuring a seamless flow of information and strengthening employee understanding and support for the transformation.



4
QUALITY
EDUCATIONHighlight
Case**Lin Yushan Promotes Chinese Language in Myanmar**

Department of Education Alumni | Lin Yu-shan

Source: <https://www.nccu.edu.tw/p/405-1000-10319,c87.php?Lang=zh-tw>

Lin Yu-shan, a graduate of National Chengchi University's Department of Education and leader of the Myanmar Chinese Education Service Group, volunteered extensively in northern Thailand during her college years, laying the foundation for future work promoting Chinese education in the Golden Triangle region. In 2017, while on a self-guided tour of Myanmar, she became deeply aware of the challenges facing Chinese education there. She gave up a stable teaching position in Taiwan and journeyed to remote rural areas of northern Myanmar, hoping to transform the lives of children through education. While many Chinese schools in northern Myanmar are privately run and short on resources, students cherish the opportunity to learn, often attending school during their spare time to study

Chinese, which is locally seen as a means of escaping poverty and promoting cultural heritage.

In recent years, the Myanmar Chinese Education Service Group has launched numerous education promotion projects, including collecting large amounts of new Chinese teaching materials for local communities and recruiting volunteers to build a unique teaching aid library. Lin emphasized that this is a mutually beneficial service model that not only improves local education but also provides a platform for cross-cultural learning for Taiwanese students through long-term consistent commitment. "Being able to see tangible changes is a great reward and a great sense of accomplishment for me," she said.

7
AFFORDABLE AND
CLEAN ENERGYHighlight
Case**Tsou Fei-lu Sees Green Energy Business Opportunities Across Regions, Promoting Micro-Hydropower**

Department of Radio and Television Alumni | Tsou Fei-lu

Source: <https://www.nccu.edu.tw/p/405-1000-13530,c87.php?Lang=zh-tw>

Hydroton CEO Tsou Fei-lu's career began in advertising and then moved to real estate development where he was first exposed to the potential and importance of green energy at a time where national energy policies are rapidly moving towards net-zero emissions. Taiwan boasts abundant hydropower resources, but water conservancy facilities previously emphasized energy dissipation to prevent environmental damage. Tsou saw this energy dissipation as a potentially stranded resource that would be used to generate electricity, and set about finding ways to create new value without harming the environment.

Tsou Fei-lu introduced vertical vortex hydropower technology and equipment from Belgium, using Yilan's Annong River as a pilot site to pave the way for Taiwan's first micro-hydropower project. In 2022, Hydroton signed Taiwan's first power purchase agreement (PPA) for micro-hydropower with TSMC, marking a major milestone in the country's renewable energy market. Today, Hydroton is focusing on the future of micro-hydropower in various sectors, adapting to local conditions and introducing more suitable technologies to Taiwan, thereby building a robust industry chain with unlimited potential.







**FRIENDLY
CAMPUS**

4-1

Physical and Mental Health

For two consecutive years, the physical and mental well-being of students, faculty, and staff has been recognized as one of the most important stakeholder concerns. NCCU continues to enhance health resources and supportive services, encouraging self-care while fostering a campus culture of mutual trust and care.

Self-management of Health

For students, NCCU provides mandatory health checkups for all incoming students. Those with abnormal results are followed up and cared for by the Center for Physical and Mental Health. The center also offers online self-assessment tools to help students understand their health habits and identify preventive care needs. Each academic year, five free follow-up sessions are held for freshmen with abnormal results. Additionally, students identified as high risk for metabolic syndrome and with total cholesterol levels ≥ 250 mg/dl are offered free reexaminations. In the 2024 academic year, 87 students received this additional screening.

For faculty and staff, newly hired employees undergo physical examinations in

accordance with legal requirements. Based on different employment categories and relevant regulations (such as the General Subsidy Standards for Employee Health Examinations for Central Government Agencies and the Labor Standards Act), the Office of Personnel and the Occupational Safety and Health Section regularly remind eligible employees to complete health checkups and provide leave and subsidies. Every summer, NCCU arranges a group checkup program to facilitate participation and encourage proactive health monitoring. Since August 2023, the university has launched a targeted fundraising initiative to subsidize low-dose computed tomography (LDCT) lung cancer screenings for faculty and staff, enabling early detection of potential health issues. As of the end of June 2025, a total of 668 individuals have benefited from this program.

NCCU Public Employee and Teacher Health Screening Subsidy Applications

Category \ Year	2022	2023	2024
Eligible Personnel	713	670	652
Applicants	207	196	216
Application Rate	29.0%	29.3%	33.1%

* Data reference period: January 1 to December 31 of the respective year.

* The personnel included in this table are defined as full-time government employees, maintenance and service staff (including technicians and drivers), and workers engaged in high-risk operations as defined by the Occupational Safety and Health Act (e.g., contract-based nurses, psychologists, social workers, and occupational safety personnel).

Other Regular Health Screenings for Faculty and Staff

Category \ Year	2022	2023	2024
Number Qualifying for Regular Health Screenings	649	381	503
Number of Actual Screenings	61	279	243

* Data reference period: January 1 to December 31 of the respective year.

* Personnel covered in this table include NCCU employees enrolled in labor insurance and civil servants under the age of 40, who have been employed for at least one full year.

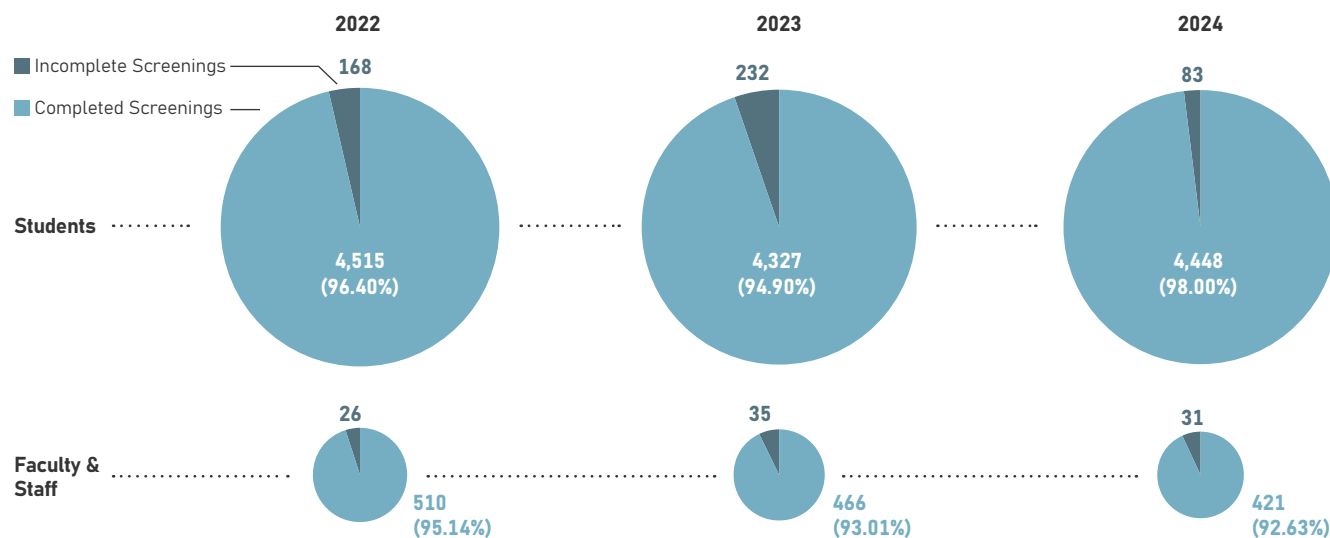
* Health examination requirements and subsidy eligibility are based on age criteria stipulated in relevant regulations. The cost is subsidized and reimbursed by the University.

(1) Individuals aged 65 and above: once every year

(2) Individuals aged 40 to under 65: once every three years

(3) Individuals under the age of 40: once every five years

Health Screenings for New NCCU Members



* Data reference period: January 1 to December 31 of each year.

* *Students* include freshmen as well as transfer and re-enrolled students.

Event Snapshot



Physical and Mental Health Promotion Plan: Healthy Body Composition Exercise Classes

The NCCU Physical and Mental Health Center continues to provide diverse physical and mental health services and support to students, faculty, and staff. The 2024–2025 Health Promotion Program is themed “Health Benefits, Smart Strategies”, and includes a series of activities focused on healthy body composition, tobacco prevention, sex education, first aid training, and mental health. A total of 43 sessions were held, with 5,603 participants attending.



Smoke-free Campus: “Breaking Free from Addiction” Stress Relief Seminar

To protect air quality and the health of students and staff, NCCU has established a Campus Tobacco Control Coordination Committee, which brings together offices across the university to promote and implement a smoke-free campus. Tobacco prevention efforts include education and awareness campaigns (such as smoking behavior surveys, prevention seminars, and training sessions), campus patrols and on-site counseling, as well as no-smoking signage and regular inspection and cleaning of cigarette litter to reinforce tobacco control.

Mental Health

Student Mental Health Counseling Resources

In response to rising demand for mental health services, NCCU launched the *Long-Term Campus Mental Health Support Project* in 2023, allocating TWD 20 million over eight years to enhance service quality and capacity.

The Health Center continues to provide professional counseling through initial interview assessments, mental health surveys with follow-ups for high-risk students, and structured case management. These services adopt a multi-tiered approach—developmental, interventional, and treatment-based—to support students facing psychological challenges and to strengthen self-awareness and self-care. The goal is to reinforce primary prevention and reduce reliance on more intensive interventions. Trends in mental health services

from 2021 to 2024 are summarized below.

In 2024, the number of full-time professional staff at the NCCU Health Center increased to 12. In accordance with the Student Counseling Act, five part-time professionals are also recognized based on their service hours, bringing the total to 17. This results in a student-to-counselor ratio of 994:1, which still falls short of meeting rising service demands.

Looking ahead, the Center plans to strengthen staffing, enhance compensation and career support, and diversify service models to build a more resilient and stable campus mental health system.

Note: On December 5, 2024, the Legislative Yuan passed amendments to the Student Counseling Act, revising the required counselor-to-student ratio for higher education institutions from 1:1,200 to 1:900.

Trends in NCCU's Psychological Counseling Services in Recent Years

Trend	Description
Steady Growth in Counseling Demand	The number of psychological counseling sessions increased from 5,805 in 2021 to 6,407 in 2024. Over 1,000 students sought help annually, reflecting a growing awareness of self-care and greater willingness to seek psychological support.
Improved Identification of High-Risk Cases	The number of high-risk students reached 1,026 in 2023 and slightly decreased to 889 in 2024. This indicates the effectiveness of early identification and systematic follow-up mechanisms in stabilizing case conditions.
Significant Decline in Crisis Counseling	Crisis intervention sessions dropped from 4,165 in 2021 to 1,714 in 2024, suggesting that early-stage interventions successfully prevented escalation to more severe psychological crises.
Expansion of Service Capacity and Diversity	In 2024, two additional psychologists with foreign language proficiency were hired to provide English-language and cross-cultural counseling services, enhancing the diversity and inclusivity of NCCU's mental health support. Starting from the second semester of the 2023 academic year, nighttime counseling sessions were introduced to offer students greater appointment flexibility. In March 2025, the Daonan Counseling Branch officially opened, featuring three counseling rooms and the incorporation of expressive arts therapy, further strengthening the university's overall mental health support capacity.

Overview of NCCU Student Counseling Services

Category \ Year	2021	2022	2023	2024
High-risk Cases Served (Students)	794	668	1,026	889
Students Receiving Psychological Counseling Services (Sessions)	5,805 (958 students)	6,995 (1,123 students)	6,250 (1,054 students)	6,407 (1,107 students)
High-risk Students Receiving Urgent Treatments (Sessions)	4,165 (458 students)	3,359 (470 students)	2,130 (398 students)	1,714 (360 students)
Therapist : Student Ratio (Professional Staff : Total Student Population)	13 : 16,110	13 : 16,728	10 : 16,989	12 : 16,899
Mental Health Leave Applications	-	-	350 (Undergraduates: 322 / Graduate students: 28)	909 (Undergraduates: 875 / Graduate students: 34)



High-risk Cases Are Defined as Follows

The online scale used by NCCU Health Center in the physical and mental health survey and follow-up interview of high-risk students is adapted from the "University Student Life Adaptation and Health Scale" (Xiu & Lin, 2010). The scale includes items such as "depression", "self-harm", "mental illness or other" and "major stress event indicators". High-risk cases are defined as those having met any of the following indicators: A total score of 77 or higher for physical and mental crisis indicators, a total score of 14 or higher for the depression indicator, a total score of 11 or higher for the self-harm indicator, a total score of 62 or higher for the mental illness indicator, and answering "often" or "always" in response to the prompt "I have selected a method and place to commit suicide".



Employee Assistance Program

NCCU implements the Employee Assistance Program (EAP) to integrate diverse professional resources, helping faculty and staff maintain physical and mental well-being, improve service quality, and address potential issues that may affect work performance. The EAP covers four key areas:

- **Organization:** Establishes diverse communication and grievance channels, and hosts recreational clubs to foster stronger collegial relationships.
- **Work:** Provides psychological counseling, flexible work hours, training and English skills courses, and incentive programs.
- **Life:** Offers onboarding care for new employees and self-development courses.
- **Health:** Encourages exercise, mental health activities, and wellness book clubs.

To support implementation and improvement, the Personnel Office maintains a dedicated EAP webpage, sends out e-newsletters, and conducts regular needs and satisfaction surveys. Starting in March 2023, NCCU also partnered with external providers to offer up to six annual sessions of online counseling or psychotherapy, subsidized up to NT\$2,000 per session, for full-time faculty, staff, and project employees—further enhancing mental health support and building a caring workplace.



Stress Relief Workshop: "Aromatherapy Wreath Charm"

Faculty and Staff Use of Counseling Services

Category \ Year	2023	2024
Individual service users (total sessions)	289 (60 people)	225 (51 people)

Event Snapshot

Opening of the Do-Nan Branch of the Health Center: Horticultural Therapy and DIY Eco-bottle Workshop

On March 17, 2025, the Health Center held a ribbon-cutting ceremony for the opening of its Do-Nan Branch, featuring hands-on workshops such as "Sustainable Plant Eco-Bottle" making. Through the process of creating their own eco-bottles, participating faculty, students, and guests were encouraged to reflect on the harmonious coexistence between humans and nature, enhancing their connection to the environment and fostering a deeper sensitivity to sustainability.



4-2

Gender Equality

Gender Equality Education Committee

In accordance with the Gender Equality Education Act, NCCU has established the Gender Equality Education Committee, chaired by the University President. The committee consists of 21 members, including faculty, staff, students, and external experts, with women comprising more than half of the total membership. Four working groups are set up under the committee to promote gender equality initiatives: policy and outreach, curriculum and instruction, campus environment, and incident investigation and handling. The committee integrates campus resources to implement gender equality policies across the university.

Gender-related Incident Handling

Between 2022 and 2024, the number of gender-related cases investigated and those substantiated at NCCU is shown in the table below. Following the surge of Taiwan's #MeToo movement in late May 2023, public awareness of gender equality significantly increased, which also led to a noticeable rise in reported

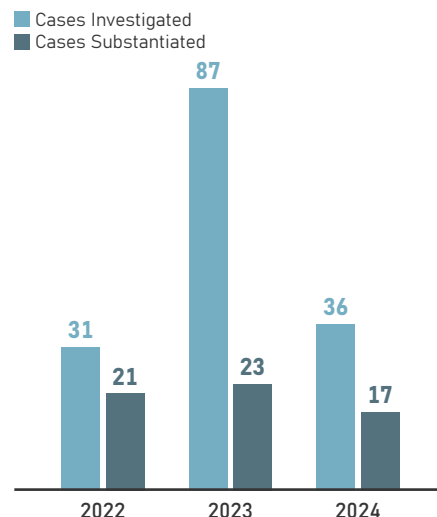
incidents on campus that year.

In response to this development, the NCCU Gender Equality Education Committee took immediate action by:

- Handling and investigating reports in accordance with the Gender Equality Education Act and relevant regulations, ensuring due process and protecting the rights of all parties involved.
- Providing support services such as psychological counseling, legal consultation, and other assistance to help students and staff address gender-related issues.
- Promoting education and awareness through gender equality training and anti-sexual harassment campaigns to foster a more inclusive campus environment.

As a result of continued efforts, the number of reported cases in 2024 has stabilized, reflecting both a growing awareness of gender equality and the effective functioning of the university's prevention and response mechanisms.

Gender-related Incident Cases at NCCU (2022-2024)



Gender Equality Education and Support Measures

In 2024, the Gender Equality Education Committee (GEEC) worked with various departments to organize eight lectures and publish a range of materials using both print and media channels to promote gender awareness. Key focus areas for the year included:

Reinforcing the importance of bodily autonomy and legal literacy, and teaching appropriate boundaries in interpersonal relationships.

Enhancing gender sensitivity and legal awareness among faculty and students to prevent discrimination and inappropriate behavior, and encouraging clear and immediate rejection of unwelcome conduct with sexual or gender-discriminatory overtones.

In addition, NCCU continued to promote gender equality and a friendly campus environment through the following strategies:

1. Regular training for new and current faculty and staff

Workshops were held to strengthen understanding of gender-related regulations and procedures, ensuring faculty and staff are equipped to better support students.

2. Gender equality education support mechanisms

Full-time faculty engaged in gender equality initiatives may receive approval to reduce their annual teaching hours.

Instructors are encouraged to incorporate gender-related topics in newly proposed general education courses.

NCCU has established award and subsidy programs to recognize outstanding faculty and student contributions to promoting gender equality on campus.

3. Gender-neutral toilet planning

On September 7, 2023, NCCU adopted a proposal establishing guidelines for the installation of gender-neutral toilets. By June 2024, design standards, icons, and related specifications were finalized to guide future toilet construction and renovations.

4. Housing accommodations for transgender students

In line with Ministry of Education guidelines, specific dormitories or areas are not restricted by gender. The Dormitory Management Committee has also designated an administrative window to handle individual housing needs of transgender or transitioning students, supporting a respectful and inclusive living environment.

Inventory of Gender-neutral Toilets on Campus

Building Name	Number of Toilets
Guofu Building	1
Fengyu Building	1
Chiying Building	1
Dayong Building	1
Research Building	2
International Scholars and Student Hall	1
Dahsian Library	1
Total	8



A gender-neutral toilet located at Dayong Building

Major Campus Incidents and Improvement Measures in 2024: Voyeurism Incident at the Gender-neutral Toilet

On October 16, 2024, a case of voyeurism occurred in a gender-neutral toilet located in NCCU's Dayong Building. The suspect, a non-affiliated male individual, was caught after students promptly reported the incident to campus security. Officers responded immediately and, with the assistance of a law professor and students present, the man was apprehended on the spot by police.

The university strongly condemned the act and launched an emergency response, including both short-term and long-term security improvements.



Emergency Measures

The Office of General Affairs installed temporary mesh panels in door gaps to prevent hidden camera access and conducted a campus-wide safety inspection of all gender-neutral toilets.



Cross-Unit Response & Policy Improvements

A joint task force comprising the Office of General Affairs, Office of Student Affairs, and the Gender Equality Education Committee was formed to enhance long-term restroom safety.

Gender Equality Committee

Amended the *NCCU Guidelines for the Installation of Gender-Inclusive Toilets*, which now include:

- Restroom cubicles must incorporate anti-voyeur design features, such as upper privacy covers and lower perforated panels.
- Surveillance cameras must be positioned to ensure visibility of restroom entrance corridors.
- Restroom management units must conduct unscheduled monthly inspections for hidden recording devices.

Office of General Affairs – Construction and Maintenance Division

Formulated the *Basic Design Review Checklist for Public Restroom Renovation Projects*, requiring the following improvements in future renovations based on site conditions: stall partitions should be floor-mounted where feasible, height increased to approximately 220 cm, and anti-voyeur features added. These improvements will be implemented progressively.

Office of General Affairs – General Services Division

Since 2018, NCCU has commissioned professional contractors to conduct monthly anti-voyeur inspections across 464 restrooms in 33 campus buildings. All recent inspection results have shown no irregularities.

The university remains committed to ensuring spatial safety and fostering a gender-inclusive environment to prevent the recurrence of similar incidents.

Challenges in GEC Staffing and Response Measures

The Gender Equality Committee has long faced challenges stemming from limited staffing and a heavy workload, which have affected its operational effectiveness. The voyeurism incident in the gender-neutral restroom in 2024 further highlighted the impact of staffing shortages on the Committee's ability to function. Following the reassignment of the original case officer during the incident response, the University promptly appointed a new officer with relevant expertise, who also completed training in gender equality to strengthen their professional capabilities and sensitivity. Through timely personnel supplementation and capacity building, the University aims to ensure the smooth functioning of gender equality education and incident response, while continuously improving the quality of a gender-inclusive campus environment.



Gender Equality Awareness Lecture: Gender Discrimination in AI



Gender Equality Awareness Lecture: Hidden Gender-Based Risks on Campus — Digital Gender-Based Violence and Workplace Sexual Harassment

4-3

Student Life

Diverse Admissions Pathways

Since releasing Taiwan's first EDI Declaration in 2024, NCCU has actively aligned its admissions strategies with diversity

goals, aiming to increase enrollment of underrepresented students and strengthen support resources.

The *General Admissions Track* (NCCU Stars)—designed for students from disadvantaged backgrounds—expanded its quota from 35 in 2015 to 72 in 2025.

In 2023, NCCU established an Office of Admissions to analyze various admissions routes and propose policies such as revising GSAT criteria, optimizing screening ratios, and strengthening outreach to rural and non-traditional schools. These efforts aim to attract talented students from diverse backgrounds and uphold higher education's public mission.

Disadvantaged Student Support

Support and Counseling Measures for Economically Disadvantaged Students

To help students facing economic or cultural disadvantage pursue their studies, NCCU continues to implement the *Seeds of Hope Program*, which actively recruits such students and provides tailored financial aid based on their individual learning needs. The program also integrates and expands available counseling resources, encouraging students to replace part-time work with meaningful learning activities.

Upon enrollment, students may indicate their financial needs. At the same time, the Division of Student Affairs proactively uses

the Stable Education System to identify students from economically disadvantaged or suddenly affected families and issues care notifications. Orientation briefings are also held to introduce available financial aid and support resources, helping students make full use of them.

In 2024, approximately one-quarter of NCCU students from economically disadvantaged backgrounds (468 out of 1,859) received financial aid through the Seeds of Hope Program.

In 2024, a total of approximately 2,271 instances of financial assistance were provided, amounting to around NT\$158 million in total subsidies.

NCCU Admissions Policy Analysis and Improvement Strategies

Admission Pathway	Current Situation	Proposed Improvement Strategies (Under Review)
NCCU Stars	Most students admitted through the NCCU Stars track come from Taiwan's six major municipalities. Disadvantaged students from community high schools or remote areas in Taiwan are still underrepresented.	1. Encourage academic departments to establish designated quotas for disadvantaged students within the general admission track. 2. Relax the eligibility review criteria for NCCU Stars applicants to include a wider range of structurally disadvantaged groups. 3. Organize regular departmental outreach events to build long-term partnerships with community and rural high schools outside the six municipalities through recruitment talks or workshops. 4. Gradually enhance the university's admissions website by integrating information about disadvantaged student admissions to improve outreach and accessibility.
Special Admissions	In Academic Year 2024 (113th year of ROC), students admitted via the Special Admissions pathway accounted for only 0.72% of total enrollment, lower than peer institutions.	1. Hold regular departmental workshops to promote awareness of diverse admissions channels and ensure that department heads and admissions committee members fully understand the purpose and implementation of Special Admissions. 2. Optimize the Special Admissions process by reducing administrative burden and exploring innovative evaluation criteria, such as non-cognitive abilities, individual traits, and holistic assessments, to redefine excellence and encourage diversity in student profiles.

NCCU Financial Aid Resources (2022–2024)

Aid Type	2022		2023		2024	
	Individuals or Instances	Amount (TWD 1,000)	Individuals or Instances	Amount (TWD 1,000)	Individuals or Instances	Amount (TWD 1,000)
Tuition Reduction	1,616	29,043	1,585	28,274	1,574	28,446
Scholarships for Disadvantaged Students	216	2,877	218	2,857	269	4,760
Living Stipends	302	11,138	289	11,016	336	12,866
Scholarships for Low-Income Students	1,497	22,094	1,626	23,156	2,004	25,515
Emergency Relief Funds	32	637	32	628	40	759
Free Accommodation for Low-Income Students	175	2,046	168	2,191	162	1,829
Student Loans	2,123	85,154	2,150	87,512	2,271	83,830
Total	5,961	152,989	6,068	155,634	6,656	158,005

* Statistical data are compiled up to December 31, 2024.

Seeds of Hope Program

Support Content

Achievements 2022 → 2023 → 2024

#Financial Aid

Each counseling provides 11 types of aid.

572 → 811 → 1,153

Diversified Learning
Grant Program Applicants

#Academic Counseling

At the beginning of each semester, economically or culturally disadvantaged students are encouraged to apply for academic counseling, and are matched with high-achieving student-counselors who are paid a stipend for providing academic assistance.

1,728 → 1,140 → 1,308

Academic Counseling Sessions Held

#Career Development

A variety of practical career counseling lectures and courses are provided to encourage economically disadvantaged NCCU students to engage in career development activities; obtain relevant certificates, certifications or competition qualifications; and pursue internship activities at home and abroad.

248 → 254 → 317

License Subsidies Applicants

21 → 24 → 84

Domestic and Overseas Internship
Subsidy Applicants

#Service-Learning

The Art and Culture Walkers program provides students with basic training in theater, performing arts and audience management, helping students develop a strong sense of integrated aesthetics to spur both personal and career growth.

20 → 24 → 32

Arts and Culture Customer Service
Subsidy Applicants

#Career Counseling

A diverse range of career counseling activities are held to help students establish career trajectories tailored to their personal needs and ambitions.

59 → 54 → 48

Career Counseling Subsidy Applicants

#Aboriginal Counseling

Ethnic majority students are encouraged to learn minority languages, participate in cultural activities and learn traditional skills, while aboriginal students are encouraged to apply their NCCU education to promoting the development of their hometowns.

14 → 9 → 22

Career Counseling Subsidy Applicants

1 → 22 → 20

Aboriginal Service /
Aboriginal Ambassador Applicants

Support and Counseling Measures for Special Education Students

The NCCU Resource Room offers comprehensive services for students in special education through Individual Support Plan (ISP). Support includes eligibility assessment, orientation and transition for new students, barrier-free environment adjustments, illness and disability accommodation, assistive device applications, course selection and housing support, academic and psychological counseling, interpersonal relationship building, campus adaptation, as well as graduation and career planning assistance.

Services are tailored to individual needs and may include support from personal assistants, academic tutors, transcribers, and note takers, as well as access to enlarged learning materials, special exam rooms, and preferential seating arrangements to ensure educational equity.

The Resource Room, under the Student Counseling Center, holds a Special Education Implementation Committee meeting each semester. Through cross-departmental resource integration, NCCU strives to ensure educational stability and appropriate development for special education students. In the

Ministry of Education's 2024 document review, NCCU's counseling services were recognized and successfully passed the evaluation.

To further support high-achieving and economically disadvantaged special education students, NCCU has established internal guidelines for awards and subsidies in accordance with Ministry of Education regulations. Sufficient funding was allocated for both 2023 and 2024 to provide scholarships and grants to eligible students.

Between 2021 and 2024, approximately 31% to 39% of NCCU special education students received awards or financial aid.

Awards and Grants to Special Education Students (2022-2024)

Category \ Year	2022	2023	2024
No. of Recipients	45	44	37
Total Amount Awarded (NTD 1,000)	826	862	842
Award Rate	36%	36%	31%



Diversity, Inclusion, and a Friendly Campus

NCCU offers courses in over 20 European, Asian, and Southeast Asian languages, while also promoting local Taiwanese language education. The university hosts a Center for Aboriginal Studies and regularly organizes Austronesian Studies lectures, cultivating a vibrant and multicultural campus atmosphere. In 2024, NCCU issued the Declaration on Equity, Diversity, and Inclusion (EDI), encouraging students and faculty to join in building a more inclusive campus where mutual respect and cultural empathy across different groups can flourish. Highlights of NCCU's EDI Actions and Strategies in 2024:

Multicultural Leave Policy:

In late 2023, NCCU's Student Affairs Council approved the introduction of a "Multicultural Leave", allowing students to take up to 2 days of leave per academic year for cultural reasons. Additionally, the "Indigenous Ritual Leave" was extended from 3 to 5 days. In 2024, a total of 6 students applied for multicultural leave, amounting to 9 approved days. No applications for Indigenous Ritual Leave were received.

World Carnival (2024):

As part of NCCU's longstanding anniversary

celebrations, the 2024 World Carnival featured 31 international food stalls jointly organized by international student clubs, foreign language departments, and local community partners. The event opened with a dance performance by Wanxing Elementary School and culminated in the "Indigenous Night Concert", which showcased multilingual and multicultural performances from around the world. The total attendance reached approximately 1,800 participants.

Human Rights-Friendly Campus Pilot Program:

NCCU participated in the Ministry of Education's pilot project on *Human Rights-Friendly Campus Indicators*, conducting a campus-wide assessment to understand students' and faculty's perceptions of human rights and to review internal practices accordingly.

Campus Microaggression Study (2025):

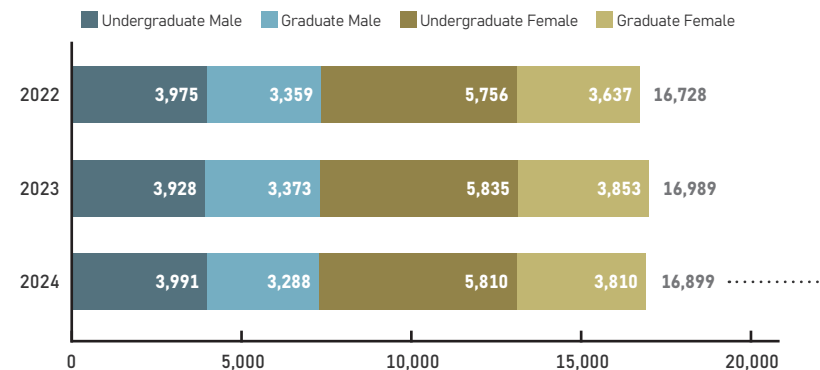
In the first half of 2025, Prof. Hsiao-Chun Hsia from the Graduate Institute of Social Work launched a campus survey titled "Microaggressions at NCCU: Subjective Experiences and Policy Proposals from Diverse Communities." The study includes questionnaires and focus group interviews aimed at identifying types of microaggressions on campus and offering policy recommendations for addressing them.



The NCCU Aboriginal Resource Center invited an Aboriginal alumnus to return to campus and share their experience of producing and releasing original music.

Composition and Diversity of the Student Body

Enrollment Statistics of Undergraduate and Graduate Students



* Reference date: Based on registered student numbers as of October 15 of the respective year.

* Graduate figures include students enrolled in in-service Master's programs and the International Master's Program in Business Administration (IMBA).

Student Body Diversity 2024

Degree	International Students	Overseas Chinese (inc. HK & Macau)	Mainland China	Aboriginal	Special Education Students	New Immigrants
Undergraduate	217	522	0	187	90	-
Graduate	439	177	134	75	24	-
Total	656	699	134	262	114	670
% of Total	3.88%	4.14%	0.79%	1.5%	0.67%	3.96%

* Reference date: October 15, 2024

* Due to internal data limitations, the new immigrant category is not separated into undergraduate and graduate levels; figures are therefore combined.

Aboriginal Student Body Diversity in 2024 (by Ethnic Group)

Ethnic Group	Number	Ethnic Group	Number	Ethnic Group	Number	Ethnic Group	Number
Amis	84	Puyuma	6	Cou	2	Kavalan	-
Atayal	53	Rukai	6	Thao	-	Sakizaya	-
Paiwan	55	Saisiyat	3	Truku	18	Hla'alua	-
Bunun	21	Yami	5	Sediq	8	Kanakanavu	1

Diverse Financial Aid Measures

Target Group	Responsible Unit	Support Details
Aboriginal Students	The NCCU Aboriginal Resource Center	NCCU has established the Aboriginal Resource Center to provide indigenous students with services in daily life and career development. Through orientation sessions, student-faculty dialogues, and social gatherings, the center helps build support networks. It also hosts career talks and company visits, and strengthens alumni connections to broaden students' career resources. The center integrates support from the "Seeds of Hope Program," grants from the Council of Indigenous Peoples and local governments, and proactively identifies low-income students each semester to encourage applications for subsidies, aiming to reduce financial burden and ensure academic continuity. In 2024, approximately 46% (121 out of 262) of NCCU's indigenous students received scholarships or grants.
International Students	Office of International Cooperation (OIC)	The Office of International Cooperation (OIC) provides a range of support services to nearly a thousand international students, including degree-seeking students, exchange students, and Mandarin learners. These services include bilingual orientation sessions, student handbooks, and websites, as well as proactive resource integration tailored to student needs (with referrals to appropriate units when necessary). The OIC also promotes intercultural exchange and peer support structures (such as buddy programs, volunteer teams, and host family initiatives) to foster interpersonal connections, emotional support, and a sense of belonging. <i>For more details, refer to Chapter 2-4: International Campus.</i> NCCU has established the Chong-Yueh Emergency Relief Fund for International Students. In 2024, three international students who faced urgent medical or emergency situations received a total of NT\$110,000 in emergency financial assistance.

Student Rights and Grievance Mechanisms

The University has established comprehensive mechanisms for student participation in university affairs (see Chapter 2-1: School Governance), as well as various grievance channels to protect students' human rights and right to education in campus life.

Committee Name	Responsible Unit	Meeting Frequency	Members			Primary Area of Concern
			Total	Female	Student	
Student Rewards and Disciplinary Committee	Office of Student Affairs	Case-by-case basis	17	8	2	Social
Student Grievance Review Committee		Case-by-case basis	20	11	4	Social
Campus Bullying Prevention Committee		Case-by-case basis	11	4	1	Social
Special Education Implementation		At least once per semester	15	6	2	Social
Mental Health and Counseling Advisory Committee		Once a year (in principle)	12	5	1	Social
Safety and Protection Joint Meeting		Twice per academic year	25	9	2	Governance



Career Development Support

The NCCU Career Center oversees the implementation of internship policies across the university and convenes university-level internship committees on a regular basis to review and refine relevant systems. It also supports each department in establishing departmental-level committees to promote the institutionalization of off-campus internship programs.

The center focuses on guiding students' career development by offering career interest assessment tools, one-on-one mentorship sessions with industry professionals, and a holistic development and self-management system designed to enhance students' competencies. Students are encouraged to actively engage in domestic and international internship opportunities. The center also tracks alumni career paths and integrates the Ministry of Education's UCAN Career Aptitude Assessment System, featuring NCCU's exclusive testing module to provide personalized career guidance.

Each academic year, the NCCU Career Center organizes a variety of career-related events, including lectures, workshops, company info sessions, career consultations, and empowerment courses, offering exclusive internship opportunities for NCCU students. During Career Month, the Center further expands its efforts by inviting more companies to campus, providing students with a wealth of resources for career development.

To bridge the gap between learning and practical application, the Career Center has implemented the following initiatives to enhance internship opportunities and strengthen students' career readiness:

- **Launched the NCCU Career Platform**, integrating internship resources and information to offer students a one-stop service and reduce information gaps.
- **Organized overseas career talks and immersive study visits**, building partnerships with international companies, alumni associations, and business chambers to expand global internship opportunities and help students align with international workplace demands.

- **Provided career counseling for international students**, supporting their intention to stay in Taiwan and improving their employability in the local job market.
- **Guided university-level student teams** (e.g., *NCCU Career Sprout*, *Recruitment Month*) to plan and execute career-related events, promoting leadership and teamwork through experiential learning.
- **Developed and continuously optimized the Student Holistic Development and Self-Management System**, integrating students' learning records, extracurricular activities, rewards and penalties, and other on/off-campus experiences. This system supports students in building personalized e-portfolios and regularly reviewing their learning progress, serving as valuable reference for job searches, further studies, and other career development paths.

Career Counseling Services in Academic Years 2022–2024

Counseling Service	Year	AY 2022	AY 2023	AY 2024
UCAN Career Assessment		1,811	2,536	1,461
One-on-One Industry Mentor Consultation		152	76	73

* Unit: number of participants

Career Seminars and Workshops Held in Academic Years 2022–2024

Item	Year	AY 2022	AY 2023	AY 2024
Total Number of Events		44	24	47
Total Attendance		3,792	3,623	5,453

Recruitment Activities Held in AY 2022–2024

Type & Item	Year	AY 2022	AY 2023	AY 2024
Info Session	No. of Companies	42	59	81
	No. of Attendees	4,813	6,811	8,778
Job Fair	No. of Companies	129	145	178
	No. of Attendees	6,000	8,000	8,000



Top: 2024 NCCU Career Fair: "Partners for a Sustainable Planet"

Left: 2024 U.S. California Study Visit Program by NCCU Career Center

Student Sustainability Initiatives

NCCU is home to a wide range of student organizations, spanning academic, artistic, service-oriented, social, and fitness-related interests. In 2024, a total of 210 student groups actively organized diverse events and initiatives. On the public service front, 38 service teams were dispatched during winter and summer breaks, involving 801 student participants and reaching approximately 1,885 service recipients.

Many student groups are also deeply engaged with sustainability issues, transforming their concerns into concrete actions. These clubs actively promote sustainable living and explore creative solutions to environmental and social challenges.



Student Sustainability Activities

Green24 Sustainability Club

Dedicated to promoting sustainable living through creative activities, the Green24 Club hosted the Plant-Powered & Healthy party in 2024, which featured bilingual talks by a nutritionist and a fitness trainer on plant-based nutrition and wellness. The club also collaborated with campus dining services on the Meatless Monday initiative and organized the annual Grain Rain Market to promote plant-based eating and plastic-free living.

Students from the Green24 Sustainability Club collaborated with the NGO Re-think to host a hands-on workshop where they designed experimental recycling bins. These bins featured warning labels and visual cues to guide proper waste sorting behavior. The project reimaged trash bins not just as disposal tools, but as educational platforms for promoting environmental awareness.



Left: Workshop on Sustainable Bin Design in collaboration with RE-THINK

Right: Collaboration with campus dining service "Senior Sisters' Kitchen" on Meatless Monday during the first semester of AY 2024 (113-1)



Freshman College – "Lu Toh Society" Program

In 2024, the Freshman College of the Student Affairs Office piloted a Reused Goods Sharing Program for Mainland Exchange Students in the Ziqiang Dormitory Area. Initiated and facilitated by the "Lu Toh Society" learning program, the activity collected reusable items left behind by outgoing exchange students from mainland China and redistributed

them to incoming students. This initiative not only embodied the values of resource recycling and sustainability, but also fostered interaction and mutual understanding between exchange students and local students—enhancing multicultural integration and campus community building.



Student Sustainability Activities

The Homeless Service Club (Lighten Street)



Dedicated to advocacy and outreach for the homeless community, the club engages in street outreach by distributing daily necessities, organizing guided walking tours to raise awareness, and offering both practical and emotional support.

On November 18, 2024, members of the [Lighten Club](#) visited Bangka Park to show care for the homeless and deliver meals.



The Diving Club



The club organized two to three coastal clean-up events each semester to help protect marine ecosystems, with around 10 to 15 students participating each time. In 2024, three beach cleanups were held along the northeastern coast of Taiwan on March 30, September 29, and October 12.

Diving Club's beach cleanup at Baishawan on March 30, 2024



The NCCU Mountaineering Team



The club hosts one annual hike for the visually impaired and two Leave No Trace (LNT) workshops each year, promoting environmental awareness and sustainable mountain practices.

On May 11, 2024, the Mountaineering Club collaborated with the Taiwan Flyingwheel Tandem Cycling Association and the 523 Hiking Team to lead a hike with visually impaired participants to Yinhe Cave.



Lu Renjia Gender Studies Club



The club organized 12 events in 2024, including lectures and film screenings that explored themes such as women in the arts, LGBTQ+ experiences, masculinity, and non-binary identities. These efforts aimed to promote gender equality on campus and reached a total of 234 participants.

The club hosted the NCCU screening of Blue ID as part of the Taiwan International Women's Film Festival national tour.



NCCU's First International Zoning-out Competition



In response to the stress of final exams and gloomy weather, a third-year student from the Department of Chinese Literature organized a "zoning-out" event on the lawn in front of Dah Hsian Library. The event, designed to promote the idea of mindful rest and mental reset through stillness and doing nothing, drew over 70 student participants.



NCCU's first [International Zoning-Out Competition](#), December 25, 2023.

NCCU International Sustainability Practice Scholarship

Thanks to a generous donation from the family of NCCU alumnus Mr. Wu Ren-wei, the "International Sustainability Practice Scholarship" continues to support students in implementing self-designed projects that promote global sustainability. The program encourages both NCCU students studying abroad and international students studying in Taiwan to carry out sustainability-focused projects in their respective locations.

Between 2023 and 2024, six projects were selected for funding by the review committee, involving nine scholarship recipients. These included four individual overseas projects, one overseas group project, and one local group project. Students carried out sustainability initiatives in Germany, Finland, France, Thailand, the United Kingdom, and Taiwan. The selected project topics addressed a range of issues, including Indigenous cultural preservation, environmental protection, aging societies, and humanitarian work.

Video highlights and project reports are available at [the link](#).



International Sustainability Practice Scholarship Projects (2023–2024)

No. & Title	Duration	Summary
1. Health, Participation, and Inclusion	2024.3.1-7.31	Taught tai chi to German seniors
2. Cultural Warmth for the Nordic Long Nights	2023.9.1-2024.7.31	Hosted Taiwan night market in Finland
4. Taiwan Indigenous and Thai Ethnic Minority Cultural Exchange and Promotion Project	2023.11.1-2024.5.31	Visited Thai minorities and held cultural exchange
5. Green Select: Plastic-Free Store	2023.9.1-2024.6.30	Promoted plastic reduction through online and on-site activities
6. NCCU Waterway Cleanup	2023.9.16-2023.11.16	Cleanup at Jinanishi Creek



Led German seniors in practicing the tai chi move "Jingang Daodui" at a local nursing home.



Taught the lyrics and vocabulary of a tribal greeting song with Chinese and Thai translations to share Paiwan culture.



Collected cardboard to create night market signs and share Taiwanese culture with international friends.



Green Select set up a booth at the University of Edinburgh to promote creative sustainable products.

4-4

Faculty and Staff

Definitions of Personnel

#Full-time teaching and research personnel

Full-time teachers, technical personnel, contract teaching personnel, exchange teachers, visiting teachers, full-time lecturers and researchers, contract researchers.

#Full-time administrative personnel

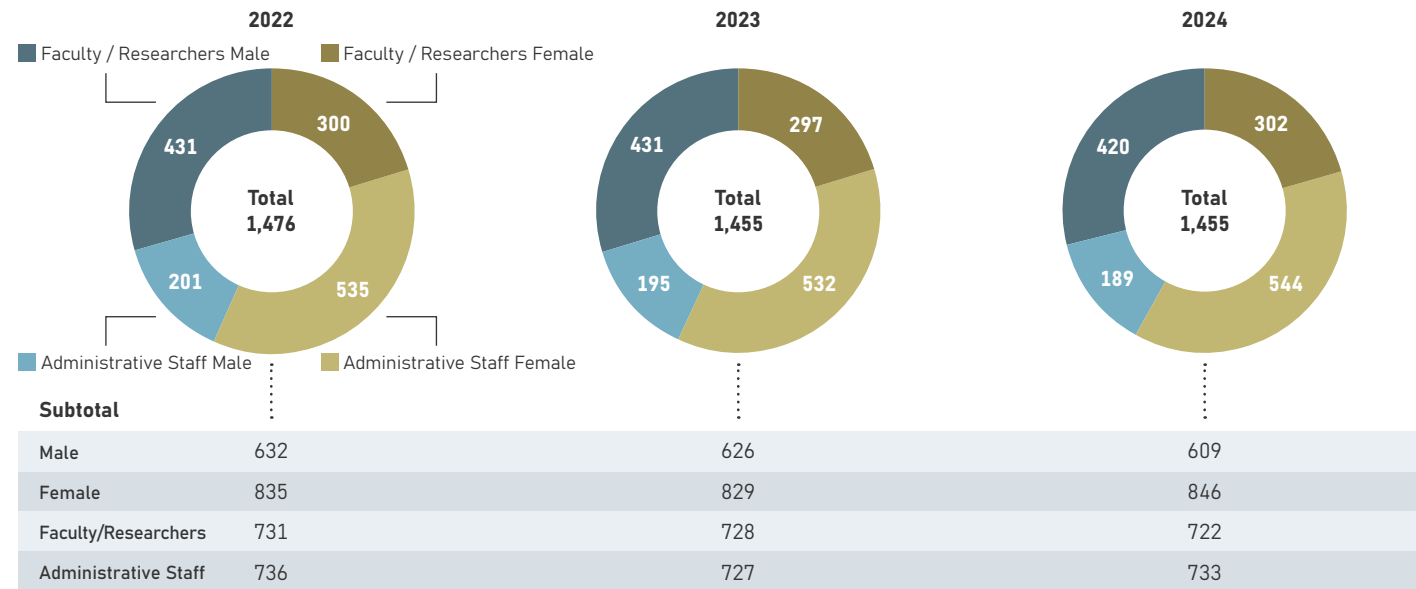
Full-time civil servants, teaching assistants, specialized scientific and technological personnel, military training instructors, campus security guards, technicians, and contract personnel.

Composition of Full-time Faculty and Staff

All NCCU units are established and operated in accordance with official organizational regulations. A comprehensive human resources system and corresponding policies have been implemented to recruit highly qualified faculty and administrative staff. Over the past three academic years, the ratio of full-time teaching and research personnel to administrative staff has remained approximately one to one, with minimal fluctuation in overall numbers.

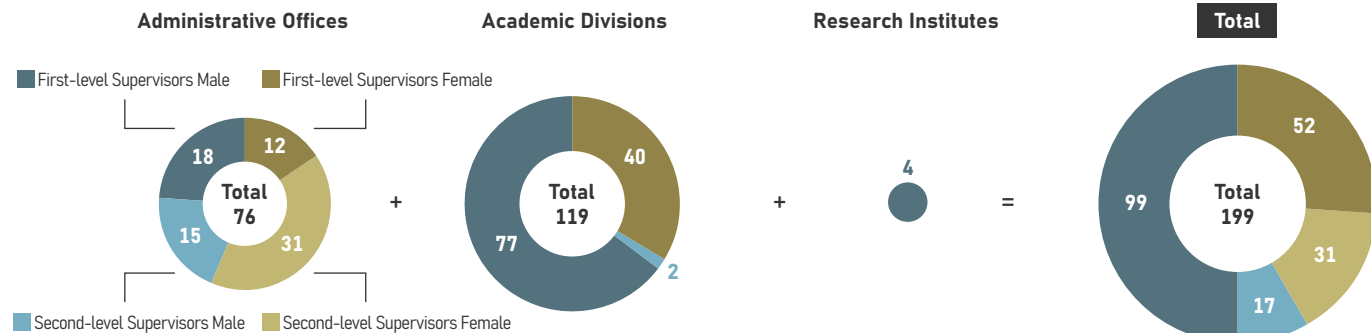
In terms of gender distribution, male teaching and research staff have consistently outnumbered female staff, whereas the reverse is true among administrative personnel. However, when examining managerial roles, the gender distribution is relatively balanced. Male managers are more prevalent in academic units, while female managers are more common in administrative units.

Full-time Faculty and Staff Changes



* Data reference date: October 15 of each year

Number of Male and Female Supervisors at NCCU in 2024



* Data reference date: October 15 of each year

* Data Definitions:

- The data reflect the number of male and female first-level and second-level supervisors across all academic, administrative, and research units at NCCU.
- Individuals holding multiple supervisory positions are counted multiple times according to the number of positions held. First-level supervisors include deputy deans, deputy directors of first-level units, and other equivalent roles.

Age Distribution

Over the past three years, the largest proportion of full-time faculty and staff were aged between 30 and under 50, accounting for approximately 50%. Those aged between 50 and under 60 ranked second, making up around 34%.



Age Distribution of Full-time Faculty and Staff

Personnel Category		Faculty / Researchers	Administrative Staff	Total
Year / Age Group				
2022	Under 30	2	72	74 (5.0%)
	30-49	320	450	770 (52.5%)
	50-59	306	179	485 (33.1%)
	60 Up	103	35	138 (9.4%)
	Total	731	736	1,467 (100.0%)
2023	Under 30	1	66	67 (4.6%)
	30-49	311	438	749 (51.5%)
	50-59	313	185	498 (34.2%)
	60 Up	103	38	141 (9.7%)
	Total	728	727	1,455 (100.0%)
2024	Under 30	0	46	46 (3.2%)
	30-49	276	433	709 (48.7%)
	50-59	296	199	495 (34.0%)
	60 Up	150	55	205 (14.1%)
	Total	722	733	1,455 (100.0%)

* Data reference date: October 15 of each year

Faculty and Staff Turnover

Over the past three years, NCCU had an average of 139 newly hired and 133 departing full-time faculty and staff members (including retirees and deceased personnel). In 2022 and 2023, the number of new hires exceeded that of departures. In 2024, the number of new hires and departures was roughly equal. Reasons for departure included personal career transitions, mandatory retirement, and voluntary retirement.

Faculty and Staff Turnover

Category	2022			2023			2024		
	Faculty / Researchers	Administrative Staff	Total	Faculty / Researchers	Administrative Staff	Total	Faculty / Researchers	Administrative Staff	Total
Number of Personnel	731	736	1,467	728	727	1,455	722	733	1,455
New Hires (Entrants)	52	91	143	44	96	140	36	98	134
Hiring Rate	7.11%	12.36%	9.75%	6.04%	13.20%	9.62%	4.99%	13.37%	9.21%
Resignations	38	96	134	42	88	130	35	100	135
Resignation Rate	5.20%	13.04%	9.13%	5.77%	12.10%	8.93%	4.85%	13.64%	9.28%

* Data reference date: Calendar year from January 1 to December 31.

* Resignations include voluntary resignations, retirements, and deaths.



Staff Training, Benefits and Compensation

Staff Remuneration and Assessment Mechanism

NCCU full-time employees are protected by the Civil Service Insurance Act (civil servants and teachers) and the Labor Standards Act (contract workers and project workers). Salaries of all employees are handled in accordance with relevant regulations.

Teachers' salaries are paid in accordance with the Teachers' Benefits Regulations, the Calculation and Payment Methods for Teachers' Pre-employment Seniority, and related explanations. After serving for one academic year, the school will assess teachers based on their teaching, research, and service performance against to the school's seniority salary promotion guidelines and, based on the evaluation results, may increase their base salary (seniority salary) by one level, up to the highest seniority salary for the position for which they are employed. Bi-annual performance appraisals for staff

and contract personnel are conducted in May (for an assessment period from January to April) and September (for an assessment period from May to August), and year-end performance appraisals are conducted each December. Regular and year-end appraisals for teaching assistants are respectively conducted each December and May.

Flexible Salaries for Teaching and Research Personnel

Flexible salary schemes are a key strategy for NCCU to recruit and retain outstanding teaching and research talents. The University has established clear standards and principles for granting flexible salaries to newly hired and reappointed faculty across all ranks, and regularly reviews and adjusts supporting measures. Funding sources include subsidies from the Ministry of Education's Higher Education Sprout Project and donations raised by the University, ensuring the provision of competitive compensation to strengthen NCCU's academic leadership in the humanities and social sciences.



2024 NCCU Faculty and Staff Salaries

Category \ Personnel	Full-Time Faculty / Researcher	Full-Time Staff Member	Full-Time Contract Employee	Full-Time Campus Security, Technicians, Workers, Drivers
Average Annual Salary	1,542,985	930,958	538,127	523,966
Median Annual Salary	1,526,040	887,085	549,439	478,305

* Data Reference Date: January 1, 2025; data includes active full-time employees only (excluding those on unpaid leave).

* Personnel Definitions:

- Full-time staff: Includes civil servants, teaching assistants, specialized technical personnel (in scarce fields), and military training instructors.
- Full-time contract employees: Refers to full-time personnel hired under NCCU's self-financed university fund and formally contracted (excluding personnel hired under research projects).

* Definition of Salary: Annual salary paid from January 1 to December 31, 2024 (including monthly salary and year-end performance bonus).

* Calculation of Averages:

- Average salary = Total actual salary paid ÷ number of recipients.
- Median salary = The midpoint value in the ordered list of all individual salaries.

Teaching and Research Staff Receiving Flexible Salaries for the 2023 Academic Year

Rank	Number of Recipients	Share	Amount Received	Share
Professor / Researcher	160	58.8%	33,741,000	72.4%
Associate Professor / Researcher	56	20.6%	8,759,000	18.8%
Assistant Professor / Assistant Researcher	55	20.2%	3,931,228	8.4%
Lecturer	1	0.4%	180,000	0.4%
Total	272	100.0%	46,611,228	100.0%

* Data period: August 1, 2023 – July 31, 2024

* Faculty receiving flexible salaries mainly includes those receiving grants for chair professors/distinguished (associate) professors / new assistant professors / teaching excellence, outstanding service, National Science and Technology Council research awards, academic research awards, as well as academic research and related expense subsidies for full-time / part-time chair professors.

NCCU Faculty and Staff Well-being Survey

To better understand the experiences of NCCU faculty and staff regarding work and life at the University, and to inform strategies for recruitment, development, and retention, the Office of Human Resources collaborated with the Office of Institutional Research to conduct a well-being survey. The survey results serve as a reference for the formulation of related personnel policies. Based on the findings, the University has proposed the following measures:

1. Improve compensation for contract staff by revising the salary scale: a 5% adjustment (including a 3% increase in line with public sector pay adjustments), and an expansion of the salary range to 17% above and below the midpoint. This adjustment will take effect on January 1, 2025, aiming to maintain flexibility while enhancing market competitiveness and creating a more attractive and retentive work environment.
2. Provide opportunities for training, diverse work experiences, and promotion.

2024 NCCU Faculty and Staff Well-Being Survey

Survey Method: An email invitation was sent to all full-time faculty and staff at NCCU to complete an online questionnaire.

Questionnaire Design: The survey included 42 items across 11 dimensions, using a 4-point Likert scale (strongly disagree, disagree, agree, strongly agree).

Summary of Results: A total of 542 valid responses were collected, representing 28.5% of NCCU's full-time faculty and staff. Exploratory factor analysis grouped the responses into five major factors, with descriptive statistics summarized in the table.

Overall, respondents expressed satisfaction with colleague relationships and teamwork, and felt a strong sense of value and identification with their work.

Among the five dimensions, "Collaboration and Atmosphere" received the highest average score (3.01), followed by "Workplace Well-Being" (2.97). "Compensation, Environment, and Career Development" received the lowest score (2.54), especially among contract staff.

Factor	Mean	Standard Deviation
Compensation, Environment, and Career Development	2.54	.668
Workplace Well-Being	2.97	.735
Collaboration and Atmosphere	3.01	.684
Life Balance and Stress	2.77	.614
Turnover Intention	2.29	.968

Full report:
<https://oir.nccu.edu.tw/codeigniter/public/uploads/幸福感指數調查.pdf>

Faculty Benefits Overview

Item	Description
Flexible Salaries / Remuneration	1. To attract and retain the best teaching talent, NCCU offers flexible salary measures to encourage excellent academic research by full-time teaching and research personnel. 2. Special remuneration is provided to those with outstanding performance in managing school operations.
Dormitory Accommodation	NCCU offers individual and family-type dormitories for students, which can also accommodate newly arriving full-time teachers for 2 years (with additional extensions possible). Other individual and family-type dormitories are available to faculty and staff for a period of five years.
Hospitalization Subsidy	Full-time faculty and staff who are hospitalized for more than three days due to illness may apply for a condolence payment of TWD1,500 (limited to once per person per year).
Physical and Mental Health Care	1. Psychotherapy counseling (commercial) services, 6 times per year. 2. The Taipei Municipal United Hospital outpatient clinic provides timely diagnosis and treatment. NCCU provides a partial subsidy for registration fees and treatment sessions.
Childcare Services	Full-time faculty may apply to admit their children to NCCU's affiliated kindergarten, elementary school and secondary school.
Continuing Education / Sabbatical / Study Abroad	1. Regulations allow for professors and associate professors to apply for research leave. 2. To encourage faculty to access new academic knowledge and promote international cultural exchanges, NCCU faculty may apply to travel abroad for lectures, research and further study. 3. Chinese language classes are offered to foreign teachers to ease their acclimation to local life. 4. NCCU has implemented a policy to encourage administrative staff to enhance their foreign language skills. Eligible staff may apply for a 50% subsidy on training fees, up to a maximum of TWD 20,000 per person per year. Registration fees for English proficiency tests are also subsidized.
Outstanding Administrative Personnel Awards	Outstanding administrative staff are publicly recognized and awarded a certificate and a performance bonus of TWD 30,000.
Outdoor Leisure Activity Subsidy	To promote healthy and positive recreational engagement among faculty and staff, NCCU provides the following subsidies: 1. Outdoor Leisure Activity Subsidy: An annual subsidy of TWD 1,000 per person is provided to support participation in outdoor recreational activities. 2. Faculty and Staff Clubs: Faculty and staff are encouraged to form and participate in diverse interest-based clubs during their off-duty hours. NCCU subsidizes club activity expenses. 3. Lunar New Year Gathering and Lucky Draw: An annual Lunar New Year celebration includes a lucky draw event for faculty and staff.
Additional Benefits	Starting in 2024, a birthday cash gift of TWD 1,000 is granted to full-time faculty and staff.

Faculty and Staff Education and Training

Administration Staff Education and Training for 2024:

1. A total of 664 staff members participated in education and training programs, accumulating 19,274 person-hours, with an average of 29.03 training hours per person.
2. The main categories of training courses offered in 2024 included:
 - **Professional training:** supervisor training, onboarding programs for new employees, and in-service training, which is further divided into basic functional training and core professional training.
 - **General education courses:** including policy advocacy courses, personal development courses, and humanities literacy courses.



New Teacher Training Camp

In 2024, NCCU held a New Faculty Orientation Camp with 28 newly appointed faculty members and 29 supervisors and instructors participating. The program included welcoming activities, an introduction and tour of the Dah Hsian Library, storytelling through course design, free writing exercises, sessions on igniting teaching passion, gender equality and information security on campus, a walking tour along the Xiaokeng Creek Literary Trail and campus, body-based creativity workshops, EMI (English as a Medium of Instruction) teaching techniques and demonstrations, a World Café on the role and imagination of the university, as well as a final reflection and feedback session.



Workplace Diversity and Inclusion

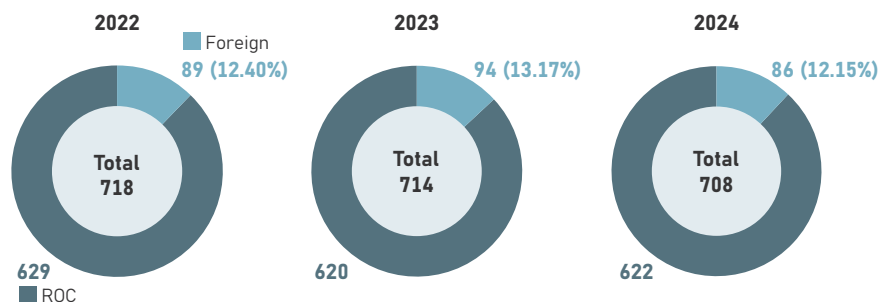
Number of International, Indigenous and Disabled Employees

NCCU's faculty and staff reflect a diverse profile, with international full-time faculty members making up around 12.15% of the workforce.

NCCU actively recruits indigenous personnel, and consistently exceeds legal

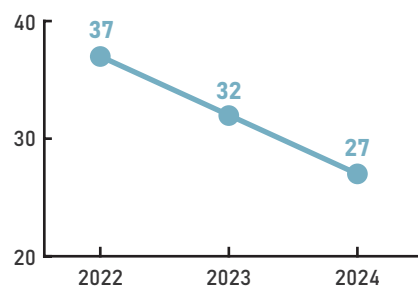
requirements in terms of employment of the disabled, redistributing resources to create permanent positions for disabled employees. We also actively cooperate with the Taipei City Wenshan District Employment Service Center to expand recruitment channels and establish workplace resources for disabled faculty and staff. By improving the workplace environment and employment opportunities and by pursuing workplace accommodations, the school promotes appropriate employment for disabled colleagues.

Proportion of Foreign Full-time Faculty

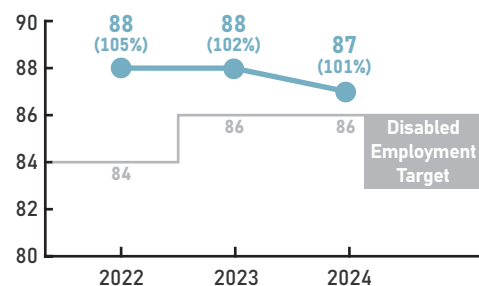


Numbers of Indigenous and Disabled Employees

Numbers of Indigenous employees



Numbers of Disabled Employees (Actual-to-target Ratio)



* Numbers of Indigenous and disabled employees are calculated based on data from October of the year in question.

* Indigenous employees includes full-time and part-time teachers, contract staff, and planned full-time and part-time assistants.

* The actual-to-target ratio is a function of the target number of disabled employees (as defined by Public and Labor Insurance status for October 1 of the year in question) by the actual number of disabled people employed.

Unpaid Parental Leave for Faculty and Staff

Type	Male	Female
Number of Parental Leave Applicants in 2024	1	13
Those on Parental Leave Expected to Return to Work in 2024 (A)	3	14
Those on Parental Leave in 2024 Who Actually Returned to Work (B)	2	10
Reinstatement Rate (B/A)	67%	71%
Those on Parental Leave in 2023 Who Actually Returned to Work (C)	1	9
Those on Parental Leave in 2023 Who Returned to Work for at Least One Year (D)	0	7
Retention Rate (D/C)	0%	78%

* Number of parental leave applicants: Those whose parental leave application start date falls within the current academic year.

* "Those on Parental Leave in 2023 Who Returned to Work for at Least One Year" refers to the number of full-time faculty and staff who resumed work after taking parental leave in 2023 and remained employed for at least one full year from the date of their return.

Grievance and Remedy Mechanisms

To protect the rights and interests of faculty and staff and prevent unlawful, discriminatory, or improper actions, NCCU has established the "Regulations for the Organization and Review of the Faculty Grievance Review Committee" and the "Regulations for the Organization and Review of the Staff Grievance Review Committee." Corresponding grievance review committees have been set up for faculty, staff, and student part-time assistants (labor-based), each responsible for reviewing grievance cases relevant to their respective groups.

To prevent workplace violence, the University President signed a "Written Statement on the Prevention of Workplace Violence" in 2023, affirming NCCU's commitment to the safety and well-being of all workers. The University has also formulated the "NCCU Prevention

Plan for Unlawful Infringement in the Execution of Duties," which outlines internal regulations and guidelines for all employees to follow. The Environmental Health and Safety Division under the Office of General Affairs is responsible for handling reports of unlawful workplace infringement. The division provides a workplace violence risk checklist, supervises units in identifying and improving risks for vulnerable groups, and regularly organizes training programs on workplace violence prevention, aiming to reduce incidents of bullying and unlawful behavior.

- Number of grievance cases filed by faculty or staff in 2024 : 2
- Number of reported workplace violence incidents in 2024 : 4 (3 cases closed with the President's decision; 1 case still under review)





**ENVIRONMENTAL
SUSTAINABILITY**

5-1

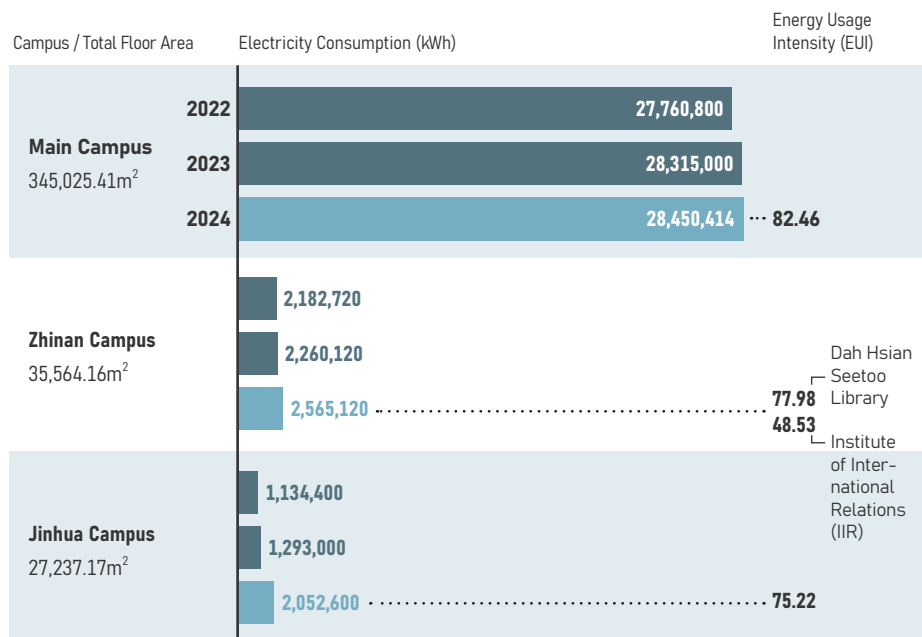
Energy and Carbon
ManagementEnergy Conservation and
Carbon Reduction

Electricity Usage and Green Buildings

NCCU's power consumption reduction target follows the *Electricity Efficiency Management Program for Government Agencies and Schools*, aiming for a 1% annual reduction. In recent years, the University has continued to inventory and expand the replacement of outdated equipment, such as lighting systems, chilled water units, and elevators. Departments have also been encouraged to replace high-consumption lighting with LED fixtures and to evaluate and replace outdated or inefficient air conditioning systems to enhance overall energy efficiency. On November 16, 2023, the NCCU Environmental Protection and Occupational Safety and Health Committee approved "[Energy Saving Recommendations](#)", offering suggested practices for departments to follow.

In addition, the University actively coordinates with departments to plan for the installation of rooftop solar panels—balancing building safety, user needs, and waterproofing requirements—to increase the use of renewable energy. In 2024, the University's estimated solar power generation reached 611,139 kWh, accounting for approximately 1.85% of total electricity consumption for the year.

Electricity Consumption for Each NCCU Campus (2022-2024)



* The Main Campus includes the upper and lower campuses.

* The Huanan Campus is composed mainly of dispersed dormitory buildings located in the Wanhshing neighborhood. As electricity usage in this area is primarily covered by student and staff tenants, it is excluded from the statistics.

Photovoltaic Installation Capacity on NCCU Campus

Campus	Building	Renewable Energy Type	Device Capacity (kWp)	2024 Actual Output (kWh)
Main Campus	Administration Building	Solar Photovoltaic (Taipower operated)	278.625	280,432
	Swimming Pool		247.125	251,984
Zhinan Campus	Dah Hsien Seetoo Library	Solar Photovoltaic (NCCU-install and direct use)	60.000	56,986
Jinhua Campus	Center for Public and Business Administration Education	Solar Photovoltaic (NCCU-install and direct use)	21.960	21,737
Combined		Transfer to Taipower: 73.42% Self-install and use: 26.58%	607.710	611,139

* Due to system upgrades in early 2024, actual power generation data for the Dah Hsien Seetoo Library and the College of Commerce and Public Affairs Center are based on measurements from April 2024 to March 2025.

NCCU Green Buildings

Dah Hsien Seetoo
Library

Zhinan Campus

- Green Building Silver Level
- 2023 Smart Building Qualification
- First Prize for Engineering Environment and Landscaping, 2021 China Civil and Hydraulic Engineering Society

Center for Public and
Business Administration Education

Jinhua Campus

- Green Building Gold Label
- 2023 Green Building Honor Award, Ministry of the Interior
- 2022 Intelligent Building Bronze Label
- 2019 Public Construction Golden Safety Award
- 2021 Public Construction Golden Quality Award



Activity Center

Experimental
Elementary School

- Green Building Bronze Label

College of Law
Main Campus

The building obtained its occupancy permit in June 2025 and is currently in the process of applying for the Green Building Label.

Greenhouse Gas Emissions

In 2024, NCCU completed its first organizational greenhouse gas inventory for the year 2023. In April 2025, the inventory passed third-party verification and received a limited assurance statement, confirming the credibility of the university's self-conducted carbon inventory. The Sustainability Office, in collaboration with the Office of General Affairs, has established an institutional mechanism to enable ongoing tracking of annual carbon emissions. The university will continue its efforts in voluntary disclosure and self-governance, adjusting its carbon reduction strategies based on actual outcomes as it works toward a net-zero campus.

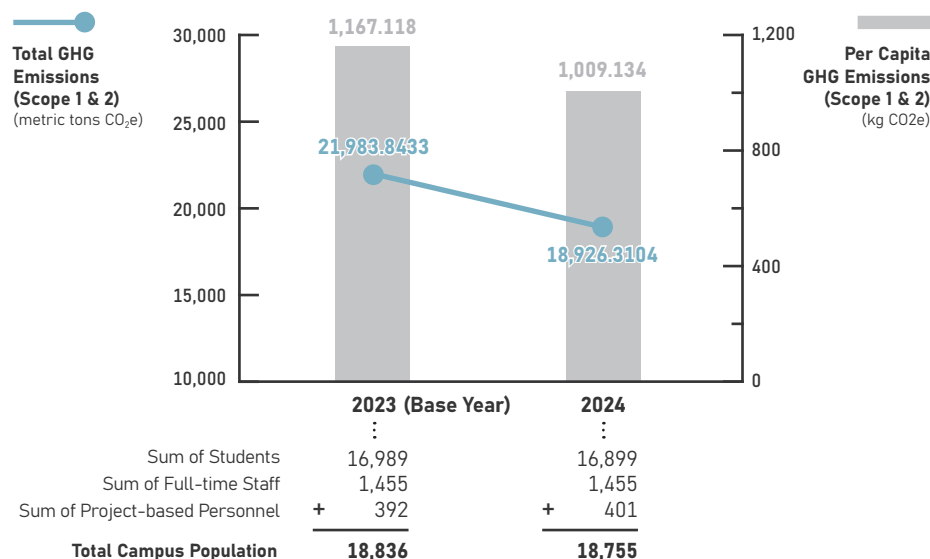
According to the inventory results, NCCU's largest source of greenhouse gas emissions in 2024 remained Category 2 (purchased electricity), with the reduction primarily attributable to the decrease in the national grid emission factor. The second-largest source was Category 4 (indirect emissions from purchased goods and

services), accounting for 17% of total emissions, mainly from upstream emissions of purchased fuel and electricity, as well as the university's top 20 procurement items.

Focusing on Scope 1 and 2, which are more manageable by the university, NCCU's GHG emissions in 2024 dropped by 14% compared to the previous year, primarily due to a 50% reduction in the purchase of SF6 gas cylinders.

In response to the major emission source identified in 2023—sulfur hexafluoride (SF6) leakage from the outdated equipment at the University's 69kV substation—NCCU actively monitored and evaluated potential improvements in 2024. Recognizing that this facility is critical to the resilience and stability of the University's overall power supply, NCCU invited representatives from the Taiwan Power Company (Taipower), the University's high-voltage equipment maintenance contractor, and certified electrical engineers to discuss potential repair and replacement strategies, such as gas leak monitoring and replacement of aging power transformers.

NCCU Per Capita Greenhouse Gas Emissions (2023-2024)



NCCU greenhouse gas emissions (2024)

Scope 5 1,699.8164 (6.5%)

Indirect GHG emissions from assets under organizational control

Electricity and natural gas usage by campus lessees

Scope 4 4,454.6334 (17.0%)

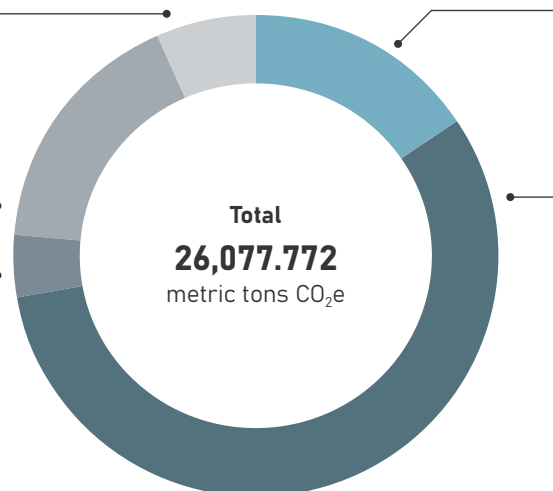
Indirect GHG emissions from use of purchased products

Upstream emissions from purchased electricity and fuel, annual top 20 procurement items, waste disposal

Scope 3 1,050.6185 (4.0%)

Indirect GHG emissions from transportation

Faculty and staff commuting (estimated), domestic and international business travel



Scope 1 4,067.4372 (15.6%)

Direct GHG emissions

Emergency generators, hot water boilers, official cars and scooters, power transmission and distribution equipment (SF6), septic tanks, refrigeration equipment coolant, fire extinguishers

Scope 2 14,858.8732 (56.9%)

Indirect GHG emissions from imported energy

Purchased electricity

* The definition of emission source is based on ISO 14064-1:2018.

* Organizational boundary of the GHG inventory: Based on the operational control approach, covering the NCCU Main Campus, Zhinan Campus, Jinhua Campus, and Huanan Campus. The boundary is consistent with that of the Sustainability Report.

* The carbon emission coefficient is calculated based on the Ministry of Environment's "Greenhouse Gas Emission Coefficient Management Table 6.04". Scope 2 uses the latest version of Taipower's electricity emission coefficient for the current year (0.494 kg CO₂e/kWh in 2023). Global warming potential (GWP) is calculated using the IPCC's Sixth Assessment Report (AR6, 2021).

Greenhouse Gas Emissions Reduction Strategies

In 2023, NCCU formulated five integrated strategies toward achieving campus carbon neutrality. The implementation status and outcomes for 2024 are detailed in the table below.



Strategy 1 Facilities Decarbonization

Measures

Ongoing replacement of fossil-fuel burning equipment (e.g., official vehicles, boilers and machine tools)

2024-2025 Implementation

- (1) Currently, 12 official cars and scooters are electric vehicles, accounting for 50% of the total vehicle fleet. Future vehicle purchases will be limited to electric vehicles. **Completed**
- (2) NCCU previously evaluated the electrification of the campus bus fleet, but due to the steep slopes on the uphill campus, low-floor electric buses may pose operational safety concerns and further assessment is needed. **Under Evaluation**
- (3) Charging stations are going to be installed at two publicly accessible NCCU parking lots. **In Progress**
- (4) When replacing aging boilers, priority will be given to assessing the feasibility of installing heat pumps. **In Progress**

Strategy 2 Expand Renewable Energy

Measures

Gradually expansion of photo-voltaic capacity on campus

2024-2025 Implementation

- (1) Solar PV systems with a total installed capacity of 525 kW have been completed, generating a cumulative 757,816 kWh since August 2023. **Completed**
- (2) Following coordination with administrative units, the next phase of solar expansion has been prioritized. Total installed capacity is expected to exceed 1,500 kW. **In Progress**

Strategy 3 Improve Energy Efficiency

Measures

Green construction certification for new buildings

2024-2025 Implementation

The newly completed College of Law building is expected to obtain Bronze Green Building Label certification. **In Progress**

Measures

Installation of high-efficiency LED lighting fixtures and other energy-efficient equipment, along with regular maintenance.

2024-2025 Implementation

- (1) Following 2024 consultant design planning, a total of 3,000 lighting fixtures are scheduled for replacement by the end of 2025. **In Progress**
- (2) Of the 23 large central chiller units on campus, 7 have been replaced over the past three years (replacement rate: approx. 30%). **In Progress**

Measures

Energy Management System

2024-2025 Implementation

- (1) The system will be deployed in three phases. In Phase 1, smart meters and management software will be installed to monitor power consumption by major split zones. **In Progress**
- (2) In Phase 2, smart meters will be installed in individual buildings and for major energy-consuming equipment. **Under Evaluation**
- (3) Phase 3 will involve integration of energy resource management across all domains. **Under Evaluation**



Strategy

4

Modify Energy Use Behavior

Measures

Design a regula-tory system to pro-mote energy conservation

2024-2025 Implementation

NCCU will promote trans-parency of energy data and draft a resource allo-cation plan to encourage conservation incentives. **Under Evaluation**

Measures

Education and training

2024-2025 Implementation

An internal research project will study energy usage behaviors and organize promotion activities. **In Progress**

Strategy

5

Improve Hillside Carbon Sink

Measures

Continued tree planting, improved tree and ecosystem maintenance

2024-2025 Implementation

Native tree planting and invasive species re-moval are ongoing to support hillside carbon sinks. *Please refer to the Ecological Conser-vation section.* **In Progress**

Measures

Carbon Credit Acquisition and Offset Trading

Future Strategy

NCCU is exploring methodology for future car-bon credit registration and offset strategies. **Under Evaluation**



NCCU Greenhouse Gas Neutralization Pathway

On January 23, 2025, the National Council for Climate Change Policy announced a draft of the *New National Carbon Reduction Targets*, declaring that compared to the base year (2005), Taiwan's medium- and

long-term carbon reduction goals have been updated to a $32 \pm 2\%$ reduction by 2032 and a $38 \pm 2\%$ reduction by 2035. NCCU will actively respond to the government's carbon reduction policies and will regularly review and adjust its targets and strategies accordingly.

NCCU Greenhouse Gas Neutralization Pathway

Year	Target	Key Strategy
2030	Reduce greenhouse gas emissions by 30% from the 2023 baseline.	1. Near-term plans include improving the 69kV substation and repairing leaks. Medium- and long-term goals include adding backup transmission and distribution facilities. 2. Priority will be given to replacing high-energy-consuming equipment to curb the growth of campus electricity usage. 3. An energy management system will be implemented to monitor and reduce the growth of NCCU electricity consumption. 4. On-campus renewable energy generation capacity will be continually expanded to at least $15 \pm 3\%$ of total contracted capacity (currently 8%).
2040	Reduce greenhouse gas emissions by 60% from the 2023 baseline.	1. Expand on-campus renewable energy capacity to $30 \pm 3\%$ of total contracted capacity. 2. Once the energy management system is in place, analyze electricity consumption data to monitor abnormal energy use and accelerate the replacement of low-efficiency equipment. 3. Design campus-level management mechanisms to increase incentives for energy conservation and promote behavioral change among faculty and students to achieve actual reductions in electricity consumption. 4. Coordinate with the national carbon emissions factor adjustment to benefit from reductions in electricity-related emissions. 5. Plan for carbon offset transactions to acquire carbon credits.
2050	Scope 1 and 2 greenhouse gas neutralization	

* Based on the 2023 baseline of 21,983.84 metric tons CO₂e, achieving a 30% reduction means cutting about 6,595.15 tons by 2030 — roughly 5% per year. In 2024, Scope 1 and 2 emissions dropped by 14%, mainly due to a 50% reduction in SF₆ procurement.



5-2

Water Resource Management

Water Usage Management

NCCU sources its water from the municipal supply. The main water consumption areas are the main campus buildings and dormitories. Since completing the 2,000-ton water tank relocation and updating the downhill campus water supply network in 2021, long-standing leakage issues have been significantly resolved. In recognition of these efforts, NCCU received an Excellence Award in water conservation from the Water Resources Agency.

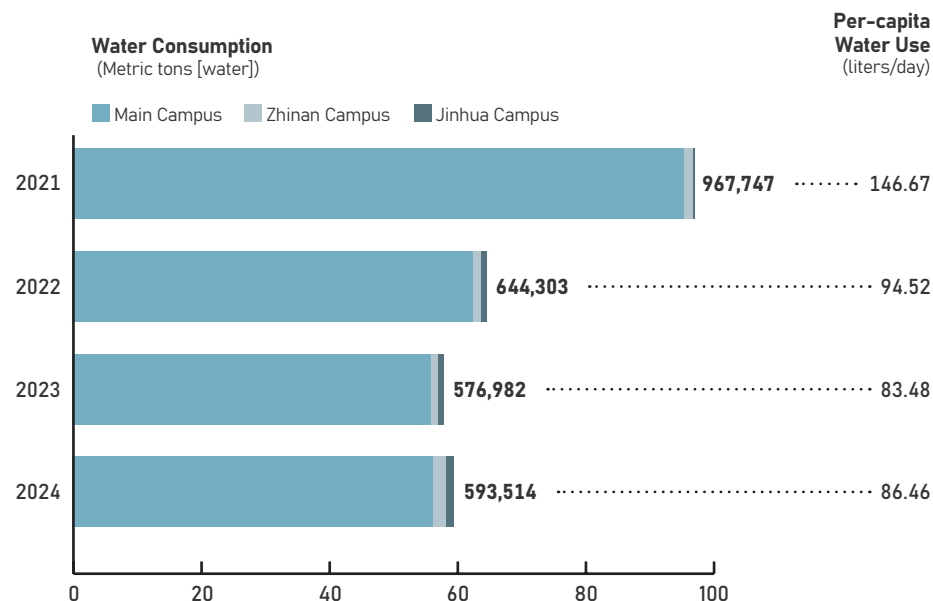
Starting in 2024, NCCU continues to upgrade the uphill campus pipelines and is planning a campus-wide water balance map.

These efforts integrate hardware upgrades, leak detection, and a supply monitoring platform to enable real-time water management. With a projected investment of NT\$48.5 million, the upgrades are expected to save 400,000 tons of water annually (approximately NT\$8 million in water bills), with a return on investment anticipated within six years—laying a strong foundation for sustainable campus development.

Discharge Water Treatment

Most sewage produced on the National Chengchi University campuses is handled by the Taipei City municipal wastewater system. An exception is the dormitories in the Uphill Campus, which are equipped with an independent sewage treatment plant. The facility is operated and maintained by an external contractor and is regularly inspected for pH, suspended solids, chemical oxygen demand (COD), and biochemical oxygen demand (BOD), with all test results meeting required standards. NCCU holds both the Simplified Discharge Permit and relevant documentation for wastewater discharge. In 2024, approximately 35.18 million liters of treated surface water were released.

Water Consumption by Campus (2021-2024)



* The Huanan Campus includes a group of dormitory buildings scattered throughout the Wanxing neighborhood, where water consumption is paid for by residents, and thus is not included in this table.

Recent Water Conservation Improvement Measures

Improvement ▶	Retire outdated 2,000m ³ water storage tank and improve pipelines	Dormitory leak repairs	Replacing outdated equipment with water-saving fixtures	Engineering consultancy for campus water supply system planning	Pipeline replacement – Downhill Campus	Campus-wide smart water meter installation project
Description ▶	1. Replaced 1.6 kilometers of water pipelines 2. Installed seven new pumping units	Replaced 120 meters of water pipelines and repaired water leaks	Upgraded the following equipment: 1. Water-efficient flush toilets 2. Automatic sensor flush valves for urinals 3. Water-saving faucet aerators	Develop a proposal to improve the campus water supply system	Replaced 1.3 kilometers of water pipelines on downhill campus	Install smart water meters across all campus buildings and develop a campus-wide water balance map
Investment (TWD) ▶	21,538,664	307,500	2,000,000	980,000	16,390,000	8,000,000

Water Conservation Blueprint

NCCU will continue promoting a smart water campus through environmental education, improved water-use efficiency, real-time monitoring systems, and integration of rainwater harvesting. The goal is to reduce total annual water consumption to below 550,000 tons.

NCCU Water Resources Blueprint

Dimension	Future Strategy
Awareness and Education	Promote the priority use of equipment labeled as water-efficient, carry out school-wide water-saving awareness campaigns in response to drought relief policies, and formulate a school drought disaster response flow chart.
Water Use Efficiency	Replace water-saving equipment: Continuously replace outdated equipment with water-efficient devices (e.g., lavatory fixtures, water coolers, boilers, and hot water tanks in dormitories). Pipeline Upgrades: Follow established plans to gradually upgrade the campus pipeline network along with all related mechanical and electrical equipment.
Monitoring and Control	Experience in implementing water zoning control measures from 2020 to 2023 will be leveraged to install 20 digital water meters in key areas and 6 storage tank motor level monitors, along with upgrades to the monitoring and management interface. The system will enable proactive alerts for anomalies, enhance leak reporting and repair mechanisms, and achieve digitalized and transparent water management.
Rainwater recycling system	NCCU currently operates rainwater recycling systems at Ziqiang Dormitory 10, the Research and Innovation Center, Dah Hsian Seetoo Library, and the College of Commerce Building. Recycled rainwater is used to support toilet flushing, replenish landscape ponds, and irrigate plants.

NCCU Rainwater Recycling Systems

Campus	Building	Rainwater recovery tank capacity (m ³)	Rainwater usage (CMD)
Main Campus (Upper Campus)	ZihCiang Cluster No. 10	200	5
	Research, Innovation and Incubation Center	100	5
Zhinan Campus	Dah Hsian Seetoo Library	250	40
Jinhua Campus	Center for Public and Business Administration Education	100	10

Event Snapshot Field Visit: Zhinan River Embankment Restoration Site

The Jingmei and Zhinan Rivers, which border the NCCU campus, are integral to the university's landscape. Since 2022, the Taipei City Government has promoted the "Jingmei-Zhinan River Confluence Embankment Restoration Project," using near-natural engineering to balance flood control with ecological conservation. The project was completed in 2024.

To deepen campus understanding, the Office of General Affairs held a lecture and site visit on November 20, 2024, inviting Dr. Chia-Ning Yang of Sinotech Engineering to share her insights and lead a tour of the restored area. On January 13, 2025, Dr. Yang was invited again to give a special report at NCCU's 232nd University Council Meeting, tracing the river's transformation and encouraging discussion on integrating ecological awareness into future campus planning.



Left, Right: Zhinan River Embankment Site Visit and Lecture



5-3

Green Procurement and Resource Circulation

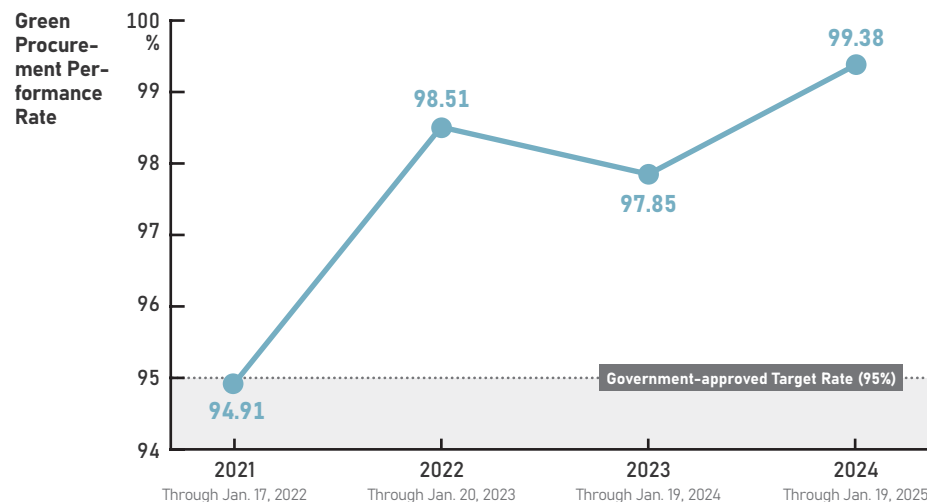
Green Procurement

NCCU's green procurement policy follows the government's "Institutional Green Procurement Plan" to encourage offices and units within the university to prioritize "recyclable, low-pollution, resource-saving" products, particularly those which have received official green certification for environmentally friendly products.

The Office of General Affairs has set up a "Green Procurement Zone" listing relevant regulations and reference materials to guide various school units in implementing green procurement practices. Departments are also encouraged to lease "lease-before-buy" priority products.

In recent years, NCCU's green procurement performance has steadily improved and exceeded the government-approved target rate (95%). The University will continue to encourage all procurement personnel to register for green procurement training provided by the Ministry of Education (in-person and online) to enhance their understanding of the relevant processes and further promote green consumption on campus.

Green Procurement Amounts and Performance Rates (2021-2024)



Green Procurement Performance for Office Supplies

Procurement Item		2022	2023	2024
Electronic Products	Green-certified Products Procurement (NTD)	27,491,532	25,162,485	25,000,442
	Total Product Procurement (NTD)	27,915,729	25,387,551	25,175,187
	Green Procurement Rate	98.5%	99.1%	99.3%
Cleaning and Janitorial Supplies	Green-certified Products Procurement (NTD)	812,439	803,439	1,523,117
	Total Product Procurement (NTD)	845,052	823,734	1,525,901
	Green Procurement Rate	96.1%	97.5%	99.8%
Office Paper	Green-certified Products Procurement (NTD)	463,710	533,959	474,455
	Total Product Procurement (NTD)	465,152	533,959	474,455
	Green Procurement Rate	99.7%	100%	100%

* Green-certified products in this context refer to Type I environmental label items.

Waste Disposal and Reduction

Waste and Recycling Management

General domestic waste produced at NCCU was commissioned by qualified waste removal companies to provide daily waste collection services, trucking waste to the Taipei City municipal incinerator for processing. The contractors report total tonnage of waste transported every month for university records. Given frequent events and markets along Siwei Road on the Main Campus, the Office of General Affairs allows event organizers to request additional trash bins and outdoor cleaning support from the Environmental Safety and Health Division, thereby strengthening waste control during events and maintaining a clean campus environment.

A 2023 review of on-campus recycling policies revealed inconsistencies in the number and categories of trash and recycling bins across various buildings, which hindered convenient and proper sorting by students and faculty, and complicated recycling operations. In response, the Office of General Affairs and the Student Association jointly launched an improvement initiative in 2024. A comprehensive inventory of all administrative and academic buildings was conducted, and standardized recycling bins with four clearly labeled categories—waste paper; paper containers and aluminum foil packs; glass and metal cans; and plastic—were provided across campus. A [custom recycling map](#) was also developed to help users easily locate collection points and sort their waste appropriately, further enhancing recycling performance at NCCU.

Waste Reduction and Resource Circulation

To reduce the single-use waste generated by campus meetings and events, NCCU has included green procurement requirements in its dining service contracts. These stipulate that vendors are prohibited from using disposable

plastic tableware, including Styrofoam and melamine, and are encouraged to provide recyclable or reusable options for customers. Most on-campus vendors now offer a NT\$5 discount to customers who bring their own eco-friendly containers, promoting behavior change through incentives. In addition, the 222nd University Council Meeting approved a "Bottled Water Reduction Initiative," under which bottled water is no longer provided at meetings. Instead, urns of tea and reusable cups are offered as the default option.

Retired Goods Auction

To further promote reuse and waste reduction, the Property Management Division of the Office of General Affairs has hosted annual "Retired Goods" auctions since 2021. Items such as desktop computers, laptops, LCD monitors, and chairs—though past their service life but still usable—are refurbished and auctioned to interested students and faculty. In 2023, the auction raised NT\$26,900. In 2024, the clearance rate reached 60.53%, with a total of NT\$31,600 raised.



Retired Goods Auction

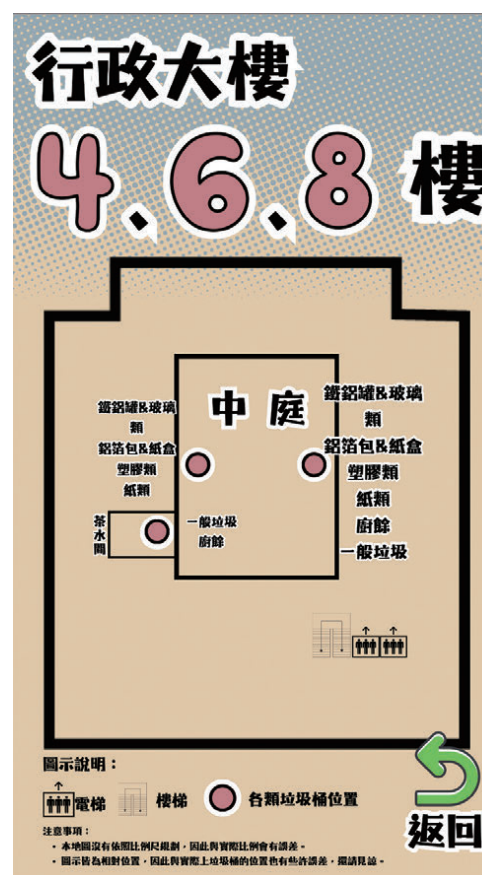
Waste and Recycling Statistics (2022-2024)

Category \ Year	2022	2023	2024
General Waste (Incinerated)	777.02	753.28	723.53
Recyclables (metal, plastic, paper)	-	-	62.68
Food Waste	-	-	2.45

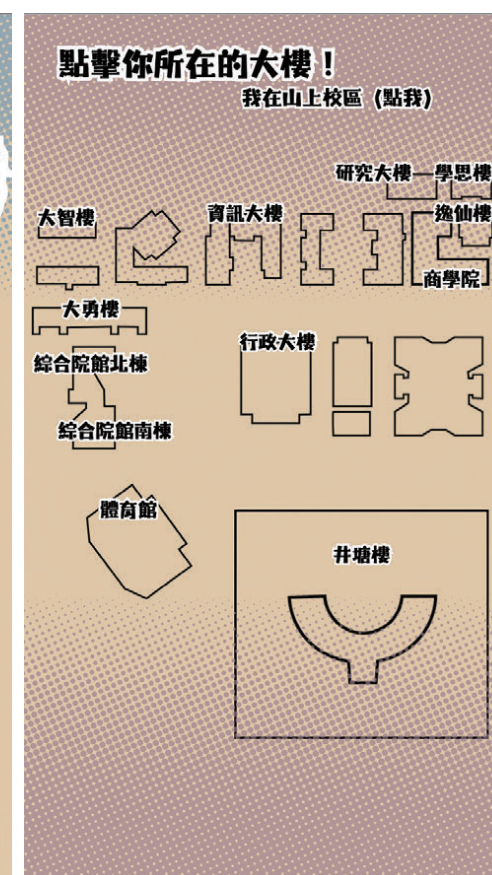
Unit: Tons

* This table includes statistics from the Main Campus, Zhinnan Campus, and Jinhua Campus.

* Data for recyclables and food waste have been collected starting in 2024.



Campus Map of Trash and Recycling Bins



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTIONHighlight
Case

Eco-Friendly Hydration at the Campus Marathon

NCCU Physical Education Office | Campus Marathon

In 2024, over 2,400 participants joined NCCU's campus marathon, which incorporated various waste reduction measures: reusing event materials, using recycled fabrics for T-shirts, and adopting a fully paperless approach (e-certificates and online notices), saving over 32,000 sheets of paper.

The most notable effort was the eco-friendly hydration setup. In collaboration with the social enterprise "Tea for All" and alumni sponsor Chicony Electronics CO., the event provided reusable foldable cups, reducing expected paper

cup usage from 5,800 to 1,400—a 75% decrease. Water stations offered refillable dispensers, consuming 24 barrels (480L) of water, equivalent to saving 800 bottles of water and reducing carbon emissions by approximately 122.4 kg.

A post-event survey showed that nearly 50% of respondents supported the reusable cup initiative and were willing to keep using them. The PE Office plans to phase out bottled water entirely in future marathons, advancing toward a full "Refuse" of single-use containers.

奉茶行動減量證書
Bottle Reduce Report

2024 政治大學校園馬拉松 響應支持不塑供水
促成寶特瓶減量共 **266.7** 個，總減碳量達 **40.8** 公斤
等於 **3.4** 棵樹一年的碳吸附量



現場加水站成效

2024 政治大學校園馬拉松



X Chicony®
群光電子

活動日期 | 2024/12/08
報告日期 | 2024/12/12

奉茶行動 源點社會企業股份有限公司 My Hong-Te Water Refillmap

Note: Data in the certificate reflects only the sponsored stations; full consumption was recorded by NCCU Sports Office.

5-4

Resilient Campus

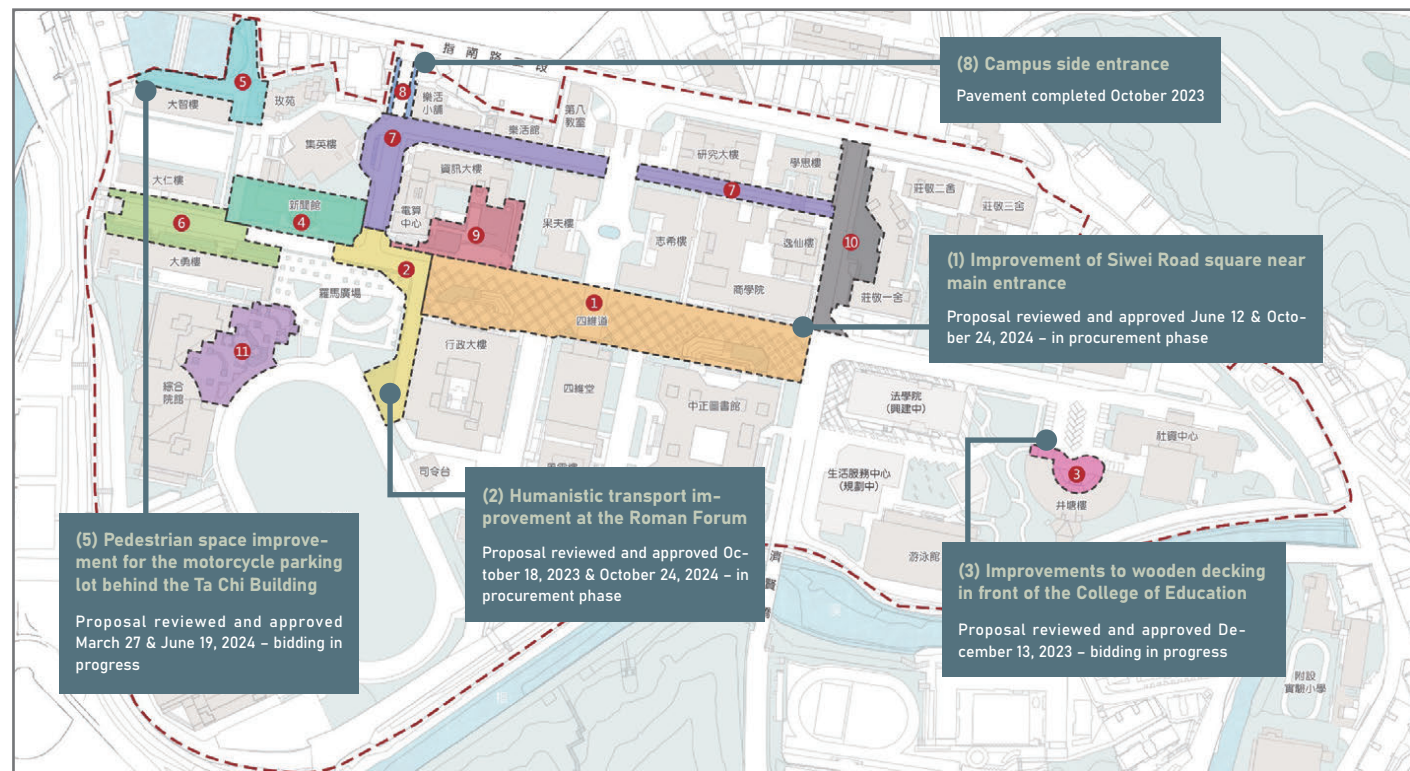
Campus-Wide Landscaping Improvement Plan

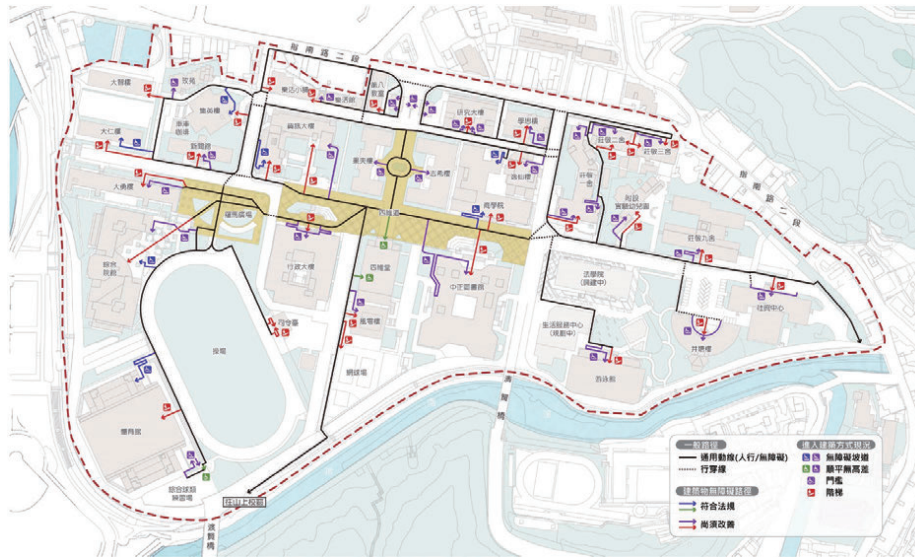
NCCU's main campus is located in an area characterized by high humidity and frequent rainfall throughout the year. In addition, many buildings and facilities are aging, resulting in slippery or uneven surfaces that often cause slips or falls among faculty and students. To address this issue, the Office of General Affairs conducted a comprehensive professional survey of the outdoor barrier-free pathways connecting campus buildings and formulated a campus-wide landscaping improvement plan. The goal is to create a safe and pedestrian-friendly environment by optimizing walkway design and spatial usage, incorporating Nature-based Solutions (NbS) to expand permeable and green areas, reduce future maintenance costs, and enhance the overall aesthetics of the campus. Priority areas for improvement will be determined based on annual budgets, manpower availability, and construction timelines, with phased implementation across multiple years.

Campus-Wide Floor and Landscape Improvement Concepts and Strategies

Concept Goal	Strategy	Method
Anti-Slip Safety	Use anti-slip and water permeable designs	Use thicker anti-slip floor tiles and high-pressure permeable bricks for walking surfaces
Sidewalk Tile Safety Upgrades	Smooth pavements with fewer gaps	Use larger floor tiles without sloping corners and reduce gaps between tiles
Responding to Climate Change	Incorporate low impact development (LID) and nature-based design (NbS)	Use permeable bricks to guide surface runoff to soil beneath; use green base plates to create continuous green belts or in-ground tree planters; plant shade trees; and plan climate-friendly walking spaces
Humanistic Transport	Campus-wide barrier-free environment survey, improved pedestrian movement channels and implement reasonable space allocation	Adjust road types, add buffer green belts, install speed bumps, and create new barrier-free routes
Participatory Planning	Distribute questionnaires and conduct symposiums	Conduct symposiums and surveys to assess perceived problems and actual user needs

Phased Pavement and Landscape Improvement Plan for the Lower Campus





Accessibility Pathway Improvement Plan for the Downhill Campus

As part of the university's campus-wide landscaping improvement project, an on-site survey of accessibility facilities around buildings and pedestrian paths has been conducted. Some areas still require improvement—such as non-compliant ramps, uneven walkways, or stair-only access routes (indicated by red and purple lines on the map). Improvements will be implemented gradually based on project phases and available funding from the university endowment.



Uphill Campus Lawn Beautification

On March 12, 2024 (Arbor Day), NCCU collaborated with the Forestry and Nature Conservation Agency to plant 40 native and culturally significant trees—such as ring-cupped oak, subcostate crape myrtle, Formosan sweet gum, wild pear, schima, and flowering dogwood—on the main lawn. As part of the landscape revitalization, new features were added to transform the underused lawn into a welcoming rest area for students and the public.

- A new circular path was built using gravel surfacing, with platform nodes along the edge to enhance accessibility and connectivity with nearby walkways.
- Seating was added beneath trees, along with outdoor lounge chairs, while preserving the central lawn area for open activities.



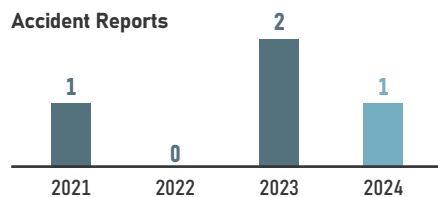
Occupational Safety and Health Management Plan

NCCU's occupational safety policies are set in accordance with the *Occupational Safety and Health Management Measures*. According to Articles 2 and 3, NCCU is a Category 3 low-risk enterprise as a whole, but the laboratory facilities of the Institute of Neuroscience regularly handle toxic chemicals and is thus listed as Category 2 (moderate risk). As a result, the school is required to appoint a Category A occupational safety and health business manager, occupational safety administrator, and occupational safety nurse, along with Category C occupational safety and health business managers and other personnel to devise and administer occupational safety plans.

NCCU's *Environmental Protection and Occupational Safety Committee* produces an annual *Environmental Safety and Health Management Plan* that focuses on ensuring the safety of all faculty, staff and students by monitoring legal and regulatory compliance, improving safety and health awareness, preventing occupational accidents, and advancing environmental protection through pollution prevention, hazard prevention and continuous improvement.

In recent years, NCCU has strengthened safety and health awareness and training for both new and current campus workers to promote occupational injury prevention. The university has also established *Guidelines for the Occupational Safety and Health Management of Contractors* to strengthen supervision of contractors (including commissioned services) and require necessary protective measures to avoid accidents and injuries.

Occupational Accidents (2021-2024)



Occupational Safety and Health In-Service Training (2022-2024)

Year	Topic	Attendance
2022	Women's health from adolescence through adulthood and menopause	150
	Injury risk prevention	250
2023	Work habits and disease prevention	150
	Identifying workplace environmental hazards and safety issues	121
	Workplace safety and chemical safety management	122
	Introduction to Occupational Safety Law and Campus Hazard Identification and Prevention	257
2024	Protecting Your Vision – An Introduction to Eye Care	77
	Health Checkup 101 – What You Should Know	80
	Bringing Health Knowledge into Daily Life	92
	Be the Master of Your Body – Start by Understanding Yourself	83

Campus Safety and Disaster Prevention

Campus Disaster Emergency Response Process

On December 27, 2021, NCCU released emergency response flowcharts accessible through QR Codes, and implemented a 24-hour hotline (monitored by the Student Safety Center) to receive alerts for disasters or other emergencies and to coordinate rapid response.

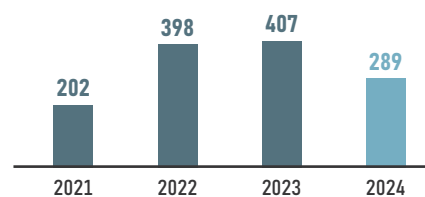
In the event of a disaster, NCCU will notify relevant agencies including police, fire department, the Ministry of Education's School Safety Center of the Ministry of Education and other authorities in accordance Ministry of Education directives, and keeps a current record of all such communications. The university President (or recognized surrogate) is also notified, at which point the urgency of the incident is assessed. If the incident is determined to constitute an emergency, the emergency

response team is activated under the direction of the President who is responsible for coordinating the emergency response.

Historical Statistics for Campus Safety Incidents

In the four years from 2021 to 2024, NCCU reported 316 accidents, 436 safety maintenance incidents, 35 incidents of violence or deviant behavior, 11 disciplinary conflicts, 9 child and adolescent protection incidents, and 5 natural disasters. There were also 383 disease cases and 101 incidents classified as "other". NCCU regularly reports such incidents to joint safety and maintenance meetings, and

Campus Safety Incidents (2021-2024)



encourages all administrative and academic offices and personnel to work together in caring for students and assisting in implementing improvements.

Campus Safety Promotion Activities

The NCCU School Safety Center continues to organize various campus safety promotion activities. In 2024, topics included earthquake preparedness and evacuation, anti-bullying measures, traffic safety, drug abuse prevention, anti-fraud precautions, personal safety, and campus disaster safety education. These efforts aim to raise students' disaster awareness, strengthen evacuation and self-protection skills, and promote correct lifestyle values and drug resistance knowledge.

At the annual class representative and student association leaders' meeting, key topics such as campus safety, anti-drug campaigns, anti-fraud awareness, traffic safety, and gender equality were promoted. These sessions helped enhance students' knowledge and response abilities, and encouraged them to seek assistance when needed to ensure both personal and campus-wide safety.

Campus Disaster Prevention Planning and Disaster Prevention Map

The Office of General Affairs conducts continuous assessment of potential disaster threats on campus and in the surrounding area through the investigation and analysis of past incidents, campus environmental safety inspections, flood control checks, and hillside hazard assessments. As needed, the Office invites experts, certified technicians, or professional technical guidance teams to conduct on-site inspections to assist in identifying potential disaster risks. These measures help enhance preparedness and reduce the risk of casualties and property loss, and also serve as key references for faculty, staff, and student disaster preparedness education and safety drills.

The NCCU campus disaster prevention and rescue plan includes disaster prevention maps that specify on-campus evacuation routes, off-campus refuge routes, assembly points, first-aid stations, and the locations of pre-positioned disaster response supplies and equipment. These maps and related information for both the uphill and downhill campus areas are published on the university website for easy public access.

Campus Safety Promotion Activities

Topic	Description	Participants
Earthquake Disaster Prevention and Evacuation	disaster preparedness training and awareness raising	121
	National Disaster Prevention Day	250
Bullying Prevention	Special lecture	92
	Poster Design Competition	5 winning entries
Traffic Safety	 awareness raising activities	332 (3 sessions)
Drug Abuse Prevention	Three Special Topic Lectures Held On: - March 27, 2024 - October 25, 2024 - March 31, 2025	334 (3 sessions)
	Featured Awareness Campaigns	2,315 (17 sessions)
Anti-fraud precautions	educational activities	664
Campus Safety Education	Class representatives designed promotional materials	125

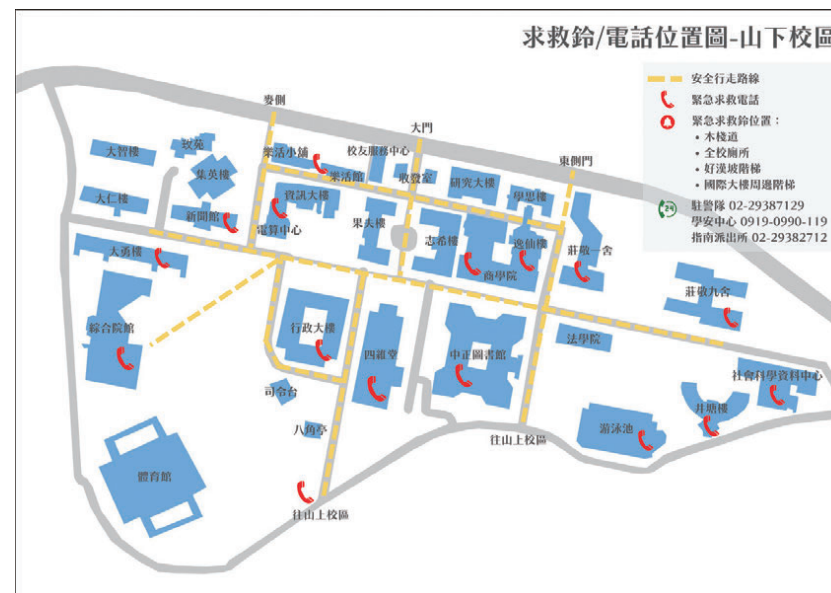
NCCU's 2024 Disaster Risk Assessment

Risk	Level
Earthquake Risk	Low
Flooding Risk	Medium
Hillside (Landslide) Risk	High
Radiation Risk	None
Tsunami Risk	None

* According to the Ministry of Education's Disaster Prevention Education GIS Platform for School Campuses



NCCU downhill campus safety map



NCCU downhill campus emergency phone locations

5-5

Ecological Campus

The NCCU main campus is part of the Maokong mountain system, with the Zhinan and Jingmei creeks flowing through it, resulting in a rich and diverse ecosystem. An ecological survey conducted by the ROC Natural Ecological Conservation Association in the Maokong area in 2023 (see table below) confirmed the high level of biodiversity in the mountainous area behind the campus.

A variety of wild animals commonly found in low-lying mountainous regions have been recorded on campus, including mammals such as the Formosan Reeves's muntjac,

Maokong Ecological Survey Results

Type / Area	Distinct Species Spotted in Maokong Area	Distinct Species Spotted in NCCU
Plants	286	88
Mammals	13	7
Birds	37	16
Amphibians	19	13
Reptiles	23	10
Butterflies	53	19

* The data for the above table are taken from the 3rd stage report for the Maokong Ecological Survey commissioned by the Taipei Municipal Zoo in 2023, to be implemented by the ROC Natural Ecological Conservation Association.

crab-eating mongoose, masked palm civet, and ferret badger, as well as numerous species of birds, reptiles, and amphibians. Among these, the most critically endangered is the pangolin, which is listed as Critically Endangered (CR) by the International Union for

Conservation of Nature (IUCN).

There are currently two protected trees on campus (Tree IDs 1404 and 1405), registered with the Taipei City Government, which are regularly inspected and documented for status reporting.

Flora Management

NCCU is committed to creating an organic and ecologically healthy campus environment, without the use of any pesticides or herbicides. In addition to selecting appropriate plant species for seasonal planting, the university continues to carry out revegetation efforts on bare areas of the campus. Following the principle of "right plant, right place," priority is given to long-blooming species, while overly aggressive plants are avoided. Over time, native Taiwanese species are being adopted as the primary choice for campus planting.

The university is also actively investing in necessary intervention measures, such as loosening compacted tree planters and preventing brown root disease through soil

microbial improvement. In addition, NCCU monitors invasive alien plant species—such as *Mikania micrantha*—and removes them manually upon discovery.

Environmental Education

NCCU continues to promote environmental education for students, faculty, and the surrounding community through various media platforms, general education courses, and ecological engagement activities. The University is also expanding its range of environmental education programs to help strengthen ecological literacy, foster environmental awareness, and deepen the sense of interconnection and harmony with all life.

In 2024, NCCU signed a Memorandum of Understanding (MoU) with the Taipei Zoo to jointly develop the "Greater Wenshan Learning Corridor," an initiative that integrates humanities, ecology, and global perspectives. This partnership aims to enhance collaboration in nature conservation and the exploration of local history and culture.

Unique Flora and Fauna of NCCU



- ① Small Indian Civet (*Viverricula indica*)
- ② Red Giant Flying Squirrel (*Petaurista petaurista*)
- ③ Chinese Box Turtle (*Cuora flavomarginata*)
- ④ Green Hawkmoth (*Theretra oldenlandiae*)
- ⑤ Protected Tree near Dayong Hall
- ⑥ Chinese Lady's Tresses (*Spiranthes sinensis*)



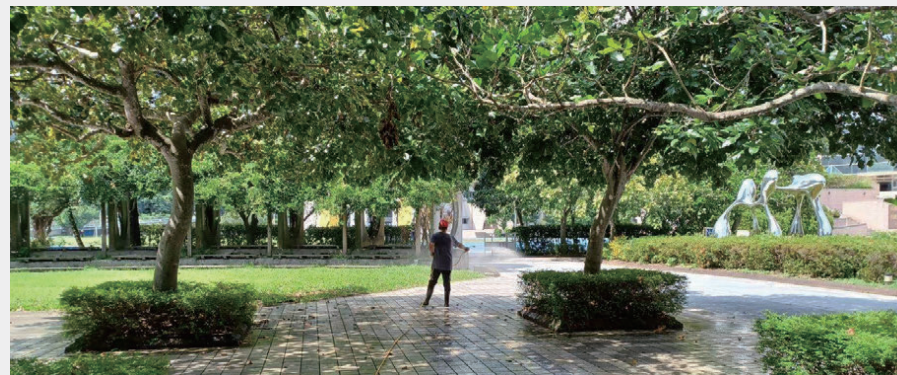
Event Snapshot

Using Microbes to Repel Midges: Organic Trial Shows Promising Results

From March to mid-September 2024, NCCU conducted a trial at Roman Plaza using an organic soil amendment to alter microbial conditions and deter the breeding of biting midges (*Forcipomyia taiwana*). The organic spray was applied to the ground to change the midge-preferred habitat, and the results showed a significant decline in their population. Even after applications ceased during winter, the suppression

effect lasted until the following spring.

During the same period, another organic fertilizer was applied via drip irrigation to the large camphor tree near Bai Nian Building to improve soil microbial health and prevent root rot. The tree's condition visibly improved, and a noticeable reduction in midges was also observed in the surrounding area.



NCCU Students Explore Taipei Zoo through Multilingual Guided Tours

On September 21, 2024, NCCU's Office of University Social Responsibility (USR) and the College of Foreign Languages co-organized an event titled "*Encountering Taipei's Animal Stars: A Cross-Cultural Zoo Visit by Local and International Students*." This marked the first collaborative activity following the signing of the MoU between NCCU and Taipei Zoo.

Local and international students joined the visit as language partners, experiencing bilingual guided tours and cultural exchange. With foreign

visitors making up nearly 30% of Taipei Zoo's annual guests, the partnership leverages NCCU's diverse language departments and teaching resources to train the first cohort of young multilingual docents.

Looking ahead, the two institutions will continue to collaborate—especially in light of the upcoming MRT Circle Line (South Section)—to support local development and transform the Wenshan area into a vibrant international university district.



Indigenous Week Campus Walk: Learning about Wild Edible Plants with Tribal Elders

As part of Indigenous Culture Week themed "Departure," NCCU's Aboriginal Resource Center organized a workshop titled "*Into the World of Plants: Wild Edibles and Indigenous Knowledge*."

Led by Ms. Chang Yue-Mei from the Xizhou community of the Amis tribe, the workshop

guided students on a walk across campus to identify and taste wild edible plants. Along the way, the speaker shared personal stories and introduced the cultural significance of wild plant knowledge in Amis traditions.



15
LIFE
ON LANDHighlight
Case**NCCU Invasive Vine Removal Campaign**

NCCU Office of General Affairs, Samsung Electronics Taiwan | Environmental Volunteer Program

In October 2024, NCCU partnered with Samsung Electronics Taiwan to carry out a *Mikania micrantha* removal campaign at the onset of its flowering season to prevent further spread. During the event, participants were introduced to the characteristics and ecological impact of the species. Native to Central and South America, *Mikania micrantha* has been listed by the International Union for Conservation of Nature (IUCN) as one of the "100 Worst Invasive Alien Species." Known as the "green cancer" due to its rapid growth and tendency to smother native plants by blocking sunlight, it flowers between October and

February and disperses seeds quickly after flowering.

To reduce its spread, Taiwan's Ministry of Agriculture has designated August and September as official removal months. At NCCU, the vine typically appears on sunlit slopes such as those near Daofan Hall, the College of Communication, and the Arts Center. The campaign successfully removed 169 kilograms of *Mikania micrantha* from the campus. NCCU's Environmental Health and Safety Office continues to work with contractors for regular monitoring and removal to protect biodiversity in the uphill campus area.

15
LIFE
ON LANDHighlight
Case**NCCU Bird Collision Prevention**

Office of General Affairs, Office of Academic Affairs, Library | Campus Facility Improvement

Due to NCCU's proximity to an ecologically rich mountainside, reports of bird-window collisions have been occasionally filed when birds mistake reflective glass for open habitat. NCCU has continued monitoring such incidents and providing relevant departments with improvement guidelines and recommendations.

In 2024, the College of Liberal Arts and the Office of Academic Affairs installed diamond-patterned window decals on seven classrooms facing the mountainside in the

Centennial Building (e.g., Room 330304). In addition, after reports confirmed the death of a Mikado pheasant (a protected species) due to a window strike near the hillside bus shelter and the Main Library, the Environmental Health and Safety Office and the Library took further corrective actions. Measures included adding window decals and keeping curtains drawn to reduce tree reflections on glass façades, which can mislead birds and lead to fatal collisions.





APPENDIX

Changes and Explanations of Material Topics

In response to this year's adjustments to the names and scopes of sustainability survey topics—and taking into account the survey results together with relevant internal policies—the changes in material topics are summarized in the table below. NCCU continually evaluates and refines the content of its Sustainability Report to ensure that it accurately reflects the University's sustainability goals and ongoing efforts.

Material Topics 2023	Material Topics 2024	Adjustments	Explanation	Relevant Sections
Low-Carbon Campus Planning	E01 Greenhouse Gas Management	Name updated while maintaining materiality	The original topic, "Low-Carbon Campus Planning," covered an overly broad range of issues; therefore, this year it has been separated into an independent topic—Greenhouse Gas Management. In alignment with the government's 2050 net-zero goals, NCCU is developing its carbon-neutral pathways and strategies.	5-1 Energy and Carbon Management
Power-saving Management and Green Energy	E02 Power Management and Renewable Energy	Name updated while maintaining materiality	Campus electricity and water consumption are the University's two most significant environmental impacts and also influence its financial performance. This year's survey shows that faculty, staff, and students place particular importance on energy and water conservation outcomes; therefore, these issues have been included as material topics for the year.	5-1 Energy and Carbon Management
N/A	E03 Water Resource Management	New material topic		5-2 Water Resource Management
Waste Reduction and Disposal	N/A	Name updated while reclassified as a general topic	This year, the topic has been renamed "Resource Circularity," expanding the scope to examine the University's actions across the full life cycle of material resources. However, as related strategies are still under development, it is classified as a general topic for this year, while continuing to be disclosed and reported in the Sustainability Report.	5-3 Green Procurement and Resource Circulation
Landscape Creation and Aesthetic Education	N/A	Reclassified as a general topic	NCCU's campus landscape enhancement plan advances each year based on available resources. Therefore, this topic has been reclassified as a general topic for this year, while continuing to be disclosed and reported in the Sustainability Report.	5-4 Resilient Campus
Physical and Mental Health of Staff and Students	S01 Physical & Mental Health of Staff and Students	Maintaining materiality	N/A	4-1 Physical and Mental Health
Caring for the Disadvantaged	N/A	Reclassified as a general topic		4-3 Student Life
Gender Equality and Human Rights	N/A	Reclassified as a general topic	Last year, NCCU issued its EDI Declaration, affirming "equity, diversity, and inclusion" as one of the University's key humanistic values. As all units continue to advance EDI practices through their respective operations, this topic has been reclassified as a general topic for this year, while continuing to be disclosed and reported in the Sustainability Report.	4-2 Gender Equality
Multiculturalism and Innovation	N/A	Reclassified as a general topic		4-3 Student Life
N/A	S05 Career Counseling	Reclassified as a Material topic	NCCU places strong emphasis on student empowerment and career development, and this year's survey results also indicate a high level of concern for this topic. Therefore, it has been included as one of the material topics.	4-3 Student Life
N/A	S06 Industry-university Cooperation and Policy engagement	Reclassified as a Material topic		3-2 Research-Industry Collaboration
N/A	S08 Civil Society Engagement and Outreach	Reclassified as a Material topic	As a leading institution in the humanities and social sciences with a long-standing commitment to internationalization, NCCU continues to strengthen its social impact and pursue strategic innovation. This year's survey results also indicate high stakeholder concern for this topic; therefore, it has been included as a material topic.	3-3 Social Responsibility
N/A	S09 International Collaboration and Partnerships	Reclassified as a Material topic		2-4 International Campus

Material Topics 2023	Material Topics 2024	Adjustments	Explanation	Relevant Sections
University Operational Performance	N/A	Reclassified as a general topic	NCCU complies with relevant regulations, maintains a comprehensive internal control system, ensures sound financial management, and advances institutional development. This topic is classified as a general topic for this year, while continuing to be disclosed and reported in the Sustainability Report.	1-1 Introduction to NCCU 2-1 School Governance
Financial Planning	N/A	Reclassified as a general topic		2-2 Financial Planning
Digital Transformation and Empowerment	G04 Digital Transformation and Sustainability Empowerment	Name updated while maintaining materiality	With a vision centered on Humanistic AI and a Sustainable Future, NCCU advances sustainability through digital transformation, education, and research empowerment. As these three topics are also key focuses in the University's mid- to long-term development, they are all designated as material topics.	2-3 Digital Innovation 3-1 Talent Cultivation
Teaching Quality and Learning Effectiveness	G05 Education for Sustainable Development	Name updated while maintaining materiality		3-1 Talent Cultivation
Research Energy and Quality	G06 Research for Sustainable Development	Name updated while maintaining materiality		3-2 Research-Industry Collaboration
Talent Recruitment and Retention	G07 Talent Recruitment and Retention	Name updated while maintaining materiality	N/A	4-4 Faculty and Staff

Restatements of Information

The following list outlines the corrections and restatements related to disclosures in NCCU's 2023 Sustainability Report.

Page No. (2023 Sustainability Report)	Original Disclosure	Revised Information	Explanation
p.30 Chart	2021 number of female full-time administrative staff: 592	2021 number of female full-time administrative staff: 529	Correction of a numerical error
p.64 Chart	2023 statistics on students from diverse backgrounds — Overseas Chinese and Hong Kong / Macau students: Undergraduate 514; Master's / Doctoral 197	2023 statistics on students from diverse backgrounds — Overseas Chinese and Hong Kong / Macau students: Undergraduate 514; Master's / Doctoral 197	The numbers are correct, but the bar chart colors were reversed, causing misplacement
p.72 Chart	NCCU GHG emissions in 2023 (tonnes CO ₂ e): Scope1: 6,422.7645 (25.47%) Scope2: 15,422.1523 (61.15%) Scope3: 3,374.8204 (13.38%) Total Emissions: 25,219.737	NCCU GHG emissions in 2023 (tonnes CO ₂ e): Scope1: 6,561.6910 (23.36%) Scope2: 15,422.1523 (54.90%) Scope3: 6,108.7126 (21.74%) Total Emissions: 28,092.556	NCCU completed verification of its 2023 baseline-year GHG inventory in April 2025. Following recommendations from the assurance body, the refrigerant calculation method was revised from "retired equipment only" to full inventory accounting, resulting in a slight increase in Scope 1 emissions. A calculation error was also identified in Scope 3 (underestimated upstream fuel emission factors). The verified version is confirmed as the University's baseline-year emissions. See Appendix and Assurance Report for details.
p.75 Chart	Electricity Use Intensity (EUI) over the past three years Main Campus floor area: 309,632.77 m ² / EUI: 91.45 Zhinan Campus floor area: 37,214.76 m ² / EUI: 60.73 Jinhua Campus floor area: 16,295.65 m ² / EUI: 79.35	Electricity Use Intensity (EUI) over the past three years Main Campus floor area: 345,025.41 m ² / EUI: 82.06 Zhinan Campus floor area: 35,564.16 m ² / EUI: 63.550 Jinhua Campus floor area: 27,237.17 m ² / EUI: 47.47	Internal data on floor areas of each campus were previously incorrect. Actual areas have been corrected, along with the corresponding EUI values.

 GRI Index with Reference

GRI Standard	Disclosure	Location	Page
GRI 2: General Disclosures 2021	2-1 Organizational details	1-1 Introduction to NCCU	006
	2-2 Entities included in the organization's sustainability reporting	PRE About This Report	003
	2-3 Reporting period, frequency and contact point	PRE About This Report	003
	2-4 Restatements of information	App.	107
	2-5 External assurance	App.	110
	2-6 Activities, value chain and other business relationships	1-1 Introduction to NCCU	006
		3-1 Talent Cultivation	038
		3-2 Research-Industry Collaboration	046
		4-3 Student Life	072
	2-7 Employees	4-4 Faculty and Staff	080
	2-8 Workers who are not employees	The University engages various outsourced contractors for operational services. Please refer to the website of the General Affairs Office, Service Division, for details.	N/A
	2-9 Governance structure and composition	2-1 School Governance	024
	2-10 Nomination and selection of the highest governance body	2-1 School Governance	024
	2-11 Chair of the highest governance body	2-1 School Governance	024
	2-12 Role of the highest governance body in overseeing the management of impacts	1-2 Sustainability Vision	012
	2-13 Delegation of responsibility for managing impacts	2-1 School Governance The University has established various committees to oversee and make decisions on organizational operations that may impact the economy, the environment, and people.	025
	2-14 Role of the highest governance body in sustainability reporting	PRE About This Report	003
	2-15 Conflicts of interest	2-1 School Governance	024
	2-16 Communication of critical concerns	4-2 Gender Equality	071
	2-17 Collective knowledge of the highest governance body	2-1 School Governance	024
	2-18 Evaluation of the performance of the highest governance body	2-1 School Governance	026
	2-19 Remuneration policies	4-4 Faculty and Staff	082
	2-20 Process to determine remuneration	4-4 Faculty and Staff	082
	2-21 Annual total compensation ratio	4-4 Faculty and Staff	082
	2-22 Statement on sustainable development strategy	1-2 Sustainability Vision	012
	2-23 Policy commitments	1-1 Introduction to NCCU	008
	2-24 Embedding policy commitments	1-1 Introduction to NCCU	008
	2-25 Processes to remediate negative impacts	2-1 School Governance	025
		4-2 Gender Equality	070
		4-3 Student Life	075
		4-4 Faculty and Staff	085

GRI Standard	Disclosure	Location	Page
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	2-1 School Governance	026
	2-27 Compliance with laws and regulations	No violations of laws and regulations in 2024.	N/A
	2-28 Membership associations	2-1 School Governance	027
	2-29 Approach to stakeholder engagement	1-3 Stakeholder Communication	016
GRI 3: Material Topics 2021	3-1 Process to determine material topics	1-3 Stakeholder Communication App.	015 106
	3-2 List of material topics		
	3-3 Management of material topics		
GRI 201: Economic Performance 2016	201-4 Financial assistance received from government	2-2 Financial Planning	028
GRI 302: Energy 2016	302-1 Energy consumption within the organization	5-1 Energy and Carbon Management	088
	302-3 Energy intensity		
	302-4 Reduction of energy consumption		
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	5-2 Water Resource Management	093
	303-3 Water withdrawal		
	303-4 Water discharge		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	5-1 Energy and Carbon Management	089
	305-2 Energy indirect (Scope 2) GHG emissions		
	305-3 Other indirect (Scope 3) GHG emissions		
	305-4 GHG emissions intensity		
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	5-5 Ecological Campus	102
	304-2 Significant impacts of activities, products and services on biodiversity		
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		
GRI 306: Waste 2020	306-3 Waste generated	5-3 Green Procurement and Resource Circulation	096
	306-5 Waste directed to disposal		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	4-4 Faculty and Staff	081
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		
	401-3 Parental leave		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	5-4 Resilient Campus	100
	403-3 Occupational health services	4-1 Physical and Mental Health	066
	403-6 Promotion of worker health		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	4-4 Faculty and Staff	084
	404-2 Programs for upgrading employee skills and transition assistance programs		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	4-2 Gender Equality	080
		4-3 Student Life	074
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	4-4 Faculty and Staff	085



Limited Assurance Statement on the 2024 Sustainability Report of National Chengchi University



國富浩華聯合會計師事務所
Crowe (TW) CPAs
105405 台北市松山區
敦化北路 122 號 8 樓
8F, No. 122, Dunhua N. Rd.,
Songshan Dist.,
Taipei City 105405, Taiwan
Tel +886 2 87705181
Fax +886 2 87705191
www.crowe.tw

會計師有限確信報告

國立政治大學 公鑒：

國立政治大學民國 113 年度永續報告書，業經本會計師針對國立政治大學所選定之績效指標執行確信程序竣事，並出具有限確信報告。

確信標的資訊與適用基準

國立政治大學所選定之績效指標（以下簡稱標的資訊）與適用基準，請詳附件一「確信項目彙總表」。

管理階層之責任

管理階層之責任係依照全球永續性報告協會（Global Reporting Initiatives, GRI）發布之通用準則與主題準則及永續會計準則理事會（Sustainability Accounting Standards Board, SASB）發布之準則編製標的資訊，且維持與標的資訊編製有關之必要內部控制，以確保標的資訊未存有導因於舞弊或錯誤之重大不實表達。

會計師之責任

本會計師之責任係依照確信準則 3000 號「非屬歷史性財務資訊查核或核閱之確信案件」規劃及執行有限確信案件，基於所執行之程序與所獲取之證據，對標的資訊（詳附件一）是否未存有重大不實表達取得有限確信，並出具有限確信報告。相較於合理確信案件，有限確信案件所執行程序之性質及時間不同，其範圍亦較小，故於有限確信案件所取得之確信程度亦明顯低於合理確信案件中取得者。

本會計師係基於專業判斷規劃及執行確信程序，以獲取相關標的資訊之有限確信證據，且任何內部控制均受有先天限制，因此未必能查出所有業已存在之重大不實表達。本會計師執行確信程序包括：

- 對參與編製標的資訊之管理階層及相關人員進行查詢，以瞭解編製標的資訊之政策、流程、內部控制及資訊系統，以辨認可能存有重大不實表達之領域；
- 對標的資訊選取樣本進行檢查、驗算、重新執行、觀察及分析性程序等程序，以取得有限確信之證據。

先天限制

由於諸多確信標的係屬非財務資訊，相較於財務資訊之確信受有更多先天性限制，故該等資訊之相關性、重大性與正確性之解釋可能涉及更多管理階層之重大判斷、假設與解釋，不同利害關係人等該對資訊亦可能有不同之解讀。

獨立性及品質管理規範

本會計師及所隸屬會計師事務所已遵循會計師職業道德規範中有關獨立性及其他道德規範之規定，該規範之基本原則為正直、公正客觀、專業能力及專業上應有之注意、保密與專業行為。

本會計師所隸屬會計師事務所適用品質管理準則 1 號「會計師事務所之品質管理」，該品質管理準則規定會計師事務所設計、付諸實行及執行品質管理制度，包含與遵循職業道德規範、專業準則及所適用法令有關之政策或程序。

確信結論

依據所執行之程序及所獲取之證據，本會計師並未發現標的資訊在所有重大方面有未依照適用基準編製而須作修正之情事。

其他事項

本確信報告出具後，國立政治大學對任何確信標的資訊或適用基準之變更，本會計師將不負就該等資訊重新執行確信工作之責任。

國富浩華聯合會計師事務所

會計師：林品硯



中華民國 114 年 10 月 09 日



國富浩華聯合會計師事務所
Crowe (TW) CPAs
105405 台北市松山區
敦化北路 122 號 8 樓
8F, No. 122, Dunhua N. Rd.,
Songshan Dist.,
Taipei City 105405, Taiwan
Tel +886 2 87705181
Fax +886 2 87705191
www.crowe.tw

附件一

確信項目彙總表

編號	標的資訊	對應章節	適用基準
一	2024 年政治大學再生能源發電量：行政大樓 280,432 kWh、游泳池 251,984 kWh； 2024 年 4 月至 2025 年 3 月政治大學再生能源發電量：達賢圖書館 56,986 kWh、公企中心 21,737 kWh； 上述總計 611,139 kWh。	5-1 能源與碳管理	113 年政治大學發電設備租賃索回饋明細表、「校本部太陽光電發電量計算方式」、「公企中心_113 年太陽能發電、公企太陽能發電數據系統截圖」、「達賢圖書館太陽能發電量累積」、「達賢圖書館太陽能變流器發電量統計(10.01)」
二	2024 年政治大學一般廢棄物焚化量為 723.53 公噸、資源回收量(金屬、塑膠、紙類)為 62.68 公噸、廚餘量為 2.45 公噸。	5-3 綠色採購與資源循環	「111 年~115 年北投焚化爐同意公企中心廢棄物進場量」、「公企 113 年度清運數量」、「113 年政治大學校本部(含指南校區)之一般廢棄物對帳單」、「期末搬遷垃圾數量表」、「113 年政治大學校本部賁收對帳紀錄及申報總表」
三	2024 年政治大學總用水量為 593,514 公噸、人均用水為 86.46 公升/日。	5-2 水資源管理	113 年政治大學公企中心、校本部、國關中心、達賢圖書館之水費單、「113 年政大總用水量統計__活動數據收集表」

編號	標的資訊	對應章節	適用基準
四	2024 年政治大學的產學合作件數共 671 件、金額共新台幣 1,024,394,702 元。 上述件數及金額包含： 國科會 437 件、556,597,210 元； 教育部相關 75 件、245,168,186 元； 其他政府機關 72 件、129,335,332 元； 法人機構 37 件、37,059,233 元； 企業廠商 47 件、51,525,755 元； 其他單位 3 件、4,708,986 元。	3-2 研究產學	113 年政治大學研發處系統匯出之資料明細及截圖
五	2024 年政治大學募款筆數共 1,401 件、募款金額為新台幣 229,334,498 元及美金 2,975,381.7 元。	2-2 財務規劃	「2024 年捐款統計」、113 年政治大學捐款收據影本、113 年美金捐款之處置公文
六	113 學年政治大學開立之 EMI 課程共 855 門。	2-4 國際化校園	113 學年度政治大學 EMI 課程系統匯出明細

External Assurance Opinion on the 2023 Greenhouse Gas Inventory of National Chengchi University



Certificate

Certificat

Report No. : (TH25-090 / Version 1)

Greenhouse Gas Verification Report Opinion

THGHG25090-00

Verification	National Chengchi University (Main Campus)
Scope:	NO.64,Sec.2,ZhiNan Rd.,Wenshan District,Taipei City, 116011,Taiwan (R.O.C) ☒ The information of other sites are listed on the subsequent page.
Verification Criteria:	ISO 14064-1 : 2018
Verification Objectives :	According to ISO 14064-3:2019, AFNOR Asia Ltd. (AFNOR ASIA) confirms that the GHG statement (GHG inventory report) of the above-mentioned organization(s) is reported in accordance with the verification criteria agreed by both parties. AFNOR ASIA performs the verification with an objective and fair position and principle (relevant, complete, consistent, accurate, and transparent).
Data Period :	From 2023.01.01 to 2023.12.31 (The data being viewed is historical in nature)
Verification Data :	Direct GHG Emissions (Category 1): 6,561.6910 Ton CO ₂ e Energy Indirect GHG Emissions (Category 2): 15,422.1523 Ton CO ₂ e Indirect GHG Emissions (Category 3-6): 6,108.7126 Ton CO ₂ e
Global Warming Potential (GWP) :	Refer to IPCC 2021 Year, the 6 assessment report
Statement Basis :	This statement must be interpreted as a whole with the following. GHG Inventory Report (Version : 4 : Date : 04/18,2025) GHG Inventory (Version : 1.2 : Date : 04/18,2025)
Materiality :	5% (Category 1 and Category 2)
Type of Opinion :	☒ Unqualified ☐ Qualified (see the subsequent page) ☐ Disclaim the issuance
Verification Conclusion:	To confirm that the organization submits a GHG statement in accordance with the requirements of the verification criteria agreed by both parties, and fairly presents the GHG data and related information, which are consistent with the verification scope, objectives and criteria agreed by both parties. Declares that the reasonable assurance level of the inventory data is Category 1 and Category 2.
Date of Issuance:	07/02, 2025

APPROVED BY



Dr. August Tsai
Director for Certification
ON BEHALF OF
AFNOR ASIA

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AFNOR Asia Ltd. - 法商諾爾亞洲股份有限公司-20F-2, No. 102, Chung-Ping Road, Taoyuan, 330, Taiwan R.O.C.
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Report No. : (TH25-090 / Version 1)

The Geographical Location of Multiple Sites :

Site	Address
Main Campus	NO.64,Sec.2,ZhiNan Rd.,Wenshan District,Taipei City, 116011,Taiwan (R.O.C)
ZhiNan Campus	NO.36, NO.64, WanShou Rd.,Wenshan District,Taipei City, 116016,Taiwan (R.O.C)
JinHua Campus	NO.187, Jinhua St., Daan District, Taipei City ,106304, Taiwan (R.O.C.)
HuaNan Campus	NO. 17, 19, 21, Ln. 112, Sec. 2, Xiuming Rd., Wenshan Dist., Taipei City , 116012,Taiwan (R.O.C)

Emissions Data for Each Category :

Category	Description of Content	GHG Emissions (Ton CO ₂ e)	Note
(Category 1) Direct GHG emissions	Stationary emissions Mobile emissions, Fugitive emissions	6,561.6910	
(Category 2) Indirect GHG emissions from imported energy	Electricity	15,422.1523	Location-based standard
(Category 3) Indirect GHG emissions from transportation	Employee commuting, Business travel	989.6372	
(Category 4) Indirect GHG emissions from products used by the organization	Purchase of products, Capital goods, Waste disposal	4,205.0507	
(Category 5) Indirect GHG emissions associated with the use of products from the organization	Downstream leasing assets	914.0247	
(Category 6) Indirect GHG emissions from other sources	NA	NA	

Biomass Burning Emission : 0.0000 Ton CO₂e

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Report No. : (TH25-090 / Version 1)

Data for Multiple Sites :

Emission Unit: Ton CO₂e

Site	Direct GHG Emissions (Category 1)	Indirect GHG Emissions from Energy (Category 2)	Indirect GHG Emissions (Category 3~6)
Main Campus	6451.0045	13369.0165	5497.7343
ZhiNan Campus	0.9170	1111.2416	225.3238
JinHua Campus	1.7592	607.0410	221.2968
HuaNan Campus	108.0103	334.8532	164.3578

Other Related Verification Information

Organization Boundaries :	Operational control
GHG Type :	Carbon dioxide (CO ₂), Methane (CH ₄), Nitrous oxide (N ₂ O), Hydrofluorocarbon (HFCs), Perfluorocarbon (PFCs), Sulfur hexafluoride (SF ₆), Nitrogen trifluoride (NF ₃)
Purpose of Intended Use:	Voluntarily understanding the status of greenhouse gas emissions as a basis for reduction strategies. (This statement of responsibility applies only to the purpose of intended use mentioned above and not to any other purpose.)
Criteria For Significance of Indirect Emissions :	- Identified stakeholder requirements: ☒ Yes ☐ No - Identified regulation requirements : ☒ Yes ☐ No - Identified magnitude of emissions : ☐ Yes ☒ No - Others :
Purchased Power Factor:	Refer to the 2023 annual power factor announced by the Bureau of Energy, Ministry of Economic Affairs on 04/26, 2024
Data Sources :	☒ The primary data is collected from on-site operation activities. ☒ Category 3~6 emissions are calculated with estimated data. The secondary data sources are: Carbon Footprint Information Platform, ☐ Others :
Verification Method:	☒ On-site
Qualified Opinion :	NO
Others :	NO
Verification Date :	04/14, 2025 04/15, 2025
Report Date :	04/22, 2025

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Report No. : (TH25-090 / Version 1)

Verification Team and Technical Review

Lead Verifier :	Yih-Shiun SHIH	Signature : <i>yih-shiun shih</i>
Verifier :	Tien Chang	Signature : <i>Tien Chang</i>
Verifier :	Steven Chen	Signature : <i>steven chen</i>
Independent Review :	Yi-Ching Chen	Signature : <i>Nancy Chen</i>

Verification Processes

AFNOR ASIA is based on risk assessment methods and controls. Evidence collection procedures are including pre-trip assessment, on-site visits, interviews with site personnel, confirmation of documented evidence provided, sampling of emission data, evaluation of data management systems, confirming the collection and compilation of emission data, analysis between production and energy consumption, and confirmation of whether the terms of the agreement referred to are properly applied.

Roles and Responsibilities

The verified organization is responsible for preparing and submitting a GHG statement in accordance with the verification criteria. This responsibility includes the planning, implementation and maintenance of data management systems related to GHG declarations, GHG inventory and GHG inventory reports.

AFNOR ASIA provides independent third-party verification of the reported GHG emissions and issues verification opinions for the organizational GHG emissions. The verification team is independent and impartial, and there is no conflict of interest.

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UN Sustainable Development Goals

Goal	Core Concept		Relevant Sections
 SDG 1 No Poverty	End global poverty in all its forms		3-3 Social Responsibility 4-3 Student Life
 SDG 2 No Hunger	End hunger, achieve food security, improve nutrition and promote sustainable agriculture		3-3 Social Responsibility
 SDG 3 Good Health and Well-being	Ensure health and promote well-being for people of all ages		3-2 Research-Industry Collaboration 3-3 Social Responsibility 4-1 Physical and Mental Health
 SDG 4 Quality Education	Ensure universal, equitable and high-quality education, and promote lifelong learning		2-3 Digital Innovation 3-1 Talent Cultivation 3-3 Social Responsibility
 SDG 5 Gender Equality	Achieve gender equality and empower women		4-2 Gender Equality
 SDG 6 Clean Water and Sanitation	Ensure universal and sustainable access to water and sanitation		5-2 Water Resource Management
 SDG 7 Affordable and Clean Energy	Ensure global access to affordable, reliable, sustainable and modern energy		5-1 Energy and Carbon Management
 SDG 8 Decent Work and Economic Growth	Promote inclusive and sustainable economic growth and achieve comprehensive and productive employment		3-2 Research-Industry Collaboration 3-3 Social Responsibility
 SDG 9 Industry Innovation and Infrastructure	Build resilient infrastructure, promote inclusive and sustainable industries, and accelerate innovation		3-2 Research-Industry Collaboration
 SDG 10 Reduced Inequalities	Reduce inequality within and between countries		3-3 Social Responsibility 4-3 Student Life 4-4 Faculty and Staff
 SDG 11 Sustainable Cities and Communities	Make cities and human settlements inclusive, safe, resilient and sustainable		3-3 Social Responsibility
 SDG 12 Responsible Consumption and Production	Ensure sustainable consumption and production patterns		5-3 Green Procurement and Resource Circulation
 SDG 13 Climate Action	Take urgent measures to combat climate change and its impacts		3-2 Research-Industry Collaboration 4-3 Student Life
 SDG 14 Life Below Water	Promote conservation and sustainable use of oceans and marine resources to ensure sustainable development		N/A
 SDG 15 Life on Land	Protect, preserve and promote the sustainable use of territorial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss		5-4 Resilient Campus 5-5 Ecological Campus
 SDG 16 Peace, Justice and Strong Institutions	Promote peaceful and inclusive societies for sustainable development; provide access to justice for all; build effective, accountable and inclusive institutions at all levels		3-2 Research-Industry Collaboration
 SDG 17 Partnerships for the Goals	Strengthen the implementation methods of sustainable development and activate the global partnership for sustainable development		2-4 International Campus 3-2 Research-Industry Collaboration

2024

National Chengchi University Sustainability Report

Issue	Tsai-Yen Li
Convener	Chih-Yu Chan
Project Execution	Sustainability Office (Chin-Wen Wu, Chao-Hsiang Chang, Wan-Ting Jian, Zhong-Zheng Cheng, Jia-Yin Yu)
Data Provided by	Secretariat, General Affairs Office, Student Affairs Office, Academic Affairs Office, Research and Development Office, Office of International Cooperation, Personnel Office, Accounting Office, Audit Office, Computer Center, Library, Center for Public and Business Administration Education, Industry-Academic Operations and Innovation Incubator, Interdisciplinary Artificial Intelligence Center, University Social Responsibility Office, Admissions Office, NCCU Student Association
Verification Unit	Crowe (TW) CPAs
Art & Design	Roderick Chiu
Publisher	National Chengchi University
Address	No. 64, Section 2, Zhinan Road, Wenshan District, Taipei City 11605, Taiwan
Website	https://www.nccu.edu.tw/
Phone	+886-2-2939-3091
Publication Date	October 2025
Feedback	If you have any questions or suggestions regarding this report, please feel free to contact us at: osd@nccu.edu.tw



Address | No. 64, Section 2, Zhinan Road, Wenshan District, Taipei City 11605, Taiwan
Phone | +886-2-2939-3091