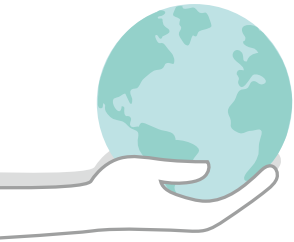


2023

National Chengchi University Sustainability Report





A Word from the President's Office

Towards a Sustainable World Built on Diversity and Love



President *Tsai-Yen Li*

Built over four billion years, the global ecosystem which sustains all life on Earth is in danger of collapsing over the course of less than a century. The cause of this potential calamity is human activity. A glance at the evening news shows the terrifying speed of this collapse, through symptoms including creeping authoritarianism, brutality, war, extreme weather events, epidemic disease and accelerating species extinction. The future outlook for humanity is indeed worrying, but human activity and ingenuity are also the key to addressing and reversing these worrying trends. Thus, in the spirit of "think globally, act locally" we release the first annual National Chengchi University Sustainability Report.

Human institutions, including universities, must reflect critical human values, such as integrity and consistency, both in word and deed. As universities strive to assist governments, enterprise and society as a whole in adopting sustainable development practices, the university itself is obliged to transform into a model for such development, and this is a goal to which NCCU is wholeheartedly committed.

This Sustainability Report is the product of a deep process of emerging environmental awareness, recognizing the centrality of sustainability, coordinating with like-minded partners, critically reviewing current organizational and institutional conditions, planning action strategies, discussing development directions and priorities, and promoting feasible solutions. If we compare this process of achieving sustainable development to a construction project, the initial stage focuses on basic engineering, but sustainable development is also a process of continuous bootstrapping and self-organizing. The continued existence of our civilization requires constant effort and vigi-

lance. There is a starting point, but no end point. To this end, we have completed the following **4 tasks**:



Establish a Sustainability Organization (promotion committee, sustainability chief, and working group) to ensure the continuous improvement of campus sustainability, encourage cross-agency coordination, promote sustainability projects, and compile sustainability reports.



Investigate and advance sustainability issues of concern to NCCU stakeholders, and assist administrators in accounting for the impact of sustainability actions on school operations.



Assess and inventory basic information and data availability for NCCU sustainable development initiatives at various levels, including administration, academics and research, campus culture and environment, and social practices.



Conduct a carbon inventory of the NCCU campus and establish specific data benchmarks for future energy conservation and carbon reduction efforts.

Systematic assessment is required to clearly understand stakeholder concerns, the relative impact of various actions, and the leverage points of different operations. Continuous assessment is needed to properly understand both the quality and quantity of progress. Accurate data collection and analysis must therefore serve as the foundation for setting goals, evaluating outcomes, reviewing strategies, and adjusting directions for all current and future efforts to attain sustainability.

Each university has its own traditions, and such traditions can be a source of both advantages and limitations. NCCU is renowned for its strengths in the humanities and social sciences. In terms of the United Nations Sustainable Development Goals (SDGs), NCCU's past research and academic contributions have focused on Goals 3, 4, 5, 8 and 16, while NCCU's university social responsibility (USR) efforts have focused on Goals 1, 2, 10, 11 and 12 through the promotion of multiple projects. In recent years, NCCU has also begun to focus on Goals 6, 7, 9 and 17 with campus-based initiatives, but Goals 13, 14 and 15 require further investment. Looking at NCCU's ESG structure from another angle, the university's past contributions to sustainable development have focused disproportionately on social responsibility and school governance, while efforts in environmental protection require further effort. Simultaneous pursuit of all 17 SDGs and the three major ESG indicators presents considerable difficulties. However, given the scale and urgency of the ecological threat, we wholeheartedly accept this challenge. This Report, systematically produced from the perspective of balanced development, and based on NCCU's first comprehensive sustainable development inventory, is our necessary first step in shouldering our part of the collective responsibility for our common future and represents a concrete commitment to **aggressively addressing social and ecological problems**. This effort serves as the starting point to **actively bridge the gap between humanity and ecology, encouraging learning and growth, cross-domain partnerships and cooperation to secure humanity's sustained prosperity**.

(Co-written by the Executive Vice President and Chief Sustainability Officer Chih-Yu Chan)

About This Report

The first NCCU Sustainability Report was released in September 2024, based on the GRI Sustainability Reporting Guidelines published by the Global Reporting Initiative in May 2021 to disclose information on material topics related to the development of the university's operations. This Report is also compiled using the Sustainability Tracking, Assessment and Reporting System indicators to effectively respond to all university stakeholders.



Period and Frequency of Publication

This report mainly focuses on the calendar year from January 1, 2023 to December 31, 2023, supplemented by data from 2021 through the first half of 2024 for data completeness and comparability. While this is the first such Report issued by NCCU, the university plans to issue annual updates moving forward, published to the university's official website for access by all stakeholders and those concerned with the sustainability of NCCU operations and development.



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 Working Group. It compiles qualitative and quantitative data provided by various units within the university through self-collection and investigation. It has been reviewed by the NCCU Sustainability Promotion Committee, with the firm of Ernst & Young commissioned to perform limited verification of some of the content in accordance with issued by the Accounting Research and Development Foundation of the Republic of China. Please see the Appendix for the assurance report.



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Executive Summary

This report focuses on the key actions taken by National Chengchi University in pursuit of institutional sustainability goals from 2023 through the first half of 2024 from the perspectives of environment, society, and governance. The content structure references the results of the "NCCU Sustainability Survey", first conducted in 2023, and covers information related to the material topics identified. However, the content of this report is not limited to university response to such topics, but also presents an overview of all NCCU sustainability efforts for 2023/2024 within a larger framework.



Environment

At the environmental level, we examine the impact of school operations on the environment in terms of greenhouse gases and energy, water resources, purchasing and waste disposal, landscape creation and ecological conservation, and campus safety and disaster resilience. Specific achievements for this past year include the first **greenhouse gas inventory of all four NCCU campuses** and the **evaluation and formulation of a carbon neutrality pathway**. In recent years, NCCU has sought to improve campus water supply efficiency, and significant results were achieved this year, with NCCU **winning the Ministry of Economic Affairs Higher Education Division award for Excellence in Water Conservation Performance**. Starting in 2023, the NCCU General Affairs Office also launched a plan to improve campus-wide landscaping, a process that emphasizes participatory planning through the staging of student and faculty information sessions and opinion collection, seeking to maximize stakeholder support for the transformation of campus living spaces, creating a humanistic and holistically designed environmentally friendly campus environment. However, other areas still require significant improvement, such as energy management, waste reduction, sustainable maintenance of culturally significant buildings, and issues of biodiversity in the mountainous area behind the main campus. Maximizing future performance in these areas requires improved collection of basic data and further investment of resources.

Society

At the society level, we examine the impact of school operations on two major issues: physical and mental health management and learning environment equity, diversity and inclusiveness. We present an overview of specific support measures provided for various under-represented groups. Among a range of initiatives in the past year, NCCU has responded to increased stakeholder concern for physical and mental health issues by **launching a long-term fundraising plan to support campus mental health**, subsidizing psychotherapy counseling resources for faculty and staff on campus, and **implementing a student mental health leave system**. In 2024, NCCU also **announced its campus declaration for equity, diversity, and inclusion (EDI)**, **established an EDI Committee**, and committed to gradually establishing NCCU as a model EDI campus in terms of seven aspects: organization, enrollment, learning, curriculum, activities, space, and research. Social concerns in need of further improvement include enhancing the university's commitment and actions towards equity, public welfare and openness by increasing enrollment among disadvantaged populations, further internationalizing administration to accommodate an increasingly diverse student body, and promoting educational activities to eliminate discrimination and micro-aggressions.

Governance

The governance perspective focuses on specific areas including "school operations", "financial planning", "talent recruitment and retention", and "digital transformation and empowerment". Highlights for the current year include: the establishment of **a sustainability working group** and **a sustainability promotion committee**, gradually integrating sustainable concepts into school operations; promoting the "Digital NCCU" initiative, continuous improvements to information security, the establishment of a cross-unit platform through the Administrative Digitalization Group to improve administrative efficiency and an **Interdisciplinary Artificial Intelligence Center** to support the integration of IT expertise to enhance teaching, research, and community management within the humanities and social sciences.

This report includes a chapter called "Sustainability Empowerment" which specifically examines the ways in which NCCU contributes to sustainable development through our core mission of higher education. We assess the correspondence between NCCU's academic courses, research endeavors and service provision to various sustainable development goals, examining how the NCCU teaching and research ecosystem contributes to our institutional SDG commitments, highlighting areas of achievement and others in need of continued improvement. We find that further work is needed to promote cross-domain collaboration between internal and external units, to develop a quality assessment mechanism, and to establish the core characteristics for NCCU's sustainable development efforts, thereby ensuring that our teaching, research and social practices can better meet the global and local needs.

This, the first NCCU sustainability report, follows evidence-based observations of continuously improving empirical data, and serves as the basis for the formulation of development strategies and the optimization of sustainability goals, providing a systematic means of optimizing collaboration with like-minded partners sharing our concerns for society and the environment.

C O T E N T

A Word from the President 1

About this Report 2

Executive Summary 3

1 About NCCU



1.1	Introduction to NCCU	6
1.2	Vision for NCCU Development	9
1.3	NCCU Sustainable Development Plan	10
1.4	Stakeholder Communication	12

2 School Operations



2.1	School Governance	20
2.2	Financial Planning	24
2.3	Talent Recruitment and Retention	26
2.4	Digital Transformation and Empowerment	31

3 Sustainability Empowerment



3.1	Education for Sustainable Development and Teaching Innovation	38
3.2	Research Capacity and Industry-University Collaboration	43
3.3	Student Sustainability	52
3.4	Social Participation and Practice	55

4 A Humanistic and Healthy Campus



4.1	Physical and Mental Health Management	60
4.2	An Equitable, Diverse and Inclusive Learning Environment	64

5 Environmentally Sustainable Campus



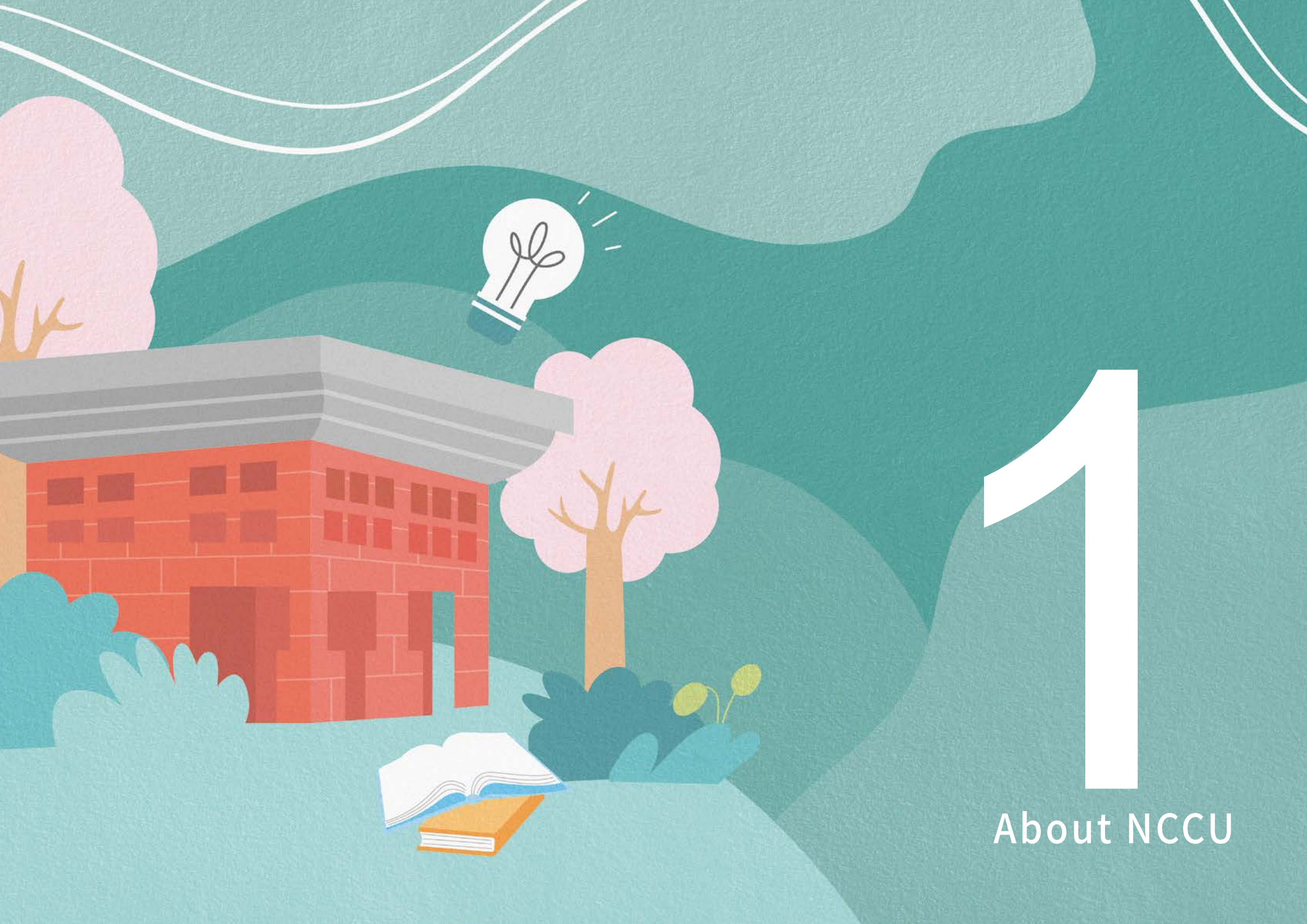
5.1	Greenhouse Gas and Energy Management	72
5.2	Water Resource Management	77
5.3	Green Procurement and Waste Disposal	79
5.4	Landscape Construction and Ecological Conservation	81
5.5	Campus Safety and Disaster Resilience	86

6 Appendix



6.1	2023 NCCU Topics for Sustainable Development	72
6.2	Comparison of Relevant Indicators	77
6.3	UN Sustainable Development Goals	79
6.4	Copyright	81





1

About NCCU

1-1 About NCCU

Introduction to NCCU

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.

NCCU is renowned for its quality of instruction in the humanities and social sciences, marshaling its abundant resources to offer more than 5,400 academic courses, with a teacher-student ratio of about 1:20. In recent years, the university has emphasized innovative cross-disciplinary research in areas such as social policy, international relations, law, business management and economics, information and communications, the digital humanities and technology.

These developments match the changing needs of modern society.

NCCU is also unique in Taiwan in offering a comprehensive and complete educational ecosystem encompassing an experimental affiliated kindergarten, elementary school, and high school, through bachelor's, master's, and doctoral degrees, and even extended education courses for the general public. In this way, NCCU serves as a rich and complete education resource for the development needs of students at all ages.

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 by the Numbers in 2023



Academic Resources

- 11** colleges (and 1 College of Global Banking and Finance)
- 42** bachelor's degree programs*
- 69** master's degree programs
- 39** doctoral programs
- 7** all-English degree programs
- 10** university-wide research institutes
- 3** specialty research centers



Personnel

- 714** full-time instructors
- 14** full-time dedicated researchers
- 727** full-time administrators
- 392** full-time project researchers
- 9,763** undergraduates
- 5,323** postgraduate and doctoral
- 1,903** in-service education program students



Environment

- 4** campuses
- Total area of four campuses: **109.37** hectares
- Total structural/built environment floor area: **41.53** hectares
- 6** hiking trails on campus with a total length of 13.14 km, a walk of about **2.5** hours.

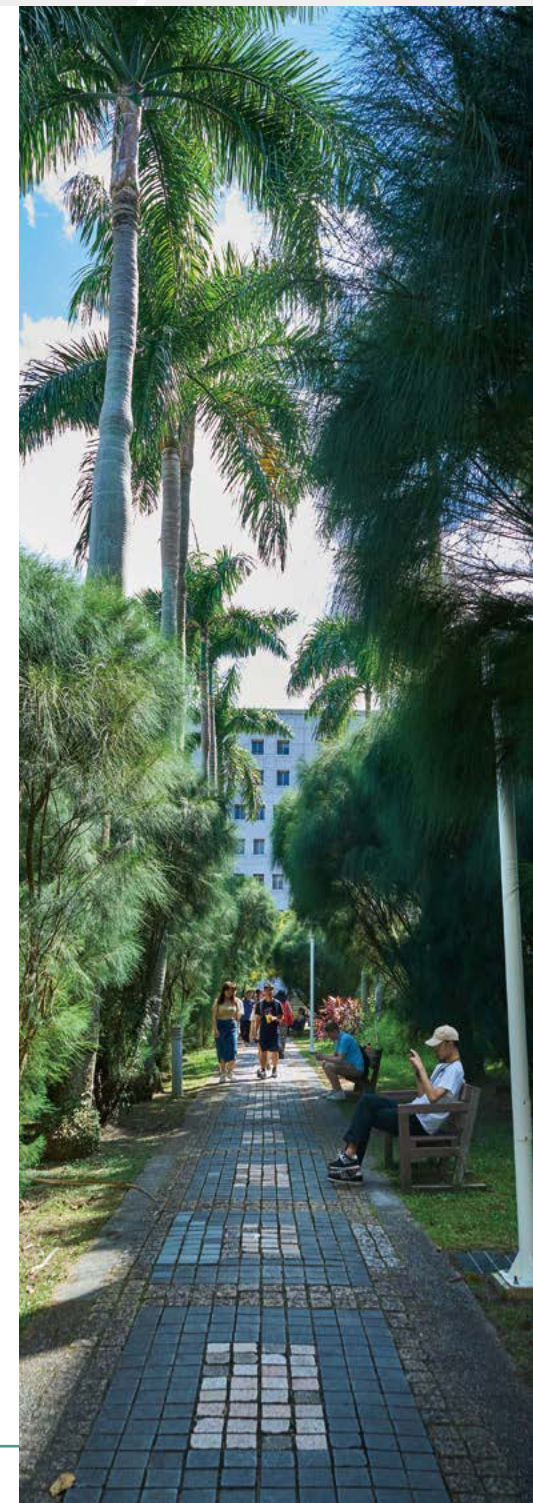


Total physical library resources:
2,089,737.5 volumes/items

Total audio-visual non-book materials and electronic resources:
2,319,960 volumes/items



684 international students from **72** countries



I NCCU History

1927

"Central Party Affairs College" was established by the Kuomintang political party in Hongzhilang, Nanjing as the predecessor to NCCU.

1947

Following the victory in World War II, the school was transferred to the Ministry of Education and officially renamed "National Chengchi University."

1954

Following the relocation of the government to Taiwan, NCCU was reopened in the Taipei suburb of Muzha, and gradually established the Colleges of Liberal Arts, Law, and Commerce, laying the foundation for its development.

1973

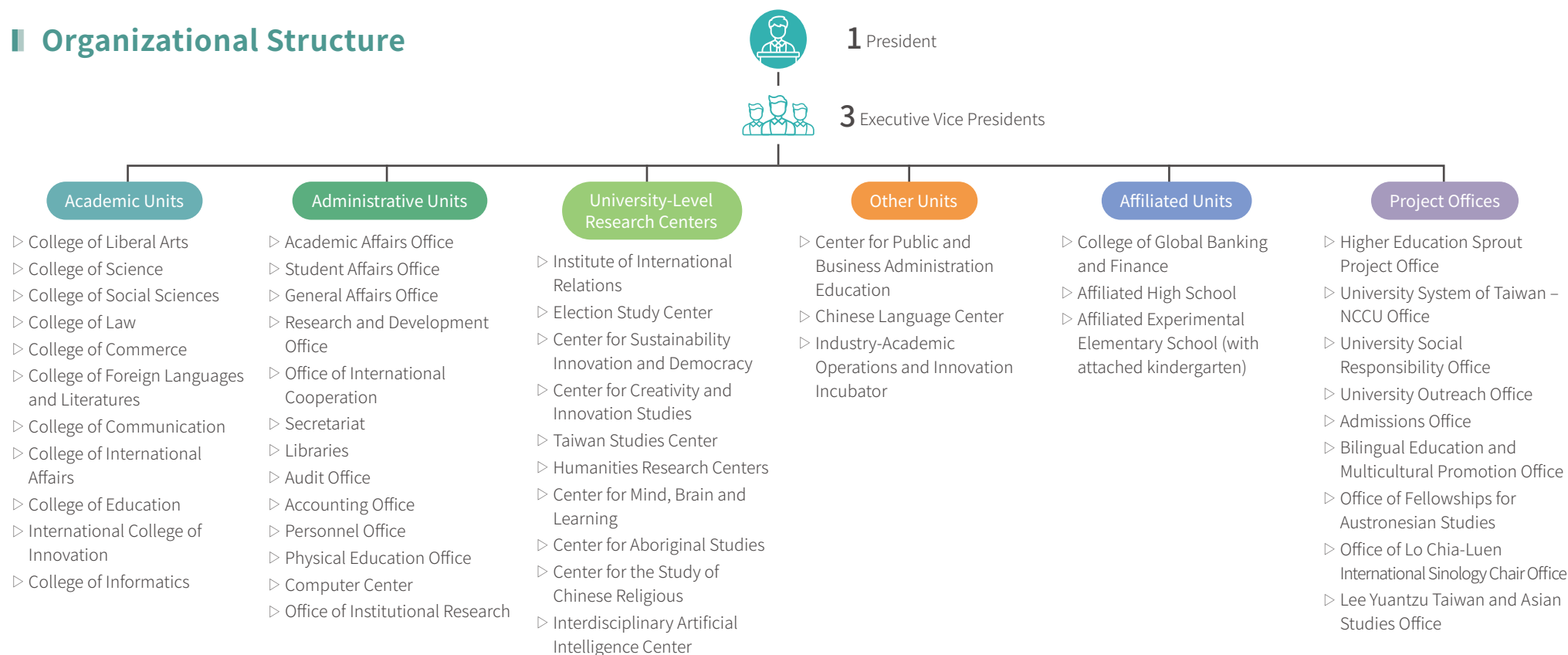
NCCU's Social Science Materials Center and the Chiang Kai-shek Library were completed, and additional land was acquired to expand the campus into the surrounding hillside.

1994

The University Act was amended to establish university autonomy, with the NCCU's president being directly elected by full-time faculty for the first time.

Keeping pace with globalization and national development policies, NCCU has grown into 11 colleges by 2021 and joined the University System of Taiwan. Approaching its centennial in 2027, NCCU aspires to serve as an international thought leader, inspiring society and influencing the world. At the same time, the university is deeply rooted in the local community and is committed to its responsibilities for sustainable growth and Taiwan's future prosperity.

I Organizational Structure



■ Academic Performance

In 2024, the 1111 Job Bank "Corporate Preference University Rating" ranked NCCU **4th** overall among general public universities, **1st** for foreign languages and management, **2nd** for law and political science, and **3rd** for literature, history and philosophy.

In 2024, the 104 Job Bank "University Brand Power" ranked NCCU **1st** in terms of international strength and graduate salary, and second in terms of academic and publication performance. The report also ranked NCCU students 1st in law and political science, **2nd** in mass communications, literature, history and philosophy, and **3rd** in foreign languages.

In 2024, NCCU graduates were ranked **4th** for appeal to enterprise by Cheers Magazine.

In 2023, NCCU graduates were ranked **7th** overall among Taiwan's universities by Global Views Monthly for appeal to enterprise, with NCCU graduate students in the social sciences, humanities, business management, law and political science ranking **1st**.

In 2023, NCCU was ranked **2nd** among Taiwan's universities by Global Views Monthly for excellence in the humanities and social sciences, and **2nd** for internationalization.

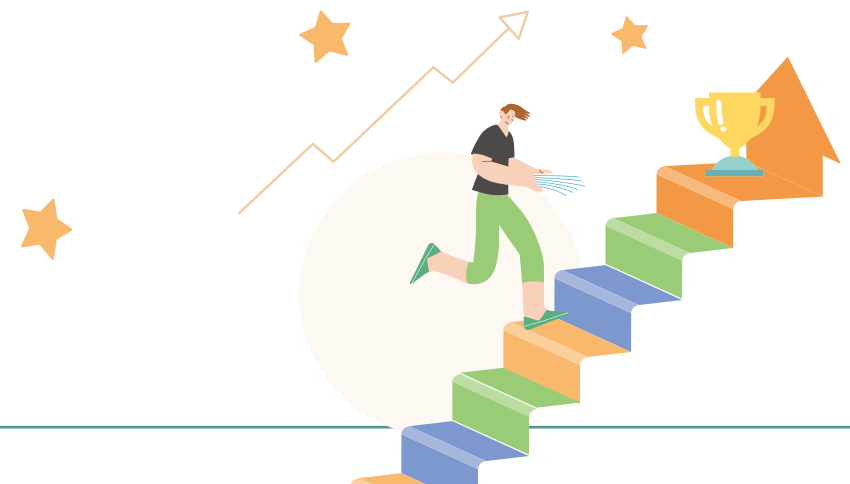
QS World Rankings :

The 2021 QS World Rankings for individual academic subjects included NCCU for Classics and Ancient History for the first time, ranked among the top 100 worldwide (51-80) in 2022 and 2023, and jumped to **30th** place in 2024.

2024 QS World Rankings :

The 2024 QS World University Rankings listed NCCU **first** in Taiwan for International Faculty, and **49th** in the world for Employment Performance.

In the 2024 QS Asia University Rankings, NCCU rose to **74th** place.



1-2 Vision for NCCU Development

■ NCCU Operational Vision

We at NCCU face our increasingly complex global outlook with a spirit of humanistic innovation; care for humanity, the environment and society; and a commitment to developing diversified cross-domain learning to match trends in globalization and rapid technological development. We will continue to effectively leverage our expertise in the humanities and open thinking, using dialogue, exploration and best practices to gently but firmly promote a "creative transformation" to produce a sustainable campus that emphasizes both academics and talent development while expanding diversity and international integration and reach.

National Chengchi University aims to create a sustainable ecosystem, establishing platforms that promote talent cultivation, knowledge innovation, and effective social practices through dialogue, cross-domain exploration and practices, allowing for the development of a digitally empowered and campus-wide ecosystem.

■ Operational Development Strategy

Based on this philosophical approach and vision, NCCU has established five development strategies to gradually promote the achievement of various educational goals:

Poetic Campus

Prepare a sustainable development report and provide reasonable improvements to employee benefits; replace and update outdated campus infrastructure and implement major campus planning and construction to improve the quality of instruction and learning, creating a sustainable campus with a sense of mission and happiness.

Digital NCCU

Develop a white paper on digital development, plan the establishment of innovative teaching programs (e.g., Xperimental College, Digital Humanities Program, and Digital Learning Deepening Program) to promote the evidence-based digital transformation and optimization of the NCCU administration.

Diverse NCCU

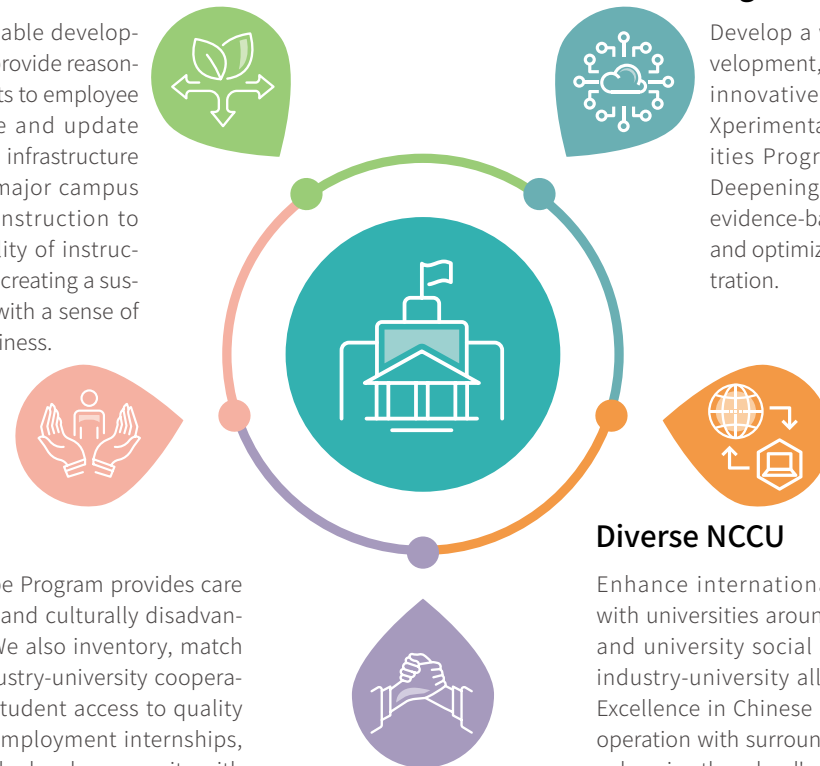
Enhance international cooperation networks with universities around the world, promote USR and university social practice projects through industry-university alliances, pilot projects, the Excellence in Chinese Language Project, and cooperation with surrounding communities, thereby enhancing the school's reputation and R&D capabilities to establish NCCU as a leading global university.

Resilient NCCU

Attract new talent and establish NCCU as a comprehensive learning organization, provide personal growth opportunities for faculty and staff, strengthen resource development channels (e.g., competitive projects, large-scale fundraising projects, and alumni resources and networks) to create an atmosphere of cooperation and mutual benefit.

Public NCCU

The Seeds of Hope Program provides care for economically and culturally disadvantaged students. We also inventory, match and promote industry-university cooperation to improve student access to quality counseling and employment internships, connecting with the local community with diverse international communities, providing innovation and advocacy for national policies and social improvements.



1-3 NCCU Sustainable Development Plan

■ NCCU Sustainable Development

As a higher education institution and academic community focused on the humanities and social sciences, NCCU actively promotes sustainable development through teaching, research, good governance and social services. All faculty, staff and students will strive to become lifelong learners, encourage each other to live in harmony with nature, improve ecological and environmental understanding, enhance systemic thinking, rebuild a sustainable lifestyle, and share best practices.

Looking ahead, NCCU will continue to promote the following environmental, social and governance (ESG) goals:

1

Track carbon footprints, pursue carbon neutrality, and comprehensively limit greenhouse gas emissions.

2

Make good use of resources to help governments, businesses and the public gain a deeper understanding of ecological connections to everyday life and the urgent crises facing the global environment, while balancing the promotion of ecological health, social justice and economic equity.

3

Encourage members of the academic community to improve their environmental literacy, promote environmental ethics, actively participate in sustainable development research projects, and actively share research results with the public.

4

Build an electronic data interchange (EDI) campus; maintain a campus culture that stresses equality, diversity and inclusiveness; and cultivate an interpersonal atmosphere of empathy, mutual trust and support.

5

Guide teachers and students to interact with the wider community and work with local residents in facing the challenges of sustainable development, finding local solutions through mutual learning.

6

Enhance the ethical responsibility of community members to promote regional equality, inter-generational justice and environmental protection, while ensuring that meeting current needs does not come at the expense of future generations.

7

Continuously reflect on organizational operations and improve sustainable development practice strategies and evaluation tools.

8

Make good use of organizational, social and technological innovation to optimize sustainable development.

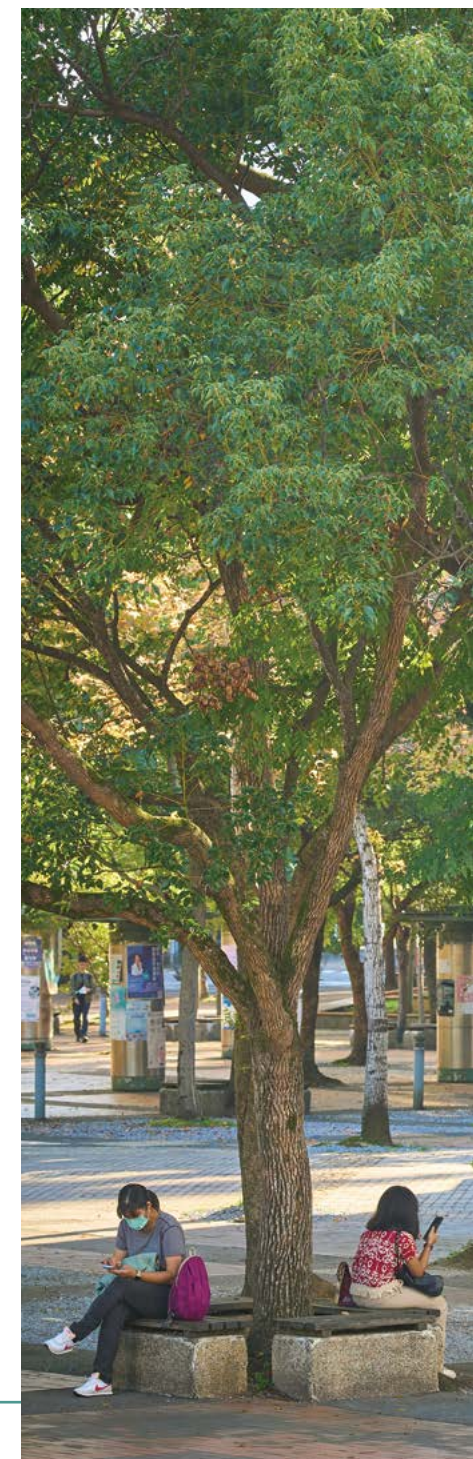
9

Create collaborative networks of partner schools, connected with all levels and sectors of society to jointly promote sustainable development.

10

Stress the cross-disciplinary nature of sustainable development, and support cross-disciplinary collaborative research and teaching, encourage the introduction of sustainable development perspectives into various knowledge fields, and strive to cultivate necessary expertise and talent.

NCCU has a responsibility and determination to transform itself into a model sustainable campus, using our compassion and expertise to create a sustainable society.



Sustainable Development Organizational Structure

In August 2023, NCCU established a campus-wide Sustainability Project Working Group, with Executive Vice President Chih-Yu Chan serving as the director of sustainability. The working group convenes colleagues from relevant departments to promote cross-departmental cooperation and develops the university's vision for sustainable development and related promotion strategies, focused on three aspects: environment, society, and governance.

In December 2023, NCCU established its Sustainability Promotion Committee, including top-level administrators and supervisors, student representatives, and scholars with relevant expertise. In addition to determining the direction and priorities for sustainable development and coordinating the division of labor among university departments, the committee also consults with internal and external experts, ensuring that decisions are made with optimal information and clarity.

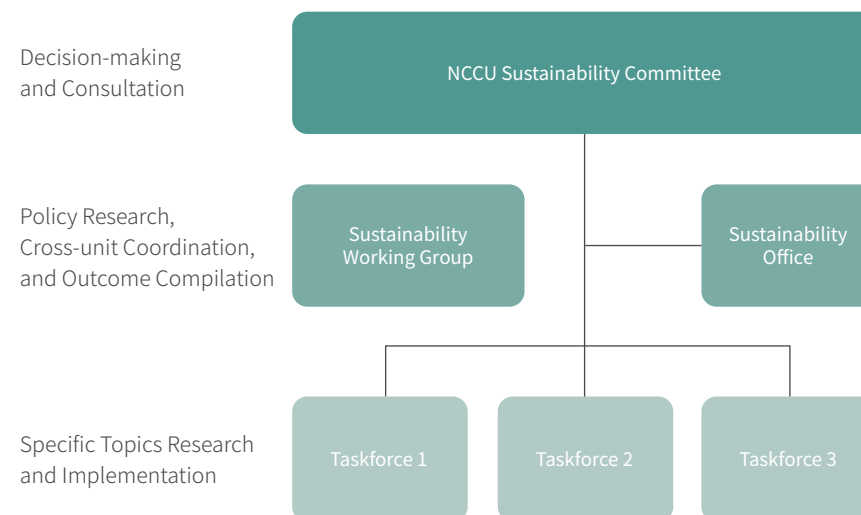
Future Sustainable Promotion Organizational Structure

Sustainability issues increasingly require cross-domain and cross-departmental solutions, but relevant skills and expertise for promoting such work can be difficult to secure. To address this issue and optimize process management and tracking, NCCU is planning further organizational reengineering to establish a Sustainability Office tasked with enhancing administrative capacity to support the work of the Sustainability Working Group through ensuring organizational flexibility to facilitate collaboration between various units as needed. Project teams will be established to develop and communicate specific strategies and action plans for priority issues.

Current NCCU Organizational Structure for Campus Sustainable Development

Team	Task	Member	Meeting Frequency
Sustainability Working Group	<ul style="list-style-type: none"> Planning campus sustainability affairs Preparing the sustainability report (SR) Organizing the internal structure for campus sustainable development 	Vice Executive President, Chief Secretary, Office of Institutional Research, Office of University Social Responsibility, General Affairs Office, Secretariat, Student Association, and Relevant faculties	Weekly
Sustainability Report Team	<ul style="list-style-type: none"> Information collecting and managing, and writing the sustainability report 	Relevant administrative offices will be called upon as needed	Based on the progress of SR
Sustainability Committee	<ul style="list-style-type: none"> Reviewing the SR Supervising the progress of sustainability affairs Coordinating cross-departmental sustainability strategies Providing consultation on campus sustainable development 	<ul style="list-style-type: none"> Senior administrative officers Internal and external faculty with expertise in sustainability Student representatives 	Once a semester

NCCU Sustainability Promotion Organizational Structure in the Future







1-4 Stakeholder Communication








Stakeholder Identification

NCCU operations and actions have both direct and indirect impacts on relevant stakeholders. In preparation for producing the current sustainability report in 2023, the NCCU Sustainability Working Group identified eleven key stakeholders and launched a survey to gauge their attention to and concern for sustainability issues, with results shown in the table below.

Going forward, regular surveys will be conducted every year, and the results of these surveys and relevant development information will be disclosed, categorized by the major issues identified. At the same time, the effectiveness of various communication channels will be regularly reviewed to establish a smooth feedback mechanism with all stakeholders and ensure responsive policy adjustments based on feedback.

Stakeholder Concerns Based on Identity and Communications Channels

Identity	Significance to NCCU	Concerns	Communications Channels	Frequency
 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.	<ul style="list-style-type: none"> ✓ Physical and mental health of faculty, staff and students ✓ Teaching quality and learning outcomes ✓ Low-carbon campus planning ✓ Waste reduction and disposal ✓ Landscape creation and aesthetic education ✓ Gender equality and human rights 	<ul style="list-style-type: none"> ✓ School media: websites, social media and physical newspapers ✓ School affairs suggestion system, complaint channels ✓ School affairs meetings, department affairs meetings, seven-director seminar (initiated by the Student Union in December 2022) ✓ Teaching opinion survey ✓ Student Affairs Office ✓ Tutoring Association 	<ul style="list-style-type: none"> As required At least once per semester As required during office hours 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.	<ul style="list-style-type: none"> ✓ Physical and mental health of faculty, staff and students ✓ School operational performance ✓ Energy conservation management and green energy ✓ Talent recruitment and retention ✓ Teaching quality and learning outcomes ✓ Landscape creation and aesthetic education 	<ul style="list-style-type: none"> ✓ School media: websites, social media and physical newspapers ✓ School affairs suggestion system, complaint channels ✓ School affairs meetings, administrative meetings, departmental affairs meetings 	<ul style="list-style-type: none"> As required At least once per semester
 Parents	Parents are NCCU's partners in supporting students' education and development, and the university strives to maintain close communication with parents.	<ul style="list-style-type: none"> ✓ Multiculturalism and Innovation ✓ Career counseling ✓ Health and well-being of faculty, staff and students ✓ Energy saving management and green energy 	<ul style="list-style-type: none"> ✓ School media: websites, social media, and newspapers ✓ NCCU hotline ✓ Departmental email ✓ Each college holds parent-teacher seminars ✓ Baozhong Tea Festival 	<ul style="list-style-type: none"> As required Each college holds one session annually according to its conditions Annually
 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.	<ul style="list-style-type: none"> ✓ Teaching quality and learning outcomes ✓ Low-carbon campus planning ✓ Physical and mental health of faculty, staff and students ✓ Internal control mechanisms 	<ul style="list-style-type: none"> ✓ School media: websites, social media and physical newspapers ✓ NCCU hotline ✓ Graduate Direction Survey ✓ School anniversary celebrations, alumni association, and networking events 	<ul style="list-style-type: none"> As required Annually See announcements on the alumni network website

Identity	Significance to NCCU	Concerns	Communications Channels	Frequency
 Employers/Companies	Employers are important partners in helping students transition into society. NCCU strives to build close partnerships and collaboration with employers.	<ul style="list-style-type: none"> ✓ Low-carbon campus planning ✓ Caring for the disadvantaged ✓ Digital transformation and empowerment ✓ Campus safety and disaster resilience 	<ul style="list-style-type: none"> ✓ School media: websites, social media and physical newspapers ✓ NCCU Recruitment Month ✓ Career Development Center, Office of Student Affairs 	<ul style="list-style-type: none"> As required Annually 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.	<ul style="list-style-type: none"> ✓ School operational performance ✓ Low-carbon campus planning ✓ Physical and mental health of faculty, staff and students 	<ul style="list-style-type: none"> ✓ School media: websites, social media and physical newspapers ✓ Tender information, government procurement websites ✓ School procurement units 	<ul style="list-style-type: none"> As required As required during office hours
 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.	<ul style="list-style-type: none"> ✓ Physical and mental health of faculty, staff and students ✓ Gender equality and human rights ✓ Teaching quality and learning outcomes ✓ Low-carbon campus planning 	<ul style="list-style-type: none"> ✓ School media: websites, social media and physical newspapers ✓ NCCU hotline ✓ University social responsibility projects, commissioned research and service projects ✓ Various markets and exhibitions 	<ul style="list-style-type: none"> As required As required Based on planning conditions Based on activity content
 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.	<ul style="list-style-type: none"> ✓ School operational performance ✓ Teaching quality and learning outcomes ✓ Gender equality and human rights ✓ Social participation and practices ✓ Low-carbon campus planning 	<ul style="list-style-type: none"> ✓ School media: websites, social media and newspapers ✓ School evaluations, departmental evaluations ✓ Official documents, plans and reports 	<ul style="list-style-type: none"> As required Evaluation cycle Based on planning conditions
 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.	<ul style="list-style-type: none"> ✓ Financial planning ✓ International cooperation and partnerships ✓ Gender equality and human rights ✓ Caring for the disadvantaged 	<ul style="list-style-type: none"> ✓ School media: websites, social media, print newspapers ✓ Various academic exchanges and meetings 	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> ✓ Low-carbon campus planning ✓ Gender equality and human rights ✓ Teaching quality and learning outcomes ✓ Caring for the disadvantaged 	<ul style="list-style-type: none"> ✓ School media: websites, social media and physical newspapers ✓ Secretariat ✓ Media banquet 	<ul style="list-style-type: none"> As required As required during office hours Annual
 Prospective Students	NCCU is actively working to increase the diversity of its student body, recruiting students from home and abroad, and lifelong learners.	<ul style="list-style-type: none"> ✓ Low-carbon campus planning ✓ Campus safety and disaster resilience ✓ Gender equality and human rights ✓ School performance ✓ Ecological conservation 	<ul style="list-style-type: none"> ✓ School media: websites, social media and newspapers ✓ Academic Affairs Office, Baozhong Tea Festival 	<ul style="list-style-type: none"> As required Annual

■ Process of Identifying Major Issues

NCCU annually determines key concerns, reviews operational conditions and adjusts development strategies in reference to the GRI (2021) Standard 3-1: Process for Determining Material Topics.

1

Inventory of the External Environment and Internal Organizational Contexts

NCCU collects and compares a wide range of sustainability-related data from comparing internal and external sources, referring to external standards including GRI standards, the Sustainability Rating System (STARS), sustainability reports issued by domestic and foreign universities, QS sustainability rankings, World University Impact Rankings by THE, and the Commonwealth Magazine USR Citizen University Survey. The school's development vision, as noted in the NCCU Financial Planning Report, is used as the basis for formulating 26 issues of concern in consideration of the school's current conditions.

2

Stakeholder Identification

The NCCU Sustainability Team identifies individuals and organizations that have direct or indirect impacts on the university, grouped into 11 categories of identified stakeholders.

3

Assessment of Impact Significance

● Assess stakeholder concerns about sustainability-related issues:

- Quantitative evaluation: An initial "NCCU Sustainability Issue Survey" was conducted with 11 stakeholders at the Baozhong Tea Festival on October 28, 2023. The questionnaire was distributed in Chinese and English to a non-random sampling by email, social media, various campus activities and seminars. As of January 3, 2024, a total of 848 valid questionnaires had been collected.
- Qualitative assessment: The online questionnaire also provides a space for respondents to express their opinions on the issues in question. The questionnaire also provides an overview of the minutes of internal and external meetings related to sustainability issues to provide a comprehensive understanding of stakeholder concerns about specific issues. A "Green Vision Summary Workshop" held on June 2, 2024, invited stakeholders to discuss and express their views on sustainable campus issues.

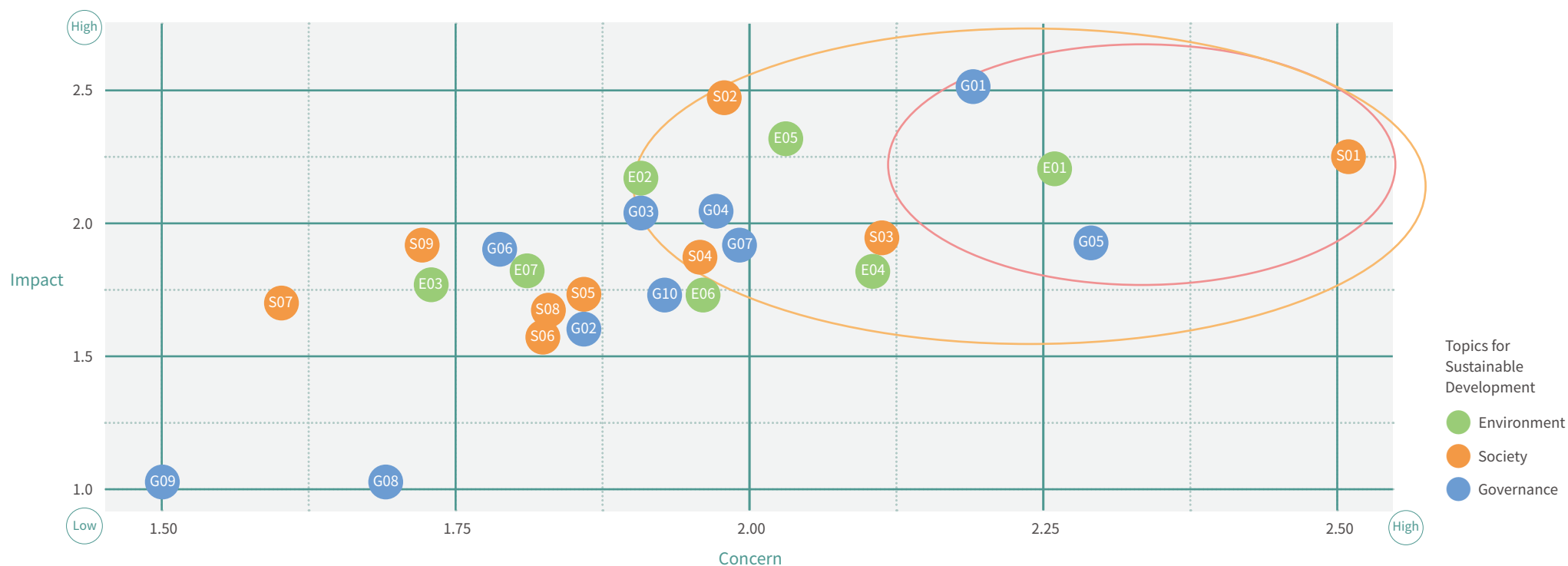
- **Assess the impact of various issues as perceived by school administrators:** To better understand the perception of school administrators on various sustainability-related issues and their impact, we distributed an impact survey questionnaire to all first- and second-level academic and administrative administrators attending the December 7, 2023 Executive Council meeting. A total of 41 valid responses were collected.

4

Prioritize Impacts in Order of Significance and Report the Findings

- **Create a variable matrix and define themes:** For the 26 selected issues (see Appendix), the "stakeholder concern level" and "supervisor impact level" were calculated based on average scores, and then issues were arranged in a major theme matrix.
- **Confirmation by the Sustainability Promotion Committee:** The Sustainability Working Group discussed and selected topics internally, reviewed data for evaluation, and then presented findings at the NCCU Sustainability Promotion Committee meeting on January 11, 2024 for inclusion as key items for the NCCU 2023 Sustainability Report.

► NCCU Sustainable Development Major Issue Matrix

**Environment**

NCCU seeks to create a poetic and tranquil campus environment, balancing beauty with resilience, while simultaneously minimizing the impact of university operations on the surrounding environment and ecology.

E01	Low-carbon Campus Planning
E02	Power-saving Management and Green Energy
E03	Water Resource Management
E04	Waste Reduction and Disposal
E05	Landscape Creation and Aesthetic Education
E06	Ecological Conservation
E07	Disaster Resilience and Adaptation

**Society**

NCCU emphasizes the humanities and social science research, and is deeply committed to cultivating values including equity, diversity, inclusion and innovation, expanding its social impact through active participation in public life.

S01	Physical and Mental Health of Staff and Students
S02	Caring for the Disadvantaged
S03	Gender Equality and Human Rights
S04	Multiculturalism and Innovation
S05	Career Counseling
S06	Industry-university Cooperation and Publicity
S07	Alumni Support and Interaction

**Governance**

NCCU's operating systems and Key institutional strategies are the cornerstone of our commitment to promoting sustainable development.

G01	University Operational Performance
G02	Internal Controls and Risk Management
G03	Financial Planning
G04	Digital Transformation and Empowerment
G05	Teaching Quality and Learning Effectiveness
G06	Research Energy and Quality
G07	Talent Recruitment and Retention
G08	Academic Integrity and Ethics
G09	Procurement and Supply Chain Management

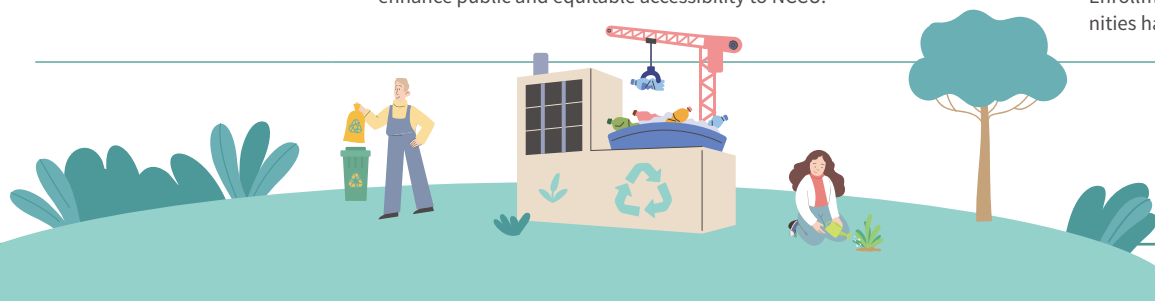
Major Issue Management

The questionnaire results served as the basis for a review of key important actions and performance indicators for progress on major campus issues over the past year, an analysis of current challenges, and a summary of future strategic directions. The policy results are presented in the following table.

► NCCU Management Guidelines for Major Sustainable Development Issues

Item	Key Actions/Indicators (2023-2024)	Areas for Improvement	Action Strategy
S01 Student/Staff Physical and Mental Health	<ul style="list-style-type: none"> Promote an 8-year fundraising plan to raise TWD20 million for the "Long-term Campus Mental Health Protection" program which will hire additional experienced psychotherapists, expand consultation and counseling services, and improve crisis management operations. Adopt mental health leave protocols, in principle allowing for a maximum of five days of leave/semester. Provide online psychological consultations and counseling for full-time NCCU faculty, staff and project personnel, allowing for six free consultations/year/person. Raise funds for health screening services. Starting August 1, 2023, more than 400 staff have received LDCT lung cancer screenings. 	<ul style="list-style-type: none"> Pay scale for psychotherapists is uncompetitive compared to other institutions, making it difficult to retain talent. Some NCCU staff are not accustomed to regular health screenings, and continuous effort must be made to improve their health management habits. Increased numbers of overseas faculty and students has expanded demand for mental health support, and additional resources are required. 	<ul style="list-style-type: none"> Develop standards and strategies for adjusting compensation structure to increase incentives for talent retention and staff stabilization. Continue to provide a range of health screening services and psychological counseling services. Organize school-wide outdoor activities to promote staff mental and physical health, and to enhance interpersonal interaction.
G05 Teaching & Learning Effectiveness G06 Research Quality	<ul style="list-style-type: none"> Use text mining techniques to inventory sustainable courses and gain insight into how NCCU course offerings respond to SDGs. Establish Center for Business Sustainability and the SSD Alliance for ESG Business Transformation, harnessing industry-university collaboration to enhance sustainable development. Conduct student core competency assessments in 7 areas: 1. Information technology, 2. Humanistic care, 3. Interdisciplinary, 4. Autonomous learning, 5. International mobility, 6. Social participation, 7. Problem solving. Also actively track long term trends in grade changes, graduation flows and employment through regular questionnaires and analysis. 	<ul style="list-style-type: none"> Some faculty and students do not understand the scope or content of sustainability issues. A questionnaire related to sustainable literacy is required to better understand student capabilities regarding sustainable development. 	<ul style="list-style-type: none"> Based on instructors' self-evaluations of sustainability courses, we will map and assess the sustainability curriculum to assist students in pursuing multidisciplinary programs and career development related to sustainable development. Plan funding to encourage the development of courses related to sustainability issues. Promote cross-discipline exchanges within NCCU, along with collaborative instruction and research through the University System of Taiwan to enhance intermural research and teaching.
E01 Low-carbon Campus Planning E02 Power-saving Management & Green Energy	<ul style="list-style-type: none"> Conduct a carbon inventory following the ISO14064-1 standard to establish an annual carbon emission baseline for the university. Complete leasing of photovoltaic power generation equipment for campus buildings and evaluate the expansion potential for campus-wide PV deployment. Replace old air-conditioning systems, including updating the AC equipment on the Siwei Hall, the Chiang Kai-shek Library, the International Building, and the 4th and 8th floors of the Arts Center. Formulate reference energy conservation measures for all school units. Water supply improvement project reduced water leakage and reduced NCCU overall daily per-capita water consumption to 83.48 liters, winning the Ministry of Economic Affairs Water Savings Excellence Award. 	<ul style="list-style-type: none"> Power consumption for new construction projects will continue to rise, and reducing overall power consumption will be difficult in the short term. More effective strategies are needed to implement various power-saving measures. Equipment energy consumption data is incomplete. Green electricity deployment policy has yet to be clearly articulated. 	<ul style="list-style-type: none"> Establish an intelligent energy management system integrating six major systems (water, electric, solar energy, HVAC, hot water, and sewage) to accurately track and analyze energy use and provide alerts for abnormalities. Establish an energy database system to effectively monitor the replacement of old equipment with energy-saving devices.

Item	Key Actions/Indicators (2023-2024)	Areas for Improvement	Action Strategy
G01 School Operations Performance G03 Financial Planning	<ul style="list-style-type: none"> Establish a sustainable organizational structure, including a sustainability working group and sustainable development promotion committee. Final accounts for 2023 showed a budget surplus of nearly TWD32 million. Personnel expenses accounted for 30.7% of operating expenses, far below the limit of 50%. The balance of available funds at the end of 2023 was TWD2.612 billion, exceeding the Ministry of Education's standards for measuring normal school operations. Investment policy is on track to meet targets, allocations remain stable, and return rates are also in line with targets. 	<ul style="list-style-type: none"> Sustainability concepts and policies still need to be further diffused and deepened within the university community. An appropriate host unit and sufficient manpower are still needed for the sustainability action plan. Feedback systems and self-improvement mechanisms still need adjustment to effectively enhance school operations efficiency. Conflicts between various sustainability goals must be reviewed and remedied. 	<ul style="list-style-type: none"> Establish a sustainability office to integrate existing sustainability promotion capacity within NCCU and enhance the promotion of sustainability action plans. Consider the university's overall financial situation in planning and allocating various funds to ensure financial resilience. Consider expanding active investment in sustainability-oriented funds. Review conflicts and contradictions among the 17 SDGs, seeking to resolve underlying conditions.
E05 Landscape Creation, Aesthetic Education	<ul style="list-style-type: none"> Promote the "School-wide Landscaping Improvement Project." Transform the NCCU Social Science Information Center to promote effective interaction between historical structures and the campus ecology. Prevent brown root rot and control the mosquito population. Jointly organize tree planting with the Forestry and Nature Conservation Agency. Sign a memorandum of cooperation with the Taipei City Zoo to enhance ecological survey and restoration work. 	<ul style="list-style-type: none"> Campus road surfaces are old, slippery, uneven and lack visual integrity, resulting in potential conflicts between vehicles and pedestrians. Revitalization of legacy structures must be balanced against operational and maintenance considerations. More human resources are required for ecological conservation, with an urgent need to recruit external assistance. 	<ul style="list-style-type: none"> Overall planning and long-term promotion of campus-wide surface and landscaping improvements. Planning for new construction projects must emphasize low-carbon and green construction. Recruit ecological experts to help promote ecological conservation measures and environmental education courses.
E04 Waste Reduction and Disposal	<ul style="list-style-type: none"> Work with 19 campus catering contractors to provide discounts for customers who use their own reusable dishes and utensils. Prohibit the use of bottled water at on-campus administrative meetings and other official events. Promote the Recycling Map and Recycling/Refuse Collection Bin Improvement Project. Organize auctions of scrap materials and equipment, and extend the useful service life of existing equipment. 	<ul style="list-style-type: none"> Catering contractors operate under difficult conditions (especially during summer and winter break) and their thin margins leave them reluctant to absorb the cost of discounts. Custodial services for various campus venues is outsourced to different contractors who handle recyclables in different ways, requiring review and coordination. 	<ul style="list-style-type: none"> Future catering contracts will include incentives and requirements for recycling practices. Continue to enhance education and promotion for waste reduction. Develop a campus culture of reduce, reuse and recycle.
S02 Caring for the Disadvantaged	<ul style="list-style-type: none"> In 2023, approximately TWD155 million in student aid resources was provided to 6,060 students. The admissions office is reviewing various existing admissions systems to enhance public and equitable accessibility to NCCU. 	<ul style="list-style-type: none"> Budgetary regulations and limitations restrict availability of financial aid, and not all deserving students are served. Enrollment targets for disadvantaged communities have not been met. 	<ul style="list-style-type: none"> Pursue budgeting and regulatory flexibility, actively raising funds from external sources. Enhance the "Seeds of Hope" project and pursue campus EDI policies to support disadvantaged groups.



Item	Key Actions/Indicators (2023-2024)	Areas for Improvement	Action Strategy
G04 Digital Transformation and Empowerment	<ul style="list-style-type: none"> In line with the NCCU ISMS policy, continue to enhance overall school security, implement technical vulnerability scanning, and strengthen outsourcing management and information security auditing. Coordinate digitization administrative processes to promote comprehensive system digitization, thereby improving administrative efficiency. Formulate "Principles for the Application of Generative Artificial Intelligence at NCCU", prepare an AI implementation white paper, and explore potential benefits from integrating AI into the humanities. 	<ul style="list-style-type: none"> Human resource availability fails to keep pace with continued increases in demand for digital services. Rising costs for software/hardware acquisition and maintenance & IT security. The rapid emergence of AI is diverting students from the humanities and social sciences into engineering. 	<ul style="list-style-type: none"> Enhance student participation in digital empowerment through increased access to digital and AI tools and the introduction of relevant courses. Continue to enhance the digitization and efficiency of administrative services. Promote exploration of potential integration of AI into the humanities and social sciences, adopting humanistic and sustainable AI as a core institutional value.
G07 Talent Recruitment and Retention	<ul style="list-style-type: none"> Amend NCCU regulations for lecturer recruitment, adding appointment qualifications and eliminating limitations that restrict appointments to two terms. Establish reward incentives for full-time chair professors for excellent research performance, and double academic research subsidies. Increase scholarships for specially appointed instructors. Encourage instructors to participate in the NCCU Zhongni Outstanding Teaching Award. Amend the NCCU "Operational Requirements for Faculty Extended Service" to increase flexibility. Amend the NCCU "Employment Management Regulations" and improve salary levels. Increase flexibility for new hires and offer salary-based incentives to compete for talent Resumption of winter and summer leave for administrative staff. 	<ul style="list-style-type: none"> Salary flexibility requires reliance on intensive higher education sprout project and external fundraising, which are unstable. Improving welfare measures must consider budgeting restrictions and the proportion available for personnel-related expenses, making it difficult to meet all needs. Associate professors may apply for a one-semester leave in preparation for promotion to full professor. From the 2021 to 2023 academic years, 39 associate professors took advantage of this opportunity, but only five were promoted after taking research leave. 	<ul style="list-style-type: none"> Collaborate with the NCCU Office of Institutional Research to implement the "Faculty and Staff Happiness Survey" to better understand the needs of faculty and staff, thereby optimizing institutional governance. Continue to investigate effective use of flexible salary systems. Review and improve the leave research system for associate professors, along with other supporting measures.
S03 Gender Equality, Human Rights S04 Multiculturalism & Innovation	<ul style="list-style-type: none"> Adopt "Measures for the Installation of Gender-neutral Toilets at NCCU". Amend the student leave regulations to add "multicultural leave" and increase the number of "Aboriginal Ceremonial Leave" days to five per school year. Publish the NCCU Equity, Diversity and Inclusion (EDI) proposal. 	<ul style="list-style-type: none"> Micro-aggressions are common in daily interactions or online communities and are difficult for faculty or administrators to monitor. Some underrepresented or otherwise vulnerable groups may require identification and assistance. 	<ul style="list-style-type: none"> Organize an EDI committee to enhance decision-making capacity. Initiate action plans to promote various types of courses to promote EDI (e.g., formal/informal, in-person/online). Promote administration internationalization, promote foreign language competency among administrative staff, and increase subsidy amounts and coverage for foreign language study.



2

School Operations

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 ROC University Act, the university president is responsible for managing the university's affairs and representing the university externally. Following the university selection rules, the National Chengchi University President Selection Committee meets ten months prior to the end of the current president's term or within two months of the presidency being vacated.

The president serves a term of office, which can be renewed once for an additional four-year term. A sitting president who intends to pursue a second term must apply to the Ministry of Education for a re-appointment evaluation one year before the expiration of their current term. 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

Decision-Making Committee

University Council

Matters referred to the University Council are handled by five sub-committees (each of which is required to include student representatives):

-  Procedure and Regulations Committee
-  School Development Committee
-  School Assessment Committee
-  Financial Supervision Committee
-  Campus Planning and Construction Committee

Administrative Committee

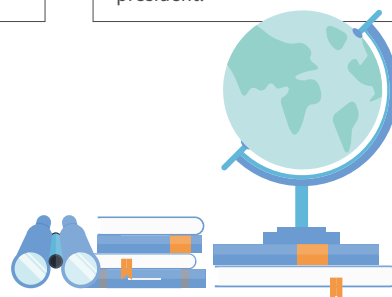
Discusses important school administrative matters.

Individual Unit Committees

These committees address issues of consequence to each individual unit including academic affairs, student affairs, general affairs, research and development, college affairs, departmental affairs, and institute affairs.

Individual Committee

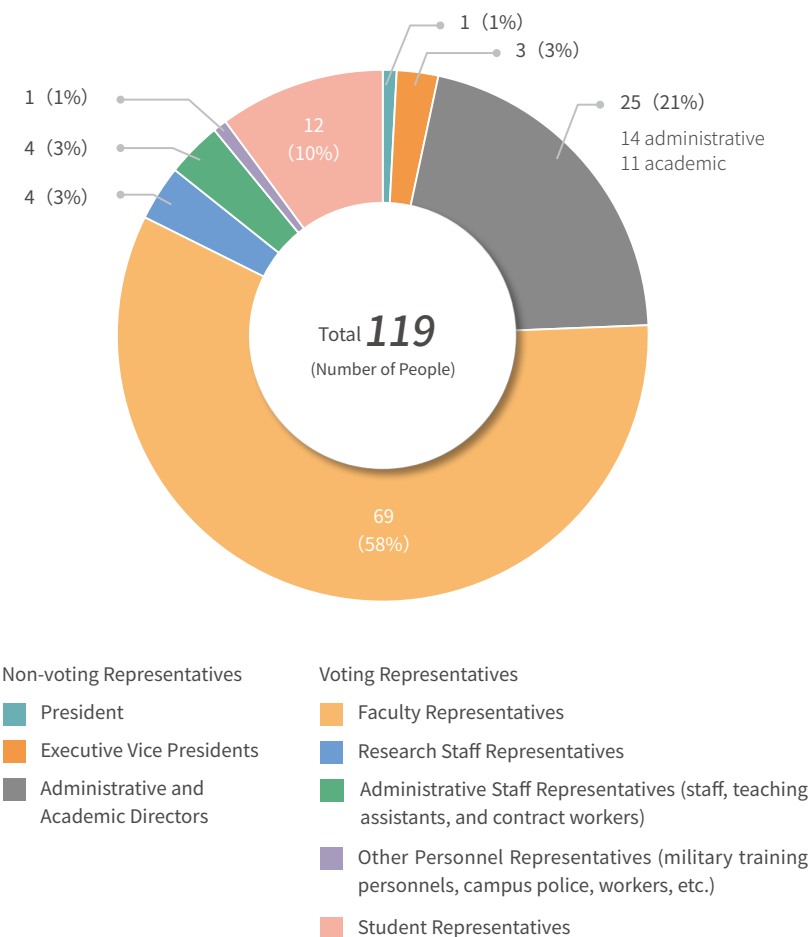
The school may establish various committees to address specific issues as necessary. The establishment of such committees requires approval by the University Council and promulgation by the NCCU president.



University Council Composition and Member Selection

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.

► NCCU University Council Representatives (2023-2024)



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). 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. The Project Team meets at least once every academic year.
- **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. The Working Group meets at least once each academic year.



• 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 of the internal control items of 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 in 2023

- A total of 71 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, supplemented by minor text revisions.
- Two abnormal internal control cases included failure to fully print the verification seal and police entry to campus. For the former case, the Operational Management Unit added a review procedure to the check issuance process, while the latter was addressed by adding an explicit procedure by which police may apply for campus access, thereby ensuring controlled entry.

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.



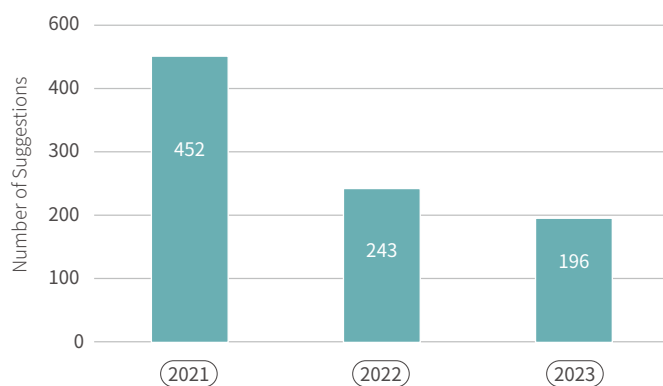
• Implementation Results

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.

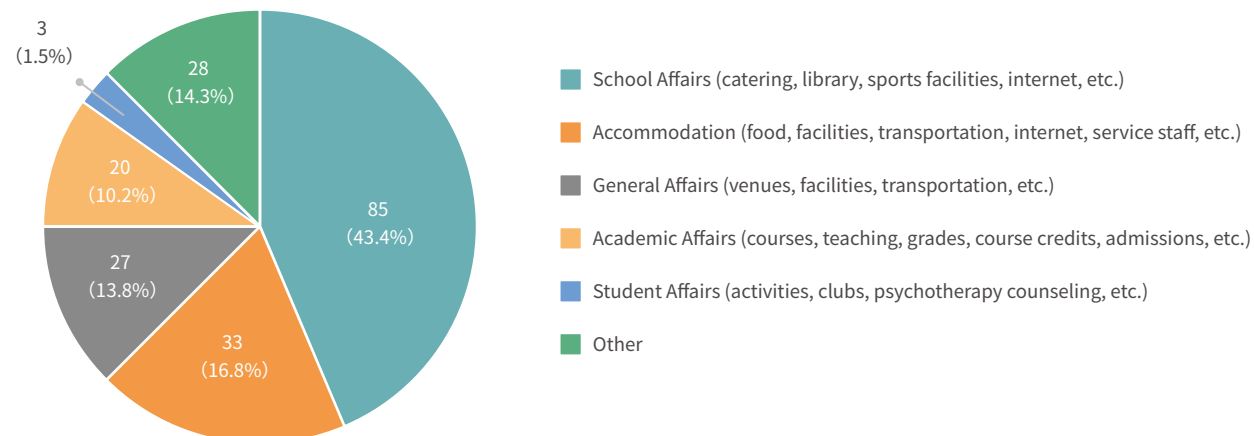
Handling of Suggestions for School Affairs

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 2023, a total of 196 suggestions were proposed, and the suggestions have been viewed a total of 6547 times.

► School Affairs Suggestion Numbers over the Past Three Years



► Number and Proportion of School Affairs Suggestions, Categorized (2023)



Risk Analysis and Response

SWOT Analysis

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.

Excellent alumni network:

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

Promote institutional innovation:

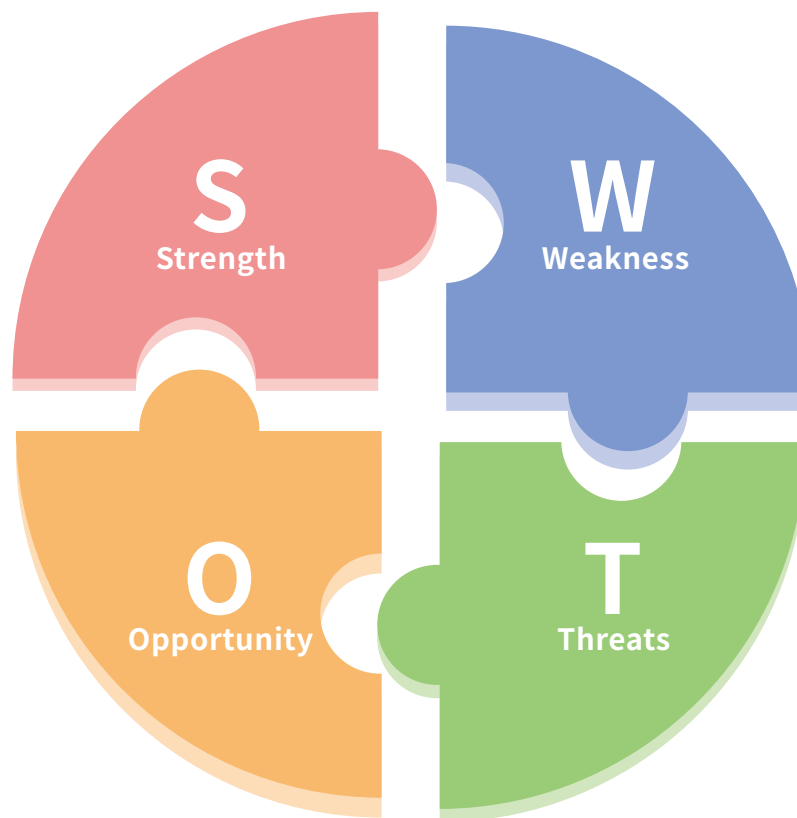
In step with rapid social change, NCCU is pursuing institutional transformation and developing new disciplines for society.

Integration of emerging technologies:

Popularize new technology applications and flipped learning approaches to increase the university's influence.

Promote experimental integration:

Located between Taipei's urban and rural areas, NCCU is well-positioned to develop research initiatives that integrate urban resources to assist rural development.



Limited expansion space:

Geographic restrictions affect future planning and investment for needed software and hardware.

Unbalanced industrial:

Current industry demand prioritizes STEM areas, with limited opportunities for humanities and social science majors.

Competition for resources:

The current recruitment system is not conducive to attracting high-quality international talents for study and work.

Unfavorable academic evaluation mechanism:

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

Increasing international conflicts:

Global geopolitical tensions negatively affect international academic exchanges.

Competitive higher education environment:

Taiwan's low birth rate and aging population increase budget pressures and drive fierce enrollment competition.

Response Actions

In response to the SWOT analysis results, the second phase of the NCCU Higher Education Sprout Project proposes a forward-looking vision to establish a "barrier-free" NCCU, to continue the strengthening of the university's cross-domain and digital capabilities in teaching and learning, and to develop a campus-wide academic ecosystem that responds to the 17 SDGs, all as part of a comprehensive effort to cope with current and emerging challenges facing higher education while practicing institutional responsibility and contributing to society. In November 2023, NCCU launched the development of a mid-and long-term plan for school affairs as a continuation of the 2010 Centennial NCCU Forward-looking Development Agenda Report. These plans will propose ten core NCCU statements from the perspective of school governance, including Higher Education Advocates, Teaching Innovation, Research Innovation, Industry-Academic Linkages, College Characteristics, Faculty Career Development, Student Empowerment, Campus Internationalization, University Social Responsibility, and Campus Sustainability. The plan analyzes the current situation and the difficulties to be overcome, and proposes future visions, goals and response strategies as strategic guidelines for the development of NCCU's school affairs over the coming decade.

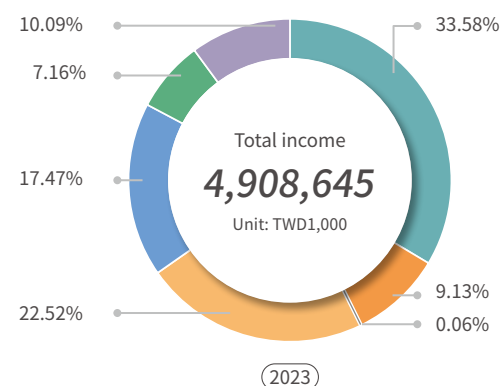
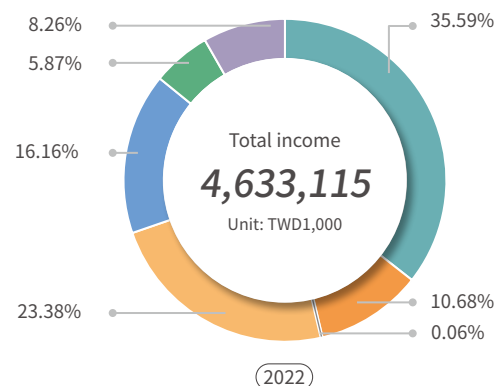
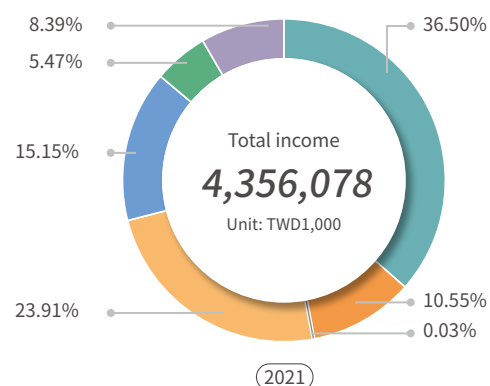
2-2 Financial Planning

Overview of NCCU Financial Income and Expenditures

NCCU's sources of income include government subsidies and internal income such as tuition fees, with the proportion of internally generated income rising from 52.92% in 2021 to 57.24% in 2024. Income is mainly used to fund teaching, research, general management, education collaboration, student financial aid, and capital expenditures for school development. The NCCU Fund Management Committee prepares annual budget estimates, conducts annual financial planning, and reviews the custody and use of school funding and expenditures. The final accounts for the past three years have all shown substantial surpluses, and the available fund balances at the end of the past three years have all 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 school website. School income and expenditures are shown in the following chart.



Overview of NCCU Income (2021-2023)



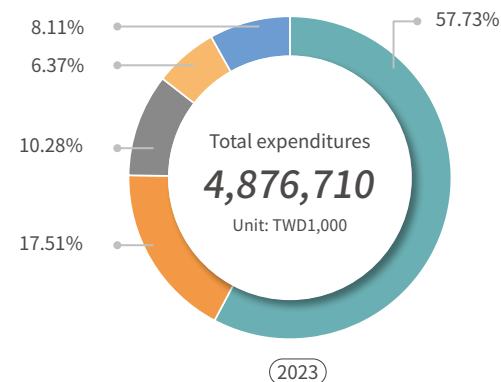
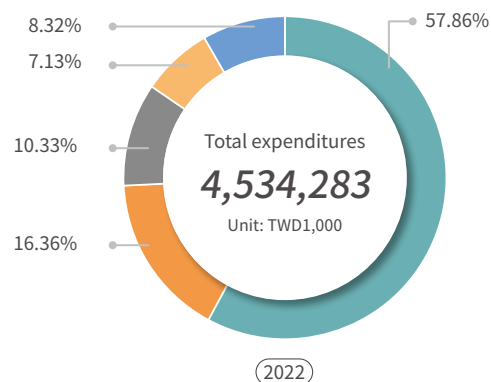
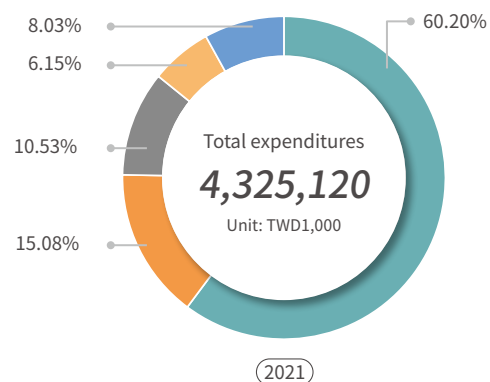
Gov't Subsidies

- Teaching and Research Subsidies
- Other Subsidies
- Miscellaneous Income

Internal Sources

- Student Tuition and Misc. Fees
- Educational Cooperation Income
- Asset Use and Royalty Income
- Other Internally Generated Income

NCCU Expenditures (2021-2023)



- Teaching, Research and Training Costs
- Educational Cooperation Costs
- Administration and General Affairs Costs
- Student Financial Aid
- Other

► NCCU Actual Financial Statement Balances (2021-2023)

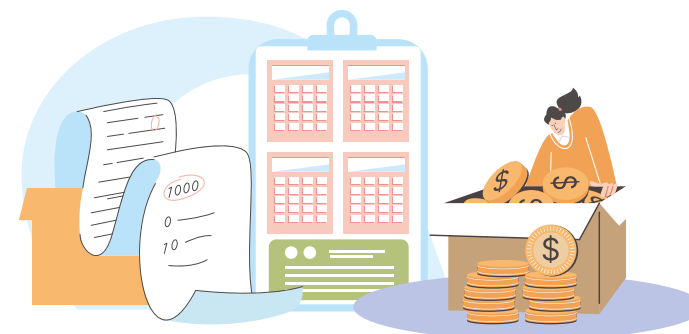
Unit: TWD1,000

Item/Year	2021	2022	2023
Total income	4,356,078	4,633,115	4,908,645
Total expenditures	4,325,120	4,534,283	4,876,710
Surplus (deficit)	30,958	98,832	31,935
Add: Depreciation and amortization expenses not included in surplus calculation	217,456	186,059	198,091
Actual surplus	248,414	284,891	230,026

► Available Funds (2021-2023)

Unit: TWD1,000

Item/Year	2021	2022	2023
Cash and time deposits	4,335,823	4,799,391	4,649,349
Add: Short-term liquid assets	115,317	40,466	54,435
Deduct: Short-term debt repayments	1,478,795	1,592,982	2,067,837
Deduct: Capital subsidy programs as yet not implemented	16,770	11,943	23,465
Available funds	2,955,575	3,234,932	2,612,482



► Fundraising Figures (2021-2023)

Unit: TWD1,000

Year	Private Donations	Amount
2021	687	136,085
2022	737	159,152
2023	1,335	163,311



Sustainable Investment Strategy

Following Article 14 of the National University Fund Management and Supervision Regulations, NCCU limits investment by the university fund at TWD300 million. The university's investment management team consists of ten internal and external committee members with strong investment management expertise and excellent reputations among financial professionals. The team includes one convener, five internal committee members, and four external committee members who are collectively responsible for formulating the university's investment guidelines, policies, and asset allocation principles for the coming year, for implementation following review and approval by the University Fund Management Committee.

To effectively respond to issues and trends of climate change and international climate policy, NCCU incorporated ESG investment principles into its investment plans and investment team procedures in 2022, and prioritizes investment in funds that comply with the "Principles for Review

and Supervision of Information Disclosure of Securities Investment Trust Funds with Environmental, Social and Governance (ESG)-Related Themes" issued by the Financial Supervisory Commission. School funds are managed to obtain stable long-term returns, and the investment decision process includes evaluating potential investment targets in terms of commitment to sustainable development, corporate social responsibility. In May 2023, NCCU divested its holdings in Nan Ya Plastics Corporation due to ESG concerns. As of December 31, 2023, the university had completely divested of individual stock holdings.

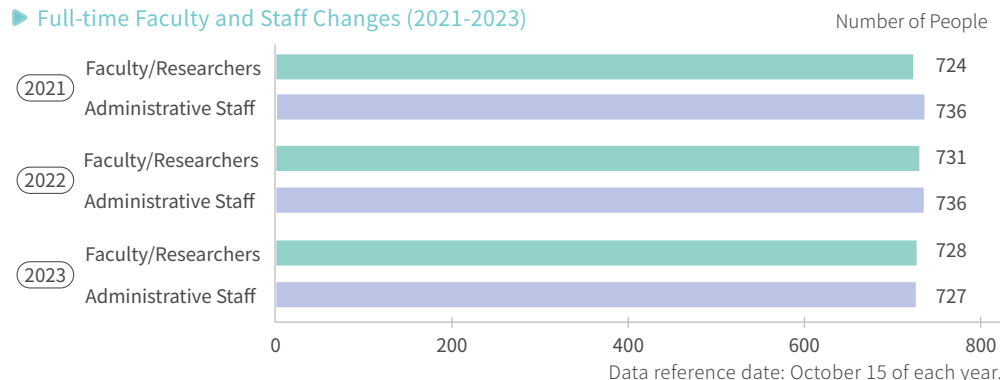
2-3 Talent Recruitment and Retention

Faculty and Staff Composition in Past Three Years

Number of Full-Time Faculty and Staff

All NCCU operational units are established and operate in accordance with organizational regulations. A comprehensive human resources system and related regulations have been established to recruit excellent teachers and administrative personnel. Over the past three years, the ratio of full-time teaching and research personnel to administrative personnel in our school has been about one-to-one, and total staffing numbers have remained relatively stable.

Full-time Faculty and Staff Changes (2021-2023)

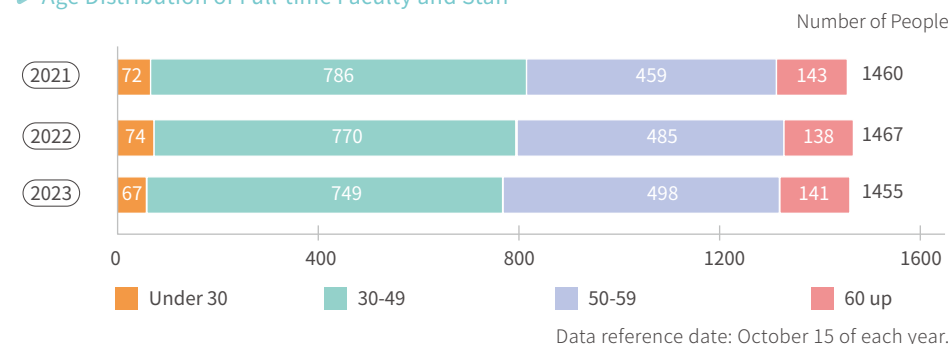


- * Personnel defined as: (1) Full-time teaching and research personnel: full-time teachers, technical personnel, contract teaching personnel, exchange teachers, visiting teachers, full-time lecturers and researchers, contract researchers. (2) Full-time administrative personnel defined as: full-time civil servants, teaching assistants, specialized scientific and technological personnel, military training instructors, campus security guards, technicians, and contract personnel

Age Statistics for Full-Time Faculty and Staff

Over the past three years, the majority (51%) of full-time faculty and staff were aged between 30 and 50 years, while the proportion of those aged 50 to 60 years old increased to 34%.

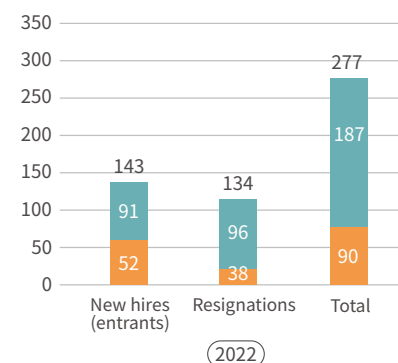
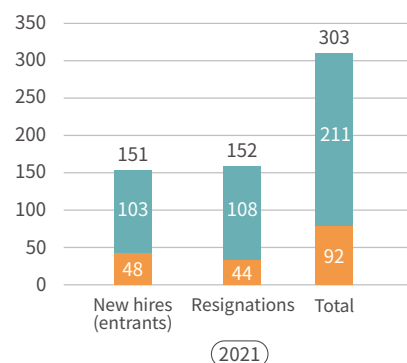
Age Distribution of Full-time Faculty and Staff



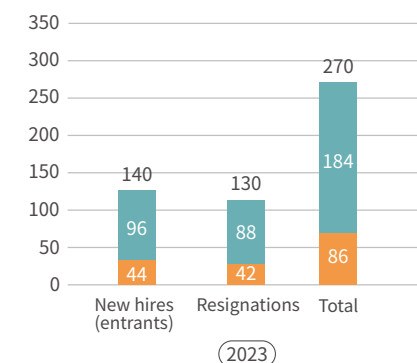
Full-Time Faculty and Staff Turnover

Over the past three years, an average of 145 newly hired faculty and staff joined NCCU, while an average of 139 left (including those retired and deceased). While in 2021 the number of new arrivals equaled that of leavers, 2022 and 2023 saw greater numbers of new arrivals, with leavers decreasing 13% compared with 2021. Reasons for leaving included personal career changes, and mandatory or voluntary retirement.

Faculty and Staff New Hires/Resignations



Full-time Faculty and Staff Turnover



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

Staff Training, Benefits and Compensation

Faculty and Staff Education and Training

Teacher Education and Training: New Teacher Training Camp

The Office of Academic Affairs' Education Development Center organizes an annual training camp for new teachers. In 2023, a total of 38 new teachers participated in the training, accounting for 78% of all incoming faculty. Training content includes ice breaking activities, transforming university instruction models, teaching applications for generative AI, campus gender equality issues, sharing sessions, library introduction and tour, campus information session, career sharing at NCCU, the NCCU USR Project, and a walking tour the surrounding Wenshan and Maokong areas.



Administration Staff Education and Training for 2023

A total of 679 people participated, with an average of 25.82 training person/hours, for a total of 17,530 person/hours.

The main education and training course categories included:

- (1) Professional training: supervisor training, new employee training and in-service training (divided into basic professional training and core professional training).
- (2) General courses: policy advocacy courses, self-improvement courses, and humanities courses.



Faculty and Staff Benefits and Compensation

Faculty Benefits

NCCU provides a variety of support measures to create a warm and caring working environment.

 Flexible salaries remuneration	<ol style="list-style-type: none"> 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. 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	<ol style="list-style-type: none"> Psychotherapy counseling (commercial) services, 6 times per year. 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	<ol style="list-style-type: none"> Regulations allow for professors and associate professors to apply for research leave. 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. Chinese language classes are offered to foreign teachers to ease their acclimation to local life. NCCU is in the process of developing programs to improve the foreign language proficiency of administrative staff. Interested and applicable staff members may apply for a maximum tuition subsidy of TWD20,000/year to support additional foreign language learning. Registration fees for foreign language certification tests are also subsidized by the university, and test-takers can apply for leave and/or compensation for test days. On April 22, 2024, English was added to the list of subsidized languages, and the subsidy amount was increased.
 Outdoor leisure activity subsidy	NCCU provides annual subsidies to encourage staff to engage in leisure activities, cultivate team spirit and boost work morale. In 2024, the per-capita daily subsidy was increased from TWD700 to TWD1,000.
 Birthday gifts	Starting in 2024, full-time faculty and staff receive a TWD1,000 cash gift to celebrate their birthday.
 Faculty and staff clubs	NCCU subsidizes travel expenses and encourages faculty and staff to participate in club activities.

● 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.

To enhance worker motivation, the performance bonus for outstanding employees has been increased from TWD6,000 to TWD10,000, and the bonus ratio was increased from 5% to 7%.

► 2023 NCCU Faculty and Staff Salaries

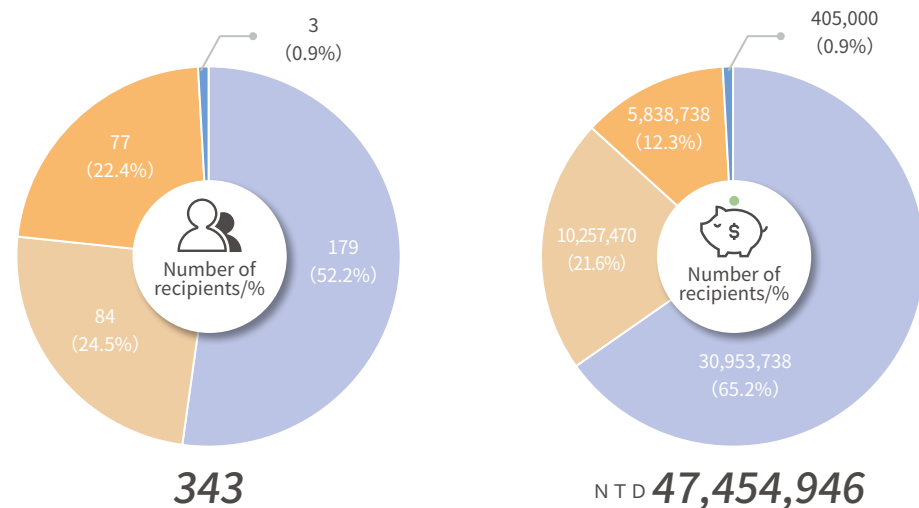
Unit: TWD1,000

2023 Personnel Category	Full-Time Faculty/Researcher	Full-Time Staff Member	Full-Time Contract Employee	Full-Time Campus Security, Technicians, Workers, Drivers
Average Annual Salary	1,356,965	900,260	477,642	455,805
Median Annual Salary	1,398,060	879,930	513,589	448,065

Data reference date: Employees as of January 1, 2024 (excluding employees on non-salaried leave)
Salary defined as monthly salary and year-end bonus received from January 1, 2023 to December 31, 2023



► Teaching and Research Staff Receiving Flexible Salaries for the 2022 Academic Year



* 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.

► Unpaid Parental Leave for Faculty and Staff

Type	Male	Female
Number of parental leave applicants in 2023	3	9
Those on parental leave expected to return to work in 2023 (A)	2	9
Those on parental leave in 2023 who actually returned to work (B)	1	9
Reinstatement rate (B/A)	50%	100%
Those on parental leave in 2022 who actually returned to work (C)	2	14
Those on parental leave in 2022 who returned to work for at least one year (D)	2	12
Retention rate (D/C)	100%	85.71%

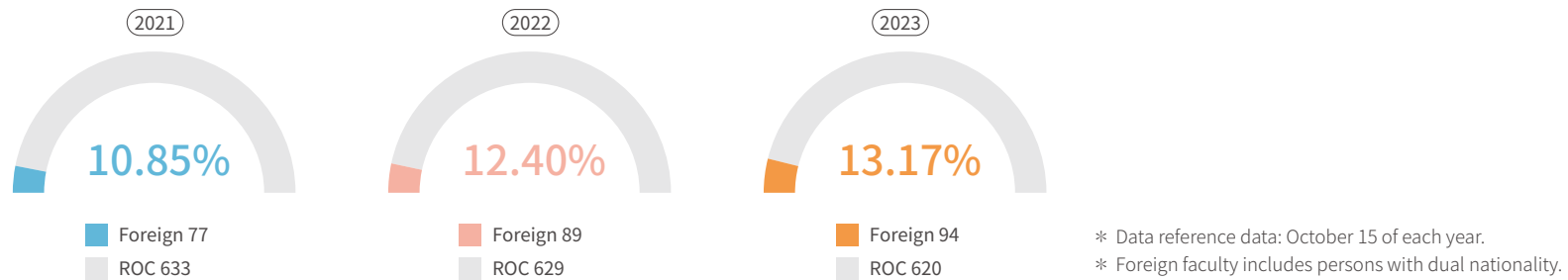
*Number of parental leave applicants: Those whose parental leave application start date falls within the current academic year.

Workplace Diversity and Equity

Number of International, Indigenous and Disabled Employees

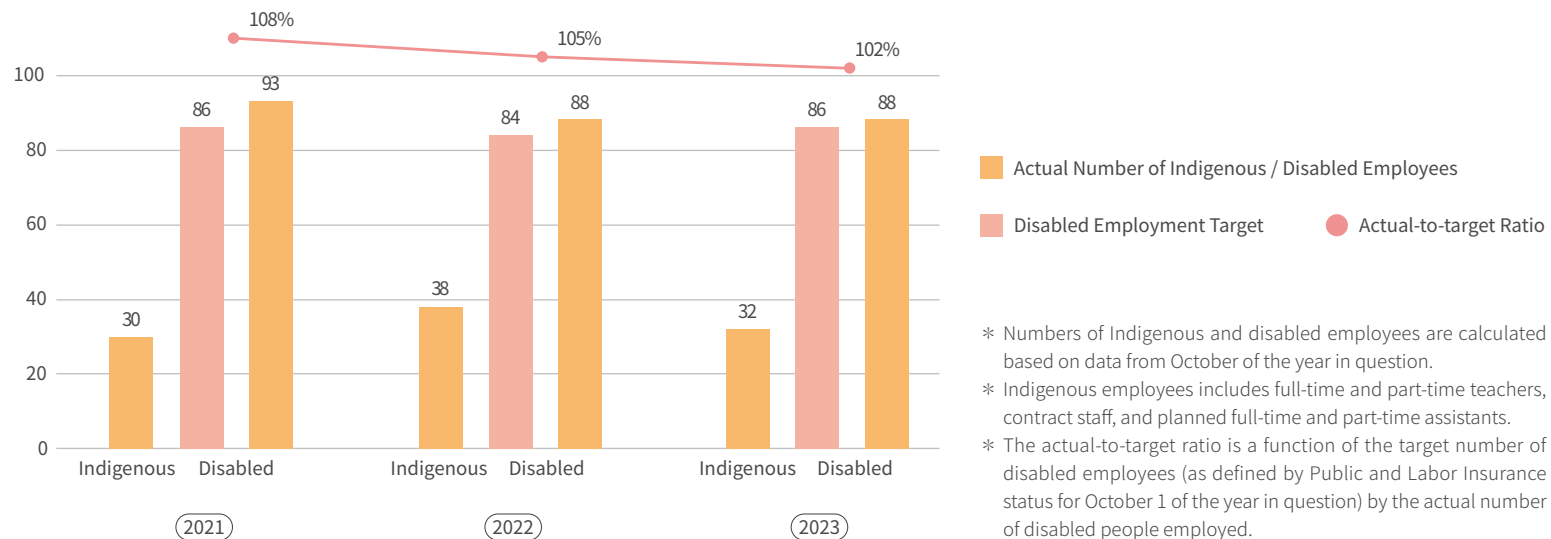
The NCCU faculty and staff are a diverse group, and the number of full-time foreign faculty and staff continues to grow. Currently, over 13% of the full-time faculty come from overseas, with NCCU ranking first in Taiwan in terms of faculty internationalization in the QS 2024 World University Rankings.

► Proportion of Foreign Full-time Faculty



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.

► Numbers of Indigenous and Disabled Employees

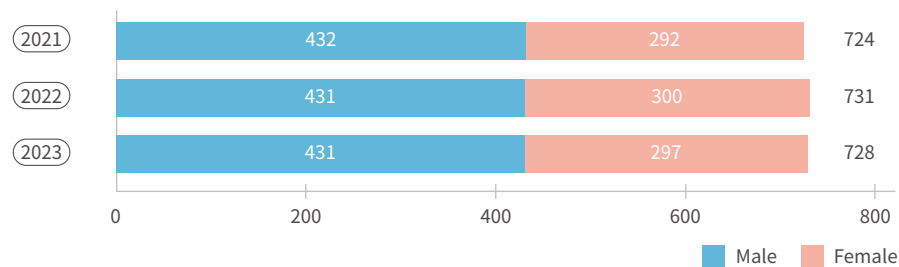


Gender Ratios

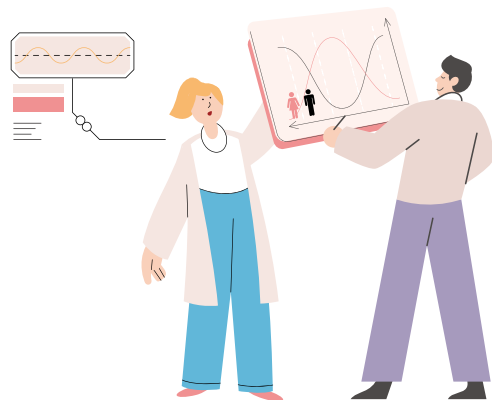
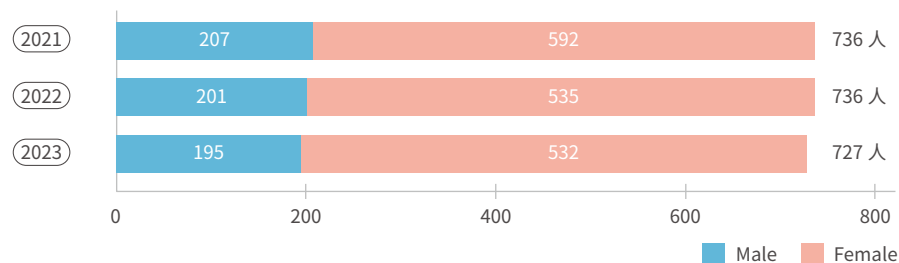
For the past three years, male faculty and research staff significantly outnumber female counterparts, while women outnumber men in administrative positions. However, at the supervisor level, NCCU has achieved near gender parity, though the gender gap persists between academic and administrative supervisory positions. Men outnumber women in first-level supervisory positions, while the ratio is reversed in second-level units.

► NCCU Faculty and Research Personnel

• Full-Time Faculty/Researchers



• Full-Time Administrative Staff



► First- and Second-level Supervisor Gender Balance in 2023

Unit	Male	Female	Total
Academic Units	67	45	112
Administrative Units	34	49	83
Research Units	3	1	4
Total	104(52%)	95(48%)	199
First-Level Units (including director and deputy director)	89	60	149
Second-Level Units	15	35	50

Data reference date: October 15 of the year in question

* If an individual concurrently holds multiple supervisory positions, each position will be counted separately

Complaint Channels

To protect the personal rights of faculty and staff from being violated by illegal, discriminatory or inappropriate measures, NCCU has established committees to receive and investigate relevant complaints from faculty and staff. To prevent workplace violence and harassment, in 2023 President Li issued a Statement on the Prevention of Workplace Violence, aimed at ensuring all employees have a safe work environment that protects their physical and mental health. The National Chengchi University Violence Prevention Plan was also formulated to establish relevant regulations and guidelines for on-campus workers. Infringements are reported to the Environmental Safety Group of the General Affairs Office.

- ✓ Teacher and staff complaints in 2023: 0.
- ✓ Illegal workplace infringements in 2023: 1 (noted as investigated and resolved by President Li).

2-4 Digital Transformation and Empowerment

Information Security

Information Security Policy and Personal Data Protection Management

To ensure the confidentiality, integrity and availability of NCCU information assets and to comply with the Information Security Management Act, the university has established an Information Security Policy and related regulations, available on the Computer Center website, for the guidance of university employees and information service providers. In addition, all incoming faculty and students are advised on how the university collects, stores and uses personal information. The university's Information Security and Personal Data Protection Promotion Committee meets at least once per semester to promote and implement campus-wide information security and personal data measures.

Following the Information Security and Personal Data Protection Audit Implementation Guidelines, the Computer Center conducts information security and personal data audits on selected university units each year, covering document preparation (including personal data files, information and communication systems using the school's IP network or domain name, Internet of Things equipment, etc.), and conducting on-site audits to better understand current information security and management conditions and to propose measures for further risk mitigation.

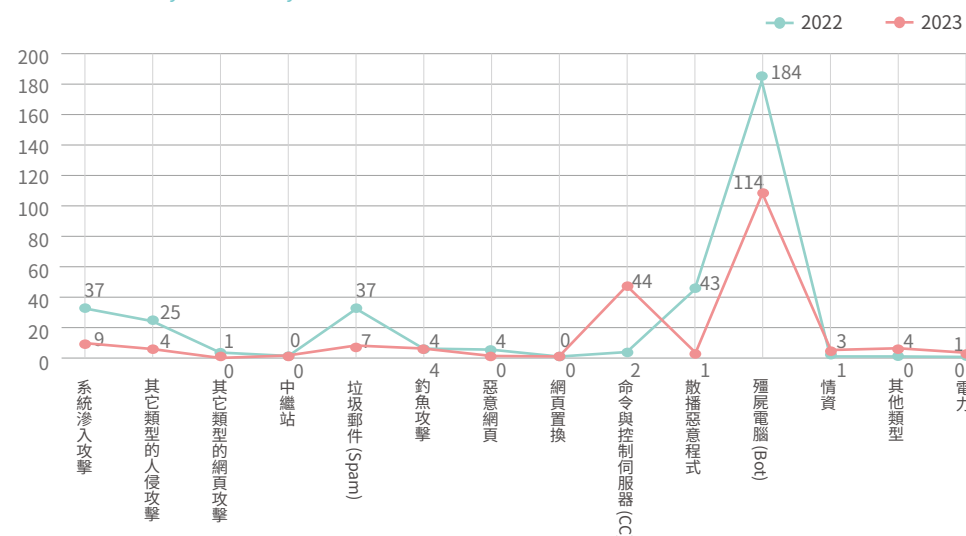
Channels for the Notification and Consent for Personal Data Collection and Use

Identity	Notification/Consent	Notification/Consent Time	Notification/Consent Method
Faculty/ Researchers, Administration Staff, Project Staff	NCCU New Employee Personal Data Collection Notice	Day of registration	Paper notification
Student	NCCU Student Personal Data Collection, Processing and Use Instructions	Upon students first registering with the school administration system and providing personal information.	Online reading record
Alumni	NCCU Alumni Personal Data Notice and Use Consent	1. Upon the first instance of alumni information collection following graduation. 2. Upon applying for an alumni identification card	Digital or paper signature
Library Service User	NCCU Library Personal Data Notice and Use Consent	1. NCCU faculty, staff and students: when first activating reader borrowing privileges online. 2. Short-term full-time/project staff, alumni and non-school personnel: when applying for a school library card.	Online notification or paper application signature

Data Security Reporting Incidents and Information Security Enhancement Measures

In 2023 NCCU experienced a total of 238 cybersecurity incidents (including 2 incidents at NCCU Affiliated High School and 1 at NCCU Experimental Elementary School), but none of these internal or external incidents involved personal data disclosures. Cybersecurity incident reporting and emergency response measures are recorded in the NCCU Information Security Reporting and Response Zone:

2023 NCCU Cybersecurity Incident Statistics



NCCU Information Security Enhancement Measures

- In 2023, the Computer Center jointly organized six specialized Information Security courses open to all school staff. Topics included: "Overview of Business Continuity Management (BCM)" and "Information Security Control Mechanisms for Information Operation Outsourcing". A total of 184 participants attended. In addition, another 373 participants attended six general Information Security courses, covering topics including information security technology, personal information protection and disclosure response, and mobile Internet security and privacy protection.
- Campus-wide information asset inventory and risk analysis, including operating systems and IoT devices.
- Continuous upgrades to school host operating system and components.

Digital Transformation

Promotion of Digital Transformation for Administrative Processes

In 2022 NCCU established an administrative process digital transformation promotion team to review various administrative processes on campus, establish a cross-departmental research platform, and implement digital technologies to improve administrative efficiency. This digital transformation has considerably improved the user experience of administrative services. Since The team's work flow and achievements are as follows:

Proposal

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

Review

Four review meetings are held each year in January, April, June and November. Urgent cross-departmental issues can be addressed on an ad hoc basis.

Implementation

The team's results as of May 2024 include:

Completed Projects (latest systems update)

- ✓ 2023/09/25 Optimize the school affairs suggestion system
- ✓ 2023/09/15 Online application for off-campus vehicles entering campus
- ✓ 2024/02/01 Important conference system functions
- ✓ 2024/03/05 Alumni subsystem
- ✓ 2024/02/23 System for reporting damage to outdoor facilities
- ✓ 2022/12/30 Student ID card replacement application system
- ✓ 2024/03/21 Student leave system
- ✓ 2023/01/05 Attendance system for part-time and project assistants
- ✓ 2024/02/01 Questionnaire filling result recording system
- ✓ 2023/03/20 Adding library system services to the NCCU mobile app
- ✓ 2022/09/01 System usage statistics

Key Results

(i) Application for off-campus vehicle entry

The system automatically generates an online payment account, determines payment status system and imports vehicle registration data into the license plate recognition system.


- ✓ System-related statistics: Number of completed cases: 1,456 / Number of vehicles: 1,957 / Number of imported vehicles: 3,229

(ii) Since the 2022 academic year, the University Council has implemented dual-track operations in which committee members choose paper or electronic agendas, using a "nudge design" that has significantly reduced paper use for meetings.

- ✓ Relevant statistics: In the 2022 and 2023 academic years, more than half of meeting participants chose electronic agendas, respectively reducing paper agenda use by 228 and 305 in those two years.

Digital Teaching and Learning

NCCU has systematically undertaken to build a highly effective digital learning environment, beginning with a comprehensive suite of policy and process documents including the "Digital Learning Implementation Measures", "Digital Learning Assignments and Incentive Subsidies", "Distance Learning Course Review Standards", "Distance Learning Classroom Management Measures", "Massive Open Online Courses" and "Micro-credit Course Implementation Measures". Implementation bodies including the Digital Learning Promotion Committee and the Digital Course Selection Committee encourage teachers and students to actively participate in the digitalization of cross-domain and autonomous learning.

 In 2021, NCCU signed a memorandum of cooperation with the education bureaus of six cities including the Taipei City Government, using public holidays to offer micro-courses, offering high school students a broad range of independent learning courses.

Rich Digital Learning Content Platform

The NCCU Teaching Development Center's NCCU Digital Knowledge City is an online platform that integrates digital learning content including MOOC courses, open courseware, master lectures, and digital teaching workshops with a digital teaching platform (MOODLE). The Computer Center provides a digital learning platform (WM5) along with Cisco's Webex video platform to support the development and delivery of digital learning media, remote teaching, and video conferencing.

- In 2023, NCCU invested a total of TWD **1.26** million to offer **42** distance learning courses and digital micro-credit courses, with **3,117** students participating.
- In 2023, **968** courses were offered on the WM5 digital learning platform, with **943,496** logins.



2023 年開設之遠距教學課程及數位類型微學分課程



2023 年數位學習平台 WM5 開設課程數

Digital Empowerment Courses for Faculty and Staff

From June 2022 to January 2024, NCCU participated in the University Alliance's plan to deepen the promotion and innovative application of digital learning, jointly established the "UST Alliance Teacher Online Teaching Ability Training Standards" with alliance partners schools, and held relevant teacher training workshops. In 2023, NCCU offered ten digital teaching workshops, with total attendance of 763, including NCCU faculty and staff and external participants. Nine of the sessions were recorded and are available to the public through the NCCU Digital Knowledge City platform.

Digital Teaching Workshops Launched in 2023

#	Workshop Name	Date	Instructor	Participants
1	Are You Digital? Tips and Tricks for Digital Teaching Practices	2023.03.23	Shih Deng-teng	89
2	Decoding Generative AI: Using Generative AI to Integrate Teaching Design	2023.04.26	Lee Yi-chih	126
3	Interactivity and Community Building in Distance Learning: Experience Exchange and Practice	2023.05.11	Chen Yang-hsueh	53
4	Applying ChatGPT in Digital Teaching	2023.05.24	Tsai Yan-lung	92
5	Keys to Self-Learning in Digital Education	2023.06.01	Lu Tsung-hsien	85
6	International MOOCs Sharing	2023.06.07	Jack Wang	39
7	Application of Generative AI	2023.08.03	Liao Hsing-chung Bian Chung-pei	97
8	MOODLE - The First Step in Digital Teaching	2023.08.29	Chen Tun-yuan	35
9	How to Ask Better Questions? AI Challenges for Teachers and Students	2023.09.22	Lin Ying-chun	81
10	Remote Synchronous Teaching Design, Teaching Leadership and Performance Evaluation	2023.10.13	Liao Chou-peng	66

Cross-Domain Empowerment and Artificial Intelligence

In response to the current development trends in artificial intelligence, in 2023 NCCU formulated its of "Generative Artificial Intelligence Application Brief Principles", providing complete guidance for teachers, students, and administrators for the use of generative AI. To promote the effective integration of the unique advantages of artificial intelligence in the humanities and social sciences, NCCU established the Interdisciplinary Artificial Intelligence Center (AI Center) to promote the integration of artificial intelligence into university teaching and research. In 2023-2024, the AI Center's achievements include:

AI Interdisciplinary Courses

The AI Center focuses on teaching empowerment and transformation. In addition to launching the Artificial Intelligence Cross-Domain Micro-Learning Program, it also actively promotes the integration and co-creation of AI with various academic disciplines, striving to cultivate AI literacy among NCCU to ensure the effective development of AI within the university community.

- AI cross-domain micro-courses: Provide systematic AI cross-domain teaching resources, focusing on giving students basic AI knowledge and skills across domains. A total of four courses (with 16 sections) served a total of 700 students in the 2023 academic year.
- Cross-domain professional courses: Cooperate with various NCCU academic departments to offer cross-domain courses to promote the cultivation of a new generation AI talent. In 2023, a total of 236 students enrolled in seven such courses.
- Compile AI cross-domain course maps for the 2020-2023 academic years for student reference for course planning.

AI-related Interdisciplinary Course Map in 2023



● Interdisciplinary AI Research

The AI Center focuses on the establishment of cross-domain teams and the development and strategic planning of cross-domain social networks. It promotes technology adoption and co-creation in teams or communities, empowering development in various application fields.

- Establish AI cross-domain teams: In 2023, the Center organized **4 cross-domain research teams**, including teachers and students from inside and outside NCCU. Fields explored include **digital media and art, using AI to analyze historical photos, big data in real estate and green building, and precision medicine**. The teams included a total of 26 participants.
- Promote AI cross-domain cooperation: The Center planned subsidy programs to promote the AI cross-domain research concept at NCCU, promoted cross-domain cooperation among all sectors on campus, and established and expanded the cross-domain research network. In 2023 the program attracted 59 applications, with 28 selected.
- Develop and implement industry-university cooperation: The Center implemented four industry-university cooperation projects, and continues to develop opportunities for cooperation and exchange with industry to promote mutual benefit.

● AI Interdisciplinary Community

To promote comprehensive teaching and research, the AI Center serves as a platform for connecting and communicating between cross-domain teams and communities. Through various activities, it continuously brings together talent from various fields for brain-storming and communication, promoting the development of further cross-domain cooperation, and developing NCCU into a leading cross-domain development venue.

- **20** cross-domain lectures/workshops and other activities, 12 of which were held in cooperation with various NCCU teaching and research administrative units, attracting a total of **1680** participants.
- Assisted students in establishing the NCCU Artificial Intelligence Application Research Club to promote independent learning and peer learning opportunities. The club was launched with 47 members.
- Planned an AI Cross-Domain Sustainable Innovation Competition, aimed at addressing major problems facing humanity. Participating students are encouraged to adopt a design thinking approach to developing innovative, people-oriented solutions that integrate artificial intelligence in ways that cross traditional domain boundaries. Finalists will be announced on July 1, 2024, and the final competition will be held on October 18, 2024.



Lecture: AI future singers have arrived – from real-time voice transcripts to virtual singing

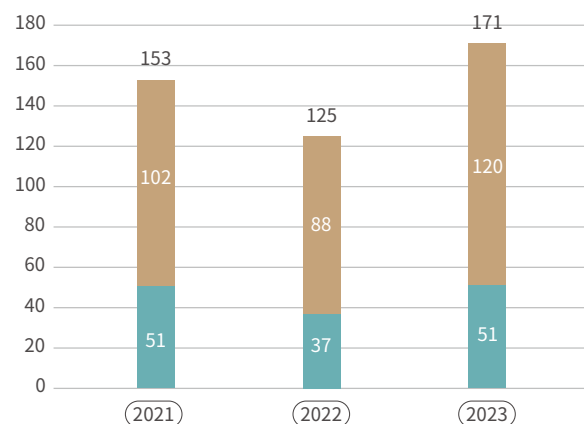


InnoFest 2024 (held by International College of Innovation and AI Center)



"Computational Thinking and Artificial Intelligence" Final Project Exhibition 2023

► AI and Information Technology-related Research Projects at NCCU (2021-2023)



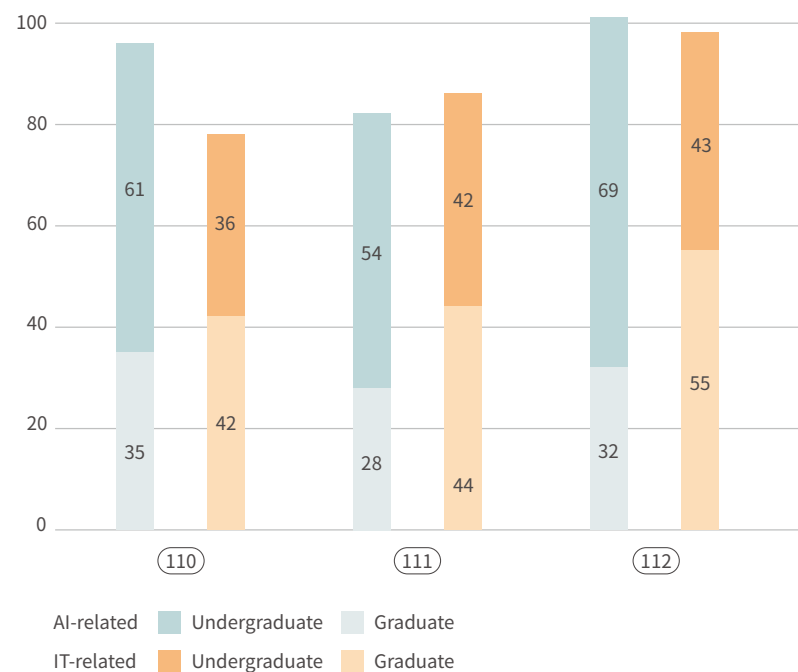
* AI-related keywords: artificial intelligence, AI, machine learning, deep learning, generative AI, Midjourney, AI program, semi-supervised learning, Python, natural language, NLP, human-computer interaction.

* Information technology-related keywords: information technology, digital, database, program, data analysis, big data, technological innovation, data analysis, system.

■ AI-related
■ IT-related

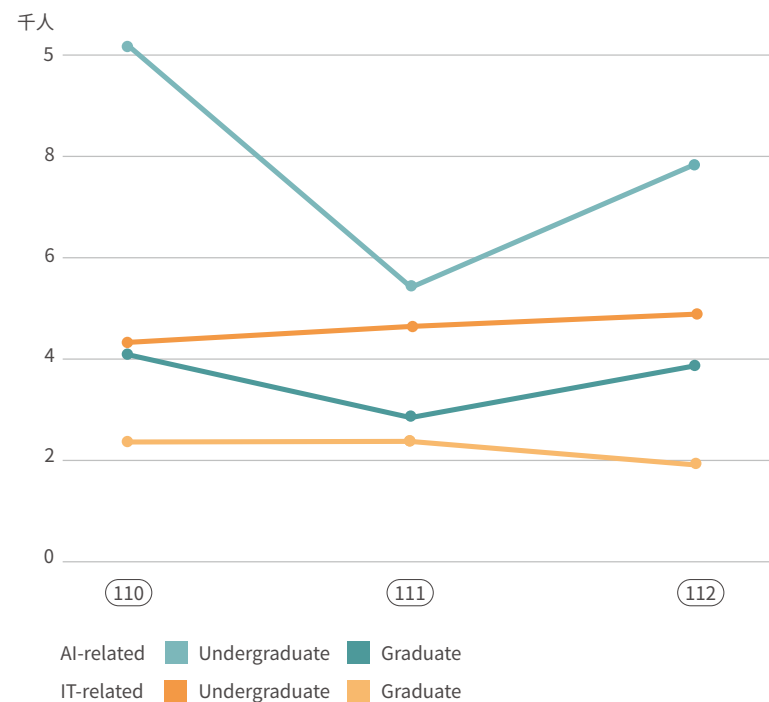


► AI and Information Technology-related Courses at NCCU (2021-2023)



AI-related ■ Undergraduate ■ Graduate
IT-related ■ Undergraduate ■ Graduate

► AI and Information Technology-related Courses Enrollment at NCCU (2021-2023)



AI-related ■ Undergraduate ■ Graduate
IT-related ■ Undergraduate ■ Graduate



3

Sustainability Empowerment

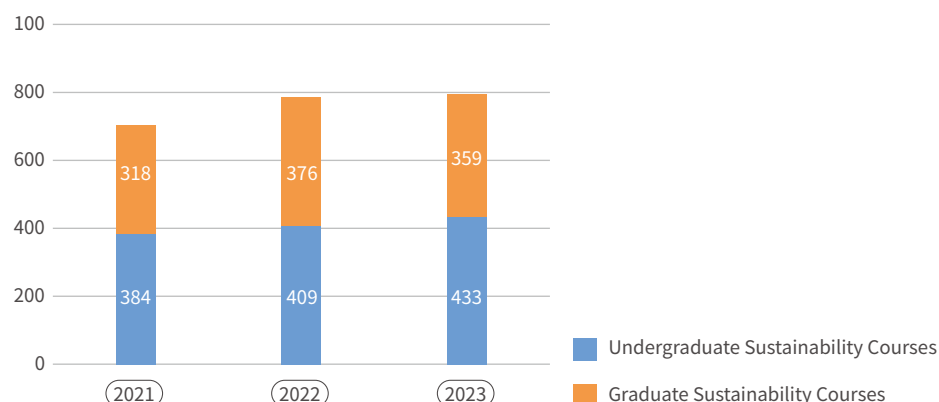
3-1 Sustainability Education and Teaching Innovation

■ Courses Related to Sustainable Development

Overview of SDG-Related Courses

In recent years, NCCU's course offerings have gradually re-focused to emphasize the United Nations Sustainable Development Goals. A keyword inventory of all course offerings shows a total of 792 sustainability-related courses offered in 2023, accounting for 14.20% of all course offerings. Courses focus around SDG16 (Peace, Justice and Strong Institutions), followed by SDG8 (Decent Work and Economic Growth), SDG4 (Quality Education), SDG10 (Reduced Inequalities), SDG17 (Partnerships for the Goals), SDG3 (Good Health and Well-Being), and SDG11 (Sustainable Cities and Communities). However, due to a lack of relevant departments and colleges in areas such as ecology and engineering, relatively few courses are offered related to SDG2 (End Hunger), SDG14 (Life Below Water), SDG15 (Life on Land), and SDG6 (Clean Water and Sanitation). Among all NCCU academic units, the International College of Innovation and the College of Social Sciences offer greater concentrations of SDG-related courses.

► NCCU Sustainability Courses and Student Enrollment (2021-2023)



- NCCU inventories its sustainable development-related course offerings based on the United Nations' 17 sustainable development goals (SDGs). Text mining for key words is applied to the course descriptions and objectives to identify courses that correspond to different SDGs. Keywords are selected in reference to those widely used by overseas universities and those used for sustainability research in the Scopus database, and then selectively filtered for suitability for NCCU course descriptions.

Item	2021	2022	2023
Total number of courses offered	5485	5608	5576
Total sustainability course	702	785	792
Sustainability course ratio	12.80%	14.00%	14.20%
Total sustainability course enrollment	22465	22646	23438

► Ratio of Sustainability Courses by College

College	College of Liberal Arts	College of Social Sciences	College of Law	College of Education	College of Commerce	College of Science	International College of Innovation	College of Foreign Languages and Literatures	College of Communication	College of Informatics	College of International Affairs
Sustainability-Related Courses Ratio	6%	25%	20%	25%	15%	10%	62%	4%	12%	3%	23%
SDG Focus	SDG 4	SDG 10 SDG 13 SDG 16	SDG 16	SDG 4	SDG 8 SDG 9 SDG 17	SDG 4	SDG 10 SDG 13 SDG 16	SDG 3 SDG 4	SDG 8 SDG 9	SDG 4 SDG 16	SDG 4 SDG 16

* Analysis results for NCCU course offerings for spring semester 2022 and fall semester 2023.

Sustainability-focused Course Highlights

Case 1

Self-Study Special Topic: Introduction to Sustainability

College of Social Sciences, Department of Public Administration
Asst. Professor Wang Hui-Min & Student Association



Self-Study Special Topic: Introduction to Sustainability is an undergraduate general education course jointly offered by Professor Wang Hui-min of the Department of Public Affairs and the newly established Student Association, Sustainability group. A total of 51 students enrolled in the course which brings scholars and practitioners specializing in ESG (environment, social corporate governance) issues to give special lectures, and provides an intuitive introduction to the United Nations Sustainable Development Goals (SDGs). Representatives from Amnesty International were invited to share information on human rights issues, and representatives from the NCCU Career Center provided insight into the relationship between sustainable management and corporate governance, while further information on environmental issues was provided by the Hiin Studio which led students in weekend lectures and fieldwork (coastal cleanup) to learn about marine ecology, providing opportunities to gain practical experience and engage in independent learning.



Coastal cleanup initiated by Students

Case 2

Corporate Ethics and Sustainability: Cultivating Sustainable Thinking in First-Year Graduate Students

College of Commerce, Department of Business Administration
Distinguished Professor Bei Lien-Ti



Corporate Ethics and Sustainability is a core course for incoming graduate students in the College of Commerce, including the Departments of International Trade, Statistics, Information Management, Science and Intelligence, Finance, Accounting, Financial Management, and Risk Management. The course is divided into two sections each semester, with about 160 to 180 students in each section. The College of Commerce offers the course in hopes of cultivating a strong ethical foundation in future corporate leaders and professional managers.

The course concludes with a sustainable living action initiative, directed by Professor Bei Lien-Ti of the Department of Business Administration. Students are divided into small groups and asked to identify sustainability shortfalls on campus or in their own lives. They then analyze the causes of these problems, develop and implement a plan for improvements, and then propose initiatives and action plans to promote strong connections between individuals and the broader society.

A post-course exhibition held at NCCU from October 23 to 30, 2023 showed a broad range of topics, with initiatives ranging from plans to improve refuse sorting on campus and improving measures to reduce on campus food waste, to addressing issues raised by fast fashion and the burning of traditional "spirit money" to methods of protecting coral reefs and promoting improved repurposing of electronic products.



Student proposed their ideas about Responsible Consumption

Case 3

Negotiation Theater: Offshore Wind Power in Action

International College of Innovation
Asst. Professor Yang Zhi-Yuan



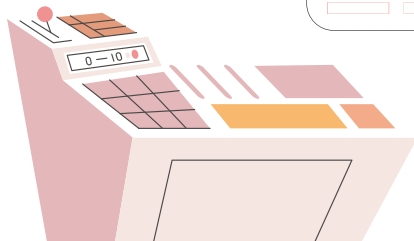
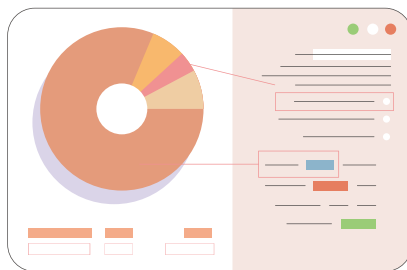
Assistant Professor Yang Zhi-Yuan of the International College of Innovation used the "Negotiation Theatre" teaching method, first introduced at the Taipei Fine Arts Museum Biennial, to simulate the controversies related to the wind power development process. Theater director Chen Pin-Rong co-directed the course, guiding students to understand the possibilities of combining performance art with public issues, learning about characters and conflicts through theatrical performance.

The course theme was Offshore Wind Power in Action, and focused on issues of the monitoring and conservation of whale, dolphin and bird populations, along with balancing ecological sustainability and alternative energy development against competing interests, such as the economic rights of fishing communities. NCCU students and members of the general public performed roles representing six types of stakeholders along with animal populations, helping explicate important points of contention and contradictions, and promoting a holistic approach to problem solving in the face of scientific uncertainty.

The course was one of a series of collaborations jointly organized by the NCCU International College of Innovation, the Ocean Affairs Council, and the National Development Council to work towards a sustainable and equitable ocean net-zero transition. Situational theater and role-play are used as a channel for public education and communication, not only injecting new energy into education, but providing new ways to participate in social dialogue, thereby providing more open and democratic opportunities to participate in social development.



Students rehearsed and performed negotiation theatre in class



■ Innovative Teaching Methods

Policies that Reward Sustainability or Innovative Teaching

To encourage teachers to offer more courses related to sustainability or innovation, in addition to initiating Teaching Practice Research Program promoted by the Ministry of Education, the Center for Teaching and Learning Development at NCCU subsidizes experimental teaching improvement programs for teacher training, intended to spur further development of courses focused on sustainable development, bilingual education, interdisciplinary teaching and autonomous learning.

To encourage teaching and research related to social responsibility and sustainable development, NCCU now includes such indicators in annual teaching evaluations under the "Teacher Performance Evaluation Regulations" (Article 9, Paragraph 2, Clause 6). This measure seeks to encourage teachers to enhance students' sustainability awareness and literacy.

Teaching Innovation Highlights

Case 1



Teaching Growth Community - Teachers and Students Learn Together Across Domains to Lay the Foundation for Renewable Energy Legal System Teaching Materials

College of Law | Associate Professor Wu Chin-Wen

In 2023, Associate Professor Wu Chin-Wen of the College of Law applied to Center for Teaching and Learning Development's Teaching Growth Community to develop a project entitled "Renewable Energy Law Teaching Case Analysis and Teaching Method Innovation under the ESG Concept". The community then held two workshops and six lectures covering multidisciplinary issues including climate change, challenges facing enterprises in current renewable energy legislation and regulations, the circular economy, carbon trading, photovoltaic financing and property rights, photovoltaic credits, offshore wind farm development, and the EU carbon border adjustment mechanism.

This Teaching Growth Community planned a 14-week basic course on the theme of "Renewable Energy Legislation" and provided workshops with external empowerment experts and scholars and joint teaching by community faculty to lay the foundation for future courses. The course was designed to help students get an initial grasp of legislative and regulatory issues related to the global net zero carbon emissions initiative, combining the disciplines of law and international trade to discuss issues related to renewable energy, and then to raise suggestions for renewable energy legislation, and the reform of legal systems and corporate strategies in the pursuit of sustainable development. All community instructors jointly participate in each course throughout the semester, encouraging community members to observe each other's teaching methods and appreciate their different areas of expertise, thereby forming a strong foundation for future exchange and collaboration.



Carbon trading lecture

Case 2



Renovation of the Social Science Materials Center Building: Re-inventing Campus Culture and Learning Through Aesthetic Actions

Xperimental College

"Landscape Creation, Aesthetic Education" was a key sustainability focus at NCCU in 2023. The multidisciplinary faculty team of the planned Xperimental College began with a recognition of the importance of intangible and passive elements (such as space, environment, atmosphere, and the five human senses) for catalyzing tangible and active learning, and the team set about deploying aesthetic actions to disrupt the status quo on the NCCU campus.

In the summer of 2023, the Xperimental College Preparatory Office invited six current students and six graduates to take over the vacant Social Sciences Materials Center, creating a variety of art installations and exhibits resulting in an aesthetic transformation that disrupted campus culture. The project enlisted the collaboration of the Department of Communication and the Human Innovation Program and is a part of an elective course entitled "Creativity and Design", developing an innovative residential artist program as a reference for future mechanisms for autonomous design learning. The experimental actions include:

- Organizing workshops that invite teachers and students to learn about the history and space of NCCU's legacy built environment through observation, sketching and measurement, transforming these spaces into aesthetic experiments.
- Inviting students to participate in the spatial planning for the future of the Social Sciences Materials Center .
- Inviting current students, graduates and alumni to stay on site prior to the renovation of the Social Science Materials Center Building to form a cross-generational creative team engaged in transforming space through art.
- Organizing activities, curating joint exhibitions, and supporting student film festivals, using diverse means and channels to communicate the concept of the Xperimental College and the positioning of the Social Sciences Materials Center Building to the outside world.

The Xperimental College advocates extending this aesthetic concept to all aspects of public affairs in the university. The Xperimental College and the future Social Science Materials Building will not only be built for student use, but will also constitute an open invitation to students, staff, faculty, alumni, colleges, and campus communities and organizations to continuously recreate themselves and share with others, producing a "co-creation of processes, sharing of resources, and a co-learning ecosystem that is always evolving."



Large-scale outdoor art installation "Fox Forest" and animal-themed banners

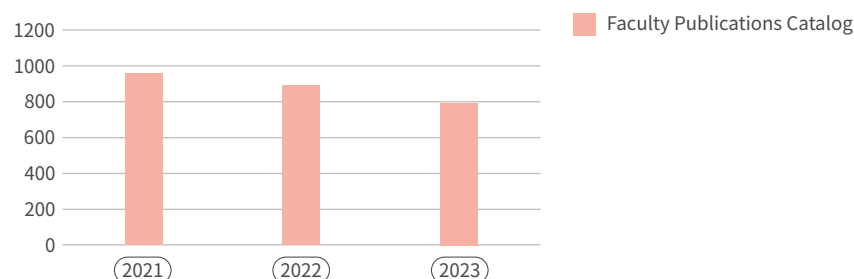
3-2 Research Capacity and Industry-University Collaboration

■ Sustainability Research and Industry-University Capacity

Overview of NCCU Research Publications

NCCU's main research areas focus on the humanities and social sciences, with faculty and researchers publishing 793 journal articles in 2023. To better publicize their research results, around 30% of NCCU faculty published articles in open-access journals that year. The second phase of NCCU's Higher Education Sprout Project emphasizes shaping a "new paradigm in the humanities and social sciences" and developing NCCU's "Distinguished Studies" program in terms of four key aspects: New Technology, New Economy, New Healthy Society, and New International Situation. NCCU's rich foundation in cultural power and the social sciences allows it to play a key role in preparing Taiwan society to face the many challenges in implementing the SDGs.

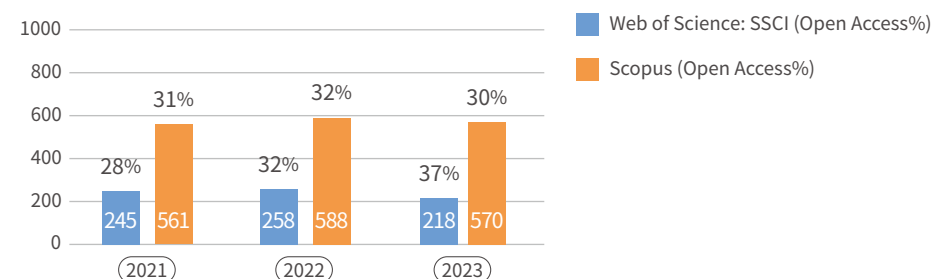
► NCCU Journal Publications (2021-2023)



* Data source date: Database search results as of June 27, 2024.

* The Faculty Publication Catalog is maintained and updated by NCCU teaching and research personnel.

► NCCU International Journal Publications and Open Access (2021-2023)



* Data source date: Database search results as of June 27, 2024.

* NCCU only subscribes to the SSCI (Social Science Citation Index) database, and the WOS (Web of Science) core collection does not offer paper counts for SCIE or A&HCI.

● NCCU SDG Research

In recent years, NCCU faculty and researchers have increased their research production related to sustainable development, mainly in the fields of social sciences, business, and law. Using the SciVal database to evaluate the relationship between the university's academic research and the United Nations SDGs shows that NCCU research tends to concentrate in SDG3 (Good Health and Well-Being), SDG4 (Quality Education), and SDG9 (Industrial Innovation and Infrastructure). In the years 2021, 2022 and 2023, respectively 184, 203 and 174 NCCU faculty published SDGs-related papers in the SciVal database, accounting for 26% to 30% of all faculty and researchers.

► NCCU SDGS Publication Status

Corresponding SDG	SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6	SDG 7	SDG 8	SDG 9:	SDG 10	SDG 11	SDG 12	SDG 13	SDG 14	SDG 15	SDG 16
Scholarly Output	43	11	168	132	26	6	24	107	107	97	65	41	38	6	14	62
FWCI	0.35	0.99	0.75	1.24	0.64	0.24	0.78	0.7	0.68	0.67	0.44	0.85	1.29	0.08	0.67	0.84

* Data source date: SciVal results for NCCU publications by SDG / 2020-2023, search conducted on May 8, 2024.

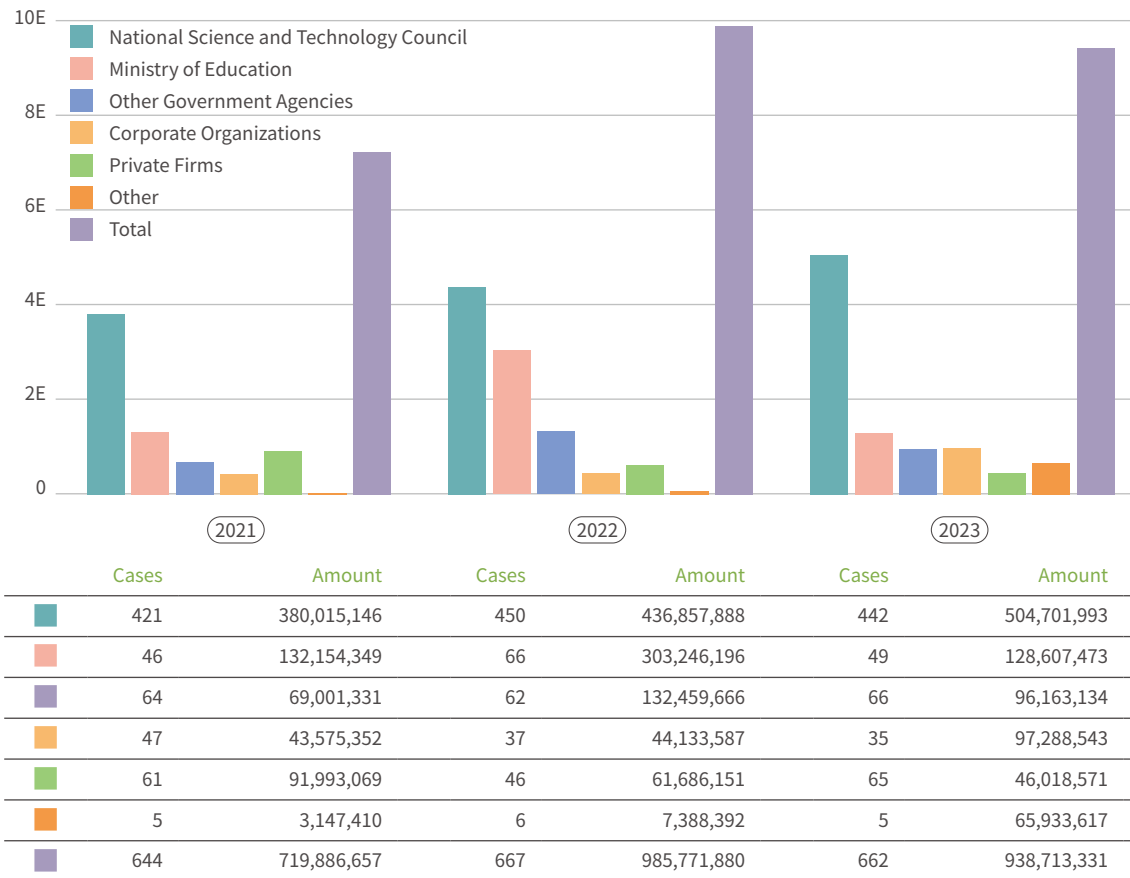
* SDG17 (Goals for the Partnership) was found by the SciVal expert team to be too broad for appropriate keyword definition, and thus no results are available.

Industry-University Collaboration Overview

● Industry-University Collaboration

In 2023, NCCU was involved in 662 industry-university cooperation projects with total funding of nearly TWD938 million, representing respect increases of 18 projects and TWD200 million over 2021, indicating steady growth and strong results.

► Industry-University Collaboration, Projects & Funding (2021-2023)



* Data source date: Download from NCCU R&D Department system on March 4, 2024.

* NSTC projects include all categories; non-NSTC projects include commissions, grant projects, seminars, and academic exchanges, but do not include higher education development projects, school development projects, and university-community planning research projects.

* Annual project numbers are calculated based on the project start date and multi-year NSTC projects are calculated once a year.

● Industry-University Alliances

Established in 2017, the NCCU Research, Innovation, and Incubation Center is the university's hub for coordinating industry-university collaboration, innovation incubation, and intellectual property protection. The Center guides NCCU's faculty and students to harness the university's R&D talent and resources in assisting industry to address practical problems. It also organizes special forums, lectures and seminars to better integrate the university's R&D results into emerging industry trends and to maximize the effectiveness of NCCU's research resources to meet industry requirements.

NCCU's Industry-university alliances steadily increased from 2021 to 2023, along with the number of Alliance members. However, in 2023, while membership numbers continued to grow, income from membership fees failed to keep pace, partly because the number of members and membership fee income for the research industrialization platform has gradually stabilized over several years of operation, and future growth space is limited. In addition to continuing to promote various existing member services, the platform is also actively developing markets abroad and promoting cross-school patent packages. The Sustainable System Development (SSD) Alliance for ESG Business Transformation provides one-to-one membership services, signing individual industry contracts instead of charging a unified membership fee, so organization performance is better reflected by the number of active projects rather than by membership fee income.

► Overview of Industry-University Alliances at NCCU over Past Three Years

Year	Number of Alliances	Number of Members*	Membership Income*	Combined IP Value*
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

* Data reference date: March 20, 2024

* The number of members is calculated based on membership status in each year. For example, if the membership period of Company XX runs from June 2022 to June 2023, then Company XX is calculated as a member for both 2022 and 2023.

* Unit: TWD

Research and Industry-University Collaboration Highlights

Theme 1: Using the Humanities and Social Sciences to Promote Technology and Sustainable Social Governance

Case 1



Integration of Renewable Energy Policy and Taiwan's National Land Planning System

Department of Land Economics, College of Social Science | Professor Tseng An-Ting

Led by Professor Tseng An-Ting of the Department of Land Economics, the "Integration of Spatial Planning and Renewable Energy Development Project" is a four-year integrated research program under the NSTC's "Net Zero Technology Social Science Research Project" aimed at resolving key conflicts between renewable energy development and land and space planning.

The 2050 Net Zero Emissions Pathway Plan includes solar photovoltaic power as a key source of renewable energy for Taiwan's future. However, given the current land scarcity in Taiwan, photovoltaic power expansion may encroach on agricultural production, resulting in competition between the energy and agricultural sectors. The project analyzes the core issues of renewable energy development, including the governance model for energy and land integration, policy and spatial conflicts between sectors, regional specificity and marine spatial planning. The plan focuses on five core topics, including decentralizing the power grid; addressing legal and regulatory gaps related to energy, electricity and space; managing the growth of renewable energy in urban spaces; managing spatial competition and smoothing cross-departmental governance between PV development and farmland; addressing conflicts between power facility development and indigenous cultural governance mechanisms in protected areas; and minimizing spatial conflicts between the rollout of renewable energy sources and marine space planning.

This project studies the optimization of cross-departmental governance systems for renewable energy development given spatial planning constraints. Empirical spatiotemporal analysis is used to explore the interaction of renewable energy development, the broader social ecosystem and changes in community values, along with the relationship between renewable energy development and agricultural land transformation. The research results will be fed back to the energy and agricultural sector stakeholders to minimize planning and policy conflicts, facilitating the establishment of a knowledge base that integrates various issues and will be used as the basis for policy formulation, thereby establishing a strong connection between academic research and policy outcomes.



NCCU project team participating in the National Development Council's "2050 Net Zero City Exhibition"

Case 2



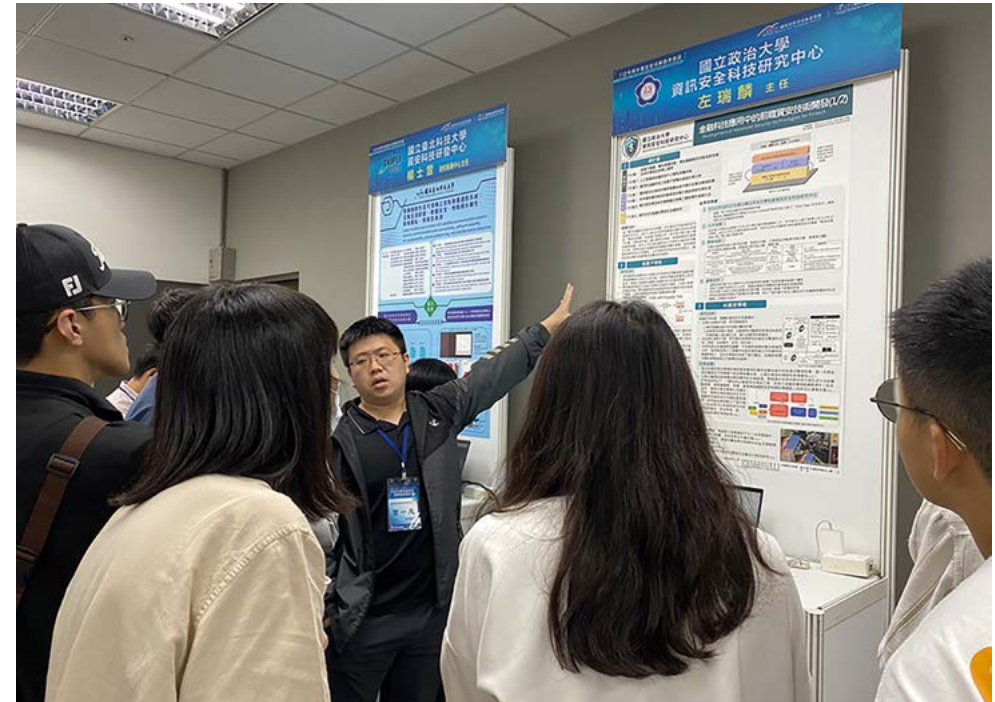
Forward-looking Information Security Technology Development in Financial Technology Applications

Professor Raylin Tso, Department of Computer Science, College of Informatics

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Participants in the Taiwan Academic Cybersecurity Center presenting the project



NCCU and the Cybersecurity Institute collaborate to provide high-level financial cybersecurity training

Case 3

Humanities Innovative Content-Driven Taiwan IC Industry Project

School of Communication | Professor Tammy Lin



Proposed by Distinguished Professor Tammy Lin of the School of Communication, the Humanities Innovative Contents-Driven Taiwan IC Industry Project (HI-IC) focuses on humanistic and social care. Combining disciplines including communications, psychology, sociology, and futurology, it actively explores the future image of human beings in integrated virtual and real living spaces, proposes content and application services that promote social care and empathy, and drives chip design and overall industrial and social innovation.

The National Science and Technology Council's HI-IC Project aims to encourage the academic community to conduct forward-looking research on high-powered and energy-efficient chips, support the computing power environment and chip specification requirements required for the performance of humanities creative content, lead the key technologies and innovative applications of high-performance chips, and help Taiwan gain greater advantages in global competition.

The project not only explores innovative business application models, but also realizes humanistic care and justice through the situational planning of chips. One example is an empathetic smart technology plan that integrates Augmented Reality (AR) and Virtual Reality (VR) functions designed specifically to extend the autonomy of the physically and cognitively disabled, expanding

opportunities for social and employment participation. The plan creates an immersive experience that enhances understanding and empathy of different social groups and thus expands the scope of humanistic care.

In terms of cultural exchange and emotional social interaction, Extended Reality (XR) technologies allow people to better understand and experience different cultural backgrounds, promoting equal and inclusive social development. XR technology induces positive emotions and encourages social interaction, providing emotional support for people experiencing stress or difficulties, thereby helping to build a resilient society.

In the field of education, the project aims to create a more personalized educational experience. XR technology narrows the gap between urban and rural areas and helps overcome economic differences, providing equitable learning opportunities for students in remote areas while promoting social justice. Finally, it improves the power efficiency of humanistic chip design, promotes environmental protection and carbon reduction, creates a seamless connection between virtual and real technologies, and makes positive contributions to the development of green technology.



Developer Pan was invited to share applications of generative AI and deep learning for the project team.



HI-IC Project

Theme 2: Industry-University Research Collaboration Promotes a Sustainable New Economy

Case 1



TCFD Assessment and ESG Solutions: Establishing Sustainable Operations and Improving Value

Center for Business Sustainability

Facing operational challenges brought by ESG issues, companies are transforming and rethinking their corporate strategies. Small and medium-sized enterprises in particular have had difficulty making progress on ESG issues due to their limited resources and need to balance sustainability against commercial value. As home to Taiwan's leading business school, National Chengchi University established the Center for Business Sustainability in 2023, dedicated to integrating sustainable development goals into corporate operations policies and promoting environmental protection.

The Financial Supervisory Commission has announced guidelines on climate-related financial disclosures that require Taiwan's banks and insurance companies to make climate risk-related financial disclosures by the end of June each year starting from 2023. In response, the NCCU Center for Business Sustainability held a "Taskforce Climate-related Financial Disclosure (TCFD) Report Evaluation Seminar: Current Status and Future Improvement" on December 15, 2023, to explore the status the TCFD reporting for Taiwan's banks and insurance companies, focusing on the TCFD report evaluation methods, current status, and methods for improving reporting quality, developing research results to be shared with industry to encourage financial institutions to improve climate-related financial information disclosures.

Discussing the difficulties of adopting ESG practices, Professor Anne Wu of the NCCU Department of Accounting notes that, "Companies often lack innovative strategies for implementing ESG. Without effective differentiation, it is difficult for these firms to make money." On June 27, 2024, an NCCU ESG Solution Teacher Workshop brought together representatives of NCCU institutions, international organizations and accounting firms, consulting firms, benchmark companies and organizations, and the media to launch the "three major technologies" recognized by the international academic and practice communities as key priorities: the ESG-SO scorecard to help companies form ESG strategies, the ESG-SBC to assist in the implementation of ESG strategies, and the C-PVM to assist in calculating carbon emissions and reducing greenwashing. The resulting patent- and trademark-pending "NCCU ESG Solution" seeks to help Taiwan companies make decisive breakthroughs in ESG strategy, and create a virtuous cycle of social and environmental impacts.



TCFD Report Evaluation Seminar: Current Status and Future Improvement



NCCU ESG Solution Seed Teacher Workshop

Case 2

SSD Digital Innovation Management Matrix: Building an Internationally Competitive Operational Ecosystem

The Sustainable System Development (SSD) Alliance for ESG Business Transformation



SSD (Sustainable System Development) is a comprehensive model for industrial innovation and upgrading that uses scientific methods for digital empowerment to assist enterprises in upgrading and innovating manufacturing and business operations to increase economic output. The approach combines sustainability education methods to cultivate talent and green consumption awareness among global citizens, while promoting sustainable urban and rural development through improved social practices.

In 2023, the National Science and Technology Council approved the establishment of the NCCU "The SSD Alliance for ESG Business Transformation". Using the SSD digital innovation management matrix, alliance companies seek to achieve global synchronization in four major innovation areas: business innovation, manufacturing upgrades, social innovation, and educational innovation. Examples of manufacturing upgrades include Everbiz Industrial Co., Ltd., Galaxy Software Services, and manufacturers in the New Taipei Industrial Park, developing value chain innovations that harness digital empowerment in the manufacturing and ICT industries. Examples of combining social innovation include companies such as Hometown Liquor Corp., the Indie Publishers

Association of Taiwan, and EBC Media, working to transition to a low-carbon economy and spur urban-rural co-creation. In terms of educational innovation practices, organizations such as the ITRI Net-Zero Sustainability School, Sea Energe, the Vital Wellspring Group, the Mega Fortune Marketing Group, and the NCCU Math Kitchen Lab continue to develop innovative research and promote sustainability education. At the same time, the NCCU ESG Alliance is also working with the ITRI Net Zero Sustainable School to develop a digital sustainability talent training program.

The Alliance was also invited by the world's first international SSCI journal in the field of knowledge management (KMRP) to establish an Asian corporate research base to develop knowledge economy and industrial sustainability innovation practices in tandem with EU industry-university partners.

For details, please visit:
<https://ssd.nccu.edu.tw>



Launch of the Sustainable System Development (SSD) Alliance for ESG Business Transformation



Group photo at the Alliance's Technology Development Achievement Exhibition

Theme 3: Working with Partners to Promote a Sustainable Society

Case 1



Promoting Social Communication and Moving Towards an Equitable Net-zero Transition

NCCU Center for Innovative Democracy and Sustainability

The NCCU Center for Innovative Democracy and Sustainability aims to empower civil society and strengthen Taiwan's democratic institutions. To jointly promote an equitable net-zero transformation by 2050, the Taipei Community College Promotion Association accepted a commission from the National Development Council to co-host a seminar with Taipei Wenshan Community College and the NCCU Center for Innovative Democracy and Sustainability. Such multidisciplinary collaborations between civic groups and government agencies allow for the effective introduction of policy goals into community contexts.

Given the characteristics of urban communities and the transformation strategy for Taiwan's 2050 net-zero path, the seminar focused on issues related to "Lifestyle Transformation" and "Social Transformation". By using geographic data from the CO+ engineering consulting group, participants discussed the opportunities and challenges in community practices to promote "green transportation", "green consumption", "sustainable neighborhoods" and "low-carbon diets".

Through lectures focused on equitable net-zero transitions in terms of their impact on Wenshan District, methods for calculating carbon emissions, and innovative democratic review methods to promote an equitable community-based net-zero transition, participants were guided to think from a broader perspective about the challenges that such a transition brings to different generations and different industries, to account for the social support needed for the transition process, and to jointly draw up a blueprint to achieve an ideal net-zero community. A total of three review workshops were held.

Eight proposals were collected from sessions held for adult participants and secondary school students, and four proposals were selected in the public forum session for further discussion and the development of specific action plans. The event attracted more than 90 participants ranging in age from 12 to 73. Participants from different generations discussed the community's blueprint for the next five years, developing citizen consensus and joint decision-making mechanisms that will become a basis for Wenshan Community College's future efforts to promote district improvement. This cross-domain collaboration between local colleges and universities and the surrounding community promotes more diverse channels for social communication, marking an important step towards a more inclusive, sustainable, and equitable net-zero transformation.



Successful conclusion to the cross-generational public forum



The Center for Innovative Democracy and Sustainability leads a "situational skit" to illustrate the possibilities for an equitable zero-carbon transition.



Participants from different generations jointly discuss and draft a blueprint for Wenshan District's development.

Case 2

NCCU Department of Psychology and Taipei City Union Hospital Jointly Develop a Holistic Mental Health Center to Promote Community-based Mental Health

NCCU Department of Psychology

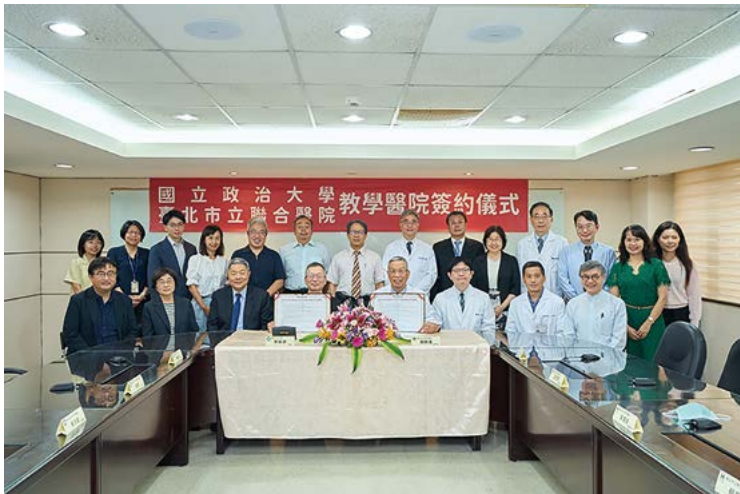


Taipei City Hospital and the NCCU Department of Psychology have long had a close working relationship. Professor Yang Chi-cheng of the NCCU Department of Psychology also serves as a consultant for the hospital, assisting in planning community mental health initiatives and promoting community mental health concepts and practices in daily life. To this end, Professor Yang founded the "Holistic Mental Health Center" in 2017 with Huang Sheng-chien, then president of Taipei City Hospital. The Center serves three institutional levels: hospital, community and home. It provides phased services in four stages: issue advocacy, identifying high-risk cases, psychotherapy/counseling and hospice care, forming a comprehensive mental health service network.

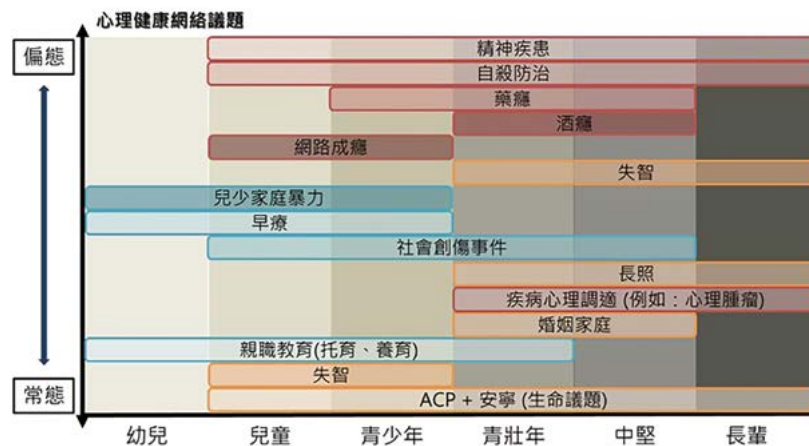
Unlike in conventional medical institutions, the psychologists, physicians, nurses and other professionals at the Holistic Mental Health Center take the initiative to go out into the community to provide a variety of services. Taking home hospice services and hospice education as an example, psychologists guide patients and their families to think through the process of birth, aging, illness and death, and to prepare for situations they may face at the end of life. This approach to "talking about death to talk about life" not only helps patients

more calmly understand and face death, but it can also help bring family members together. The Center also cooperates with the Peicheng Junior High School and other NCCU neighbors to promote the concept of hospice in the community.

In 2023, the Holistic Mental Health Center was awarded the SNQ national quality seal for the second time, and it is the only institution in Taiwan that not only provides hospice care but also offers services that address a wide range of mental health issues. The Center's team cooperates with the Tucheng Youth Observation Center in New Taipei City to provide youth group psychological counseling and treatment services and continue to follow up with clients as they leave the group. In addition, the team organizes activities and classes in community centers for dementia sufferers, also conducting cognitive training and rehabilitation. Team members also visit residents' homes to assist in making environmental adjustments and accommodations to ensure the comfort and safety of family members suffering from dementia.



NCCU and Taipei City Hospital extend their cooperation agreement for 2024.



The Holistic Mental Health Center provides a range of mental health services.



The Holistic Mental Health Center was recognized by SNQ as an outstanding medical team in 2023.

3-3 Student Sustainability

Student Groups and Activities

The NCCU Student Association (SA) promotes public affairs on campus, bringing innovative ideas and suggestions from the perspective of student interests and promoting student participation in campus governance. In 2023, the SA established working groups to focus on Sustainability and Social Engagement, International Affairs, and Student Rights, advocating for issues including environmental improvements, diversity, and inclusion. Working closely with NCCU administrators, these groups have promoted initiatives such as mental health leave and the establishment of gender-neutral toilets. The SA also works closely with civic organizations and private companies to promote a shared economy and organizes innovative activities including carbon data compilation competitions that encourage the application of new technologies to the promotion of sustainable development.

NCCU Student Association Achievements in Promoting Campus Sustainability

* The following content is excerpted from a Facebook post from the NCCU Student Association.

2023/02/28 Umbrella Sharing

Collaborate with Fun Umbrella to provide shared umbrellas throughout the campus as a sharing economy experiment to reduce umbrella waste.

2023/03/06 Passing Mental Health Leave

In spring semester of 2022, the NCCU Student Affairs Committee approved the Mental Health Leave proposal, making NCCU a pioneer in Taiwan for providing such accommodations.

2023/03/21 Repurposing Flea Market

Students were encouraged to bring their unwanted items to the flea market for sale or swap, thus extending the items' use value.



2023/03/25 Sustainability Career Forum

The SA invited the founders and other executives from Unity Sustainability Services, Taiwan Depository Clearing Corp., Orsted Corp., and Sunnyfounder Corp., and representatives of government agencies to share their career experiences in promoting sustainability.

2023/03/30 Incorporating Sustainability Consciousness into SA Affairs

Promoted two key strategies of waste reduction and mainstreaming sustainability practices (e.g., environmental recognition awards for the Christmas Market, improving recycling, and providing vegetarian options at events).

2023/05/07 Proposal to Expand Campus Cafeteria Menus to Include Vegetarian and Hallal Choices

Proposed to the F&B Promotion Committee that all school restaurants and cafeterias should list vegetarian items in both Chinese and English.

2023/05/12 Bird Safety Promotion

Worked with library staff to install decals on the windows of lakeside buildings to reduce bird collisions.

2023/09/07 Installation of Gender-Neutral Toilets

Worked with the University Council Committee to pass "Gender-Neutral Toilet Installation Regulations" requiring all campus buildings to have gender-neutral bathrooms.

2023/09/19
2023/09/27 Farm Animal Welfare Exhibition

Worked with the NCCU Match Lab Kitchen, the Carrefour Cultural and Educational Foundation, and the Environmental & Animal Society of Taiwan to organize a farm animal welfare exhibition that explored issues of food equity and justice.



2023/09/04
2023/12/16 Carbon Data Fintech Hackathon

Collaborated with the NCCU Green24 Sustainability Club and other on- and off-campus organizations to organize a Carbon Data Fintech Hackathon, attracting 21 creative proposals integrating blockchain and carbon reduction incentives.



2023/11/23 International Affairs Working Group Established to Focus on the Rights of Foreign Students

Held a tea-time discussion with foreign students to discuss concerns specific to their rights and interests, list potential problems, and set a timetable for improvements.

2023/12/12 Multicultural Leave and Increased Leave for Festivals

Proposed to the Student Affairs Committee that multicultural leave be provided and that the number of leave days provided for festival participation be expanded. The proposal was unanimously adopted.

NCCU Student Groups

NCCU is home to a rich array of student groups, organized around interests that include academics, the arts, public service, friendship, physical fitness and many more. In 2023, NCCU had a total of 210 student groups with a diverse and lively activity schedule. Clubs focused on public service organized 40 service events with 861 students serving nearly 1,900 people. Many student groups also focus on sustainable development issues, including the NCCU Green24 Sustainability Club, the Diving Club, the Mountaineering Team, the Lu Renjia LGBTQ+ Culture Research Society, and the Lighten Street Homeless Service Club.

The NCCU Green24 Sustainability Club is committed to raising environmental awareness on campus and promoting broad social participation, with a strong emphasis on intergenerational justice. The group held projects such as a sustainability film festival in collaboration with the Green Citizens Action Alliance to showcase the impact of climate change, a vegan cooking workshop to promote veganism and sustainable living, and a sustainability market and tableware recycling program to strengthen environmental awareness on campus. The group also participated in the Taiwan Climate Action Expo, performing a skit that focused on a theme related to sustainable living.

The Homeless Service Club



Advocates for and serves the homeless community by delivering necessities and providing companionship and spiritual support.



The Lu Renjia LGBTI Cultural Research Society



Promotes gender equality on campus, organizing lectures and exhibitions on topics related to the LGBTI community, AIDS, gender recognition and transnational marriage.



NCCU Green24 Sustainability Club



Organized a sustainability market advocating plastic-free, low-carbon vegetarian lifestyles.



The NCCU Mountaineering Team



Organizes a charity event each year for the visually impaired, and two "Leave No Trace" forestry classes to help promote the conservation of forest ecologies.



The Diving Club



Organizes multiple beach cleanups each semester to help conserve Taiwan's marine ecology.



Immersive Learning Activities for Sustainability

NCCU is also committed to creating an "immersive learning experience", allowing students to gain a deeper understanding of the challenges of sustainable development and to identify and develop appropriate solutions. Students expand their understanding of sustainable development and put theory into practice through activities such as sustainability competitions held by the NCCU Research, Innovation and Incubation Center, local revitalization projects activated by the Office of University Social Responsibility, and various overseas learning opportunities supported by the university and its external partners.

In 2023, a donation from NCCU alumnus Wu Ren-wei was used to establish the "International Sustainability Practice Scholarship". Scholarship recipients go abroad on an academic exchange to implement a self-planned project to promote global sustainable development. The program is also open to NCCU overseas degree students who can apply individually or paired with a local student. These overseas students are encouraged to use the scholarship to implement various sustainable development projects in their local area and jointly promote local development while studying at NCCU.

The first round of the scholarship program attracted 29 applicants, from which six projects were approved, including four individual overseas projects, one overseas group project, and one local project group. The proposed projects focus on cross-cultural exchanges with ethnic minorities, plastic pollution reduction, waterway purification, and solutions for aging societies. Scholarship recipients will share their field practice results in the second half of 2024.

Case 1

NCCU Research, Innovation, and Incubation Center "2023 Go SDGs Activity Series"

The NCCU Research, Innovation, and Incubation Center (RIIC) organized a series of activities called the "2023 NCCU Sustainability Innovation Go SDGs". The winning entry was titled "Non-Profit No Problem" and focused on solving operational issues faced by small and medium-sized non-profit organizations in achieving the SDG10 "Reducing Inequality". The second-place submission was NCCUPass, a mobile application designed to solve problems faced by students, while the third-place finisher was Empower HER, which focuses on securing employment for middle-aged women. The winners of the Best Social Contribution Award were the Slay 小組 and DN2. Cheng Chih-Fu, former COO of the RIIC, called on students to redouble their commitments to helping Taiwan fulfill the UN SDGs. A discussion forum was also held to bring NCCU alumni entrepreneurs to share their practical experiences in green energy generation, AI agricultural applications, and crowdfunding to drive sustainability.



Poster of 2023 NCCU Go SDGs competition

Case 2

New Southbound Dream Building Program: On-site Internship in Thailand's Lampang Province

The 2nd iteration of the New Southbound Dream Project internship program, a collaboration between the NCCU Department of Ethnology and Thammasat University's Interdisciplinary College, was held in five locations in Thailand, including Bangkok and northern Lampang Province. From July 10 to 28, interns from Group A in Northern Thailand visited Kokha Town in Lampang Province to experience and record the language and traditional culture of the local community. Prior to this, the students in the Northern Thailand Group participated in a series of literature and history courses at Thammasat University and visited local temples.

Interns also observed local government administration functions, visited local festivals, participated in cultural crafting and cooking activities, and experienced the local natural environment. The students also designed Chinese language teaching activities for local kindergartens and elementary schools, allowing local students to learn Chinese through games. At the end of the internship, local government officials and the interns shared a picnic at Chae Son National Park, and officials held a send-off for the interns, expressing gratitude for their work, and blessings for the future.



On-site internship in Thailand's Lampang Province

3-4 Social Participation and Practices

■ University Social Responsibility Program

In teaching and research, universities should use social issues or issues facing the surrounding community as a basis for theoretical verification and seek to solve such problems as part of their University Social Responsibility (USR) commitments. NCCU is known for its expertise in the humanities and social sciences, placing it in an advantageous position to observe social trends and promote ideas for social development.

NCCU promotes USR based on two major concepts. The first is "people-oriented relationship building", as public welfare can only be effectively achieved by building trust with community partners through observation, listening, companionship, and empathy to create an atmosphere of mutual respect. The second is "promoting sustainability through culture", where culture is how values are shaped and transmitted, and then operationalized for integration with specific systems and strategic actions, thereby changing individual behavior to coordinate complex social change and to achieve governance goals.

With its strengths in the humanities and social sciences, NCCU excels in building people-oriented relationships, enhanced by expertise in digital information systems, and is committed to the concept of "promoting sustainability through culture" to replenish social energy and provide an innovative model for collaborative governance.

The NCCU USR Office works to promote the development of social governance and to connect the local and the global. The university's Higher Education Sprout Program and the Ministry of Education's USR Program support the implementation of various USR programs on campus, connecting resources from NCCU, other Taiwan institutions, and their international counterparts, and using knowledge to transform culture into capital for the promotion of sustainable regional economic development.

Four Key Operational Focuses for the NCCU USR Office



Support

- Assist, manage, and evaluate USR projects.



Connect

- Facilitate resource sharing and knowledge transfer within and beyond the university, and transfer experience from past to future projects.
- Seek and secure external resources for collaboration.



Strengthen

- Continue to nurture and deepen USR capabilities.
- Design USR five-stage development framework to help USR-related projects refine their capacity.



Expand

- Increase campus-wide participation in USR projects.
- Enhance awareness and campus involvement in USR through institutional adjustments, internal/external USR activities.



2023 Highlights of the NCCU USR Plans and Key SDGs

The Wenshan Common Good Project



Seeks to improve the quality of life of disadvantaged groups in the local area. Classes, student clubs, and NPOs are combined to create an educationally equitable society. The image shows the 2nd Children's Carnival held in 2023, an event planned by the children themselves.



Community-Based Disaster Prevention Decision-Making Systems



Professor Lin Shih-Yuan of the NCCU Department of Land Economics, has developed the SafeTW LINE@ reporting system that integrates microclimate monitoring and artificial intelligence into a disaster prevention decision-making system specific to hillside tea plantation communities. The system was designed for use by the Yong'an Community Patrol Team, allowing local residents to easily raise early warning of any signs of impending disaster.



The Transnational Remote Parenting Program



Seeks to support migrant workers in Taiwan who have left young children behind in their home countries, providing in-person and online workshops.



The Grocery Store 2.0 Project



Serves the daily needs of Atayal tribal residents, assessing requirements through the application of IT tools, purchasing needed items, fetching required medicines and providing medical services to the local tribal community. The program has gradually emerged as an important hub of tribal social and commercial activity and provides critical assistance in applying for government welfare programs.



Continuing Education and Community Participation

Continuing Education

Renovation for the NCCU Center for Public and Business Administration began in 2018, and the Center officially opened in 2022. The Center provides a variety of advanced corporate training courses, along with services including exhibition planning, accommodation and catering, and industry-university cooperation. It creates a powerful synergy with NCCU's strengths in the humanities and social sciences, promoting humanistic care and sustainable development, and strengthens connections with the local community to jointly create a thriving community culture.

To help address sustainable development issues such as extreme weather events, natural resource depletion, and threats to human rights, in 2023 the Center offered courses on sustainable development, ESG, and corporate low-carbon transformation to help familiarize students with the basic concepts and international trends in sustainable development.

► NCCU Center for Public and Business Administration Sustainable Development-Related Courses in 2023

Course Name	Duration	Credits (hours)	Enrollment
ESG Master's Degree Program	03/22-04/26 (each Wednesday)	1 credit (15)	15
Enterprise Low-Carbon Transformation	06/07-07/05 (each Wednesday)	1 credit (15)	16
Sustainable Finance and Corporate Sustainability	09/13-10/11 (each Wednesday)	1 credit (15)	10

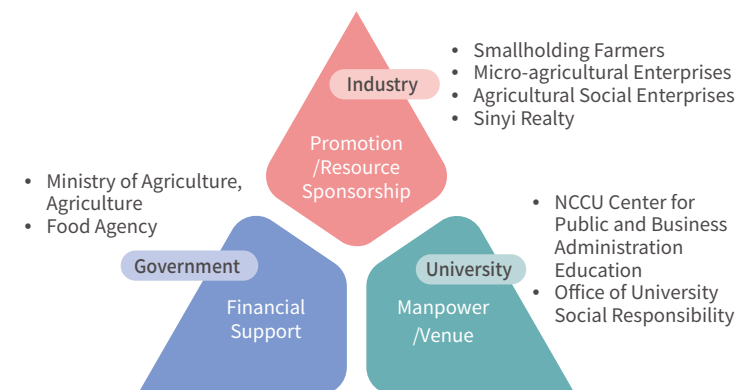
Green Industry-Government-University Collaboration in the Yongkang Business District: East City Farmer's Market

Bringing the concept of Community Supported Agriculture (CSA) to the local community, the NCCU Office of University Social Responsibility and Center for Public and Business Administration Education invited small farmers and micro-agricultural enterprises from all over Taiwan to stage a farmer's market at the Center for Public and Business Administration Education's Xinyi Campus Plaza (CSR), minimizing the distance between food producers and consumers.

The East City Farmers' Market was conceived to support local small farmers, while promoting organic and sustainable farming practices and promoting consumption of locally produced agricultural products. The Market serves as a bridge between producers and consumers, allowing for an effective exchange of views and ideas for food. It also serves an important educational purpose, cultivating broad awareness of the importance of quality food and environmental protection, and creating strong bonds within the local community, fostering a more holistic appreciation among urban residents of the need for common prosperity and coexistence. The East City Farmers' Market also emphasizes the need for strong environmental protection, requiring all participating producers to minimize single-use plastic products. The Market's service counter provides bags made of recycled paper or reusable shopping bags, encouraging people to reduce their use of single-use plastics and driving an urgent sense of environmental responsibility among all members of the production-consumption ecosystem.

In 2023, the East City Farmers' Market met six times in a pilot program, attracting 26 to 30 producers each time and generating a total revenue of about TWD200,000. The Market officially began operations in February 2024. To increase access, one additional market day will be added each month, to be held on the third weekend of each month (Saturday and Sunday).

► East City Farmers' Market is the Result of a Three-way Collaboration between Industry, the Government and the University.



East City Farmers' Market



Various partners of East City Farmer's Market jointly wrote down their blessing in an activity called "Tea Sealing Ceremony"

Arts and Cultural Education Promotion

The theme of the NCCU Art & Culture Center's resident art program for the first semester of 2023 was "Face" as connected to the lived experience of Generation Z, fostering discussion of the relationship, identification and existence between people and the online world. The theme for the following semester was "Wait, What Are We Eating?", which explores the rituals and consumption issues hidden in daily life. A total of three exhibitions, 13 performances, and 11 film tours were held free of charge, allowing everyone to enjoy a feast of art and culture (SDG1).

In 2023, the NCCU Art & Culture Center held four lectures, six workshops, and 30 volunteer training courses in collaboration with Taiwanese artists to provide high-quality art education (SDG4) for teachers and students. A total of 2,691 participants joined these activities throughout the year.

Most activities produced by the NCCU Art & Culture Center are free and open to the public, as a means of establishing good relationships with the community, promoting culture and the arts, and using art as a medium to build friendly relations between the university and the local area.

Since 2016, the Art & Culture Center has recruited volunteers from both inside and outside NCCU, including students and community residents who are interested in culture and the arts. Volunteers are divided into three groups according to their service content, and the volunteer program acts as a service field internship that can contribute to professional development in the arts.

► 2023 Art and Culture Volunteer Groups

Group	Service Content	Professional Development	No. Participants	Service Hours
Front Desk	Assist with audience registration, consultation, reception, admission guidance, and other front desk services for performances, film showings, workshops, lectures and other activities.	Basic knowledge and skills in theater, performing arts, and audience service management.	29	832
Exhibitions	Assist the Center in curatorial research and the promotion of art and cultural exhibitions.	Exhibition planning and layout, visual art aesthetics and practice, art criticism.	16	280
Theater	Technical assistance for various programs at the Art & Culture Center, along with rehearsals, lighting, and audio engineering for audio-visual activities.	Lighting, audio technology, theater management, performing arts.	31	1,266.5

※ Total 2023 service hours: 2,378.5



Front desk volunteers



Exhibition Group



The 23rd Resident Artist Performance:
"Mirror Flowers and Water Moon"



The 23rd Resident Artist Digital Art Series:
"FACES: NFT Creation Call for Submissions"



4

A Humanistic and
Healthy Campus

4-1 Physical and Mental Health Management

■ School-Wide Physical and Mental Health Promotion Plan

The National Chengchi University Health Center provides a full range of physical and mental health services to students, faculty and staff, including psychological counseling, urgent care, resource classroom facilities, academic counseling, and various physical and mental health promotion activities and auxiliary support measures. The theme of the school's 2022-2023 health promotion plan was "Protecting Health Together through the Pandemic", working with teachers and students to maintain vigilance for continued physical and mental health following the retreat of the COVID-19 threat. Other activities focused on promoting healthy body weight, tobacco prevention, sex education, first aid education, and mental health. A total of 50 class sessions were held with 5,098 participants. The Center also organized a series of physical and mental health support activities covering themes such as stress relief, emotional adjustment, emotional education, family relationships, career development, suicide prevention, and psychological testing. A total of 847 people attended 19 class sessions.



"Core Muscle Training" to promote healthy exercise habit.



Clinical psychologist Lian Yu-Ru explains the results of the psychological tests designed to help students better understand themselves.



2023 Outdoor sports facilities improvement (Huanshan Sports Park, Phase VI Area C: Viewing Stand and Tennis Court Pavilion Reinforcement)

■ Smoke-Free Campus

To protect the campus air quality and the health of teachers and students, all NCCU departments have jointly implemented tobacco control measures towards providing a smoke-free campus:

● Measures



Tobacco Use Prevention Education and Promotion

- ✓ Enhanced anti-tobacco education for incoming freshmen to raise awareness of smoking risks.
- ✓ Tobacco use prevention trainings for faculty and staff.
- ✓ A smoke-free campus petition received 1,522 signatures.
- ✓ An online smoking behavior survey attracted 405 responses.
- ✓ A lecture on chronic respiratory disease and tobacco risk attracted 65 participants. A post-activity survey achieved an average satisfaction rating of 4.52 out of 5.



Campus Monitoring and Guidance

- ✓ Periodic inspections of smoking hotspots, providing encouragement and support for those seeking to reduce or quit tobacco use.
- ✓ Tobacco control violations incorporated into employee evaluations.



Placement of No-smoking Signs and Cleanup

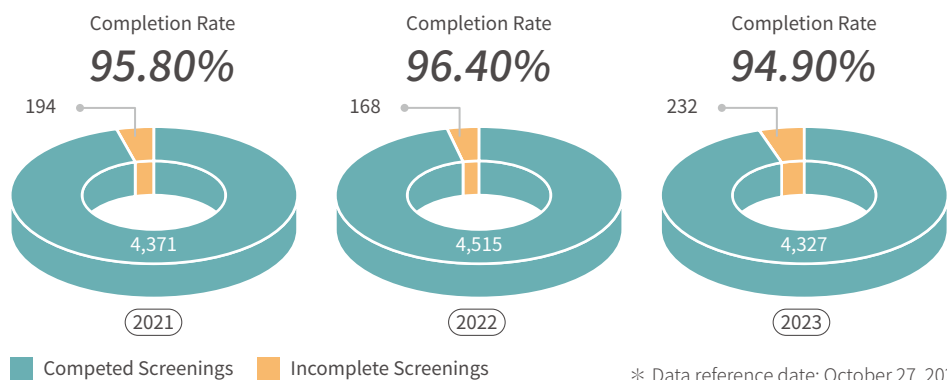
- ✓ No-smoking signs posted at all campus entrances, along with eight smoking hotspots. Ashtrays and other facilitating equipment removed.
- ✓ Regular cleanup of cigarette butts around campus.

Student Physical and Mental Health Management and Counseling

Incoming Student Health Screening

To better understand students' health status and enable early interventions, NCCU requires all new students to undergo a health screening and provides follow-up care for those in need.

Health Screenings for New, Transfer and Returning Students



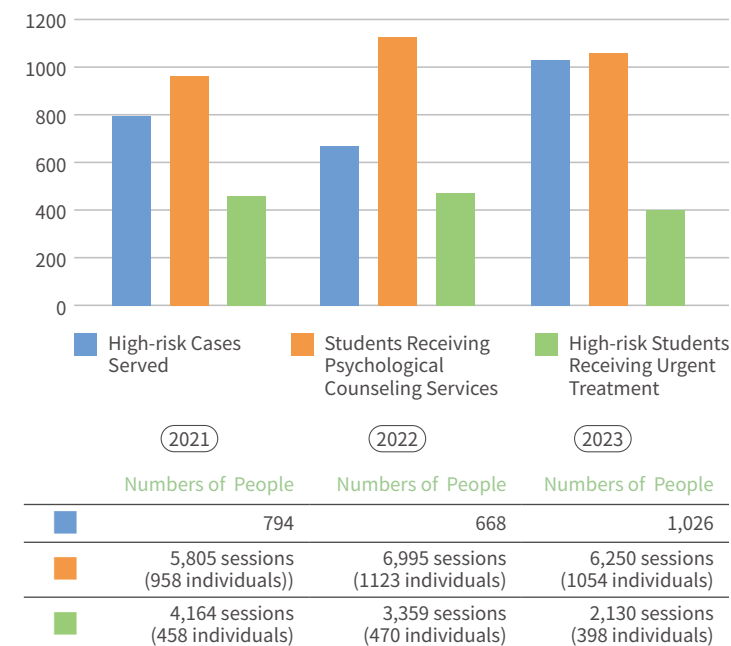
Student Psychological Counseling

The NCCU Health Center actively provides professional counseling services including initial interview assessments, physical and mental health surveys and follow-up visits for at-risk students, and ongoing case management. The Center actively uses developmental, interventional and treatment counseling from a preventive perspective, enhancing students' ability to self-actualize and self-regulate.

The table on the right shows a gradual increase in the number of students undergoing initial interviews and assessments, along with the number of psychological counseling sessions conducted. However, the number of follow-up interviews with at-risk students, and crisis counseling sessions has fallen, indicating that a growing number of students are seeking help on their own initiative, while the number of high-risk students has decreased. This suggests that the Center's emphasis on initial interview assessments and physical and mental health surveys allows for the effective early identification of at-risk students, providing scope for immediate counseling and interventions through case management to prevent further deterioration, thereby reducing the risk of psychological crisis, and helping students better regulate their physical and mental health at school.

In 2023, the NCCU Office of Student Affairs began raising TWD20 million to fund long-term mental health services for the following eight years. The funds will be used to hire three additional psychologists and to further expand current counseling and crisis management work. On March 5, 2023, the Student Affairs Committee approved a proposal providing for students to take mental health leave. However, due to salary structures imposed on public agencies, NCCU has a relatively high turnover rate for psychological therapists, leaving the remaining therapists to serve larger numbers of students. Reducing this turnover rate and ensuring adequate resources remains an urgent challenge.

Overview of NCCU Student Counseling Services



Therapist : Student Ratio

Therapist : Student Ratio (Professional Staff : Total Student Population)		
13 : 16,110	13 : 16,728	10 : 16,989

- * 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".



College of Social Sciences – Soul Catcher Project

The NCCU College of Social Sciences "Soul Catcher Project" is an innovative program jointly planned and implemented by Chief Instructor Weng Yan-Jing and student representatives to establish a peer care network designed to strengthen students' sense of belonging and interpersonal connections.

The program regularly invites experts from inside and outside NCCU to organize various mental health-related activities, such as special lectures, workshops, game-style interactions, and mental health lectures. The activities all focus on issues of common concern to the student population, such as academic anxiety, interpersonal relationships, career development and employment, and mental health management under digital world. These activities are designed to enhance students' sense of participation and strengthen their ability to cope with challenges at all stages of life.

Soul Catcher Project activities are designed to foster an atmosphere of relaxed and warm interaction, helping students learn to maintain their own boundaries while caring for others while cultivating a healthy mental state. They allow all participants to feel a strong sense of support and understanding from the community when facing uncertainty and stress in life. In addition, the active participation of faculty and staff not only helps students better understand and deal with problems related to family and interpersonal relationships but also provides them with professional support in the face of challenges.

The Soul Catcher Project has become a platform for cross-generational communication within the school, with students, faculty, staff, and counseling professionals interacting to create a community of mutual caring that provides a safe and nurturing space for those in need.

For details, please visit:



Wednesday Lecture: "How Small Things Trigger Emotional Landmines"



Wednesday Lecture: "The Subtle Social Anxiety that Stirs Your Life"

Physical and Mental Health Management Services for Faculty and Staff

NCCU requires new employees to undergo health screenings in accordance with the Occupational Safety and Health Act. The Personnel Office provides subsidies and leaves for civil servants who meet the health examination subsidy criteria in the current year following the "Central Government (Institution) Employee General Health Examination Subsidy Standard Table". The Personnel Office and the Student Affairs Office's Health Center also arrange for group health examinations every summer through external health screening clinics. The Office of General Affairs regularly reminds staff participating in the National Labor Insurance scheme and civil servants under the age of 40 to apply for official leave and subsidies for health screenings.

To enhance and improve the mental health of faculty and staff, in March 2023, NCCU entered into an agreement with National Taiwan Normal University's Community Counseling Center, Hsin Tien, to provide online psychological counseling for full-time faculty and staff and full-time project staff. Those in need can make appointments for psychological counseling, with annual subsidies available for each applicant to cover six 50-minute counseling sessions (TWD2,000/session).

► New Faculty and Staff Health Screenings

Year	2021	2022	2023
Number of complete screening	420	510	466
Number of incomplete screening	44	26	35
Completion rate	90.51%	95.14%	93.01%

► NCCU Public Employee and Teacher Health Screening Subsidy Applications

Year	2021	2022	2023
Eligible personnel	630	713	670
Applicants	141	207	196
Application rate	22.4%	29%	29.3%

* Includes civil servants, laborers (including technicians and drivers), and personnel engaged in operations defined as posing particular health risks by the Labor Safety and Health Act (including nurses, psychologists, social workers, and occupational safety managers).

► Other Regular Health Screenings for Faculty and Staff

Year	2021	2022	2023
Number qualifying for regular health screenings	-	649	381
Number of actual screenings*	69	61	279
Screening rate	-	9.40%	73.23%

* NCCU staff enrolled in Taiwan's National Labor Insurance program, and civil servants under the age of 40 who have had at least one year of tenure should receive regular health screenings.

* Screening numbers were reduced in 2021 and 2022 due to COVID-19 restrictions and social distancing measures.

► Faculty and Staff Use of Psychological Counseling and Therapy Resources (Individuals)

Year	2021	2022	2023
Individual service users (total sessions)	7	18	12
	On-campus counseling (Health Center)		60 (289) Off-campus counseling

The NCCU Personnel Office administers the Employee Assistance Program (EAP) which provides a range of professional services and programs to identify and address issues that negatively impact work efficiency, while seeking to improve faculty and staff physical and mental health, work morale and service efficiency. The EAP's service content includes four aspects: organization, work, life, and health.


The EAP organizes a wide range of activities to improve interpersonal relationships between colleagues, establish and expand communication channels, create a friendly workplace environment, promote a flexible work system, provide effective training courses and workplace incentives, provide care and orientation for new employees, organize various self-development courses, promote sports and leisure activities, and offer campus-wide mental health activities. For detailed descriptions of these plans and activities, please visit the Personnel Office website. The NCCU Personnel Office also works with the Office of Institutional Research to regularly survey faculty and staff happiness and satisfaction to better understand their needs. The survey serves as an important reference for continuous policy optimization.


4-2 An Equitable, Diverse and Inclusive Learning Environment

A Multicultural Campus Experience

Student Body Diversity

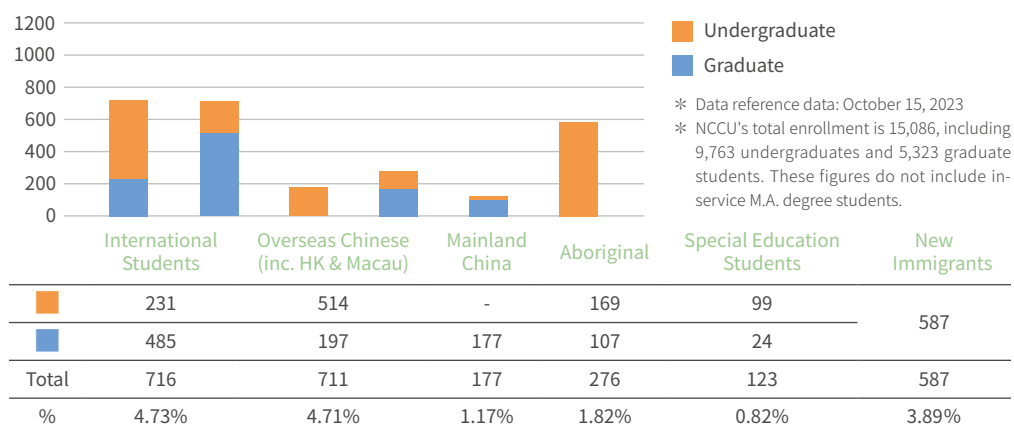
In addition to local students, NCCU also attracts students from around the world, including international students, and overseas Chinese students from Hong Kong, Macau and mainland China. Today, overseas students account for about 10% of the entire student body. NCCU is also home to more than 200 Taiwanese aboriginal students and more than 500 students from new immigrant families, creating a diverse multicultural campus experience. In addition, NCCU's College of Foreign Languages offers instruction in world languages and literature including Arabic, Slavic languages, Turkish, Korean, and Japanese and others. It also offers degree programs in European Literature, Southeast Asian Languages and Cultures. The University also includes a Center for Aboriginal Studies, an annual lecture series in Austronesian Studies, and a special Aboriginal course as part of the Master's Degree in Land Policy and Environmental Planning. These special demographic and academic characteristics make NCCU a unique center for cultural exchange.

 In 2023, international undergraduate and graduate students respectively came from 31 and 72 countries covering Asia, Europe, North and South America, Africa and Oceania.

 As of 2023 NCCU maintained sister school relations with 363 colleges and universities worldwide, with sister school agreements with an additional 7 institutions currently in progress.

 In the 2023 academic year, NCCU hosted 696 international exchange students, sending 607 students abroad.

Student Body Diversity 2023



Multilingual, Multi-Domain and Multicultural

NCCU actively works to establish a diverse and hybrid campus education ecosystem to better serve the surrounding community. In 2023, NCCU established the Bilingual and Multicultural Office to integrate resources from various NCCU units in the planning for the university's overall bilingual instruction policy, and established the Bilingual and Multicultural Committee to actively contribute to NCCU's internationalization goal of becoming a fully multilingual, multi-domain, and multi-cultural university.

Multilingual Exchange Community

- Foreign Language Study Buddy (FLSB) Community: The College of Foreign Languages and Literature combines NCCU's multilingual and multicultural learning resources to encourage local and international students to become study partners through social matching, and develop close friendships that allow for continuous and meaningful language and cultural exchange.
- English Lunch: The Office of International Cooperation and the Bilingual and Multicultural Promotion Office select and train international students who are fluent in English to lead local students in speaking English during lunch following pre-determined topics, creating relaxed and informal opportunities for learning and cultural exchange.
- Multilingual Table: The College of Foreign Languages and Literatures, the NCCU Center for Aboriginal Languages organized a Multilingual and Multicultural Immersive Learning activity known as "Multilingual Table", providing tables dedicated to Spanish, Turkish and aboriginal languages to promote independent learning and cultural understanding.

World Carnival

The World Carnival, co-organized by the Office of Student Affairs and the Office of International Cooperation, is an NCCU tradition that celebrates the university's anniversary. Overseas students work with their local counterparts, cooking regional specialties from their home countries and sharing them at food stalls. This culinary feast is complemented by a program of musical performances from all over the world. The 2023 Carnival featured 33 food stalls serving over 1,500 people.



2023 World Carnival



Multilingual table

Support for Structurally Disadvantaged and Under-represented Student Groups

Enrolment Ratios for Disadvantaged Students

Over the past three years students from low-income families have accounted for 1.12% to 1.21% of all NCCU undergraduates. Including students from families with special circumstances and low- to mid-income families raises this ratio to between 2% and 4%.

To increase public access to higher education, increase the enrollment of disadvantaged students, and enhance student body diversity, in 2023 NCCU established a working group within the Admissions Office to study and improve on its existing admissions system, explore potential innovations, and increase admissions inclusiveness, proposing the following strategies:

Admissions Strategies for Disadvantaged Students

Admissions System Reform

- Relax eligibility requirements to the NCCU Stars to increase the applicant pool.
- Reorganize disadvantaged applicant categories to improve granularity.
- Encourage academic departments to increase priority for economically disadvantaged applicants.

Optimize Recruitment Strategies

- Establish a comprehensive website to assist economically disadvantaged students in applying.
- Increase ease-of-access to relevant information for disadvantaged applicants.

Integration of Campus Resources

- Establish a dedicated window to provide integrated support services for disadvantaged students.
- Provide mentors and learning support communities for structurally disadvantaged students.
- Have the NCCU Office of Institutional Research cooperate with academic departments and institutes to monitor student adaptation and performance after enrollment.



Support and Counseling Measures for Economically Disadvantaged Students

To help economically or culturally marginalized students study with peace of mind, NCCU launched the **Seeds of Hope Program** which focuses on arranging financial aid and other support appropriate to the students' individual needs. The program integrates existing counseling services with newly developed ones to provide multi-dimensional support, allowing students to actively participate in the NCCU learning community.

The NCCU Overseas Chinese Affairs Office guides incoming students in assessing their financial needs. The Office's Stable Education System proactively communicates with students from economically disadvantaged families, and organizes seminars to explain available aid resources and guide students through the application process. In 2023, 6,060 NCCU students received about TWD155 million in aid.

 In 2023, approximately one-quarter of NCCU's economically disadvantaged students (419 out of 1585) received subsidies through the Seeds of Hope program.



● Seeds of Hope Program

Support Content

- ▷ **1. Financial Aid:** The entire Program provides 11 types of financial subsidies.
- ▷ **2. 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.
- ▷ **3. 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.
- ▷ **4. 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.
- ▷ **5. Career Counseling:** A diverse range of career counseling activities are held to help students establish career trajectories tailored to their personal needs and ambitions.
- ▷ **6. 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.

2021-2023 Achievements

Aid Type	2021	2022	2023
Diversified Learning Grant Program applicants	470	572	811
Academic counseling sessions held	1294	1728	1140
License subsidies applicants	229	248	254
Domestic and overseas internship subsidy applicants	56	21	24
Art and Culture Walkers Program subsidy applicants	16	20	24
Career counseling subsidy applicants	79	59	54
Ethnic language certification subsidy applicants	17	14	9
Aboriginal service / aboriginal ambassador applicants	1	1	22

* In Spring Semester 2023, students participating in the Seeds of Hope Program had a cumulative GPA of 84.15, compared to 81.37 for non-participants.

► NCCU Financial Aid Resources (2021-2023)

Aid Type	2021		2022		2023	
	Individuals or instances	Amount (TWD1,000)	Individuals or instances	Amount (TWD1,000)	Individuals or instances	Amount (TWD1,000)
Tuition Reduction	1,641	29,674	1,616	29,043	1,585	28,274
Scholarships for Disadvantaged Students	223	2,829	216	2,877	218	2,857
Living Stipends	291	10,312	302	11,138	289	11,016
Scholarships for Low-income Students	1,476	18,293	1,497	22,094	1,626	23,156
Emergency Relief Funds	155	583	32	637	32	628
Free Accommodation for Low-income Students	188	2,126	175	2,046	168	2,191
Student Loans	2,192	87,274	2,123	85,154	2,150	87,512
Total	6,166	151,091	5,961	152,989	6,068	155,634


Data reference date: June 27, 2023

Support and Counseling Measures for Aboriginal Students

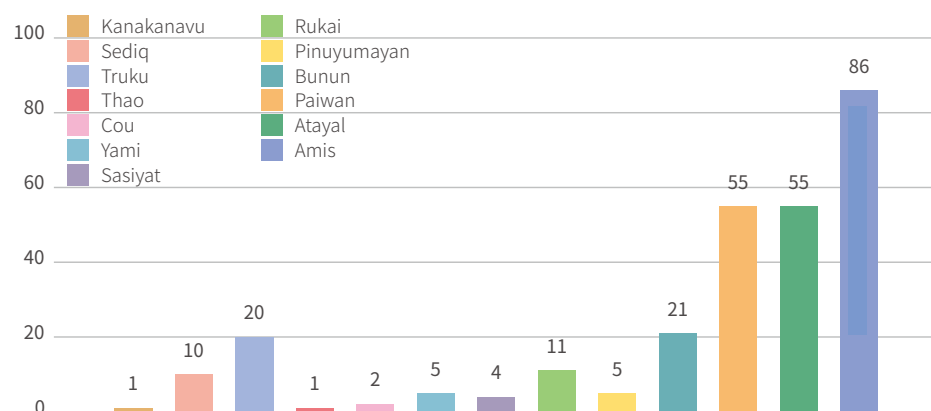
NCCU's student body includes 276 aboriginal students from 13 tribes. The NCCU Aboriginal Resource Center provides these students with support measures including life and career counseling.

Life counseling includes daily counseling, teacher-led assistance (orientation sessions, special seminars, and special graduation ceremony.) and birthday celebrations. In addition to caring for aboriginal students through regular phone calls or face-to-face interaction, various activities are also used to create strong ties between aboriginal students and Aboriginal Resource Center staff, building a strong support network. In addition to organizing career seminars and corporate visits, in 2023 the Career Guidance Department worked to strengthen connections with aboriginal alumni, integrating alumni resources through the Aboriginal Alumni Association to expand career opportunities for aboriginal students on campus.

The Aboriginal Resource Center serves as an integrated window for handling scholarship and subsidy programs for aboriginal students, including the Seeds of Hope program, Council of Indigenous Peoples' scholarships, and local government scholarships for aboriginal students. Center staff keep tabs on students from low- and middle-income households, regularly encouraging them to apply for available scholarships.

 In 2023, nearly half of NCCU aboriginal students received scholarships (130 out of 276)

► Aboriginal Student Body Diversity in 2023




Aboriginal student graduation ceremony for 2022

Support and Counseling Measures for Special Education Students

The NCCU Resource Room provides counseling and support to special education students through Individual Support Plan (ISP) meetings. Staff works to identify students in need, facilitate freshman orientation, create barrier-free spaces, help with illness or disability accommodation, assist in applications for assistive devices, advise on course selection and classroom issues, mediate accommodation issues, arrange academic counseling, and help students dealing with issues related to psychological stress, adaptation to campus life, interpersonal relationships, graduation and job hunting. Personalized assistance is designed according to the specific needs of each student, with assistants, career counselors, transcribers, and typists working together to provide special education students with the resources and support needed to succeed and thrive in academics, life adaptation, and career planning. The Resource Room also provides access to equipment and special examination rooms to serve the needs of special education students, and can arrange for preferential seating in lecture halls.

To further encourage achievement by students from disadvantaged backgrounds, NCCU provides awards and subsidies in accordance with the relevant Ministry of Education guidelines, which were approved at the first meeting of the Special Education Implementation Committee in November 2022. The budget for such awards and subsidies was fully funded for the years 2021-2023.

 NCCU was awarded a Special Recognition Award at the 2023 Ministry of Education Special Education Service and Counseling Awards

► Awards and Grants to Special Education Students (2021-2023)

Aid Type	2021			2022			2023		
	Recipients	Amount (TWD 1,000)	Uptake Rate	Recipients	Amount (TWD 1,000)	Uptake Rate	Recipients	Amount (TWD 1,000)	Uptake Rate
Special Education	51	884	39%	45	826	36%	44	862	36%

● NCCU Accessible Bus Put into Service

In 2023, the NCCU Office of General Affairs acted on a resolution passed by the school's Special Education Promotion Committee to prioritize availability of accessible buses in the selection of school bus service providers. After bidding and selection, barrier-free buses were officially put into service on the NCCU campus on September 11, 2023. The buses are clearly labeled, and bus schedule information is available for access on mobile internet devices.



NCCU accessible bus wheelchair lift

Support and Counseling Measures for International Students

NCCU is home to nearly 1,000 international degree students, exchange students and Chinese-language students. The Office of International Cooperation (OIC) actively works to create a friendly campus environment for foreign students through initiatives including:

Providing real-time information updates in both Chinese and English

Incoming student orientation, student handbooks and the Office of International Cooperation website are fully bilingual, offering easy and timely access to important information related to the rights and interests of international students, helping them adjust quickly and easily to life at NCCU.

Actively connecting campus resources in a comprehensive support system

To support NCCU's international student population, the Office of International Cooperation works with the university's colleges and academic departments, the Health Center (providing psychological counseling), the Career Center, the Student Safety Center, the Gender Equality Committee, the Accommodation Group, and the Academic Development Center (providing academic support). OIC staff proactively work to identify and clarify the needs and issues of concern for international students, guide them to the appropriate staff or offices and conduct follow up to ensure satisfactory outcomes.

Encouraging the development of international student support groups

OIC staff work to create a tight-knit support network for NCCU's international students by promoting exchange activities, cultural experiences, and friendships by organizing volunteer groups, study groups, and host families. These measures are specifically designed to encourage integration of international students within the NCCU community and prevent loneliness and isolation.

NCCU International Students Experience Taiwan Temple Festival Culture

NCCU Associate Professor Kao Chen-Hung organized a field trip for international students to join the Chingmei Chiying Temple pilgrimage. The overwhelming response brought students from Japan, Thailand, Germany, Malaysia, Vietnam, Austria, Estonia and other countries to have a hands-on experience with Taiwanese temple culture.

Organized through the Office of International Cooperation, the excursion attracted nearly 60 NCCU international students. To help the students better understand local temple culture, Professor Kao and representatives from the Chiying Temple Historical Society created historical and cultural overviews in English and provided each participating student with a commemorative T-shirt featuring the temple god's palanquin. The activity was designed to give international students a positive view of Taiwan's folk beliefs and a unique cultural experience.



NCCU international students participate in the Chiying Temple pilgrimage festival

Gender Equality

Gender Equality Education Committee

Following the Gender Equality Education Act, NCCU has established a 21-member Gender Equality Education Committee charged with integrating campus resources to promote gender equality throughout the university. The committee includes four working groups responsible for policy planning and activity promotion, teaching, campus environment, and incident investigation and handling. The university President serves as the committee chairman, presiding over a group composed of faculty, staff, subject matter experts and student representatives. The committee regulations require at least 11 of the 21 members to be female.

Investigation of Gender Equality Complaints on Campus and Related Improvements

NCCU has established specific processes to investigate and handle incidents of sexual harassment and assault on campus. In 2023, the committee investigated 86 cases. NCCU holds regular activities to raise awareness of gender equality regulations and to prevent harassment and assault, and the committee undertakes concrete action to this end, including:

- Improving education and awareness of legal definitions of sexual harassment and assault, and to establish campus-wide boundaries for interpersonal interaction through emphasizing the importance of respecting others' privacy and bodily autonomy.
- Continuously strengthening gender equality education and awareness and establishing strong norms and consensus for the prevention of gender discrimination, the respect of bodily autonomy, rejection of unwelcome sexual speech and actions, self-awareness of potential harassing behavior, appropriate response to sexual harassment, and channels for support both on and off campus. NCCU faculty and staff are also expected to fully understand and respect the power disparity between themselves and their students, and to actively contribute to the establishment of a campus that is safe for all community members.
- Regularly organizing training courses for incoming and current faculty and staff to raise awareness of relevant regulations and procedures, so as to provide better assistance and guidance to students.

Gender Equality Education and Related Support Measures

In 2023, the university coordinated all departments and offices to organize 45 lectures on gender equality issues, to print and distribute educational pamphlets on gender equality education, and otherwise use mass media, websites, and other forms of publication to promote gender equality education on campus. Related support measures included:

Gender Equality Education Support Mechanisms

- Under the NCCU curriculum improvement plan, full-time faculty may have their total number of teaching hours per academic year reduced by 9 to 10 hours to engage in promoting initiatives in support of gender equality.
- Faculty applying to introduce new general education courses are encouraged to further emphasize issues related to gender equality in the course content.
- NCCU has established guidelines for a series of awards and subsidies to recognize the efforts of faculty who have made outstanding contributions to promoting gender equality on campus, and such efforts are also included in annual faculty performance evaluations.

Gender-neutral Toilets

On September 7, 2023 NCCU adopted a proposal to install gender-neutral toilets, with design specifications and other relevant guidelines due to be completed by June 2024.

Accommodations for Transgender and Non-binary Students

Following guidelines issued by the Ministry of Education, NCCU dormitories do not use students' gender as criteria for application to live in specific dormitories or dormitory areas. Dormitory accommodation for transgender students will be handled on a case-by-case basis. In addition, the Student Dormitory Management Committee has established an administrative window specifically to handle transgender dormitory issues.



Renovation of accessible and non-gendered toilets was completed in the Tayong Building in 2023.

II NCCU EDI Declaration

To establish an inclusive campus culture, enhance the visibility of non-mainstream groups, promote the establishment of healthy interpersonal networks, and ensure that teaching and research are in line with these core goals, on May 2, 2024 NCCU President Li Tsai-Yen pledged to establish NCCU as a model EDI (equity, diversity and inclusion) campus through initiatives grouped in seven specific areas.

● NCCU EDI Campus Initiative

Enrollment

Encourage all departments to give priority to enrolling students suffering from structural (e.g., economic or cultural) disadvantages, refining admissions assessment standards and mechanisms, and integrating on-campus counseling and guidance resources to promote recruitment of such students.

Academics

Conduct field research to identify sources of micro-aggressions and discrimination. Organize formal and informal courses, including a series of short videos available online that promote EDI-related content and multicultural activities, using historical context and creative design to promote empathy, and open, rational discussion to eliminate micro-aggressions.

Space

Gradually increase the number of gender-neutral toilets, gender-neutral dormitories and accessible facilities, provide expanded opportunities for aboriginal students to learn traditional skills, and promote aboriginal culture.

Organization

Establish a school-wide EDI Campus Promotion Committee to coordinate with relevant departments and offices to promote EDI policies in support of different groups.

Learning

Increase the visibility and participation of underrepresented groups, develop purpose-made EDI learning resources, and organize regular awareness raising and promotion activities.

Activities

Continuously organize multicultural activities, including EDI campus activity workshops, the NCCU World Carnival, and Aboriginal Week. In 2023, NCCU also introduced policies allowing for authorized "Multicultural Holiday Leave" (up to 2 days) and "Annual Festival Leave" (up to 5 days).

Research

Actively conduct basic research on EDI campus development, collecting diversity data through campus climate surveys as a basis for future decision-making.



NCCU EDI Announcement

For details,
please visit:





5

Environmentally
Sustainable Campus

5-1 Greenhouse Gas and Energy Management

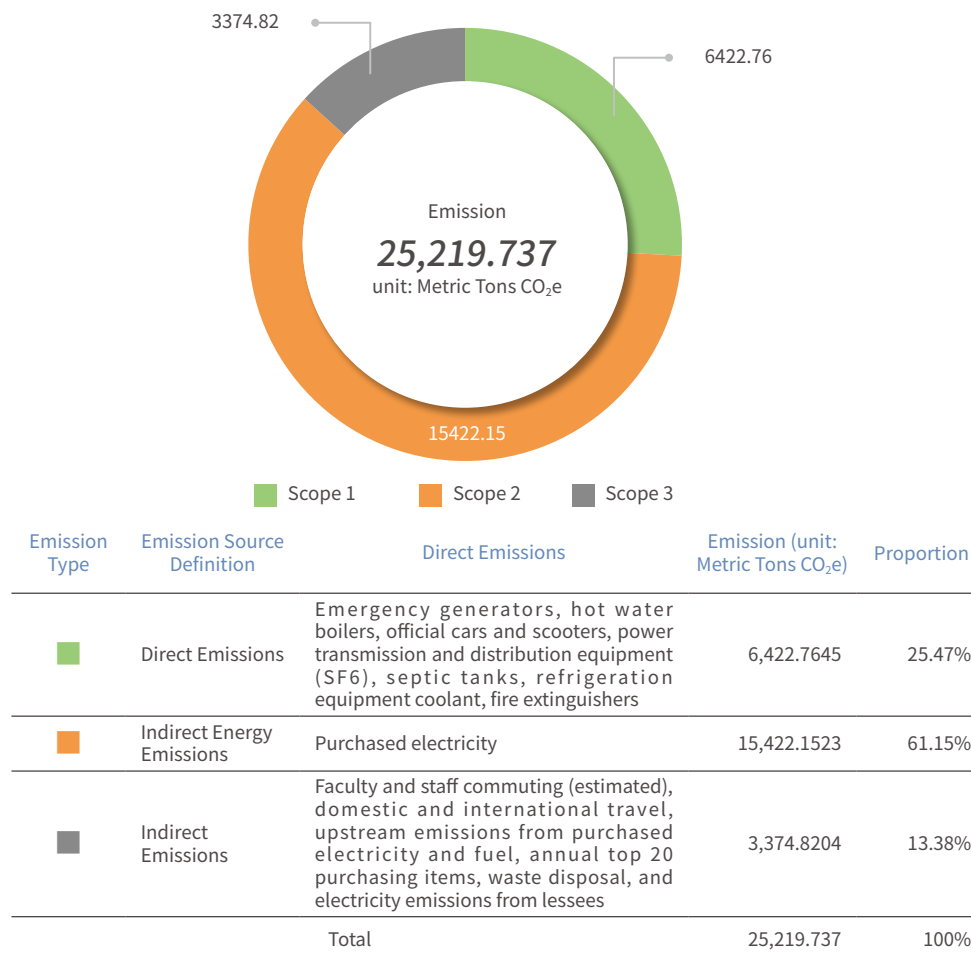
Greenhouse Gas Management

In early 2024, NCCU commissioned a professional consultant to guide the university in organizing a greenhouse gas inventory for the previous year for all four NCCU campuses, the first time the university had conducted such an initiative. The process included a series of educational training and internal meetings:

- **Carbon management training:** The NCCU Center for Business Sustainability launched training courses (ISO14064-1, ISO14067) to enhance the carbon management knowledge of researchers and administrative staff.
- **Greenhouse gas emission source identification:** The university Executive Vice President asked the heads of the campus offices related to energy resource management to inventory various emission sources on campus and determine a greenhouse gas reporting boundary for the school.
- **Activity data collection:** Data collection forms were created based on the reporting boundary, and education and training sessions were conducted with various departments to facilitate subsequent collection of activity data for analysis and reporting.
- **Carbon reduction strategies for major emission sources:** Based on the carbon inventory results, major greenhouse gas emission sources on campus were identified and carbon reduction strategies were formulated and prioritized.

According to the results of the investigation, Scope 2 (indirect energy emissions) accounts for nearly 61% of all NCCU campus carbon emissions, followed by Category 1 (direct emissions) accounting for 25.47%, mainly from sulfur hexafluoride (SF6) emitted by the gas-insulated circuit breaker of the school's own 69KV substation. Since the global warming potential (GWP) of SF6 is 24,300 times that of carbon dioxide, the carbon dioxide equivalent of the leaking SF6 in 2023 accounted for 19.27% of NCCU's total emissions. Therefore, reducing electricity consumption and eliminating the SF6 leak at the 69KV substation are top priorities.

► NCCU Greenhouse Gas Emissions (2023)



* The inventory covers the four NCCU campuses(main campus, Zhinan campus, Jinhua campus, and Huanan campus), and the reporting boundaries are defined using operational control methods.

* 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 Reduction Strategies and Pathways

The 2023 greenhouse gas inventory will serve as the benchmark for assessing NCCU's carbon emission reduction results, and to formulate future carbon reduction paths and goals. NCCU is currently arranging for third-party verification of the inventory and expects to obtain a verification statement for Scope 1 and 2 greenhouse gas emissions for the 2023 emission benchmark year in 2025. NCCU will simultaneously evaluate and implement of various greenhouse gas reduction strategies in 2023 and 2024, as described in the following table:

NCCU Greenhouse Gas Emissions Reduction Strategies



Facilities Decarbonization

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

- Currently, 12 official cars and scooters are gasoline or hybrid vehicles, accounting for 50% of the total vehicle fleet. Future vehicle purchases will be limited to electric vehicles.
- NCCU is evaluating the potential of electrifying the campus bus fleet, but slope pitch may present safety issues for low-slung electric buses.
- NCCU is evaluating the installation of electric vehicle charging stations on campus. The charging station manufacturer has conducted an on-site survey and evaluation of the library and Administration Building parking lots in anticipation of drawing up a detailed construction plan.
- Heat pumps are currently used in the hot water systems of five student and staff dormitories and the swimming pool. As existing boilers require replacement, priority will be given to swapping out for heat pumps.



Expand Renewable Energy

Gradually expansion of photovoltaic capacity on campus

- Rooftop solar panel installation is currently being evaluated for existing campus buildings, with estimated potential capacity of 5,384 kwp.
- Actively building consensus to support enhancing the green energy contribution to the university's energy mix.



Improve Energy Efficiency

Energy management system

- We plan to implement an intelligent energy management system to manage and monitor water resources, electricity, solar energy, hot water, air conditioning and sewage.
- Real-time and accurate monitoring of electricity consumption will allow for the identification of high-energy-consumption areas for the development and implementation of remedial strategies.

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

- Low-efficiency lighting will gradually be replaced LED lamps. Individual air conditioning units in service more than nine years will also be replaced, along with low-efficiency and environmentally damaging central air conditioning units.
- In 2023, NCCU commissioned an external supplier to inventory lighting fixtures the Administrative Building, and LED replacement is slated to be completed in 2024.
- Several large-scale AC upgrades since 2021 include a full upgrade to the central air unit at the Zhongzheng Library, chilled water units at Siwei Hall, and a full upgrade of VRV split AC units at the Xu Yang and Shen Gu Buildings.
- In conjunction with planning for the integrated energy management system, a database of energy-consuming equipment will be established.

Green construction certification for new buildings

- Planned construction projects (e.g., the Law School, Downhill Campus Living Center, and the Zhinan Dormitory)

will prioritize the use of environmentally friendly, high-performance, and recycled green building materials, and the corresponding design processes will account for environmental factors such as moisture, heat, light, air, and ecology.



Modify Energy Use Behavior

Design a regulatory system to promote energy conservation

- Campus energy usage information will be made more transparent. Reasonable water and electricity budget allocations will be formulated, and a consensus will be built to establish zones of responsibility for electricity and water conservation, creating an incentive mechanism for energy conservation and carbon reduction.

Education and training

- Courses and educational trainings related to energy and climate change will be organized to enhance the green awareness of teachers and students, while energy-saving competitions and living laboratories will be held to advocate for changes in energy use behavior.



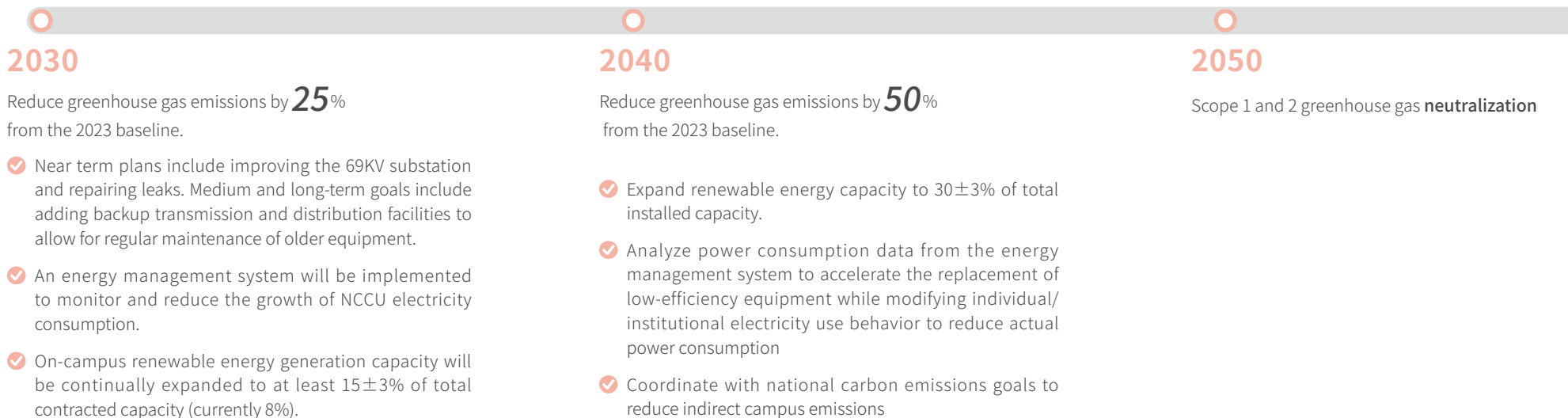
Improve Hillside Carbon Sink

Continued tree planting, improved tree and ecosystem maintenance

- Native trees and plants will be planted appropriately, while invasive species will be actively monitored and removed, thereby enhancing the ecological health of NCCU's hillside areas and promoting natural carbon sequestration.

● NCCU Greenhouse Gas Neutralization Pathway

In line with the National 2050 Net-Zero policy, NCCU aims to achieve Scope 1 and 2 greenhouse gas neutrality by 2050 through the continuous implementation of carbon reduction strategies as follows:

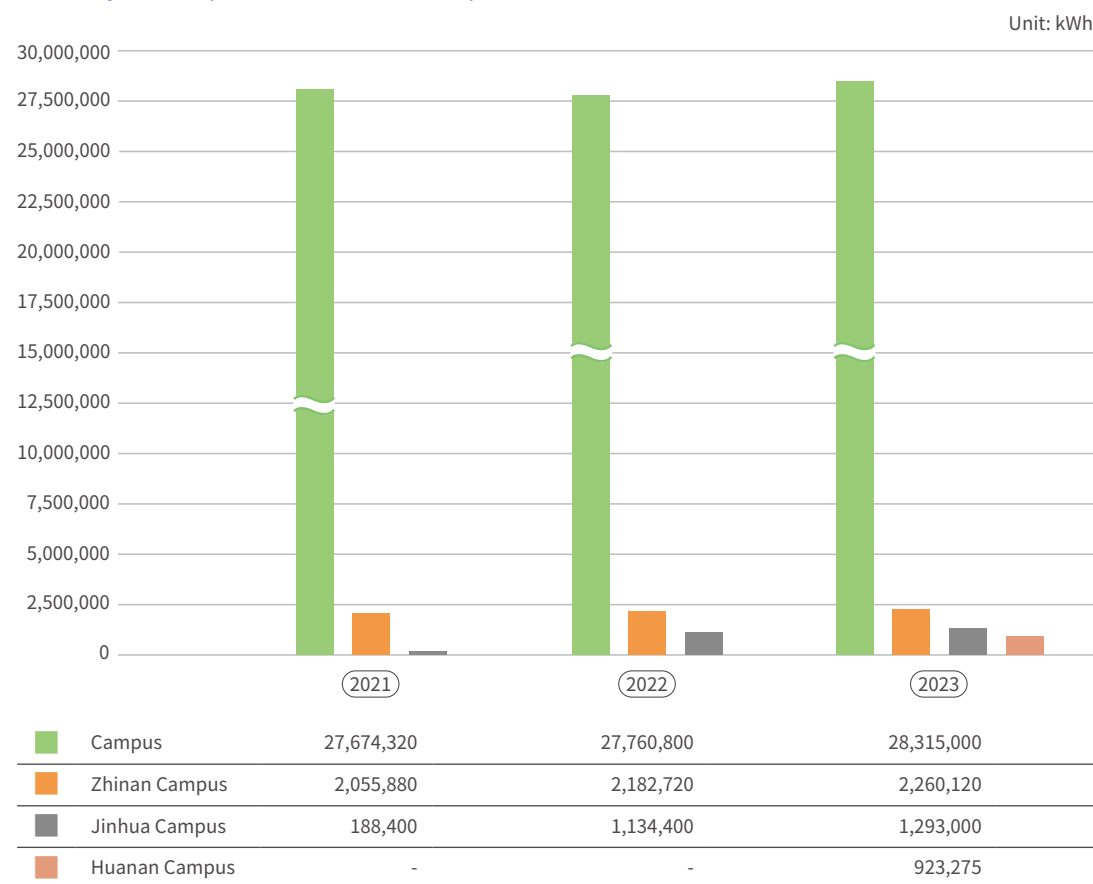


Electricity Usage

NCCU's power consumption reduction targets are based on government guidelines for the efficient electricity management of government agencies and public schools, setting a goal of reducing electricity consumption by 1% each year compared to the baseline. Over the past three years, the NCCU main campus has achieved this target, but total power consumption is still growing due in part to the university's return to normal operations following the end of the COVID-19 pandemic in the fall semester of 2022. In addition, NCCU's Jinhua and Zhinan campuses are only recently opened and have yet to reach full operational capacity, and thus power consumption is expected to continue to grow.

On November 16, 2023 the NCCU Environmental Protection and Occupational Safety and Health Committee issued energy saving recommendations for various university offices and facilities. Future initiatives may include the expansion of energy reduction incentives, such as energy-saving competitions, workshops or living laboratories, while we work to build a strong consensus for further energy savings throughout the school.

Electricity Consumption for each NCCU Campus (2021-2023)



* The Main Campus includes the uphill and downhill campuses.

* Electricity data for the Huanan Campus is unavailable due to incomplete renovations at the time of data collection.

Electricity Usage Intensity for each NCCU Campus

Campus		2021	2022	2023
Main Campus	Total Floor Area (m ²)	309,632.77	309,632.77	309,632.77
	Energy Usage Intensity	89.38	89.66	91.45
Zhinan Campus	Total Floor Area (m ²)	37,214.76	37,214.76	37,214.76
	Energy Usage Intensity	55.24	58.65	60.73
Jinhua Campus	Total Floor Area (m ²)	-	1,6295.65	1,6295.65
	Energy Usage Intensity	-	69.61	79.35



Green Buildings and Renewable Energy

To date, three NCCU buildings have received Green Building certification from the Ministry of the Interior, while two buildings currently under construction are also expected to receive certification (the Law School and the Zhinan Campus Student Dormitory).

► NCCU Green Buildings

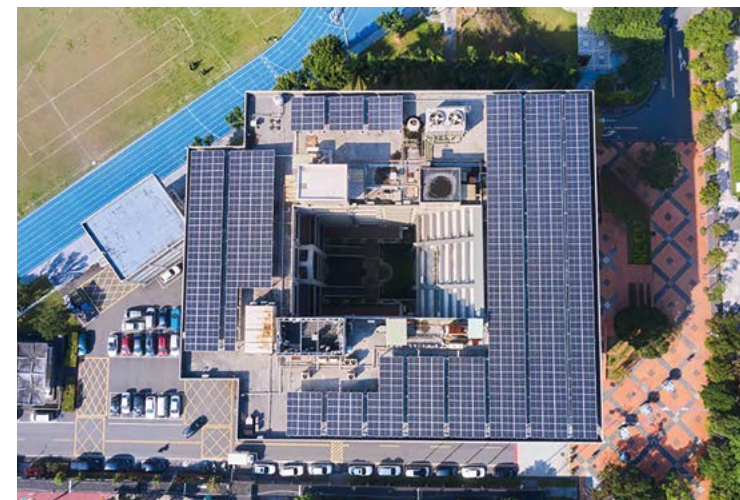
Campus	Structure Name	Certification Level	Certification Year	Notes
Jinhua Campus	Center for Public and Business Administration Education	Gold	2022	Awarded Ministry of the Interior 2023 Green Building Award, and Public Works Gold Award in 2019 and 2021
		Bronze	2022	
Zhinan Campus	Dah Hsian Seetoo Library	Silver	2020	Received Smart Building qualification in 2023. Won first prize for Engineering Environment and Landscaping at the 2021 China Civil and Hydraulic Engineering Society
Experimental Elementary School	Activity Center	Bronze	202	

These buildings above are equipped with rooftop photovoltaic panels. In August 2023, NCCU also launched a project to install photovoltaics on the roofs of the Administration Building and the Swimming Pool, with a total installed capacity of 525.75 kilowatts. Actual NCCU photovoltaic power generation for 2023 is estimated at 307,011 kWh, accounting for about 1% of the total electricity consumption of all campuses in that year.

► Photovoltaic Installation Capacity at each NCCU Campus

Campus	Building	Renewable Energy Type	Device Capacity (kwp)	2023 Actual Output (kwh)
Main Campus	Administration Building	Rooftop photovoltaic	278.625	119,248*
	Swimming Pool		247.125	106,152*
Jinhua Campus	Center for Public and Business Administration Education	Rooftop photovoltaic (Self-install and direct use)	21.96	18,077
Zhinan Campus	Dah Hsien Seetoo Library	Rooftop photovoltaic (Self-install and direct use)	60	63,534
Combined		Transfer to Taipower: 73.42% Self-install and use: 26.58%	607.71kwp	307,011kWh (about 1% of total electricity consumption in 2023)

* Lease arrangements went into effect in August 2023, so power output is calculated for only 5 months.



Administration Building rooftop photovoltaic installation



Dah Hsien Seetoo Library rooftop photovoltaic installation

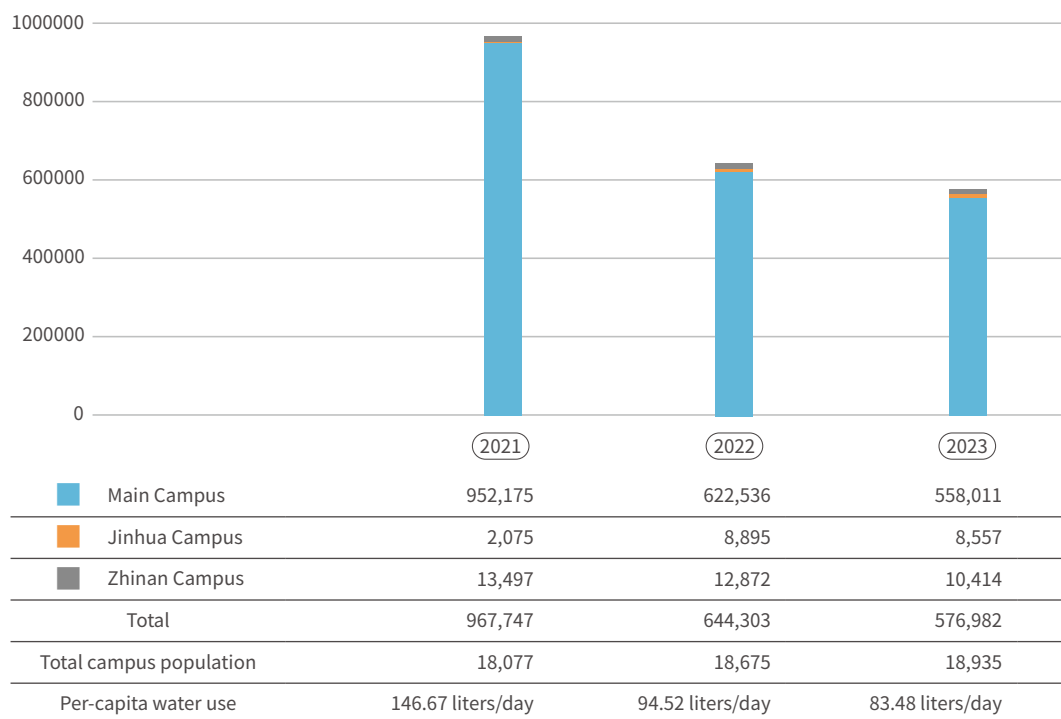
5-2 Water Resource Management

Water Usage

While NCCU sources its water from the municipal water supply. However, the uneven campus terrain and the age of the pipeline system have frequently resulted in large-scale water outages in uphill campus dormitories. Persistent water leaks have sharply raised overall water consumption and have also resulted in significant erosion in hillside areas. In 2018, taking advantage of the need to relocate the relay tank for the construction of the Law School, NCCU reassessed the on-campus water supply network design. Over a five-year period beginning in 2020, over TWD33 million was invested to improve the configuration of the water supply system, replace pipes to prevent leaks, and replace outdated bathroom fixtures, resulting in water savings that are estimated to recoup the engineering costs within five years. Daily per-capita water usage on campus has fallen from 146.67 liters in 2021 to 83.48 liters in 2023, significantly less than the Ministry of Economic Affairs' standard for university per capita water consumption of 108 liters/day.

► Water Consumption by Campus (2021-2023)

Unit: Metric tons (water)



Water Conservation Improvement Measures

From 2020 to 2024, NCCU invested over TWD33 million in replacing old water pipes and installing water-conserving equipment. From 2024 to 2026, additional resources will be invested in improving the campus water supply network and further improving water efficiency.

Improvement	Investment (TWD)	Water-savings
Engaged engineering consultancy to review existing water supply model and plan improvements.	980,000	
Retire an outdated 2,000m3 water storage tank and improve pipelines	21,538,664	Daily savings of 1,000 tons x 365 days = 365,000 tons/year
Dormitory leak repairs, replacing 120 meters of pipe	307,500	Daily savings of 300 tons x 365 days = 109,500 tons/year
Replacing outdated equipment	2,000,000	Daily savings of 116 tons x 365 days = 42,300 tons/year
Up/downhill campus pipeline replacement (approx. 1.3km)	8,590,000	

💡 In 2023, NCCU was recognized by the Ministry of Economic Affairs Water Resources Department for its exceptional water conservation performance.

- ▷ Starting in 2019, NCCU began replacing toilets on a building-by-building basis
- ▷ Installing water-saving flush toilets (136 replaced in total)
- ▷ Installed photoelectric automatic flush mechanisms to 68 urinals
- ▷ Installed 40 water-saving faucets



Rainwater Retention and Utilization, Runoff Treatment

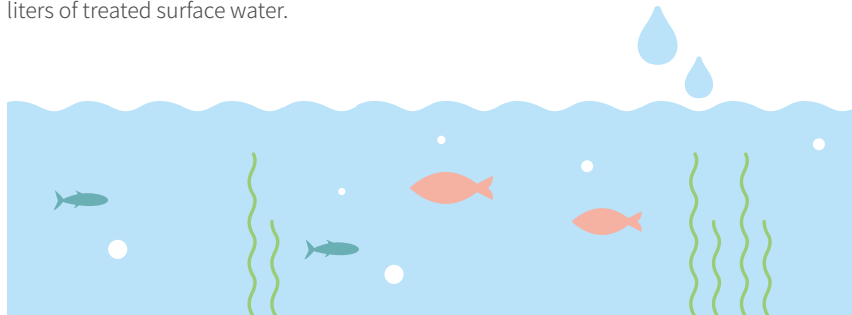
Rainwater Recycling System

Various green buildings on the NCCU campus are equipped with rainwater recycling systems. The roof of the 8-storey Dah Hsien Seetoo Library has 17 collection drains, channeling rainwater into sedimentation filters and storage tanks. The collected water can then be used for landscaping irrigation. However, currently, many campus rainwater recycling systems are non-functional due to outdated or poorly maintained equipment. This equipment can be repaired and put back into use. In addition, currently planned buildings including the Law School, the Zhinan Campus dormitory, and the Downhill Campus Living Center are all designed with 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 Hsien Seetoo Library	250	40
Jinhua Campus	Center for Public and Business Administration Education	100	10

Discharge Water Treatment

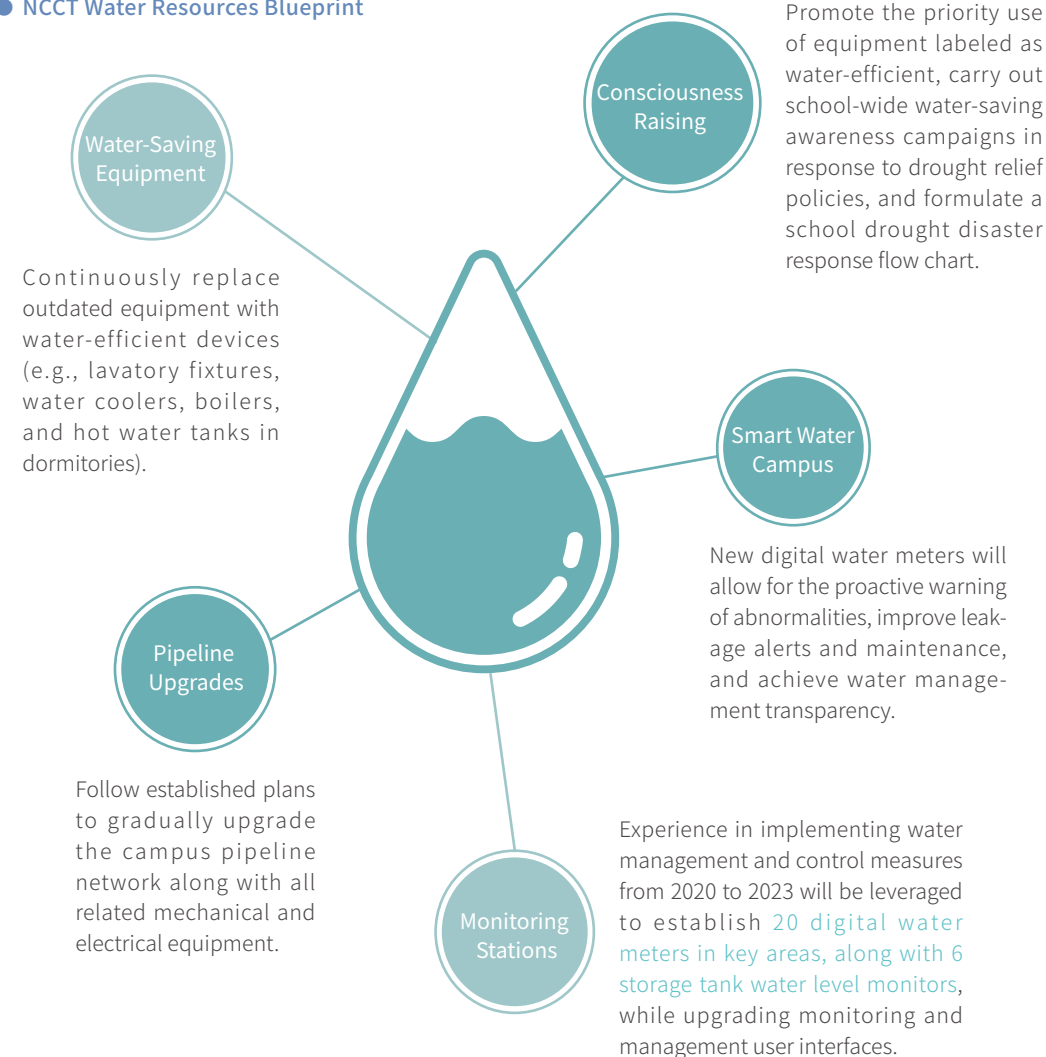
Most sewage produced on the National Chengchi University campuses is handled by the municipal wastewater system. An exception is the dormitories in the Upper Main Campus, which are equipped with an independent sewage treatment plant. The plant is maintained and serviced by the equipment manufacturer, and is regularly checked for PH, suspended solids, and chemical content, along with oxygen and biochemical oxygen demand. The plant is fully certified, and in 2023 released approximately 18.35 million liters of treated surface water.



NCCU Water Resources Blueprint

In the future, NCCU will continue to promote reduced water consumption through further pipeline upgrades, installation of water-saving equipment, and the establishment of monitoring stations, along with consciousness-raising and cooperation with environmental education agencies, seeking to reduce annual total water consumption to less than 650,000 tons.

● NCCT Water Resources Blueprint



5-3 Green Procurement and Waste Disposal

Green Procurement Achievement Rate

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. In the past three years, NCCU's green procurement performance has exceeded the government-approved target rate (95%).

All university procurement personnel are encouraged to register for green procurement training provided by the Ministry of Education (in-person and online) to enhance their understanding of the relevant processes.

Green Procurement Performance in 2021-2023



(2021) **94.91%** Through 2022/1/17

(2022) **98.51%** Through 2023/1/20

(2023) **97.85%** Through 2024/1/19

Green Procurement Performance for Office Supplies (Unit: TWD)

Year	2021	2022	2023
Green Mark electronic products	22,636,749	27,491,532	25,162,485
All electronic products	23,377,283	27,915,729	25,387,551
Green procurement rate	96.8%	98.5%	99.1%
Green Mark cleaning and janitorial supplies	216,035	812,439	803,439
All cleaning and janitorial supplies	231,991	845,052	823,734
Green procurement rate	93.1%	96.1%	97.5%
Green Mark office paper	715,108	463,710	533,959
All office paper	733,858	465,152	533,959
Green procurement rate	97.4%	99.7%	100%



Waste Disposal and Recycling Improvement

Waste Disposal

The NCCU General Domestic Waste Committee contracts qualified waste removal companies to provide daily waste removal services, trucking waste to the municipal incinerator for processing. The contractors report total tonnage of waste transported every month. Given frequent activities and markets held on the Main Campus' Siwei Road, the Office of General Affairs invites all organizations and offices staging such events to request additional trash haulage as needed, thus improving waste disposal management and ensuring the campus remains clean.

However, because the waste hauling contractors collect from additional sites aside from the university on their rounds, total waste volume from the university is only an estimate, and improved mechanisms are needed to better quantify total waste generation and the effectiveness of reduction initiatives.

► Estimated NCCU Waste Production (2021-2023)

628.61 Tons



2021

777.02 Tons



2022

753.28 Tons



2023

Recycling Map and Campus-wide Recycling/Trash Bin Improvement

1. Current situation: A 2023 review of current on-campus recycling policies found inconsistent distribution of trash/recycling bins at various campus buildings, resulting in inappropriate sorting, creating operational difficulties for recycling contracts.
2. Improvements: The Office of General Affairs and the Student Association jointly initiated a project to address these issues, calling on interested students to help improve recycling throughout the school. Measures included providing uniform recycling bins, each with four labeled compartments (waste paper; paper and aluminum packaging; glass and aluminum cans; and plastic), and creating a custom interactive Google Map to provide recycling information, including sites for the appropriate disposal of food waste, batteries, and furniture.

Waste Auction and Plastic Use Reduction

Environmentally friendly Cafeterias

Agreements with catering contractors require caterers to provide recyclable and reusable tableware, along with paper takeout containers that meet the standards of the Ministry of Health and Welfare and the Ministry of Environment for consumers, while prohibiting the use of plastic (including Styrofoam and Melamine) disposable tableware. Currently, most on-campus restaurants also offer discounts to customers who bring their own eco-friendly takeout containers.

Bottled Water Reduction Initiative

NCCU forbids the use of bottled water at large-scale meetings, and rather provides urns of tea and non-disposable cups.

Waste Auction

To promote the recycling on campus, for the past three years, the Office of General Affairs has held "Found Treasure" auctions including second hand consumer electronics such as desktop computers, laptops, and LCD screens. The devices go through basic refurbishment and are then auctioned off to interested teachers and students. The most recent auction, held on September 13, 2023 attracted 18 bidders and raised TWD26,900.



Campus auction



5-4 Landscape Creation and Ecological Conservation

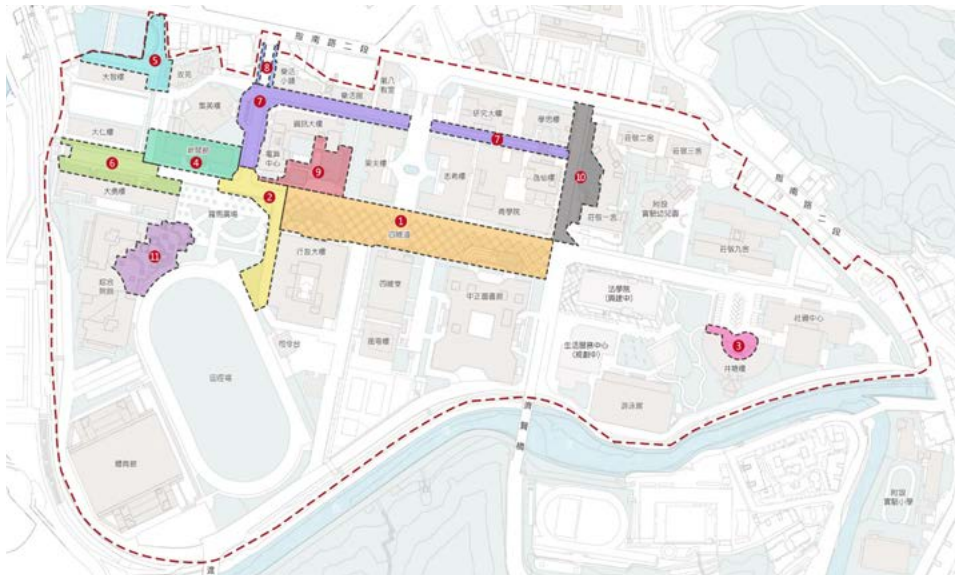
■ Campus-Wide Landscaping Improvement Plan

NCCU's main campus is located in an area which is characterized by high humidity and precipitation all year round. In addition, many of the university's buildings and facilities are aging, which can result in slippery and uneven floor surfaces leading to frequent falls, potentially resulting in injury. The Office of General Affairs Office has conducted a comprehensive survey of pedestrian access between buildings and has proposed a plan to optimize floor areas and the campus landscape to maximize safety and sustainability through nature-based design and solutions. Priority improvement areas will be determined based on available funding, manpower, and construction times, and will be implemented on a multi-year basis to achieve the following goals:

► 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 Downhill Campus



There are currently five projects underway as below in this improvement plan. Concepts such as human-oriented transportation, universal design, low-impact development (LID), and nature-based solutions (NbS) are incorporated into the projects design.

- | | |
|---|----------------------------|
| 1 Improvement of Siwei Road square near main entrance
In planning | 00 Priority Improving Area |
| 2 Humanistic transport improvement at the Roman Forum
Proposal reviewed and approved October 18, 2023 | 00 Midterm Improving Area |
| 3 Improvements to wooden decking in front of the College of Education
Proposal reviewed and approved December 13, 2023 | 00 Longterm Improving Area |
| 5 Pedestrian space improvement for the motorcycle parking lot behind the Ta Chi Building
Proposal reviewed and approved March 27, 2024 | |
| 8 Campus side entrance
Pavement completed October 2023 | |

● Planned Downhill Campus Climate-friendly Pedestrian Area



NCCU plans to transition to a climate-friendly campus by adding green areas, tree-shaded corridors and rain gardens.

Existing Trees

- Evergreen tree
- Deciduous tree
- Palm tree

Improvement Suggestions

- Rain garden
- Planting new trees
- Installing smart poster pillars

Walking Pathway

- Existing rain shelter system
- Tree-shaded corridor (feasibility not yet evaluated)



■ Campus Ecological Management

The NCCU main campus is part of the Maokong watershed area, with two creeks – the Zhinan and the Jingmei - running through it. An ecological survey of the area conducted by the ROC Natural Ecological Conservation Association in 2023 found a particularly high degree of biodiversity in the mountainous area behind the campus.

NCCU has environmental education for its faculty and students and also for residents of the surrounding community, providing useful information through various media, general education courses, and ecological support activities. However, NCCU's academic strengths do not lie in this area, and thus the community's understanding of the surrounding biodiversity is still somewhat limited. In the future, NCCU will provide a wider variety of environmental education courses to help students improve their ecological literacy, cultivate a strong commitment to environmentalism care, and strengthen their personal connection to holistic sustainability.

► 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.

Flora Management

NCCU is committed to maintaining an ecologically health campus without the use of pesticides or herbicides. In addition to selecting appropriate native plant species for seasonal planting, we are also reforesting certain cleared areas. Priority will be given to long-lived plants native to Taiwan, and protected trees under municipal jurisdiction are also regularly monitored.

NCCU is actively investing in necessary intervention measures such as tree planter adjustments, brown root disease prevention and control through soil microbial improvement, monitoring and removal of invasive species (e.g., mikania micrantha), and the planting of new trees.

● Removal of Invasive Species Mikania Micrantha

NCCU retained a private contractor to remove the invasive species mikania micrantha (also known as bitter vine or American rope) from the campus, particularly in the areas outlined in red in the right-hand side image. Continuous monitoring of this and other invasive species is critical to maintaining the ecological diversity of the NCCU mountain area.

Hillside Mikania micrantha locations as right picture shown:



● Tree Planter Replacement in front of Siwei Hall

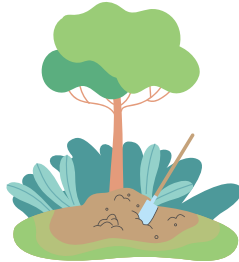
Camphor trees in front of Siwei Hall outgrew their concrete planters, and root spread has damaged the surrounding pavement. This not only presents an obstacle to pedestrians, but also threatened the continuing health of the trees. The original planters were thus removed, and replaced by grass and sod to reduce soil loss. The root ball was then graded with gravel, thus preventing issues related to standing water accumulation.



Major Tree Planting Efforts

- 2021 – 1,200 tea tree samplings planted in the tea garden
- 2022 - 50 maple trees planted around the Dawn Pavilion in the upper campus
- 2023 – 500 tea trees replanted in the tea garden
- 2024 – NCCU worked with Forestry and Nature Conservation Agency to plant 40 trees on the Great Lawn. The trees included seven types of native species that have both value for ecological conservation and figure prominently in aboriginal cultural life.

News reports



Fauna Management

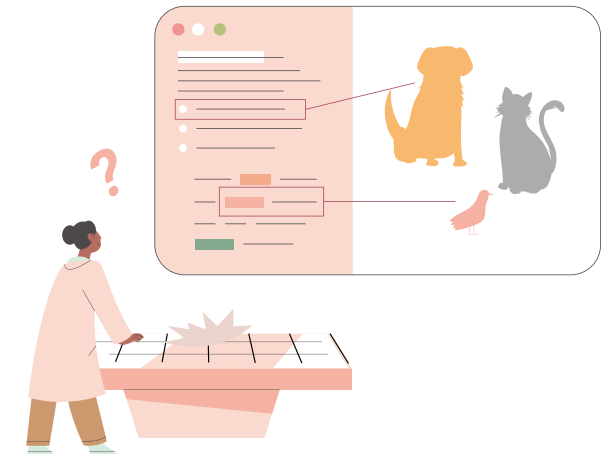
The NCCU campus is home to many mammals that are common found near low-lying mountains, including mountain deer, the crab-eating mongoose, the masked palm civet, and the ferret badger, along with a wide range of birds, reptiles, amphibians. Among the species sighted, the pangolin is the most endangered, listed as Critically Endangered (CR) by the International Union for the Conservation of Nature (IUCN). In May 2024, NCCU signed a memorandum of cooperation with the Taipei City Zoo to work together on species surveys, habitat creation, and environmental education curriculum planning.

NCCU's main campus covers a large area, and thus, in addition to wild animals, is also home to stray dogs which have been a difficult safety issue for staff and students alike for many years. The Office of General Affairs has used multiple methods to discourage these dogs from entering the campus, including working with the Taipei City Animal Protection Office to catch and physically remove them, spraying bleach in areas known to attract them, installing motion-activated floodlights, and banning those who feed the dogs despite posted warning signs. Unfortunately, the results of these efforts have been limited.

In 2024, the NCCU Student Association invited legislators, along with representatives of local agencies to jointly coordinate efforts to address the stray dog issue. The meeting resulted in an appeal to relevant authorities at the national and municipal levels to provide subsidies for animal control in residential areas around the campus, while the NCCU administration will research means of providing legal assistance and support to staff and students who are injured by stray dogs.

Pangolin Found in the Mountain Area

Recognized as a critically endangered (CR) species by the IUCN, pangolins have been active in the forests around NCCU. The image above shows a pangolin near the rear gate, taken at about 6 a.m. on December 26, 2022. The pangolin then passed through the motorcycle parking lot and headed towards the riverbank.



● Bird-Window Collision Prevention

The Dah Hsien Seetoo Library features a glass wall overlooking the lake. While offering a beautiful façade and view, it also results in frequent fatal bird strikes. After discussions between the library, the Office of General Affairs and the Student Association organized students and residents of all ages from the surrounding community to install high-density stickers on the windows, thereby reducing light refraction and significantly reducing the incidence of glass collisions. The Office of General Affairs has expanded on this effort to assess the potential for bird strikes on other campus buildings.

News reports



● General Education Classes

With the support of the General Education Center and the University Social Responsibility Office, Assistant Professor Wang Wen-hao of the Department of Journalism offered a course called "Ecological Farming and Communication Practices", including a nocturnal exploration of the biodiversity of the mountains near the university, an activity which met with enthusiastic responses from students.

News reports



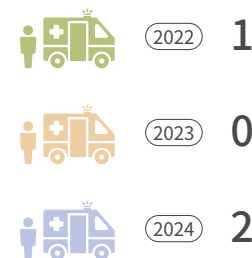
5-5 Campus Safety and Disaster Resilience

Occupational Safety and Health Management Plan

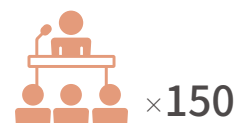
NCCU's occupational safety policies are set in accordance with the "Occupational Safety and Health Management Measures". According to Articles 2 and 3, NCCU is a Category 3 low-risk enterprise as a whole, but the laboratory facilities of the Institute of Neuroscience regularly handle toxic chemicals 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 of safety and health awareness, preventing of occupational accidents, and advancing environmental protection through pollution prevention, hazard prevention and continuous improvement.

Occupational Accidents



Occupational accident reports



(2021)

Preventing shoulder and neck pain



(2022)

Women's health from adolescence through adulthood and menopause



(2023)

- Injury risk prevention (250)
- 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)

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.

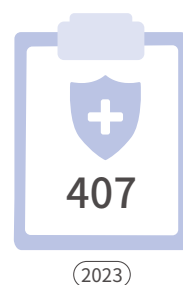
For more details:



Historical Statistics for Campus Safety Incidents

In the three years from 2021 to 2023, NCCU reported 235 accidents, 302 safety maintenance incidents, 23 incidents of violence or deviant behavior, 8 disciplinary actions, 6 child and adolescent protection incidents, and 3 natural disasters. There were also 382 disease cases and 48 incidents classified as "other". NCCU regularly reports such incidents to joint safety and maintenance meetings, and encourages all administrative and academic offices and personnel to work together in caring for students and assisting in implementing improvements.

► Safety Incidents



Campus Safety Promotion Activities

The NCCU School Safety Center continuously organizes various campus safety promotion activities. In 2023, such activities focused on earthquake disaster prevention and evacuation, prevention of bullying, traffic safety, prevention of drug abuse, anti-fraud precautions, campus safety education, improving students' disaster prevention awareness, improving individual disaster response and resilience, establishing correct life concepts, and drug harm awareness.

Topic	Event Name	Participants
Earthquake disaster prevention and evacuation	"Earthquake and Evacuation" disaster preparedness training and awareness raising	70
	On-site earthquake shelter and escape drills coordinate with National Disaster Prevention Day	675
Bullying prevention	Special lecture on "Preventing Bullying on Campus"	209
Traffic safety	"2023 NCCU Traffic Safety Education AI Poster Design Competition"	29
	"Pedestrian Safety is Everyone's Responsibility" and "Motorcycle Safety" awareness raising activities	62
Drug abuse prevention	"The Psychology of Addiction" presentation	55
	Drug abuse prevention awareness raising activities	2,062
Anti-fraud precautions	"Anti-Fraud and Personal Safety" educational activities	119
Campus safety education	Class representatives designed promotional materials	170



The First Prize
Traffic Safety Education AI Poster Design
Competition



The Second Prize
Traffic Safety Education AI Poster Design Competition

Campus Disaster Prevention Planning and Disaster Prevention Map

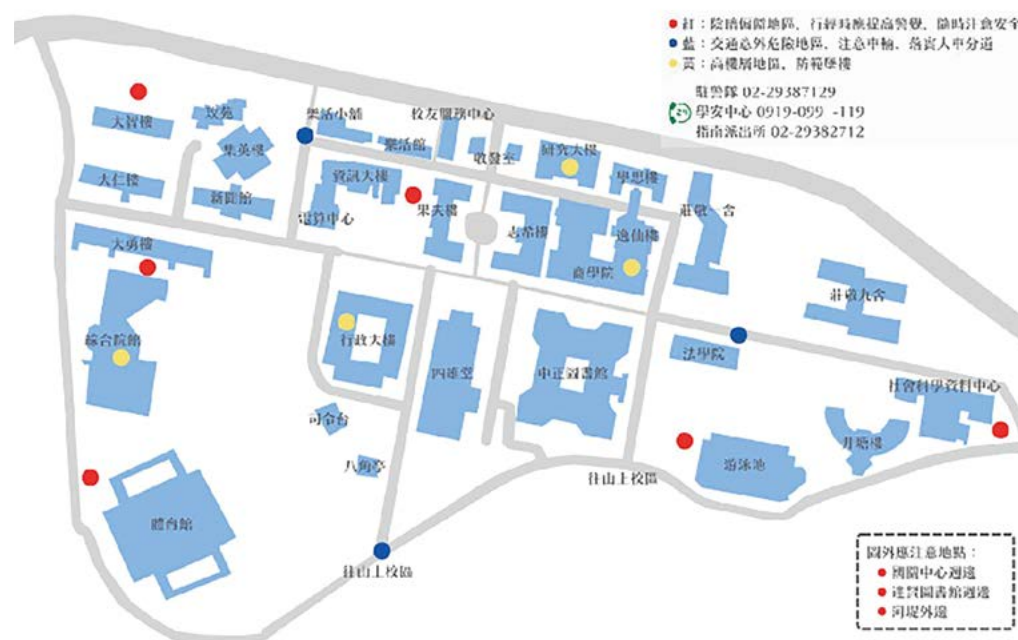
The Office of General Affairs conducts continuous assessment of potential disaster threats on campus and in the surrounding area, collecting incident reports and statistics, inspecting environmental and flood control safety concerns, and monitoring hillside stability. As needed, the Office invites experts and technicians to conduct on-site inspections, thus enhancing preventative measures and preparedness to minimize the threat of injury or damage. The Office of General Affairs is also responsible for conducting regular safety trainings and safety drills for the university community. The NCCU campus disaster prevention and rescue plan includes disaster prevention maps that specify on- and off-campus evacuation routes, assembly points, first-aid stations, and pre-positioned disaster response supplies and equipment. These maps and other vital information are posted on the school's website.

求救鈴/電話位置圖-山下校區



NCCU lower campus emergency phone locations
Made by the NCCU Student Association

校園安全地圖-山下校區



NCCU lower campus safety map
Made by the NCCU Student Association



6

Appendix

2023 NCCU Topics for Sustainable Development

Environment

NCCU seeks to create a poetic and tranquil campus environment, balancing beauty with resilience, while simultaneously minimizing the impact of university operations on the surrounding environment and ecology.

No./Issue	Description
E01 Low-carbon Campus Planning	Promote carbon reduction strategies at all levels of campus operations (including greenhouse gas emissions, transport, construction, catering, procurement, etc.)
E02 Power-saving Management and Green Energy	Promote electricity conservation and increase the use of renewable energy on campus
E03 Water Resource Management	Reduce on-campus water waste and improve rainwater recycling
E04 Waste Reduction and Disposal	Promote waste reduction and implement various types of waste disposal and recycling
E05 Landscape Creation and Aesthetic Education	Improve the campus landscape, integrating art and aesthetic education
E06 Ecological Conservation	Protect the ecology of the campus' mountain area, and promote increased interaction with nature among the university community
E07 Disaster Resilience and Adaptation	Actively adapt to climate change risk

Society

NCCU emphasizes the humanities and social science research, and is deeply committed to cultivating values including equity, diversity, inclusion and innovation, expanding its social impact through active participation in public life.

No./Issue	Description
S01 Physical and Mental Health of Staff and Students	NCCU places great emphasis on its counseling resources to support physical and mental health, building a network of professionals to promote the continued good health and well-being of all staff and students
S02 Caring for the Disadvantaged	Measures and systems to support students from economically and culturally disadvantaged backgrounds, and to promote equity and justice
S03 Gender Equality and Human Rights	Implement measures to promote gender equality and human rights
S04 Multiculturalism and Innovation	Create an inclusive culture through innovative policies and systems
S05 Career Counseling	Measures to help students connect their academic concentrations with future careers
S06 Industry-University Cooperation and Publicity	Active matchmaking and promotion of mutually beneficial ties between academic research and industry
S07 Alumni Support and Interaction	Strengthen alumni services, actively solicit alumni input, and match resources and opportunities
S08 Social Participation and Practice	Actively engage in university social responsibility, community service and development, and public policy participation
S09 International Cooperation and Partnerships	Continually strengthen NCCU's global partnerships and collaborations

Governance

NCCU's operating systems and Key institutional strategies are the cornerstone of our commitment to promoting sustainable development.

No./Topic	Description
G01 University Operational Performance	Administrative efficiency, external evaluation performance and self-improvement mechanisms
G02 Internal Controls and Risk Management	Internal audit management and risk response mechanisms
G03 Financial Planning	Effective financial resource allocation, revenue and expenditure controls and investment planning
G04 Digital Transformation and Empowerment	Promoting the digitization of instructional and administrative functions, integrating artificial intelligence into education
G05 Teaching Quality and Learning Effectiveness	Curriculum quality and excellent learning outcomes
G06 Research Energy and Quality	Development and competitiveness of academic research
G07 Talent Recruitment and Retention	High-performing admissions, diversity in faculty promotions, and effective performance evaluations
G08 Academic Integrity and Ethics	Improve review systems to ensure high ethical standards in research and administration
G09 Procurement and Supply Chain Management	Effective support for uninterrupted university daily functions
G10 Campus Safety and Health	Strengthen campus safety, occupational disaster protection, cleanliness and hygiene

Comparison of Relevant Indicators

GRI Index with Reference

GRI Standard	Disclosure	Location	Page
GRI 2: General Disclosures 2021	2-1 Organizational details	1-1 Introduction to NCCU	6
	2-2 Entities included in the organization's sustainability reporting	PRE.2 About this Report	3
	2-3 Reporting period, frequency and contact point	PRE.2 About this Report	3
	2-4 Restatements of information	N /A	
	2-5 External assurance	PRE.2 About this Report Appendix Limited Assurance Report	3 96
	2-6 Activities, value chain and other business relationships	1-1 Introduction to NCCU	6
		3-1 Education for Sustainable Development and Teaching Innovation	38
		3-2 Research Capacity and Industry-University Collaboration	43
		4-2 An Equitable, Diverse and Inclusive Learning Environment	64
	2-7 Employees	2-3 Talent Recruitment and Retention	26
	2-9 Governance structure and composition	1-1 Introduction to NCCU	6
		2-1 School Governance	20
	2-10 Nomination and selection of the highest governance body	2-1 School Governance	20
	2-11 Chair of the highest governance body	2-1 School Governance	20
	2-12 Role of the highest governance body in overseeing the management of impacts	1-2 Vision for NCCU Development	9
		1-3 NCCU Sustainable Development Plan	10
		1-4 Stakeholder Communication	16
	2-14 Role of the highest governance body in sustainability reporting	PRE.2 About this Report 1-3 NCCU Sustainable Development Plan	9 11
	2-17 Collective knowledge of the highest governance body	ESG training will be arranged for the	
	2-18 Evaluation of the performance of the highest governance body	2-1 School Governance	20
	2-19 Remuneration policies	2-3 Talent Recruitment and Retention	28
	2-22 Statement on sustainable development strategy	PRE.1 Word from the President 1-2 Vision for NCCU Development	2 9,10
	2-23 Policy commitments	1-3 NCCU Sustainable Development Plan 1-4 Stakeholder Communication	16
	2-24 Embedding policy commitments	4-2 An Equitable, Diverse and Inclusive Learning Environment	70
	2-25 Processes to remediate negative impacts		

GRI Standard	Disclosure	Location	Page
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	1-4 Stakeholder Communication	12
		2-1 School Governance	21
		2-3 Talent Recruitment and Retention	30
		4-2 An Equitable, Diverse and Inclusive Learning Environment	69
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	2-1 School Governance	22
	2-27 Compliance with laws and regulations	No related violations in 2023	
	2-29 Approach to stakeholder engagement	1-4 Stakeholder Communication	12
GRI 3: Material Topics 2021	3-1 Process to determine material topics		14
	3-2 List of material topics	1-4 Stakeholder Communication Appendix 2023 NCCU Topics for Sustainable Development	91
	3-3 Management of material topics		16
Material Topics: Low-carbon Campus Planning & Power-saving Management & Green Energy			
GRI 302: Energy 2016	302-1 Energy consumption within the organization		75
	302-3 Energy intensity		75
	302-4 Reduction of energy consumption		76
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts		78
	303-3 Water withdrawal	5-1 Greenhouse Gas and Energy Management	77
	303-4 Water discharge	5-2 Water Resource Management	78
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions		72
	305-2 Energy indirect (Scope 2) GHG emissions		72
	305-3 Other indirect (Scope 3) GHG emissions		72

Comparison of Relevant Indicators

GRI Index with Reference

GRI Standard	Disclosure	Location	Page
Material Topics: Landscape Creation, Aesthetic Education & Ecological conservation			
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	5-4 Landscape Construction and Ecological Conservation	83
	304-2 Significant impacts of activities, products and services on biodiversity		83-84
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		84
Material Topics: Waste Reduction and Disposal			
GRI 306: Waste 2020	306-3 Waste generated	5-3 Green Procurement and Waste Disposal	79
	306-5 Waste directed to disposal		79
Material Topics: Student/Staff Physical and Mental Health & Talent Recruitment and Retention			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	2-3 Talent Recruitment and Retention 5-5 Campus Safety and Disaster Resilience	26
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		27
	401-3 Parental leave		28
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	4-1 Physical and Mental Health Management 2-3 Talent Recruitment and Retention	86
	403-3 Occupational health services		63
	403-6 Promotion of worker health		63
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	2-3 Talent Recruitment and Retention	27
	404-2 Programs for upgrading employee skills and transition assistance programs		27
Material Topics: Gender Equality, Human Rights & Multiculturalism and Innovation & Care for Vulnerable Populations			

GRI Standard	Disclosure	Location	Page
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	2-3 Talent Recruitment and Retention 4-2 An Equitable, Diverse and Inclusive Learning Environment	29 70
GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken		70
Material Topics: School Operations Performance & Financial Planning			
GRI 2: General Disclosures 2021	School Operation Overview	1-1 Introduction to NCCU	6 20
GRI 201: Economic Performance 2016	201-4 Financial assistance received from government	2-1 School Governance	24
Material Topics: Gender Equality, Human Rights & Multiculturalism and Innovation & Care for Vulnerable Populations			
NCCU Topic	Overview of NCCU Sustainability courses	3-1 Education for Sustainable Development and Teaching Innovation	38
NCCU Topic	Overview of NCCU Research for SDGs	3-2 Research Capacity and Industry-University Collaboration	43
Material Topic: Digital Transformation and Empowerment			
NCCU Topic	Overview of NCCU Digital Transformation and Empowerment	2-4 Digital Transformation and Empowerment	31

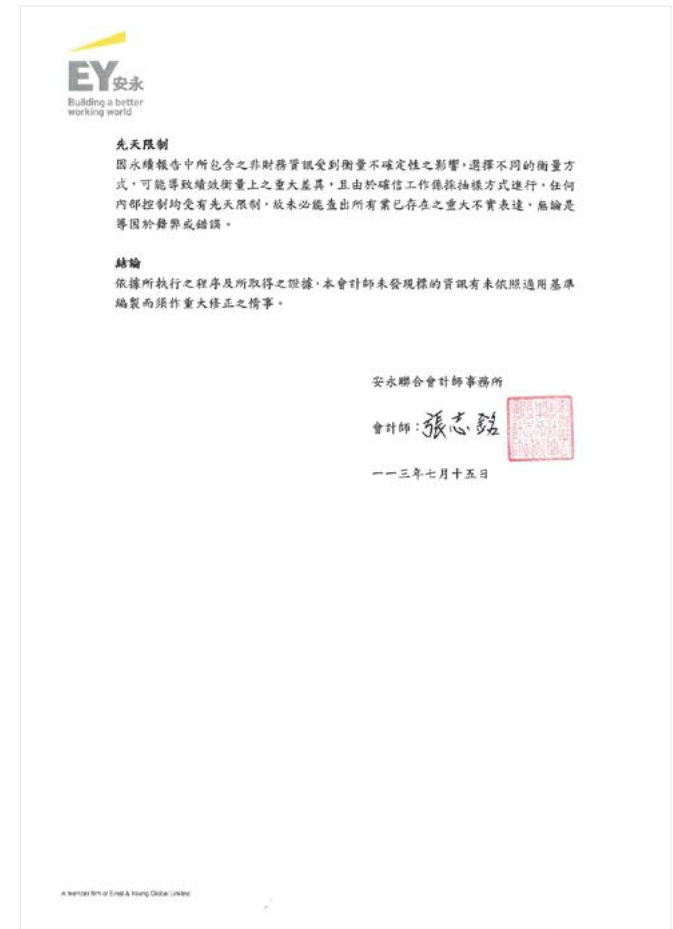
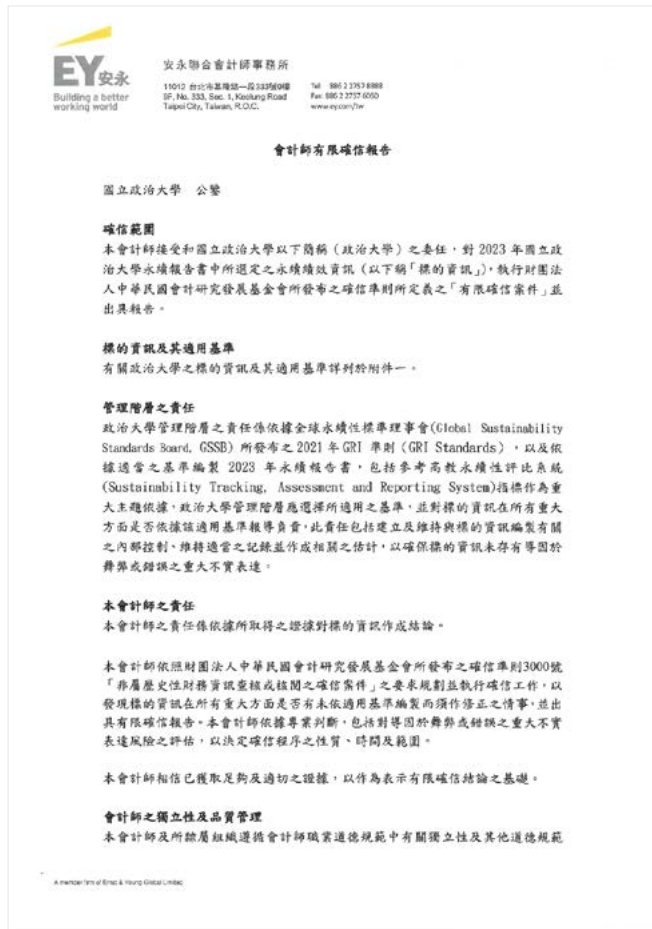
Comparison of Relevant Indicators

STARS Indicator Table

	Content	STARS Indicator	Page
Preface	A Word from the President	PRE 1: Executive Letter	2
	About this Report	PRE 4: Reporting Methodologies	3
	Executive Summary	PRE 2: Points of Distinction	4
Chapter 1 About NCCU	1.1 Introduction to NCCU	PRE 3: Institutional Characteristics	6
	1.2 Vision for NCCU Development	PRE 3: Institutional Characteristics	9
	1.3 NCCU Sustainable Development Plan	PRE 3: Institutional Characteristics PA1: Sustainability Coordination PA 2: Commitments and Planning PA 3: Institutional Governance	10
	1.4 Stakeholder Communication	PA 2: Commitments and Planning PA 3: Institutional Governance PRE 4: Reporting Methodologies	12
Chapter 2 School Operations	2.1 School Governance	PA1: Sustainability Coordination PA3: Institutional Governance	20
	2.2 Financial Planning	PA4: Sustainable Investment Program PA5: Investment Holdings	24
	2.3 Talent Recruitment and Retention	PA7: Racial and Ethnic Diversity PA8: Gender Parity PA12: Employee Rights PA11: Health, Safety and Wellbeing	26
	2.4 Digital Transformation and Empowerment	NCCU Major Issues	31
Chapter 3 Sustainability Empowerment	3.1 Education for Sustainable Development and Teaching Innovation	AC1: Sustainability Course Offerings AC4: Applied Learning	38
	3-2 Research Capacity and Industry-University Collaboration	AC6: Sustainability Research AC7: Center for Sustainability Research AC8: Responsible Research and Innovation EN5: Civic Engagement	43
	3-3 Student Sustainability	AC4: Applied Learning PA 3: Institutional Governance	52

	Content	STARS Indicator	Page
Chapter 3 Sustainability Empowerment	3.4 Social Participation and Practices	AC3: Graduate Programs EN5: Civic Engagement EN6: Community Partnership EN7: Continuing Education EN8: Shared Facilities	55
Chapter 4 A Humanistic and Healthy Campus	4.1 Physical and Mental Health Management	PA11: Health, Safety and Wellbeing	60
	4.2 An Equitable, Diverse and Inclusive Learning Environment	AC4: Applied Learning PA6: Institutional Climate PA7: Racial and Ethnic Diversity PA8: Gender Parity PA9: Affordability and Access PA10: Student Success PA12: Employee Rights	64
Chapter 5 Environmentally Sustainable Campus	5.1 Greenhouse Gas and Energy Management	OP1: Building Design and Construction OP2: Building Operations and Maintenance OP5: Energy Use OP6: Greenhouse Gas Emissions OP13: Vehicle Fleet PA2: Commitments and Planning	72
	5.2 Water Resource Management	OP3: Water Use	77
	5.3 Green Procurement and Waste Disposal	OP9: Sustainable Procurement System OP10: Purchased Goods OP11: Materials Management OP12: Waste Generation and Recovery	79
	5.4 Landscape Construction and Ecological Conservation	OP3: Water Use OP4: Ecology Managed Grounds	81
	5.5 Campus Safety and Disaster Resilience	PA11: Health, Safety and Wellbeing	86

Limited Assurance Report



► Appendix

編號	章節	內文標題	標的資訊	適用基準
1	四	(一) 身心健康管理	年度 高風險列案關懷人數 學生心理諮商服務人次及人數 高風險學生危機處遇之人次及人數	2023 年 1,026 人 6,250 人次 (1,054 人) 2,130 人次 (398 人)
			2023 年政治大學學生 高風險列案關懷人數、學生心理諮商服務人次及人數、高風險學生危機處遇之人次及人數。	

► Appendix

編號	章節	內文標題	標的資訊	適用基準
2	三	(一) 永續教育與教學創新	年度 2023 年	2023 年政治大學對永續發展相關課程的總數及占比。
			學士班永續課程數 433	
			碩博士班永續課程數 359	
			永續課程占比 14.20%	
3	三	(二) 研究能量與產學合作	資料庫 / 年度 2023 年	2023 年政治大學的校內教師論著目錄系統論文及期刊論文發表篇數及開放取用比例。
			校內教師論著目錄系統 793	
			Web of Science: SSCI (Open Access%) 218 (37%)	
			Scopus (Open Access%) 570 (30%)	
4	五	(三) 採購與廢棄物處置	項目 / 年份 2023 年	2023 年政治大學的電子產品、清潔衛生用品、辦公室用紙的綠色採購達成率。
			環保標章電子產品支出 (元) 25,162,485	
			電子產品總支出 (元) 25,387,551	
			綠色採購達成率 99.1%	
			環保標章清潔衛生用品支出 (元) 803,439	
			清潔衛生用品總支出 (元) 823,734	
			綠色採購達成率 97.5%	
			環保標章辦公室用紙支出 (元) 533,959	
			辦公室用紙總支出 (元) 533,959	
5	二	(二) 財務規劃	本校已於 2023 年 5 月出清存有 ESG 疑慮之南亞股票投資, 至 2023 年 12 月 31 日截止, 校務基金中已無個股投資。	2023 年政治大學的校務基金永續投資策略。
6	四	(二) 公平、多元與共容的學習環境	補助項目 2023 年人數或人次 2023 年金額 (千元)	2023 年政治大學的項助學資源補助項目統計表。
			學雜費減免 1,585 28,274	
			弱勢學生助學金 218 2,857	
			生活助學金 289 11,016	
			清寒獎助學金 1,626 23,156	
			急難慰助金 32 628	
			低收入戶學生免費住宿 168 2,191	
			就學貸款 2,150 87,512	
			合計 6,068 155,634	

UN Sustainable Development Goals

Goal	Content	Content
SDG 1	 No Poverty	End global poverty in all its forms
SDG 2	 No Hunger	End hunger, achieve food security, improve nutrition and promote sustainable agriculture
SDG 3	 Good Health and Well-being	Ensure health and promote well-being for people of all ages
SDG 4	 Quality Education	Ensure universal, equitable and high-quality education, and promote lifelong learning
SDG 5	 Gender Equality	Achieve gender equality and empower women
SDG 6	 Clean Water and Sanitation	Ensure universal and sustainable access to water and sanitation
SDG 7	 Affordable and Clean Energy	Ensure global access to affordable, reliable, sustainable and modern energy
SDG 8	 Decent Work and Economic Growth	Promote inclusive and sustainable economic growth and achieve comprehensive and productive employment
SDG 9	 Industry Innovation and Infrastructure	Build resilient infrastructure, promote inclusive and sustainable industries, and accelerate innovation
SDG 10	 Reduced Inequalities	Reduce inequality within and between countries
SDG 11	 Sustainable Cities and Communities	Make cities and human settlements inclusive, safe, resilient and sustainable
SDG 12	 Responsible Consumption and Production	Ensure sustainable consumption and production patterns
SDG 13	 Climate Action	Take urgent measures to combat climate change and its impacts
SDG 14	 Life Below Water	Promote conservation and sustainable use of oceans and marine resources to ensure sustainable development
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
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
SDG 17	 Partnerships for the Goals	Strengthen the implementation methods of sustainable development and activate the global partnership for sustainable development



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Feedback

If you have any questions or suggestions regarding this report, please feel free to contact us at: secrtnccu@nccu.edu.tw



2023 NCCU Sustainability Report

