

# 1 About NCNU

- 1.1 Goals of institutional research development
- 1.2 NCNU governance
- 1.3 Endowment fund and sustainable development
- 1.4 Internal control
- 1.5 Stakeholders and major subjects' assessments

Major subjects of this chapter

NCNU-01 :Brand vision

NCNU-02 :Governance of institutional research

Priority readers

- Entrepreneurs
- Faculty, staff, and students
- Parents
- Government agencies
- Alumni
- Community people/NGO
- Suppliers



# 1.1 Goals of institutional research development and strategy GRI 2-25、2-26

NCNU planned to “enhance teaching skills of faculty social group and innovative curriculum design” and “develop main subjects of education and strengthen career counseling” for a higher level of quality of education as a comprehensive university with cultured and distinctive features. In order to balance the aspects of localization and internationalization, we leaned on the guidelines of “revitalized local area and practiced society” as well as “connected southbound countries and cultivated multinational experiences” for the philosophy of holistic education.

In addition, we concerned the social influence of university by advocating the strategies of “the assistance of underprivileged students to promote the publicity of higher education” and “promoted local prosperity and the benefits of mutual learning” to declare the determination of the practice of social responsibility. The Administrative Team put into practice to serve faculty and students as mutual assistance, encouraging collaboration of goals practice of institutional development based on humanistic value with new technical know-how to become the center for the development of academic research and higher education.



Mottoes Sincere resolute, learning for practice

Vision Cultivated professional and moral talents. Expanded international outlook and developed local distinctively.

Goal A comprehensive university with cultured and distinctive features

Strategy 1 :  
Teaching skills of faculty social group and innovative curriculum design

Strategy 4 :  
Connected southbound countries and cultivated multinational experiences.

Strategy 2 :  
Developing main subject of education and career counseling

Strategy 5 :  
Assistance of underprivileged students to promote the publicity of higher education

Strategy 3 :  
revitalized local area and practiced society.

Strategy 6 :  
Promoted local prosperity and the benefits of mutual learning.



Financial information and institutional research

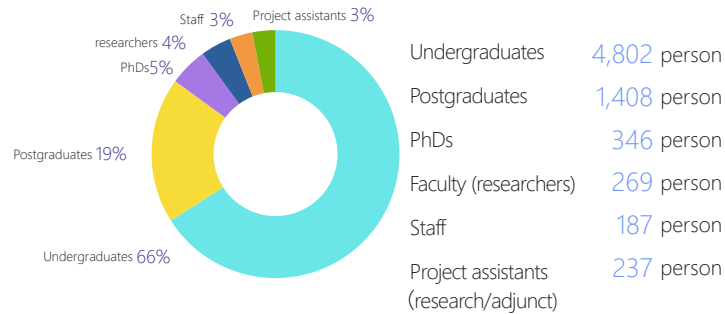
## 1.2 NCNU governance GRI 2-1、2-6、2-7、2-8

### 1.About NCNU

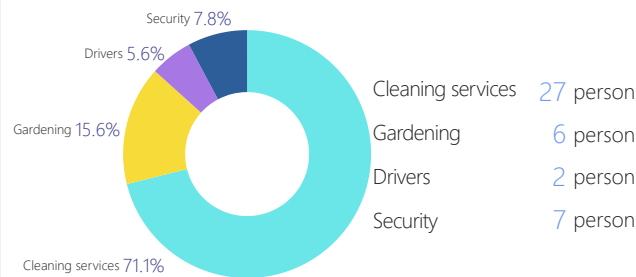
The address of National Chi Nan University was 1 University Road, Puli Township Nantou County 545301 Taiwan, R.O.C.

The connotation of the name "Chi Nan" came from The "Yugong" chapter of the book (Shujing) "from northernmost regions to south, the influence of our culture extended to all four seas," which meant overseas spread of Traditional Chinese Culture in the South. The most important goal was to cultivate talents with international perspectives. The added word "international" after "Chi Nan" in Chinese distinguished the one with the same name in Guangzho, Mainland. "National Chi Nan University" was appropriately named. Presently, NCNU had six colleges, 25 undergraduates programs, 29 master programs, 17 PhD programs, seven in-service master's programs, two overseas in-service master's programs, two indigenous peoples in-service program, and one master program in industrial technology.

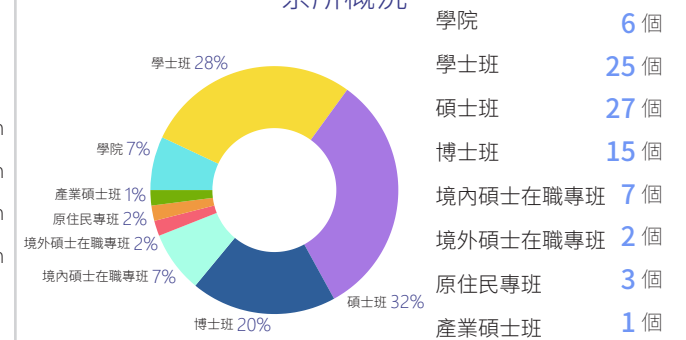
Number of faculty, staff, and students



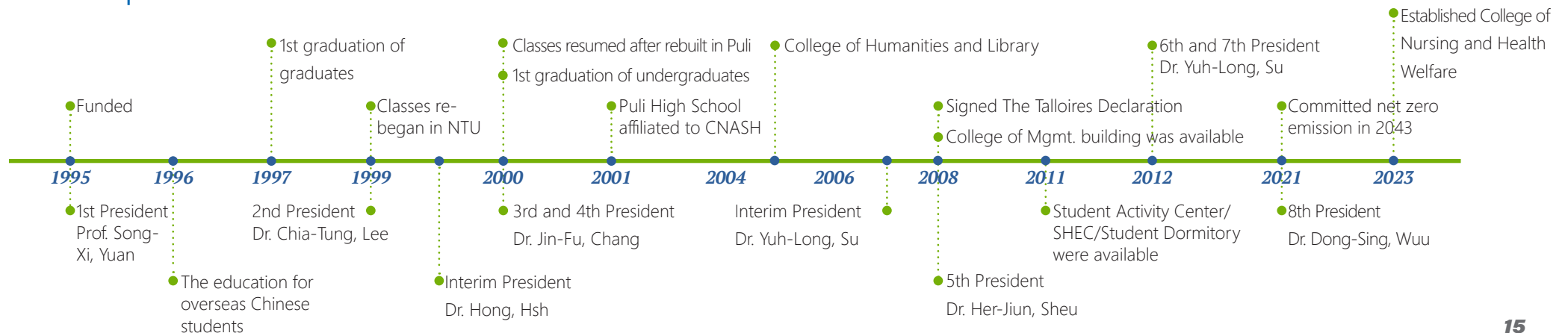
Number of subcontractors



系所概況



## 2. Important events



### 3. Organizational structure



The institutional research meeting formulated major strategies for the interests of stakeholders by providing important guidelines and visions for sustainable management: "Cultivated professional and moral talents, expanded international outlook, and developed local distinctively." Turned long-term vision into mid-term plan and annual plan after setting short-term goals and guidelines and inspected them regularly.

#### Selection of president

The selection committee was co-assembled with representatives from Ministry of Education and NCNU in every four years. President candidate was decided by either public solicit or proactive approach. The performance of governance was evaluation in every three years.

#### University governance

##### Decision-making mechanism

The Institutional Research Consulting Committee combined on/off campus experts to consult guidelines, academic development, college/department development, and evaluation. The Institutional Research Development Committee provided suggestions for key concerns.

##### Decision meeting

The institutional research meeting decided important matters. The president decided related matters in every semester.

The administrative meeting discussed important administrative matters and assisted president to take care of related matters.

##### Meeting by units

Decisions of key concerns for each unit, various meetings included i.e. institutional research, student affairs, general affairs, R&D, international affairs, college affairs, and departmental affairs.

##### Each of the functional committees

Established various committees to control numerous main subjects and impacts in terms of Univ. Act and Articles of NCNU, such as Sustainable Development Promoting Committee, Admission Committee, Curriculum Committee, Gender Equity Education Committee, and other committees.

Senior supervisors' participation in annual international communication meeting to enhance relevant sustainable knowledge (e.g. Asia Pacific Social Innovation Summit)

## 4. Information security on campus-construction of Green Data Center Facility for monitoring

The Ministry of Education subsidized the project for expanding and improving of computer facility in 2022. The newly added closed typed facility achieved the features of cold/hot channels separation, smoke detection and automatic fire extinguishing, power statistic, statistic of inverter AC, overall PUE calculation, individual modular access control systems, collocation of existing UPS system to form a 2N+1 redundancy, and environmental control system optimized energy efficiency. The Green Data Center facility reached Silver-level with the average PUE value at 1.44.



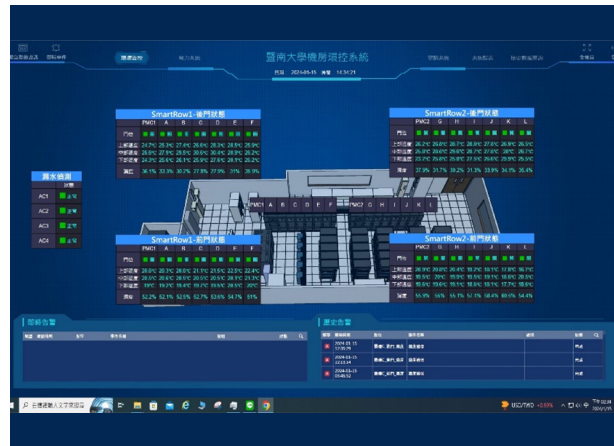
▲ Closed typed facility-cold/hot channels separation



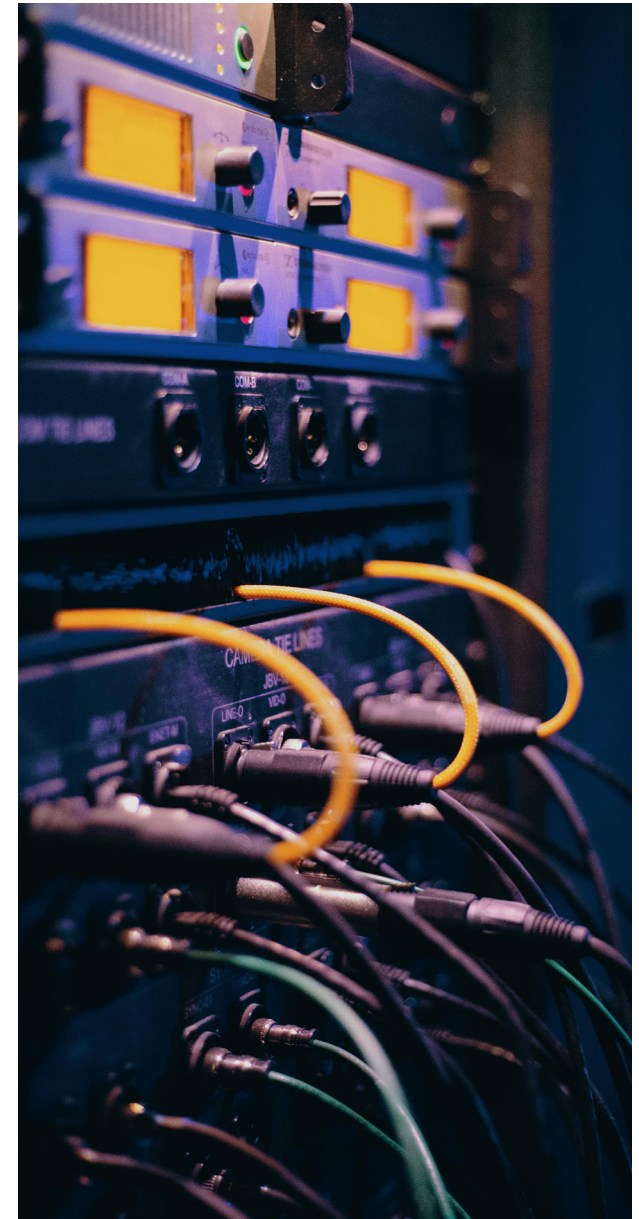
▲ Temperature and humidity system monitoring



▲ UPS system monitoring



▲ Circuit power consumption monitoring



## 1.3 Endowment fund and sustainable development

GRI 201-1

### 1. Financial Management

Since the needs of development of institutional research, resource of teaching, and so on, financial income and expenditure increased gradually as well as cash and savings in last three fiscal years. Financial status was stable.

The financial income from 2021 to 2023 was NT\$ 1,477,597,000, NT\$1,596,290,000, and 1,558,537,000; total expenditures (incl. capital expenditure) was NT\$1,676, 866,000, 1,742,453,000, and NT\$1,767,479,000; cash and time deposits was NT\$1,276,170,000, NT\$1,278,567,000, and NT\$1,375,318,000. They grew gradually.

The current expenditure of wages expense (incl. certified staff) from 2021 to 2023 were NT\$642,419,000, NT\$653,552,000 and NT\$624,162,000; tax and fee were NT\$953,000, NT\$991,000, and NT\$1,118,000; other operating expenses were NT\$930,080,000, NT\$946,473,000, and NT\$986,131,000 respectively.



### Income Statement

Item/fiscal year	2021	2022	2023
Business revenues	1,395,735	1,412,904	1,442,415
Tuition and misc. fee income	291,961	299,963	311,381
Tuition and misc. fee waiver (-)	32,749	34,270	37,381
Cooperative education revenue	372,470	361,607	370,153
Continuing education revenue	2,621	3,379	4,363
Royalty income	211	651	472
Subsidies/revenues of teaching/researching	624,279	638,580	638,580
Other subsidies/revenues	132,979	138,508	149,749
Misc. business revenue	3,964	4,486	5,098
<b>Non-business revenues</b>	<b>81,862</b>	<b>96,725</b>	<b>116,122</b>
Interest revenue	7,951	12,256	19,657
Investment surplus	97	175	259
Exchange surplus	0	843	459
Assets usage and royalty revenue	66,752	71,830	78,649
Violation/fine revenues	168	592	769
Donation revenue	2,412	4,596	8,040
Misc. revenue	4,482	6,434	8,288
<b>Total amount of revenues</b>	<b>1,477,597</b>	<b>1,509,629</b>	<b>1,558,537</b>
<b>Business cost and exp.</b>	<b>1,509,497</b>	<b>1,542,854</b>	<b>1,550,407</b>
Teaching/researching and training/consulting costs	863,957	898,860	885,088
Cooperative education cost	370,054	359,266	367,254
Continuing education cost	2,464	3,150	4,293
Student public exp. and incentives	76,722	81,521	101,320
Exp. of mgmt. and general affairs	192,336	195,570	187,766
Misc. business exp.	3,964	4,486	4,686
<b>Non-business exp.</b>	<b>63,963</b>	<b>58,163</b>	<b>61,004</b>
Exchange deficit	418	0	0
Assets transaction deficit	17	0	0
Misc. exp.	63,528	58,163	61,004
<b>Total amount of current expenditure</b>	<b>1,573,460</b>	<b>1,601,016</b>	<b>1,611,411</b>
Income and expenditure surplus (deficit)	(95,863)	(91,387)	(52,875)
Construction/improvement/expansion of fixed assets	88,350	105,364	136,086
<b>Intangible and other assets</b>	<b>15,056</b>	<b>36,073</b>	<b>19,981</b>
Total amount of capital expenditure	103,406	141,437	156,067
Total amount of expenditure	1,676,866	1,742,453	1,767,479
Cash and time deposits	1,207,617	1,278,567	1,375,318

Remarks: the financial statement of 2021 fiscal year had not been audited

Unit: thousand; %

## 2. Financial risk assessment

See below for “National University Management and Supervision Measures of Endowment Fund” (hereinafter referred to as “the measures”) 1 to 2 Paragraphs of Article 30 from the financial risk early warning indicator, explained briefly as follows:

### (1) Final statement had been substantive surplus in last three fiscal years.

- 1 Ministry of Education might order to improve at the soonest possible time in case of “final statement of substantive deficit of fiscal year” when implementing endowment fund by the measures of Paragraph 1 of Article 30. Remuneration of personnel basic salary (plus any seniority salary), allowances, and rewards of self-financing resources businesses for certified staff, non-certified staff of personal expenses, chair expenses, and rewards of teaching and academic research were subject to downgrade when showing no improvements.
- 2 The annual surplus or shortage of revenues and expenditures, referred to final statement of substantive deficit of fiscal year, by the Generally Accepted Accounting Principles must adjust for the expenses of depreciation, depletion, and amortization for assets purchase of national treasury payment by the measures of Item 2 of Article 21.
- 3 The final statement of deficit of revenues and expenditures of fiscal year were NT\$95,863,000, NT\$91,387,000, and NT\$52,875,000 from 2021 to 2023. The substantive surpluses were NT\$14,749,000, NT\$24,571,000, and NT\$79,503,000 in terms of the calculation results of the definition of substantive deficit by the measures.

### Computational table of substantive surplus or deficit

Item/fiscal year	2021	2022	2023
Income and expenditure surplus (deficit)	(95,863)	(91,387)	(52,875)
+ Plus: Generally Accepted Accounting Principles (GAAP) added back assets purchase by fund appropriation of National treasury for EXP of depreciation, depletion, and amortization.	110,612	115,959	132,378
= Equal: added back current surplus (deficit) of depreciation, depletion, and amortization.	14,749	24,571	79,503

Remarks: the financial statement of 2021 fiscal year had not been audited

Unit: thousand; %

### (2) The expenditures of personal expenses at self-financing resources were controlled within 50% in last three fiscal years.

- 1 The sum of latest final statement of self-financing resources should be paid under 50% for the remuneration of personnel basic salary (plus any seniority salary), allowances, and rewards of self-financing resources businesses for certified staff, non-certified staff of personal expenses, chair expenses, and rewards of teaching and academic research by the measures of Item 1 of Article 9.
- 2 The above personal expenses were NT\$364,400,000, NT\$342,215,200, and NT\$344,881,000 respectively from 2021 to 2023. The rate of latest final statement of self-financing resources for personal expenses 49.40%, 47.50%, and 47.08 % respectively without exceeding 50%.



(3) The available funds from endowment Fund was dependable presently.

1. The available fund referred to the total amount of cash with short-term realizable asset after deducting short-term liabilities by the measures of Item 2 of Article 10.

2. The above available funds were NT\$371,334,000, NT\$412,386,000, and NT\$470,953,000 respectively, which occupied the multiples of latest final statement of monthly average cash payments, 4.23 times, 4.50 times and 5.13 times respectively increasing by years from 2021 to 2023.

Table of self-financing resources as a percentage of specific personal exp. in latest final statement

Item/fiscal year	2021	2022	2023
Remuneration of personnel basic salary (plus any seniority salary), allowances, and others for certified staff	56,271	56,781	56,725
Rewards of self-financing resources businesses for certified staff	0	0	0
Non-certified staff of personal exp.	246,149	282,035	282,059
Chair exp.	0	0	0
Rewards of teaching and academic research	4,020	3,335	6,097
Total amount of personal exp. (A)	306,440	342,152	344,881
Sum of latest final statement of self-financing resources (B)	620,343	720,339	732,541
Self-financing resources as a percentage of personal exp. (C=A/B)	49.40%	47.50%	47.08%

Remarks: the financial statement of 2021 fiscal year had not been audited

Unit: thousand; %

Table of end-of-year available funds occupied the multiples of latest final statement of monthly average cash payments

Item/fiscal year	2021	2022	2023
1. Available funds as of the end of December in each respective year			
Cash and time deposits (D)	1,207,617	1,278,567	1,375,318
Short-term realizable assets (E)	59,687	39,663	38,078
Short-term liabilities (F)	879,148	867,783	919,296
No. of capital account projects not yet executed. (G)	16,822	38,061	23,147
Available Funds (H=D+E-F-G)	371,334	412,386	470,953
2. Status of latest final statement of monthly average cash payments			
Total amount of business exp.	1,573,460	1,601,016	1,601,016
- No. of depreciation, depletion, and amortization	161,807	152,512	152,512
- Cooperative education cost	370,054	359,266	359,266
+ No. of depreciation, depletion, and amortization for cooperative education cost	11,568	11,660	11,660
= Status of monthly cash payments (I)	1,053,167	1,100,898	1,100,898
Available status of monthly cash payments (J=I/12)	87,764	91,742	91,742
3. Available funds as of the end of December in each respective year occupied the multiples of latest final statement of monthly average cash payments (K=H/J)	4.23	4.50	5.13

- Established the Investment Management Team in charge of related investment planning when the Directions for Managing Revenues and Expenditures of Investment Income was formulated by the "National University Endowment Fund Establishment Act.
- The Investment Management Team implemented the investment objectives, limits, and trends after the investment plan was approved by the Endowment Fund Management Committee.
- The investment objective for future development focused on the allocation and utilization of funds, in order to achieve sustainable development by long-term investments. The selection of investment objectives adhered to the principles of Corporate Social Responsibility (CSR), Environmental, Social, and corporate Governance (ESG), and Principle Responsible Investment (PRI) as well as ESG evaluation of listed companies, in order to practice the university social responsibility.



### 3. International student recruitment:

#### Diversified recruitment:

Multi-channels to recruit, which included exchange students, visiting students, interns, and degree students. They came from different backgrounds, races, and countries. This could build multicultural campus environment.

#### Promoted international student support services:

Established a support system, which included tutoring and cultural adaptation. Promoted interaction and cooperation between local and international students via social activities and cultural exchanges.

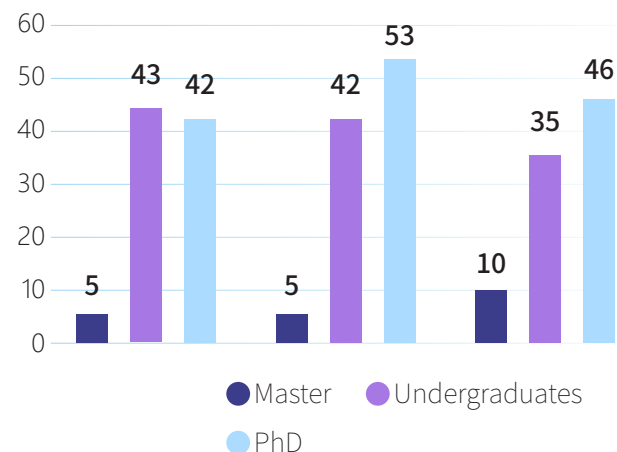
#### Strengthened marketing and promotion:

Participated in education specialists and related annual meeting to promote and establish brand image simultaneously, which highlighted univ's uniqueness and advantage. This would attract more outstanding international students. Utilized social media and Internet platform for the publicity of education resources and quality of lives.

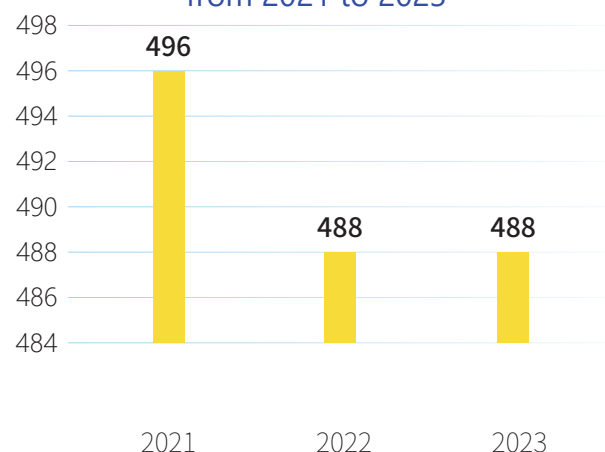
#### Established closed contacts with alumni:

Thru alumni's successful stories and experiences, increased univ's reputation and attractiveness. Encouraged alumni to participate in recruitment activities and provided language support as well as local influence.

Statistics of foreign students from 2021 to 2023



Statistics of Overseas Chinese Students (OCS) and Hong Kong & Macau Students (HMS) from 2021 to 2023



▲International students participated in NCNU life circle English version Line@event report and Facebook post



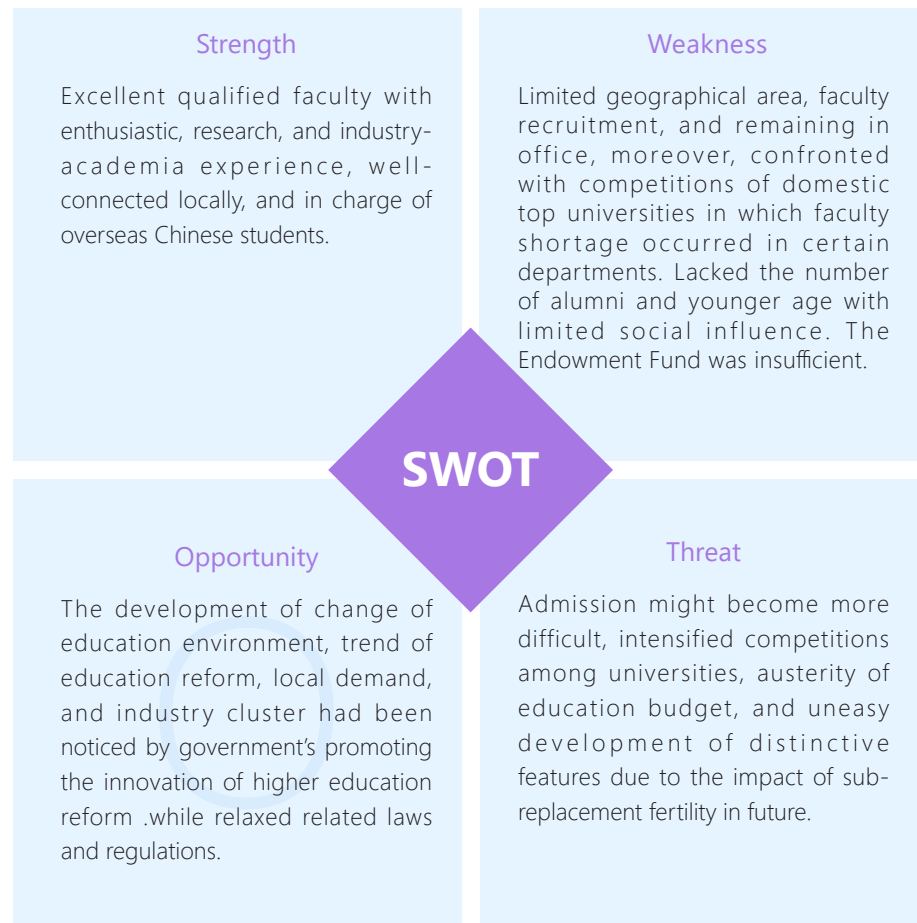
▲Outstanding international graduates case: NCNU-Jun-Hui, Xin (Source: Foundation for International Cooperation in Higher Education of Taiwan website)

### 3. Performance summary and goals setting

Aspects	Main subjects in 2023	Performance indicator	Goals in 2023	Status	Effectiveness in 202	Goals in 2024	
University governance	Business performance	Status of business performance	Continued to control the overall expenditures, maintained the financial stability of the university, and improved the strategy of self-financing.	Met	1. Final statement had been substantive surplus in last three fiscal years. 2.The expenditures of personal expenses at self-financing resources were controlled within 50% in last three fiscal years. 3. The available funds from endowment Fund was dependable presently.	Continued to control the overall expenditures, maintained the financial stability of the university, and improved the strategy of self-financing.	
	Brand vision	Participated in university-related evaluations and awards.	Participated in university-related evaluations or awards, increased university visibility and image enhancement.	Met	The Ministry of Environment certified "Environmental Education Facility."	Continued to participate in university-related evaluations and awards, increased university visibility and imagine enhancement	
	Governance	Governance status	Implemented internal control and regulation compliance	Met	Completed eight audits and alternated items 100% finished.	Continued to implement internal control and alternated items 100% finished.	
	Learning effectiveness /Career counseling	Employment rate	Obtained certification and license via civil service.	Cultivated talents with certification and license via Comparative Examination.	Met	No. of obtained certification and license via civil service were 371 person/times.	Continued to cultivate talents.
			Promoted resources of teaching and service, increased the employment rate to meet the promise of parents.	Met	Employment rate was 83% (graduates of 5th year)	Continued to promote resources of teaching and service, increased the employment rate to meet the promise of parents.	
	Teaching quality	Ensured the stability of teaching quality.	Overall teaching satisfaction	Met	Scored 4.49 of overall teaching satisfaction.	Continued to ensure stability of teaching quality, such as resource of teaching equipment and facility to meet the promise of parents.	
Research achievements and patents	Total amount of academic research and industry-academia cooperation	Actively strove for industrial innovation services and external plan resource in terms of government policy.	Met	NT\$360,800,000	Continued to actively strove for industrial innovation services and external plan resource in terms of government policy.		
Sustainable environment	Biodiversity	Conservation science research	Conducted the conservation science research for pangolin and constructed pangolin friendly facility on campus.	Met	Applied permit to research , spoke the topic of pangolin conservation during general education course and opening days' ceremony.	Continued to conduct the conservation science research for pangolin, and constructed pangolin friendly facility on campus.	
	Energy	Government agencies and academic year EUI 56	Below government agencies and academic year EUI 56	Met	Government agencies and academic year EUI 52 in 2023	Below government agencies and academic year EUI 56	
Social responsibility	Occupational safety and health	Number of major occupational accidents	Zero major occupational accidents	Met	Zero major occupational accidents	Zero major occupational accidents	
	Local communities	Influenced participants' ways of thinking.	Guided faculty/students to re-explore the social meaning of youth stay/return home.	Met	No. of cooperative communities were 30 places/about 55 courses offered/about over 2,739 students.	Continued to influence participants' ways of thinking.	
	Student life counseling	Implemented student life counseling person/times.	Provided care for underprivileged students, counseling, and other measures.	Met	No. of participants of counseling activities were 9,375 person/times.	Continued to implement student life counseling.	

## 1.4 Risk analysis and internal control GRI 2-18、2-27

The development planning of overall operations was verified by the SWOT analysis of Strength, Weakness, Opportunity, and Threat. The Strength and Weakness were verified by area, geography, and faculty recruitment/remaining in office, whereas Opportunity and Threat were verified by change of education environment, trend of education reform, impact of sub-replacement fertility, austerity of education budget, and development of distinctive features.



### 1. Internal control

- The internal control was currently verified by National University Management and Supervision Measures of Endowment Fund, Risk Management and Crisis Handling of the Executive Yuan and Affiliated Agencies, and Operations of Promoting Risk Management by Ministry of Education. Established the Internal Control Project Team in charge of revising/adding items for internal audit result and self-assessment.
- The promotions in last three years: Signed the Effective Internal Control Statement in accordance with the establishment of internal control and implementation status to hold the assessment and the result of the audit in 2021 and 2022. Effective Internal Control Statement signed before the deadline in accordance with provisions.

### 2. Internal control and audit

- The 574th administrative meeting was held on Aug. 16, 22 to formulate the Directions for Internal Control and Audit Team. Auditors took turns from certified staff, such as team leaders or secretaries.
- Audit results: 15 audits completed in 2021, 14 audits completed in 2022, and eight audits completed in 2023. Each unit improved in terms of suggestions.
- No major penalty found in 2023 after reviewed.

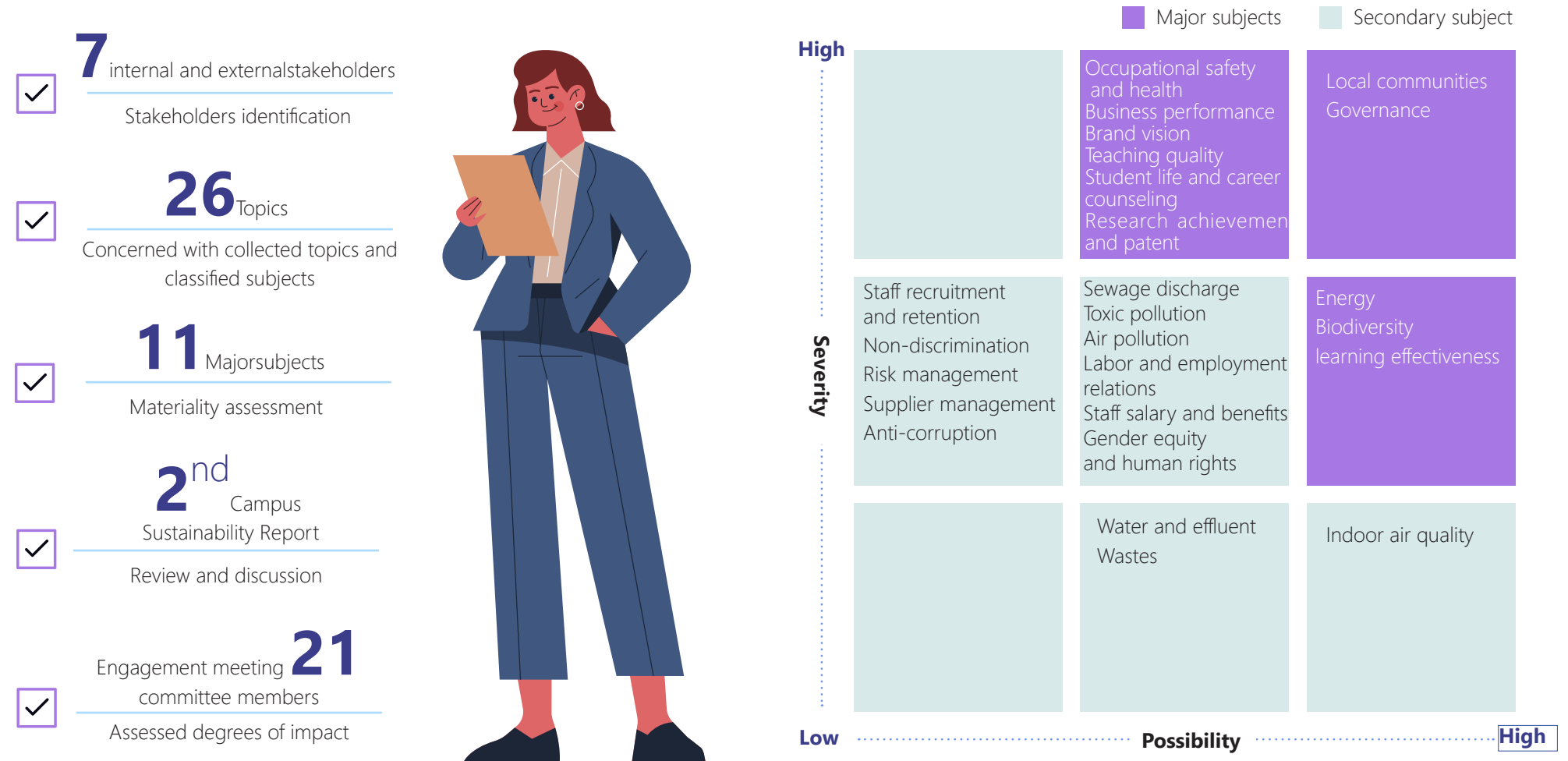


### 3. Risk monitoring and management mechanism GRI 2-23、2-25

Aspects	Risk items	Risk management control guidelines	Management actions	Chapters
University governance	Topics of reputation, sustainable blueprint in future, and final goal...etc.	<ol style="list-style-type: none"> <li>1. Increased research, industry-academic cooperation, and social participation to strengthen alumni identity and cohesion.</li> <li>2. Strengthened admission promotion, public imagine creation, and promoted overall reputation.</li> <li>3. Strengthened the education of overseas Chinese students for the development of technology, integration, diversification, and internationalization.</li> <li>4. Promoted joint dual-degree, deepened cross-straits and East Asia academic communication.</li> </ol>	Participated in related evaluations or rewards, increasing reputation and promoting public imagine.	1.1 Goals of institutional research development and strategy
	Business performance Topics of performance of education, operation, and financial status...etc.	<ol style="list-style-type: none"> <li>1. Actively strove for grant proposals from Ministry of Education, NSTC, and industry, increased financial resources.</li> <li>2. Strengthened communication and cooperation with local industries and increased industry-academia research cooperation, patent, and technology transfer.</li> <li>3. Encouraged students to study abroad to increase international perspectives and participations.</li> <li>4. Actively strove for EdTech Taiwan to expand overseas students admissions to promote no. of international exchange students.</li> <li>5. Encouraged integration field, to expand subfield research to promote originality and added value.</li> <li>6. Promoted interdisciplinary studies and full English programs.</li> <li>7. Established fund-raising platform. 8. Promoted service quality and efficiency at administrative units evaluations.</li> </ol>	Strove for external resources to keep up with government policy.	2.1 Performance of education
	Information security Occurrence of inappropriate use of sensitive information, unauthorized access, and interruption or corruption	<ol style="list-style-type: none"> <li>1. Introduced Information Security Management System and Personal Information Management System.</li> <li>2. Implemented access control management, access authority was given by account/ passwords for network and information system, in terms of business needs.</li> <li>3. Held the education and training of information security, personal data protection, and intellectual property for faculty, staff, and students yearly.</li> <li>4. Established green computer room.</li> </ol>	Implemented process standardization of administrative businesses and internal control and audit.	1.2 NCNU governance
Sustainable environment	Safety and health on campus Topics of managing safety and health (environmental cleaning and disinfectants, occupational safety and health)...etc.	<ol style="list-style-type: none"> <li>1. Conducted epidemic prevention on campus. Provided faculty and staff with at-home rapid test kits.</li> <li>2. Assessment and case management of faculty and staff for prevention of occupational injury and disease, included health-related high risk.</li> <li>3. Planned and implemented health promotion and hygiene guidance for faculty, staff, and students.</li> <li>4. Conducted hazard identifications and risk assessment in workplace to strengthen operational control.</li> </ol>	Implemented autonomy in management as well as education and training for safety and health on campus.	4.3 Campus safety
	Climate change and adaptation Topics of net zero emissions	<p>Daily maintenance for equipment to cope with natural disaster, such as typhoon, earthquake, and fire to prevent possible financial losses.</p> <p>We would achieve the reduction of greenhouse gas emissions by 25% in 2021, a half of it in 2030, and net zero emissions in 2043 based on three net zero strategies: energy conservation and carbon reduction, renewable energy, and carbon offset.</p>	<p>Conducted early warming and emergency response drill on campus.</p> <p>Conducted inventory, in terms of ISO 14064-1 Greenhouse Gases-Part 1.</p>	3.1 Energy resource management
Social responsibility	Human resource Topics of collective bargaining, employee communication, and grievance mechanism... etc.	<ol style="list-style-type: none"> <li>1. Strengthened lateral communication among units by promoting liaison and coordination for organization.</li> <li>2. Fully promoted computerized government document to improve efficiency.</li> <li>3. Reviewed and revised the hierarchy charts to strengthen conformity between authority and responsibility.</li> </ol>	Implemented process standardization of administrative businesses and internal control and audit.	4.2 Development and benefits of faculty and staff
	Local relations Topics of charity or strategies of community participation, types of activities, resources input...etc.	Concatenated each of local topics via teaching as learning places for students, which was the important goal of education and developing talents.	Offered courses of social participation and diversified service learning then strengthened professional skills.	5-Social responsibility

## 1.5 Stakeholders and major subjects' assessments GRI 2-29、3-1

Stakeholders' identification, concerned with collected topics and classified subjects, assessed degrees of impact, materiality assessment, and review and discussion were of five steps to analyze pattern systematically from 2023 Campus Sustainability Report. Identified and communicated the sustainable topics with stakeholders. Continued to improve university operation. Therefore, the disclosed information from the Report could meet stakeholders' needs.



NCNU would continue to strengthen management in the future and disclosed related information in the Report after analyzed the major subjects, responded to chapters and analyzed boundary, and reviewed by the Sustainable Development Promoting Committee. Increased in energy and decreased in air quality when compared to major subjects in 2022.

Aspects	Major subjects	Impacts	Responded to chapters	Corresponding to GRI specific subject	Boundary impact and level of involvement		
					Upper (parents ∙ high school)	NCNU	Lower (entrepreneur ∙ university)
University governance	Business performance	Needed resources reduced for math, research, and service utilization.	2.1	GRI 201-1:Economic performance		●	○
	Brand vision	Decreased willingness by parents for students to study.	Words from president	NCNU customized subjects (NCNU-01)			
	governance	Parents disappointed in diminished resources of teaching and service.	2.1 2.2 2.3	NCNU customized subjects (NCNU-02)	●	●	●
	Learning effectiveness/ career counseling			NCNU customized subjects (NCNU-03)	●	●	●
	Teaching quality			NCNU customized subjects (NCNU-04)	●	●	●
	Research achievement and patent	Decreased competition caused by unimproved professional skills of teaching, research, and service.	2.1	NCNU customized subjects (NCNU-05)	●	●	●
Sustainable environment	Energy	Univ.'s financial cost was affected by the price increase in energy.	3.1	GRI 302-1:Energy	○	●	○
	Biodiversity	Failed to conserve wildlife, which caused damage to NCNU imagine	3.4	GRI 304-4:Biodiversity		●	○
Social responsibility	Occupational safety and health	Occupational accidents occurred.	4.3	GRI 403-1~9:Occupational safety and health	○	●	○
	Local communities	Unable to achieve social responsibility and co-existing/ co-prosperity with communities	5	GRI 413-2:Local communities	●	●	○
	Student life and career counseling	Students' professional competence and employment competitiveness decreased.	4.4	NCNU customized subjects (NCNU-06)	●	●	

● Means materiality (direct impact) ; ○ Means promoted impact, this report discloses related information and management guidelines

## Management guidelines of major subjects

Major Subjects	Policies	Commitment	Mid and long-term goals	Specific strategies	Performance results (corresponding to pages)	Evaluation mechanism
Business performance	The planned budget of endowment fund was based on mid/long-term development. The goal of estimated performance of education was included in the Annual Finance Planning Report.	The implementation of endowment fund and each of self-financing resources depended on surplus or making both ends meet. The plan for increasing income and reducing expenditure was needed when substantive deficit occurred.	Continued to strive for external resources of subsidy program, commission for project, and industry-academia cooperation.	I. Assembled an investment management team to formulate annual investment planning and implement each of investment evaluations and decision-making. An Investment Efficiency Report would send to the Endowment Fund Management Committee on a regular basis. II. Audit assistants evaluated, expedited, and summarized the achievement of each of business performance goals routinely. III. The Endowment Fund Performance Report was made in accordance with the achievement of educational performance goals of the Annual Finance Planning Report.	P19-24	Endowment Fund Management Committee
Brand vision	Implemented the philosophy of education: 「Sincere resolute, learning for practice」	Cultivated talents with skills and morality, holistic development, and innovation excellence.	Became the role model of higher education environment in Central Taiwan and created knowledge value and influence.	Strategy I: Enhanced teaching skills of faculty social group and innovative curriculum design. Strategy II: Developed main subjects of education and career counseling. Strategy III: Revitalized local area and practiced society.	P16-24	Institutional Research Development Committee
Governance				Strategy IV: Connected southbound countries and cultivated multinational experiences. Strategy V: The assistance of underprivileged students to promote the publicity of higher education. Strategy VI: Promoted local prosperity and the benefits of mutual learning.		
Learning effectiveness and career counseling (employment rate)	Cultivated innovative and responsible talents for society needs.	Promoted resources of teaching and service to meet the promise of parents and country needs.	Increased students' key capabilities of employment, innovation, and being interdisciplinary.	Strategy I: Enhanced teaching skills of faculty social group. Strategy II: Curriculum rebuilt. Strategy III: Improved the abilities of reading/writing and programming language. Strategy IV: College of Interdisciplinary Innovation and mutual learning across universities	P29-42	Internal control
Teaching quality	Planned teaching and learning that met social needs and important policies of Ministry of Education.	Improved overall teaching quality and strengthened competitiveness.	Increased internal and external teaching resources to demonstrate educational features and achievements.	Strategy I: Built a PDCA cycle for teaching quality. Strategy II: Arranged external reviews for curriculum structure and core curriculum on a regular basis. Strategy III: Built an inspection mechanism for learning effectiveness of innovative curriculum design. Strategy IV: Implemented related teaching quality system to ensure improvements and resources allocation. Strategy V: Formulated an auditing goal to track on a regular basis.	P43-46	Teaching Quality Assurance Committee

## Management guidelines of major subjects

Major Subjects	Policies	Commitment	Mid and long-term goals	Specific strategies	Performance results (corresponding to pages)	Evaluation mechanism
<b>Research achievements and patents</b>	Concerned local topics and practiced fields. Maintained good international interactions and communications.	Promoted competitiveness and professional growth of teaching, research and service.	The faculty social group cooperated with interdisciplinary academic research in addition to strengthen international academic communication and industry-academia cooperation.	Strategy I: Integrated faculty to propose interdisciplinary projects. Strategy II: Encouraged faculty to participate in all kinds of projects. Strategy III: Established award mechanisms. Strategy IV: Assisted faculty, delayed promotion, to apply subsidy programs. Strategy V: Developed joint dual-degree.	P32-37	Internal control
<b>Energy</b>	Developed eco-campus by environmental management.	Implemented national energy policies	Broadly installed digital electricity meters, replaced outdated A/C and lighting fixtures, and implemented power management of related units on campus.	Replaced outdated electrical equipment with yearly allocated budget, began with AC aged nine years or older and followed by necessary daily lighting fixtures. The funding source came from solar power feedback fund, which energy conservation was invested with sustainable financial resources.	P54	Internal control
<b>Biodiversity</b>		UI GreenMetric University of Sustainable Development	Continued to conduct the conservation science research and constructed pangolin friendly facility on campus.	Applied permit to research the home range of pangolin between NCNU campus and adjacent area to clarify its habitat by a radio transmitter attached to it. Spoke the topic of pangolin conservation during general education course and opening days' ceremony.	P57-58	
<b>Occupational safety and health</b>	Maintained campus safety and stayed away from accidents.	Developed occupational safety and health culture.	Zero major occupational accidents	Implemented autonomy in management and education and training of occupational safety and health.	P66	Occupational health and safety management system
<b>Local communities</b>	Intensified Shui Sha Lian University Town.	A learning field was developed by innovative learning to break the boundary of learning space, in order to build a broader learning network and a learning mechanism of social innovation.	Cultivated talents with implementation abilities and practiced social innovations who cared about the topics of remote area for Taiwan.	Strategy I: Continued to deepen general education courses. Strategy II: Developed local area revitalization with learning branch. Strategy III: Dedicated matters of public concern and higher education resources to underprivileged students. Strategy IV: Practiced to act locally with diversified academic activities by staff and students.	P77-92	Internal control
<b>Student life counseling (special education students)</b>	Improved underprivileged counseling mechanism	Improved underprivileged group's quality of life thru higher education and social mobility.	Implemented student life counseling and caring as well as the applications of scholarships and bursaries.	Strategy I: Improved the admission rate of underprivileged students. Strategy II: Built a fully support system. Strategy III: Provided economically underprivileged students with needed resources. Strategy IV: Resilient students set an example for others.	P67-75	Internal control