



2021 NTHU

Sustainable Development Annual Report



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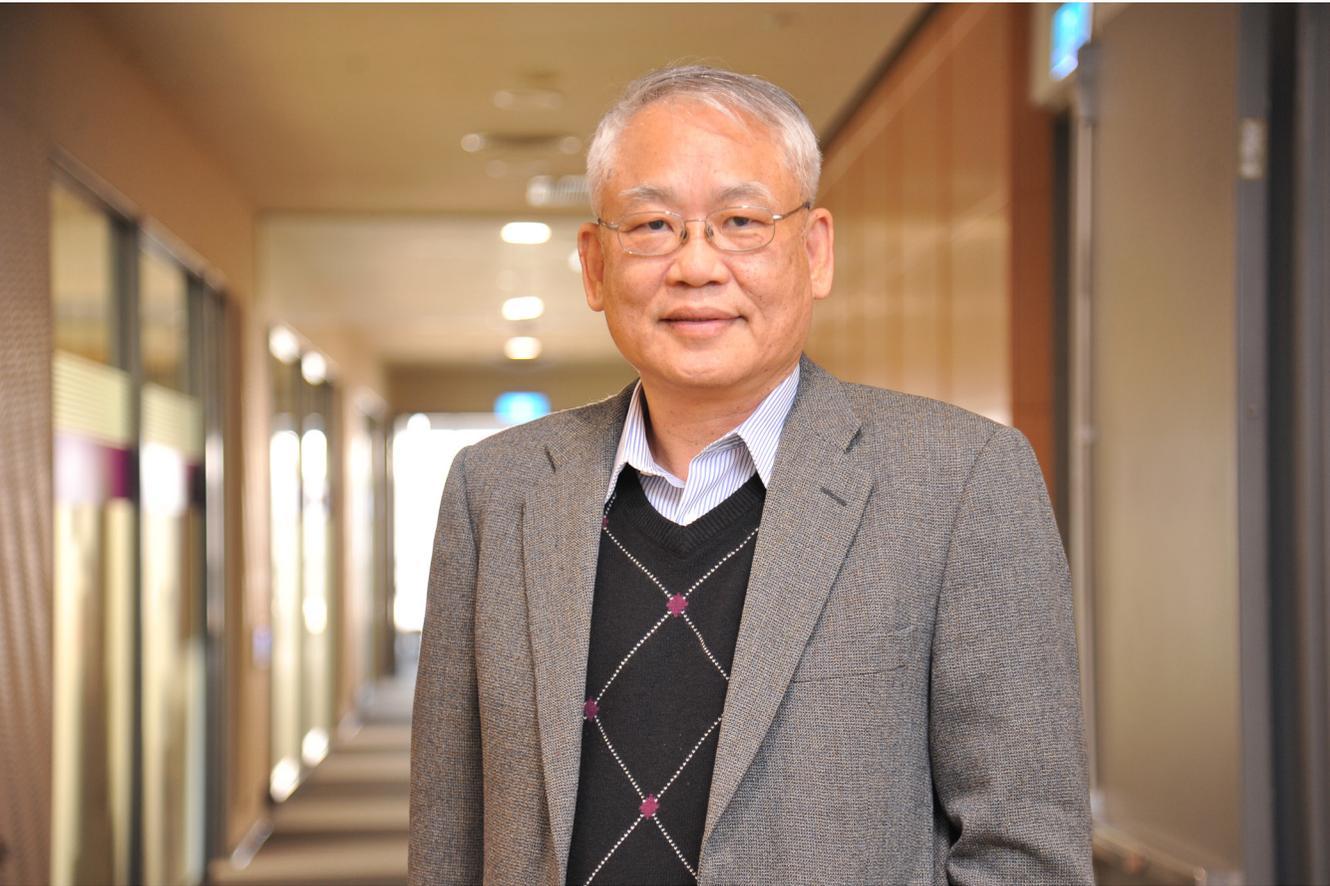
A Word from the President



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It is our primary concern as a university to achieve the sustainability of human society. Our mission is to cultivate talents for future generations. The purpose of education is to sustain generational culture and create a meaningful life. Thus, a university needs to be an active problem-solver for the world and sustains generations despite different disciplines and departments in the university. The university governance aims to realize sustainability. For example, the investment of sustainability fund has been selecting the investment targets on enterprises with sustainable and stable operations that also fulfil social responsibility; the realizations of campus sustainable development plans, such as biological diversity of the campus, responsible food and beverage service, green procurement, energy-saving, carbon reduction, and recycling; Also, let the export of our academic power, such as research, teaching, industry-academia cooperation, and social connection, concentrate on realizing 17 SDGs of the United Nation. We have identified knowledge across different disciplines and started integrating humanity and technology via interdisciplinary research and teaching activities. We aim to bring students' learning and self-fulfillment to engage the pursuit of SDGs together, which is also the fulfillment of our motto, "self-discipline and social commitment". We have marched for cross-disciplinary collaboration within the university, and now let's move forward together to realize the SDGs. The publication of the NTHU SDGs Report shares all perspectives in sustainable development results and processes in NTHU. We hope this report becomes the process for us to review the progress of our sustainable development, and exchanges information with the government, entrepreneurship, industries, and the public on the sustainable development pathway, and seeks the opportunities to collaborate in realizing SDGs.

A Word from the CSO



戴念華

The motto of NTHU is “self-discipline and social commitment”, calibrates the promotion and the execution of SDGs from the perspectives of university governance, research, teaching, campus life, and social connection. After the United Nations proposed 17 SDGs in 2015, NTHU connected faculty research and teaching, students’ learning, and campus life to focus on the realization of SDGs. Not only raised the awareness of SDGs from NTHU faculty and students, alumni, entrepreneurs, and the communities but also became the basis of resource allocations for goal realizations and evaluate performance, by which we are able to calibrate NTHU and the world’s SDGs. Integrate course learning, campus activity, service learning, and social practice to expand learning areas and enrich learning contents in order to promote various, flexible, and cross-domains learning environments and innovate educational mode, echoing the educational goal in NTHU of cultivating cross-domains talents with local care and global mobility. Through the operation of the NTHU sustainable development committee, in which committee members are from colleges and the first-level administrative units as CSOs in their units, chaired by the university Chief Sustainability Officer as which a senior vice-president serves. The committee aims to draft the strategy of NTHU sustainable development, integrate resources from inside and outside of the university, promote cross-domain cooperation to guide faculty to devote themselves to the realization of SDGs. From cognition to action taken, we fully committed to sustainability through the course, research, campus life, and student activity. To expect not only NTHU fulfilling social responsibility but also realizing SDGs specifically.



University Governance 1

1-1 Vision of NTHU

National Tsing Hua University was founded in 1911, 110 years ago. For the first 50 years, Tsing Hua mainly cultivated Chinese outstanding students to become a culture communicator and modernization promoter. Tsing Hua was in its "Tsing Hua 2.0" after Tsing Hua was established in Hsinchu, 1956. It mainly echoed the needs of the country's economic developments by emphasizing science and engineering, and then gradually expanded to the development of humanity and social science to boost social development in every aspect.

In 2014, NTHU merged with National Hsinchu University of Education and stepped into "Tsing Hua 3.0". It will rejuvenate the human-centered principle and position itself as a moderate-scale world-class university across disciplines in humanity, sciences, and engineering with outstanding development for colleges. Strategically, it will continue Tsing Hua's spirit of innovating education, deepening the role model of higher education, strengthening cross-domain resources integration and social communication. It will demonstrate its social impact with first-class academic performance and connect with the world to promote internationalization to achieve the motto of Tsing Hua, "self-discipline and social commitment", to reveal the goal of sustainable development.

Positioning

- | Cros disciplines of humanities, science and technology
- | Outstanding development for all colleges
- | A moderate-scale world-class university



Vision

- | Cultivate world-class talents and outperform the global academic research

Strategy

- | Deepen higher education model
- | Develop first-class academic research
- | Strengthen the usage of resource and social communication
- | Promote internationalization
- | According to the plan to realize the benefits of merging National Hsinchu University of Education.

Goal

- | World-leading University Vision

1-2 The Structure of University Governance

National Tsing Hua University aims to cultivate both academic and moral talents and promote cultural development and national infrastructure. To respect the freedom of academics, engage in teaching, research, and social service. NTHU has its right of autonomy based on the regulation of the law.

The school sets up the university affairs meeting to decide major issues in university governance. It is composed of the president, senior vice-presidents, vice-president for academic affairs, student affairs, general affairs, research and development, and global affairs, chief of staff, executive associate dean of Tsing Hua College, deans of college, representatives of teachers, and researchers, and four representatives of staffs, representatives of students, and one representative for non-included aforementioned members of the university. Among them, the number of elected representatives of teachers is based on one-tenth of the full-time teachers and it shall not be less than one-half of the plenary meeting members.

The university affairs meetings will deliberate and process the following matters: 1. the plan of university development and budget, 2. the organization structure and various important rules, 3. the establishment, modification, and suspension operations of colleges, departments, graduate institutes, degree programs, offices, divisions, centers, groups, other units, and affiliated institutions, 4. the academic affairs, student affairs, general affairs, research and development, and other important matters, 5. the approach to evaluate the effectiveness of faculty in teaching, research, counseling, and service, 6. the decisions made by the committees set up by the university affairs meeting or special task forces, 7. Meeting motions or the president's proposals.

Representatives of teachers are elected by teachers at each college, Tsing Hua colleges, and other teachers. The term lasts for two years, and they can be re-elected, and half of them are re-elected each year. The number of the representatives of the teachers from each college, Tsing Hua college, and other teachers are elected based on the proportion of each unit. The proportion of representatives of teachers as professors or associate professors shall not be less than two-thirds. The representatives of the university affairs meeting, such as researcher, staff, and other relevant personnel are elected by each category of personnel and the term is one year. The term of the representative of students is also one year.

The number of student representatives attending the university affairs meeting shall not be less than one-tenth of the total number of the meeting members. The representatives from undergraduate and graduate students are based on the ratio of the registered students.

Teachers: 81 (69%)

Staff: 25 (21%)

Students: 12 (10%)

Male: 96 (81.4%)

Female: 22 (18.6%)

The proportion of the representatives in the university affairs meeting

1-3 Organizational Structure

National Tsing Hua University has one president representing the university, taking full charge of university affairs, and is responsible for the university development. There are one to three senior vice presidents to assist the president in managing the university affairs.

The university sets up the following first-level administrative units:

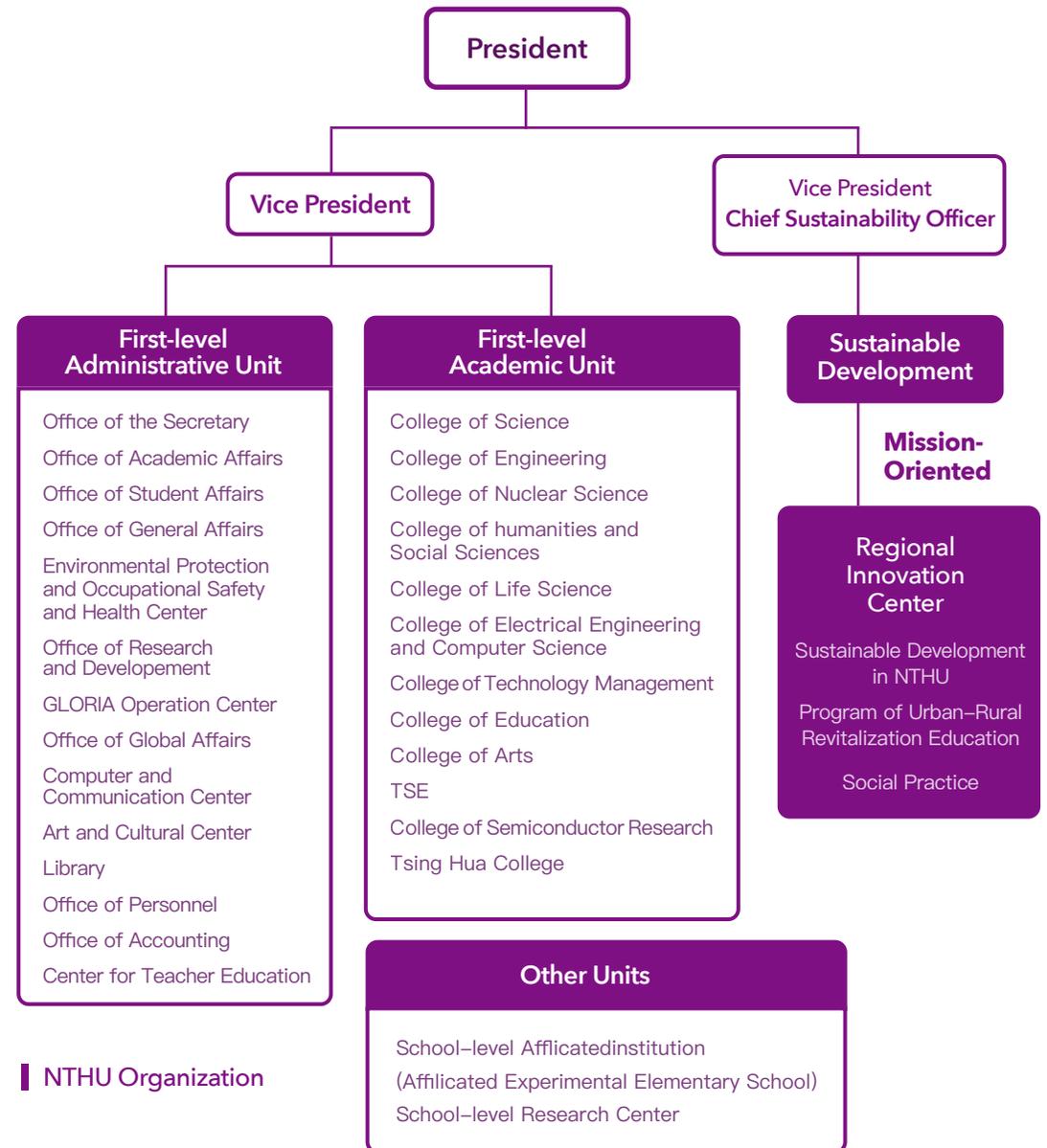
- Office of Security**
- Office of Academic Affairs**
- Office of Student Affairs**
- Office of General Affairs**
- Environmental Protection and Occupational Safety and Health Center**
- Office of Research and Development**
- GLORIA Operation**
- Office of Global Affairs**
- Computer and Communication Center**
- Library**
- Art and Cultural Center**
- Center of Teacher Education**
- Office of Personnel**
- Office of Accounting.**

The university has 12 first-class teaching units

- College of Science**
- College of Engineering**
- College of Nuclear Science**
- College of Humanities and Social Sciences**
- College of Life Science**
- College of Electrical Engineering and Computer Science**
- College of Technology Management**
- College of Education**
- College of Arts**
- Taipei School of Economics and Political Science (TSE)**
- College of Semiconductor Research**
- Tsing Hua College**

The university also established the affiliated experimental elementary school.

The first 11 colleges established the departments, graduate institutes, and the degree programs under the college. The pedagogical activities of these teaching units can be conducted in groups. Tsing Hua College established its teaching and other related units.



NTHU Organization

1-4 Statistics of University Affairs

The distribution of the average campus area per student

Total area of the campus	120.005
Average campus area per students	0.007

Total area of the campus buildings	65.105
The distribution of the average campus area per student	0.004

The number of faculty in 2020

- 846** Full-time faculty
- 531** Part-time faculty
- 722** Technical staff (including scarce technical staff)
- 20** Campus police
- 49** Janitor and technician

Alumni career development (%)

Advanced study	30.98	Military service	8.15
Employment	60.75	Others	0.15

Student-teacher ratio in 2020

- 15.93** Full time student-teacher ratio in 2020
- 17.28** Student enrooled-teacher ratio in 2020

The number of the student dormitories

- Graduate student dormitory **6**
- Undergraduate student dormitory **18**
- General dormitory **3**

Student gender ratio in 2020

Male	9,608	} 1.31 : 1
Female	7,309	

1-5 Gender and Equality in Workplace

The university organized different committees to be responsible for diversity and equality. To ensure variety and equality, the university established the following committees. Among them, a gender equality education committee is established according to the article 6 of the gender equity education law. It aims to promote the awareness of gender equality for the faculty and students, eliminate gender discrimination, and build the gender equality educational and working environment.

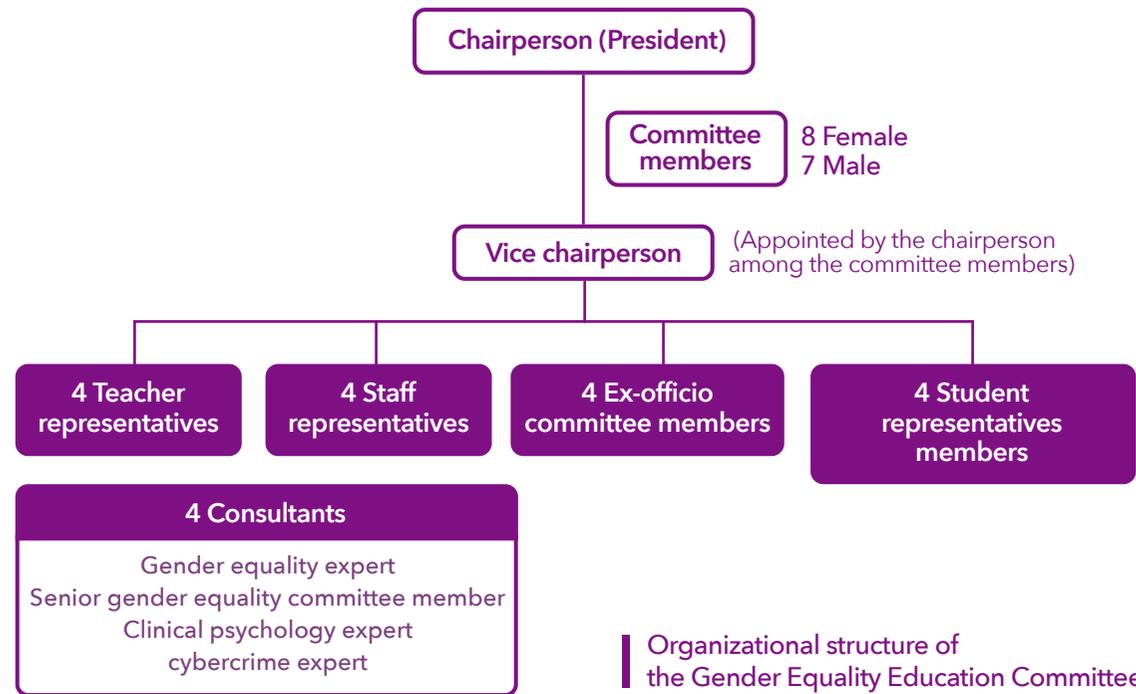
The Gender Equality Education Committee of the university is mainly responsible for planning and organizing the gender equality education campaign, researching and developing gender equality courses and promotion programs, drafting the laws related to gender issues for the university, investigating and handling gender equality matters, and building the gender friendly campus and other administrative supports.

Faculty and staff gender ratio in the school

Female	Male
49%	51%

Gender and Equality in Workplace

- Teacher Evaluation Committee
- Staff Evaluation Committee
- Contracted Employee Evaluation
- Janitor and Technician Evaluation Committee
- Gender Equality Education Committee



Organizational structure of the Gender Equality Education Committee

1 University Governance

1-6 Multi-route Admission

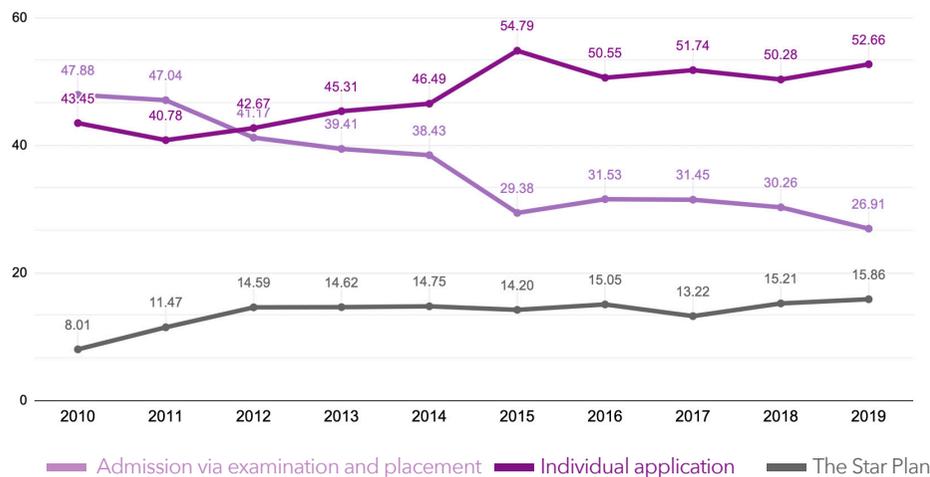
“Campus Diversity” is the goal pursued by the top universities in the world. The diverse composition of the university students can not only achieve social justice but also promote the university to pursue excellence based on the diversity to help the country to cultivate diversity talents. Based on the spirit of caring for the disadvantaged and promoting social mobility. The university has taken the lead that first launched the improved admission policy “Star Pan”, and it has had a huge impact on balancing the gap of education between urban and rural areas.

The figure on the left shows the number of students in these three major routes of admission (admission via examination and placement, individual application, and star plan) to the university. It shows that the number of the admitted students via examination and placement has decreased year by year; the number of individual applications has increased year by year; the star plan has maintained a slight increase. It also shows that NTHU is committed to promoting multi-route admission to accept and cultivate students from different learning experiences and characteristics. The short-term goal is to promote campus diversity, support the disadvantaged, and encourage adaptive development. The long-term goal is to cultivate talents needed by the future world

The figure on the right shows the in-school average class rankings based on the three major routes for admission: admission via examination and placement, individual application, and star plan. It can be seen from the rankings that students from the star plan are better than those from individual applications and admission via examination and placement, and the class ranking is stable in each class year. It shows that the performance of students via the star plan is at a high level of stability. This big data analysis results could feed back to the update of standard of application and admission execution. By taking the university’s big data from university affairs research, the university established the learning process feedback mechanism through tunneling the admission, registration, and graduation stages.

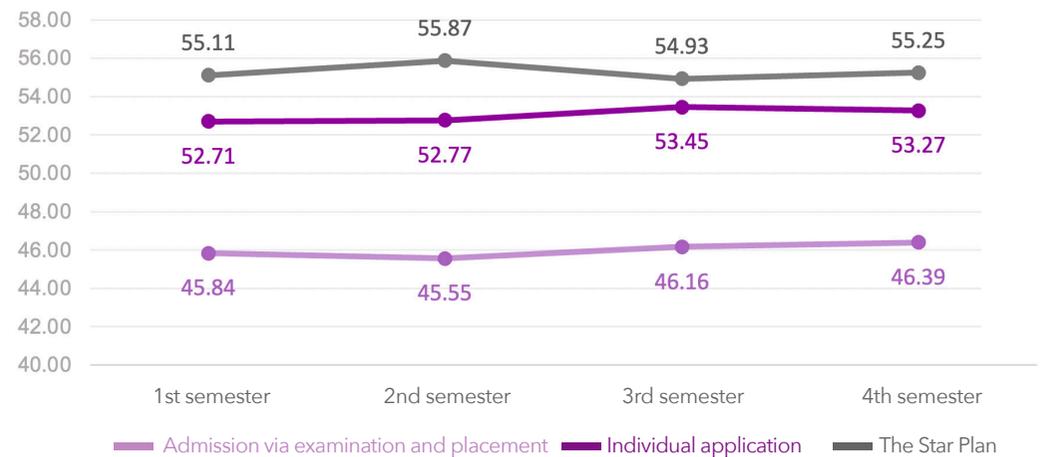
The number of the enrollment via three major routes of admission (%) (2010-2019)

Data resource: Center for Institutional Research



The average class ranking via three major routes of admission (%) (2011-2020)

(The higher score shows the higher ranking) Data resource: Center for Institutional Research



1 University Governance

1-7 Activity to Support Underrepresented Groups

In NTHU, 15.07% students on average have received financial aid provided by the university, including "tuition and fees exemption", "reduction and exemption of tuition and fees", and "student loan". 91.76% of students graduated without applying for student loans.

For students from the low-income families, 1.06% of freshmen in undergraduate programs are from the low-income families, 68.36% of them successfully graduated. According to the data from the university, students who received financial aid performed excellently on both academic and extracurricular activities.

The university also cares for disabilities. In 1990, "Tsing Hua Blind Aid Association" was established to provide an audiobook service for the blind. To provide a complete study environment for disabled students, the university has admitted the highest ratio of disabled students among research universities.

the new immigrants, in response to the increased number of the new immigrants and to fulfill the social responsibilities as a top university, we took the lead in opening the independent admission of the new immigrants. It has reserved 30 undergraduate students, 30 graduate students, 8 in-job graduate students, and 26 Ph.D. students for new immigrants to apply for. By doing this, NTHU will realize the true meaning of education in caring for the underprivileged groups with a variety of talent recruitment.

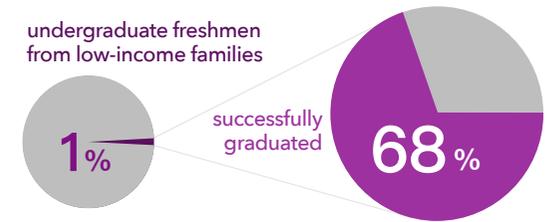
In-school performance of students from the Sunrise Program in 2013-2016

Note: The measuring tool is the survey for new graduates from undergraduate programs. The title of the survey is "What is my career plan after graduation?", including the options of still planning, internship, advanced education, R&D alternative military service, and entering the workplace.

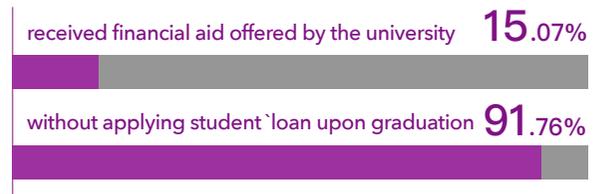
*The data is provided by the Office of Institutional Research, and the data source is from the institutional research database and the survey of new graduates from undergraduate programs.

*Students from The Sunrise Program are people who received The Sunrise Scholarship and Extended Sunrise Program. The population is 98 (excluding 1 unregistered) students from enrollment between 2013~2016. The number of new graduates filling out the survey is 83 (excluding 10 who haven't graduated and 5 dropped out the school)

The ratio of undergraduate freshmen from a low-income families and the ratio of graduation



The ratio of students received financial aid in NTHU



Academic performance

The students from The Sunrise Program have gradually enhanced their learning performance year by year in 4 years of undergraduate study.

average GPA	80.95
average PR	49.22

Academic award and the top 25% of class ranking

¼ students from the Sunrise Program received academic awards and around 40% students from the Sunrise Program were in the top 25% of class ranking.

Academic award	24.5%
Top 25% of the class ranking	41.8%

Double expertise

The number of students from the Sunrise Program choosing double major, minor, and college bachelor are higher than the general students.

General student	16.5%
Sunrise Program student	27.3%

The career path of the new graduate

The number of students from the Sunrise Program choosing further education is higher than the general students.

General student	53.2%
Sunrise Program student	67.5%

Be a cadre of the activity

The number of students from the Sunrise Program used to be a cadre of activities is higher than the general students.

General student	36.3%
Sunrise Program student	44.9%

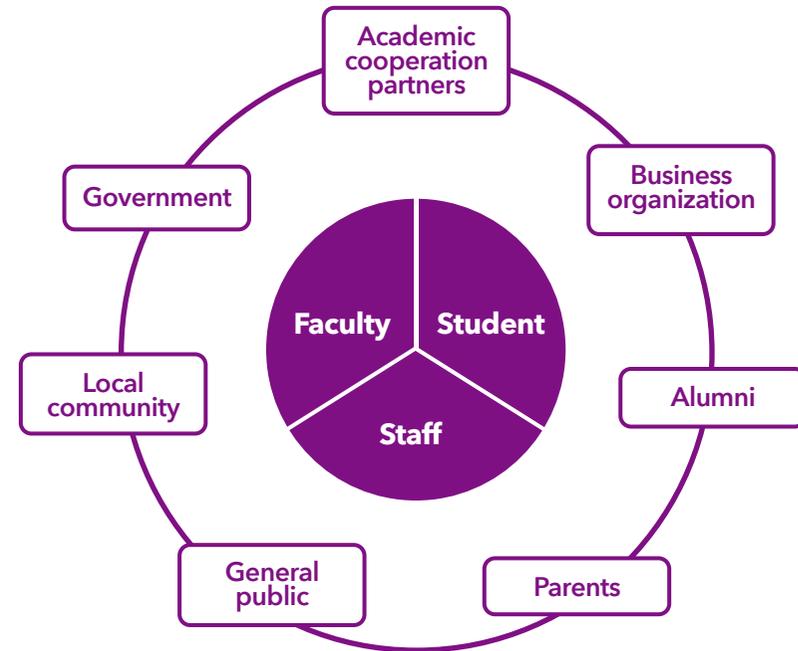
Joining international exchange

The number of students from the Sunrise Program joining international exchange (including China, Hong Kong, and Macau) is higher than the general students.

General student	16.4%
Sunrise Program student	18.1%

1-8 Stakeholders

National Tsing Hua University upholds the principle of transparency and openness, and the structure of the university governance, statistics, and development strategies are open to the public. The university has been publicizing the complete information of the university affairs to the public to view and interact between stakeholders. Hope to straighten university governance, promote social practice, and fulfill sustainable development goals. The major public communication channels include the NTHU website, social media, annual report of the school affairs, sustainable development annual report, and public publications.



Stakeholder	Faculty	Staff	Student	Government	Academic cooperation partners	Business organization	Alumni	Parents	General public	Local community
Contact person	Administrative units Colleges/ Departments Executive meetings Related Committees	Office of the Secretary Office of Personnel Executive meetings Management and Labor Council	Office of Student Affairs Departments Executive meetings Related committees Various questionnaires	Executive heads Administrative unit Principal investigator	Office of Research and Development Principal investigator	Administrative unit Department Principal investigator	Alumni Service Center Office of the Secretary Office of the Student Affairs	Colleges/ Departments Office of the Academic Affairs Office of the Student Affairs	Office of the Secretary	Administrative unit Principal investigator



The Strategy of Sustainable Development

2

2 The Strategy of Sustainable Development

2-1 The Vision and Core Concept of Sustainability for NTHU

The vision of sustainability for NTHU:

"Self-discipline and Social Commitment";

to realize the mission of the university, through the cooperation between various domains, to solve the problems faced by the world, and to promote the sustainable development of the generations.

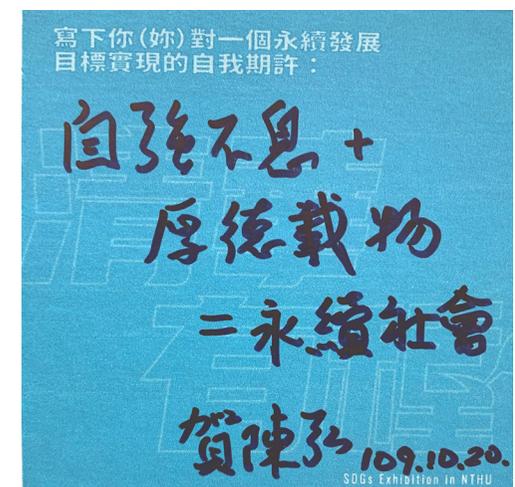
The core concept:

"Actions Speak Louder than Words";

starting from the core competence of the university, take actions and respond to the issues in human sustainable development.



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2-2 The Strategy of NTHU Sustainable Development

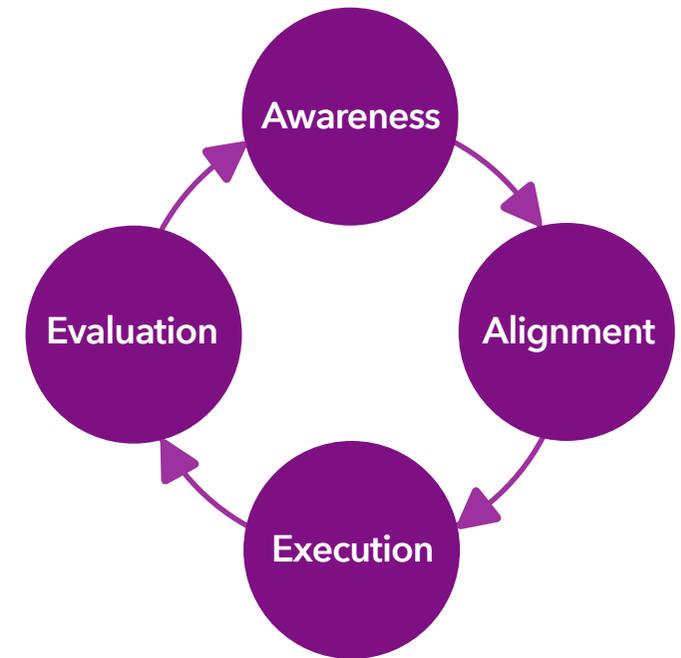
National Tsing Hua University upholds the motto “self-discipline and social commitment”, through integrated organizational resources, cross-domain academic cooperation, actively responding to the realization of SDGs from the UN to fulfill University Social Responsibility. The three major tasks in the university are teaching, research, and service. It involves the shareholders not only students, teachers, and staffs, but also the communities and alumni.

This ecosystem gradually involved outwardly important stakeholders, such as parents, Ministry of Education, Ministry of Science and Technology, business entities, NGOs, and the influences from domestic to international. Therefore, The sustainable development strategies of the university should be based on the ecosystem in the university, mutualistic symbiosis, pursue the goals of economics, social, and environment can maintain and sustainable development. Based on the long-term performance of Tsing Hua’s academic achievement and service to the society, we have the cornerstone to realize SDGs.

Therefore, in the sustainable development strategies of NTHU, we adopt the loop of awareness, alignment, execution, and evaluation to gradually internalize sustainable development into the goal of NTHU’s core value and professional practice. First, we invited faculty

to label the relations between their research projects, courses and the SDGs to raise the awareness of the importance of sustainable development. Through the awareness of self’s specialty realization has the tribute to fulfilling the SDGs, thinking how to respond, this is the process of alignment. Then exert their domain knowledge and take academic and service to execute sustainable plans and evaluate the impact on stakeholders in order to revise the action for the next loop of cycle.

According to this strategy, NTHU held the event of NTHU Sustainable Development Week in October 2020. To show the achievement of the research and teaching of SDGs from each college, university social responsibility projects, research from students, related activities of sustainable development, and campus sustainable projects. In the NTHU Sustainability Week, It held the seminar to promote the exchanging experience between inside and outside the university. It also built the NTHU sustainable development website as a platform to share the information to promote the awareness and alignment between teacher and students in NTHU and stakeholders. The university invests resources in the research, teaching, social practice projects, and promotes university sustainable projects of the teacher. Moreover, NTHU releases sustainable development annual reports, participates in the STARS evaluation, and THE Impact Rankings as the measure of the effectiveness of NTHU sustainable development.



The Strategy of NTHU Sustainable Development

2-3 The Governance of NTHU Sustainable Practice

National Tsing Hua University established the sustainable development committee and the office of sustainable development (Regional Innovation Center) to promote sustainable development works.

NTHU sustainable development committee

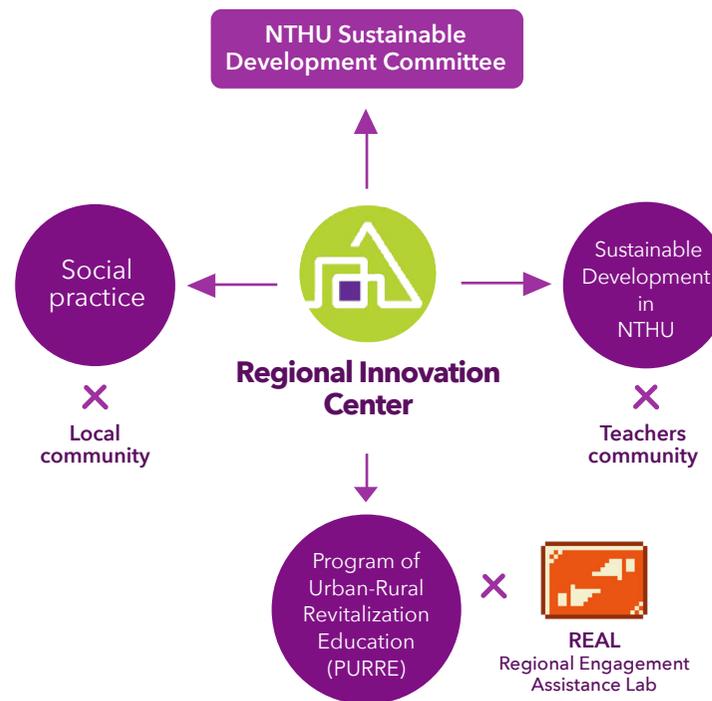
National Tsing Hua University established the sustainable development committee, chaired by the university Chief Sustainability Officer as which a senior vice-president serves. Also, it consists of 25 committee members, from colleges and the first-level administrative units, usually the teachers and the administration supervisors; they will also serve as the chief sustainability officers of their colleges/units.

The sustainable development committee holds the committee meeting every two months, discussing how to execute university sustainable development plans and assisting the execution of sustainable development policy in colleges and administration units.

The Office of Sustainable Development: Regional Innovation Center

National Tsing Hua University set up the Regional Innovation Center to promote the innovation works across-domain research, learning, and social practice

projects, edit NTHU sustainable development annual report, promote the Program of Urban-Rural Revitalization Education (PURRE), and release the bi-monthly newspaper: Field Cast.



The Governance of NTHU Sustainable Development

Sustainable Development Committee

1 Chairperson
(Director of Sustainable Development)

Senior vice President

25 Committee members
(CSOs from colleges / the first-level administrative units)

Teachers, heads of administration

- Discuss how to execute university sustainable development projects
- Assist the execution of sustainable development policy in colleges and administrative units.

Regional Innovation Center

13 Full-time staffs
postdoctoral fellow,
research assistant,
administrative assistant

- Plan and coordinate the university sustainable development projects
- Manage and operate social practice projects
- Edit NTHU sustainable development annual report
- Promote the Program of Urban-Rural Revitalization Education (PURRE)
- Release the bi-monthly newspaper: Field Cast

2-4 NTHU Sustainable Development Practice

- 1 Echo the realization of the United Nation Sustainable Development Goals (SDGs), and THE Impact Ranking as the indices to evaluate the university's performance in various indicators to align the sustainable development resource to improve the effectiveness of realizing various goals.
- 2 Teachers mark the connection between research projects, teaching and SDGs to raise the awareness of their potential contributions to sustainable development within their academic domains.
- 3 Providing rewards and guiding teachers to align the subjects in research and teaching with SDGs, and to integrate them into the activities in research and teaching.
- 4 Supporting social practice projects, teachers and students walk out of the campus and reach the urban and rural areas, through exploring and solving problems to cultivate cross-domain talents able to care for the locals and take action into practice.
- 5 Holding sustainable development series activities to raise the teachers and students' momentum to realize sustainable development goals, through industry-academia cooperation, social practice, startups, and employment after students' graduation to promote NTHU students cross-domain professionals to contribute to the realization of SDGs.





Financial Planning and Performance

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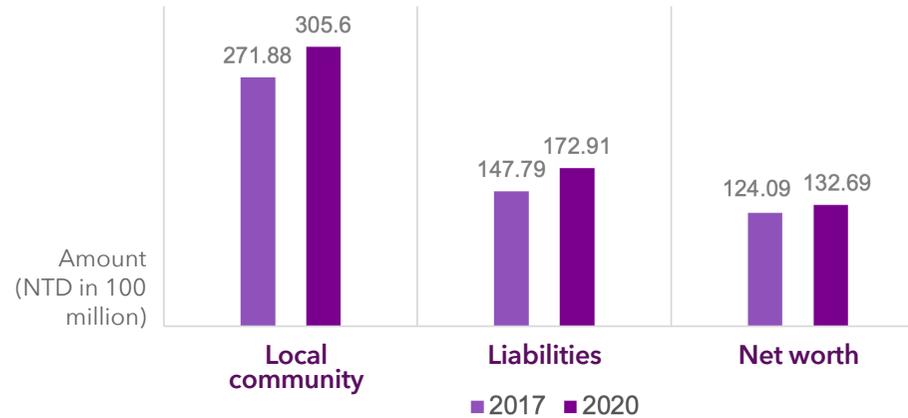
3-1 Financial Planning and Performance

The Ministry of Education promotes national universities endowment funds to promote the effectiveness of financial operation for national universities. They can evaluate overall financial condition and the priority in their mid-term plans to properly distribute resources to achieve university development goals. The following is the university's operation result and the brief description of the financial situation at the end of 2020:

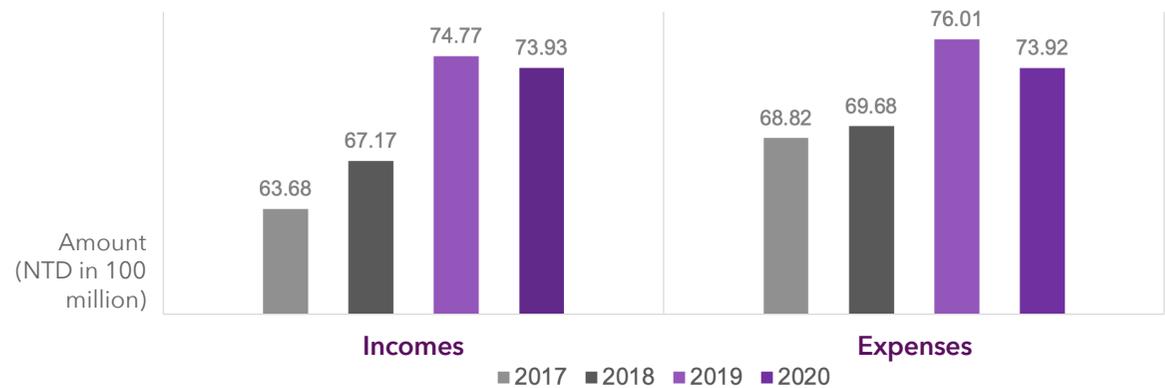
The university's income grew from NTD 6.368 billion in 2017 to a total of NTD 7.393 billion in 2020, a growth rate of 16.10%. It shows that the university has been actively seeking industry-academia cooperation and competitive funding sources. The university is also expanding other self-financing resources to boost up teaching and research energy.

Regarding the university's financial condition, at the end of 2017, the university's total asset was NTD 27.188 billion, and at the end of 2020, it increased to a total of NTD 30.56 billion, a growth rate of 12.40%. It shows that the university has been actively accumulating equity capital as the resource for future important plans. For the financial operation in the future, the university will strive for social resources investment, promote industry-academia cooperation, activate assets to create profit, and continue the expenditure reduction practices in order to maintain the financial sustainability.

The Financial Condition Analysis of NTHU Endowment Funds



The Revenue and Expenditure of NTHU Endowment Funds (2017~2020)



3-2 External Resource Acquisition

NTHU Sustainability Fund

Currently, universities in Taiwan cannot obtain sufficient financial support from the government. From the long-term perspective, NTHU has to establish a self-sufficient and long-term stable financial fund. Through more flexible use of the fund to accumulate educational resources, it aims to overcome the shortage of the fund. Therefore, the university's Office of the Secretary set up the division of financial planning to raise the NTHU Sustainability Fund at the end of 2012. Following the principle of conservatism, the university operates the investment plan to invest in financial products such as stocks and ETFs with stable profit. The total profit was NTD 63,373,841 in 2020 (percentage of profit 6.29%).

The university set up the investment management team with 5~9 committee members appointed by the president to recruit professionals with investment talents inside and outside the university to assist in handling issues related to donation and the fund investment to fulfill sustainability and social responsibility. The investment management team considers environmental, social, and governance (ESG) risk factors, which share the same weights with other major risk factors in an effective investment decision making. Moreover, the investment restriction list could be adjusted by the current events and industry trends from time to time and to take socially and environmentally sustainable development into the core operational principle of NTHU's Sustainability Fund.

Fundraising

NTHU actively looks for long-lasting financial support and carefully uses the donation and actively earns more revenues and spends fewer expenditures. Holding fundraising events irregularly every year, visiting alumni abroad and loyal friends of the university, and also striving for the support from the entrepreneurs who align with NTHU core values and bear the sense of identity. The followings are the major fundraising programs:

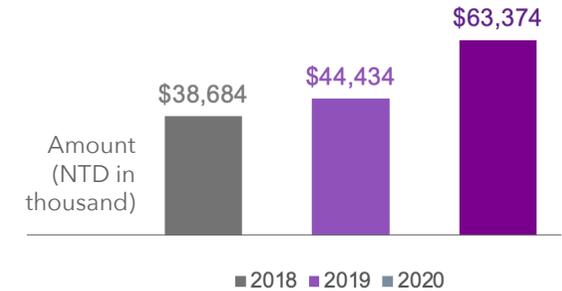
Sunrise Scholarship

The scholarship aims to assist outstanding students with social and economic weakness, but lack educational resources to have the chance to be admitted to the university. Once a new student has been approved through the review process, they will be offered NTD 100,000 scholarship for the first school year. 184 students received the scholarship in 2020. The university established "Sunrise Sustainability Fund" in 2020, holding the capital and only injecting the interest to the Sunrise Scholarship in order to maintain the sustainable and stable support.

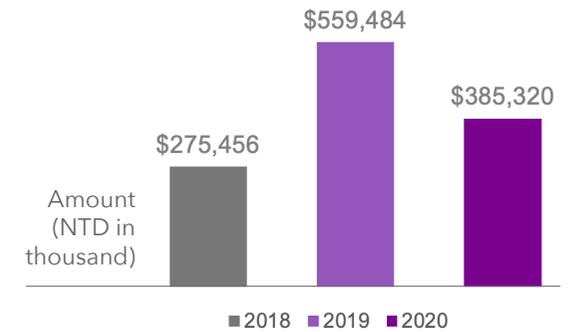
Cheng-Kung Lake Transformation Project

Cheng-Kung Lake is one of the most important landmarks in NTHU; however, it has been built for a long time, and there are no other water sources injected except the rainwater, so the lake can not turn into a clear status. Therefore, the university officially established the "Cheng-Kung Lake Transformation" fundraising project to actively seek sponsorship. It has raised around 55 million so far. (including promised contribution)

NTHU Sustainability Fund Investment Performance in 2018~2020



Various Donation Incomes in 2018~2020



Love in the Time of Covid-19 - Study Emergency Fundraising Campaign

Under the pandemic Covid-19, the living conditions became worse for the originally economically disadvantaged families. The university established the fundraising campaign. The Vice President of Student Affairs serves as the chair to call for the scholarship committee to conduct face-to-face interviews and document review to grant students who are qualified up to NTD 50,000 scholarship. To help NTHU students who lose income during the pandemic to get through the hard time. The emergency fund donation has been over 11 million since April 2020.