



Times Higher Education
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SDG

8

Decent Work and
Economic Growth



2024 Sustainability Report



2.6 Financial Performance



The financial planning at MCUT focuses on medium- and long-term institutional development plans. To ensure reasonable budget allocation, we conduct specific evaluations of the proportions of various receipts and expenditures. Additionally, we refer to the implementation results of the budget as the basis for overall budget allocation. The budget for each academic year is prepared and submitted to the University Affairs Meeting for deliberation before being submitted to the Board of Directors for further review as the basis for budget execution. Furthermore, we handle accounting work in accordance with the consistency provisions of the accounting system for private schools. We also hire accountants to verify and certify financial and taxation matters. MCUT fully applies capital, deposits it in financial institutions, and invests in stocks of TWSE/TPEx listed companies to enhance financial revenue, based on professional evaluations and recommendations in accordance with the Regulations Governing the Surplus Investment and Utilization. The university's finances are sound, with a debt ratio of only 1.8%.

Over the years, the Board of Directors has made significant donations and established a university endowment fund, special funds, and investment funds. As a result, MCUT has accumulated sufficient reserves to support future development. MCUT handles relevant matters in accordance with Article 53 of Private School Law, which stipulates that "School legal persons and their schools shall finish preparing reports comparing budget and actual revenues and expenditures within four months after the end of the fiscal year. These reports must be certified by a legally authorized CPA, along with CPA financial statements, and then submitted to the relevant authorities for reference. The relevant audit report is published on [the University Affairs and Financial Information Disclosure website](#).

Financial results in the past three academic years

Unit: NT\$ Thousand

Item	Academic year	2021	2022	2023
Current Assets		8,414,195	8,672,029	7,463,169
Long-term investment & Fund		26,083,150	25,253,505	21,840,948
Fixed Assets		7,845,600	8,044,186	8,312,595
Intangible Assets		113,809	124,922	154,657
Other assets		8,848	8,868	998
Total Assets		42,465,602	42,103,510	37,772,367

Note 1: Long-term investments and funds mainly invested in (1) Non-Current Financial Assets (2) Designated (3) Investment Funds.

Note 2: The scope of this report is consistent with the disclosure of financial reporting boundaries.

Financial results in the past three academic years

Unit: NT\$ Thousand

Item	Academic year	2021	2022	2023
Equity balances				
Current Liabilities		453,213	490,946	674,542
Other Liabilities		5,401	5,208	6,712
Total Liabilities		458,614	496,154	681,254
Equity		22,117,687	21,933,072	22,737,997
Accumulated profit or loss		19,889,301	19,674,284	14,353,116
Total equity and deficit/surplus		42,006,988	41,607,356	37,091,113
Total liabilities, equity funds, and surplus/deficit		42,465,602	42,103,510	37,772,367

Note 1: Long-term investments and funds mainly invested in (1) Non-Current Financial Assets (2) Designated (3) Investment Funds.

Note 2: The scope of this report is consistent with the disclosure of financial reporting boundaries.

Ming Chi University of Technology, in accordance with the "Regulations on the Investment and Use of Surplus Funds of Private Schools," invests its surplus funds in the stocks of listed companies and donated shares. The annual cash dividends received serve as a primary source of financial income. Over the past three years, the university's average annual revenue was approximately NT\$2.461 billion, of which an average of NT\$1.288 billion — accounting for 52.34% of total income — came from dividend income. This serves as a crucial financial pillar supporting the university's sustainable operations and mid- to long-term development plans. In the 2023 academic year, the university's total assets reached NT\$37.72 billion, with total liabilities of NT\$681 million. The debt ratio stood at only 1.8%, demonstrating a sound financial structure and a high degree of prudence in asset allocation and financial management.

The university's non-operating income has declined. In addition to reduced dividend and interest income, industry-academia collaboration revenue in the 2023 academic year totaled NT\$358 million, which is about NT\$5 million less than the previous year. This decrease is primarily attributed to a drop in royalties received from technology transfer, even though the number of technology transfer cases has increased. Overall, the average annual industry-academia collaboration income over the past three years is approximately NT\$310 million. This reflects a substantial number of collaboration partners and ample resource support, serving as a vital foundation for promoting the commercialization of research results and strengthening industry connections.

Direct Economic Value Generated and Distributed Over the Past 3 Years

Unit: NT\$ Thousand

Items		2021	2022	2023
Direct Economic Value Generated (A)	Operating Revenue ¹	731,898	884,007	752,270
	Non-operating Income ²	2,225,990	1,209,274	1,580,889
Distributed Economic Value (B)	Operating Costs ³	790,152	1,073,992	914,817
	Employee Salaries and Benefits ⁴	581,004	678,132	624,378
	Student Scholarships and Grants ⁵	105,208	217,231	124,052
Retained Economic Value (A – B)		1,481,524	669,912	123,926

Notes: 1. Operating revenue includes tuition and fees, continuing education income, subsidies, examination fees, dormitory fees, etc.

2. Non-operating income includes revenue from industry-academia collaborations, donations, financial income, administrative management fees, miscellaneous income, and other similar sources.

3. Operating costs exclude employee salaries and benefits, scholarship expenditures, industry-academia collaboration expenses, financial costs, property transaction losses, miscellaneous expenses, etc.

4. Employee salaries and benefits include personnel expenses, retirement pensions, and excess pension payments.

5. Student scholarships and grants include government subsidies and university self-funded amounts.

Financial subsidies obtained from the government in the past three years

Unit: NT\$ Thousand

Items	Academic year	2022	2023	2024
Overall development of rewards and subsidies from the Ministry of Education		108,003	110,108	122,567
Project for the promotion of off-campus internships and teachers' industrial research and study		6,350	5,819	5,930
Project for the cultivation of female R&D talents in STEM field of colleges and universities		15,000	9,000	6,000
Higher Education Sprout Project of the Ministry of Education		101,166	109,540	110,278
Other government agencies		38,842	39,129	67,331
National Science and Technology Council (NSTC)		91,701	98,847	121,868
Total		230,519	234,467	433,974

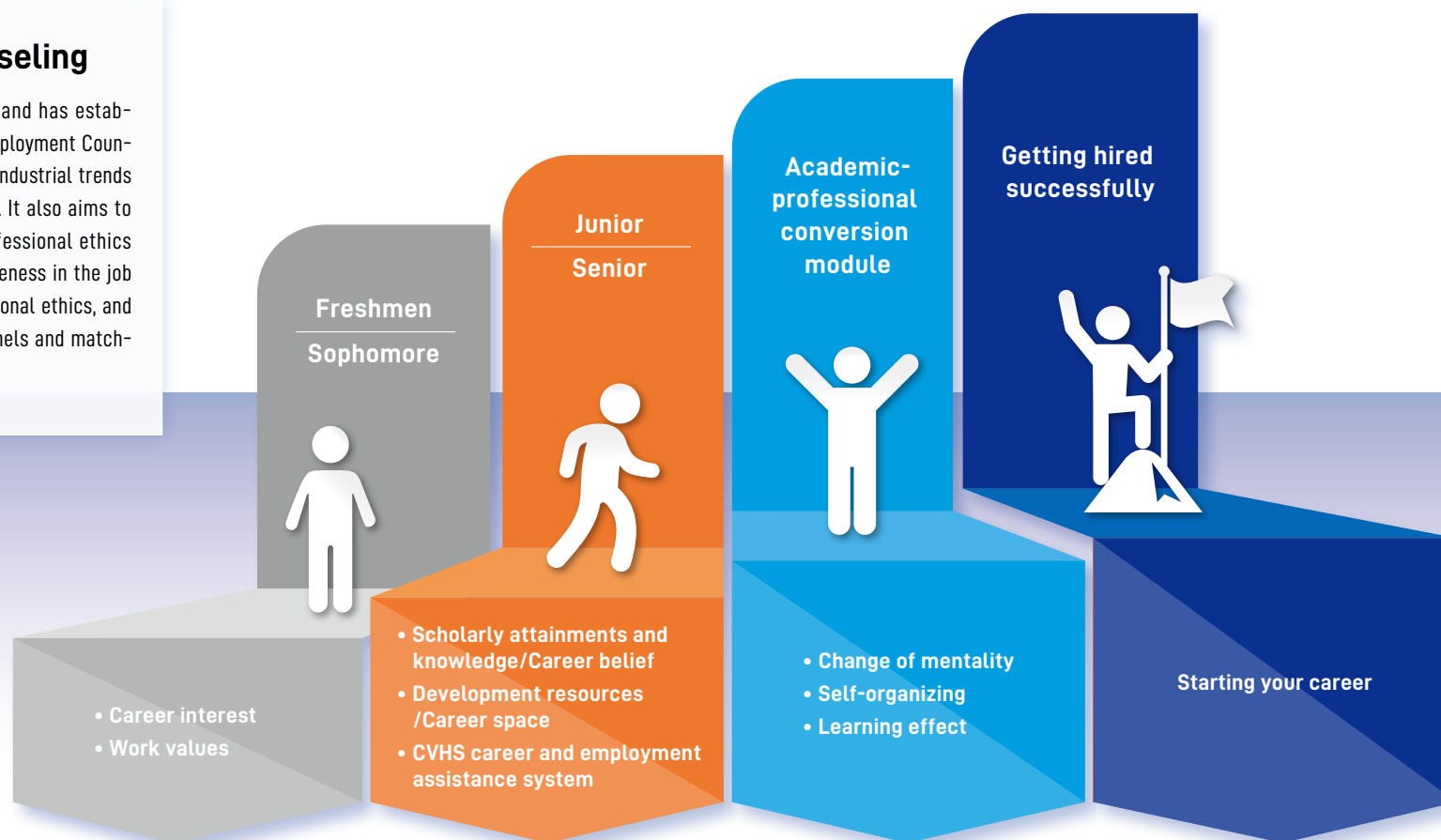
Note: MCUT applies for tax exemption according to relevant provisions of the Regulations on Education and Research Products Imported by the Government.

3.4 Cooperation and Exchange



Student Career Counseling

MCUT focuses on holistic education and has established an "Operating Procedure for Employment Counseling" to help graduates understand industrial trends and secure employment successfully. It also aims to instill a proper understanding of professional ethics in students, enhance their competitiveness in the job market, provide education on professional ethics, and strengthen employment service channels and match-making effects for graduates.



○ Employment counseling processes

MCUT actions				Effect (Quantitative data)				
	Office of Student Affairs	Office of Research and Development	Office of Academic Affairs	Other units	Office of Student Affairs	Office of Research and Development	Office of Academic Affairs	Other units
Admission of freshmen	Student Counseling Division: The division administers career exploration modules to first-year students, aiming to enhance their understanding of academic and career pathways, professional interests, and work values.				Student Counseling Division: A total of 14 sessions of UCAN [Career Interest Test] and [Generic Skill Test] were conducted, attended by 1,846 person-times.			
Sophomore year	Student Counseling Division: Sophomore students can utilize the "Using by Learning" and "Learning by Using" approaches in the required courses of specific departments. This will assist them in effectively organizing their schedules and developing skills that bridge classroom learning with real-world applications. Division of Internship and Career Services: 1. The Division of Internship and Career Services will organize work-study internship coordination activities for sophomore students during the second semester of their sophomore year to prepare them for their junior year internships. This will include teaching relevant workplace training themes and enhancing adaptability during workplace internships. 2. Students from all departments are encouraged to take exams and earn professional certificates. Additionally, certificate rewards will be given to those who meet the following criteria: obtaining professional certificates with grades A and B, verified by public and private organizations as explicitly defined by each department.				Student Counseling Division: 9 career counseling lectures were handled, and 229 people participated in these lectures. Division of Internship and Career Services: 1. It managed work-study internships, coordinated advance operational meetings for junior students, and conducted workplace quality training sessions for pre-interns. In 2024, a total of 80 teachers and student representatives attended the events. 2. The rewards paid for certificates in 2024 amounted to NT\$ 2,879,000.			
Junior year	Student Counseling Division: Before students begin their work-study internships in the first semester of their junior year, the division conducts pretests for ability development and skill assessment. This information helps understand students' current knowledge and skills and identify appropriate workplaces. Division of Internship and Career Services: 1. Manage student internship matchmaking operations during the first semester of the junior year, allowing students to select appropriate internship opportunities and participate in interviews organized by internship organizations. This enables them to experience the workplace interview process and enhance their employment competitiveness. 2. Arrange for students to engage in work-study internships at enterprise workplaces during the second semester of the junior year. After a year of off-campus internship experience, students are expected to bridge the gap between theory and practice.				Student Counseling Division: 11 sessions of UCAN Junior Student Generic Skill-Pretest were conducted and attended by 422 person-times. Division of Internship and Career Services: 1. In 2024, students were arranged to participate in 200 internship interviews. 2. In the 2022 academic year, 835 junior students were arranged to intern at relevant organizations.			
Senior year	Student Counseling Division: Conduct a skill assessment after the test in the first semester of senior year, following the completion of work-study internships. This will help evaluate students' skill growth over the year and identify the skills they wish to develop concurrently. Subsequently, senior year courses can be arranged accordingly. Division of Internship and Career Services: 1. Partner with the Labor Affairs Department of New Taipei City Government to organize large-scale campus talent recruitment activities, providing senior students and recent graduates with job opportunities and channels, and assisting them in finding suitable employment. 2. Organize enterprise talent recruitment explanation sessions and invite prominent enterprises to introduce job vacancies to students face-to-face, aiming to find suitable candidates to employ.				Student Counseling Division: A total of 19 sessions for the CVHS Competency Development Module (Post-Test) were conducted, with 885 participants. Division of Internship and Career Services: 1. In 2024, it partnered with the Labor Affairs Department of New Taipei City Government to organize the "2024 New Taipei City and MCUT Campus Employment Expo." During this event, 40 enterprises were invited to provide more than 2,800 job vacancies. 1,589 people participated in the activity. 2. In 2024, 6 enterprise talent recruitment explanation sessions were held, with 363 participants.			

○ Lecture series on employment counseling and employment expos in the past three academic years

Program \ Academic year	2021	2022	2023
Lecture series on employment counseling	12	12	11
Number of participants in lecture series on employment counseling	861	845	855
Number of enterprise talent recruitment explanation sessions	4	8	6
Number of participants in enterprise talent recruitment explanation sessions	362	549	363
Number of large employment expos	1	1	1
Number of participants in large employment expos	678	693	1,589



Certificates and Second Expertise

To enhance students' professional skills, competencies, and workplace competitiveness, MCUT has established "Measures for Rewarding Students' Professional Skill Certificates" in coordination with Taiwan's certification system. Each department is required to identify the relevant types of professional verification certificates that can boost students' employability in line with their teaching goals and arrange certification study or counseling courses to help students achieve certificates through examinations. The Office of Library and Information Services and the General Education Center will implement measures governing information (computer) and language (excluding English) certificates to encourage students to develop their second area of expertise. During the 2023 academic year, graduates from the Undergraduate Program earned a total of 1,139 professional certificates with a grade of B or above while in school, averaging 1.08 certificates per student.

○ Statistics of certificates obtained by students in the past three academic years

College	Types of certificates obtained	2021	2022	2023
College of Engineering	Grade A	1	3	0
	Grade B	567	555	629
	Grade C	80	2	9
	Subtotal	648	560	638
College of Environmental Resources	Grade A	0	1	0
	Grade B	179	203	153
	Grade C	80	2	36
	Subtotal	648	560	189
College of Management and Design	Grade A	5	6	3
	Grade B	391	403	354
	Grade C	9	0	0
	Subtotal	405	409	357
Total certificates of the university		1,279	1,220	1,184

Graduate Direction Investigation

To enhance the employment rate and workplace competitiveness of students after graduation, we have established a comprehensive graduate tracking system in cooperation with the Ministry of Education. This allows us to track the employment trajectories of 90% of fresh graduates each year, as well as the employment conditions and self-evaluation of key skills for 75%-80% of graduates one year post-graduation. In the 2022 academic year, the results from the graduate follow-up survey indicated that the employment rate of graduates from the Undergraduate Program reached 93.1%, while those from the Master Program reached 88.2%. The average monthly salary of graduates from the Undergraduate School was NT\$ 41,347, compared to NT\$ 52,384 for graduates from the Master Program. Additionally, to assess whether alumni's employability and professional attitudes align with workplace requirements, MCUT conducts an employer satisfaction survey of 50-100 companies that have hired its graduates each year. The relevant survey results will serve as a key reference for adjusting the university's teaching direction.

Graduates' employer satisfaction survey in the past three years

Academic year	2022	2023	2024
Program			
Percentage of graduates' employer satisfaction	86 %	84 %	86 %

Graduation and employment rates in the past three academic years

Academic year Program	2021		2022		2023	
	Day School	Continuing Education	Day School	Continuing Education	Day School	Continuing Education
Number of students meeting the requirements for graduation years ¹	1,199	120	1,207	123	1,288	51
Number of graduates	1,033	96	1,036	95	1,012	38
Graduation rate	86.16 %	80 %	85.83 %	77.24 %	78.5 %	74.5 %
Overall graduation rate	85.59 %		85.03 %		78.4 %	
Graduate employment rate	93.2 %	98.4 %	91.2 %	98.1 %	The graduate employment rate is defined as the percentage of graduates who secure employment within one year after graduation. Therefore, the employment rate for the 2023 academic year was assessed at the end of 2025 and will be reported in a relevant document next year.	
Employment rate of the Undergraduate School	92.8 %		93.1 %			
Employment rate of the Master Program	96.9 %		88.2 %			
Overall graduate employment rate	93.7 %		91.9 %			

Note 1: Fresh graduates and students whose graduation was postponed due to not completing the required courses.

Alumni Relations

In 1969, MCUT established the Alumni Association to foster communication among its alumni and create a network. The association was officially registered as a social public welfare group, with its council members and supervisors elected and appointed by the members. MCUT hosts alumni experience-sharing symposiums and invites alumni with outstanding accomplishments or expertise to return to share their insights. We also offer students the chance to visit and learn from alumni across various fields.

In 2008, we launched the "Founder Wang Flame-Passing Scholarship." With regular donations from alumni, we aim to help exceptional students from underprivileged backgrounds successfully complete their studies. Since the launch of this program, our alumni have responded passionately, resulting in donations totaling approximately NT\$43.37 million.

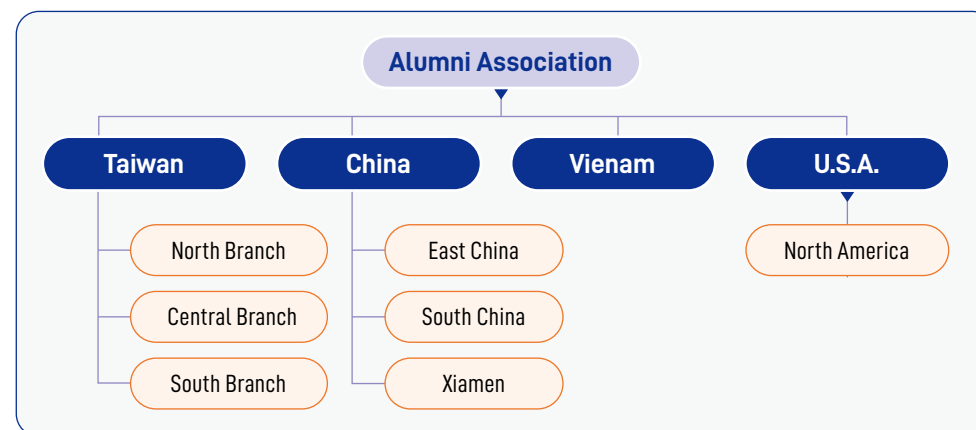
Statistics of donations from alums in the past three academic years

Program \ Academic year	2022		2023		2024	
	Amount (NT\$)	Subsidized person-times	Amount (NT\$)	Subsidized person-times	Amount (NT\$)	Subsidized person-times
Flame-Passing Scholarship	955,900	7	1,093,400	10	539,300	11
Grants for Supporting Disadvantaged Students to Fulfill their Dreams	2,024,197	619	2,032,500	704	2,451,800	Note ²
Other scholarships and grants ¹	3,561,740	15	2,749,917	14	1,252,600	10
Total	6,541,837	641	5,875,817	728	4,243,700	Note ²

Note 1: Other scholarships and grants include the Hsieh-I Kang Scholarship for Economically Disadvantaged Students, the ATrack Scholarship for Economically Disadvantaged Students, the Mr. Liu-Hsiung Hsieh Scholarship for Economically Disadvantaged Students, the Shan-Ming Chen Scholarship, a scholarship from the Alumni of the Department of Electrical Engineering, the Chan-Ming Wen Scholarship, a scholarship for Economically Disadvantaged Students from Teacher Ching-Sung Yeh in the Department of Mechanical Engineering, the Shi Dian Scholarship, the Elite Scholar Ship, the Social Responsibility Student Grant, the Fund for Dedicated Use of Funds Raised, and the Innovative Product Research and Development Project, among others.

Note 2: The donation for the Grants for Supporting Disadvantaged Students to Fulfill Dreams in 2024 will be executed in 2025 and reported in the annual report for the following year.

Organization Chart of Global Branches of MCUT Alumni Association





Industry-Academia Cooperation and Off-campus Internships

Industry-Academia Cooperation

The Office of Research and Development at MCUT has established an industry-academia cooperation platform that provides comprehensive services by connecting with relevant businesses from each department, research center, and the Innovation & Incubation Centre at MCUT. Through collaboration with the Bureau of Industrial Parks, Ministry of Economic Affairs, MCUT has supported the industrial transformation of relevant vendors. Specifically, it has coached up to 40 vendors in two industrial parks located in Tucheng and Shulin, integrating its abundant R&D, technology, and talent resources to meet the needs of these vendors regarding digital transformation, intelligent upgrading, and low-carbon development. As a result, we have helped the vendors enhance their competitiveness, build industry-academia partnerships, fulfill social responsibility, and achieve sustainable development together. Regarding the performance in promoting industry-academia cooperation, we allocated NT\$ 195 million to this effort in 2024. Although the number of industry-academia cooperation projects fell from 215 to 176, the funding per teacher for these projects raised by nearly NT\$ 1 million, placing us first among private technical colleges in terms of industry-academia funds per teacher. This demonstrates MCUT's commitment to mobilizing resources to enhance industry-academia cooperation and the resulting benefits. In 2024, the number of patent licenses saw a slight decline. To address this, the university has actively sought external funding subsidies, revised the measures for patent subsidies, engaged in discussions with the directors of each research center, and encouraged faculty members to apply for patents based on their research achievements.

Statistics of Annual Research Performance of the Organic Electronics Research Center

The Middle East Chamber of Commerce visited MCUT to explore the agency of a corporate industry-academia program for developing light therapy glasses.



MCUT's inaugural international industry-academia project with Silicon Valley in the United States. Development of an X-ray light panel for Carl Zeiss. (An international English contract between the two parties is being signed.)



The light therapy glasses were formally sold. (Winning Taiwan Excellence Award)



Jointly appointed a professor with KAIST (cooperating with teacher JY Lee to initiate a low-light power generation program). Signing of the MOA & employment ceremony of the part-time professor



Statistics of research performance in the past three years

Program \ Academic year	2022	2023	2024
Number of private industry-academia cooperation projects	185	215	176
Amount of private industry-academia cooperation (unit: NT\$ 10 million)	25.391	19.419	19.509
Number of technology transfer projects	14	14	20
Amount of technology transfer (unit: NT\$ 1 million)	10.3	10.9	18.9
Number of approved patent certificates	65	51	35
Number of vendors cultivated	26	33	36

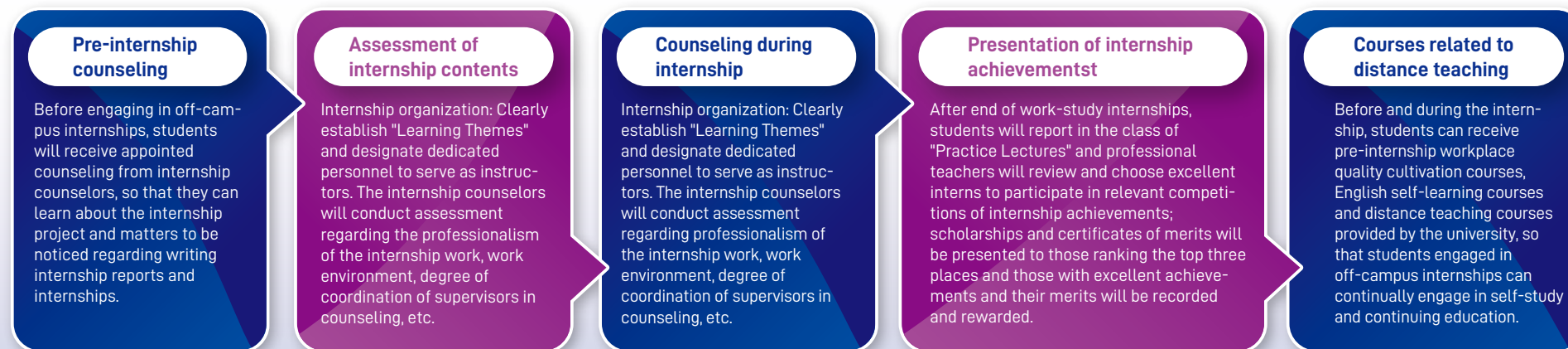


Off-campus Internships

MCUT has a unique work-study internship system aimed at developing well-rounded individuals with a strong work ethic, emphasizing both theory and practice along with a commitment to lifelong learning. The system follows a "Theory-Practice-Theory" approach, providing junior students with a one-year internship at partner companies. This internship enhances practical skills while also focusing on developing project management, interpersonal, leadership, and teamwork abilities, effectively bridging the gap between learning and real-world application. Upon graduation, students are well-prepared to enter the workforce seamlessly. To support students, we offer pre-internship workplace quality courses, self-paced English learning programs, and distance learning platforms for continuous education. Our faculty evaluates and approves all internship organizations to ensure high quality and recommends only the best options to our students.

MCUT collaborates with vendors to annually recommend students who have excelled during their internships. In 2023, a total of 201 students, representing 24.2% of the total student body, received recommendations. In addition to students suggested by each subsidiary of Formosa Plastics Group, other relevant TWSE/TPEx listed companies in industries aligned with MCUT's departments have also praised MCUT's interns. The university has developed a comprehensive internship counseling and assessment system. By implementing work-study internship courses at the Undergraduate School and taking appropriate measures, internship counselors regularly visit organizations where students intern to monitor their progress. They also work with internship supervisors to assess the impact of the internship on students at each stage. Upon completing their internships, students return to campus and participate in competitions to showcase their achievements. Each teaching unit adheres to a course learning map focused on practical internships to enhance the impact of internships on students. Guided by the United Nations Sustainable Development Goals (SDGs) and vocational education policies and guidelines, MCUT promotes off-campus internships and collaborates with enterprises to nurture talent and actively contribute to sustainable development in talent cultivation.

Work-study internship counseling mechanism



Statistics of work-study interns in the past three academic years

Program \ Academic year	2021	2022	2023
Number of interns	854	825	835
Number of counselors for work-study internship	149	160	161
Number of cooperative vendors	152	166	185

Number of excellent interns recommended by cooperative internship organizations in the past three academic years

Program \ Academic year	2021	2022	2023
Number of recommended interns	293	250	201
Ratio in the total number of interns	34.3 %	30.3 %	24.2 %

Satisfaction of junior students from day school with the work-study internship courses in the past three academic years

Program \ Academic year	2021	2022	2023
Internships can improve my ability to apply knowledge, skills, and tools.	86.29 %	90.4 %	89.28 %
I'm generally satisfied with the overall comments on this year's internship.	82.86 %	87.85 %	84.81 %

Note: After the internship ends, outstanding interns recommended by cooperative internship organizations will receive relevant rewards, including certificates of merit and documentation of achievements. Additionally, since the 2022 academic year, bonuses have been awarded to exceptional students who have been recommended after completing their internships in the same year to encourage their work-study performance during these internships. The Ministry of Education entrusted MCUT with establishing an "Off-campus Internship Project Promotion Office" in 2010 to help the Ministry of Education promote an off-campus internship course system for students from relevant technical colleges in Taiwan. This project office has been operating at MCUT for 15 years.

To learn about cooperative internship organizations' perceptions of MCUT students' performance in various aspects during the work-study period, MCUT conducts an annual satisfaction survey of these organizations at the end of each internship. In the 2023 academic year, there were 185 cooperative internship organizations. According to the survey results, over 86% of organizations indicated that MCUT students' overall performance met their corporate needs.



● Satisfaction survey of cooperative internship organizations in the past three academic years

Program	Academic year	2021	2022	2023
With an excellent working attitude and concept of professional ethics		89.84 %	91.92 %	88.36 %
With the ability to apply knowledge, skills, and tools		88.25 %	89.81 %	84.18 %
With good pressure resistance		88.57 %	89.23 %	86.36 %
With the habit and ability for lifelong learning		86.51 %	88.85 %	82.36 %
With a good attendance status		89.85 %	87.88 %	85.46 %
Overall performance complying with corporate needs		89.68 %	91.54 %	85.82 %

Note: The overall internship satisfaction rate slightly declined during the academic year 2023. The primary reason was that the interns had previously experienced online teaching due to the pandemic, which resulted in less interpersonal interaction. Consequently, the supervisors of the internship organizations tended to compare them unfavorably with previous interns. The school will continue to pay attention to the students' off-campus internships and invite advisors to consistently monitor their internship performance.

Enterprise-funded Students of Formosa Plastics Group ►

Since the 2021 academic year, students from relevant departments at MCUT related to the needs of Formosa Plastics Group may apply for the qualification of enterprise-funded students of the Group if their academic performance meets the selection standards. The average academic score should be 70 points or higher, and the class ranking must be within the top 30%. Those ranked in the 11-30% range need to attach their mentors' recommendations. The operational score should be 80 points or above. An enterprise-funded student of Formosa Plastics Group can receive a monthly payment of NT\$ 36,700, which is higher than the average internship salary of NT\$ 29,000. After the internship period ends and the submission of internship reports, interns will receive internship scores and employment verification from the internship departments to determine their eligibility for recruitment as formal employees. If interns meet the recruitment criteria, they may receive scholarships for enterprise-funded students of Formosa Plastics Group. Specifically, undergraduates will receive a lump-sum payment of NT\$ 400,000 for a service term of 4 years, while master's graduates will receive a lump-sum payment of NT\$ 500,000 for a service term of 5 years. Consequently, outstanding students seeking employment can undertake internships before graduating and secure jobs afterward. Students applying for the "Bachelor-Master Program" may also remain at the research institutes of MCUT and subsequently serve enterprises after graduation. Currently, five interns were recruited as enterprise-funded students of Formosa Plastics Group in the 2021 academic year, while this number was 3 in the 2022 academic year and 8 in the 2023 academic year.



Overseas Internship ►

In 2006, MCUT launched the "Overseas Study for Dream Fulfillment Project" to assist students in gaining international experience through work-study internships. This new initiative for Taiwanese universities offered students valuable opportunities to intern with companies abroad. In 2022, the university revived the program and arranged for 14 students to intern at Inteplast Group in Texas, USA.



Internal Exchange and External Participation

Internal Exchange

On December 1, 2021, MCUT's Board of Directors approved the elevation of the International Affairs Center, which was originally under the Office of Research and Development, to a level-1 unit known as the Office of International Affairs. This new office has established the "Division of Global Cooperation and Exchange" and the "Division of Overseas Student Affairs." These divisions oversee overseas exchange programs, local students' affairs abroad, as well as international admissions and counseling for overseas students. This restructuring aims to consolidate school resources and leverage our teams' expertise to enhance our internationalization efforts. The Ministry of Education's New Southbound Policy mandates that MCUT focus on expanding its student recruitment from Southeast Asian countries. MCUT actively engages in international education exhibitions and annual educator conferences to strengthen its global standing and build robust partnerships. In the 2023 academic year, we participated in two annual educator meetings and eight physical and online education exhibitions. For further details, please visit [the MCUT Corporate Social Responsibility website](#). Beyond forming partnerships with various institutions, we have created transnational programs in collaboration with esteemed overseas academies. Our goal is to decrease students' study duration through mutual credit recognition and to encourage involvement in international projects. All students selected for overseas study are closely monitored by our partner schools, aiming to cultivate a reliable and high-quality source of international students.

International exchange expenses in the past three academic years

Unit: NT\$

Program	Academic year	2021	2022	2023
Participation of MCUT students in local internationalization activities and overseas exchange activities		2,511,966	6,293,411	9,434,992
Participation of students from overseas sister schools in MCUT's international exchange activities		884,899	3,320,375	2,523,732
Invitation of international experts and scholars to conduct exchange lectures at MCUT and participation in overseas education exhibitions and annual meetings of educators		195,160	1,621,347	3,567,980
Scholarships and grants for overseas (non-) degree students		11,446,524	14,812,408	13,867,334
Total amount		15,038,549	26,047,541	28,876,783





Since 2021, MCUT has participated in international evaluations, such as Times Higher Education World University Rankings, to enhance its visibility and establish its brand image in the global community. We hope that through friendly competition with excellent schools worldwide, we can continually refine each measure and bolster our international competitiveness. In recent years, MCUT has actively pursued external development and collaborated with sister schools on various student exchange activities. To encourage students to step out of their comfort zones during their academic journey, we established a student overseas exchange and learning project called "MCUT Around the World" in 2017. Based on a four-part framework that includes short-term study tours, attendance at international seminars, exchange learning programs, and dual-degree studies, we aim to help students progressively gain international experience. By participating in this project, students can acquire professional knowledge in their fields, experience local cultures, improve their English and other foreign language communication skills, obtain prior international exchange experience, and significantly enhance their global perspectives.

Number of effective sister schools of MCUT and number of schools with cooperative programs in the past three academic years

Program \ Academic year	2021	2022	2023
Number of foreign sister schools	72	98	142
Number of schools with transnational Program cooperation	26	30	36
Number of admitted overseas degree students	53	57	53

Note: Cooperative programs like the dual degrees system, the 3+2 Program, and the 5+1 program.

Achievements of overseas exchanges of MCUT students in the past three academic years

Program \ Academic year	2021	2022	2023
Short-term study tours	87	110	134
International seminars	13	63	106
Exchange learning	0 ²	2	7
Dual degrees system ¹	8	5	7

Note 1: The dual degree system refers to a system under which MCUT signs a relevant agreement with a foreign university to recognize course credits mutually, and students who comply with the graduation provisions of these two universities can obtain their academic degrees simultaneously.

Note 2: No students went abroad for exchange learning in the 2021 academic year due to the impact of the pandemic.

5.1 Employee Structure

Declaration of Human Rights



明志科技大學 人權政策宣言

明志科技大學認同並支持《聯合國世界人權宣言》、《聯合國全球盟約》、《聯合國永續發展目標SDGs》、《國際勞工公約》等國際人權公約所揭示之人員保護精神與基本原則，並遵守相關勞動法規。使本校成員均能獲得合理、平等與有尊嚴的對待。本校訂定人權政策適用於所有教職員工(包含計畫人員、兼職人員、臨時人員、實習生、外包人員)，亦間接包含供應商在內之合作對象。精選下列原則以詳述人權：

1. 本校堅信多元化的職場和共融性的思緒價值，尊重多元化差異，致力創造讓多元人才得以發揮最大潛能的工作環境，不因種族、階級、語言思想、宗教、黨派、籍貫、出生地、性別、性傾向、年齡、婚姻、容貌、五官、身心障礙、星座或血型等有差別待遇或任何形式之歧視與騷擾，包含不限於聘僱、薪資、身心健康支持、學習資源與活動等範疇，並對前揭行為採取零容忍之態度。
2. 遵守所在地薪資、勞動及環境之相關法規，以確保教職員工擁有合理的工作條件及安全健康的工作環境。
3. 禁止強迫勞動。
4. 禁用童工。
5. 尊重隱私與員工自由結社之權利。
6. 營造樂於溝通的環境建立暢通勞資溝通管道，透過定期召開勞資會議、校長信箱、設置申訴窗口及處理機制等多元對話管道，促進勞資和諧。本校承諾以實際行動展現本校尊重與保護人權之責任，致力將人權之原則與精神融入核心價值及文化。

校長 劉祖華

2025 年 05 月 13 日 宣發

 明志科技大學
MING CHI UNIVERSITY OF TECHNOLOGY

Employee structure in 2024

Item \ Gender	Female	Male	Total
Number of employees	970	1300	2270
Permanent employees	138	248	386
Temporary employee	0	0	0
No Guarantee of Hour employees	610	898	1508
Full-time employees	111	95	206
Part-time employees	111	59	170

Note: The data above was calculated as of December 31, 2024. The employee structure in this table includes professors covered by public insurance, employees covered by labor insurance, and personnel outsourced through the university's endowment fund. The statistics for "No Guarantee of hour" employees are based on the labor insurance data provided by students working part-time.

The number of people with disabilities in the 2023 Academic year

Number of employees to be employed	Number of employees currently employed	Number of employees currently employed	Employment ratio (%)
8	9	0	113 %

Note: Employment ratio = (Number of employees currently employed / Number of employees to be employed) * 100%

Faculty Structure

To enhance the faculty and research capabilities at MCUT, we prioritize recruiting senior teachers with doctoral degrees and practical industry experience. We also actively encourage our teachers to pursue continuing education, obtain academic degrees, and seek promotions. From the 2020 academic year to the 2024 academic year, the ratio of senior teachers improved from 89.0% to 93.2%. The weighted student-teacher ratio at the university reached 19.5:1. In the 2023 academic year, we had a total of 207 full-time teachers, and 51 of them were foreign scholars, accounting for 24.64%. Additionally, MCUT comprehensively promotes our teachers to provide services and engage in industry-academia cooperation with key partners and Formosa Plastics Group, allowing teachers to gain a better understanding of research and development through this collaboration and provide assistance and services to the industry.

Statistics of full-time and part-time teachers in the past three academic years

Rank	Gender	2021 Academic year	2022 Academic year	2023 Academic year
Professor	Male	49	49	51
	Female	5	5	5
	Subtotal	54	54	56
Associate professor	Male	44	44	49
	Female	10	10	14
	Subtotal	54	54	63
Assistant professor	Male	53	61	59
	Female	13	15	11
	Subtotal	66	76	70
Lecturer	Male	17	14	14
	Female	4	4	4
	Subtotal	21	18	18
Others (training officer)	Male	3	3	2
	Female	1	1	0
	Subtotal	4	4	2
Total		199	206	209
Part-time teachers		166	188	170

Note: Full-time teachers are hired once every two years, while part-time teachers are employed per semester; training officers are appointed by the Ministry of Education

Employee Overview

To enhance the quality of administrative services, MCUT offers training in environmental protection, occupational safety, and hygiene for its employees. Additionally, the university organizes educational courses for employees on an irregular basis. We strongly encourage our employees to continually improve their work and engage in lifelong learning to enhance their performance. We have also established "Measures for In-service Continuing Education and Study of Employees." Full-time employees with at least two years of service may, depending on business needs or the university's overall human resources planning, receive subsidies for continuing education for academic degrees or participation in short-term study programs to earn professional certificates as a reference for promotion and performance evaluation, as long as it does not interfere with their unit's work.

○ **Number of employees in the 2023 Academic year. The number of regular employees in this table refers to the number of employees who use contracts with an unfixed term in the 2023 Academic year**

Category	Male	Female	Total
Regular employees (teachers, permanent staff and training officers)	31	52	83
Permanent research fellows (personnel hired by the university)	16	7	23
Appointed administrative personnel (included in staffing, administration fees)	27	43	70
Project personnel with a doctorate	25	9	34
Project personnel with a master's degree	49	45	94
Project personnel with a bachelor's degree (and below)	21	57	78
Part-time staff	39	16	55
Total	208	229	437

Note: There are 81 outsourced personnel in total, among whom 28 personnel work at the student restaurants, 43 personnel are responsible for gardening and cleaning, and 10 personnel serve as campus security guards.

○ **Statistics of age of full-time employees in the past three academic years**

Age	Gender	2021 Academic year	2022 Academic year	2023 Academic year
30 and below	Male	0	0	0
	Female	10	2	1
	Subtotal	10	2	1
31-50	Male	22	21	22
	Female	42	44	43
	Subtotal	64	65	65
Above 50	Male	7	8	9
	Female	9	10	8
	Subtotal	16	18	17
Total		90	85	83

Note: The contracts of permanent employees are not fixed-term contracts.

Turnover

Regarding the turnover rates of all faculty and staff at MCUT over the past three academic years, when categorized into general employees and new employees (those with less than one year of service), the turnover rate for male general employees increased from the 2021 to the 2023 academic year, while the turnover rate for female general employees remained constant. This is primarily attributed to the university's more fixed remuneration structure compared to typical enterprises. When analyzing employees by identity, it was noted that the turnover rates for both male and female employees were lower than those for teachers. This is mainly due to the fact that teachers receive relatively higher salaries and have opportunities for career advancement, leading to more frequent job changes. In contrast, employees need job vacancies for salary increases and promotions, and their positions are more stable, resulting in a lower turnover rate. Furthermore, when considering employees by age, male teachers aged 31-50 demonstrated a higher turnover rate. The increased turnover rate of faculty and staff over the age of 60 can be attributed to retirement.

Statistics of Newly Hired Personnel Over the Past Three Academic Years

Personnel			2021 Academic year		2022 Academic year		2023 Academic year	
		Gender	Male	Female	Male	Female	Male	Female
Per identity	Teacher	Number	19	1	5	1	1	0
		Ratio	11.65 %	3.13 %	3.07 %	2.56 %	0.57 %	0
	Employee	Number	1	1	4	2	0	6
		Ratio	3.45 %	1.64 %	13.79 %	3.57 %	0	11.54 %
Teacher	30 and below	Number	2	0	0	0	0	0
		Ratio	1.27 %	0	0	0	0	0
	31-50	Number	12	1	4	1	0	0
		Ratio	7.36 %	3.13 %	2.45 %	2.56 %	0	0
	Above 50	Number	5	0	1	0	1	0
		Ratio	0	0	0.61 %	0	0.57 %	0
Employee	30 and below	Number	0	1	0	1	0	1
		Ratio	0	1.64 %	0	50 %	0	1.92 %
	31-50	Number	1	0	4	1	0	5
		Ratio	3.45 %	0	13.79 %	2.27 %	0	9.62 %
	Above 50	Number	0	0	0	0	0	0
		Ratio	0	0	0	0	0	0
Total			22		12		7	
Overall employment rate (%)			22.64 %		4.18 %		2.4 %	

Note: "Overall employment rate" includes formal employees (full-time teachers, full-time employees, and appointed employees), short-term project personnel (NSTC project personnel, MOE project personnel, and industry-academic cooperation research fellows), one-year intern students, and part-time staff with general monthly salaries.

Statistics of Separating Personnel (Including Retirees) Over the Past Three Academic Years

Personnel			2021 Academic year		2022 Academic year		2023 Academic year	
			Gender	Male	Female	Male	Female	Male
Per identity	Teacher	Number	8	1	8	0	3	1
		Ratio	4.9 %	3.13 %	4.9 %	0	0.17 %	2.94 %
	Employee	Number	2	1	2	3	0	2
		Ratio	6.9 %	1.64 %	6.9 %	5.36 %	0	3.85 %
Teacher	30 and below	Number	0	0	0	0	0	0
		Ratio	0	0	0	0	0	0
	31-50	Number	2	1	4	0	0	0
		Ratio	1.23 %	3.13 %	3 %	0	0	0
	Above 50	Number	6	0	4	0	3	1
		Ratio	3.68 %	0	3 %	0	0.17 %	3.85 %
Employee	30 and below	Number	0	0	0	0	0	0
		Ratio	0	0	0	0	0	0
	31-50	Number	0	1	1	2	0	0
		Ratio	0	1.64 %	4.76 %	4.55 %	0	0
	Above 50	Number	2	0	1	1	0	2
		Ratio	6.9 %	0	12.5 %	10 %	0.17 %	3.85 %
Overall turnover rate (%)			15.33 %		5.23 %		2.05 %	

Note: "Overall employment rate" encompasses formal employees (full-time teachers, full-time employees, and appointed employees), short-term project personnel (NSTC project personnel, MOE project personnel, and industry-academic cooperation research fellows), one-year interns, and part-time staff receiving general monthly salaries.

Statistics of new one-year intern students in the past three academic years

Personnel	Academic year	2021		2022		2023	
	Gender	Male	Female	Male	Female	Male	Female
Per identity	Number of new one-year intern students	27	6	36	3	38	7
	Number of one-year intern students who resign	32	6	27	6	36	3

Note: A one-year intern student is a junior student taking an internship on campus at a four-year technical college.

5.2 Talent Attraction and Retention

Teacher evaluation and rewards encompass the entire process of assessing staff performance. The evaluation consists of assessments for both teachers and faculty. The "Measures for Evaluation of Teacher Performance and Qualifications" serve as the foundation for teacher evaluation. Each college has the authority to establish evaluation criteria and their respective weights. However, teaching, research, counseling, and service must collectively account for at least 30% of the evaluation. Teachers ranking in the bottom 5% based on evaluation scores will be referred to the university's teacher association for review. A qualification review is deemed successful only if over two-thirds of the teacher association members attend and more than half of the attendees approve. Otherwise, it is considered unsuccessful. Teachers who do not pass the evaluation will receive counseling assistance tailored by each college and must submit their own improvement plans. Teachers who do not pass the evaluation three times consecutively will not be rehired. Additionally, a promotion system is in place within a specified timeframe. The dual-track teacher evaluation mechanism supports the enhancement of teaching, research, counseling, and service quality among faculty and teachers.

To encourage teachers to participate in industry-academia collaboration and special research while enhancing their practical and academic research efforts, the Office of Research and Development offers industry-academic cooperation matchmaking services, as well as intellectual property and technology transfer services. The Innovation & Incubation Center provides firms located in the center with consulting and advisory services that cover product and technology development, finance, accounting, law, operations management, and marketing.

○ Statistics of number of teachers passing evaluation in the past three academic years

Item \ Academic year	2021	2022	2023
Pass rate	100 %	99.5 %	99.35 %

○ Number of teachers receiving awards for their outstanding research performance and the number of awards in the past three academic years

Item \ Academic year	2021	2022	2023
Total number	167	169	170
Total amount (NT\$)	41,394,897	43,054,841	59,241,648

○ Person-times and the amount subsidized by research projects in the past three academic years

Item \ Academic year	2021	2022	2023
Total number	125	177	214
Total amount (NT\$)	32,466,000	34,964,000	40,521,000

Teachers with Outstanding Teaching Performance

To enhance the quality of teaching materials, elevate teaching standards, acknowledge educators' commitment, and reward exceptional teachers, MCUT has established "Measures for Selection of Teachers with Outstanding Teaching Performance."

Award	Teaching Contribution Award	Teaching Innovation Award
Teaching Contribution Award	- The department-level teaching units investigate opinions from fresh graduates and select candidates for the teaching contribution award. - If there are fewer than ten full-time teachers in a department-level teaching unit, one teacher will be eligible to win the teaching contribution award at the relevant meeting. If there are more than ten, two teachers may be eligible. - Teachers selected by the General Education Center will teach recommended courses. - Candidates from each college will be nominated for the teaching contribution award and submitted to the university selection committee. In principle, 3-5 teachers will receive the university-level teaching contribution award each year.	- One medal - Reward: NT\$ 50,000 - Those who have won teaching contribution awards five times cumulatively will receive a medal for the National Excellent Teacher Award from the MOE and a reward of NT\$ 100,000 only.
Teaching Innovation Award	Top 3 teachers in three colleges and the General Education Center will win the college-level teaching innovation award. In comparison, the top 5 teachers in the university will win the university-level teaching innovation award, respectively, according to their teaching performance in the current year.	- One medal - Reward: NT\$ 50,000



○ Rewards provided to teachers for outstanding teaching performance in the past three academic years

Item \ Academic year	2021	2022	2023
Number of Award-Winning Teachers for Outstanding Teaching Performance	4	4	4
Total bonus amount (NT\$)	200,000	200,000	200,000

Employee Performance Evaluation

The company utilizes the "Employee Performance Evaluation Procedures" as the standard for assessing employee performance. Annually in June, the Personnel Office will provide the performance evaluation register to supervisors in each department for their review. Following this, the evaluation results will undergo verification and approval. Subsequently, the evaluated employees will be notified of their individual evaluation results. Employees achieving a grade of A in the current year's performance evaluation may be eligible for a one-grade salary increase and a predetermined performance bonus. Those scoring below 75 points will be considered to have failed. Additionally, employees whose performance evaluation results place them in the bottom 3% or below 75 points will receive a notice for performance improvement, subject to verification and approval. In such cases, affected employees are required to create improvement plans and seek guidance from their direct supervisors. Three employees failed in the evaluation conducted in the academic year 2023, and corresponding improvement plans have already been proposed. Regarding employee promotions and transfers, supervisors will recommend suitable candidates based on the established criteria. They should attach the relevant qualifications and submit their recommendations to the Personnel Office. Following a summary and review of performance evaluations from the past three consecutive years, promotion tests will be scheduled. The top-performing employees will then be evaluated and selected per the Measures for Rewarding Administrative Personnel with Excellent Services. These employees will be eligible to receive a medal and a reward of NT\$50,000.

Statistics of employee performance evaluation in the past three academic years

Item \ Academic year	2021	2022	2023
Number of promoted employees	2	3	1
Number of transferred employees	2	0	0
Administrative personnel with excellent services	3	3	2+1 team (18 individuals)

Teachers' Capacity Improvement

To enhance international academic communication, MCUT hosts annual international seminars to share the latest research and findings with distinguished scholars from around the globe. This initiative helps us remain engaged with the global academic community. Additionally, in support of international academic communication activities, we actively encourage our faculty and staff to participate in both local and international seminars. Over the past three years, MCUT has provided subsidies for a total of 236 individuals to attend overseas seminars, amounting to approximately NT\$21.6 million. Furthermore, we have subsidized 612 individuals to attend local seminars, totaling around NT\$3.39 million.

Person-times participating in foreign seminars and the subsidized amount in the past three years

Level	2022		2023		2024	
	Person-times	Subsidized amount (NT\$)	Person-times	Subsidized amount (NT\$)	Person-times	Subsidized amount (NT\$)
Professor	20	3,358,935	37	3,761,003	63	5,370,260
Associate professor	6	693,578	9	629,054	22	1,597,559
Assistant professor	11	1,061,442	23	1,711,355	44	3,369,924
Lecturer	0	0	0	0	1	54,000
Total	37	5,113,955	69	6,101,412	130	10,391,743

Person-times participating in local seminars and subsidized amount in the past three years

Level	2022		2023		2024	
	Person-times	Subsidized amount (NT\$)	Person-times	Subsidized amount (NT\$)	Person-times	Subsidized amount (NT\$)
Professor	96	555,424	62	320,433	53	254,160
Associate professor	85	570,846	63	327,308	39	206,597
Assistant professor	96	507,464	61	268,636	43	317,966
Lecturer	6	29,480	5	19,900	3	12,800
Total	283	1,663,214	191	936,277	138	791,523

Training and Education for Faculty and Staff

MCUT offers a wide range of training courses to support the professional development of its faculty and staff. These include computer-related certifications, information security, workplace safety, health education, English language skills, fire and earthquake safety, physical fitness, accounting, official document writing, communication skills, telephone etiquette, and gender equity. In the 2023 academic year, employees received an average of 19.79 hours of training, which represents a 29.8% increase compared to the 2022 academic year.

○ Average hours of education and training in the past three academic years

Academic year Gender	2021		2022		2023	
	Employee	Teacher	Employee	Teacher	Employee	Teacher
Male	35.08	27.49	35	13.84	40.24	19.45
Female	41.62	31.84	35.84	14.5	44.14	27.91
Total	39.39	28.18	40.45	13.88	42.75	19.79

Note: In the 2022 academic year, only two education and training activities were organized for teachers, each lasting more than four hours, which was fewer than the 20 activities organized in the 2021 academic year. As a result, the average hours of education and training received by teachers decreased.



5.3 Remuneration, Welfare, and Rights and Interests

To foster better relationships among colleagues, create a positive team environment, and enhance the quality of teaching and administrative services, we have established the "Committee of Faculty Welfare." This committee consists of dedicated colleagues recommended by each department. The chairperson, secretary-general, and relevant members of this committee are elected by their peers. The committee is responsible for organizing regular sports activities for faculty and staff, providing cash gifts to celebrate three festivals, offering birthday coupons, hosting year-end dinner parties, and arranging group trips for faculty and staff.



Unpaid Parental Leave for Raising Children

Statistics regarding the number of employees on unpaid parental leave to raise children in the 2024 Academic year

Item	Male	Female	Total
Number of employees qualified to apply for unpaid parental leave for raising children	11	28	39
Number of employees applying for unpaid parental leave for raising children in the current academic year	0	8	8
Application rate of unpaid parental leave for raising children	0	28.57 %	20.51 %
The number of employees who are supposed to be reinstated in the current academic year	0	5	5
Number of employees reinstated in the current academic year	0	4	4
Reinstatement rate %	0	80 %	80 %
Number of employees applying for unpaid parental leave to raise children in the previous year, and those who were reinstated	0	5	5
Number of employees who are still in service after taking unpaid parental leave for raising children and reinstated for 12 months	0	5	5
Retention rate %	0	100 %	100 %

Note: MCUT has established measures for determining the salaries of its faculty and staff. These measures clearly define the pay grades for basic salaries and the standards for salary determination for faculty and staff at each level. There are four supervisors: the president (grade 14), vice president (grade 13), student affairs director (level-1 supervisor), and academic affairs director (level-1 supervisor). Additionally, these supervisors receive managerial allowances based on regulations governing additional compensation for government officials. For teachers and employees, newly appointed teachers start at the minimum salary grade, and their salaries will increase based on relevant teaching and work experience. Employee salaries are generally determined by their educational backgrounds. Those who have served in government agencies and public schools, with seniority equivalent to the current grades, will be promoted by one salary grade for each year of service.

Male-Female Salary Ratio

Male-female salary ratio in each of the past three academic years (Male/Female)

Position \ Academic year	2021	2022	2023
Professor	0.99	1	1.02
Associate professor	1.28	1.08	0.99
Assistant professor	0.98	1.01	0.95
Lecturer	1.29	1.08	1.02
Employee	1.18	1.15	1.16

Note 1: Teachers' salaries include a basic salary, academic research expenses, and meal allowances (supervisors receive additional work bonuses and duty allowances).

Note 2: Employees' salaries consist of a basic salary, duty allowances, meal allowances, and regional allowances (supervisors receive extra work bonuses).

Note 3: The individual position with the highest total compensation is professor. The ratio between the professor and all other employees (excluding the individual with the highest total compensation) regarding the median annual total compensation is 1.95:1. Furthermore, compared to the previous year, the adjusted ratio of average annual total compensation was 1.02:1.

Ratio between male and female employees (Male/Female) regarding basic salary and remuneration in the 2023 Academic year

Item	Overall remuneration of MCUT in the 2023 Academic year
The ratio between male and female research and teaching personnel regarding basic salary and remuneration	1:1.0885
The ratio between male and female employees regarding basic salary and remuneration	1:1.0375

Note: Since MCUT has employed more female teaching and research personnel in recent years, and many female teachers were promoted from assistant professor to associate professor in the 2023 Academic year, the female remuneration ratio was higher than that of males at MCUT.

Contents of welfare, rights, and interests in past three academic years

Item (NT\$) \ Academic year	2021	2022	2023
Total remuneration	579,531,715	622,560,570	676,087,760
Welfare amount	2,300,000	2,500,000	2,750,000
Total amount of reserve for pension	21,039,311	23,383,829	28,585,949

Contents of welfare, rights, and interests

Item	Description
Year-end bonus	15 months' full salary for teachers; 2.5 months' full salary for employees.
Bonuses for three festivals	NT\$ 6,500 for Mid-Autumn Festival; NT\$ 6,500 for the Dragon Boat Festival; NT\$ 6,500 for the Spring Festival.
Performance bonus	- NT\$ 26,500 for each teacher with an "excellent" evaluation result; NT\$ 20,000 for each teacher with a "favorable" evaluation result; NT\$ 13,500 for each teacher with a "grade-A" evaluation result. - NT\$ 16,500 for each employee with an "excellent" evaluation result; NT\$ 12,500 for each employee with a "favorable" evaluation result; NT\$ 8,500 for each employee with a "grade-A" evaluation result.
Commemorative gold coin	- Commemorative gold coins will be provided for every five years of service seniority. 5 years (1.2 Mace (tsin)); 10 years (2.0 Mace (tsin)); 15 years (3.0 Mace (tsin)); 20 years (4.0 Mace (tsin)); 25 years (4.8 Mace (tsin)); 30 years (5.8 Mace (tsin)); 35 years (6.8 Mace (tsin)); 40 years (7.8 Mace (tsin)); 45 years (8.8 Mace (tsin)). The Mace (tsin) is a Chinese unit for weight measurement; it equals 5g.
Funeral and wedding subsidies	NT\$3,200 will be paid uniformly as a funeral or wedding subsidy in the chairman's name. Furthermore, additional subsidies will be provided to direct supervisors at each level on such occasions.
Medical subsidies	Medical subsidies (a 30%–40% discount) will be provided for employees and their family dependents (parents and children) at Chang Gung University. The number of subsidizing times is unlimited (for health insurance items). The medical subsidies will be paid together with salaries in the next month.
Health insurance	All faculty and staff participate in insurance for government employees and teachers, and health insurance (family dependents can also participate in health insurance). All technical workers, fellow workers, and professional assistants also participate in labor insurance and health insurance (family dependents can also participate in health insurance).
Health checkup	- Regular health checkups are scheduled annually with the following frequency: for individuals under 30, checkups occur once every five years; for those aged 30 to 45, they occur once every three years; for people aged 45 to 65, they occur once every two years; and for individuals over 65, they occur annually. - Before reporting for work, new faculty and staff will be required to undergo health checkups. Only those with health checkup results confirmed by their employer's supervisors may be employed. The health checkup records shall be retained by the Office of Environmental Protection, Occupational Safety, and Hygiene for at least ten years.
Retirement pension	The faculty and staff of MCUT are classified as public insurance covered personnel and labor insurance covered personnel: - The new retirement pension system for public insurance covered personnel of private schools will be funded monthly by the individual, the school and the government at the ratios of 35%, 32.5% and 32.5%, respectively. Besides, retirees' endowment annuity will be issued monthly. - For labor insurance covered personnel, MCUT will set aside 6%, and the individual voluntarily pays 0–6% of his/her monthly salary to the labor pension individual account opened at the Bureau of Labor Insurance, according to the work rules of MCUT for personnel subject to the Labor Standards Act. There was one employee subject to the old pension system (a special account opened at the Bank of Taiwan).



明志科技大學

大學社會責任實踐計畫

113年度執行成果年報



北臺首學帶狀文物館深耕計畫

計畫主持人 | 蒲彥光 通識教育中心 教授兼主任

(一) 問題意識與計畫目標

本期計畫承接第二期計畫「北臺首學帶狀文物館行動計畫」，根據社會設計課程和社區培力課程，進行在地對話，蒐集居民對泰山、新莊、五股、林口等四個場域內待改善問題，欲運用本校專業延續「北臺首學」明志書院辦學精神。(1)書院與社區營造：缺乏文化永續行動人才、行銷策略。(2) 環境監測與教育：缺乏河川專業監測技術、環保社群合作。(3) 新住民及其子女：亟需提供新住民和其二代社會支持。(4) 支持在地產業與移工：缺乏設置支持社群與技能培力課程。

(二) 執行策略及重點

本計畫重視利害關係人意見之蒐集，匯集社區居民、本校師生和重要夥伴們對於在地需求和待改善問題，進一步藉由本校培力課程、跨校合作、外部合作專案等形式，針對場域問題進行探討尋求解決方式，凝聚對在地議題的共識。

在書院與社區營造議題上：透過「人才培育課程」、「建置地方品牌形象」，型塑文化資源價值。環境監測與教育方面，藉由「培訓跨淡水河流域專業人才」、「發展環境教育特色課程」、「水域行動跨界結盟」，推動公民自主環保運動以及跨界環境教育。在新住民及其子女方面，設置「新住民關懷站」，協助國中小推動多元文化課程，建構母語教師社群，提供新二代兒少發聲管道。最後，支持在地產業與移工：與企業合作在地技藝傳承，與市府舉辦東南亞文化季，提供移工支持性課程。

(三) 實質進度及計畫亮點

書院與社區營造

(1) 觀音山在地知識學跨領域學分學程（開放全校選修）

本校為提升學生學習場域知識，投入社區議題，於111學年下學期起設置「觀音山在地知識學跨領域學分學程」，將參與教師開設之實踐在地社區關懷相關課程結合設計為學分學程，增加校園特色學程，鼓勵師生參與場域議題。藉由學分學程之教育實踐行動，豐富教師永續議題課程內容，培養學生對社區環境社會永續議題的見地與能力，並透過實地參與場域踏查，更進一步認識大學週邊區域特色，繼而投身社區相關議題之服務學習。期許提升學生人文意識，並結合學生所學科系專業回饋地方，成為本校實踐大學社會責任計畫一大亮點。



本校USR人才培育課程地圖

(2) 2024泰山獅王文化節系列活動

本校針對明志書院260週年與頂泰山巖270週年規劃一系列紀念慶祝活動，串聯各界夥伴推廣在地文化。112年辦理「泰山區明志書院全志」新書發表會暨書院獎學金頒獎典禮、明志書院文化藝術節頒獎典禮、明志書院祭典暨顯應祖師聖誕、廟埕音樂會等活動。



(3) 企業合作：台積電慈善基金會-國小學童科普教育

因應教育部 108 課綱重視科技教育與實作探究，明志科技大學和台積電慈善基金會再度合作，來到五股區的更寮國小，推廣科普實驗遊戲和 AI 程式設計課程，培養56位四年級小朋友的科學思維！



(4) 南亞科技-2024泰山祈天鼓慶廟埕音樂會

今年適逢頂泰山巖建廟270週年，明志科技大學特別邀請在地表演團體一同慶賀，不僅是一場鼓藝慶典，更融入廟宇文化的傳承與創新，藉由鼓藝串聯地方藝文，為泰山帶來更多亮點。

泰山廟埕音樂會由一群號稱千歲團「頂泰山巖鼓藝團」和由多元民族組成的「明志科技大學鼓藝文化社」聯合揭開序幕，以圍繞觀眾席的擊鼓陣行，打破舞台和觀賞者的界線，讓大小朋友近距離欣賞擊鼓。隨後專業的「豐鼓藝術」、「芭比薇兒舞團」及「舞擊線藝術」等各具特色的三個鼓團接連精彩演出，展現多元類型的鼓樂，並與民眾歡樂互動，為廟埕增加年輕熱鬧聲響，帶給大家一個愉悅歡樂的夜晚。



環境監測與教育

(1) 淨灘與淡水河獨木舟活動

明志科技大學攜手新北市環保局於5月4日舉辦「113年度春季聯合淨溪灘活動」，淨灘主場地位於金山區磺港金青沙灘，參與夥伴包括：新北市各區水環境巡守隊、金山區公所、在地里長、環保志工、義工、海巡署第二岸巡隊、台灣電力公司第二核能發電廠、遠東百貨股份有限公司、義隆電子股份有限公司、圓展科技有限公司等，本次淨灘共計清出2,359公斤垃圾及884公斤資源回收物，用實際行動愛護地球。

今年同時攜手荒野保護協會舉辦獨木舟活動，帶領校內師生與場域夥伴們親近淡水河水域同時進行移除外來物種小花蔓澤蘭的任務，成為本校實踐大學社會責任計畫之一大亮點。



(2) 環境空拍體驗營

協同鄰近的五股國中合辦空拍機體驗營隊，空拍機體驗營隊參與學生約100人，透過做中學的實際操作讓科技與生活體驗更加融合。同時透過空拍機的操作欣賞自然美景。



(3) 「綠生活12階」環境教育課程

「淨零綠生活」是台灣2050淨零轉型12項關鍵戰略之一，台灣淨零轉型需從推動「淨零綠生活」開始，包括全民食、衣、住、行、育、樂、購的行為及消費模式改變，進而促使產業供給端的改變，降低溫室氣體排放，綠生活是一種友善環境的生活方式。本校推動「綠生活12階」之手作課程，發展更多愛護地球的行動和知識。



新住民及其子女

(1) 新住民家庭關懷服務站

本校於校內設置新住民家庭關懷服務站，建立地方新住民的活動中心，凝聚新住民與社區民眾，建立社區並培養團隊推廣新住民文化。



(2) 多元文化課程

媒介新住民講師至各級學校辦理多元文化課程，內容含括東南亞各國傳統文化、節日、點心及手作，滿足孩子們求知的欲望和豐富他們的生活體驗。



(3) 印尼、越南補充教材

本校持續支持新住民家庭及其二代，在新二代教材合作基礎上，建構全國性教學社群，發展新二代教學活動及網路，支持新住民家長成為文化講師。本校師生協同新住民母語教師共同編輯印尼語及越南語補充教材，廣受新住民語文教師信任及採用，免費索取的各級學校次數已達 3 4 8 間學校。近期亦規劃增修，期望可增加學童對新住民語言學習的興趣與學習效益。



(4) 東南亞系列繪本

本計畫持續數年執行的雙語繪本製作，與本校學生合作繪製東南亞傳統故事繪本，自109年開始出版印尼「不孝的馬林」、110年泰國「海螺王子」，至112年度的「粽子與麻糬」雙語繪本。透過繪本讓新住民媽媽能夠藉由傳統故事對孩子講述家鄉文化，提供新住民子女閱讀母親的母語故事。同時藉由東南亞傳統故事繪本，讓台灣本土社群、新住民及新二代對東南亞文化有進一步的接觸與認識，深化新住民社群與台灣地緣連結。



國際移工支持

(1) 國際移工華語課程

新北市為移工人口數第三多的縣市，分別來自越南、菲律賓、印尼、泰國等四個國家。截至113年1月全國移工人口數已達到76萬8千多人，已然是台灣重要的勞動人口。本計畫持續支持勞工議題，期盼呼應勞動部的移工留才久用方案，強化移工人文素養教育與技職訓練，展現臺灣社會尊重、包容多元文化的面貌。華語文教育有別於傳統的中文教育，主要服務對象印尼、越南、泰國、菲律賓四國移工，透過教授基本數字、詞彙及簡單短語，並實施模擬試題練習，提升移工的華語能力。



(2) 印尼詩文競賽

本校長期關注東南亞移工議題，持續多年辦理印尼詩文競賽。2024年印尼詩文競賽從全國各地一共收到26件作品，最終由現居台北市士林區的移工看護Ayu Fitria Handayani榮獲第一名，8月25日在新北市府廣場與其他6名優勝者由駐台印尼經濟貿易代表處授獎，接受公開表揚。



(3) 國際移工體育競賽

為體恤移工朋友們的辛勞，藉由各式活動釋放其工作壓力及紓解其思鄉情懷，邀請來自越南、印尼、菲律賓、馬來西亞、泰國等五個國家的移工及新住民朋友參賽交流。113年度國際移工羽球競賽吸引了近100位來自台灣各地的新住民及移工朋友們一起流汗。



(四). 附錄

績效指標達成情形

實踐議題	執行策略	績效指標	113年度	
			目標值	達成值
書院與社區營造	1-1 人才培育扎根	1-1-1 辦理新生認識在地文化課程	10堂	10堂
		1-1-2 開設文化行銷設計課程	3門課	3門課
		1-1-3 辦理相關跨校SIG成果展	1場次	1場次
		1-1-4 辦理地方文化主題種子教師培訓工作坊	4場次	4場次
	1-2 建構出永續教育的示範基地	1-2-1 辦理地方特色輕旅行	8場次	8場次
		1-2-2 共創觀音山地方知識學常設展	5場次	5場次
		1-2-3 論壇	2場次	2場次
	1-3 形塑文化資源價值	1-3-1 建置地方品牌形象	1項目	1項目
		1-3-2 辦理全國書院聯誼活動	1場次	1場次
		1-3-3 辦理文化慶典	3場次	3場次
環境檢測與教育	2-1 培訓跨流域聯盟技術專業人才	2-1-1 辦理新泰五林聯合淨山、淨溪、淨灘活動	2場次	2場次
		2-1-2 招收在地巡守隊員	30人次	30人次
		2-1-3 成立新泰五林生活圈流域監測聯盟	1式	1式
	2-2 發展環境教育特色課程及行動項目	2-2-1 編輯在地環境教育教材	1冊	1冊
		2-2-2 編輯場域環境教育年報	1冊	1冊
		2-2-3 特色環境教育課程	15梯次	15梯次
		2-2-4 空拍機、水下無機訓練課程	15梯次	15梯次
		2-2-5 辦理全國環境關懷設計競賽	1場	1場
	2-3 推動公民意識覺醒及跨領域結盟	2-3-1 辦理在地公民環境論壇	2場	2場
		2-3-2 培訓在地公民記者	30人次	30人次
		2-3-3 荒野保護協會淡水河調查計畫	1式	1式

實踐議題	執行策略	績效指標	113年度	
			目標值	達成值
環境檢測與教育	2-3 推動公民意識覺醒 及跨領域結盟	2-3-4 愛自造協會看見家鄉計畫	1式	1式
		2-3-5 協辦新北市政府聯合環境行動	2場次	2場次
新住民及其子女	3-1 社區凝聚、深耕場 域、推動文化	3-1-1 新住民關懷服務站關懷業務擴 大	全年度	全年度
		3-1-2 志工活動	4場	4場
	3-2 優質教育創造共學 環境	3-2-1 新住民培力課程及文化活動	16場	16場
		3-2-2 新住民親子活動	6場	6場
		3-2-3 在地多元文化課程	60堂	60堂
	3-3 跨域合作創新內容	3-3-1 新臺灣之子徵文競賽	20周	20周
		3-3-2 開辦新二代課後輔導	12堂	12堂
		3-3-3 培力課程及文化活動	16場	16場
	3-4 新住民、在地居民 人才共同創造	3-4-1 特色節日活動	3場	3場
		3-4-2 輔導地區新住民成立社團	1組	1組
支持在地產業與 移工	4-1 提供外籍移工發展 教育	4-1-1 推動全國性國際移工寫作活動	1場次	1場次
		4-1-2 推辦東南亞傳統節日活動	1場次	1場次
		4-1-3 培力課程－辦理語言課程	30場次	30場次
		4-1-4 培力課程－開設專業技能班	14場次	14場次
	4-2 提升外籍移工身心 涵養	4-2-1 國際移工體育競賽	2場次	2場次
		4-2-2 藝文活動－全國性移工攝影競 賽	1場次	1場次
		4-2-3 藝文活動-東南亞文化推廣	2場次	2場次
	4-3 支持在地技藝搶救 與傳承	4-2-4 辦理在地技藝體驗營	1場次	1場次

亮點活動剪影



彩繪泰山寫生比賽：頂泰山巖主祀顯應祖師，德澤普施，是新北市泰山區的信仰中心，更是一座無價的東方藝術殿堂，為慶祝建巖270週年，本校與南亞科技股份有限公司和新北市泰山藝文協會合作辦理「2024彩繪泰山寫生比賽」，以發掘古蹟之美為題，號召全國178位繪畫愛好者一展才藝。

本校偕同台北市野鳥學會、荒野保護協會、經濟部第10河川分署、羅浮童軍濕地生態興趣小組、新北市環保局及新北市高灘處等，進行「光灘淨溪」行動。60位志工不畏颱風前的風雨，移除紅樹林的增生苗，以及清理灘塗垃圾。志工們一共清理了數百支紅樹林增生苗，並移除近250公斤的垃圾，讓泥灘地重新煥發生機。



本校辦理「東南亞文化市集暨移工攝影展」活動當日吸引來自各地的新住民、移工及社區居民，參與人數達280人次，為校園一角增添豐富的異國風情。當日匯聚各式各樣的東南亞美食攤位，緬甸、柬埔寨、印尼、馬來西亞、越南等美食隨手可得！還有精緻的文化展品和精彩的舞蹈表演。

小小實踐家夏令營以國小四-六年級學童為招收對象，規劃本計畫項下各場域議題之實踐課程，包括在地技藝體驗、老街與廟宇、美學藝術、東南亞文化分享與手作課程等豐富孩子們的課外知識與多元文化之包容與尊重。本活動特別感謝新北市政府教育局新住民國際文教科林玉婷科長及本校國際事務處李潔嵐國際長蒞臨指導。



第九屆新臺灣之子徵文競賽得獎作品精選

國小甲組（1~3年級）

第三名 昌平國小陳俊亦 〈月亮風〉

有一天，媽媽打開一首旋律悠揚的歌曲，它的名稱是：「月亮風」，歌曲聽起來輕快美妙，好好聽啊！我問媽媽那是什麼歌？媽媽說：「月亮風箏」，這是一首馬來馬來西亞兒歌，也代表馬來西亞的文化。

之後媽媽隨即播放一部他們在製作月亮的影片。首先他們把一根又一根的竹子，泡在泥水裡兩週，讓竹子變軟，這樣比較好作骨架，在編織時把竹子摺彎彎的，像是月亮，固定後，把竹子的交叉點綁一網，再鋪上一層色紙和畫上些花圖案就大功告成了。

影片中大家一起分工合作做風箏並且接部就班，不疾不徐，通過大家的努力才能完成，這也是媽媽教導我面對任何事的學習態度。

國小乙組（4~6年級）

第一名 鷺江國小李婕芳 〈和爸爸/媽媽一起唱的歌〉

我的媽媽來自柬埔寨，媽媽的柬埔寨名字是 ពាន ស៊ីរីសុខា，中文音譯的名字潘喜玲。

我的名字叫李婕芳，我在金邊出生的。我的父母是在柬埔寨認識的，爸爸是被台灣公司派到柬埔寨上班時看到我貌美如花的媽媽，才認識到我媽媽的，後來就在柬埔寨結婚，並且生下了我。

有一天的星期天下午兩點學期有開放，媽媽帶著我、弟弟和妹妹一起到學校散步打球，我記得那天的天氣很晴朗，陽光灑在操場上，我和媽媽站在一起。媽媽黝黑的臉上總是掛著淡淡的溫暖微笑，在我心裡就像太陽花一樣讓我溫暖。

媽媽來到台灣已經超過十年了，但是媽媽回家看外婆的次數沒有超過五次，最近一次回家看外婆已經是四年前的事了！是因為疫情關係，我們一家五口已經很久沒有回到柬埔寨探望外婆了，我很想念外婆與表姊、妹們，雖然我的柬埔寨語發言不標準，但我還是有勇氣的講出來，即使是錯的。因為爸爸時常跟我說，愛一定要說出口！不要你的發音是對還是錯，只要我有用心在努力表達對外婆的愛與表姊表妹們的愛，家人都會感受到的，因為愛是世界上最容易被感受到的。

有一首歌，我們一家五口都會唱，這首歌我們還會打視訊與外婆同唱。這首歌就是-柬埔寨文的 វិគាយថ្ងៃកំណើត；中文是祝你生日快樂，每年外婆生日、我的生或弟弟、妹妹生日時，我們一家都會和外婆一起視訊唱這首歌的柬埔寨文版本、中文版本。每當我們在唱這首歌時，媽媽的聲音格外溫柔而有力量，彷彿像一股暖暖的清風，透過微弱的生日蠟燭光照耀著我心裡小小的太陽花花園。

這就是爸爸、媽媽與我的故事，也是新台灣之子的家庭故事，更是我父母因為愛跨越國界的故事。在疫情發生的那幾年中，我們一家人的歌聲透過視訊網路便利，傳遞到千里之外的外婆心中。因為科技的便利幫助了我們一家人搭起這一座橋梁，讓我與我們柬埔寨一家人們可以連接在一起，成為千里之外最親密的家人。

牽起「連帶」的橋、對抗遺忘： 樂生保留運動2024

樂生保留運動，自1994年捷運機廠選定此地，預計拆除院區引發抗爭。二十年來，捲動許多學生與民間運動加入，推動樂生療養院的文化、歷史、環境、公衛、人權等多元價值被政府肯認，院民的不懈努力，方促使重建與紀念園區的發想得到確立。

然而，紀念園區牽涉眾多：重建項目如何回復以往社區地景、呈現隔離歷史；修繕工程如何兼顧年長院民晚年安養與就近受醫療照護的權利；長年象徵抗爭運動的公眾活動院舍，如何在未來持續與台灣社會溝通、傳遞人權與民主精神，民間與政府仍有諸多齟齬。



2024年，青年樂生聯盟從世代、議題空間、國際串聯等視角串聯，為漢生病院保存議題的關注打開一扇窗。

我們與台大城鄉所學生合作修復，在2006年由當時城鄉所師生製作的「樂生保留方案模型」，並將成品帶至當年的共生音樂節展出。希望向觀眾說明樂生運動如何打破保存與發展的對立，又如何面對現今文資保存與院民生活的對立。

校園部分，我們與司改會合作，在台大舉辦樂生與冤獄議題的聯展，看見國家暴力與監禁對人的影響，以及如何透過公共政策，協助其賦歸社會、重拾尊嚴。此外也走訪都市原住民族河岸部落、都市平價住宅與該地蹲點組織交流，探討都市發展的空間政治。

長年相互聲援的「蔡瑞月舞蹈社」，今年遭逢類似爭議，也一同合辦講座，探討民間組織長期營運人權與文化、藝術等複合意義結合文化資產的意義與制度挑戰。

在樂生院，我們持續與大專院校教師（如明志科技大學每年進行的通識踏查課程）、高中、周遭國小教師或社團合作，舉辦院區導覽認識阿公阿嬤們生活的家園，並與長輩們互動。此外，我們在目前遭遇重重封鎖的院區空間中，持續舉辦活動，如「唱出我們的歌」集會、邀請樂生保留運動孕育的組織「海筆子」，回到樂生進行走唱會祈福，繼續將院民的故事、歌聲、對於家園的盼望帶往社會大眾。

漢生病院保存議題除了台灣樂生，也在東亞諸多國家引發關注。我們參與清華大學合辦「記憶東（南）亞：漢生病與轉型正義研討會」，與來自韓國、日本、馬來西亞等地的學者交流。更有幸邀請過往反省日本強制隔離政策、聲援台灣樂生運動的宗教組織日本「真宗大谷派」拜訪樂生院，以及受日韓辯護律師團之邀，前往南韓參與人權運動交流記者會，吸收國際經驗。

無論是過往的國際朋友、台灣其他議題場域耕耘的夥伴、大學校園內年輕的聲音、或是長年社會運動積累的專業者社群，我們將持續化連結為力量，推動樂生院成為院民與民間共同合作，真正保留歷史見證者生命經驗、傳遞人權精神的「樂生園區」。



青年樂生聯盟