國立成功大學「發展國際一流大學及頂尖研究中心計畫」
延攬優秀人才工作報告表
NCKU Project of Promoting Academic Excellence & Developing World Class Research Centers
Work Report Form for Distinguished Scholars

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<th>絭聘 continuation of employment</th>
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受聘者姓名 Name of the Employee
張惠華 Louis W. Chang

研究或教學或科技研發與管理計畫名稱
The project title of research, teaching, technology development and management
Research and Faculty Development at NCKU

計畫主持人 (申請單位主管)
Project Investigator (Head of Department/Center)
黃文星

補助延聘編號
Grant Number
HUA 100-12-18-188

一、研究、教學、科技研發與管理工作全程經過概述。（由受聘人填寫）
Please summarize the entire research, teaching, or science and technology R&D and management work process (To be completed by the employee)

二、研究或教學或科技研發與管理成效評估（由計畫主持人或單位主管填寫）
Please evaluate the performance of research, teaching or science and technology R&D and management Work: (To be completed by Project Investigator or Head of Department/Center)

(1) 是否達到延攬預期目標？
   Has the expected goal of recruitment been achieved?

(2) 研究或教學或科技研發與管理的方法、專業知識及進度如何？
   What are the methods, professional knowledge, and progress of the research, teaching, or R&D and management work?

(3) 受延攬人之研究或教學或科技研發與管理成果對該計畫(或貴單位)助益如何？
   How have the research, teaching, or R&D and management results of the employed person given benefit to the project (or your unit)?

(4) 受延攬人於補助期間對貴單位或國內相關學術科技領域助益如何？
   How has the employed person, during his or her term of employment, benefited your unit or the relevant domestic academic field?

(5) 具體工作績效或研究或教學或科技研發與管理成果：
   Please describe the specific work performance, or the results of research, teaching, or R&D and management work:

(6) 是否續聘受聘人？Will you continue hiring the employed person? □續聘 Yes □不續聘 No

※ 此報告表篇幅以三～四頁為原則。This report form should be limited to 3-4 pages in principle.
※ 此表格可上頂尖大學網頁/辦法、表格下載/綜合業務組下載。
This report form can be downloaded in [http://www.ncku.edu.tw/~top/top_web/C/lawcom.HTM](http://www.ncku.edu.tw/~top/top_web/C/lawcom.HTM)
REPORT

The primary purpose of my visit to NCKU between 8/15/11 – 9/30/11 is to provide assistance to President Hwung and to Director Weng-Sing Hwang of the Research & Development Office. Specific assignments and activities for this time period included, but not limited to, the following:

1. Review and comment on the Central Developmental Plans by all 9 Colleges, 7 Research Centers, the NCKU Hospital, and all the administrative offices and departments at NCKU.

2. Visit with Deans and Directors of various Colleges, Centers, and Institutes to understand their situations, frustrations, and desires so that appropriate advice may be provided to them in elevating the KPIs and in developing better “niche” or foci in their research.

3. Discuss with the Director of Research & Development (Prof. WS Hwang) on the new Germination Program, thoughts on “5 Year’s Vision for NCKU”, and strategies for “top down” management at NCKU.

4. Meet and Discuss with the Assoc. Director of R&D Office (Prof. JF Yang) and visit the TOUCH Center.

5. Meet and discuss with Dir. JY Chang of NHRI Cancer Research Institute on research collaborations.

6. Visit various faculties at the Institute of Molecular Medicine on research issues.

7. Meet and discuss with the Dean and Assoc. Deans of the College of Medicine as well as with the Superintendent of the NCKU Hospital on various issues of importance.

8. Meet and discuss with Executive Vice President Yan on general developmental plans for NCKU.

9. Meet and discuss with Prof. IJ Su and Director HY Lei on the situation with the Infectious Disease Research Center.

10. Meet and discuss with Vice President Jenny Su on issues of Internationalization.
Meetings to review the Central Development Plans of 9 Colleges and 7 Research Center were conducted on August 24, 2011 and those of the NCKU Hospital and all 16 administrative and service departments were conducted on September 19, 2011. These were intensive reviews. Each unit presented their Central Research Plans for developments. The Review Panelists consisted very senior and distinguished professors (including past Presidents of NCKU) and provided each College, Center, and administrative units with very in depth reviews, constructive criticisms, and frank comments on their SWOTs, foci, plans, and strategies. I was also asked to prepare summary reports on these reviews and comments. Such reports (three sets) have been submitted to the R&D Office and to President Hwung.

I was asked about my opinions and thoughts on the “5 Year’s Vision for NCKU” and the “Top Down” management issues. I had discussed this with both Director Hwang and Assoc. Director Yang of the Office of Research & Development. I had provided them and President Hwung written reports on my thoughts. Hopefully, they will find my thoughts helpful.

Meeting with the Executive Vice President Yan was indeed a pleasure and got to understand more the issues that NCKU were facing. Executive VP Yan was very supportive to the activities that R&D Office and I were advancing. Likewise, my meeting with Assoc. Director Yang (R&D Office) was a very pleasant one. Assoc. Dir. Yang agreed to work with me together to assist Director WS Hwang in every assignment that we faced. We have also discussed at length on the development of the Germinating Program which will identify and support innovative research ideas from young faculties and scientists at NCKU. With some of our ideas and suggestions, Director WS Hwang went to present and defend this Program at the National Science Council and met with apparent success. It is hopeful that NCKU will receive funding supports for this Program.

During the last few weeks, I have met with many College Deans and Center Directors and helped them to identify unique niches in their Colleges and Centers. For example, I have suggested the College of Biosciences & Biotechnology to develop their own research characters by focusing their research, for example, on ecological changes rather than in medical issues (while collaborations with College of Medicine should still be encouraged). I have also visited the College of Sciences, the Center for Micro/Nano Technology Research, the TOUCH Center, etc., etc. and become more clear on the situations, visions, and frustrations, in these Colleges and Centers. This information will be very valuable to me in providing them with advices and assistances.

Research potentials in the College of Medicine are very strong yet too diversified. More focus and interactive efforts are needed. Via my discussions with Dean Lin of College
of Medicine, Superintendent Lin of NCKU Hospital, and Director Chang of NHRI Cancer Institute, we all agreed that the easiest way to become “number 1” is to be “unique” and through teamwork. We will identify an unique cancer research which we can collaborate on with good opportunity in becoming “number 1” research team in the world. Tentatively, we are targeting our thoughts on pancreatic cancer which is becoming more concerning yet without world leading research groups. I will continue to encourage and plan the establishment of this “NCKU pancreatic cancer research team” (NCKU College of Medicine, NCKU Hospital, and NHRI Cancer Institute) when I return to NCKU this November.

A sudden lost of leadership in the Center for Infectious Disease is a big concern. A full time Director is very much needed to assure success of this Center. I have recently helped to recruit a new faculty (Dr. Oscar Perng) from USA to join this Center. I have suggested various options to secure the leadership in this Center to President Hwung and to Director WS Hwang. It is my hope that this problem will be resolved.

My discussion and strategies on internationalization for NCKU were well received by Vice President Jenny Su. Recently I had established international interactive platforms in USA for faculties and students of NCKU. Chinese faculties at Emory University (medical scientists, especially in area of infectious diseases) and faculties at Georgia Tech. (engineering) in Atlanta were summoned by me to form interactive resources for NCKU. Faculties and students may visit Emory or Georgia Tech via these Chinese faculties in USA and cross-training programs between NCKU and Emory or Georgia Tech can also be established in the future. I will continue to work with Vice President Su in the enhancement of internationalization for NCKU as directed by Vice President Su.

This is a short visit (45 days) to NCKU. Many things were discussed and much has been accomplished. Especially important was the review on all 9 Colleges, 7 Centers, 1 Hospital, and 16 administrative departments and offices at NCKU. It is hopeful that improvements will come about through our reviews and comments. Much works and issues still need to be followed and efforts be continued. My next visit is scheduled to be in November/December. Looking forward to continue working with the Office of Research & Development and with President Hwung for the advancement of NCKU.
二、研究或教學或科技研發與管理成效評估（由計畫主持人或單位主管填寫）

Please evaluate the performance of research, teaching or science and technology R&D and management work: (To be completed by Project Investigator or Head of Department/Center)

(1) 是否達到延攬預期目標？

Has the expected goal of recruitment been achieved?

Yes. Prof. Chang has been most helpful in meeting and discussing with various Colleges and Centers and gave incisive and constructive criticisms during the Review of Colleges and Centers. Prof. Chang also summarized all the Panelists' comments during the Review for the benefits of the Colleges and Centers.

(2) 研究或教學或科技研發與管理的方法、專業知識及進度如何？

What are the methods, professional knowledge, and progress of the research, teaching, or R&D and management work?

Prof. Chang has extensive experience in both academia, research institutes, governments, and private sectors. His vast experiences are invaluable to us. With his advises and guidance, many Colleges and Centers already benefited from his wisdom and experience.

(3) 受延攬人之研究或教學或科技研發與管理成果對該計畫(或貴單位)助益如何？

How have the research, teaching, or R&D and management results of the employed person given benefit to the project (or your unit)?

Our unit is the Office of Research & Development. Prof. Chang’s efforts in assisting all Colleges and Centers to advance themselves both administratively, academically, and technically are of great value to ORD for future developmental plans and strategies at NCKU.

(4) 受延攬人於補助期間對貴單位或國內相關學術科技領域助益如何？

How has the employed person, during his or her term of employment, benefited your unit or the relevant domestic academic field?

NCKU is determined to function more efficiently and effectively in education, research and administration. We have learned and benefited much from Prof. Chang’s assistance.

(5) 具體工作績效或研究或教學或科技研發與管理成果：

Please describe the specific work performance, or the results of research, teaching, or R&D and management work:

The ORD is to provide plans, strategies, guidelines, and monitoring on the current function and future developments at NCKU. Professor Chang has assisted us in every aspect in these including, but not limited to, providing comments, critiques, suggestions, and recommendations on many issues that we invited him to participate. Because of his assistance, the ORD developed new concepts and novo strategies in many of our approaches. We are hopeful that we will provide better guidance and management of many issues and problems that we have confronted. Prof. Chang has contributed much and was most helpful. Rome is not built in one day. We look forward to have his continued advice and assistance in the future.

(6) 是否續聘受聘人？Will you continue hiring the employed person？

□ 續聘 Yes ■ 不續聘 No