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

□ 續聘 continuation of employment  ■ 異職 resignation

99年4月20日更新

<table>
<thead>
<tr>
<th>受聘者姓名</th>
<th>Name of the Employee</th>
<th>性別</th>
<th>Period of Employment</th>
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<tbody>
<tr>
<td>Louis W. CHANG</td>
<td>張惠華</td>
<td>Male</td>
<td>From 2012年4月05日 (y) to 2012年4月30日 (d)</td>
<td>Project Investigator (Head of Department/Center)</td>
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</tbody>
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研究或教學或科技研發與管理計劃名稱
The project title of research, teaching, technology development and management

協助研究處及邁向頂尖大學計畫推動總中心規劃擬定辦法、修訂辦法、審訂程序、推動執行(1)攻頂計畫(2)萌芽計畫(3)貴重儀器採購及處置(4)負責撰寫國立成功大學英文宣傳文宣若干篇，以利提升成大國際能見度

補助延聘編號
Grant Number

HUA101 - 12 - 18 - 300

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)

See page 2-4

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_web/C/lawcom.HTM
This is a short visit to NCKU (about 3 weeks). In such short visit, I have met with President Hwung, Vice Pres. Yan, Vice Pres. Su, Dir. Hwang of ORD, Dir. Chen of Center for Technical Transfers, Dir. Huang of Office of International Affairs, Dir. Chang of NHRI at NCKU, Dean Lin of College of Medicine, Assoc. Deans Lai and Wu of College of Medicine, and Dir. Wang of Institute of Biotechnology, etc. on various issues of importance. Such visits allowed me to gain better perception on various issues and concerns at NCKU. Such perception will allow be to provide better “advices” to ORD as well as to President Hwung. While all “seemed” to be “business as usual”, I sensed an unusually low morale among many people (including general faculties) that I have talked with this time. This may reflect overall despairs and frustrations at base levels (faculties) and even at middle administrative levels (Institute/Center Directors and Deans) in NCKU. Early attention and better strategies and corrective leadership may be needed to induce new motivations and “fire” again to the faculties.

I was invited to visit all the faculties and staffs at the Institute of BioTechnology and at the Center for Technical Transfer. These were very pleasant and positive visits. I was pleased to see that both Dir. Wang and Dir. Chen were providing youthful leadership to this Institute and Center respectively. I hope that Dr. Chen will gain “freer” hand and independence in his leadership and his Center which should be viewed as the critical point in “translating” academic accomplishments into applied excellence. If this Center can be operated in the mode of “semi-private” (under “Foundation” operation) may be even more efficient and effective. Likewise, faculties in the Institute of Biotechnology can form “teams” and partnerships with people in both College of Medicine and Engineering to achieve unique strengths for NCKU. I am very pleased to see such potentials at NCKU.

I have also worked with Dr. C.H. Lin of ORD very closely to establish guidelines for research proposal selections as well as for “awards” for distinguished research of
young faculties. I hope that these guidelines will be helpful ORD and NCKU. I also hope that these research programs will stimulate and motivate research activities by students and young faculties at NCKU.

In addition to the missions that ORD have discussed with me needing my assistance during this visit, I was “requested” by “someone” to assist in preparing promotional writings (in English) for enhancement of recognition and internationalization of NCKU even before I came to NCKU this time. (Although no one has actually identified himself/herself in making such request, I have the impression that this request was made via the Office for Top University Advancement). However, despite my multiple notices to ORD and to the manager of the Office for Top University Advancement (Dr. Lin) to meet with me on this task, I received no response or instruction on this issue. (Dr. C.H. Lin of ORD later told me that they did not make such request. Neither Vice Pres. Su or Dir Huang of the Office of International Affairs Office seemed to be aware of such “request” either when I met with them). I was very willing to assist and contribute to NCKU on this issue as requested. Unfortunately, “this person” who has made such request never approached me and follows up with such request. To this, I can only express my deepest regret because it is not my habit of not completing my “assignment” or accomplishing my mission. I hope that such “broken communications” will not occur again in the future at NCKU. (Open and direct communication is very much need at all levels of administration. I just wonder why the person who has “added in” such special request for my assistance never has the courtesy or professionalism to identify himself/herself or responded to my notices when I am at NCKU).

During this visit, I have also participated in the review on the Central Planning of NCKU. I was one of 5 reviewers (the other 3 were all past President of NCKU and the other one the President of another university). The reviewers (being all have experiences as top administrators of universities) were very critical on the reviews and provided very constructive suggestions. Basically, NCKU was advised to prepare their future proposals based on the SWOT that they have presented and analyzed: How to make use of their STRENGTHS; how to overcome their WEAKNESS; how to capture and take advantages of their unique OPPORTUNITIES; and how to confront the THREATS (challenges) that they are facing. (This “how” means outlining of their plans and strategies with time frames and approaches). It is important not just to identify goals (e.g. faculty and
university accomplishments) when compared with *ear-marked* “top universities”, but must also **identify and learn the processes** (including administrative leaderships and systems) which actually lead to such goals and accomplishments. It was a very good Review.

**All assigned “missions” were accomplished** in this short visit (except for the one “request” that no one came forth to work with me). As always, I enjoyed working with people of different levels at NCKU. I hope that my contributions are deemed helpful too. I was told by Dir. Hwang of ORD that my *future appointments* will be made as needed and I will be notified accordingly. I am looking forward to those future opportunities and interactions then. I enjoyed working with Director Hwang and the staffs at ORD very much. NCKU is very fortunate to have someone like **Director W.S. Hwang** as the Director of ORD. Whose devotion and insight for NCKU was always an inspiration to me.
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 this visit.

(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 provided us with incisive advices with his experience and expertise. He reached out to people at various levels to understand the issue, identified the problems, and then provided us with resolutions.

(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)?

Prof. provided good analyses and visions to many administrative dilemmas that we were facing. He worked well with people as a team and has gained trust and collaborations with people in various Colleges and disciplines.

(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?

Prof. Chang has helped us in both strategies and planning for future developments of NCKU and provided critical and constructive suggestions to many issues that we are confronting.

(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:

Prof. Chang provided incisive analyses of the situations we were facing and suggested critical advices and constructive recommendations for us to consider. He did not simply criticize our weaknesses but also provide “doable” solutions for us to improve.

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

Definitely. We will need Prof. Chang’s continued advices and assistance in the future via continued or new appointment when we have specific issues that we think that Prof. Chang can assist. We will inform and invite Prof. Chang again in the near future.