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# 本期封面人物 Cover People

## 新興科技與數位教育推動辦公室 曾元琦教授專訪

The Interview with the Office of Emerging Technology and E-learning  
Promotion Director, Professor Yuan-Chi Tseng



榮譽獎項 Roll of Honor P.9

跨領域研究 Interdisciplinary Research P.14

活動預告 Upcoming Events P.16

國際事務 International Events P.19

學生職涯發展 Student Career Development P.20

重要紀事 Important Events P.21

科管院重要訊息 Important Announcement P.30

Visiting Scholar Interview\_Interview with Dr. Hsiao-ting Lin P.31

CTM NEWS-LETTER

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# 開放心胸，迎向數位學習時代

## 曾元琦教授專訪

The Interview with the Office of Emerging Technology and E-learning  
Promotion Director, Professor Yuan-Chi Tseng



這期來為各位介紹服科所的曾元琦教授。他大學與碩士時念工業設計，後來到英國的曼徹斯特商學院取得資訊學博士，專攻認知資訊與人機互動，特別是從人類認知為基礎來設計人與電腦的互動時的行為。

他在取得博士學位之前就先有機會到美國伊利諾大學香檳分校擔任訪問學者，然後邊在該校的貝克曼高等科技研究所 (Beckman Institute for Advanced Science and Technology) 工作，邊完成論文，並於一年後回到學校拿到博士學位，工作兩年後轉到舊金山的 Smith-Kettlewell Eye Research Institute 視覺研究中心，利用設計幫助訓練視網膜神經損傷但尚未全盲的人恢復一般的生活與工作的機能。

## 悠遊廣闊的領域 遇見活潑的學生

在海外唸書與工作幾年後，雖然研究上有些發展，但心理上卻很想回家鄉貢獻，因此就先回母校成功大學的工業設計系。不過曾教授過去的經歷涉獵很廣，他不會把自己局限在工業產品設計那部分，清大服科所可以給他很大的空間去探索不同的設計與研究實踐領域，對他很有吸引力，於是就在前兩年轉換到清大。



曾教授來到清大，發現清大的學生比成大更活潑、有主見，心也比較浮躁，有很多想法都想要去嘗試，這對他而言都是優點。曾教授除了受聘於服科所之外，也在清大工業工程研究所合聘。因此他也比較商管學院與工學院學生的差別，發現商學院的學生比較活潑、思考靈活，願意回應老師的問題，也樂於彼此討論，思維上比較開放，對新的嘗試比較容易接受。

曾教授自己做設計，過去都會有自己的設計工坊（design studio），類似實驗室的空間，來到清大他也把辦公室隔一半給學生當這樣的空間。曾老師的學生大約十名，來源很廣，除了服科所之外，還有工工系所、大學部的創新設計學程的學生，甚至還有校內對設計有興趣的學生都會慕名前來。曾教授基本上會希望讓這些學生可以有個共同空間能夠做設計、實驗，定期聚會討論，拉近彼此的關係。

學生之前下課就會過來，每周還會有個下午從兩點到晚上六、七點全部的人一起討論自己的研究。但是後來防疫期間比較少聚會，在一起也會維持一定的距離，最近一直在思考如何透過科技，設計讓師生同學間即便是遠距但卻可以緊密聯繫的方式，特別是遠距的非同步，多元小組討論這一議題。如果成功，也許也可以不受限於物理空間，讓更多想學習設計的同學進來研究室。

## 接觸清大數位學習

曾教授也曾擔任學校教學發展中心的「學習促進與研究規劃組」的組長，思考如何利用科技去促進學習，他還管理學校的遠距課程與磨課師課程（MOOCs）團隊，這是學校的數位課程平台，邀請清大的優秀老師來拍攝數位課程，像林哲群院長過去已在那裡建立課程，目前還有新的課程在拍攝中。學校還有開放式課程（OCW）也邀請朱敬一院士與院裡的好幾位老師去拍攝。

面對數位課程，曾教授不否認教學需要實體互動，但他覺得不需要排斥數位課程。像他自己課都教不完，如果還想跟學生討論，那時間就不大夠。但如果能夠拍攝好一些講義的部分，讓學生在家裡先預習，甚至鼓勵他們另外查相關資料，那等到大家進課堂時就可以省略掉講解，直接跟同學深入討論，這樣的翻轉課程對於程度好的學生是可以的。

數位課程還有個好處是當學生聽不懂的地方可以重複聽，而非像實體課堂上聽過去就沒了。尤其台灣的學生比較害羞，即使聽不懂也不會打斷老師，因此不懂的部分會慢慢擴大。但數位課程則可不斷重聽，如果還是不懂的話，現在課堂上也可用視訊軟體去回答學生問題，這樣數位與實體相配合，對學習很有幫助。

數位課程還因為融入新興科技，因此可以去觀察學生的觀看行為，哪一段回播多、哪一段停下來多、哪些會讓人快轉、跳過，這些數據分析可以回饋給老師，讓他知道自己的教學在哪些部分對學生而言有難度，以及每一個個體的學習差異，因此課堂上可以特別深入講解，或關心特別的學生，或者像教發中心有AI助教或實體助教在線上平台來協助學生學習。

之前曾教授在國外了解許多大學的數位課程準備許久，因此面對疫情，一夕之間哈佛、MIT馬上就能夠轉用線上課程。台灣如果要做的話，有可能嗎？

有些阻礙是心理上的，許多家長或學生可能覺得沒有去學校，沒有「學習到東西」的感覺。曾教授覺得人本來就會害怕改變，面對這種質疑，就要從確保數位課程能夠學習到更多，從成效上去讓人調整觀念。

然而這次疫情也讓人有點半強迫式的方式去採線上教學，一開始許多老師會感到手忙腳亂，但幾周之後，熟悉了系統、熟悉了運作之後，慢慢許多人會感受到其中好處。

## 清大的數位課程百樣

學校的既有數位課程相當多元，有基礎科目，例如微積分、普通物理，教發中心會拍攝起來成為AP課程，對外開放。每年新生入學前半年左右，那些已經確定考上清大的學生就可以在線上修這些大一先修課，讓他們進來後的學習能夠更快進入狀況。對於大班的課，數位課程有助於翻轉上課，讓學生在家預習時先看基礎知識部分，來到課堂上再進一步討論，像學校部分老師的課有三百人，傳統上教法不能接觸到每個人，但採用數位課程搭配後，翻轉地很成功。



數位課程未來可使用的時間會非常久，減少以後的教學負擔，而能把重點放在師生互動，或者每年只要小部分地逐步提升新的知識內容，這對老師的時間安排規畫很有幫助，讓人有事半功倍的效果，這樣對老師、學生而言都有好處。

教發中心還會請人把精采的課配上英文字幕，希望讓學校的外籍生，或者是社會上的外國人能夠注意到這樣的好課。服科所的外籍教授徐茉莉老師拍了一門英文課程，用翻轉的方式讓學生先自己預習，課堂上再來討論。她也拿了多次教學傑出獎，表示學生對這方式可以接受，因此教學評鑑給予肯定。

除了搭配英文字幕外，清大還希望多一點英文授課，這樣才能跟人交換學生的時候有籌碼提供足夠多的課程讓人選，然而英文授課對台灣老師會比較吃力。如果採用事先錄製的線上課程，那就可以事後剪接，把說不順的地方剪掉，甚至某處整個重來，這樣課程品質可以提高許多，老師也會越來越進步、越來越有自信。

學校的課程除了在清大自己的網頁上上架之外，還會依據合約在中國大學MOOC（慕課）上架，許多大陸的學校，例如北大、北京清華等一流大學也能學習，因此影響面很廣。有些課不只限於學生聽，像財務或投資管理的課，一般大眾與職場的人員也很喜歡，此時學校可以評估，如果達到某些標準，也可以收費。這對老師的知名度提升、知識的推廣，都會有幫助，老師們也可思考自己的課除了接近學生的需要之外，社會大眾的期待是什麼。

清大更在乎的是把知識的推廣當作大學的社會責任（USR），社會上誰會來看呢？這就很難預期。2019年底有個13歲的小男孩，在家自學時註冊來上總務長顏東勇教授的微積分，他通過考試取得學分證明，還去挑戰美國大學微積分的先修課程測驗，獲得滿分。消息傳到清大，顏老師還邀請那名學生到清大參觀，歡迎他來清大旁聽，這是當初課程上網始料未及的。

曾教授也會嘗試錄下自己的課程來看，這一看才知道有很多方面可以檢討，譬如說說話不要太平淡、小聲，語速不要過快。教發中心在正式錄製前也會先錄一段老師上課的片段寄給外部專家委員，那些專家會提示更多細節，感覺有點像培養網紅。因此藉由這樣的過程，讓老師教學好還能更好。



# 數位課程的優劣評估

但也會有人質疑，怎麼知道學生這過程中有沒有認真看？說不定學生開著電腦卻在做別的事情，這就無法知道了。此外還有線上考試也不容易，即使美國也都不推薦線上考試，因為很難避免作弊的問題。雖然也有人認為都已經是大學生了，要學會自己負責。但分數是很現實的問題，這會影響到之後的就業與升學，因此無法全然相信人性，還是要研擬出好的制度去避免才好。這方面商機很大，曾教授相信已經有許多人在思考如何突破。

不過課程的評鑑方式很多元，不見得要用考試，像曾教授自己的課程很少考試，而是讓學生完成一個設計方案，透過以方案為基礎的學習，讓學生在做方案中學習相關的知識技能，評鑑時就看他的方案中運用了多少知識內涵，還可透過討論的方式了解學生學習的情況。

但是有的基礎課程還是必須要考試來了解學生學期狀況，例如微積分，但很多其他類型的課程我們就會鼓勵用多元的方式去評量，不直接測量知識的記憶程度，而是看他如何運用出來。但也會有人擔心會不會學生去找高手幫他，但換個角度來說，像科管院這樣未來希望培養學生未來能當經理，很重要就是要有領導力，那如果學生有能力找高手來幫忙，也是一種能力的展現。無論如何，有關數位課程的評鑑，目前有很多不同聲音在討論，也有很多商機在其中。



# 科管院也要開拍自己的數位課程

科管院林院長任內邀請曾教授成立「新興科技與數位教育」辦公室，讓學院去支持院裡的老師去錄製數位課程，曾老師便把他在教發中心的經驗帶回來。

為什麼科管院要特別有自己的數位課程呢？

除了上述學校那邊的理由之外，科管院也有自己的條件更加渴望有自己的數位課程。

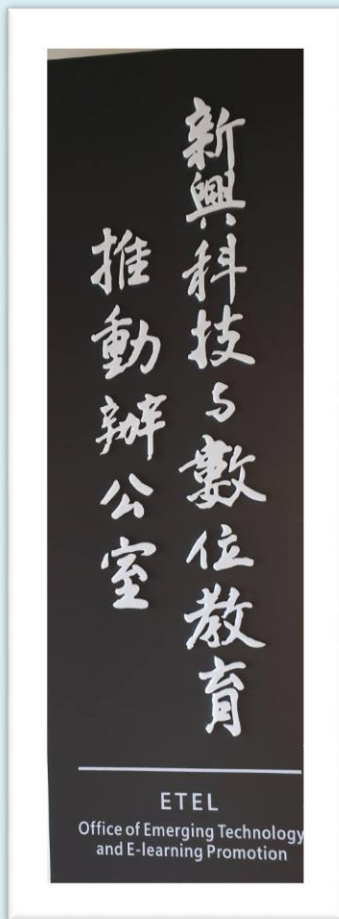
一個情況是商學院老師常出差，或者在職專班的學生也常出差，不見得能每周都固定在上課的時候出現，如果發展數位課程，那樣即使在出差過程也可以空出一段時間連線進課堂，這樣就不需要請假，或者事後補課。

此外還有些老師上的很精彩，例如張寶塔老師，他曾得過三次校教學傑出獎，但是要退休了，幸好藉由數位課程讓他的課留下來，以後的學生還是有機會看到張老師的課。

另外有些雖然是小班的課，研究所的十幾人，很適合討論。但討論不是空談，而是要先看那些知識點，此時可以透過線上的方式去叮嚀學生一定要看過哪些內容，到時候課堂上的互動討論就能有效深入。

在職專班的需求更高些，因為在職專班的學生還有事業要忙，他們來上課的期待就是能多認識其他同學，跟人建立關係連結，因此可以採用線上課程介紹基礎知識，等到學校課堂上再跟同學多點交流討論，這樣就可以既學到知識，又能交到朋友，有更深入的認識。





目前科管院自己的數位課程剛開始，曾教授會先聚集每個系所的一位老師，再由這些老師一位位老師去詢問意願，跟對方分析這樣做的好處，以及辦公室能提供什麼樣的協助。而他規劃從自己的服科所開始，慢慢擴散。另外還有些比較大的系，例如經濟系、計財系，也有些大班基礎科開始準備這樣的事情。

院內有專為錄製課程建置的攝影棚，另外還有很多種不同進行方法，像林福仁老師的《服務科學導論》會帶學生去橫山鄉、會訪問相關的路人、使用者，或者跟公司經理做訪談，這時候就要攝影團隊跟出去拍外景，這需要專業團隊，導演、打光、攝影、編排剪輯、字幕編輯。目前科管院剛開始，可以借用學校教發中心的團隊一起合作進行。

除了承接自學校的技術團隊與經驗外，科管院自己來做會比學校還有更大的彈性，因為學校是教育部的計畫，就要接受教育部的許多規定，包括扣子要扣幾顆、拍法有幾種都有規定，讓人覺得很累，因此老師們的參與意願不高。

但科管院這方面的彈性就會比較大，尊重老師的專業，尊重導演、攝影師的風格，相信可以更針對核心概念去逐年逐步地進步，讓老師們更有意願去參與這樣的事情，展現出活潑的線上課程。

前面一開始說過，在學校，科管院的風格就是比較開放，樂於接受新的東西，特別是科技帶來的改變。因此學校看到科管院打頭陣，用科技來促進學習，自然是樂觀其成，期待建立起好的合作模式，未來就可以推廣到別的學院去。

未來大家可以注意看看學校的網站、學院的網站，慢慢應該會建立起數位課程的管道，屆時大家可以上去找找，除了自己修的課之外，還可另外找有興趣的課程，看看那能為自己帶來怎麼樣的新訊息、新視野。





最後，曾教授給不同的人一些建議：

～給校友：如果要補充新的知識，歡迎回來聽聽網路課程。

～給學生：開放心胸，盡情擁抱數位學習的方式。

～給老師：科管院的老師都很優秀，課程精彩，希望大家可以藉由數位課程把自己的知識保存下來，不斷精進，還能擴散到社會，讓自己的學問能對社會產生更大的貢獻。

# 榮譽獎項

ROLL OF HONOR

## 教師 Faculty Members

1. 本院計財系許博炫老師、黃德源老師，榮獲 2022年玉山學術獎。  
QF Professor Po-Hsuan Hsu and Assoc. Professor Tak-Yuen Wong were given the 2022 E.Sun Academic Award.
2. 科管所吳清炎老師指導之科管所碩士班及學士班同學參與「研華 AIoT InnoWorks開發者專題提案競賽」榮獲首獎。  
ITM Assoc. Professor Ching-Yan Wu instructed students from ITM and DSPMT in their Individual studies that won the first prize of the Advantech AIoT InnoWorks Competition.
3. 科管所洪世章教授以專書《打造創新路徑：改變世界的台灣科技產業》獲得中山學術著作獎。  
ITM Professor Shih-Chang Hung was awarded the Sun Yat Sen Academic Book Award with his book “Constructing Innovation Paths: Taiwan’s High-Tech Industries that Changed the World”
4. 科管所洪世章老師榮獲110年度「教育部教學實踐研究計畫」，全校僅23件通過。  
ITM Professor Shih-Chang Hung was selected as the 2021 Ministry of Education Teaching Practice Research Program as one of the 23 NTHU programs.
5. 科管所張元杰老師、黃天佑博士生、滕敏君博士生「如何利用設計平台以促進新產品開發？設計驅動創新觀點」榮獲海峽兩岸科管年會之最佳論文。  
ITM Professor Yuan-Chieh Chang, PhD Student Tian-You Huang and Min-Jun Teng’s paper titled “How to Use Design Platforms to Facilitate New Product Development? Innovation Perspective Driven by Design” has won the CSTMBest Thesis.



# 榮譽獎項

ROLL OF HONOR

## 教師 Faculty Members

6. 科管所謝英哲老師榮獲 HEA Senior Fellow。

ITM Assoc. Professor Ying-Che Hsieh is awarded the HEA Senior Fellow.

7. 科管所博士生張淑珍、李傳楷老師、洪世章老師榮獲110年度管理學報論文獎一年度最佳論文，論文題目「必也正名乎：中國網路小額信貸的個案分析」。

ITM PhD student Shu-Chen Chang, ITM Professor Chuan-Kai Lee and Shih-Chang Hung have won the 2021 Journal of Management and Business Research (JMBR) Thesis Award" with the paper titled "Must Be Framed to Legitimize: A New Venture in the Chinese Peer-to-Peer Lending Industry"

8. 科管所羅顯辰博士生、胡美智老師、吳清炎老師「Social-technical transition of Southeast Asian economies: The role of Taiwan's universities and public research institutes」榮獲海峽兩岸科管年會之最佳論文。

ITM PhD student Xian-Chen Luo, Professor Mei-Chih Hu and Assoc. Professor Ching-Yan Wu's paper titled "Social-technical transition of Southeast Asian economies: The role of Taiwan's universities and public research institutes" has won the CSTM Best Thesis.

9. 110學年度科管院傑出導師獎：經濟系劉瑞華教授、服科所郭佩宜助理教授。

2022 CTM Outstanding Mentor Award recipients are ECON Professor Ruey-Hua Liu and ISS Assistant Professor Pei-Yi Kuo.

10. 服科所徐茉莉特聘教授開設「Business Analytics Using Forecasting」榮獲教育部磨課師最佳課程獎。

ISS Distinguished Professor Galit Shmueli's course "Business Analytics Using Forecasting" has won the MOE Best MOOC Award.

# 榮譽獎項

## ROLL OF HONOR

### 教師 Faculty Members

11. 恭喜本院科法所高銘志教授帶領清大學生成功加入由WHO（世界衛生組織）所贊助之《新冠訴訟資料庫計畫》，讓世界可以看到台灣防疫期間的判決並提升台灣之國際能見度！

備註：新冠訴訟資料庫（Covid-19 Litigation Project）

（<https://www.covid19litigation.org/>）係由義大利特倫多大學

（University of Trento）在世界衛生組織研究經費贊助下所設立，

係目前國際間最大以蒐集新冠疫情過程下法院判決最重要的資料庫，迄今已經蒐集到來自世界各地總計達 890則判決。參與之學術機構多為各國重要大學，如美國耶魯大學、加拿大麥基爾大學、新加坡國立大學。

LST Professor Ming-Zhi Gao has led the students of National Tsing Hua University to join the Covid-19 Litigation Project sponsored by the World Health Organization (WHO) enabling the verdicts of Taiwan during the pandemic period to be seen by the world and promoting the international visibility of Taiwan.

Note: The Covid-19 Litigation Project

(<https://www.covid19litigation.org/>) was established by the University of Trento, Italy, with research funding from WHO. It is the largest international database of court rulings in the course of the pandemic, and has collected 890 court decisions from around the world. Most of the participating academic institutions are major universities, such as Yale University, McGill University, and National University of Singapore.



# 榮譽獎項

ROLL OF HONOR

## 學生榮譽獎項 Roll of Honor-Students

1. 110學年度科技管理學院博士生研究獎，計財系陳堅強、科管所易莉翔、科法所陳怡靜、服科所孫中正 Jan Fell、服科所葛陵偉Travis Greene。

2021 Doctoral Students Research Award recipients are QF student Jianqiang Chen, ITM student Grace Li-Hsiang Yi, LST student I-Ching Chen, ISS students Jan Fell and Travis Greene.

2. 經濟系黃羽禎同學、學士班劉樂珊同學，榮獲110學年度俞國華獎學金。

2021 Yu-Guo Hua Scholarship recipients are ECON student Yu-Zhen Huang and DSPMT student Le-Shan Liu.

3. 經濟系系友獎學金110上獲獎名單：林柔薰同學、林珏昌同學、楚澤鎔同學。

Fall 2021 ECON Alimni Scholarship recipients are Rou-Xun Lin, Jue-Chang Lin, Yi-Rong Chu.

4. 110年元大優秀人才獎學金獲獎名單：經濟系郭玟伶同學、科法所紀守恩同學。

2021 Yuan Da Talent Scholarship recipients are ECON Wen-Ling Guo and LST Shou-En Ji.

5. 台灣經濟學會2021年最佳碩士論文獎：經濟所胡煒婷【國際經濟學門】佳作。

2021 Taiwan Economic Association Master's Paper Award recipient: ECON Wei-Ting Hu

6. 2021全國科管年會科管所碩士生晚宴表演榮獲「冠軍」。

ITM Master students' presentation won the first place at the 2021 Annual Conference of Chinese Society for Management and Technology.

# 榮譽獎項

ROLL OF HONOR

## 學生榮譽獎項 Roll of Honor-Students

7. 第二屆2030年青年人生活情境競賽活動科管所碩士班同學進入決賽。  
ITM Master students entered the final round in the “2030 Youth Life Scenario Competition”.
8. 科法所109甲班林欣汶同學通過專利師高考。  
LST student Xin-Wen Lin has passed the civil service exam for Patent Attorney.
9. 科法所碩二黃宇寬、碩一朱廷峻、艾楷勛同學參加第12屆校際國際人道法模擬法庭競賽榮獲最佳訴狀獎。  
LST Masters student Yu-Kuan Huang, Ting-Jun Zhu and Kai-Hsuan Ai has won the Best Indictment Award of the 12th National International Humanitarian Law Moot Court Competition.
10. 科法所105級甲組謝博任同學錄取本校111學年度跨院國際博士班學位學程甲組。  
LST student Bo-Ren Hsieh is admitted to the 2022 NTHU Intl. Intercollegiate PhD Program.
11. 服科所碩士班蘇靖軒同學榮獲2021 SDGs學術論文獎—碩士組優選論文。  
ISS student Jing-Xuan Su has won the Academic Paper Award of the 2021 SDGs.
12. 計財系碩士班謝劭偉、科管所碩士班賴宇瑄同學榮獲2021-22 年度中華扶輪獎學金。  
2021-22 Chung Hwa Rotary Educational Foundation Scholarship recipients: QF student Shao-Wei Hsieh, ITM student Yu-Xuan Lai.



# 榮譽獎項

ROLL OF HONOR

## 校友 Alumni

1. EMBA12 黎振宜校友榮獲立法院長頒贈國家傑出經理獎及新竹科學園區AQM 協會頒贈卓越領導獎。  
EMBA 21 alumni Zhen-Yi Li is awarded the National Manager Excellence Award 2021 and the Award of Association of Quality Manager.
2. 計財系彭瀚生校友創辦之AI智能理財新創Trading Valley (立鼎資訊)宣布完成新台幣3,000萬元的Pre-A輪募資。  
The Robo-Advisor startup TradingValley founded by QF student Han-Sheng Peng has announced the completion of Pre-A round capital raising of NT\$30 million.

## 跨領域研究

INTERDISCIPLINARY RESEARCH

1. 許博炫老師於**2022/1/7**線上舉辦了第**18、19**屆Taiwan Symposium on Innovation Economics and Entrepreneurship，邀請來自UCLA、Georgia Tech知名教授Olav Sorenson及John Walsh主講，二場共計有**100**多人參與。第**20**屆Taiwan Symposium將於**2022/3/25**邀請Northwestern Kellogg的國際商務、戰略學傑出教授Daniel F. Spulber線上主講。  
Professor Po-Hsuan Hsu co-hosted the 18th and 19th Taiwan Symposium on Innovation Economics and Entrepreneurship on Jan. 7/ Feb. 25 featuring the keynotes respectively by Prof. Olav Sorenson (UCLA) and Prof. John Walsh (Georgia Tech) with attendance totaled over 100. The 20th Taiwan Symposium will be held on Friday, March 25 online with the keynote titled "Incentives to Invent when Innovators Make "New Combinations" of Inventions" by Professor Daniel F. Spulber (Northwestern Kellogg).

# 跨領域研究

INTERDISCIPLINARY RESEARCH

2. 跨領域學術研究午餐會，共已舉辦**24**場次，總計超過**300**位校內外教師、博士生參與。下一場次請至**OIR**網站了解詳情。

The Office of Interdisciplinary Research has held 24 Brownbag Presentations with more than 300 participants who are professors and PhD students from NTHU and other universities such as NTU and NYCU. Follow the OIR website for updates:

<http://oir.ctm.nthu.edu.tw/p/404-1487-166085.php>

3. 許博炫主任預計將於**3、4**月開始舉辦「清華永續金融與經濟國際研討會」以促進國內外學者交流有關可持續性經濟與財務市場之互動與企業社會責任之實踐。本會議計畫邀請國外頂尖學者進行線上會議與給予主題演講，該會議能促進國內相關領域之研究風氣與鼓勵國內學者接觸世界最前緣之研究主題。

Professor Po-Hsuan Hsu will start to host another international conference called "NTHU Symposium on Sustainable Finance and Economics" quarterly starting this March/April. The conference, which features top-tier international scholars' online keynote speeches, is expected to foster the idea exchanges about the interaction of sustainable economy and financial markets, and CSR practices.

4. **Spring 2022**科管院邀請共同作者來訪獎助申請已於**2**月公告，截止日期為**2022/3/4**。**2022** 鼓勵投稿頂尖期刊及院研究獎之申請於**3**月初公告，**2022/4/8**申請截止。

Spring 2022 application round of "Travel Grant for Inviting Coauthor to Visit" has closed March 4. Application for "Award of Top Journal Submissions (R&R)" and "Research Award" is now open until Friday, Apr. 8.



# 活動預告

UPCOMING EVENTS

2022

國立清華大學  
科技管理學院

## 俞國華先生 紀念講座

4/7-12/27

4/7(四)

14:30-16:30·孫運璿講廳

計量財務金融學系

與華爾街CEO對談-計財系師生座談會

6/29(三)-30(四)

09:00-16:30·孫運璿講廳

科技管理研究所

2022 ASIALICS Conference國際研討會

不定期舉辦·每年3-4場

科技管理學院跨領域研究辦公室

清華永續金融與經濟國際系列研討會

不定期舉辦·每年5場

科技法律研究所

NTHU Law Forum: Global Dialogue Series

5/22(六)

14:30-16:30·孫運璿講廳

經濟系&HBA

陳建仁 副總統專題演講

不定期舉辦·每年5場

科技管理學院永續發展辦公室

聽見永續系列講座

不定期舉辦

科技管理學院

國際級講者學術活動

不定期舉辦

服務科學研究所

服務科學系列專題

本系列相關活動為俞國華文教基金會贊助

# 活動預告

UPCOMING EVENTS

## 1. 2022年上半年孫運璿科技講座演講：

- (1) **2022/4/7 RiskVal Financial Solutions, LLC**創辦人/胡國琳執行長，主講『金融科技四十年來的演變、影響與機會』。
- (2) **2022/4/14 國光劇團/王安祈總監**，主講『崑曲復興 青春何在一白先勇與牡丹亭』。
- (3) **2022/4/25 中央研究院/吳玉山院士**，主講『從不均衡戰略三角看台灣與烏克蘭：比較與連動』。
- (4) **2022/4/28 中華捐血運動協會/葉金川理事長**，主講『健康與長壽』。

敬請密切鎖定官網：<https://sunspeech.site.nthu.edu.tw/>

Spring 2022 Sun Speech Series:

- Apr. 7: RiskVal founder and current CEO, Jordan Hu will give a talk titled "The Changes, Impact and Opportunities of FinTech Over the Past 40 Years"
- Apr. 14: Art Director of GuoGuang Opera Company, An-Chi Wang will give a talk titled "Restoration of Kun Opera -- Hsien-yung Pai and The Peony Pavilion"
- Apr. 25: Academician at the Academia Sinica, Yu-Shan Wu will give a talk titled "Taiwan and Ukraine from an Unbalanced Strategic Triangle: Comparison and Interrelationship"
- Apr. 28: Chairman of Chinese Blood Donation Association, Yeh Ching-chuan will give a talk titled "Health and Longevity"

More detailed information about the talks is available here:

<https://sunspeech.site.nthu.edu.tw/>

## 2. IBBA將於5月份至新竹科學園區探索館、台積創新館舉辦校外參訪活動。

IBBA will hold field trips to the Science Park Exploration Museum and TSMC Museum of Innovation in May.

## 3. 2022/4/6 IMBA將舉辦外籍生苗栗文化之旅。

IMBA will hold a cultural trip to Miaoli for international students on Apr.

# 活動預告

UPCOMING EVENTS

4. 永續發展辦公室辦理「創新未來・永續我來」清華SDGs學生實踐計畫開跑！報名至2022/3/10，歡迎踴躍參加！

活動網址：<https://ctm-sdgs.site.nthu.edu.tw/p/406-1546-219395,r9387.php>

The Office of Sustainable Development is holding a SDGs student program contest “Future Innovation and Sustainability Practices” kick starts now and registration opens until Mar. 10, 2022.

Event link: <https://ctm-sdgs.site.nthu.edu.tw/>

5. 經濟學系研究發展委員會邀請講者：

(1)2022/3/8 林樹民教授/Assistant Professor, Bucknell University (USA)

(2)2022/3/15 許育進教授/中央研究院經濟研究所

(3)2022/3/22 曹修章/輔仁大學商學研究所

ECON Research Development Committee talks:

2022/3/8: Shu-Ming (Carl) Lin, Associate Professor of Economics, Bucknell University (USA)

2022/3/15: Yu-Chin Hsu, Associate Research Fellow, Institute of Economics, Academia Sinica

2022/3/22: Hsiu-Chang Tsao, Fu Jen Catholic University Graduate Inst. of Business Administration

6. 2022/4/7計財系舉辦胡國琳先生與學生座談活動。

On 2022/4/7, QF is hosting a group discussion session with Jordan Hu, CEO of RiskVal Financial Solutions.

7. 2022/4/11、4/18、4/25科管院業師計畫【企業架構流程與管理】課程專家演講。

DSPMT Industry Mentor Program Course talks will be held on Apr. 11, Apr. 18, and Apr. 25.



# 活動預告

## UPCOMING EVENTS

8. EMBA/雙聯EMBA/HBA/MBA準新生「團隊建立」課程，將於2022/5/15邀請陳力俊清華特聘研究講座教授演講、2022/6/12邀請呂桔誠教授演講。

CTM Professional Part-time Degree Programs Team Building event will be held on May 15 and June 12 featuring the talks respectively by NTHU Distinguished Chair Professor Lih-Juann Chen and Taiwan Financial Holdings and Bank of Taiwan Chairman, Mr. Lyu Jye-cherng.

## 國際事務

INTERNATIONAL AFFAIRS

1. 2021/10/20、10/27與加拿大維多利亞大學管理學院共同辦理各1場線上「雙學士雙聯學位招生說明會」。

Held 2 online admission info sessions on Dual Bachelor's Degree Program with Peter B. Gustavson School of Business, University of Victoria in Canada on Oct. 20 and Oct. 27, 2021.

2. 2021/11/15與新加坡管理大學信息學院共同辦理「雙聯學位招生說明會」。

Held an online admission info sessions on Dual Degree Program with the School of Information Systems, Singapore Management University on Nov. 15, 2021.

# 學生職涯發展

STUDENT CAREER DEVELOPMENT

**1. 2021/11/01舉辦清華科法美國法學院留學座談會。**

Nov. 1, 2021: Held an info session on Overseas Study at Law Schools in the USA.

**2. 2021/11/25【PASONA保聖那校園講座】求職就業大補帖—社會新鮮人必修課。**

Nov. 25, 2021: Hosted “PASONA Job Search Workshop”.

**3. 2021/12/09、16、23與經濟系合辦清囊相授三場演講。**

Dec. 9, Dec. 16, Dec. 23: Co-hosted 3 NTHU EXnue Career Networking talks with the Department of Economics.

**4. 2021/12/14 企業參訪永豐金控。**

Dec. 14, 2021: Hosted a corporate visit to SinoPac Holdings.

## 學術交流訪問學者介紹

VISITING SCHOLAR INTRODUCTION

2021/9/1~2022/8/31經濟系趙相科老師邀請美國維吉尼亞大學哲學系林佳樺博士後研究員來訪，研究方向：科學哲學，主要關注數學模型在不同科學學科之間的轉移應用，Email：clin.chiahua@gmail.com 歡迎師生多多交流。

ECON Professor Hsiang-Ke Chao is hosting Dr. Jia-Hua Lin, postdoctoral researcher from the University of Virginia Department of Philosophy, from Sep. 1, 2021 to Aug. 31, 2022. Dr. Lin's research interest is Philosophy of Science, focusing mainly on the interdisciplinary transition and application of mathematical models. Idea exchanges are welcome. Dr. Lin's email address is clin.chiahua@gmail.com

# 重要紀事

## IMPORTANT EVENTS

1. **2021/11/4**經濟系辦理「巨沛股份有限公司蔡進步董事長捐贈本系永續積金」捐贈儀式。  
2021/11/4:ECON held the ECON Endowment Fund Donation Ceremony honoring the donor Eric Tsai, Chairman of Jipal Corporation.
2. 經濟學系辦理專題演講：ECON Seminars
  - (1)**2021/11/9**周瑛琪教授/東海大學經濟學系。  
2021/11/9: Prof. Ying-Chyi Chou/ Tunghai University Department of Business Administration
  - (2)**2021/11/16**李蕙心/國立清華大學經濟學系。  
2021/11/16: Hui-Xin Li/ ECON NTHU
  - (3)**2021/11/23**王信實教授/國立政治大學經濟學系。  
2021/11/23: Prof. Hsin Hsien Wang/ ECON, NCCU
3. 計財系辦理學術演講：QF Seminars
  - (1) **2021/10/28**邀請陽明交通大學資訊管理與財務金融學系林智勇教授。  
2021/10/28: Prof. Chih-Yung Lin/ Department of Information Management and Finance, NYCU
  - (2) **2021/11/18**邀請上海財經大學金融學院張元博士視訊演講。  
2021/11/18: Dr. Zhang Yuan (Assis. Professor)/ Shanghai University of Finance and Economics
  - (3) **2021/12/9**邀請臺灣大學財務金融學系曾俊凱副教授。  
2021/12/9: Prof. Kevin Tseng (Assoc. Professor)/ Department of Finance, NTU
4. **2021/11/17**科管院學士班至新竹科學園區探索館參訪。  
2021/11/17: DSPMT corporate visit to Science Park Exploration Museum
5. **2021/11/20**科管院學士班國際學程舉辦國際學程第一屆新生歡迎會，師生共**35**人參加。  
2021/11/20: IBBA held the first Freshmen Orientation with an attendance of 35.



# 重要紀事

## IMPORTANT EVENTS

### 6. 科管院學士班管理與科技專題課程演講：

DSPMT Management and Technology Talks

**(1)2021/10/11張文隆總經理(當責顧問公司)：**建立一個富有價值觀(Values)的事業與人生。

2021/10/11: Mr. Dong-Long Chang (Dang-Ze Consulting) gave a talk on “Build a Career and a Life Rich in Values”

**(2)2021/11/11科管院學士班校友分享會。**

2021/11/11: DSPMT alumni sharing session

**(3)2021/11/18管麗娟處長(神盾股份有限公司)：**職場必備的關鍵能力-簡報表達技巧。

2021/11/18: Li-Juan Guan, Director of Hardware Technology gave a talk on “Key Competencies for career - Presentation Skills”

**(4)2021/11/25管麗娟處長(神盾股份有限公司)：**熱愛105度C的你-履歷撰寫和面談技巧。

2021/11/25: Li-Juan Guan, Director of Hardware Technology gave a talk on “Resume Editing Skills”

### 7. 2021/10/22科管所辦理第八屆海峽兩岸科管年會，研討會線上進行依舊不減參與者的熱情，總出席人數為200餘人、共6大分會場，10個分主題活動，圓滿結束。

2021/10/22: ITM hosted the 8th CSTM online with an attendance of more than 200, and 10 topics.

### 8. 2021中華民國科技管理學會年會暨論文研討會，針對「永續X科技X轉型創新」進行學術交流探討，科管所教師及碩、博生共計50人出席。

ITM had 50 faculty members and students attending the 2021 Annual Conference of the Chinese Society for Management and Technology focusing on the topic “Sustainability X Technology X Transformation Innovation”

# 重要紀事

## IMPORTANT EVENTS

### 9. 科管所課程演講及參訪：ITM Seminars

**(1) 2021/10/15**全球化與區域發展策略課程至台南進行企業參訪，透過「蝦咪代誌？-白蝦體驗遊程」了解區域發展的實體面。

2021/10/15: The course "Globalization and Regional Development Strategy" had a corporate visit in Tainan and learned about the physical aspects of regional development through the "What's Going on? -White Shrimp Experience Tour".

**(2) 2021/10/27**研究方法課程邀請馮耀民、林捷愷進行「**Textmining**」演講，同學受益良多。

2021/10/27: The course "Research Methods" had Yao-min Feng and Jie-kai Lin's talk on "Textmining".

**(3) 2021/11/16**組織行為課程邀請福光屋工藝文創工作室陳泓光進行「不務正業的人有出息——一位工藝工作者的職涯探索歷程」演講，同學受益良多。

2021/11/16: The course "Organizational Behavior" had Hung-guang Chen from Fu-Kuang Craft Cultural Studio giving a talk on "A Craftsman's Career Exploration".

**(4) 2021/11/11**科技行銷課程邀請行動貝果策略長陳胤同進行「**MoBagel Workshop**」演講。

2021/11/11: The course "Technology Marketing" invited MoBagel's Strategy Director, Yin-tung Chen, to host a "MoBagel Workshop".

**(5) 2021/11/20**管理學課程邀請鐙鋒綠能科技股份有限公司周哲平副總經理及莊皓鈞營運總監進行「**Hydrogen economy: the ultimate energy answer?**」演講。

2021/11/20: The course "Management" invited hiPower Vice President, Zhe-Ping Chou, and COO, Hao-Jun Chuang, to give a talk on "Hydrogen economy: the ultimate energy answer?"

**(6) 2022/2/22**技術商品化課程邀請官振鵬博士進行「**物流網技術與應用**」演講。

Feb. 22: Technology Commercialization Course featured Dr. Zhen-peng Guan's talk titled "Logistics Network Technology and Applications".

# 重要紀事

## IMPORTANT EVENTS

### 9. 科管所課程演講及參訪：ITM Seminars

**(7)2021/11/19**科技產業分析課程邀請**Prof. Thiruchelvam**進行「**Innovation, National Innovation System and Innovation Policy: An Overview**」演講。

2021/11/19: The course “Analysis of Technology Industry” invited Prof. Thiruchelvam on a talk on “Innovation, National Innovation System and Innovation Policy: An Overview”.

### **(8)CEO下午茶：CEO Teatime Talks**

◆**2022/2/23**邀請奇鼎科技鄭智文董事長進行「高階製程微環境控制先行者」演講。

Feb. 23: Chyi Ding Technologies Chairman Zhi-wen Zheng gave a talk titled “The Pioneer of Advanced Manufacturing Process Micro-Environment Control”.

◆**2022/3/1**邀請蘇浚民博士進行「從創新創業的角度談技術商品化與事業化」演講。

March 1: Dr. Jun-min Su gave a talk titled “Technology Commercialization and from the Perspective of Innovation and Entrepreneurship”.

◆**2022/3/2**邀請配客嘉葉德偉執行長進行「永續購物新可能，從心做起」演講。

March 2: PackAge+ CEO De-wei Ye gave a talk titled “Starting from the Heart for New Possibilities for Sustainable Shopping”.

◆**2022/3/9**邀請亞福儲能蘇修賢發展總監「綠色經濟的機會挑戰」演講。

March 9: APh ePOWER Corp. Development Director Sean Su gave a talk titled “Opportunities and Challenges of Green Economy”.

**(9)2022/3/8**邀請周哲平博士進行「技術商品化過程的風險」演講。

March 8: Dr. Zheping Zhou gave a talk titled “Risks in the Process of Technology commercialization”.



# 重要紀事

## IMPORTANT EVENTS

### 10. 科法所學術演講、交流活動：LST Seminars

**(1)2021/10/15**與中華民國仲裁協會、全國律師聯合會合辦「**2021 臺灣仲裁週校園系列演講**」清大場，邀請陳希佳律師/博士、張詩芸律師、馮崢恩律師演講：「臺灣法律系所同學們不可不知的國際仲裁致勝攻略」。

2021/10/15: Cohosted the "2021 Taiwan Arbitration Week Campus Lecture Series" with Chinese Arbitration Association and the Taiwan Bar Association, inviting Dr. Xi-jia Chen, Ms. Shi-yun Chang, and Mr. Jing-en Feng, to speak on "Winning Strategies in International Arbitration for Taiwan Law Students".

**(2)2021/11/1**清華科法美國法學院留學座談會，邀請美國傅爾布萊特學術交流基金會王怡方專員蒞臨說明傅爾布萊特相關獎學金，並邀請三位留美校友分享留學經驗。

2021/11/1: Held an info session on "Overseas Study at Law Schools in the USA" inviting Yi-fang Wang, the director of the Fulbright Scholarship Exchange Foundation, came to explain the Fulbright Foundation for Scholarly Exchange and invited three alumni to share their study abroad experience.

**(3)2021/11/12**邀請紀凱峰法官演講：「重大經濟犯罪刑事審判實務」。

2021/11/12: Judge Kai-feng Ji gave a lecture on "Criminal Trial Practice for Major Economic Crimes"

**(4)2021/11/4**專題演講，邀請李晏榕律師演講：「離婚律師的生存之道」。

2021/11/14: Yen-rong Li gave a talk on "Survival of Divorce Lawyers".

**(5)2021/11/8**邀請李進榮檢察官演講：「控制公司對從屬公司之背信」。

2021/11/8: Prosecutor Jin-rong Li gave a talk on "Breach of Trust by Controlling Company to Subordinate Company".

# 重要紀事

## IMPORTANT EVENTS

### 10. 科法所學術演講、交流活動：LST Seminars

**(6)2021/11/8**專題演講，邀請台灣冤獄平反協會執行長羅士翔演講：「冷案調查與台灣冤案救援行動」。

2021/11/8: Taiwan Innocence Project CEO, Shi-xiang Luo gave a talk on "Cold Cases Investigation and Taiwan Injustice Rescue Action".

**(7)2021/12/3**邀請能源業界專家Laurent CHEVALIER演講：The Road to Net Zero; The View from a Major Energy Company。

2021/12/3: Energy industry law expert, Laurent Chevalier, gave a talk on "The Road to Net Zero; The View from a Major Energy Company".

**(8)2021/12/2**導師生演講活動：正念靜觀的紓壓解憂法。

2021/12/2: Mentoring Activity Talk "Positive Meditation for Stress Relief"

**(9)2021/12/30**清華法學研究會，邀請中研院法律所許家馨副研究員報告：「民主與法治下的抵抗與不服從---最高法院109年度台上字第3695號刑事判決的法哲學反思」，由科法所李怡俐助理教授、廖宜寧助理教授與談。

2021/12/30: Tsinghua Law Research Seminar invited Associate Research Professor, Chia-Shin Hsu, from The Institutum Iurisprudentiae, Academia Sinica, to give a talk on "Resistance and Disobedience under Democracy and the Rule of Law: A Legal-Philosophical Reflection on the Supreme Court's Criminal Decision No. 3695 of the 109th Year of the Supreme Court", with LST Assistant Professor Yi-li Lee and Assistant Professor I-Ning Liao as discussants.

### 11. 110學年在職專班聯合新生訓練(23一家清)，2021/11/20於新竹科學園區同業公會順利舉辦完成。

The Professional Part-time Programs Joint Freshmen Orientation was held on 2021/11/20 at the Allied Association for Science Park Industries.

# 重要紀事

## IMPORTANT EVENTS

### 12. 服科所演講活動：ISS Seminars

**(1)2021/10/7**社會創業課程演講：服務系統思維下的在地開放社群網絡建置(陳泓維先生)。

2021/10/7: Social Entrepreneur lecture "Local Open Community Network Construction under Service System Thinking (Mr. Hong-wei Chen)

**(2)2021/10/14**社會創業課程演講：老玩客創業歷程（廖健妤創辦人）。

2021/10/14: Social Entrepreneur lecture " Entrepreneurial History of Let We Care" (Founder Jian-yu Liao)

**(3)2021/10/27**書報討論演講：刷新你的三觀，談自我探索與生涯規劃（好日子鄭秋娥諮商師）。

2021/10/27: Seminar talk "Self-exploration and Career Planning" (Good Day Counselor Elaine Cheng)

**(4)2021/11/10**書報討論演講：產品設計的樣貌-工程跨域設計的旅程與反思（資策會楊仁達副執行長）。

2021/11/10: Seminar talk "Product Design Look - A Journey and Reflection on Engineering Cross-Domain Design (Renda Yang, Associate CEO, Inst. for Information Industry)

**(5)2021/11/23**服務設計課程演講：關於AR：進出元宇宙的新腦機介面，打破虛實界限，自由擴展視界（佐臻梁文隆董事長）。

2021/11/23: The course "Service Design" lecture "About AR: A new brain-machine interface into the metaverse, breaking the boundaries between reality and virtuality and expanding the vision" (Jorjin Technologies President, Wen-Long Liang)

**(6)2021/11/24**書報討論演講：Eircular economy: Now and how to（REnato Lab 歐陽藹寧營運長）。

2021/11/24: Seminar talk "Eircular economy: Now and how to（REnato Lab COO, Ai-ning Ou-yang）



# 重要紀事

## IMPORTANT EVENTS

### 12. 服科所演講活動：ISS Seminars

**(7)2021/11/30**服務設計課程演講：關於VR：VR與教育訓練，以醫療場域為例（**HTC Medical VR**吳昆家經理）。

2021/11/30: The course “Service Design” lecture “About VR: VR and training, an example in the medical field” (Kunjia Wu, HTC Medical VR Manager)

**(8)2021/12/01**書報討論課程演講：UX-Driven Innovation (AJA 大予創意 UX總監陳文剛David)

2021/12/01: Seminar talk “UX-Driven Innovation” (Director David Chen, AJA Creative UX)

**(9)2021/12/08**書報討論課程演講：讓創新在組織發酵。設計思考與創新流程導入跨國公司的應用（羅技電子**Head of ID**蔡偉彬 Gary Choi）

2021/12/8: Seminar talk “Let Innovation Ferment in Your Organization. Design Thinking and Innovation Processes for Multinational Companies” (Head of ID Gary Choi, Logitech)

**(10)2021/12/14**服務科學導論課程演講：為何需要勞動僱用資本？(台灣勞工陣線協會研究部洪敬舒主任)

2021/12/14: Introduction to Service Science course lecture “Why Do We Need Labor to Hire Capital? (Research Director Jing-Shu Hong, Taiwan Labor Front Association)

**(11)2021/12/15**書報討論課程演講：為硬體產品做研究？可能有辣麼一點不一樣（**BenQ**明基電通使用者研究員 林詠智）

2021/12/15: Seminar talk “UR Research for Hardware Product” (Ian Lin, BenQ UR Researcher)

**(12)2021/12/22**書報討論課程演講：文創投資初登場。一個資深VC的分享（中國信託創業投資邱明慧資深副總）

2021/12/22: Seminar talk “The Role of Venture Capital in Promoting the Cultural and Creative Industry” (C Sr. VP Minghui Qiu, TBC Venture Capital)

# 重要紀事

## IMPORTANT EVENTS

### 13. IMBA參訪及交流活動：IMBA Events

(1)2021/10/16國際淨灘日，IMBA學生至南寮淨灘。

(2)2021/10/21IMBA許智強老師帶領學生至Bloomberg參訪。

(3)2021/11/12IMBA兼任許祐維老師帶領學生至台北時代基金會參訪。

(4)2021/10/24清大IMBA與台大GMBA及政大IMBA合辦萬聖節文化活動。

(5)2021/11/17 IMBA舉辦台中文化之旅，體驗蠟燭手作工作坊及體能活動。

(6)2021/11/24 IMBA舉辦法律及企業倫理常識工作坊。

2021/10/16: IMBA International Coastal Cleanup Day event was held at Nan-liao Beach.

2021/10/21: Professor Zhi-qiang Hsu's class went on a visit to Bloomberg.

2021/11/12: IMBA part-time faculty member, You-wei Hsu's class went on a visit to Epoch Foundation.

2021/10/24: Co-hosted the Joint Halloween Event with NTU GMBA and NCCU IMBA.

2021/11/17: Cultural trip of candle making workshop and physical activity in Taichung

2021/11/24: General Legal and Business Ethics Workshop



# 科管院重要訊息

IMPORTANT ANNOUNCEMENT

**2021/12/7「友達講堂」啟用典禮**，由友達光電捐贈本院智慧教室設備，包括**LED大螢幕、觸控顯示器、數位講桌、可追蹤攝影的高畫質攝影機**等，一鍵就能自動錄製、直播，打造後疫情時代結合互動科技的創新學習環境，亦為產學合作的最佳典範。

相關連結：<https://ctm.site.nthu.edu.tw/p/404-1072-219556.php>

2021/12/7 : The opening ceremony for AUO Lecture Hall was held in appreciation of the high-tech classroom equipment donated by AU Optronics Corporation. With the Smart classroom equipment, including large LED screens, touch monitors, digital lecture desks, and high-definition tracing cameras, automatically recording and live broadcasting at the touch of a button creates an innovative learning environment that combines interactive technology for the post-pandemic era, and serves as the best example of industry-academia cooperation.

News link: <https://ctm.site.nthu.edu.tw/p/404-1072-219556.php>





# Interview with Dr. Hsiao-ting Lin


By Po-Shyan Wu, PhD Student of Economics in Indiana University Bloomington



此訪談之安排係依據本院「科管院教師邀請共同作者來訪獎助辦法」，邀請獲獎來訪學者以公開演講或座談、訪談等方式，與本院師生分享其研究經驗。此次訪談為 110 上學期之獲獎者經濟系趙相科老師之共同作者林孝庭教授 Dr. Hsiao-ting Lin，現任史丹佛大學胡佛檔案館東亞館藏部主任。

The interview was conducted according to the regulations of the CTM Travel Grant for Inviting Coauthor to Visit. In this report the scholar interviewed is ECON Professor Hsiang-Ke Chao's coauthor, Dr. Hsiao-ting Lin, a research fellow and curator of the Modern China collection at the Hoover Institution, Stanford University.

Internationally renowned for its repositories for unique archival materials and rare publications, the Hoover Institution Library and Archives holds one of the world's largest archival collections documenting history in the twentieth and twenty-first centuries. The Institution's curator of the Modern China collection, Dr. Hsiao-ting Lin, an Oxford-educated Taiwanese scholar, is dedicated to research works that look at history in the larger frameworks of international political relations while firmly grounded in archival materials. In this interview sponsored by National Tsing Hua University's College of Technology Management, Dr. Lin shares his insights on Taiwanese history uncovered through newly declassified archives and potential directions for future research, as well as his personal experiences in academia and suggestions for the younger generation of scholars.



Having published extensively on modern Chinese and Taiwanese politics, history, and ethnic minorities, Dr. Lin is a leading expert whose work has challenged conventional narratives and become a textbook for foreign scholars to learn about Taiwan. He did not always want to become a scholar, however. His original plan was to take the foreign service exam and become a diplomat. “Then suddenly I discovered the beauty of doing research based on diplomatic papers here in Taiwan”, he said, when he was pursuing a master’s degree in international law and diplomacy at the National Chengchi University (NCCU). “I chose a topic about modern Chinese diplomacy. Instead of doing international law or international politics, I chose the subject of modern history. This was how I gradually turned my focus from diplomatic career to academic research.” He then went to England to pursue a doctoral degree at Oxford University after two years of military service. The three different academic trainings: political science from his undergraduate study at the National Taiwan University (NTU), international law and diplomacy at NCCU, and oriental study at Oxford, together shaped his academic interest.


A prominent Taiwanese scholar working in a top institution in the United States, Lin is the person to go to when government officials and scholars want to know more about China and Taiwan. “One main motivation for the U.S. think tanks or scholarly communities to look at past history is to find answers to the current U.S. foreign policy”, he pointed out, but also warned that one should not take for granted the interpretation of history. “If scholars in Taiwan do not really care about their own history, the history of Taiwan, then maybe one day there might be a crisis when the interpretation of Taiwan’s history will be controlled or dominated by scholars from the mainland,” said Lin.

Looking forward, Lin pointed out that there are still many subjects in modern Taiwanese history that are awaiting further scholarly explorations. “Treasures for historical study” is how Lin described the archival materials in Taiwan, a view that is also shared by many foreign scholars. “For the younger generation of scholars in Taiwan, whenever I have the chance I always encourage them to first have a very good grasp of what we have now in Taiwan, instead of extending their research findings in foreign countries”, said Lin, stressing three times during the interview that students “should first know what we have in Taiwan”. The Hoover Institution, where he is a research fellow at, is home to nearly one million volumes and more than six thousand archival collections from 171 countries. “I still have to heavily rely on those archival treasures in Taiwan rather than those in the United States”, he told us.

Interview excerpts.

### 1. The academic journey

Lin: I think the most important thing for me is to find your own academic drive. As long as it is driven by a passion to explore more about what was going on in the past, you have a strong motivation to move forward with the topic that you like and you want to explore. You know that research based on historical approach is going to be very time-consuming and you need to have a lot of patience. We call it archival mining or digging into the archival treasures. It might take a lot of years to first explore what you can find from those archival treasures, and then gradually start to develop your own idea about certain historical aspects and come up with your argument. It is going to be time consuming and you need to have very strong motivation, otherwise it is going to be



very difficult. When I was in England I often visited the National Archives in Kew Gardens in London. People say that that place is like a graveyard for the younger generation of historians because once you get into the archives you probably will never come out because there were so many treasures there, and you will probably spend the rest of your life digging archival materials over there.


## 2. Taiwan's history

Lin: My original interest was about modern China frontiers and ethno politics. After I began working at the Hoover Institution at Stanford University, I gradually changed my focus to Taiwan's history because I believe that as Taiwan was transformed from an authoritarian regime into a fully democratized country, there are still a lot of political legacies that still deeply impact Taiwan's society nowadays. For example, let's talk about transitional justice. People are talking about whether we should remove the symbols of authoritarian regimes like the Chiang Kai-shek Memorial Building. I would say that even though it has been fifty years since Chiang Kai-shek and his regime relocated to Taiwan, many political legacies and many decisions he made still have a strong impact on present day Taiwanese politics and society. My motivation is to write up something to tell my reader what happened when the government was relocated from mainland China to Taiwan. I just wanted to tell everyone what was going on back to the year of 1949 surrounding the outbreak of the Korean War, how Taiwan was gradually transformed from a Japanese colony into a periphery of nationalist China and then to the center of the anti-communist regime, the center of the free world in confrontation with communist China. Moving away from 1949 and gradually into the 1960s and 1970s, I just want to let people know what has been going on from the 1950s to the 1960s, why Taiwan was transformed from one that occupied one of the five seats in the United Nations into a country that is totally isolated by the international society. All these huge events and challenges, I think many younger generations have probably forgotten. My purpose in writing these books, whether in Chinese or English, is to let people know what has been going on in the past decades. There are also foreign readers in the western academic community. For example, in my book *Accidental State*, published by the Harvard University Press in 2016, my argument basically challenged what we have thought about the Kuomintang (KMT) regime in Taiwan. I am happy that it has attracted much attention in the western scholarship. The new arguments I raised in this book is that instead of a natural consequence of the Chinese Civil War, I argued that the Nationalist regime in Taiwan was actually a historical accident. It happened not like what we think it should be. It was the outcome of many accidental happenings and all kinds of historical coincidence. I took much comfort that this book is now pretty much a new textbook in learning the history of Taiwan.

## 3. New books about Chiang Kai-shek and Chiang Ching-kuo Era

Lin: What struck me most when I was writing this book is to find out through the archival materials that Taiwan was not what I thought when I grew up on this island. We have often heard that Taiwan was an anti-communist regime under Chiang Kai-shek and Chiang Ching-kuo for five decades since 1949. But actually, during the Cold War, the leadership had been trying to maximize their diplomatic options. Instead of fully relying






on the United States, which has been labeled as the leader of the anti-communist alliance, I think both Chiang Kai-shek and Chiang Ching-kuo had been trying hard not to fully rely on the U.S. aid. We see from those declassified documents that for moments in the late 1960s and early 1970s, Taiwan was actually playing the “Soviet card” in order to counterbalance the growing trend of the U.S.-PRC normalization. Of course for moments in the 1950s and the 1960s, I think Chiang Kai-shek also deliberately played the “PRC card” by allowing rumors like “cross-strait secret compacts” to float around in order to let the U.S. government know that “we also have our options, and if you don’t support us, if you don’t give us more economic or military aid, then probably the situation will force us to be in touch with the communists again, for the third-time cooperation or so on and so forth” as a kind of scare tactic and a weapon to counterbalance the United States. That really struck me most, because we were educated when we were young to be “anti-communist and to fight against the Russians”, or 「反共抗俄」. It was the kind of slogan we heard all the time for decades, but it turned out that was not always the case. During the Cold War, the leadership also tried their best to maximize Taiwan’s diplomatic options. That really impressed me a lot.

#### 4. Archival materials in Taiwan

Lin: For the younger generation of scholars in Taiwan, whenever I have the chance I always encourage them to first have a very good grasp of what we have now in Taiwan, instead of extending their research findings in foreign countries. I would like to suggest to the younger generations of students that you should first know what we have in Taiwan. This is because In the past decades, with the efforts of the government, I think now we are pretty much able to see or read whatever you would like to see or read up to the 1980s. Many archival materials were declassified, meaning that what I was not supposed to read back then are now fully open. You have very easy access to all these archival materials. They have been digitized and you can freely download them, you can read them remotely, and you don’t even have to go to the Academia Historica, for example. For graduate students in Taiwan, they should first have a comprehensive understanding of what we have to fully examine those archival materials and then to undertake their research based on the archival materials we have here in Taiwan. And then if they decide to pursue a higher degree like a doctoral degree in modern history, then they can plan to do some field work elsewhere, like in the United States or Europe. The reason why I say so is because, even though I am working at Stanford in the United States, I still have to heavily rely on those archival treasures in Taiwan rather than those in the United States. I also believe that many foreign scholars also regarded the archival materials in Taiwan as treasures for historical study. I would say that Taiwan is a really great place for archival research and we do have our advantages. If you want to study modern Taiwan, modern China, cross-strait relations or even East-Asian history, Taiwan is a very ideal place for academic research.

#### 5. Topics for future research

Lin: I think there are still many subjects awaiting further scholarly explorations. For example, during the Cold War, from the 1950s until 1980s when Taiwan was under



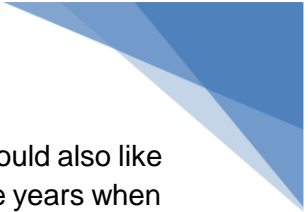
authoritarian rule, how did the military recovery plans, you know, when the narratives were that “our national goal is to fight back and counter attack mainland China”, impact Taiwan’s internal social mobilization? How did these big goals delay the democratization of Taiwan? Now that Taiwan has been fully democratized, but back in the 1950s and the 1960s when we had an external enemy and underwent this very difficult, very challenging, very critical period, how did these big political agendas really impact Taiwan’s society and people’s livelihoods? There is another aspect awaiting our further reconsideration. We are all very proud of Taiwan’s economic miracles, but what was the nature of the policy planning back in the 1970s when Taiwan’s economy was taking off? Perhaps with the newly declassified documents, scholars are finally able to carefully rethink about what was really going on from the 1970s to the present day. I believe that there are still lots of interesting topics that can be further explored, re-explained, reexamined, or reinterpreted in the future.

## 6. Taiwan’s economic miracle

Lin: The so-called Taiwan’s economic miracle took place when Chiang Ching-kuo was taking charge of Taiwan’s national affairs when his father was dying and Chiang Ching-kuo took command. You have to realize that Chiang Ching-kuo was never really good at economic issues. He was trained as a Stalinist and as a socialist and in politics and party affairs. Economic policy was never really his strength. So how did that happen? I think one critical factor was the decision made by leadership by then. Taiwan was still an authoritarian state back in the 1970s, so the leadership’s decision was the most critical factor in deciding Taiwan’s economic future. Back in the 1970s many people did not believe that Taiwan had the capability to build the science parks and develop the high-tech industries. Many people really believed that this was a joke when some proposed that Taiwan should start thinking about producing chips. People laughed at the idea and thought there was no way Taiwan could have played that role because we were at the lower end of the whole industrial development in the world. If back then Chiang Ching-kuo as the decision maker believed in that view and vetoed that decision, then we would not have the TSMC now in Taiwan. So I would say that under authoritarian rule leadership decisions were very critical. When we look at the 1970s in retrospect, I think Chiang Ching-kuo made the right decision. He boldly decided to allow Taiwan to start developing high-tech and to start research in chip production, and gradually Taiwan was able to build up its reputation, like TSMC. The decisions made by the leaders in the 1970s and the 1980s played a crucial role in deciding Taiwan’s future economic development.

## 7. U.S. aid

Lin: The U.S. government decided to provide economic aid to anti-communist countries in Asia because the U.S. government believed that it was good for its global anti-communist strategy. Taiwan, just like South Korea and South Vietnam, was a beneficiary of those U.S. aid under the global anti-communist strategy, but why did some countries like Taiwan succeed whereas some other countries like South Vietnam fail? I think the most important thing is government efficiency and whether the leadership in the country had the determination to fight against corruption. I think in this regard Taiwan was pretty successful whereas the Saigon regime of South Vietnam



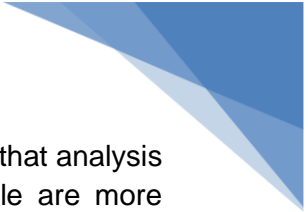
was not able to overcome the internal corruption and eventually failed. I would also like to mention that from the archival materials what I can see is that during the years when the Taiwanese leaders started to receive foreign aid, on the one hand Chiang Kai-shek and Chiang Ching-kuo fully understood that they need to rely on those U.S. aid in order to develop Taiwan's economy, but on the other hand, they also were reluctant to entirely accept what the U.S. wanted them to do. On the other hand, you were the recipient of the U.S. aid, you were supposed to be the United State's little brother and to listen to the big brother, but on the other hand, you can see that the leaders back then were trying hard to resist whatever the U.S. pressures that were inserted upon them. It was really a tough time for Taiwan's leaders back at the time when Taiwan was a recipient of U.S. aid. That was one very interesting phenomenon I observed from the archival materials.

Chiang Kai-shek's basic goal was to spend most of the U.S. in the military because his dream was to recover the whole mainland, whereas the U.S. government preferred the money to be spent in Taiwan's modernization and internal construction. It was very tricky that the U.S. government viewed the entire KMT bureaucracy into two different groups. One was the hardliners, like Chiang Kai-shek and Chiang Ching-kuo and those military officers who always dreamed about returning to the mainland. On the other hand, they also observed that there was another group of technocrats under the leadership of premier Chen Cheng (陳誠), Yen Chia-Kan (嚴家淦), and Kwoh-Ting Li (李國鼎) who devoted their time and energy to construct and develop Taiwan. The U.S. government preferred the latter to be the dominant force within the KMT bureaucracy, rather than having Taiwan being pulled away by Chiang Kai-shek's ambition to recover the mainland. We can see there was a lot of power struggle within the KMT government as well as between the United States and Taiwan.

## 8. Perspectives of research

Lin: Many people believe that the traditional historical approach of doing research top-down, like diplomatic or political history, is already out-of-date. I do not feel this way in the past decade whether I was in England or working in the United States. I believe that as long as you can raise some very interesting arguments, fresh perspectives with some kind of originality, I think whatever history you write will always be appreciated. In other words, there is no such thing as nowadays the scholarly circle has been dominated by cultural history or by a certain kind of new trend, new methodology or new approach. I do not feel that kind of phenomenon when I am working in the United States. What I want to emphasize is that for the younger generation of scholars, choose whatever you believe you like most. Choose whatever you think is the most important subject you want to deal with and then just move forward. Just go ahead without worrying about what the current trend in the western scholarly community is. Don't worry about that. As long as your research outcome is full of new ideas, then you can always find your audience. That is really the strong feeling I have while I work in England and the United States in the past decades. There are always differences about how the local Taiwanese people handle the study of Taiwanese history and how other foreign scholars look at the same subject. For western scholars, they want to learn more about Taiwan's history from a larger framework, for example, how Taiwan






was gradually transformed into a democratic country. They tend to place that analysis within a larger East-Asian framework, whereas here in Taiwan, people are more concerned about what was going on back in the 1950s, 1960s, and 1970s, those single historical events. They want to know more about the details, about what happened, and why they are now still related to Taiwanese contemporary issues. On the other hand, foreign scholars probably will not care too much about some details, but they tend to build up a larger analytical framework and put Taiwan in that framework.

#### 9. Most frequently asked questions

Lin: They are now more concerned about the future relations between Taiwan and mainland China. I think cross-strait relations are what they are most concerned about because of the current situation. In terms of historical approach, they probably know more about how and why the relations between Taiwan and China have come to such a point. I think that is their concern, especially in the United States. I think one main motivation for the U.S. think tanks or scholarly communities to look at past history is to find answers to the current U.S. foreign policy. There is always a tradition of U.S. foreign policy formulation based on historical routes. They always ask me about why Taiwan and China used to be enemies for decades and then there were reconsiderations back in the 1980s and 1990s, and now there is some kind of confrontational approach between the two regimes. What kind of role did the United States play during this long timeframe? Most of my American colleagues are really curious about this history.

#### 10. Competitions for interpretation of history

Lin: Everybody knows that there is no pure academic research in mainland China, even in the field of modern history. There are some red lines that can not be crossed in the mainland historical field. The outcomes of their research will probably have to fit within their own communist perspective of modern Taiwanese history, for example, "Taiwan is a part of China" and so on and so forth. However, I also have a feeling that they are making progress. As soon as the whole political atmosphere gradually loosens up in the future and if there is such a day when the scholars in mainland are able to really freely talk about what they want to talk, then probably they will quickly catch up with the scholars in Taiwan, because they have strength and lots of scholars, they have advantage of number, they have lots of graduate students who are interested in doing history of Taiwan. They have lots of scholars who are eager to come to Hoover's Institution archive to read Chiang Kai-shek's or Chiang Ching-kuo's diaries. If scholars in Taiwan do not really care about their own history, the history of Taiwan, then maybe one day there might be a crisis when the interpretation of Taiwan's history will be controlled or dominated by scholars from the mainland. I think that is something that scholars in Taiwan need to think about. They need to dominate or to grasp the interpretation of our own history, rather than being interpreted by scholars from the mainland or being dominated by scholars in the western countries. We have the advantage of archival resources and a better understanding of our own society, but unfortunately in the past decade it seems to be that the younger generation lack the interest in exploring the history of Taiwan. I really hope that with more and more



archival materials coming out, more and more younger scholars will like to devote themselves to this kind of research.

#### 11. Younger generations of scholars

Lin: It is really a very tough decision for the younger generations to decide to move forward with humanities subjects because maybe it is hard to find a job in Taiwan nowadays in the scholarly field. But if you have the passion, you feel you have the motivation, you really like one subject, like history, anthropology, philosophy, or literature, and if you believe that you really enjoy doing research in this field, then just go ahead. I just have one reminder that scholarly work is really lonely and a very long way, not just two or three years. You really need to have a strong passion and strong motivation, otherwise it will be a very tough and difficult road in your life. If you believe that you have this passion, then I will encourage younger generations to study abroad. If you have the chance to study abroad, you will have the chance to broaden your mind and vision, and have the chance to interact with first-rank scholars and graduate students from all over the world. I want to encourage younger generations not to be afraid of the difficulties and challenges ahead. If you believe that you have the passion and you like to do research, then just go ahead. You will find your own destination. You will find your own goal.