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科管院院長講訪談邀約傅思齊學姊

2022 CTM Dean's Award Winner -Fu Ssu-Chi, Bachelor's Program

2023董總的經營哲學課程紀實

Philosophy of Business LeadersPhilosophy of Business Leaders for 2023

2023上半年度孫運璿科技講座紀實

Sun Yun-Suan LectureIn the first half of 2023

衛生行政有感 _ 李龍騰

Sensible Health Administration

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College of Technology Management

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科管院院長講訪談邀約


傅思齊學姊




在大學的選課制度中，學生有更多自由選課的空間，且有許多安排時間的彈性；但在繁忙的課業和精彩的活動之中，如何保持成績優異，仍然是學生關注焦點。學士班的傅思齊同學日前獲頒111年度科技管理學院院長獎，在訪談中，傅同學大方分享他如何維持成績的秘訣。

傅同學首先提到，合理安排時間是非常重要的。她建議同學，可以依照事情的重要程度和急迫性，整理出日常學業、社團和生活事務的優先順序，處理事情才不至於手忙腳亂，還可以找出能有效利用的零碎時間。同時，最好也隨時預留一些空檔，避免將行事曆塞得太滿。除此之外，提早開始學習很重要，若是在學習過程中，遇到自己不擅長的科目或是難以理解的概念，可以在課堂結束後馬上找同學討論或是請教師長，以快速釐清觀念。

在大學階段，不免有些學生對於自己的主修科系以及未來出路感到迷茫和懷疑。傅同學建議，面對課程壓力和生涯規劃時，可以試著放輕鬆，給自己一點時間去摸索和嘗試。畢竟大學是一個很好的學習環境，在此階段，校園和其他校外機構提供大量資源，同學都可以善加運用；同時，大學也是個練習和試錯的好地方，傅同學鼓勵大家，務必多嘗試和探索不同的領域，這將是出社會後很難得的機會。因此，如果對科系和未來出路有疑慮或者感到不確定，可以多整理自己的想法與疑惑，帶著這些問題去發掘可能答案，如果有較為篤定的想法時，也千萬不要害怕轉換跑道，記得勇敢向前闖。



在清大有一門課程，讓傅同學印象深刻，他也特別向大家推薦這門課，這就是彭冠宇老師開設的「職場溝通學」。這是一門通識課，上課方式和給分標準都很特，。老師會先提供案例讓同學進行討論和分析，並進行分組討論，理解彼此在對話中所表達的意思。透過上述情境訓練，同學不僅能夠學習如何有效地與他人溝通，還有團隊合作和解決問題的能力。非常貼近職場的實際情境，對於未來職場溝通的幫助非常大。



最後談到給學弟妹們的建議，傅同學強烈建議，在清大求學期間應該多交朋友、多認識人，抱持著開放心態與所有人互動，畢竟大學生活期間，不僅僅是讀書，也是與朋友們一起共度的精彩時光。透過與不同背景的人士交流和互動，可以學到更多、體驗更多，也能夠豐富自己的人際關係。其次，勇於嘗試新事物，作為學生，是個充滿活力和無限可能性的身份，請不要害怕嘗試新的活動和探索未知的領域，這些經驗將會豐富自己的生活，即使在當下可能會因此感到疲倦，但事後回憶起來，會發現這些經歷都是非常寶貴且獨一無二。

2023董總的經營哲學課程紀實

科管院近年開設「董總的經營哲學」課程，曾邀請友達光電董事長彭双浪、和碩聯合科技董事長童子賢等多位產業經營者現身說法，引起校園內外廣大關注與迴響。這門知名課程是如何誕生？希望帶給學生何種啟示與指引？實習記者楊富溱邀請科管院林院長接受採訪，暢談他規劃這門課的心路歷程。以下是採訪重點整理：



實習記者問（以下簡稱問）：「董總的經營哲學」這堂課邀請業界許多重量級董座開講，在EMBA學程更是號稱「選到就能賺到」的一門課。想請問院長，當初開設這堂課的「初衷」是什麼？

林院長答（以下簡稱答）：我於2019年接任院長時，開始協助為在職專班規劃課程，在職專班同學願意從工作中抽出時間到學校修課，我認為學校有義務為他們提供更多元化的課程，像是之前的ESG、人文思想社會實踐等課程。一開始我對於「董總的經營哲學」這堂課的想法是，這些同學在職場上，很難在短時間內接觸到這麼多位董總級經營者，若有機會，同學便能從這些成功的經營者身上獲取經驗的傳承、面臨困難與挑戰的決策方法與心態，或是如何應對經濟不穩定或地緣政治衝突等問題，這些都是非常難得寶貴的經驗。當然我也是希望能夠透過這堂課，讓本院在職專班擁有屬於自己的特色。

課程中，我認為最具價值的不只是經驗傳承，課後同學與講者的Q&A環節及互動也很重要。透過同學提問，讓經營者分享自己最真實的人生哲學、生命經歷、生活態度等等，每堂課總是在最後的Q&A環節激起許多火花，與經營者的交流、互動是難得的





問：

對於EMBA學生而言，在職場上面臨著世界局勢快速變化，除了從董總們的經驗中學習，應該還需要做好哪些準備？

答：

我個人認為知識是隨著世界局勢在快速變化，我認為首先要「持續的學習」，讓自己的知識不斷地在更新，才能真正跟上世界的腳步，對瞬息萬變的市場能有所應對，再者是「趨勢發展」像媒體所提到的地緣政治、科技創新，這些都是全球趨勢的發展，我認為在職專班的學生除了在校學習外，對於自己的行業發展趨勢也要有所追蹤，讓自己對於社會、經濟及市場有所瞭解並對這些資訊有所掌控，或許這些知識能夠成為同學未來在職場面臨困境時的解決辦法，因此，這些資源是需要被追蹤、驗證的。

再來是自身的「適應力」，這也能稱作韌性，市場及世界上每天瞬息萬變，有很多事情很難被掌控，因此處理事務的心態是樂觀或者保守，都將帶來非常不同的結果，因此各位同學應該培養自己的能夠靈活適應、調適各種變化的能力，這是非常重要的。現代社會進步非常快，在資訊取得、傳遞上與過去相比有顯著的差距，面臨這些轉折與挑戰，一般人往往會能在特定時間內發現問題並分析問題，但我們都知道，最終有無「解決問題的能力」才是至關重要。比如說，人認知到自己在某方面有所缺憾，但理解到自己的不足往往還不夠，學習如何補足缺憾、解決問題才是根本之道。

最後是人際網路，希望大家在這方面不要有所誤解，許多人常誤以為，自己在EMBA裡僅僅是來交朋友，其實無論和同學彼此是同行業與否，都能有所討論，並激盪出各種不同火花，並有所連繫在未來有所合作。而且EMBA學程能夠帶給同學的從來不只是這些，像是董總的經營哲學課堂上，能夠認識這些董總級經營者，能與他們有所認識、溝通學習並與他們保持聯繫，他們也同樣是相當重要且寶貴的人脈資源，透過朋友認識更多人，或透過講師拓展人脈，才能讓自己的人際網絡更加豐富。



2023董總的經營哲學課程紀實

問：院長認為，需要具備什麼樣的人格特質，才能成為一名好的經營者？

答：有些人認為出色的經營者是天生性格，也有人認為是後天可以培養。我認為當然擁有領導風範是一種天賦，如何領導眾人、帶領團隊，與生俱來的領導力自然是一項優勢；然而如何透過後天努力，將自己培養出優秀的領導風範，我認為持續不斷地接收新知識是非常重要的。像在課堂上能夠向別人互相學習、做好溝通，能夠引領團隊、激勵同仁來達成目標，因此領導力是非常重要的，再者我認為堅毅的決心，企業的環境與校園是非常重要的，市場上瞬息萬變，許多企業經常可能要面臨到無論是經濟、市場、政治等等風險，若沒有堅毅的決心將很難克服這些困難將企業經營下去。再者，具備謙虛的心而不剛愎自用，擁有良好的溝通能力是件非常重要的事情，身為經營者，無論是在與企業的員工、合作廠商、其他經營者都需要妥善良好的溝通能力，清楚地表達自己的思緒、想法才能贏得員工的信任、廠商間的口碑及獲得良好的聲譽，品質優良的溝通對話能夠換來更加穩固的組織架構，發揮合作的最大效益。最後，要成為一個良好的經營者，適應力是非常重要的，企業面臨的風險總是難以預測的，能夠在面臨困境時表現出良好的適應力，帶領團隊突破困境、適應新趨勢、翻轉逆境是非常重要的，與時俱進，翻轉自己過去的思維讓自己接觸、擁抱新的知識，讓自己的決策能夠協助整個組織邁向新的趨勢。



2023董總的經營哲學課程紀實

問：幾乎課堂上每一位演講者都提到，科技變化將對未來造成巨變，想請問院長，身為清華大學科技管理學院院長，坐落在科技業的重鎮新竹，您認為未來清華EMBA將能帶給學員什麼樣的優勢呢？

答：

位置是關鍵，每個學校能夠提供給學員的資源都不一樣，過去我們在職專班的組成與台大、政大便相當不一樣，學員中科技業背景占大多數；畢竟座落在新竹科技園區，清大自然就比較能提供學員相對應自己產業的資源及人脈，透過學長、學姊、講者等一層層人脈，拓展自己的交友圈、人際網絡，為個人職涯發展及商業合作等，提供了交流平台。再者，產業的交流、跨界的交叉互動也很重要，雖說學員都來自於科技業，但科技業畢竟包羅萬象，術業有專攻，有半導體、機械、面板等不同次領域，跨界溝通、互相的學習能夠激發出更多創新想法，彼此之間若能夠共享知識，必然也能帶來更多創新機會，進而拓展學員的職涯和視野。

第三是產業洞察力，我們有義務去了解許多科技業經營者、創業者的商業思維、商業模式、經營理念，從中去了解目前產業的趨勢、市場藉此培養自己對於科技產業的洞察力，也希望透過課程做到科技管理相關知識的傳承。

2023董總的經營哲學課程紀實

問：想請問院長有在課堂中讓您感悟最深的話題或感觸最深、最有印象的時刻？

答：在這堂課中，讓我感觸最深的是「態度」，經營者們的態度讓我體會到「成功絕對不是偶然」，這些身價不菲的經營者願意花自己的時間來回新竹，只為了到我們清華大學講課，從中我看見了他們對於教育的熱忱；且在演講間從不中途休息，而是掏心掏肺的、專注將自己的故事、對事情的看法傳遞給學生。

此外在課堂中，不同於一般由老師介紹講者，而是由學生來介紹講者，課堂上學員們都相當用心的去搜集資料、整理資料，每一次介紹都能使講者驚豔，讓他們能深深的感受到清華學生對於本課程的重視，這份認真態度是在課堂中使我印象最深刻的。

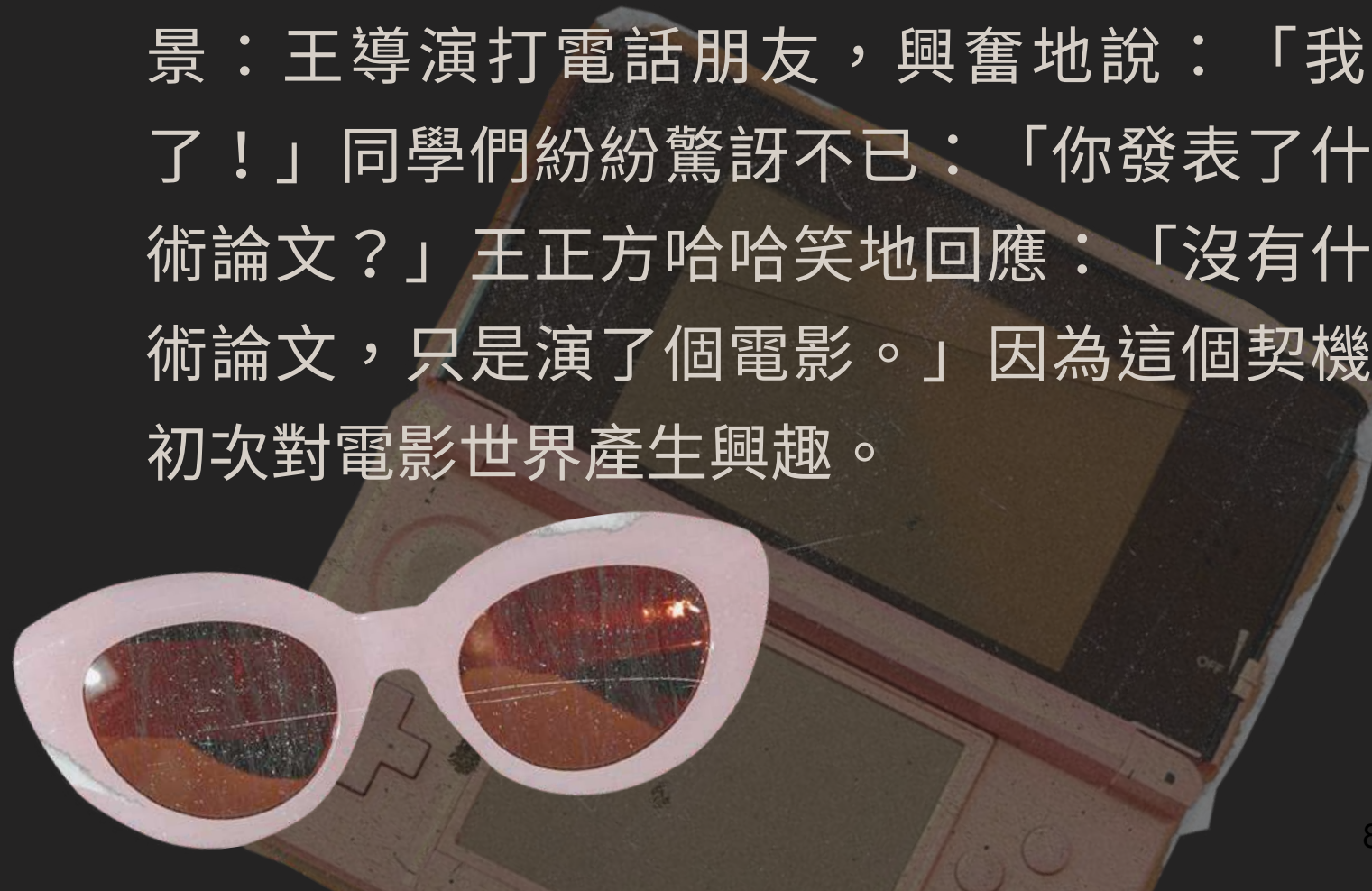


2023上半年度 孫運璿科技講座紀實

講者:王正方 知名導演

講題：我的斜槓人生-從電機工程教授到電影導演

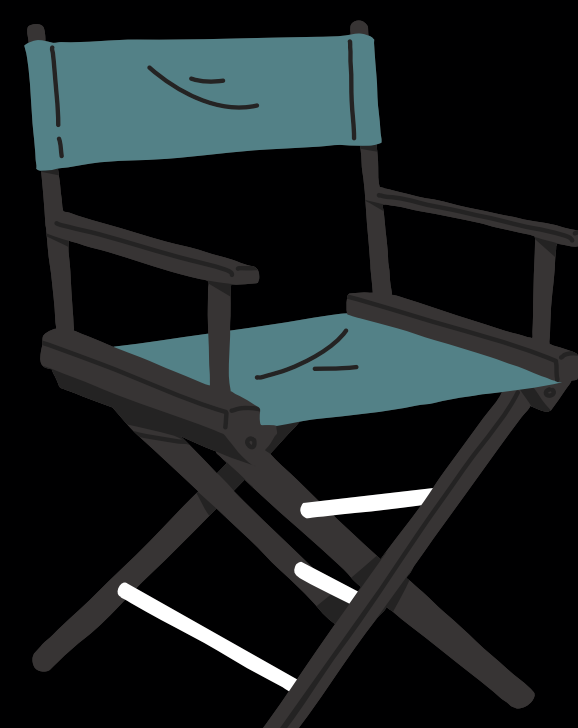
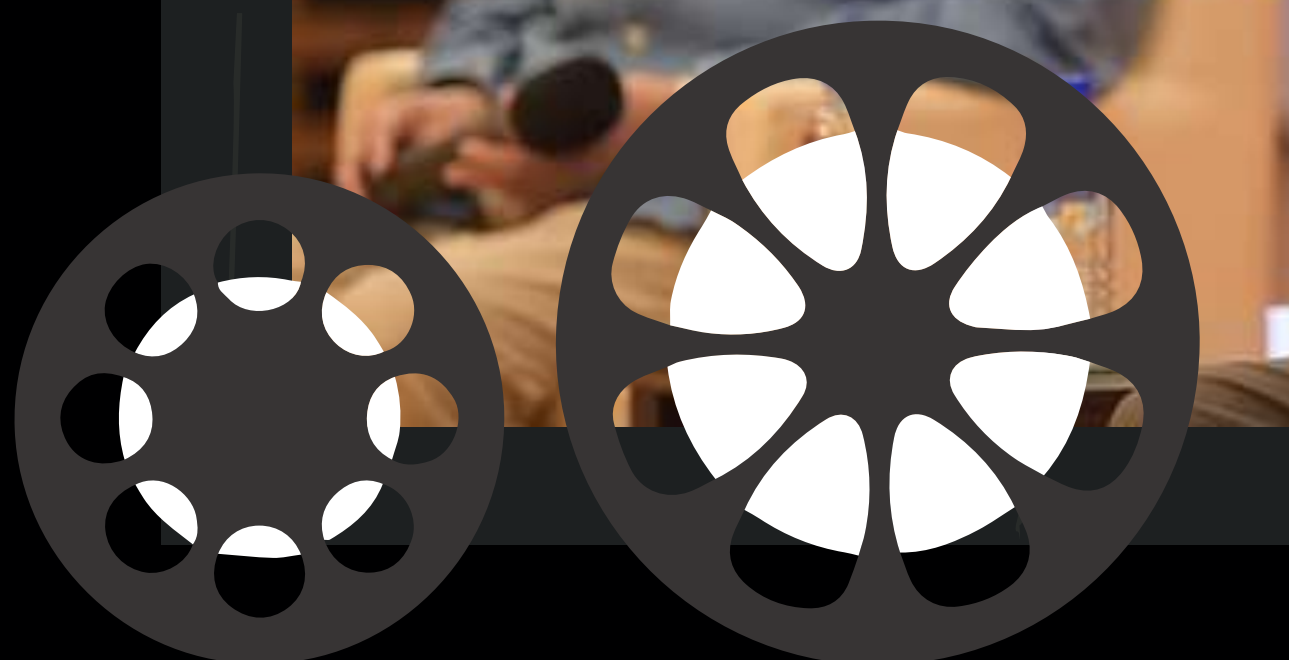
王正方導演在談到自己的斜槓人生時，開玩笑地說：「我原本不是導演，也沒有學過。」他從小就讀國語實小、建國中學和國立臺灣大學電機系，再到美國賓州大學留學，獲得電機工程學博士學位，畢業後在美國IBM擔任工程師。這一路走來似乎都預告著，工程師身份將伴隨自己一生，然而，後來出現了令人意想不到的發展；一開始，他先是在賓州大學就讀期間參加了話劇社，因此對戲劇和電影產生了濃厚的興趣，並與其他亞裔人士一起參與話劇表演。不久之後，他們一群同好一起籌辦了一部電影《尋人》（Chan Is Missing）。這部電影背景設定在1980年的美國，當時美國主流社會對少數族裔仍存在各種歧視。電影主要劇情圍繞著兩位主角尋找失蹤的陳先生，在尋找過程中，陳先生的形象逐漸浮現：一幅破碎、甚至自相矛盾的肖像，這也象徵華裔人士生活在美國社區的複雜性與挑戰。當時，《紐約時報》影評人Vincent Canby曾撰文表示：「本片是無可比擬的歡樂。」在這部電影中，王導演飾演一個廚子，這也使他在一夜之間有了小小知名度。他回憶當時與朋友分享這段趣聞的情景：王導演打電話朋友，興奮地說：「我上報了！」同學們紛紛驚訝不已：「你發表了什麼學術論文？」王正方哈哈笑地回應：「沒有什麼學術論文，只是演了個電影。」因為這個契機，他初次對電影世界產生興趣。



在獲得博士學位後，王導演找到一份位於柏克萊大學附近的工作，並加入了當地的日出劇社，這裡成為他結識志同道合朋友的地方。特別是王導演與戈武成為非常好的朋友；然而，命運卻出人意料地帶走了戈武，這突如其來的悲劇使王導演深感悲痛。隨後，王正方遇到了香港導演方育平，他也是戈武的朋友，後者邀請王導演參與籌備電影《半邊人》，劇情講述一個台灣人來到美國，然後前往香港拍攝電影，最終因為無法成為導演轉而開班教授演戲技巧；過程中，這位台灣人結識原本在父母賣魚攤子幫忙的女孩阿瑩，他們互相支持彼此追尋自己的夢想。這部王導演親自參演的電影，獲得1983年香港電影金像獎七項提名，最後並奪下最佳影片、最佳導演和最佳剪接等三項大獎。

因為《半邊人》這部電影，王導演從此一頭栽進了電影世界，讓他更加堅定地追求自己的夢想。在45歲那年，他毅然辭去教授，正式轉職成為一名導演。這個轉變並不容易，因為當時王導演沒有穩定的收入，只有滿腔熱情地籌備自己的第一部電影《北京故事》。當王導演面對製片廠詢問，他赫然發現自己缺乏完整負責過任何電影的經驗，他試圖以相關經歷來彌補這一缺憾，但這番回答仍然讓對方顯得有些卻步。這時，王導演內心充滿了懷疑的聲音，害怕自己注定會像已去世的戰友戈武一樣，一直夢想著拍電影，最終卻無法實現，只剩下滿腔熱血，仍無法留下任何足跡？然而，奇蹟似地，王導演隨即遇到一位貴人，一家尚未拍攝過大型電影的北京小電影廠。其中有一位老先生對王導演的熱情印象深刻，並給予大力支持。王導演趕忙開始寫劇本，寫下自己的故事：從中國到美國留學、工作的工程師，後來帶著家人回到多年未歸的北京，探討文化衝突和文化交流的趣事。本片雖設定是一部喜劇片，但電影劇本提交審查時，政府主管對電影的真正意義仍頗感疑惑，對此王導演回答：「這個電影沒有特定的意義，它只是生活一部分。」最終，電影腳本通過了審查。片中有一段彈奏中國傳統樂器的片段，喚起了許多人的記憶和共鳴，是一部叫好叫座的電影，也因為《北京故事》，王正方正式成為了一名獨立導演。

《北京故事》上映不久，在賓州大學時的老師主動聯絡王導演，並表示：「看電影時看到你在裡面，瞬間起了雞皮疙瘩！」原來這位老師很意外，自己教書多年來，他從未教過這樣生涯大幅翻轉的學生，而且這位學生竟然成為了一位傑出的電影導演。對於老師這番意外讚賞，王正方感到無比榮幸和開心。更讓他興奮的是，校方邀請自己回母校演講，並且特別頒發給他一張傑出校友獎狀。這個榮耀讓王導演非常開心，這不僅是對他個人的肯定，也是對他在兩個不同領域貢獻的認可。被母校認證為傑出校友，是王導演非常開心，甚至可稱作人生中最高興的一天。導演的斜槓人生故事，鼓舞著我們應該追求夢想和勇於嘗試不同的領域。無論我們身處何地，無論我們的背景如何，只要我們有熱情和毅力，就能夠有實現自己夢想的機會。



衛生行政有感

講者：李龍騰

仁濟醫院院長、

前衛生署副署長、

台灣老年學暨老年醫學會理事長



台灣發展公共衛生的起點



在演講中，李龍騰院長詳細介紹台灣基層醫療史和發展衛生所初期遭遇的問題。李院長分享了當初前總統蔣經國就任行政院長和李登輝擔任省主席時，各自對於衛生所的看法。當年，台灣發生了小兒麻痺（脊髓灰質炎）大流行，衛生所統計顯示，有90%民衆已經接種疫苗，但是當台大醫院教授進行抽查，發現小朋友體內具有抗體者，只有20%至30%。面對這樣現象，當時的省主席李登輝甚至一度感嘆認為：「台灣衛生所不要也罷」。

為防治蟯蟲，乾脆自掏腰包實驗

為了解決民間蟯蟲盛行的問題，李院長曾自掏腰包進行長達三年的研究，親自負責蓋玻片和觀察工作，並自行購買了藥物 Vermox 100mg，每粒需15元新台幣。在研究第一年，他對個案進行一次治療，然而結果顯示治療效果並不理想，「蟲蟲危機」仍然存在。於是在第二年，他連續對個案進行了兩次治療，結果仍然無效。面對這樣的困境，在第三年李院長將個案分成兩組，連續進行三次治療。研究結束後，將其結果發表在台灣公共衛生雜誌上。這項研究引起了衛生署關注，並且提議讓兒童服用 Vermox 藥物，以有效防治蟯蟲，其結果顯示有效，能夠根除蟯蟲感染。李院長的個人研究成果，為蟯蟲防治提供新的解決方案，這將對公共衛生領域產生重要的影響，這項研究成果不僅對台灣而言具有重要意義，也為衛生領域提供了寶貴的參考和啟示



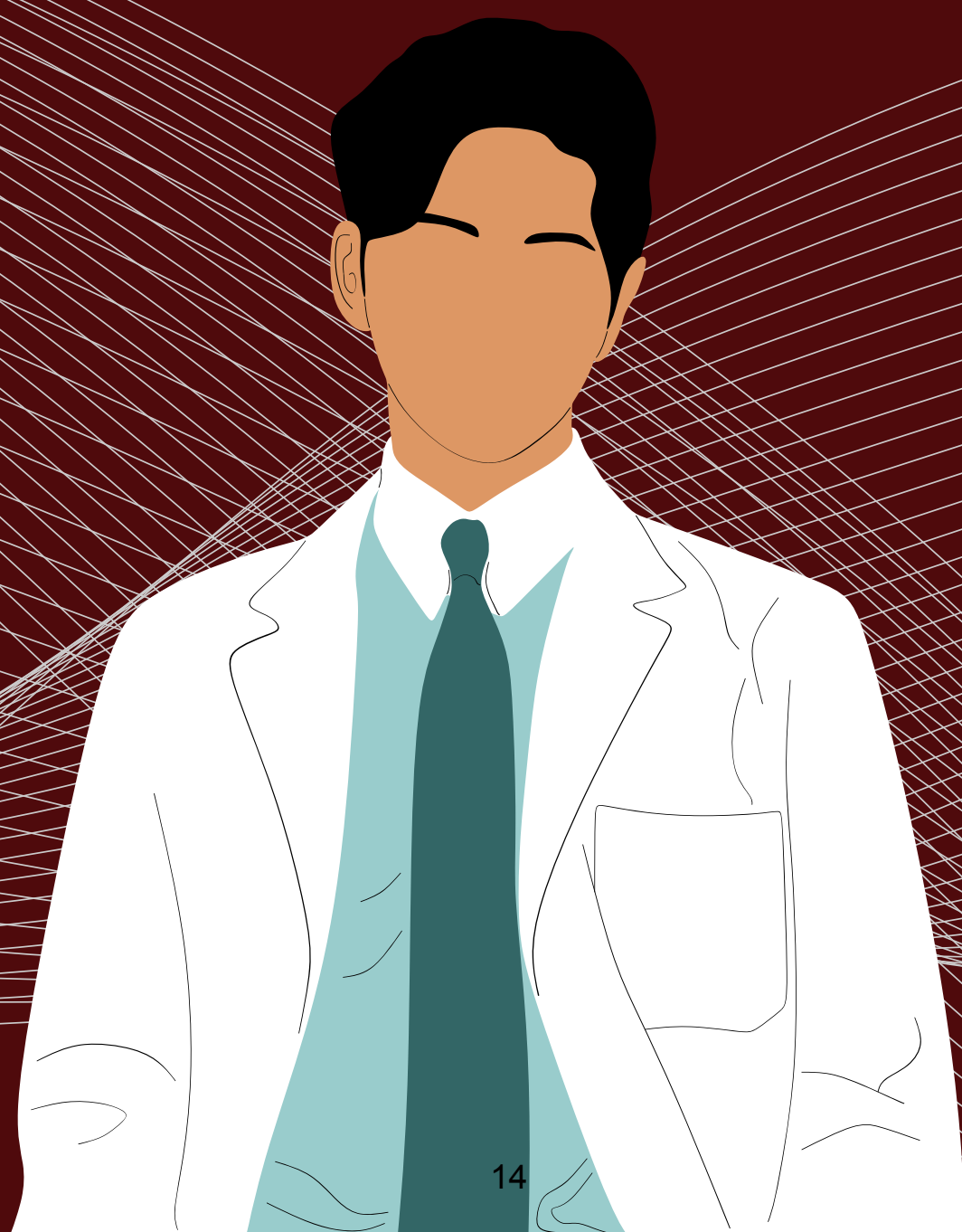
轉任台北縣衛生局，推動公共衛生

李院長後來轉任台北縣衛生局副局長，期間李院長積累了寶貴經驗，也採取一系列創新措施，以確保台北縣數百萬民衆的健康與福祉。其中，李院長推動「衛生所功能再造」，這是為了更有效地提供公共衛生服務，將衛生所撤除門診服務，專注於公共衛生服務和家戶建檔，以確保醫療資源的有效分配。

此外，李院長也推動「衛生所與開業醫的合作」，包括為了推廣子宮頸抹片檢查等重要篩檢項目，故與開業醫建立合作關係。透過提供相應的獎勵和激勵措施，增加篩檢的參與率，提高健康風險的識別和治療率。

此外，李院長也依照當時環境重新制定「市立醫院的角色」。李院長指出，衛生局通過制定計畫和提供相應的補助，鼓勵市立醫院開展特色發展和院際整合。例如，每家醫院都被要求建立自家專長的特色醫療領域：如中興醫院的腦神經科和仁愛醫院的腸胃科，皆是一時之選。此策略有助於提供更全面的醫療服務，滿足公衆對不同專科的需求。

再者，李院長也要求醫療人員落實規範自身職業行為，這是為了確保衛生服務的公正，以往常見的兼差和收紅包等不當行為被嚴格禁止，違反規定者將受撤職處分。



20年前的大小事

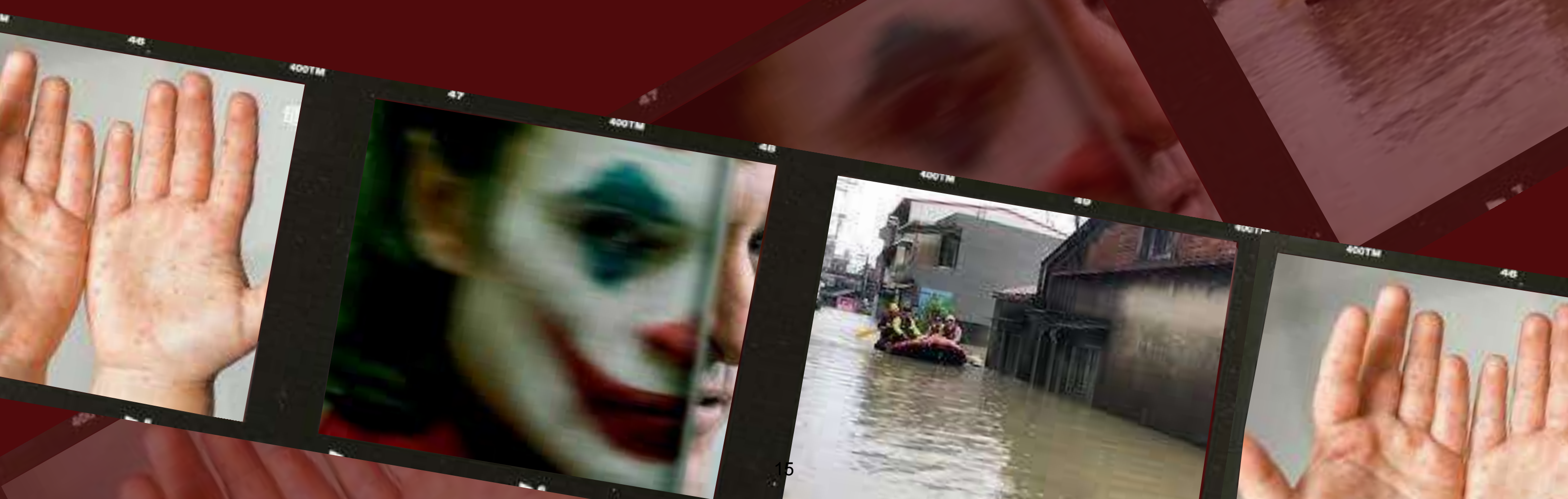
李李院長回憶，他在台北縣衛生局工作期間發生多起重要的衛生與疾病相關事件，以下是其中幾個事件的詳細描述：

「腸病毒疫情」：當時台北縣發生學生集體食物中毒事件，製作便當的廠商運送過程延遲，導致食物變質。這起事件也促使公共衛生單位採取相應配套措施，例如開展了勤洗手的宣傳活動，並與麥當勞餐廳合作，由「麥當勞叔叔帶動唱」，推廣小朋友養成勤洗手的習慣，減少與病原體接觸。

「痢疾與水災」：台北縣在20年前曾多次遭受水災影響，導致痢疾疫情一度傳播。為了控制疾病擴散，當局進行了家戶消毒，同時提醒民衆食物要煮熟，確保飲用水安全。隨後，縣政府也進行水管檢測，發現由於排廢水管與飲用水管道相通，間接造成水質問題，並採取相應的修復措施。

「精神衛生問題」：當年在三重地區，曾發生司機被精神病患潑硫酸事件，此事件被廣泛報導，引起民衆對精神衛生管理的重視。當時，每一位護理人員負責兼顧學校衛生、食品衛生、精神衛生和衛生教育等多項工作，此外每一個人還需要照顧近百名的精神病患者，明顯資源不足，訪問病患次數也無法依照規定有效執行，甚至最終導致數據呈現時的虛假報告。

為了應對這些問題，衛生局警告絕不允許數據造假，並限定每個人負責的工作種類，使每個基層人員能夠專注於單一領域。為了增加精神衛生護理人力，原本編制只有7到8人的衛生所，逐年、分區增加到了20到30人，預算也相應增加，以藉此改善地方基層醫療關於精神衛生服務的品質和效果。



20年前大疫，SARS的省思

2003年發生的SARS（嚴重急性呼吸道症候群）疫情，引發台灣各界對傳染病防治的深思和迴響。李院長意識到，傳染病防治不僅涉及醫療領域，同樣也屬於公共衛生範疇，從這場疫情中，李院長自認獲得許多省思和啟示，例如傳染病控制不僅需要具備專業醫療知識和技能，制定明確政策以在緊急情況下引導民衆正確行動，也十分重要。專業知識和明確政策，一定是確保防治傳染病的重要基礎。

第二，公共衛生除了緊急時必須應變，平時也需要良好的溝通。李院長提到，傳染病防治是需要多元團隊緊密合作的任務，從第一線醫療機構，到政府部門、科學研究者、衛生工作者和公衆等各方面，必須攜手合作，才能有效應對疫情。

而在公共衛生領域中，基於科學證據的決策，對民衆保持良好、暢通的溝通，也是至關重要；因為借助科學證據，能夠制定基於事實和數據的防疫策略，同時透過有效的溝通來傳達訊息、教育民衆並獲得支持，如此一來就有助於在緊急事件發生時減少恐慌。

李院長解釋，防治傳染病看似是醫療問題，其實它更屬於公共衛生的範疇，因為沒有任何一個人，能獨自完成這項艱鉅的任務，我們必須依靠全民共同抵抗病。



COVID-19 疫情的教訓

有了過去類似的傳染病防治經驗，面對這次新冠肺炎的衝擊，衛生行政的策略也有改良。李院長解釋，這次政府對抗疫情，首先採取「境外阻絕」：作為第一道防線，防止病毒蔓延，限制旅行和加強邊境管控。再者，政府積極規劃「防疫物資、人力、設施、溝通與宣導」：需要確保充足的防疫物資，包括口罩、防護服、醫療設備等，同時溝通和宣導在教育民衆、傳達正確信息和提醒大眾遵守防疫措施方面，做好應變準備。

第三，這次疫情台灣各界做到充分的「科技利用」：從數據分析到行動追蹤，從遠程醫療到線上教育，科技的力量有助於提高疫情監測和防疫效率。第四，「用對人對事」：以科學為基礎，針對不同情況和人群制定適當的對策。這包括區分風險等級、制定個性化的防疫措施，並在政策制定和執行過程中充分考慮社會和經濟影響。





科技管理學院

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科技管理學院創建至今**23**年，科技管理學院林哲群院長考量院內人數逐年增加，希望可以提供師生更優質及國際化的學習環境，特邀請祁玉蘭副院長及張焯然副院長主持台積館**1-3**樓空間整修案。副院長和院辦同仁與各樓層設計團隊歷經多次規畫討論，思索後疫情時代學習方式改變，並蒐集使用者建議，期能更貼合師生使用習慣，型塑雕琢出目前規劃的藍圖。

然處於高通膨時代，進行空間整修確實需要龐大的資金支持。林哲群院長特別感謝各樓層捐贈者：經濟系蔡進步榮譽教授、EMBA11余明光校友、玉山銀行、EMBA20洪淑景校友、及EMBA22洪文聰校友，他們於聽聞教室整修的相關計畫後，立刻慷慨解囊，鼎力支持科管院的發展，嘉惠更多年輕學子。有了捐贈者們的支持後盾，科管院才得以無後顧之憂全力推動教師空間的更新優化。院方利用暑假期間進行全面整修，期待於**112**學年度新學期展現煥然一新的樣貌。



圖片說明：103、104、120、121教室3D設計圖 (台積館1樓經濟系蔡進步榮譽教授、EMBA11余明光校友捐贈)



圖片說明：203、206、223、224教室3D設計圖 (台積館2樓玉山銀行捐贈)



圖片說明：3樓公共空間、研究生輕讀區、309教室3D設計圖 (台積館3樓由夫婦EMBA20洪淑景校友、EMBA22洪文聰校友捐贈)

own path, someone er
what it is. They will try
ay it ought to be done
not revolve around yo


2022 CTM DEAN'S AWARD WINNER - FU SSU-CHI, BACHELOR'S PROGRAM




With the university course selection system, students have more freedom to select their courses, allowing them flexibility to arrange their own time. Students are keen to find out how, in the midst of busy study schedules and exciting activities, Fu manages to stay on top of her grades. The CTM Dean's Award for 2022 went to Fu Ssu-Chi of the Bachelor's Program. In her interview, Fu generously shares her secrets for keeping good grades.

First, Fu talks about the importance of time management. She suggests that students can prioritize daily academic and club activities as well as life affairs according to their importance and urgency so that they are not swamped with having too much to do, allowing them enough time to take care of other things as well. At the same time, it is best to leave some spare time and avoid filling up your schedule. In addition, it is important to make time to study ahead. This gives you an opportunity to discuss with classmates or ask the teacher after class if there is a subject you are not so good at or a concept you find difficult to understand.

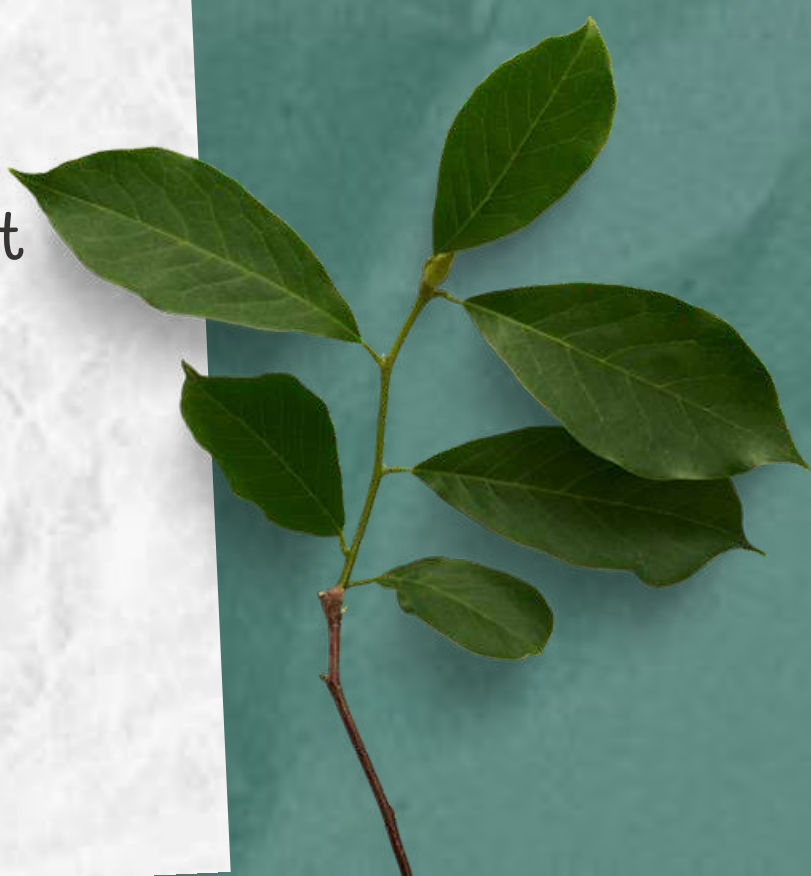
In university, it is natural for some students to be confused or doubtful about what they can do in the future with the subject they take at school. Fu suggests trying to relax when it comes to facing pressure from courses and career planning. Allow yourself time to explore and try out different things. After all, the university provides an excellent learning environment and students can make good use of resources at the university and other off-campus institutions. Meanwhile, the university is also great for practicing and making mistakes. Fu reminds students to keep on trying, and to explore different fields—which may come in handy in the future. Students having doubts or feeling uncertain about their major and future should allow themselves some time to gather their thoughts and questions and do their utmost to discover solutions. When students are determined about their future, they must be brave to switch their path and move towards that passion.



Fu still remembers one of her courses vividly. She strongly recommends “Workplace Communication”, taught by Professor Peng Kuan-Yu. This is a general education course with special teaching methods and grading criteria. The instructor first provides a case study for students to discuss and analyze. Then, they divide the students into groups for discussion to explore the meaning of each other’s dialogue. Through this scenario-based training, students both learn how to communicate effectively with others, and strengthen their abilities for teamwork and problem solving. This scenario is close to what it is like in the workplace, and very helpful for future workplace communication.



Finally, when it comes to giving suggestions, Fu says that students should make more friends and try to get to know more people while keeping an open mind when interacting with others. Being a university student is not just about studying, it is also about having an amazing time with friends. We learn more, experience more and better enrich our interpersonal relationships when we interact with people from a variety of backgrounds. Always remember to be brave and try new things. As a student, you are full of energy with endless possibilities, so do not be afraid to put yourself out there and explore unknown areas. Your experience will ultimately enrich your life, however impossible it may seem at the time. You will find the experiences invaluable and unique when looking back.



PHILOSOPHY OF BUSINESS LEADERS

PHILOSOPHY OF BUSINESS LEADERS FOR 2023

Editor's note: The "Philosophy of Business Leaders" course offered by CTM has, in recent years, involved many important industrial operators, including Chairman Peng Shuang-Lang of AUO Corporation and Chairman Tung Tzu-Hsien of Pegatron Corporation. The course has been well-received inside and outside the campus. How did this course come about? What do students hope to achieve from this course? Intern reporter Yang Fu-Chen interviewed Dean Lin of CTM regarding his journey in putting this course together. The following are the highlights of the interview:



The intern asks (hereinafter referred to as "Q"): The "Philosophy of Business Leaders" course invites many heavyweight industrial operators to give lectures. Amongst all EMBA programs, those taking this course consider themselves very fortunate. We would like to know: what was your initial idea for this course?

Dean Lin answers (hereinafter referred to as "A"): When I took over as dean in 2019, I began to plan for in-service programs - courses for working-people to take and study outside of their work. I think schools are obligated to offer more diversified courses, such as ESG and Humanistic Thought and Social Practice courses we previously offered. My initial idea for offering the "Philosophy of Business Leaders" course was that it is difficult for people in work to get to know these chairmen or presidents. If an opportunity presents itself, people can learn so much from the experience of these successful operators and how they cope with difficulties and challenges, or how they respond to economic instability or geopolitical conflicts. They can take home so much that can be applied in their individual careers. It goes without saying that I also had high hopes that this in-service program of the College would have its own special features.

I believe that the value that comes out of this course is more than just passing down experience. The Q&A sessions and interactions between the students and the speakers after the class are equally important. The questions asked by students enable the operators to share their true life philosophies, experiences, and attitudes. The Q&A session at the end of each class always creates sparks as it is not every day students get to interact with these operators face to face.

Q: In addition to learning from the experience of chairmen and presidents, what else should the EMBA students do to prepare themselves in the midst the rapid changes taking place in the world?

A: I personally believe that people's knowledge should be aligned with the changes in the world. First of all, people should "continue to learn" so that their knowledge is constantly being updated in order to keep up with world trends. This way they will be prepared to respond to the ever-changing market. Second, we should focus on "trend development". Geopolitics and technological innovation mentioned by the media are included as the development of global trends. I think that besides learning in school, students of in-service programs should also be on par with the development trends of the industry; it is important that students are in control of social, economic, and market information. Maybe this information will be the solution to a dilemma in a future workplace. Given this, these resources must be tracked and verified.

Third, a person's adaptability is paramount—this can also be called "resilience". With the market and the world rapidly changing, it is difficult for us to get control over something. Consequently, an optimistic or conservative attitude will often bring different results. I encourage students to develop an ability to flexibly adapt and adjust to a variety of changes. As society is progressing at a fast pace, there is a significant difference in access to and transmission of information when compared to the past. In the face of these transitions and challenges, people are able to identify and analyze problems when they surface within a certain period of time. However, having the "ability to solve problems" is essential. For example, some people realize they are not good enough in some aspects, but that is not enough. To learn to make up for it is the ultimate way to solve a problem. Finally, there is the human network. I hope I will not be misunderstood in this regard. Many people often mistakenly think they only take an EMBA course to make friends. In fact, it does not matter whether their classmates are in the same industry; a conversation or discussion can often lead to different sparks, resulting in cooperation in the future. EMBA programs can offer much more to students. For example, in Philosophy of Business Leaders, students are able to get to know, learn from and engage in conversation with executive industry players, or to stay in touch with them. These lecturers are very important, invaluable network resources. Students can get to know more people through friendship or expand and enrich their human network via the lecturer.

Q: What makes an outstanding operator in your opinion?

A: Some people believe they are born with these traits, while others think that they can be developed later in life. Of course I think having leadership ability is a natural gift. This gift will prove useful when leading other people and teams. How to work towards developing a leadership ability? I think it is important to continue to receive knowledge. For example, leadership is very important - you must learn from others and communicate with them in the class to be able to lead a team and motivate colleagues to achieve targets. Furthermore, I think having firm determination is essential in both a company and a school. With the market forever changing, many companies are frequently faced with risks, whether they concern the economy, the market or politics. Without firm determination, it will be difficult to overcome these challenges and for businesses to continue. I believe people should stay humble always. Operators must be equipped with good communication skills and be able to engage in clear communication with their employees, business partners and other operators. Operators must be able to express their ideas and thoughts to win over the trust of employees and reputation of vendors. Appropriate and quality communication and dialogue will lead to a more solid organizational structure, maximizing the benefits of cooperation. Finally, having good adaptability is a must for a good operator. As unpredictable as risks are, successful operators must have ample adaptability in order to lead the team to overcome challenges, adapt to new trends and reverse adversities. An operator must keep up with the times and reserve their past mindset to allow themselves to reach out and embrace new knowledge so that their decisions can help the entire organization more towards new trends.



Q: Almost all lecturers in the class have mentioned that technological changes will lead to massive changes to the future. As the Dean of the College of Technology Management, National Tsing Hua University, located in Hsinchu, a major city at the heart of the technology industry, what advantages do you think NTHU EMBA will bring to students in the future?

A: First of all, location is crucial. The resources provided to students by each school vary. The composition of our in-service programs is quite different from that of NTU and NCCU as the majority of our students have a background in technology. After all, we are located near the Hsinchu Science Park, NTHU can naturally provide students the resources and contacts that they need.

Through mentors and lecturers, NTHU serves as a platform for students to expand their circles of friendship and human network for their career development and business cooperation. Second, let us not forget industry exchange and cross-border interaction.

Although most students come from the technology industry, fields within the industry can differ greatly, such as semiconductors, machinery, panels and others. More ideas can be created by engaging in cross-border communication and mutual learning.

Sharing knowledge with each other will definitely bring more opportunities for innovation, further expanding student's careers and broadening their horizons.

Third, industry insights. It is our obligation to understand the business mindset, business model, and business philosophy of many technology operators and entrepreneurs. We must understand the current trends and market to further develop our own insights into the technology industry. Through this program, we hope to pass down the latest technology management-related knowledge.

Q: Have you been touched or left impressed by any particular topic in the class?

A: I was deeply touched by “attitude”. From the class, I realized that these industrial operators did not get to where they are today by chance. The fact that these wealthy operators are willing to take time out of their busy schedules and travel back and forth to teach at NTHU shows their enthusiasm for education; they never take a break between lectures, but continue to share their stories and perspectives with students.

Additionally, unlike most classes where the lecturers are introduced by a class teacher, in “Philosophy of Business Leaders”, it is the students who introduce the lecturer. Students work hard to collect and compile information on the lecturer before the class and they manage to leave an impression on the lecturer each time. In doing this, lecturers feel that Tsinghua students attach great importance to this course. This “attitude” is what impressed me the most in the class.

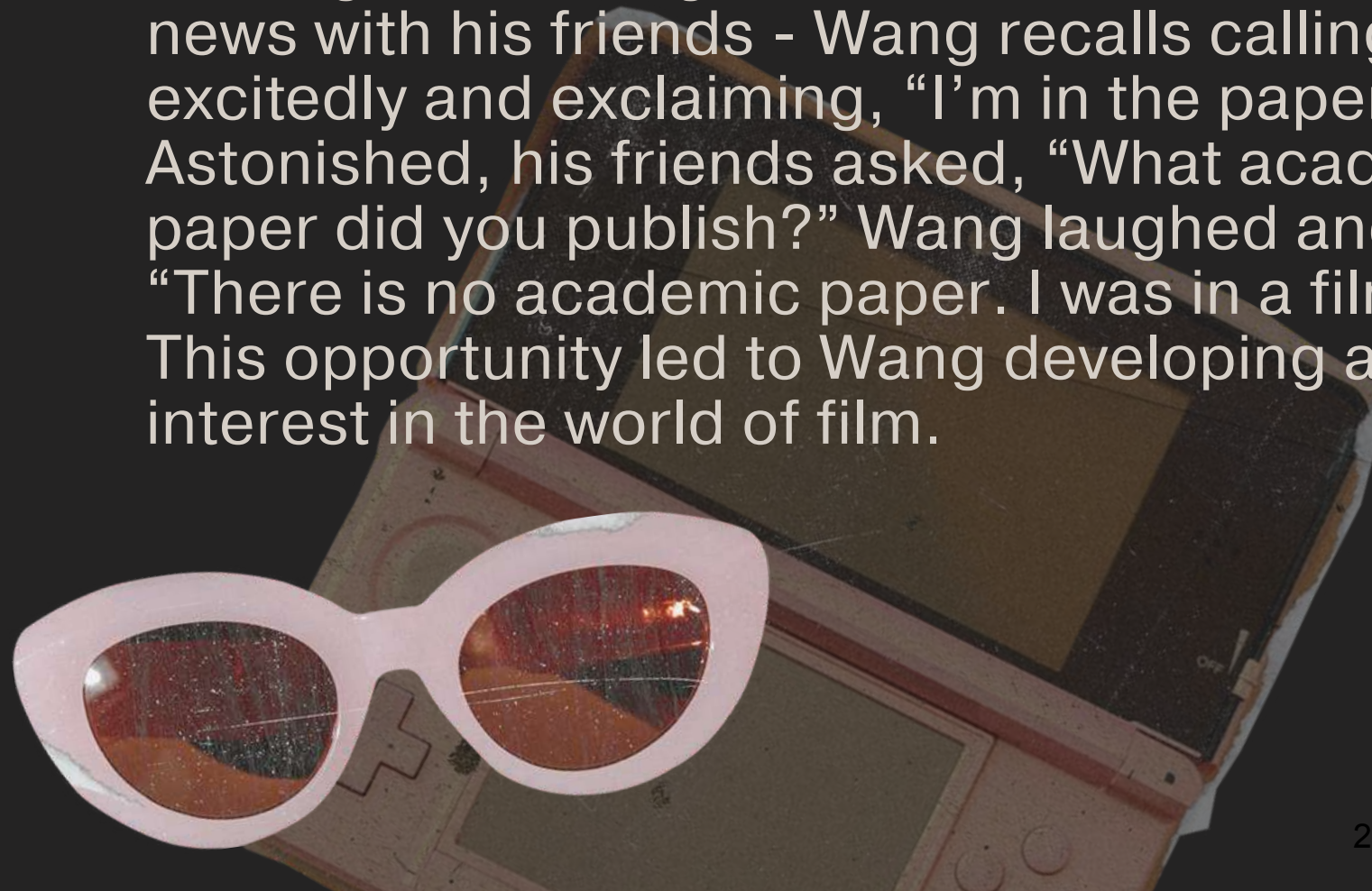


SUN YUN-SUAN LECTURE IN THE FIRST HALF OF 2023

Lecturer: Wang Cheng-Fang (Peter Wang) -
Renowned Film Director

Subject: My life as a slashie - From Professor of
Electrical Engineering to Film Director

When talking about his life as a slashie, Wang jokingly said, "I never studied to be a director!" Wang was a student at Taipei Mandarin Experimental Elementary School, Taipei Municipal Chien Kuo High School, and then entered the Department of Electrical Engineering at National Taiwan University. He later went on to the University of Pennsylvania and received a doctor's degree in electrical engineering, and worked as an engineer at IBM in the U.S. after graduation. Director Wang thought that he would be an engineer for life. However, his life took an unexpected turn when he joined a drama club at the University of Pennsylvania where he developed a great interest in theater and film. He performed in plays with other Asian people. Not long after, he made a film with those sharing his hobby – "Chan is Missing". The film is set in 1980's America, when society discriminated against ethnic minorities. The main plot of the film revolves around the search for the missing Mr. Chan. During the search, the image of Mr. Chan gradually emerges - a fractured and even contradictory portrait that symbolizes the complexities of Chinese people living in American communities. At the time, New York Times critic Vincent Canby wrote, "This film brings incomparable joy." Playing a cook in this film, Wang became somewhat of a star overnight. Thinking back on how he shared this news with his friends - Wang recalls calling them excitedly and exclaiming, "I'm in the paper!" Astonished, his friends asked, "What academic paper did you publish?" Wang laughed and said, "There is no academic paper. I was in a film." This opportunity led to Wang developing an interest in the world of film.

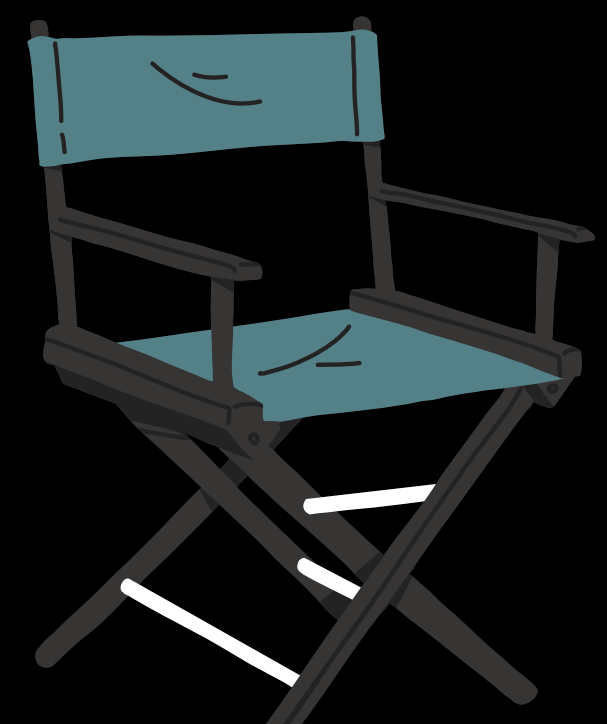
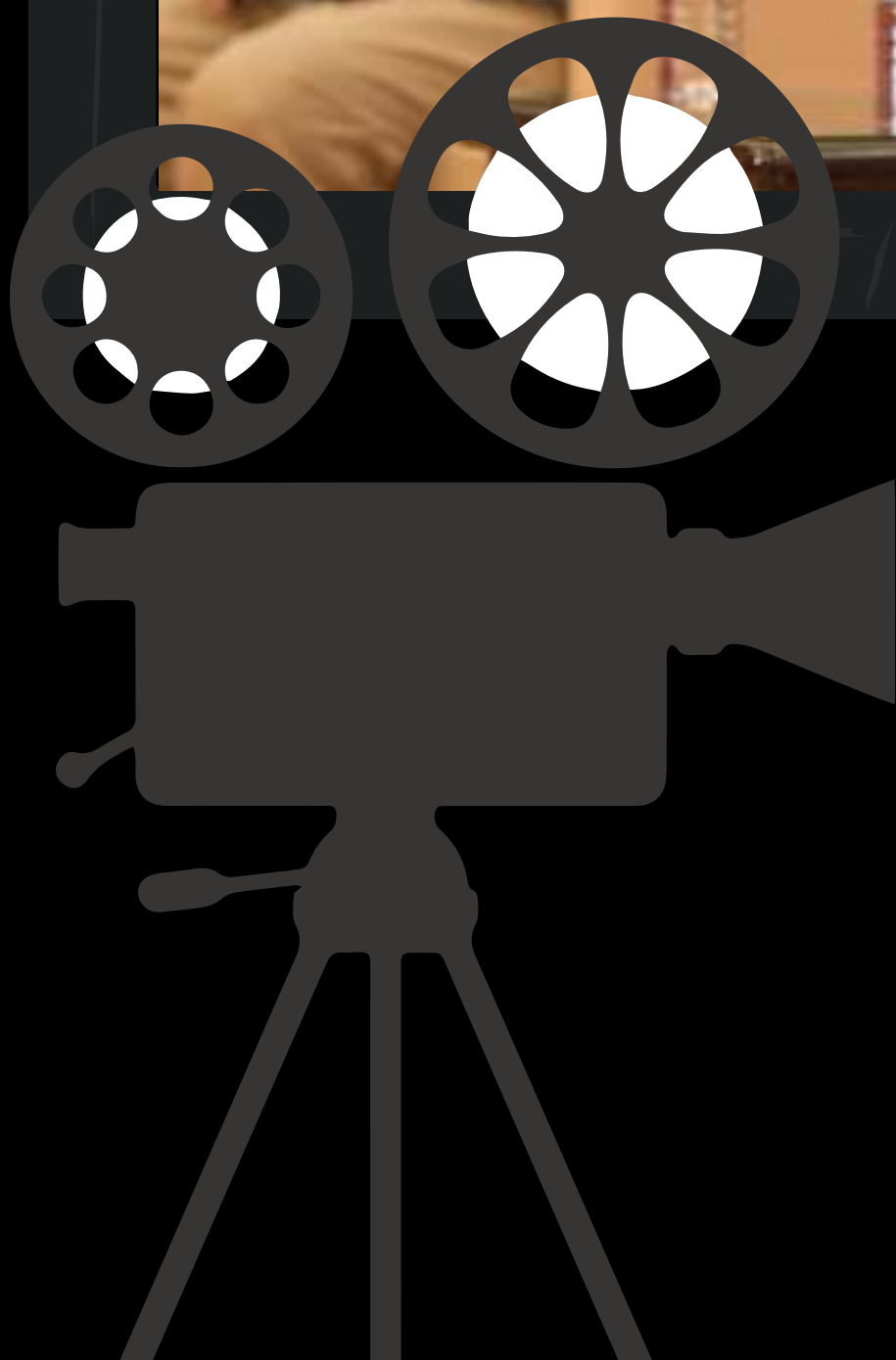


After receiving his doctorate degree, Wang found a job near Berkeley University and joined the local Sunrise Drama Club, where he met like-minded people. In particular, Wang and Ke Wu became very close friends. However, fate unexpectedly took Ke Wu away, casting a shadow over Wang. Later, Wang met Allen Fong, a director from Hong Kong who was also a friend of Ke Wu. Fong invited Wang to participate in the preparation of the film "Ah Ying", about a Taiwanese man who goes to the U.S. and then Hong Kong to shoot a film. Eventually, he fails to become a director and starts a class teaching acting techniques. In the process, this Taiwanese man meets Ah Ying who helps out at her parents' fish stall. They support each other in chasing their dreams. "Ah Ying", in which Wang also plays a role, was nominated for seven awards at the 1983 Hong Kong Film Awards, and won three: Best Picture, Best Director, and Best Editing.

Because of "Ah Ying", Wang became determined to pursue his own dream in film. At the age of 45, he resigned as a professor and officially became a director. This change was not easy as Wang did not have a stable income at the time but he was full of passion preparing his first film "A Great Wall". When questioned by the studio, he realized he did not have any experience in being in charge of a film production. He attempted to make up for this by explaining his relevant experience. This did not satisfy the studio. Wang was full of doubts. He was afraid he might end up like his friend Ke Wu, who dreamed about making films but never did, and did not leave any work behind after he passed. Miraculously, Wang met someone who changed his life forever - someone from a small film studio in Beijing that had not yet shot a major film. An elderly man in the studio was particularly impressed with Wang's enthusiasm and wanted to support him. Wang began to write about his own story - an engineer from China who goes to the U.S. to study and work, and returns to Beijing years later with his family. The script explores the interesting facets of cultural clashes and exchanges. The film was set to be a comedy, but when it was submitted for review, government officials were confused about the real meaning of the film. To this, Wang explained, "This film does not have any specific meaning, it is simply a part of life." In the end, the film script passed the review. In the film, there is a clip of a traditional Chinese musical instrument being played, which jogs many memories. "A Great Wall" was well-received and Peter Wang officially became an independent director.

Not long after the release of “A Great Wall”, a teacher at the University of Pennsylvania contacted Wang and said, “Watching you in the film gave me goosebumps!” The teacher was surprised that in all his years of teaching, he had never taught a student whose career had taken off like that, or that one of his students had become an outstanding film director. Wang was extremely honored to have received this unexpected praise. What made him even more excited was that he was invited back to give a speech at his old school, NTHU, where he received a Distinguished Alumnus Certificate. Wang was over the moon when he received this honor as it was not only a personal recognition, but also a recognition of his contributions in two different fields.

To be recognized as a distinguished alumnus by his alma mater made Wang very happy. He regards the day as the happiest in his life. The story of Wang as a slashie encourages us to pursue our dreams and be brave enough to try different things. No matter where we are or what our background is, as long as we stay passionate and persevere, our moment to achieve our dreams will come.



Sensible Health Administration

Speaker: Lee Long-Teng

Superintendent of Jen Chi Hospital

Former Director-General of Department of Health

Chairman of Taiwan Association of Gerontology and Geriatrics





The origin of Taiwan's advancements in public health

Superintendent Lee Long-Teng detailed the history of Taiwan's primary medical care and problems encountered during the initial phase of the development of public health centers in his address. When former president Chiang Ching-Kuo was still premier of the Executive Yuan and Lee Teng-Hui was still provincial governor, Superintendent Lee expressed their views on public health centers. Taiwan was experiencing a polio (poliomyelitis) epidemic at the time. According to public health center statistics, 90% of the population is immunized. Spot tests conducted by a professor at the National Taiwan University Hospital revealed that only 20-30% of children have antibodies. In light of this phenomenon, the provincial governor at the time, Lee Teng-Hui, exclaimed, "Taiwan's public health centers are as good as none."

One might as well fund their own experiment for the prevention and control of pinworms.

Superintendent Lee once funded his own research for up to three years in order to solve the problem of widespread pinworm infestation, assuming responsibility for coverslip and observation work and purchasing 100mg of Vermox at NT\$15 per capsule. He conducted one treatment session in the case study during his first year of research. However, his results showed unfavorable therapeutic effectiveness, implying that the “pinworm crisis” has persisted. He conducted two treatment sessions in the case study in the second year, but the results were inconclusive. In response to this situation, Superintendent Lee divided the case studies into two groups in the third year and conducted three treatment sessions in a row. The findings were published in Taiwan Journal of Public Health after the study was completed.

Because of this research, the drug Vermox is now recommended for use in children to effectively prevent and control pinworms. Lee’s results show that it is effective in eradicating pinworm infection. The findings of Superintendent Lee’s individual research offer a novel approach to pinworm prevention and control, which will have significant effects in the field of public health. These findings not only have great significance for Taiwan, but also offer valuable references and revelations for the health research community at large.



Transfer to the Department of Health, Taipei County Government to promote public health.

Superintendent Lee was later transferred to the Department of Health, Taipei County Government as the deputy director-general. During this time, Superintendent Lee gained valuable experience and implemented a number of novel policies to improve the health and well-being of millions of Taipei County residents.

In particular, Superintendent Lee advocated for the “reengineering of public health center functions.” This was done in order to provide public health services more effectively. Outpatient clinic services were removed from public health centers in order to focus on public health services and household archiving, ensuring the effective distribution of medical resources.

In addition, Superintendent Lee promoted “cooperation between public health centers and practitioners,” including major screening items such as pap smear promotion, etc. Consequently, a relationship of cooperation was established with practitioners. By offering rewards and incentives, screening rates, the identification of health risks, and treatment rates have increased.

Furthermore, Superintendent Lee reestablished the “role of municipal hospitals” in light of the prevailing circumstances. The Superintendent stated that the Department of Health, Taipei County Government encourages municipal hospitals to engage in distinctive development and inter-hospital integration via the formulation of plans and the provision of corresponding subsidies. For instance, each hospital has been tasked with establishing its own specialized medical field, such as the Division of Neurology and the Division of Gastroenterology at Taipei City Hospital (Zhongxing Branch and Renai Branch). This strategy aids in providing more comprehensive medical services, thereby meeting the public’s need for different specialties.

Further, Superintendent Lee also asked medical personnel to implement and regulate their own career conduct, in order to ensure the fairness of health services. Taking part time jobs and accepting red packets are strictly prohibited misconduct, for which violators are subject to removal from office.



Significant and Minor Events Two Decades Ago

During Superintendent Lee's tenure at the Department of Health, Taipei County Government, a number of significant health and disease-related incidents occurred, as he recalls. Detailed descriptions of several incidents are provided below:

Enterovirus epidemic: A group food poisoning incident occurred in Taipei during a period in which manufacturers of packed lunches experienced delivery delays, resulting in food spoilage. As a result of this incident, the public health unit launched corresponding supporting measures, such as launching frequent handwashing advocacy and collaborating with McDonald's to promote children's frequent handwashing habits and reducing their exposure to pathogens.

Dysentery and floods: Taipei County was vulnerable to the effects of a flood more than 20 years ago, making the area susceptible to a dysentery outbreak at one point. To prevent the spread of the disease, authorities began disinfecting homes and reminded the public to cook food thoroughly and maintain safe drinking water. Following an inspection of the water pipes, the county government determined that the connection between the sewage pipe and the drinking water pipe was to blame for the water quality issue and implemented appropriate repair measures.

Psychiatric health issues: In the Sanchong area, a driver was attacked with sulfuric acid by a patient suffering from mental illness. This incident's extensive media coverage sparked national concern regarding mental health management. At the time, each nurse was responsible for school health, food health, mental health, and health education, among other things. Furthermore, each individual was expected to care for nearly 100 patients with mental illnesses, indicating a lack of resources. The number of patient visits was also not implemented as it should have been, resulting in false reports in the data presented.

In response to these concerns, the Taipei County Government's Department of Health issued a strict warning against falsifying data and limited the scope of each worker's duties, allowing grassroots staff to focus on a single area. The initial public health center allocation of seven to eight individuals was increased to twenty to thirty per district annually to increase mental health nursing care personnel. Budgetary increases have also been made to improve the quality and effectiveness of mental health services.



Thoughts on SARS 20 Years After the Epidemic

In 2003, Taiwan experienced an outbreak of Severe Acute Respiratory Syndrome (SARS), prompting all sectors of society to consider and respond to infectious disease prevention and control. Superintendent Lee was aware that infectious disease control and prevention involved not only the medical field but also the realm of public health. Superintendent Lee believes he has gained numerous insights and inspirations from the pandemic. Infectious disease control, for instance, necessitates not only professional medical knowledge and skills, but also the formulation of clear policies to guide the general public through the appropriate actions in emergency situations. Professional knowledge and clear policies must be an important foundation for long-term infectious disease prevention and control.

Second, in addition to emergency responses, effective communication on regular days is required for public health. Superintendent Lee stated that the prevention and control of infectious diseases is a mission that requires the close collaboration of multiple teams. To effectively combat the pandemic, all parties, from first-line medical institutions to government sectors, science researchers, health workers, and the general public, must work together.

In the field of public health, it is crucial to make decisions based on scientific evidence and to maintain effective and fluid communication. This is due to the fact that scientific evidence allows for the development of fact- and data-based pandemic prevention strategies. Furthermore, panic can be reduced when emergency events occur through effective communication, public education, and gaining public support.

As explained by Superintendent Lee, infectious disease prevention and control may appear to be a medical issue, but they actually fall under the purview of public health because no one person can handle this massive task alone; we rely on the entire population to combat the disease.



The COVID-19 Pandemic: Lessons Learned

In light of the impact of the COVID-19 pandemic, the health administration strategy for infectious disease prevention and control has been refined using comparable past experience. Superintendent Lee explained that the government is combating the epidemic this time by instituting an “overseas blockade” as a first line of defense to prevent virus spread, limit travel, and strengthen border security. In addition, the government is actively planning for “anti-pandemic materials, manpower, facilities, communication, and publicity”; it is crucial to ensure that there are sufficient anti-pandemic materials, such as masks, protective clothing, medical equipment, etc. In addition, communication and advocacy are used to educate the public, disseminate accurate information, and remind the public to adhere to anti-pandemic measures, thereby ensuring proper response preparation.

Thirdly, all sectors of Taiwanese society have effectively utilized technology. From data analysis to action tracking and telemedicine to online education, technology helps improve pandemic monitoring and anti-pandemic effectiveness. Fourth, “use the right people for the right things”: Formulate appropriate strategies for various situations and groups using science as a foundation. During the policy formulation and implementation processes, identifying the level of risk, developing individualized pandemic prevention measures, and considering the social and economic consequences are included.





科技管理學院

College of Technology Management

CTM NEWS



NTHU College of Management Thanks

Donors' Contributions to the Space Renovation Projects
that are Anticipated to Show a Brand New Look in the New Semester

**NTHU COLLEGE OF
MANAGEMENT**

Since the establishment of CTM 23 years ago, the number of students has increased year by year. Dean Che-Chun Lin hopes to provide a quality and more internationalized learning environment, therefore Associate Dean Yih-Luan Chyi and Associate Dean Jow-Ran Chang were invited to preside over the 1st-3rd floor space renovation projects of the building.

The project team together with the design provider of each floor, went through many planning discussions reflecting on the changes in learning styles in the post-pandemic era, collected suggestions from the users, and then came up with the current planning.

Those space enhancement projects require significant financial support, especially in an era of high inflation. Dean Che-Chun Lin gives special thanks to those generous donors who are making these projects possible:

Eric Tsai, Honorary Professor of the Department of Economics
Ming-Guang Yu, EMBA11 Alumnus
E.SUN BANK
Shu-Jing Hong, EMBA20 Alumna
Wen-Cong Hong, EMBA22 Alumnus

With the support of these donors, the renovations are expected to be completed this summer, and we are looking forward to welcoming you back with our newly revamped space to provide a refreshing learning experience for students in the new academic year.



3D design images of the classroom 103, 104, 120, and 121. (Funded by Eric Tsai, Honorary Professor of the Department of Economics, and Ming-Guang Yu, EMBA11 Alumnus)



3D design images of the classroom 203, 206, 223, and 224 (Funded by E.SUN BANK)



3D design images of the 3rd-floor open area, graduate student study area, Classroom 309 (Funded by Shu-Jing Hong, EMBA20 Alumna and Wen-Cong Hong, EMBA22 Alumnus)

what it is. They will try
ay it ought to be done
not revolve around yo