

CTM

E-Newsletter



科技管理學院
College of Technology Management

12 2023

December



如何利用學校資源助力職涯發展

How to Utilize School Resources to Boost Career Development

台積館 3 樓教室、碩士生閱讀區及公共空間開箱分享

TSMC Building 3rd Floor- Discover Classrooms, Master's Student Reading Area, and Public Spaces

全資源經營的思維

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共同作者來訪獎助學者 - Prof. Fred Phillips

CTM Interview Series- Prof. Fred Phillips

2023 科管院博士生訪問國際名校獎助獲獎人 - 科管所易莉翔同學

CTM PhD Student Interview Series – Grace Li-Hsiang Yi



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如何利用學校資源助力職涯發展



作者：人社院學士班 二年級 陳冠毓

在科管院的新生歡迎會上，清大計財系潘虹華老師分享了寶貴的職涯建議，為學生描繪了一個充滿希望的未來藍圖。以下是對這次分享的整理和淺談。

首先，工作面上，潘老師強調了工作不應該成為職涯的全部。他提醒學生們，工作僅是生活的一部分，不能代表整個自己。以馬拉松作為比喻，形容職涯是一場漫長的跑步，需要堅持的耐力和正確的生活態度。同時，他鼓勵學生設定清晰的職涯目標和規劃，因為職涯的終點是由自己設定的。

再來，當談到退休面上時，潘老師提醒學生們退休不等於財富自由，更不代表生活

變得無所事事。他強調理財規劃和追尋有意義的活動同樣重要，目的是讓退休生活充實而有意義。

在分享經歷和實力方面，潘老師指出 40 歲以後是人生財富積累的重要時期。並提到專業能力的培養需要超過一萬小時的努力，藉以勉勵同學們累積深厚的實力，同時提醒學生們要注重中年後的職涯發展與長期的職涯規劃。

學校所教授的基礎知識與職場所需的重新累積新知識、適應職場文化以及與同事相處，形成了學校和職場的差異。潘老師鼓勵大學生好好經營自己的職涯，強調這將對未來產生重大影響。

最後潘老師大方地向所有在場同學分享可以有效利用的資源—企業導師領航計畫。職涯辦公室的領航計畫是一個企業導師帶領學生參與的計畫，通過參與可以認識企業高層、建立人脈，並有機會獲得實習機會。這不僅有助於履歷的豐富，還能提升進入職場或研究所的機會。

科管院的實習單位包括永豐銀行、元大金控、pwc 資誠和 KPMG 等知名公司。這為學生提供了實習和了解不同行業的機會，有助於將理論知識轉化為實際經驗。

PWC 資誠和 KPMG 的企業講座強調了企業永續價值的重要性。這不僅是對學生

價值觀的塑造，更是對未來職涯方向的啟發。這些講座也是學生們瞭解企業內部運作和需求的絕佳機會。

演講結束前，潘老師分享了 Instagram 上的 CAREER_CTM，這是一個獲取科管院職涯第一手資訊的平台。學生們可以在這裡獲得最新的職場動態和資訊。

總體而言，潘虹華老師的分享為計財系的新生提供了豐富的職涯建議，引導他們走上成功職涯的起點。這些建議不僅是對學業的補充，更是對未來職涯的引導，期望學生們能夠珍惜這些寶貴的建議，並將之轉化為個人成長的動力。



台積館 3 樓教室、碩士生閱讀區及公共空間開箱分享

作者：科管院辦公室提供



3 樓全新空間，嶄新面貌

要為大家介紹台積館 3 樓全新的區域，包括 309 教室、戶外大平台、及獻給研究生專屬的聰景書苑、提供院內學生使用的討論室，以及適合用餐休憩和社交討論的聰淑空間。

現在，就讓我們一一揭開神秘面紗，lets go！

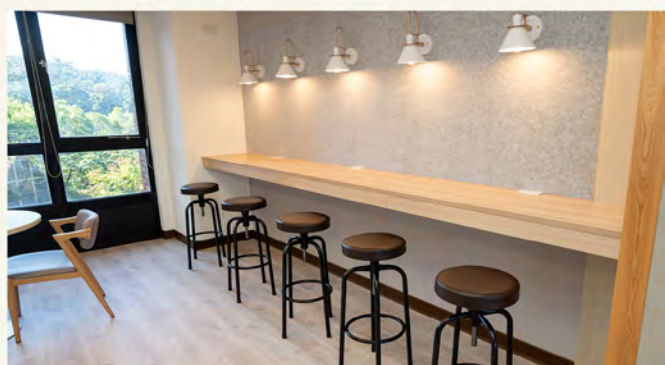
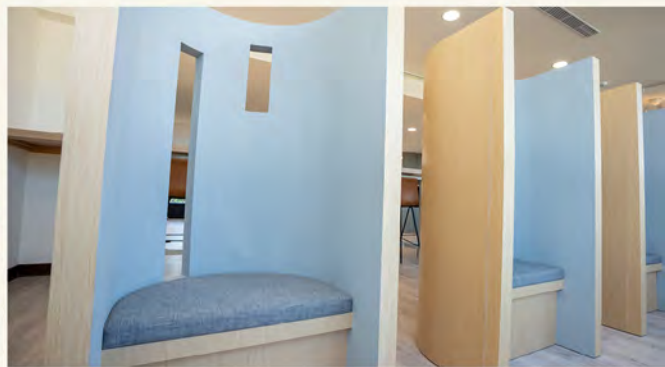
聰景書苑

科管院碩士生限定，專屬讀書區域，特別參考了學校圖書館的設計，分為靜讀區和輕讀區。靜讀區提供 94 個座位，為提供寧靜的個人念書環境，而輕讀區則是一個輕鬆的學習區域，可自行選擇適合的區域好好念書。

請同學在使用這些空間時，請勿攜帶任何食物及飲料入內，請保持輕聲細語，尊重其他人的使用權益。



聰景書苑 - 輕讀區



聰景書苑 - 靜讀區



喜歡坐哪就坐哪，但別忘了離開前要把所有物品帶走喔！

聽淑空間



公共空間可開放飲食外，另備三間討論室可供院內同學借用。

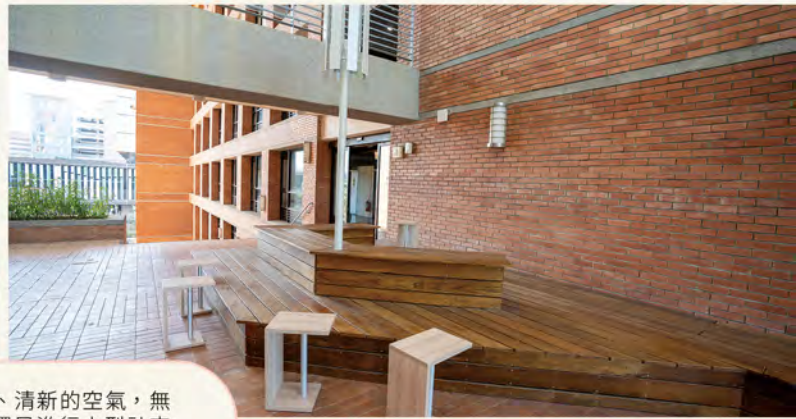


309 教室



容納 80 人大教室，270 度環景，教室後方及教室門前設有休息小區，歡迎下課來這放空。

3F 戶外平台



陽光灑落在地面、清新的空氣，無論是用餐、休息還是進行小型社交討論，這裡都非常適合喔！



我們致力於打造一個適合學習和交流的環境，讓每一位在科管院就讀的學生都能充分發揮潛力。我們期待著與您一同建構更美好、更豐富的學習體驗。

感謝

台積館 3 樓呈現嶄新風貌，我們要特別感謝景文汽車玻璃的慷慨支持與贊助聰景書苑及聰淑空間（特別感謝 EMBA20 級洪淑景學姐和 22 級洪文聰學長），使我們有機會重新打造這片空間。感謝這份支持，讓科管院的同學們能夠在這裡專心學習與念書。再次衷心感謝！



全資源經營的思維

作者：科管院學士班三年級 林泓鋁

半個世紀以來，台灣在全球的產業地位能夠顯著翻轉，原因包括眾多產業鏈當中的「隱形冠軍」，電子業下游資訊硬體設備和半導體上游「護國群山」等眾多企業加持，更是有所成就的關鍵。台灣科技產業是如何從無到有、從最傳統的加工出口型態逐漸演變為兼具製造、設計、營運、物流能量的角色？一整個世代台灣人的努力自不在話下。究竟年輕世代在面對挑戰時，可以如何借鏡前人腳步，展望未來方向？實習記者林泓鋁特別整理由史欽泰院長主講的「吳泉源教授紀念講座」，給全院師生作為參考。

本場活動講者史欽泰院長 1968 年畢業於台大電機系，曾獲得母校頒發傑出校友，畢業後至普林斯頓大學獲取電機博士學位，爾後獲得史丹佛大學管理科學碩士學位。進入職場後，史欽泰院長於工研院 (Industrial Technology Research Institute, ITRI) 歷任中心主任、所長、院長、董事長等職位，離開工研院後，來到清華大學擔任科技管理學院院長 (2004~2010)，卸任後至資策會 (Institute for Information Industry, III) 擔任董事長，至今仍是許多協會、機構的顧問及理事長。

史院長經歷了台灣數十年來產業轉型的重大時期，從最初的代工製造到如今科技業



的蓬勃發展，他親自見證了工研院及新竹科學院區的誕生，是台灣成為「經濟奇蹟」的開創者之一；然而，台灣產業之所以被稱為「奇蹟」，代表其中必定有許多瓶頸，而幫助史院長度過這些難關的就是他在多年經歷中觀察及歸納出的 - 全資源經營思維。

何為資源？

在介紹全資源經營的概念之前，需要先確認甚麼是資源，「資源，就是你可以控制的東西。」史院長說道，最常見的例子就



是生活中的貨幣及不動產，基本上，財務報表收錄的項目都可以被稱為資源。然而資源遠遠不止這些形式而已，「關鍵是我們怎麼去發現、定義資源，否則每一個人的資源都有限。」

接下來，史院長以自身求學至職涯的過程發現的資源來說明，如何發掘及運用資源。

最初的資源 – 學校

史院長畢業於台大電機系，他回憶，台大校風自由放任，因此造就了很多學生畢業後的發展，當年他有幸遇到方復教授（中央研究院院士、美國國家工程院院士）歸國來到台大任教，他啟蒙了史院長日後對半導體技術的興趣，也正是方教授影響了台灣半導體產業的發展；像是講者的同學吳慶源先生，爾後回到陽明交通大學任教，也擔任半導體研究室的主任，其他包括胡正明先生、蔣尚義先生都擔任過台積

電技術長，至於馬佐平教授（中央研究院院士）的學生魏哲家先生，現為台積電總裁，這些知名企業家、產業先行者，當年都是史院長的同班同學。「同學在你日後的一輩子都是很重要的資源之一，那雖然難以在你的『財務』報表裡面成為一項資產，但在我看來，都是很重要的東西。」史院長以這段話作為校園第一個資源的總結，教師及同學間的人脈網路，正是同學們最寶貴的資源。

離開台灣大學後，史院長前往普林斯頓大學。該校在各專業領域都是世界數一數二的名校，但史院長認為，最重要的並非年年變化的排名，而是校園與其周遭環境，史院長介紹，普林斯頓大學位於紐澤西州普林斯頓市，附近有許多優秀的研究機構和企業，像是 IBM、Bell Lab、RCA、普林斯頓高等研究院，距離校園都不到 1 小時車程，「我們學生走到這些地方，就好像走過去鄰居家拜訪」。也因為緊鄰這

些機構，所以該校和業界產生了很多的互動、甚至是良性競爭，互相較量的人會跟你身處在同個研究室、同個課堂上，有更多激盪火花的可能性。另一方面，這些機構也提供許多實習機會，這些也都是無形的寶貴資源。史院長當年來到 RCA(美國無線電公司)實驗室，在實驗室裡面研究 SOI 晶圓，SOI 晶圓後來也被廣泛運用於半導體產業，而這些研究、實習的機構，正是學校帶給史院長的第二個資源，也就是建構一整個從校園到企業、完整生態系。

普林斯頓大學對史院長的幫助遠遠不止這些。拿到博士學位後，史院長原本想回台灣任教，先後向清華大學、陽明交通大學、台灣大學投出履歷，然而都沒有理想結果，他得知當時政府想要發展積體電路工業，因此他轉投履歷到當時的電信研究所，詢問參與積體電路計畫，對方回覆，有一位顧問住在普林斯頓大學附近，因此史院長前往拜訪這位顧問，顧問則以史院長沒有相關工作經驗予以婉拒。史院長為了累積相關經驗，又轉戰美國聖地牙哥的 Burroughs 電腦公司，當時聖地牙哥有許多電腦公司彼此競爭積極發展半導體，史院長在當地學習一陣後，再次決定回台參與積體電路計畫，此時，台灣方面的建設計畫執行者，已從當初的電信研究所移至工業技術研究院。史院長一個決定，也讓他從此踏上台灣的半導體業之路。

台灣產業的資源 - 工研院

台灣在 1950 年代的產業以代工業為主，很多人認為代工產業價值有限，但史院



長不這麼認為，他解釋：「代工有兩種，一就是『我幫你做你不會做的』，或者是『做你不想做的事情』。」「如果產業做的是後者，當然沒什麼價值，但如果是做前者，那價值就很高了。」如今來看，台積電的性質固然也是代工業，但台積電厲害之處就在於他能量產是其他公司沒有能力製造的東西，至於台積電能有這番成果，也都要歸功於當時工研院的成立。

數十年前，工研院在政府的大力支持下引進積體電路技術，但那時候最大的問題是台灣不具備自有技術，引進的技術也不一定是最好、最先進的；當時台灣的大學還不多，許多研究所仍是草創階段，至於台灣的科技業亦是沒沒無名，從產業到研究機構都面臨人才缺乏困境，讓海外的華人菁英回到台灣效力於是成為首要任務。當年工研院在加州設有辦事處，加州的矽谷正是半導體的發祥之地，那個地方有技術、有人才、有資金，「這個辦事處對台



灣發揮了很大的作用。」史院長這樣評價，當時的工研院加州辦事處員工積極參加很多華人聚會，慢慢地把人才引進台灣，也順便尋找資金，就這樣在比較困窘的條件下，仍運用海外辦事處的僅有資源補齊了「人才」這個資源。

人才回到台灣後，工研院負責提供他們研究技術及產業應用的環境，「工研院的定位價值應是社會服務者，而不是公務機關，以前的身分證上還有職業欄，而我的欄位上面寫的就是『社會服務』。」史院長回憶道，最著名的例子是工研院電子研究所 (Electronic Research Service Organization, ERSO)，史院長指出，其中的「Service」（服務）是最為重要的，「你有技術，但如果沒有 Service，你是不會有作用的。」因此工研院不但提供了技術研究的場域，也考慮成立示範工廠，讓產業研究如何應用技術，就這樣，新竹科學園區在工研院鄰近地區成立了。1980年起，園區的天字第一號公司 - 聯電成立，而後是台積電、世界先進等廠商也陸續問世。

1984年，史院長會短暫前往史丹佛大學工讀管理科學碩士學位，他在當地發現，校園內設有許多跨領域學習中心，而矽谷之所以在當地蓬勃發展起來，而非其他地

區，原因應該就是產學之間的緊密合作，這也讓史院長產生了台灣同樣需重視跨領域及產學之間的想法。為此台灣也在矽谷設立了「全球玉山科技協會」，繼續吸引矽谷人才和資金前來台灣，因為越來越先進、規模更大的公司必然需要更多資金，單單只有銀行融資已經不夠。在這樣人才以及資金的互動下，台灣跟矽谷逐漸形成一個非常熱烈的網絡效應，「這些互動、場合，我們以前也不認為是一種資源，我常常想，有沒有辦法在財務報表裡面表示這些值得關注的議題，像是人才、研究空間。」史院長表示，工研院透過提供多元服務，成功幫台灣科技業嫁接與矽谷間的網絡連結，而從史丹佛大學學習到的經驗，也讓史院長在卸下工研院職務後決定前往清華大學，去建立一個他認為理想的校園產業網絡。

開創校園資源 -

清華大學科技管理學院

來到清華大學，史院長發現他又再一次面臨到資源短缺，科技管理學院為當時清大最年輕的學院，就連屬於自己的系所大樓都尚未完工，「現在四周都是大樓，但那時候只有一棟建築物，可以說是孤獨的美，旁邊都沒有東西！」史院長如此描述當時的狀況。史院長開始思考有什麼資源可以運用，他想到清華大學有頒發榮譽校友學位給前行政院長孫運璿先生，他意識到這個榮銜可以自成品牌；另外他也發現有一筆捐款來自台達電的創辦人鄭崇華先生，而台積電所捐贈的台積館當時仍在興建中的是因此他決定把台積電、孫運璿先



生、鄭崇華先生捐助的資金這三個東西放在一起，成為他任內最初擁有的資源，「這些都是無價的品牌資產，我們本來就擁有，只是要洞察怎麼去善用而已。」於是清大科管院度過了艱難的早創時期，邁向擴張的下一步。

為了提升清大科管院的品牌知名度，史院長認為科管院需要有更精準的定位；因為台灣沒有一所大學的管理學院名為「科管院」，通常都叫做管理學院或商學院，這兩者的差異便值得深化。史院長提出，科管院是「著重在從 0 到 1 的這個過程」，也就是開創事業的過程，在創業的路途上需要尋找創業資金以及技術來源，而為了讓學生擁有這些資源，史院長開辦「CEO 下午茶」課程，讓學生有跟企業主直接面對面的機會，希望能提升學生視野，帶給企業好的印象，也讓學生從中獲得好的機會。另外，史院長在史丹佛大學親眼見證跨領域學習的經驗，也讓他提出

科管院應與其他院系合作實習計畫，讓企業擁有 1+1 技術以及管理的實習生，來增進學生獲得實習機會。此外，竹科與矽谷的網絡關係，也讓史院長有計畫送學生前往國外實習，其中有個特別的計畫是與以色列合作，雖然因為地緣政治的緊張因素，當時很少學生願意前往，但成行的學生中，有位如今已是十分知名的企業家，那就是走著瞧公司的創辦人鄭勝峰先生，其公司最知名的產品便是防詐騙電話軟體 Whoscall。

除了上述這些方式，史院長也推動科管院取得國際商管促進協會 (AACSB) 的國際認證，以提升清大科管院品牌在全球學界的知名度，他並推動與哈佛大學教授合作共同撰寫台灣企業個案相關經驗，讓世界看到台灣的產業，史院長一直認為台灣許多成功企業案例值得被世界看到，這個計畫正好完成了這個夢想。而且這些研究至今仍存放在世界數一數二的哈佛大學中。



此外，CEO 下午茶課程讓史院長意識到清大還有一項可貴的資源，那就是許多優秀的校友，於是他協助成立清華企業家協會 (Tsinghua Entrepreneur Network, TEN)，校友的熱情，給了清大不少資金的幫助，也舉辦「清華創業日」的活動，鼓勵學弟妹們創業，激發新的想法，幫助學生獲得更多的資源。期間史院長也提升EMBA錄取名額，除了推動終身學習的概念以外，也為清大增加更多成功、有經驗的校友，於是EMBA菁英科技管理教育基金會、EMBA校友會紛紛成立。產學合作方面，除了跨院系的實習計畫，史院長更開創了所謂的「U-spin」，將研究成果產業化；以及「I-spin」，從需求推動研究產業化，以跨領域落實產學合作，這些都是史院長在清大科管院所創造的資源，而這些也深深影響了後來清華大學的發展，像是清華企業家協會創立的「大清華基金」，啟發了現在知名的「清華永續基金」成立，在創業方面，後來「清華車庫」如今也陸續培育了不少優秀的新創團隊。

全資源經營思維

「全資源」這個想法就是需要跨出自己的單位，找到自己的生態系。史院長建議聽眾，應先思考「你與周遭事物的關係是什麼？你的周遭到底有哪些是你可以利用的？」像是前面史院長所提到資金、人才、人脈、技術…等有形或無形資產，都算是可以利用的資源。透過史院長這番分享，我們亦發現到有一樣資源，是他沒有提到過，卻十分珍貴的，那就是「經驗」。因為史院長多年累積的經驗，讓他能識別且運用這些資源，因此經驗也是屬於他的寶貴資源之一。

最後，史院長以「小確幸」來比喻年輕人擁有的資源，「小確幸基本上是有限的資源，每個人的資源很少，怎麼運用且慢慢讓他變多，就是大家需要努力去達成的。」最後史院長以清華校訓「自強不息 厚德載物」來勉勵大家，而他說在這兩句後面還有一段話，叫做「行勝於言」，他以此做為總結，鼓勵大家去尋找自己的資源，開創屬於自己的人生。

1 月科管院內活動預告

Upcoming events

舉辦日期 Date	語言 Language	院內單位 Office/ Department	主題 (中英) Topic	地點 (中英) Venue	報名連結 Registration
2024 1/10	中文 Chinese	科管院跨領域 研究辦公室 Office of Interdisciplinary Research	俞國華先生冥誕 110 周年紀念研討會 YU KUO-HWA Memorial Symposium	台積館 1 樓 孫運璿演講廳 1F Sun Yun-Suan Lecture Hall, TSMC Building	
2024 1/27-29	中文 Chinese	科管院 College of Technology Management	2024 清大科管院 人機進化創新時代 AI 冬季實戰工作坊	台積館 104 教室 R104, TSMC Building	
2024 1/17-18	中文 Chinese	科管院 社會企業 研究中心 Social Enterprise Research Center	環境感測晶片 在農業 AIoT 應用 黑客松競賽	活動場域： 新竹縣關西鎮 馬武督咖啡農場 統一度假村 集合地點： 新竹高鐵站	



CTM Interview Series – Prof. Fred Phillips

By Xiao-Qing Wu (Silvia), ITM

此訪談係依據本院「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。此次受訪學者為科管所吳清炎老師之共同作者 Prof. Fred Phillips，現任紐約石溪大學客座教授。

本篇文章由本院跨領域研究辦公室提供

This article is provided by the Office of Interdisciplinary Research.

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 ITM Professor Ching-Yan Wu's coauthor Fred Phillips, a visiting professor at Stony Brook University.

Introduction

With an impressive list of achievements to his name, Dr. Fred Phillips stands out prominently in the academic and professional landscape. Currently a visiting faculty at SUNY Stony Brook and honored with the esteemed 2017 Kondratieff Medal by the Russian Academy of Sciences, his reach is extensive and influential. Dr. Phillips has graced various renowned institutions worldwide, from the

University of New Mexico and Yuan Ze University to the Chinese Academy of Sciences and the Maastricht School of Management. His pivotal role in shaping graduate management curricula tailored for international and high-tech firms is a testament to his profound expertise and vision.

Dr. Phillips is the Editor-in-Chief Emeritus of the internationally recognized journal 'Technological Forecasting & Social Change'. His published works include insightful textbooks, research articles, and op-ed columns, touching upon diverse subjects such as technology management, economic development, and Zen for decision-making.

A globally sought-after consultant, Dr. Phillips has collaborated with giants like Intel, Texas Instruments, and even international bodies like the World Bank and UNESCO. Whether he's fostering technology-based regional development or spearheading projects for global organizations, his impact is undeniable. Beyond his professional achievements, Dr. Phillips is also a passionate educator and a lover of aikido, Argentine tango, travel, and writing.

This time, upon the invitation of Professor Ching-Yan Wu from the Institute of Technology Management (ITM), Dr. Fred Phillips visited Taiwan to attend the TFSC 2023 Special Conference. He also had the pleasure of being interviewed by Professor Mei-Chih Hu's doctoral student, Xiao-Qing Wu. Here is the conversation between the two:

Interview

Xiao-Qing Wu: Could you start by telling us about your formative years

and what led you to pursue a career in Management Science and Operations Research?

Dr. Fred Phillips: Certainly. From my younger days, I've always been deeply curious about the finer details of the world around me. My parents often remarked on my analytical nature, even when I was just a kid. Whether I was figuring out how toys worked or closely observing people's behaviors, my goal was to understand the 'why' behind everything. This natural curiosity, as I grew, turned into a strong desire to tackle complex challenges. Coming across Management Science and Operations Research in college was like finding the perfect fit for my interests. This field, which perfectly combines scientific principles with real-world applications, aims to improve and enhance organizational operations. It felt like the right path for someone with my level of curiosity and passion.

Xiao-Qing Wu: You've studied in both the United States and Japan. How did these diverse educational experiences shape your perspective?

Dr. Fred Phillips: My educational journey in the United States and Japan provided a unique blend of Western and Eastern philosophies. In the US, the emphasis on creative thinking, critical analysis, and fostering innovative ideas equipped me with tools to think outside the box. The collaborative environment there fostered interactions with diverse peers, expanding my global business understanding.

In Japan, I was deeply influenced by the meticulous attention to detail and the deep-rooted respect for tradition. The Japanese dedication to mastering one's craft and the concept of 'kaizen'

or continuous improvement left a lasting impression on me. It taught me the value of persistence, refining one's skills, and the delicate balance between tradition and innovation.

Contrastingly, in Japan, I was deeply influenced by the meticulous attention to detail, respect for tradition, and the value placed on discipline and perseverance. The Japanese educational system nurtures a deep sense of commitment and a rigorous approach to problem-solving. This balance of dynamism from the US and precision from Japan shaped a holistic academic perspective for me, enabling me to approach challenges with a broadened and integrated viewpoint.

Xiao-Qing Wu: When aiming for high-quality research outcomes, what key components should we consider? As students, we'd greatly appreciate any suggestions or guidance you can provide.

Dr. Fred Phillips: Well, it's essential to consider several foundational principles. Firstly, selecting the right research question is crucial, as it sets the direction and purpose of your study. Collaborating with the right partners or team members ensures a diverse and comprehensive skill set to approach the research comprehensively. Additionally, sourcing the right data that is accurate, relevant, and representative can make all the difference in the validity of your findings.

However, it's equally critical to avoid mistakes that compromise the integrity of your research. Loose or hasty analyses can lead to questionable results that, at best, offer little value and, at worst, mislead or misinform. For example, if you make public inferences based on small, non-random samples, it could



lead to misinterpretations, inviting public criticism and possibly causing societal polarization. Such practices not only discredit your research but can also have broader negative impacts on society. Therefore, every research effort should be approached with care, precision, and a genuine intent to benefit the community or field of study.

Xiao-Qing Wu: You have collaborated extensively with Professor Mei-Chih Hu from our ITM. Could you talk about some of your collaborations and academic achievements?

Dr. Fred Phillips: My collaborations with Mei-Chih have always been marked by a harmonious balance and mutual admiration. She possesses deep expertise in her field, and her commitment to thorough research is commendable. Together, we've explored various technological domains, and on every occasion, the process has been as enriching as the results. Working alongside her has been a joy, and our scholarly exchanges have consistently been enlightening.

When Mei-Chih extended the invitation for this special conference, I didn't hesitate

for a moment. Even though it meant traveling a great distance from the United States to Taiwan, the opportunity to engage in academic discourse, especially at an event organized by someone I hold in high regard, was something I eagerly looked forward to.

Xiao-Qing Wu: Your ties with Taiwan seem extensive. You've been involved in projects with ITRI and have given several keynote addresses, including for the Chinese Society for Management of Technology. How did these collaborations come about?

Dr. Fred Phillips: Certainly. My connection with Taiwan began through professional recommendations and introductions from colleagues who saw a strong match between my research and the advancements happening in Taiwan. As I became more involved, I was deeply impressed by the dedication to innovation displayed by Taiwanese institutions, especially the Industrial Technology Research Institute (ITRI). This mutual appreciation and shared goals led to multiple collaborative projects. Delivering keynote addresses offered not just opportunities to share my findings but also to engage deeply with the Taiwanese academic and industrial sectors, enriching both our perspectives.

Xiao-Qing Wu: Your stay in Taiwan from 2015 to 2018, as a Distinguished Professor at Yuan Ze University, must have been insightful. How do you think this experience has influenced your perspective on global academia and its practices?

Dr. Fred Phillips: During my time at Yuan Ze University, I was truly immersed in Taiwan's rich cultural heritage and

academic traditions. What stood out most prominently about Taiwan was its incredible openness and appreciation for diverse cultures. From the lively atmosphere of Taipei to the peaceful surroundings of Sun Moon Lake, I saw how Taiwan effortlessly intertwined its indigenous traditions with varied global influences.

In academia, universities in Taiwan showcased their cultural diversity. Students and faculty originated from various backgrounds, and there was a clear respect for everyone's distinct insights and experiences. This mutual recognition nurtured a dynamic and collaborative learning environment.

Beyond the academic walls, my travels around Taiwan further deepened my admiration. The genuine kindness of the locals, the stories told by each temple and street, and the nation's commitment to maintaining its identity while being receptive to the world enriched my worldview. These experiences underscored the value of cultural inclusiveness in shaping global academic perspectives.

Xiao-Qing Wu: I heard you've traveled extensively across Taiwan. Any memorable cross-cultural experience or special moments you'd like to share?

Dr. Fred Phillips: One of the most memorable moments was my stay in Taipei, often referred to as a junction of "east meets west." The bustling streets wonderfully combined traditional markets with towering modern buildings. I was especially captivated by the mix of cultures, from enjoying a bowl of classic beef noodle soup in a hidden lane to visiting a modern art exhibit just a short

distance away. The locals' authentic hospitality and their enthusiasm to introduce their city's heritage made me feel right at home. This perfect integration of history and modernity, tradition and progress, deeply resonated with me. Taipei is more than a mere destination; it exemplifies the harmonious blending of varied cultures and times.

Xiao-Qing Wu: Outside of your professional endeavors, what hobbies or activities do you indulge in for relaxation and leisure?

Dr. Fred Phillips: Well, I have a deep love for reading. It's not just about specific genres or topics; I enjoy a wide range of literature. For me, reading a good book provides a serene escape, allowing me to immerse myself in different worlds and perspectives. It's those quiet moments with a book in hand that I truly cherish, as they offer both relaxation and a chance for introspection.

Xiao-Qing Wu: I couldn't help but notice the Buddhist beads on your left wrist. Do they hold any special significance for you?

Dr. Fred Phillips: Yes, they do. A friend gifted them to me during my time in Beijing.

I've always felt a deep connection to Buddhism in my heart, and I hold a great appreciation for its teachings and scriptures. It's more than just an accessory for me; it's a reminder of my spiritual journey and the meaningful connections I've made along the way.

Xiao-Qing Wu: Where is your next journey taking you?

Dr. Fred Phillips: I'll be heading to Taipei first to catch up with some old

friends, and then I'll fly to South Korea and the Philippines. My students often express envy about my frequent travels. But as you can imagine, it means I miss out on spending time with my family. I have two daughters, and I cherish them deeply. Every moment away from them is bittersweet. While I enjoy my travels and the experiences they bring, I always look forward to returning home to them.

Xiao-Qing Wu: Dr. Phillips, our conversation has been enlightening and entertaining in equal measure. Thank you for sharing your journey with us.

Dr. Fred Phillips: Thank you for this delightful chat. Always a pleasure to reflect and share!

Conclusion

The interview with Dr. Fred Phillips provided a detailed glimpse into the life of an individual deeply rooted in curiosity, learning, and cultural appreciation. He emerges as a clever and humorous individual, effortlessly blending profound insights with light-hearted moments, making interactions with him both enlightening and enjoyable.

Dr. Fred Phillips' story is a testament to the harmonious blend of rigorous academic pursuits and personal introspection. His journey serves as an inspiration, emphasizing the beauty of continuous learning and the significance of embracing diverse cultural experiences. This conversation with him shines a light on the rich array of experiences and knowledge he brings to the table, underscoring the value of such interactions in expanding our perspective.



照片：左為作者 Ong Zijun，右為易莉翔博士生

CTM PhD Student Interview Series – Grace Li-Hsiang Yi (易莉翔), ITM

By Ong Zijun, Department of Chemistry

此訪談係依據本院「國立清華大學科技管理學院博士生訪問國際名校增能獎助辦法」邀請獲獎助博士生接受訪談分享其國際合作研究經驗。此次受訪者為科管所博士生易莉翔，訪問學校是日本早稻田大學。

本篇文章由本院跨領域研究辦公室提供

This article is provided by the Office of Interdisciplinary Research.

The interview was conducted according to the regulations of the CTM Travel Grant for Ph.D. Students' Overseas Visiting. In this report, the interviewee was Grace Li-Hsiang Yi, an ITM PhD student, who visited Waseda University in Japan.

Introduction

Grace Yi, also known as Li-Hsiang Yi, is currently a sixth-year PhD student at the Institute of Technology Management (ITM) at National Tsing Hua University. Her primary research revolves around social innovation, social entrepreneurship, and sustainable transformation.

She boasts a collection of published journal papers and articles in these fields. Beyond her focus on completing her degree and conducting research, Grace is dedicated to enhancing her teaching abilities and expanding collaboration with international partners.

Academia? Industry?

Her aspiration post-graduation is to pursue a career as a professor. Academic life offers a more favorable work-life equilibrium compared to the rigid nine-to-five schedule of an industry researcher across five days a week. Moreover, being in academia presents enhanced prospects to engage with global partners, enabling her to travel extensively—an ambition she has cherished for a considerable period.

How did she make it here?

Grace initially pursued accounting as her major, but she grappled with a sense of aimlessness due to the lack of intrinsic meaning in her studies. Feeling the urge to delve into a field that resonated more deeply with her, she embarked on a master's program at the Institute of Technology Management (ITM). This transition proved to be a stark departure from her previous academic experiences. Many of her courses intersected with those of the International Master of Business Administration (IMBA), necessitating frequent collaboration with international peers. This dynamic interaction exposed her to diverse perspectives, enriching her understanding of various subjects.

The ITM curriculum emphasized innovation and creativity, fostering an environment distinct from traditional graduate programs. Unlike the

conventional approach centered on rote learning, this setting encouraged independent exploration and application of knowledge. Grace found this flexible atmosphere conducive to her learning style.

During her inaugural year in the master's program, Grace sought guidance from her thesis supervisor. Through this mentorship, she discovered an affinity for tasks such as delving into literature, conducting interviews, and analyzing data. This realization propelled her decision to persist and pursue a Ph.D. with aspirations of an academic career.

Does she have any advice for individuals planning advanced studies, like masters and PhD?

Ms. Grace advises aspiring students aiming for advanced studies to be discerning in selecting their supervisors. Apart from aligning with your field of study, compatibility in temperament with your supervisor is paramount for effective collaboration. A mismatch in temperament could lead to challenges in working harmoniously.

Furthermore, Ms. Grace delineates the contrasting dynamics between younger and more experienced supervisors. Younger supervisors, driven by their publication goals, often engage more closely with their students, resulting in a highly academic and interactive environment. Conversely, seasoned supervisors might offer more industrial resources and autonomy for your study to be conducted independently. Choosing a suitable supervisor enables students to build essential networks for their future endeavours.

By closely collaborating with a suitable supervisor, such as attending conferences or meetings alongside them, students can expand their academic connections. This exposure facilitates access to necessary resources, aiding in the advancement of their work, irrespective of the form these materials may take.

Any advice she might offer for individuals aspiring to study in her field?

Ms. Grace offers guidance to individuals pursuing or interested in the fields of social innovation, social entrepreneurship, and sustainable transformation, emphasizing the significance of empathy in these domains. Stressing the importance of working with people, she encourages a mindset that seeks to connect with others, understanding and acknowledging their emotions and perspectives.

For those starting in these areas, Ms. Grace advises a closer examination of societal issues. Understanding the intricacies behind social problems—such as poverty, homelessness, and environmental concerns—requires delving into their systemic roots. Recognizing that these issues aren't easily solved by singular solutions, she emphasizes the crucial role of raising public awareness. In this field, caring about the interrelationships among individuals becomes imperative, making empathy a foundational attribute for those wishing to study and effect change in these domains.

Her master's thesis is centred on the comic industry in Taiwan. Could she elaborate on why she chose this topic, and if her PhD work extends research related to it?

Ms. Grace's master's thesis, titled "How Innovation Contributes to the Sustainable Business Ecosystem: Lessons from Taiwan's Local Comic Industry," delved into the innovation business ecosystems within Taiwan's comic industry, seeking methods to stimulate its growth. Her choice of this topic stemmed from her genuine passion for reading comics, a factor that significantly motivated her studies. Ms. Grace found that linking her academic pursuit with her hobby served as a powerful source of encouragement.

While her PhD work wasn't a direct extension of her master's thesis, a recent encounter with a European scholar sparked her interest. This scholar mentioned collaborating with Japanese researchers on a study concerning the Japanese comic industry, presenting Ms. Grace with an opportunity to expand upon her previous research. Moreover, this year, during her pursuit to enhance her drawing skills at a comic training school, she conducted interviews with comic artists. These interviews provided her with nuanced and specific insights into the entrepreneurship study in the comic industry.

She was awarded the “Travel Grant for Ph.D. Students’ Overseas Visiting”. How does the grant work, and what did she do with it?



The grant offers a specific sum of money directly allocated to cover expenses such as accommodation and travel. It isn't structured as reimbursements for claimed expenses.

Grace embarked on an academic journey to Waseda University in Tokyo, spanning a duration of four months. Her decision to select Waseda was primarily driven by a shared research interest with Professor Tanimoto at the university. During her stay, she actively engaged in the professor's lectures and meetings, fostering connections with scholars hailing from esteemed institutions like Keio University and Hosei University. Additionally, she conducted interviews with founders and managers in social enterprises, thereby significantly expanding her global network across the Japanese academia and industry. Notably, she had the opportunity to meet the CSO (Chief of Sustainability Officer) of Kirin on one occasion and conducted an in-person interview.

This travel experience also provided Grace with invaluable insights into the distinctions between the academic landscapes of Japan and Taiwan.

How did she prepare for the travel grant application?

Ms. Grace advises potential applicants to prioritize a high-score English proficiency test (about 100 for TOEFL or 7 for IELTS) as it showcases their ability to effectively communicate with fellow scholars, consequently elevating their prospects of securing the grant. Additionally, she underscores the importance of meticulously structured application materials. For instance, detailing one's motivation to become a visiting scholar, elucidating the rationale behind the choice of the university, and outlining specific reasons for selecting a particular professor are crucial components. Most importantly, providing a concrete study objective and research question is crucial, and it would be even better to provide a list of data availability (e.g., who to interview), and how you could access these data sources. A well-organized application that addresses these key aspects can significantly bolster the likelihood of receiving the grant.

How to Utilize School Resources to Boost Career Development



作者：人社院學士班 二年級 陳冠毓

During the freshman welcome event at the College of Technology Management, Professor Pan Hong Hua from the Department of Quantitative Finance shared valuable career advice, painting a hopeful blueprint for students' future. The following is a summary and discussion of her insights.

Firstly, regarding work, Professor Pan emphasized that a job should not define one's entire career. She reminded students that work is just a part of life and cannot represent the whole self. Using a marathon as a metaphor, she described a career as a long-distance race requiring endurance and the right attitude towards

life. Simultaneously, she encouraged students to set clear career goals and plans, emphasizing that the endpoint of one's career is self-determined.

Moving on to retirement, Professor Pan reminded students that retirement does not equate to financial freedom and idleness. She stressed the importance of financial planning and engaging in meaningful activities to make retirement life fulfilling and purposeful.

Regarding experience and competence, Professor Pan pointed out that the period after 40 is crucial for accumulating life wealth. She mentioned that cultivating

professional skills requires over ten thousand hours of effort, urging students to accumulate profound capabilities while emphasizing the importance of focusing on mid-career development and long-term career planning.

The disparity between the foundational knowledge taught in school and the need to acquire new knowledge, adapt to workplace culture, and interact with colleagues forms the difference between academia and the professional world. Professor Pan encouraged university students to manage their careers well, emphasizing that this will have a significant impact on their future.

Finally, Professor Pan generously shared a valuable resource with all the students present—the Enterprise Mentorship Program. The Career Office's mentorship program involves industry mentors guiding students, providing opportunities to meet corporate executives, build networks, and potentially secure internship opportunities. This not only enriches resumes but also enhances the chances of entering the workforce or pursuing further studies.

Internship opportunities within the College of Management include renowned companies such as E.SUN Bank, Yuanta Financial Holdings, PwC Taiwan, and KPMG. These opportunities offer students the chance to intern and gain insights into different industries, facilitating the transformation of theoretical knowledge into practical experience.

The corporate lectures by PwC Taiwan and KPMG emphasized the importance of sustainable corporate values. This not only shapes students' values but also inspires them in their future career directions. These lectures also serve as an excellent opportunity for students to understand the internal operations and requirements of corporations.

Before concluding the speech, Professor Pan shared "CAREER_CTM" on Instagram, a platform for obtaining first-hand career information from the College of Management. Students can access the latest workplace trends and information here.

In summary, Professor Pan's insights provided valuable career advice for the freshmen, guiding them towards the starting point of a successful career. These suggestions are not only complementary to academics but also serve as guidance for future careers. It is hoped that students will cherish these valuable pieces of advice and transform them into a driving force for personal growth.





TSMC Building 3rd Floor- Discover Classrooms, Master's Student Reading Area, and Public Spaces

作者：科管院辦公室提供

The 3rd floor, a completely new space with a fresh look, is ready for introduction. We'll be unveiling the brand-new areas on the 3rd floor of TSMC, including Classroom 309, an expansive outdoor terrace, the scenic Tsung-Ching Reading Lounge exclusively for graduate students, discussion rooms for CTM student use, and the sophisticated Tsung-Shu Space designed for dining, relaxation, and social interactions. Now, let's uncover the mystery one by one. Let's go!



Exclusive for graduate students from the CTM, this dedicated study area is designed with inspiration from the school library, featuring distinct zones for silent reading and light reading. The silent reading area provides 94 seats, offering a tranquil environment for individual studying, while the light reading area is a relaxed learning space where students can choose a suitable spot for focused reading.

We kindly remind students not to bring any food or drinks into these spaces and to maintain a quiet atmosphere, respecting the rights and needs of others using the area.



Tsung-Ching Reading Lounge



Tsung-Ching Reading Lounge



Tsung-Shu Space



In the public spaces, food and beverages are permitted. Additionally, there are three discussion rooms available for borrowing by students within the college.

Classroom 309



An 80-person capacity lecture hall with a 270-degree panoramic view. There are relaxation areas at the back of the classroom and in front of the classroom doors. Feel free to unwind in these areas after class.

Outdoor Terrace



Sunlight streaming down onto the ground, accompanied by fresh air—whether for dining, relaxing, or engaging in small social discussions, this space is perfect for all of these activities!



We are committed to creating an environment conducive to learning and communication, allowing every student in the College of Technology Management to fully unleash their potential. We look forward to building a better and more enriching learning experience together with you. Thank you!

Thank you

We would like to extend special thanks for the generous support and sponsorship from Ching-Wen Automotive Glass for the creation of the Tsung-Ching Reading Lounge and Tsung-Shu Space. A heartfelt appreciation to EMBA20 alumna Shu-Ching Hong and EMBA22 alumnus Wen-Cong Hong for their contributions, giving us the opportunity to revitalize this space. Thanks to this support, students from the College of Technology Management can now focus on their studies and reading in this environment. Once again, sincere gratitude.



The Mindset of Total Resource Management

作者：科管院學士班三年級 林泓錫



For half a century, Taiwan's global industrial position has undergone significant transformation, attributed to various factors, including the presence of "hidden champions" in many industrial chains, support from downstream electronics hardware and semiconductor upstream enterprises, and the contribution of companies in the information technology sector. How did Taiwan's technology industry evolve from traditional processing and export to a multifaceted role encompassing manufacturing, design, operations,

and logistics? The efforts of an entire generation of Taiwanese people play a crucial role in this journey. How can the younger generation face challenges by learning from the footsteps of their predecessors and envision future directions? Intern reporter Lin Hong-Chang has compiled the "Professor Chyuan-Yuan Wu Memorial Lecture" delivered by President Chih-Tay Shih for the reference of all faculty and students.

In this lecture, President Chih-Tay Shih, who graduated from the Electrical Engineering Department of National Taiwan University in 1968, shared his experiences and insights gained during his career. Having held various positions at the Industrial Technology Research Institute (ITRI), including center director, institute director, president, and chairman, President Shih later served as the president of the Institute for Information Industry (III) after leaving ITRI. His career spans the critical period of Taiwan's industrial transformation, witnessing the birth of ITRI and the Hsinchu Science Park, contributing to Taiwan's status as an "economic miracle." The challenges faced by Taiwan's industry during this period led President Shih to develop a crucial concept – the "Total Resource Management" mindset.



What is a Resource?

Before delving into the concept of total resource management, President Shih emphasized the definition of a resource: "Resources are things you can control." While common examples include currency and real estate, President Shih emphasized that resources go beyond these forms. The key is to discover and define resources, otherwise, everyone's resources would be very limited.

President Shih illustrated the concept of resources based on his own experiences from his academic journey to his career. He highlighted the importance of the first resource – school.

The Initial Resource – School

President Shih reminisced about his time at National Taiwan University, where the liberal and permissive atmosphere allowed for the development of many students after graduation. He was fortunate to encounter Professor Fu

Fang, who influenced his interest in semiconductor technology. Many of his classmates, such as Mr. Qing -Yuan Wu, Mr. Zheng-Ming Hu, Mr. Shang -Yi Jiang, and Professor Zo-Ping Ma, became key figures in the semiconductor industry. President Shih emphasized the importance of connections with teachers and classmates as valuable resources, even though they may not be tangible assets on a financial statement.

After leaving National Taiwan University, President Shih proceeded to Princeton University. The university is renowned worldwide in various fields, but President Shih believes that what matters most is not the annually changing rankings but the campus and its surrounding environment. President Shih introduced Princeton University, located in Princeton, New Jersey, with many outstanding research institutions and companies nearby, such as IBM, Bell Labs, RCA, and the Princeton Advanced Research Institute. These are all within an hour's drive from the campus, and, as President Shih puts

it, "Our students walking to these places is like visiting neighbors." Due to their proximity, the university and industry have developed extensive interactions and even healthy competition. Individuals engaged in these activities may find themselves in the same research labs or classrooms, fostering more possibilities for stimulating ideas.

Moreover, these institutions also provide numerous internship opportunities, which are invaluable resources. In his early years, President Shih worked at the RCA (Radio Corporation of America) laboratory, researching SOI (Silicon On Insulator) wafers. Later, SOI wafers became widely used in the semiconductor industry. These research and internship opportunities represent the second resource that the university brought to President Shih – the construction of a complete ecosystem from campus to industry.

Princeton University's assistance to President Shih goes far beyond these aspects. After obtaining his Ph.D., President Shih originally intended to return to Taiwan for teaching. He applied to National Tsinghua University, National Yang Ming Chiao Tung University, and National Taiwan University, but none yielded the desired results. Learning that the government aimed to develop the integrated circuit industry, he redirected his applications to the Telecommunication Research Institute at the time, inquiring about involvement in the integrated circuit project. The response was that a consultant living near Princeton University was involved, so President Shih visited this consultant. However, the consultant politely declined, citing President Shih's lack of relevant work experience. To accumulate relevant

experience, President Shih then shifted to the Burroughs Computer Company in San Diego, USA, where many computer companies were actively competing and developing semiconductors. After a period of learning there, he decided once again to return to Taiwan and participate in the integrated circuit project. By this time, the project's overseer in Taiwan had moved from the Telecommunication Research Institute to the Industrial Technology Research Institute. President Shih's decision marked the beginning of his journey in Taiwan's semiconductor industry.

Taiwan's Industrial Resource – ITRI

President Shih discussed Taiwan's industrial landscape in the 1950s, primarily focused on contract manufacturing. He countered the perception that contract manufacturing had limited value, emphasizing that there are two types: doing what others cannot do or doing what others do not want to do. He cited Taiwan Semiconductor Manufacturing Company (TSMC) as an example of a company excelling in contract manufacturing by producing items that other companies cannot.

Decades ago, with strong government support, ITRI introduced semiconductor technology to Taiwan. However, the challenge was that Taiwan lacked proprietary technology, and the introduced technology might not be the best or most advanced. With limited universities and research institutes in Taiwan at that time, attracting overseas Chinese elites to return and contribute to Taiwan's technology sector became a priority.

ITRI's office in California played a crucial role in this effort, actively participating in Chinese community events and bringing talent back to Taiwan.

President Shih highlighted the importance of the "Service" aspect in ITRI's Electronic Research Service Organization (ERSO). He stressed that providing not only technical research but also services to the industry was vital. ITRI served as a bridge between research and industry, creating a demonstration factory and contributing to the establishment of the Hsinchu Science Park. The birth of companies like UMC and TSMC in the 1980s marked the success of ITRI's efforts.

In 1984, President Shih briefly went to Stanford University for a work-study program in management science. During his time there, he discovered that the campus had numerous interdisciplinary learning centers. He observed that Silicon Valley thrived in the area not just due to chance but because of the close collaboration between academia and industry. This realization led President Shi to believe that Taiwan also needed to emphasize interdisciplinary collaboration and the link between academia and industry. In response, Taiwan established the "Monte Jade Science and Technology Association (Taiwan)" in Silicon Valley to continue attracting talent and funds from the region. As more advanced and larger companies inevitably require more funding, relying solely on bank financing becomes insufficient.

Under the interaction of talent and funds, Taiwan and Silicon Valley gradually formed a vibrant network effect. President Shih noted, "In the past, we didn't consider these interactions and occasions



as a kind of resource. I often think, can we find a way to represent these noteworthy issues in financial statements, such as talent and research space?" President Shih mentioned that through providing diverse services, the Industrial Technology Research Institute (ITRI) successfully facilitated the connection between Taiwan's technology industry and the network in Silicon Valley. The experiences he gained at Stanford University influenced his decision to go to National Tsing Hua University after leaving ITRI to establish an ideal campus-industry network.

Creating Campus Resources –College of Technology Management, National Tsing Hua University

Upon arriving at National Tsing Hua University, President Shih encountered a resource shortage once again. The College of Technology Management



was the youngest at that time, with an incomplete building. To address this, President Shih thought about leveraging the university's prestige by creating a brand. He combined honorary alumni degrees awarded to former Premier Sun Yun-Suan and a donation from Delta Electronics founder Bruce Cheng. These, along with funds donated by TSMC, became the initial resources for the School of Management.

To enhance the brand recognition of the College of Technology Management, President Shih emphasized its unique focus on the process of creating from zero to one, emphasizing entrepreneurship. He initiated the "CEO Afternoon Tea" program, providing students with direct opportunities to interact with business leaders, aiming to broaden their perspectives and leave a positive impression on industry professionals. President Shih also drew inspiration from his experience at Stanford University, advocating for interdisciplinary learning.

He promoted internship programs in collaboration with other departments to provide students with exposure to both technology and management. The networking relationships between Hsinchu Science Park and Silicon Valley further enabled the planning of international internships, such as the collaboration with Israel. Although due to geopolitical tensions, few students were willing to go there at the time, among those who went, one has become a highly renowned entrepreneur today. That person is Mr. Zheng Sheng feng, the founder of the "Gogolook" company. The most well-known product of his company is the anti-fraud phone software, Whoscall.

In addition to the aforementioned initiatives, Dean Shih has also spearheaded the College of Technology Management in obtaining international accreditation from the Association to Advance Collegiate Schools of Business (AACSB) to enhance the global recognition of National Tsing



Hua University's College of Technology Management. He has actively promoted collaboration with professors from Harvard University to co-author case studies related to Taiwanese business experiences, allowing the world to gain insights into Taiwan's industries. President Shih has always believed that many successful business cases in Taiwan deserve global recognition, and this project has successfully fulfilled that dream. Furthermore, these research endeavors are still housed in one of the top institutions globally, Harvard University.

President Shih's efforts extended beyond the academic realm. He facilitated the establishment of the Tsinghua Entrepreneur Network (TEN), tapping into the enthusiasm of alumni to provide financial support. Events like "Tsinghua Entrepreneurship Day" were organized to encourage students to embrace entrepreneurship and explore new ideas. President Shih also increased

enrollment quotas for the Executive MBA (EMBA) program, aiming to bring in more experienced alumni. Foundations like the EMBA Elite Technology Management Education Foundation and the EMBA Alumni Association were established. In terms of industry-academia collaboration, President Shih introduced initiatives like "U-spin" and "I-spin" to industrialize research outcomes and drive research. President Shi's efforts in implementing industry-academia collaboration across disciplines have created valuable resources at the College of Technology Management. These initiatives have deeply influenced the later development of the university. For example, the establishment of the "Great Tsing Hua Fund" by the Tsing Hua Entrepreneur Association inspired the creation of the now well-known "Tsing Hua Sustainability Fund." In the entrepreneurial realm, the "Tsing Hua Garage" has also nurtured numerous outstanding startup teams.



Total Resource Management

The concept of "total resources" involves stepping beyond one's own unit and identifying one's ecosystem. President Shih suggests that individuals should first consider, "What is your relationship with the things around you? What tangible or intangible assets are available to you?" Resources such as funds, talents, networks, and technologies, as mentioned by President Shih, can all be considered usable resources. Through President Shih's sharing, we also recognize another valuable resource that he did not explicitly mention, which is "experience." His years of accumulated experience enable him to identify and leverage these resources, making experience one of his valuable assets.

In conclusion, President Shih uses the metaphor of "small joys" to describe the resources that young people possess. "Small joys are essentially limited resources. Everyone has very few resources, and how to use them and gradually make them more is something that everyone needs to work hard to achieve." Finally, President Shih draws inspiration from National Tsing Hua University's motto, "Self-discipline and social commitment," and emphasizes the phrase that follows, "Action speaks louder than words." He uses this as a conclusion to encourage everyone to seek their own resources and create their own life paths.

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