

國立中山大學 115 年度第 1 次校務基金管理委員會 會議紀錄

National Sun Yat-sen University
2026 University Endowment Fund Management Committee
The 1st Meeting Minutes

時間：115 年 3 月 13 日（星期五）上午 10 時整

Date: Friday, March 13, 2026, 10:00 AM

地點：本校行政大樓 7007 會議室

Venue: Conference room 7007, Administration Building

主席：李志鵬校長

紀錄：呂盈瑩

Chairman: NSYSU President Chih-Peng LI

Minutes taker: Ying-Ying LYU

出席委員：李雄慶委員、李叔霞委員(請假)、呂桔誠委員(視訊)、陳金順委員(請假)、蔡宏營委員、劉美蘭委員(請假)、蕭慈飛委員、王兆璋委員(請假)、林根煌委員、陳世哲委員、曾韋龍委員、劉景寬委員、潘維杰委員

Attendees: Eric LEE, Jye-Cherng Lyu, Hung-Yin TSAI, Tzu Fei SHIAO, Ken-Huang LIN, Shyh-Jer CHEN, Wei Lung TSENG, Ching-Kuan LIU, Wei-Chieh PAN

Apologies: Sunny LI, Jin-Shuen CHEN, Anna LIU, Chau-Chang WANG

壹、主席報告到會人數已達法定人數，隨即宣布開會

1. Chairperson announces that a quorum is present and calls the meeting to order.

貳、主席報告議程，並徵詢有無異議

2. Chairperson reports the agenda and asks if there is any objection.

參、主席致詞(略)

3. Chairperson's Announcements (Omitted)

肆、確認 114 年第 3 次會議紀錄及執行情形：確認

4. Approval of Previous Meeting Minutes: Approved.

伍、報告事項：

5. Announcements

一、下一次會議時間為 115 年 5 月 15 日（星期五）上午 10 時辦理，敬請委員預留行程。(洽悉)

(1) The next meeting is scheduled on May 15 (Friday) at 10:00. Please reserve time for the meeting. (Notification is received.)

二、本校 114 年度以自籌收入支應固定資產之建設改良擴充金額計 1,253 萬 1,000 元，超支併決算報告。(主計室)(洽悉)

(2) In 2025, the University overspent a total of TWD 12,531,000 from its self-generated revenue for the construction, improvement, and expansion of fixed assets. This overspending is included in the annual financial report. (Office of Accounting) (Notification is received.)

三、本校 114 年度概編決算及近 5 年校務基金收入報告案。(主計室)(洽悉)

(3) 2025 Tentative Financial Report and the Revenues of the University Endowment Fund from 2021 to 2025. (Office of Accounting) (Notification is received.)

四、本校投資績效報告。(秘書室、全球產學營運及推廣處)(洽悉)

(4) Report on *Investment Performance*. (Office of the Secretariat & Office of Global Industry-Academe Collaboration and Advancement) (Notification is received.)

◎委員建議事項：

觀察近期台日兩國大學的營運趨勢，相較於日本大學近年積極轉型的態勢，國內大學受限於系統性問題，運作模式仍顯被動保守，缺乏完善的投資機制，實屬可惜。在投資策略上，有鑑於 ICT 產業競爭已趨白熱化，校方難以取得主導地位，建議優先佈局本校現有科研實力，深耕南台灣具優勢的農業生醫、海洋科學、精密機械及金屬加工等領域，並導入 AI 技術進行跨域整合。此外，關於未上市櫃公司的投資管理，建議校方應積極派任董監事，唯有實質參與企業決策與運作，才能精準掌握營運脈絡並汲取實務經驗。(蕭慈飛委員)

◎Members' suggestions:

Compared with the active transformation of operation in Japanese universities, universities in Taiwan still remain passive and conservative due to systemic constraints and the lack of comprehensive investment mechanisms. As to investment strategies,

it is difficult for the University to secure a leading position in the ICT industry where the competition is already intensified. Therefore, it is recommended that the University prioritize its investment in its existing research capabilities, and the competitive sectors in southern Taiwan, such as agri-biomedicine, marine sciences, precision machinery, and metal processing, while integrating AI technologies to foster cross-disciplinary synergy. In terms of the investment management in unlisted companies, it is suggested that the University should designate its board directors and supervisors to oversee the investments; only through substantive participation in corporate decision-making and operations can the University gain insights into their business operations and acquire practical experience. (Member Tzu-Fei SHIAO)

五、受贈收入績效報告。(校友服務暨社會責任中心) (洽悉)

(5) Report on *Fundraising Performance*. (Center for Alumni Services and Social Engagement) (Notification is received.)

◎委員建議事項：

◎Members' suggestions:

1. 興辦醫學院本身即具備極強的募款號召力，國際頂尖醫學院多仰賴完善的募款機制轉動。成功的募款需建立在具前瞻性的議題上，例如將台灣領先全球的 AI 實力與醫學專業深度結合，藉此吸引各界資源挹注。醫學院應主動展現科研實績以驅動校務募款，並進一步深耕與高雄榮總、長庚、奇美等醫療體系的戰略夥伴關係，透過展現與各大醫學中心緊密的產學合作與發展潛力，將能更有效地爭取產業資金與社會捐款。(劉景寬委員)

Establishing a medical school inherently has a strong fundraising appeal; indeed, most top-tier medical schools worldwide rely on robust fundraising mechanisms to sustain their operations. To attract resources from diverse sectors, forward-looking initiatives are the key to successful fundraising, such as integrating Taiwan's world-leading AI capabilities with medical expertise. Therefore, the School of Medicine should not only proactively demonstrate its research achievements to drive university-wide fundraising,

but also deepen strategic partnerships with major medical systems, including Kaohsiung Veterans General Hospital, Kaohsiung Chang Gung Memorial Hospital, and Chi Mei Medical Center. By demonstrating close industry-academia collaboration and potential for development with these medical institutions, the University can more effectively secure industrial capital and social donations. (Member Jye-Cherng Lyu)

2. 募款是一項深耕長遠的工作，唯有建立明確的訴求，才能轉化為捐款者的實際行動。學校應向捐款者清晰勾勒未來的發展藍圖與具體執行計畫，藉此激發其深度的價值認同。建議校友中心應更積極思考如何設計與校務發展緊密扣連的亮點專案，以對接校友的期許，進而擴大整體募款效益。(蔡宏營委員)

Fundraising is a long-term endeavor. Only by clear appeals can donors' actions be transformed. Therefore, a clear blueprint and concrete implementation plan should be presented to the donors and inspire their profound sense of shared values. It is recommended that the Center for Alumni Services and Social Engagement actively develop initiatives closely aligned with the University's development goals and alumni's expectations, and significantly enhance the overall fundraising effectiveness. (Member Hung-Yin TSAI)

3. 建議學校完善整體募款機制，以更具吸引力的誘因提升捐款者的參與熱忱。在對象開發上，應打破單一產業框架，積極拓展至跨域產業，如透過連結醫學領域的社會貢獻與前瞻議題，爭取資金雄厚的 ICT 產業人士關注，藉此大幅挹注募款動能。同時，應積極延攬知名醫學中心的退休專業人士擔任顧問，藉由其深厚的實務經驗與人脈，為本校醫學發展提供關鍵的專業諮詢。(蕭慈飛委員)

It is recommended that the University refine its overall fundraising mechanism, with more attractive incentives to boost donor engagement. In terms of outreach, the University should go beyond a single industry and actively expand into diverse sectors. For instance, highlighting the University's medical contribution to the society and related pioneering initiatives is key to drawing

the attention of high-net-worth individuals from the ICT industry, thereby generating significant momentum for fundraising. Furthermore, the University should actively recruit retired professionals from top-tier medical institutions as consultants, whose extensive experience and networks can serve as critical professional guidance for the University's medical development. (Member Tzu-Fei SHIAO)

陸、討論事項：

6. Motions and Discussion

為強化本委員會功能，提升議事效率，討論事項依議案性質分二類，(A)類進行討論審議；(B)類採書審方式以簡化法制審議作業。

(A)：校務基金概算、預算、決算、財務規劃、收支運用績效等案件；或經行政會議等相關會議決議須送本委員會審議之案件。

(B)：法規修訂簡單或議案較簡單，並經相關會議通過。

To strengthen the function of the committee and enhance the efficiency of the meeting, motions shall be classified into two categories: A and B. Motions in A need to be brought up to the meeting for thorough discussion, whereas those in B just need review based on documents and materials provided. The classification standard is as follows:

A. motions about the use of University Endowment Fund related to estimating, budgeting, final accounts, financial planning, evaluation on the management of revenue and expenditure, or cases already approved at the Executive Meeting or other relevant meetings and submitted to the University Endowment Fund Management Committee for deliberation,

B. minor legislative amendment to the regulations or simple motions, which are approved at the relevant meetings.

一、 Category A (討論審議)

(1) Category A (For thorough discussion)

【第 1 案】提案單位：主計室

本校 116 年度校務基金概算案，提請討論。..... p.01

【Motion 1】Unit: Office of Accounting

Discussion on 2027 Tentative Budget Planning of the University Endowment Fund..... p.01

決議：照案通過。

Resolution: Approved as proposed.

二、 Category B (採書審方式)

(2) Category B (Review based on documents and materials provided)

【第 2 案】提案單位：全球產學營運及推廣處

擬廢止「全球產學營運及推廣處中山貨櫃創業基地借用管理要點」，
提請討論。 p.04

【Motion 2】Unit: Office of Global Industry-Academe Collaboration and
Advancement

Proposed abolition of *Guidelines on Leasing NSYSU Startup Quarter* is
submitted for discussion. p.04

決議：照案通過。

Resolution: Approved as proposed.

柒、 臨時動議：

7. Extempore Motion

捌、 散會(11:30)

8. Adjournment (11:30 AM)

國立中山大學 114 年度第 3 次校務基金管理委員會會議紀錄執行情形

2025 University Endowment Fund Management Committee

Minutes & Implementation Status of 3rd Meeting

主席指示事項 Chairperson's instructions	執行情形回覆 Implementation
<p>➤ 有關受贈收入使用情形，由受贈單位提供具體使用情形及金額流向報告，再請校友服務暨社會責任中心進行彙整。(李志鵬主席) With respect to the utilization of donated funds, the units receiving the donations shall submit detailed reports on actual expenditure and disbursement of funds, which will then be consolidated by the Center for Alumni Services and Social Engagement.(Chairman Chih-Peng LI)</p>	<p>校友服務暨社會責任中心：本中心彙整各受贈單位之受贈收入報告後，再進行整合公告。 Alumni Service & Social Engagement Center : The Center will compile utilization reports from each recipient unit and then issue a consolidated announcement for public disclosure.</p>

討論事項：

項目 Item	案由 Task Summary	決議 Resolution	執行情形回覆 Implementation
<p>第 1 案 Motion 1</p>	<p>擬訂定「國立中山大學 115 年度財務規劃報告書」(草案)，提請討論。 <i>NSYSU Year 2026 Finance Plan (Draft)</i> is submitted for discussion</p>	<p>決議：照案通過。 Resolution: Approved as proposed.</p>	<p>秘書室：本室已於 114 年 12 月 30 日函報教育部核備，經教育部於 115 年 1 月 6 日臺教高(三)字第 1140138629 號函同意備查在案，業登載於本校校務基金公開專區網頁。 Office of the Secretariat: The plan was submitted to the MOE on December 30, 2025 and was later approved on January 6, 2026 via an official letter from MOE (Ref. No. 1140138629), which was also released on the relevant information disclosure section of the University's website.</p>

項目 Item	案由 Task Summary	決議 Resolution	執行情形回覆 Implementation
		<p>委員建議事項 Members' suggestions</p> <p>1. 學校需積極回應市場需求與新興趨勢，建議將線上課程及線上學程之規劃列為優先投入資源的重點領域，因推動數位課程有助於吸引在職人士及有意攻讀研究所之校外學生，提升學校整體招生量能。且高雄高科技產業（如先進封裝）正快速成長，學校在人才培育上應承擔吸納更多優質學生之責，以支援在地產業需求，建議相關策略之推動不應侷限於校內經費，應積極爭取高雄市政府、中央政府及企業界共同投入，以強化本校在未來關鍵產業中的育才角色。(李叔霞委員)</p> <p>In response to market demands and emerging trends, the University is advised to prioritize resources for developing online courses and planning online degree programs. Expanding digital learning offerings may help attract working professionals and off-campus students intending to pursue graduate studies, thereby enhancing the University's overall enrollment capacity. Moreover, with Kaohsiung's high-tech industries (e.g., advanced semiconductor packaging) growing rapidly, the University shall take responsibility of cultivating talent by attracting outstanding students to support the</p>	<p>執行情形回覆 Implementation</p> <p>教務處：</p> <p>1. 感謝委員的建議，本校積極發展線上課程及學程，電子商務與商業分析數位學習碩士在職專班及公共事務管理研究所（澎湖組）已採取線上授課方式，以吸引在職人士就讀並提升學習彈性。教務處持續建置線上課程與數位資源平台，提供校內學生作為課後複習與延伸學習之用，亦同步開放校外在職人士免費修習，以擴大推廣效益。</p> <p>2. 因應高雄高科技產業之發展，本校已成立半導體研究學院及積體電路設計研究所，與政府及企業合作培育高科技人才。未來將持續因應在地產業需要，規劃先進封裝、被動元件等模組化課程或線上學程，吸引在職人士及校外學生就讀。</p> <p>Office of Academic Affairs:</p> <p>1. We appreciate the committee members' suggestions. The University is actively developing online courses and programs. The In-Service Online Master's Program of Information Management in Electronic Commerce and Business Analytics as well as the In-Service Master's Program of the Institute of Public Affairs Management (Group C: Third Sector Management and Community Development), have already</p>

項目 Item	案由 Task Summary	決議 Resolution	執行情形回覆 Implementation
		<p>needs of local industries. The implementation of related strategies shall not be limited to internal funding. Instead, the University is encouraged to actively seek collaboration and investment from the Kaohsiung City Government, the central government, and the industry to reinforce the University's role in talent cultivation for future key industries. (Member Sunny LI)</p>	<p>adopted online teaching methods to attract in-service personnel professionals and enhance learning flexibility. The Office of Academic Affairs continues to offer online courses and establish digital resource platforms. These resources are available, free of charge, both to NSYSU students for after-class review and extended learning and to non-NSYSU in-service personnel, thereby expanding the reach and impact of these offerings.</p> <p>2. In response to the development of Kaohsiung's high-tech industry, the University has established the College of Semiconductor and Advanced Technology Research as well as the Institute of Integrated Circuit Design to collaborate with the government and enterprises in cultivating high-tech talent. To meet the needs of local industries, the University will continue to plan modular courses or online programs in areas such as advanced packaging and passive components to attract both in-service personnel and non-NSYSU students.</p> <p>產學處：本校因應高科技產業發展之需求，目前正積極爭取各項政府與產業共培人才計畫如無人機技術及應用人才培育計畫、教育</p>

項目 Item	案由 Task Summary	決議 Resolution	執行情形回覆 Implementation
			<p>部因應國際情勢強化高等教育與產業合作共培人才計畫等，透過產官學合作共同培育符合產業實務需求的專業人才。</p> <p>Office of Global Industry-Academe Collaboration and Advancement :</p> <p>In response to the demands of high-tech industry development, our office is actively pursuing various government-industry collaborative talent cultivation programs, such as the Unmanned Aerial Vehicle Technology and Application Talent Development Program and the Ministry of Education's initiative to strengthen higher education-industry collaboration in talent cultivation in response to international trends. Through tripartite cooperation among industry, government, and academia, we are jointly cultivating professionals who meet the practical needs of the industry.</p>
<p>第 2 案 Motion 3</p>	<p>本校「苓雅校區醫學院大樓新建工程可行性評估及先期規劃報告書」，擬報請教育部審查，提請討論。</p> <p>Discussion on the “Report on Feasibility Study and Preliminary Technical Planning for the Construction of the College of</p>	<p>決議：照案通過。</p> <p>Resolution: Approved as proposed.</p>	<p>醫學院：本院業於 115 年 1 月 2 日函報教育部，刻正依教育部函復(臺教高(三)字第 1150000851 號函)修正及補充說明細節。</p> <p>College of Medicine: This report was submitted to the MOE on January 2nd, 2026, and will provide supplementary details in accordance with the MOE's response.</p>

項目 Item	案由 Task Summary	決議 Resolution	執行情形回覆 Implementation
	<p>Medicine Building at the Lingya Campus,” which shall be submitted to the Ministry of Education.</p>	<p>委員建議事項 Members’ suggestions</p> <p>1. 建議學校應針對整體財務規劃設立專案小組，以市場導向思維規劃募款策略、並加強客戶關係管理(CRM)，不得僅依賴教育部補助款，更應了解市場需求始得大額募款。且學校應以國際為標竿，不應侷限國內學校之比較，而是在國際上凸顯學校的亮點與獨特性，而醫學領域發展則是極為重要之最後一哩路。(李雄慶委員)</p> <p>The University is recommended to establish a task force for overall financial planning, developing fundraising strategies with a market-oriented approach, and strengthening customer relationship management (CRM). It shall not rely solely on subsidies from the Ministry of Education but shall also understand market demand in order to secure substantial fundraising. Besides, the University shall benchmark itself against international standards rather than confine itself to the comparison among domestic universities. The key priority is to showcase its distinctive strengths and unique features on the global stage, with the advancement of the medical field being a critical final step. (Member Eric LEE)</p>	<p>執行情形回覆 Implementation</p> <p>醫學院：感謝委員建議，將參採委員建議進行相關評估及規劃。</p> <p>College of Medicine: We appreciate the Commissioner's suggestions. We will incorporate them into our assessment and planning accordingly.</p> <p>校友服務暨社會責任中心：本中心將配合醫學院苓雅校區執行進度進行募款策略規劃。</p> <p>Alumni Service & Social Engagement Center: The Center will formulate fundraising strategies in alignment with the development progress of the Lingya Campus (College of Medicine)</p>

項目 Item	案由 Task Summary	決議 Resolution	執行情形回覆 Implementation
		<p>2. 應思考如何建立大型企業與醫學院間之關聯，建議採設計導入(design-in)的方式讓企業資源直接挹注而非採用傳統競標模式，如針對傳統產業龐大之醫療需求進行分組(grouping)，以吸引資金投入。(蕭慈飛委員)</p> <p>The University shall consider how to establish linkages between large enterprises and the College of Medicine. It is suggested to adopt a design-in approach to facilitate the infusion of corporate resources rather than relying on the traditional bidding model. For instance, the substantial medical demands of traditional industries may be categorized into groups to attract their investment. (Member Tzu Fei SHIAO)</p>	<p>醫學院：感謝委員建議，將參採委員建議進行相關評估及規劃。</p> <p>College of Medicine: We appreciate the Commissioner's suggestions. We will incorporate them into our assessment and planning accordingly.</p>
		<p>3. 建議醫學大樓建築得保留一至二層樓因應未來需求彈性變化。另外苓雅校區鄰近民生醫院、凱旋醫院、衛生局及長照設施，且比鄰各項交通設施，本校得善用地利之便創造良好互動與合作機會，亦可有效吸引企業與外部資源。(劉景寬委員)</p> <p>It is recommended that one to two floors of the medical building be reserved to accommodate flexibility for future needs. As the Lingya Campus is adjacent to Min-sheng Hospital, Kai-Syuan Psychiatric Hospital, the</p>	<p>醫學院：感謝委員建議，將參採委員建議進行相關評估及規劃。</p> <p>College of Medicine: We appreciate the Commissioner's suggestions. We will incorporate them into our assessment and planning accordingly.</p>

項目 Item	案由 Task Summary	決議 Resolution	執行情形回覆 Implementation
		<p>Department of Health, and long-term care facilities, with convenient access to various transportation networks, the University may leverage these geographical advantages to foster positive interactions and collaborations, thereby effectively attracting enterprises and external resources. (Member Ching-Kuan LIU)</p> <p>4. 重申學生對於醫學院等長期校務發展係持支持之立場，仍建請學校未來對於財務排擠範圍、細節等得給予更詳細說明，對於既有設備或建物維護等費用應予維持。 (潘維杰委員)</p> <p>Students reaffirm their support for the long-term development of the College of Medical and other University affairs. Nevertheless, the University is advised to provide more detailed explanations regarding the scope and details of future financial allocation, and sustain the funding for the maintenance of existing facilities and buildings. (Member Wei-Chieh PAN)</p>	<p>醫學院、秘書室：學校在推動校務發展時，一定會以「保障現有教學資源」列為優先。關於苓雅校區建置案，除爭取教育部補助，自籌款項部分將配合工程進度與資金到位情形，採取多元籌資策略，透過分年借款與多元募資（如醫學教育基金等）等方式彈性支應。</p> <p>鑑於本校目前年度收支規模已逾 50 億元，財務結構穩健且具備充足的預算緩衝空間。未來將持續落實「專款專用」原則，確保既有建物及設備維護費用不受新校區開發案影響，落實校務發展與現有教研支持並行不悖。</p> <p>College of Medicine, Office of Secretariat: The University will prioritize safeguarding its existing teaching resources while advancing its development. In addition to seeking subsidies from the Ministry of Education (MOE) for the construction of the Lingya Campus, the</p>

項目 Item	案由 Task Summary	決議 Resolution	執行情形回覆 Implementation
			<p>University will adopt a diversified funding strategy to cover self-generated costs. This includes phased multi-year borrowing and various fundraising initiatives (such as medical education funds), providing flexible financial support in line with project progress and fund availability.</p> <p>Given that the University's current annual revenue and expenditure have exceeded TWD 5 billion, its financial structure remains stable with ample financial flexibility. Moving forward, the principle of "earmarked funds for designated purposes" will continue to be implemented to ensure that maintenance expenses for existing buildings and equipment are not affected by the construction of new campus, thereby ensuring that university development proceeds in parallel with sustained support for existing teaching and research activities.</p>
<p>第 3 案 Motion 3</p>	<p>擬修正「國立中山大學高雄軟體園區辦公室使用及管理要點」第六點，提請討論。 Proposed amendments to Article 6 of <i>Guidelines on the Usage and Management of Offices at the Kaohsiung Software Park</i> are submitted for discussion.</p>	<p>決議：照案通過。 Resolution: Approved as proposed.</p>	<p>總務處：本修正案已照案實施。 Office of General Affairs: The amendment is implemented.</p>

項目 Item	案由 Task Summary	決議 Resolution	執行情形回覆 Implementation
第 4 案 Motion 4	<p>提案單位：全球產學營運及推廣處擬修正本校「延攬及留住特殊優秀人才實施規範」，提請討論。</p> <p>Proposed amendments to articles of <i>Regulations for the Implementation of Recruitment and Retention of Outstanding Faculty</i> are submitted for discussion.</p>	<p>決議：照案通過。</p> <p>Resolution: Approved as proposed.</p>	<p>全球產學營運及推廣處：已上傳本校法規彙編系統，並由研發處於 115 年 1 月 6 日中術字第 1141001536 號函報教育部備查。</p> <p>Office of Global Industry-Academe Collaboration and Advancement: The proposal has been uploaded to the university's legal compilation system and was submitted by the Research and Development Office to the Ministry of Education for record-keeping via letter No. 1141001536 dated January 6, 2016.</p>
第 5 案 Motion 5	<p>擬修訂本校「管理學院研究、教學與服務獎勵要點」，提請討論。</p> <p>Proposed amendments to articles of <i>Guidelines on Rewarding System of Research, Teaching and Service in the College of Management</i> are submitted for discussion.</p>	<p>決議：照案通過。</p> <p>Resolution: Approved as proposed.</p>	<p>管理學院：本修正案已照案實施。</p> <p>College of Management: The amendment is implemented.</p>
第 6 案 Motion 6	<p>擬修訂國立中山大學新海研 3 號研究船工作人員管理要點附表「工作人員酬金薪點折合率」，提請備查。</p> <p>Proposed amendments to the Appendix 3 (Conversion Rate for Salary Point) stipulated in</p>	<p>決議：同意備查。</p> <p>Resolution: Approved as proposed.</p>	<p>海洋科學學院：本修正案已照案實施。</p> <p>College of Marine Sciences: The amendment is implemented.</p>

項目 Item	案由 Task Summary	決議 Resolution	執行情形回覆 Implementation
	<i>Guidelines on the Personnel Management of R/V New Ocean Researcher 3</i> are submitted for discussion.		
臨時動議 第 1 案 Extempore Motion 1	擬訂定「國立中山大學工程人員留任獎金支給要點」，提請備查。 Proposed draft of <i>Guidelines on the Payment of Retention Bonuses for Technical Staff</i> is submitted for discussion.	決議：同意備查。 Resolution: Approved as proposed.	總務處：遵照辦理。 Office of General Affairs: Will proceed accordingly.
臨時動議 第 2 案 Extempore Motion 2	擬修正國立中山大學研究計畫助理人員管理要點(以下簡稱本要點)第 16 點規定，提請審議。 Proposed amendments to Article 16 of <i>Guidelines on the Employment of Research Assistants</i> is submitted for discussion.	決議：照案通過。 Resolution: Approved as proposed.	人事室：本案業以 114 年 12 月 24 日中人字第 11405022631 號書函發布修正生效在案。 Office of Personnel Services: The amended guidelines are effective as of the official letter (Ref. No. 11405022631) dated on December 24, 2025.

【第 1 案】

國立中山大學 115 年度第 1 次校務基金管理委員會議 提案單

提案單位：主計室

案由：本校 116 年度校務基金概算案，提請討論。

Discussion on 2027 Tentative Budget Planning of the University Endowment Fund.

摘要：116 年度概算編列業務總收入 50 億 1,000 萬元，業務總支出 51 億 9,253 萬 7 千元，短絀 1 億 8,253 萬 7 千元；固定資產 4 億 3,000 萬元。

說明：

- 一、116 年度概算編列業務總收入 50 億 1,000 萬元，業務總支出 51 億 9,253 萬 7 千元，短絀 1 億 8,253 萬 7 千元。116 年度短絀金額與 115 年度相同。
- 二、固定資產 4 億 3,000 萬元，其中機械及設備 3 億 4,300 萬元、交通及運輸設備 1,300 萬元、什項設備 7,400 萬元。
- 三、高教深耕計畫暫以 4 億 8,381 萬 5 千元編列(經常門 3 億 8,993 萬 7 千元；資本門 9,387 萬 8 千元)。
- 四、教育部補助額度暫依 115 年度補助額度編列，惟實際數俟教育部確定後，授權主計室調整。
- 五、本校 116 年度校務基金概算編列如附件 1-1。
- 六、審議通過後，據以編製 116 年度預算書表並函送教育部。
- 七、附件：
(一)附件 1-1：116 年度收支預計表及固定資產預計表

決議：

116年度收支預計表

單位：千元

項目	116年度概算A			115年度 預算案B	114年度 決算數	比較增減 C=A-B
	政府補助收入	自籌收入	合計			
業務總收入(1)	2,170,000	2,840,000	5,010,000	4,606,584	4,992,361	403,416
一、業務收入	2,170,000	2,500,000	4,670,000	4,291,584	4,644,281	378,416
(一)學雜費收入：		595,000	595,000	581,000	593,632	14,000
1.學雜費收入總額		643,000	643,000	622,000	637,110	21,000
2.學雜費減免		-48,000	-48,000	-41,000	-43,478	-7,000
(二)建教合作收入：		1,799,000	1,799,000	1,660,000	1,762,719	139,000
1.產學合作收入		309,000	309,000	310,000	285,405	-1,000
2.政府科研補助及委託辦理之收入		1,490,000	1,490,000	1,350,000	1,477,314	140,000
(三)推廣教育收入		63,000	63,000	62,000	62,269	1,000
(四)權利金收入		16,000	16,000	32,000	14,488	-16,000
(五)學校教學研究補助收入-基本需求及績效型補助	1,266,695		1,266,695	1,266,695	1,246,989	0
(六)其他補助收入	903,305		903,305	664,889	938,027	238,416
1.高教深耕計畫補助款	389,937		389,937	326,595	425,073	63,342
2.其他政府補助款	513,368		513,368	338,294	512,954	175,074
(七)招生收入		27,000	27,000	25,000	26,157	2,000
二、業務外收入	0	340,000	340,000	315,000	348,080	25,000
(一)投資取得收入		79,000	79,000	68,000	93,605	11,000
1.利息收入		70,000	70,000	60,000	81,269	10,000
2.投資收入		9,000	9,000	8,000	10,763	1,000
3.兌換賸餘					1,573	0
(二)場地設備管理收入		168,000	168,000	150,000	169,114	18,000
(三)受贈收入		78,000	78,000	82,000	71,002	-4,000
(四)其他收入-違規罰款收入、賠補償收等		15,000	15,000	15,000	14,359	0
業務總支出(2)	2,412,000	2,780,537	5,192,537	4,789,121	5,149,705	403,416
一、業務成本與費用	2,390,500	2,637,537	5,028,037	4,650,121	4,986,672	377,916
(一)教學研究及訓輔成本	1,975,500	620,537	2,596,037	2,417,121	2,583,207	178,916
(二)建教合作成本		1,720,000	1,720,000	1,607,000	1,684,605	113,000
(三)推廣教育成本		55,000	55,000	54,000	54,545	1,000
(四)學生公費及獎勵金	195,000	165,000	360,000	300,000	370,939	60,000
(五)管理費用及總務費用	220,000	50,000	270,000	247,000	268,314	23,000
(六)雜項業務費用		27,000	27,000	25,000	25,062	2,000
二、業務外費用	21,500	143,000	164,500	139,000	163,033	25,500
(一)財務費用					4,167	0
(二)其他業務外費用	21,500	143,000	164,500	139,000	158,866	25,500
本期短絀(3)=(1)-(2)	-242,000	59,463	-182,537	-182,537	-157,344	0

註1:116年度概算政府循預算程序之撥款部分：基本需求經費門合計1,266,161千元(暫依115年度補助額度編列)。

註2:高教深耕計畫依研發處提供數編列，經費門合計483,815千元。

116年度固定資產預計表

單位:新臺幣千元

編號	計畫名稱	本年度資金		合計
		來源	金額	
	房屋及建築			
	1. 政府補助收入支應部分		0	0
1	辦理仁武校區醫學教學大樓新建工程費用		0	0
	機械及設備		343,000	343,000
	1. 政府補助收入支應部分		156,000	156,000
2	教學研究、校務行政等所需儀器設備	營運資金	2,208	11,380
		國庫撥款	9,172	
3	全校電腦、網路與行政教學電腦化	國庫撥款	7,620	7,620
4	教育部專案型補助計畫經費	國庫撥款	137,000	137,000
	2. 自籌收入支應部分		187,000	187,000
5	教學研究、校務行政等所需儀器設備	營運資金	580	580
6	全校電腦、網路與行政教學電腦化	營運資金	275	275
7	建教合作等相關研究計畫所需	營運資金	116,700	116,700
8	推廣教育及場地使用等業務所需設備	營運資金	69,445	69,445
	交通及運輸設備		13,000	13,000
	1. 政府補助收入支應部分		4,000	4,000
9	教學研究、校務行政等所需儀器設備	營運資金	1,000	1,000
10	教育部專案型補助計畫經費	國庫撥款	3,000	3,000
	2. 自籌收入支應部分		9,000	9,000
11	建教合作等相關研究計畫所需	營運資金	7,800	7,800
12	推廣教育及場地使用等業務所需設備	營運資金	1,200	1,200
	什項設備		74,000	74,000
	1. 政府補助收入支應部分		40,000	40,000
13	教學研究、校務行政等所需儀器設備	營運資金	10,000	20,000
		國庫撥款	10,000	
14	教育部專案型補助計畫經費	國庫撥款	20,000	20,000
	2. 自籌收入支應部分		34,000	34,000
15	教學研究、校務行政等所需儀器設備	營運資金	1,285	1,285
16	建教合作等相關研究計畫所需	營運資金	6,500	6,500
17	推廣教育及場地使用等業務所需設備	營運資金	26,215	26,215
	合計		430,000	430,000

【第 2 案】

國立中山大學 115 年度第 1 次校務基金管理委員會議 提案單

提案單位：全球產學營運及推廣處

案由：擬廢止「全球產學營運及推廣處中山貨櫃創業基地借用管理要點」，提請討論。

Proposed abolition of Guidelines on Leasing NSYSU Startup Quarter is submitted for discussion.

摘要：為妥善管理及合理運用本校中山貨櫃基地空間，中山貨櫃基地已於 114 年 7 月 1 日移由校統籌管理，並另訂定「國立中山大學中山貨櫃基地借用管理要點」，爰廢止「國立中山大學全球產學營運及推廣處中山貨櫃創業基地借用管理要點」。

說明：

一、為妥善管理及合理運用本校中山貨櫃基地空間，中山貨櫃基地已於 114 年 7 月 1 日移由校統籌管理，並另訂定「國立中山大學中山貨櫃基地借用管理要點」，爰廢止「國立中山大學全球產學營運及推廣處中山貨櫃創業基地借用管理要點」。

二、附件：

(一) 附件 2-1：全球產學營運及推廣處中山貨櫃創業基地借用管理要點。

(二) 附件 2-2：本校 114 學年度第 1 學期第 5 次行政會議節錄。

決議：

國立中山大學全球產學營運及推廣處 中山貨櫃創業基地借用管理要點

106.9.27 本校 106 學年度第 1 次行政協調會報提案通過

106.10.25 本校 106 學年度第 1 學期第 4 次行政會議提案通過

106.11.22 本校 106 年度第 3 次校務基金管理委員會提案通過

111.10.5 本校 111 學年度第 1 學期第 3 次行政會議修正通過

111.12.9 本校 111 年度第 3 次校務基金管理委員會修正通過

- 一、 本校為提倡學術、提升校內創業氛圍及有效使用中山貨櫃創業基地等空間、設備，特定此要點。
- 二、 中山貨櫃創業基地管理由全球產學營運及推廣處(以下簡稱本處)負責。
- 三、 中山貨櫃創業基地之借用，應於兩週前依下列程序提出申請：
 - (一)線上申請預約
 - (二)填具場地使用申請單(校外單位請附活動內容說明)
 - (三)繳費
- 四、 中山貨櫃創業基地之借用除以下之情形外，其餘活動一律依使用收費標準(如附件)繳費。
 - (一)本校校務、行政各種會議。
 - (二)本處同仁各行政會議。
 - (三)其他經核准免繳費者。
- 五、 中山貨櫃創業基地之借用經核准後，於使用日前三個工作天依收費標準繳納各項費用，逾期未繳付租金，視同放棄租用權利。
- 六、 如借用之場地，本校有臨時特殊狀況需使用時，得通知原申請單位改期或解除借用，並無息退還應繳之費用，申請單位不得異議。
- 七、 活動內容有以下情事者，不予借用，已核准者立即停止其使用。
 - (一) 違反政府法令及政策。
 - (二) 妨害社會善良風俗。
 - (三) 與申請登記不符或將場地轉讓他人使用。
 - (四) (四)有嚴重損害空間之各項設施之虞。
- 八、 使用場地應愛惜公物，若有毀損應照價賠償，其佈置及復原工作應由申請單位負責辦理。

- 九、 借用單位未經同意，不得擅自使用各項設備，若須臨時加用或加接任何設備，應先接洽管理員辦理。
- 十、 除新聞報導外，如須現場錄影(音)或實況轉播，須經本處同意，並自備器材。如須使用本處之原有設備應予本處之相關人員協調之。
- 十一、 場地借用期間安全維護、傷患急救、公共秩序由借用單位會同本處協調處理。
- 十二、 借用單位因故取消借用時，應提前通知本處並辦妥取消借用及退費手續，若一週前申請取消借用者可全額退費。
- 十三、 本要點經行政會議及校務基金管理委員會通過後，陳請校長核定後施行，修正時亦同。

國立中山大學 114 學年度第 1 學期第 5 次行政會議 會議紀錄（節錄）

時間：114 年 10 月 29 日（三）上午 9 時

地點：本校行政大樓 7007 會議室

主席：郭志文副校長（代理）

出席人員：詳見頁 III

紀錄：毛睿翎(秘書室)

壹、主席致詞及交辦事項

貳、確認 114 學年度第 1 學期第 4 次行政會議會議紀錄及其執行情形：確認

- 一、為有效防範登革熱疫情，各單位務必加強所轄區域之環境巡檢與清潔維護工作，以杜絕病媒蚊孳生源，如遭業管單位查獲開單，將由管理單位自行負擔罰款。(辦理單位：總務處、各單位)

參、討論事項

- 五、擬新訂本校「中山貨櫃基地借用管理要點（草案）」及廢止全球產學營運及推廣處「中山貨櫃創業基地借用管理要點」，提請討論。(國際處、產學處提案) ----- p.029

決議：照案通過。

肆、臨時動議：無

伍、散會