

National Sun Yat-sen University

Discussion Forum on the Merger with

National University of Kaohsiung



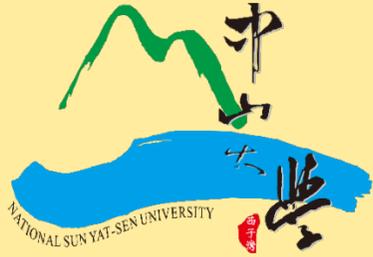
Presenter: Shyh-Jer CHEN, NSYSU Senior Vice President

Date: December 16 (Tue), 2025

Time: 12:00-14:00

Venue: 1002 Lecture Hall, Building of International Research 1F



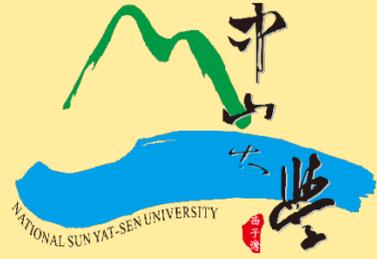


Agenda



- 1. Background of the Merger**
- 2. Analysis on University Affairs of Both**
- 3. Reasons for the Merger**
- 4. Estimated Timeline and Future Plans**
- 5. Issues Related to the Merger**



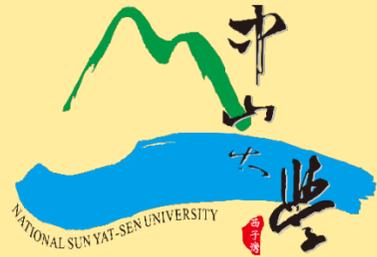


Agenda



1. Background of the Merger and Preliminary Overview



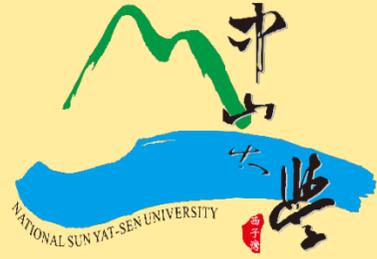


Agenda



- **History and background of the merger**
- **Today's forum is primarily to gather everyone's opinions.**
- **There are 6 forums in November and December 2025.**
- **The public hearing is planned in Spring semester 2026, with the President responding to the feedback of the 6 forums.**
- **An official letter regarding the relocation and adjustment of departments/institutes is sent to each college to consolidate their opinions.**





Agenda



2. Analysis of University Affairs at Both Universities



NSYSU Departments/Institutes (1/3)



College of Liberal Arts

- Department of Chinese Literature
- Department of Foreign Languages and Literature
- Department of Music
- Department of Theater Arts
- Institute of Philosophy
- Graduate Institute of Arts Management and Entrepreneurship

College of Science

- Department of Chemistry
- Department of Physics
- Department of Physics
- Department of Biological Sciences
- Department of Applied Mathematics
- International Ph.D. Program for Science

College of Engineering

- Department of Electrical Engineering
- Department of Computer Science and Engineering
- Department of Mechanical and Electro-Mechanical Engineering
- Department of Materials and Optoelectronic Science
- Department of Photonics
- Institute of Environmental Engineering
- Institute of Communications Engineering
- Institute of Integrated Circuit Design
- International Master's Program in Electric Power Engineering
- International Master's Program in Telecommunication Engineering

College of Management

- Department of Business Management
- Department of Information Management
- Department of Finance
- Institute of Public Affairs Management
- Institute of Human Resource Management
- Institute of Marketing Communication
- International Business Bachelor Program
- Executive Master of Business Administration
- Master of Business Management Administration Program in International Business
- Global Human Resource Management English MBA Program

NSYSU Departments/Institutes (2/3)



College of Marine Sciences

- Department of Marine Biotechnology and Resources
- Department of Marine Environment and Engineering
- Department of Oceanography
- Institute of Undersea Technology
- Graduate Institute of Marine Affairs
- Institute of Marine Ecology and Conservation
- Doctoral Degree Program in Marine Biotechnology
- International Doctoral Program of Marine Science and Technology

Si Wan College

- Center for Essential Education
- Center for General Education
- Center for Physical and Health Education
- Center for Service-learning Education
- Center for EMI Teaching Excellence
- Institute of Social Innovation
- Program in Interdisciplinary Studies
- International Indigenous Interdisciplinary Program

College of Social Sciences

- Department of Political Economy
- Department of Sociology
- Institute of Economics
- Institute of Political Science
- Institute of Education
- Institute of China and Asia-Pacific Studies
- The Executive Master of Public Policy Program (EMPP)
- International Master Program in Asia-Pacific Affairs
- International Graduate Program of Education and Human Development
- Center for Teacher Education

College of Medicine

- School of Medicine
- Department of Biomedical Science and Technology
- Institute of Biomedical Sciences
- Institute of Medical Science and Technology
- Institute of Bio-pharmaceutical Sciences
- Institute of Precision Medicine
- Doctoral Program of Clinical and Experimental Medicine
- Department of Nursing

NSYSU Departments/Institutes (3/3)



College of Semiconductor and Advanced Technology Research

- Institute of Advanced Semiconductor Packaging and Testing
- Institute of Precision Electronic Components
- Institute of Innovative Semiconductor Manufacturing

School of Banking and Finance

- Institute of Global Asset Management
- Institute of Global Digital and Sustainable Finance

NUK Departments/Institutes



<p>College of Humanities and Social Sciences</p>	<ul style="list-style-type: none"> ● Department of Western Languages and Literature ● Department of Kinesiology, Health, and Leisure Studies ● Department of East Asian Languages and Literature ● Department of Athletic Performance ● Department of Architecture ● Department of Crafts and Creative Design 	<p>College of Science</p>	<ul style="list-style-type: none"> ● Department of Applied Chemistry ● Department of Applied Physics ● Department of Life Sciences ● Department of Applied Mathematics ● Institute of Statistics
<p>College of Management</p>	<ul style="list-style-type: none"> ● Department of Applied Economics ● Department of Information Management ● Department of Finance ● Department of Asia-Pacific Industrial and Business Management 	<p>College of Engineering</p>	<ul style="list-style-type: none"> ● Department of Electrical Engineering ● Department of Computer Science and Information Engineering ● Department of Chemical and Materials Engineering ● Department of Civil and Environmental Engineering
<p>College of Law</p>	<ul style="list-style-type: none"> ● Department of Law ● Department of Government and Law ● Department of Financial and Economic Law ● Ph.D. Program, College of Law 	<p>General Education Center</p>	<ul style="list-style-type: none"> ● General Education Center ● IF-School

Administration Units



NSYSU

- Office of President
- Office of Senior Vice President Chih-Wen KUO
- Office of Senior Vice President Shyh-Jer CHEN
- Office of Senior Vice President Yen-Hsu CHEN
- Office of Senior Vice President Bor-Ching SHEU
- Office of the Secretariat
- Office of Academic Affairs
- Office of Student Affairs
- Office of General Affairs
- Office of Research & Development
- Office of Library & Information Services
- Office of International Affairs
- Office of Accounting
- Office of Personnel Services
- Office of Global Industry-Academe Collaboration and Advancement
- Arts Center
- Environmental Protection and Safety Center

NUK

- President Office
- Office of Vice President for Academic Affairs
- Vice President of Administration Affairs
- Secretariat
- Division of Academic Affairs
- Division of Student Affairs
- General Affair Division
- Office of Research & Development
- Library and Information Center
- Office of International Affairs
- Accounting Office
- Personnel Department
- Extension Education Center
- Center for Teaching and Learning Development
- Language Center
- Office of Physical Education

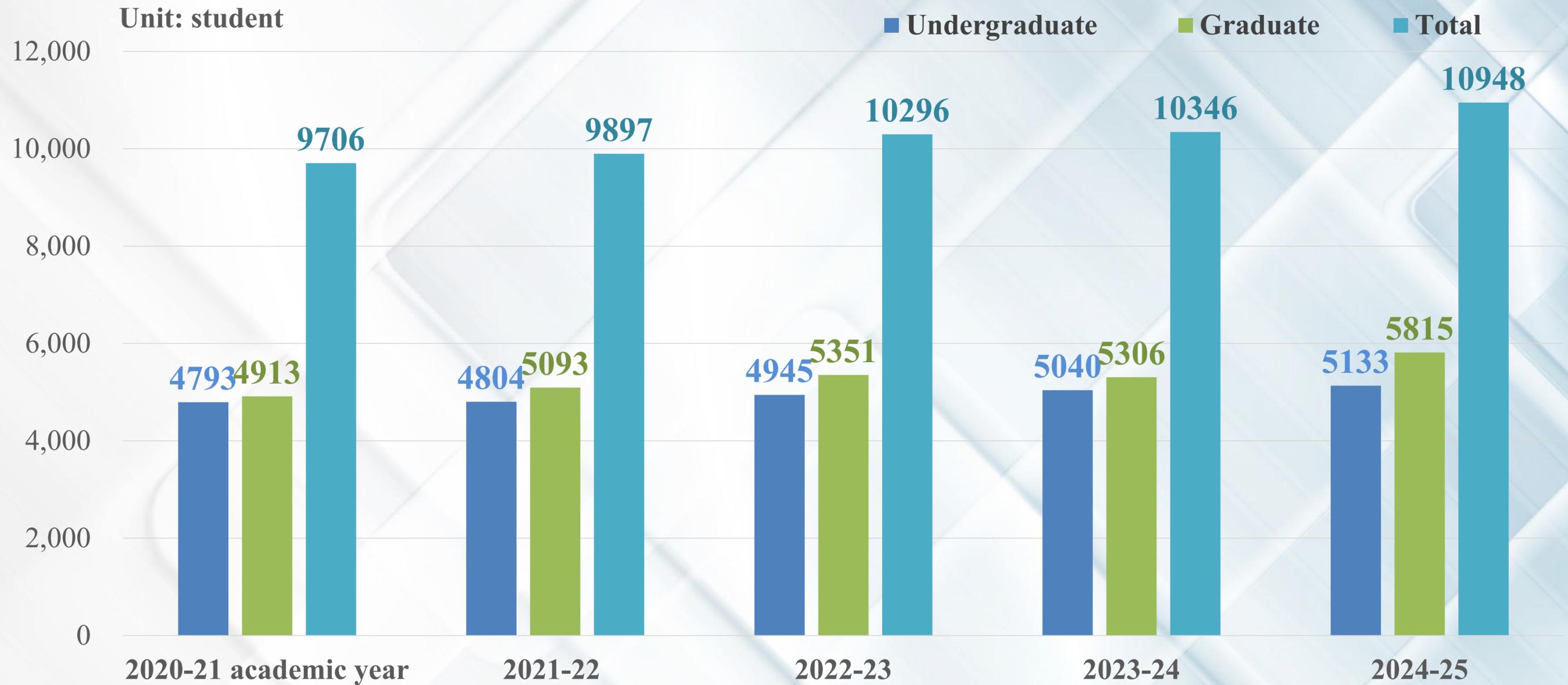
Student Enrollment



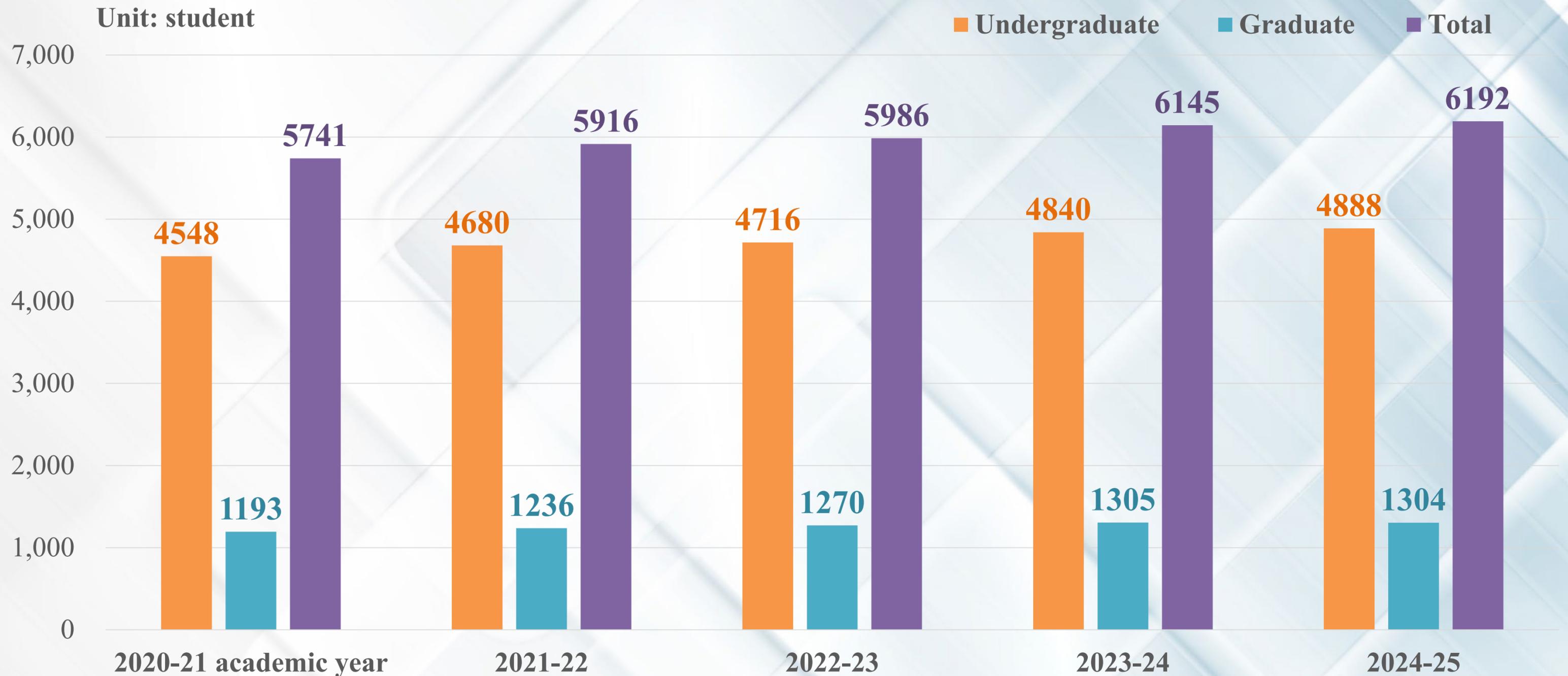
Statistics from the 2024-25 academic year

NSYSU	Bachelor	Master	In-service Master	PhD	Subtotal	NUK	Bachelor	In-service Bachelor	Master	In-service Master	PhD	Subtotal
College of Liberal Arts	767	211		37	1,015	College of Humanities and Social Sciences	1,250		68	87		1,405
College of Science	835	343	12	113	1,303	College of Science	828		91		3	922
College of Engineering	1,640	1,488	87	179	3,394	College of Engineering	1,107		284	82	4	1,477
College of Management	863	858	682	193	2,596	College of Management	946		134	245		1,325
College of Marine Sciences	424	209		86	719							
College of Social Sciences	391	291	197	146	1,025							
						College of Law	629	128	116	177	13	1,063
Si Wan College	119				119	General Education Center						
College of Medicine	94	131		103	328							
College of Semiconductor and Advanced Technology Research		341		2	343							
School of Banking and Finance		106			106							
Total	5,133	3,978	978	859	10,948	Total	4,760	128	693	591	20	6,192
Approved enrollment quotas for the 2025-26 academic by the MOE	1,174	1,279	416	154	3,023	Approved enrollment quotas for the 2025-26 academic by the MOE	1,152	70	297	172	9	1,700

NSYSU Student Enrollment Trend



NUK Student Enrollment Trend



Academic and Administration Personnel



Statistics of December 2024

Types of Personnel	NSYSU	NUK
Faculty and Researchers	575	220
faculty	569	218
teaching assistants	5	1
sports couches	1	1
Staff within the Manning Quota	137	50
officers	113	46
security guards	3	1
technician and janitors	21	3
Staff beyond the Manning Quota	769	215
administrative officers	341	119
research assistants	428	96

The number of faculty members (including those within and beyond the manning quota)

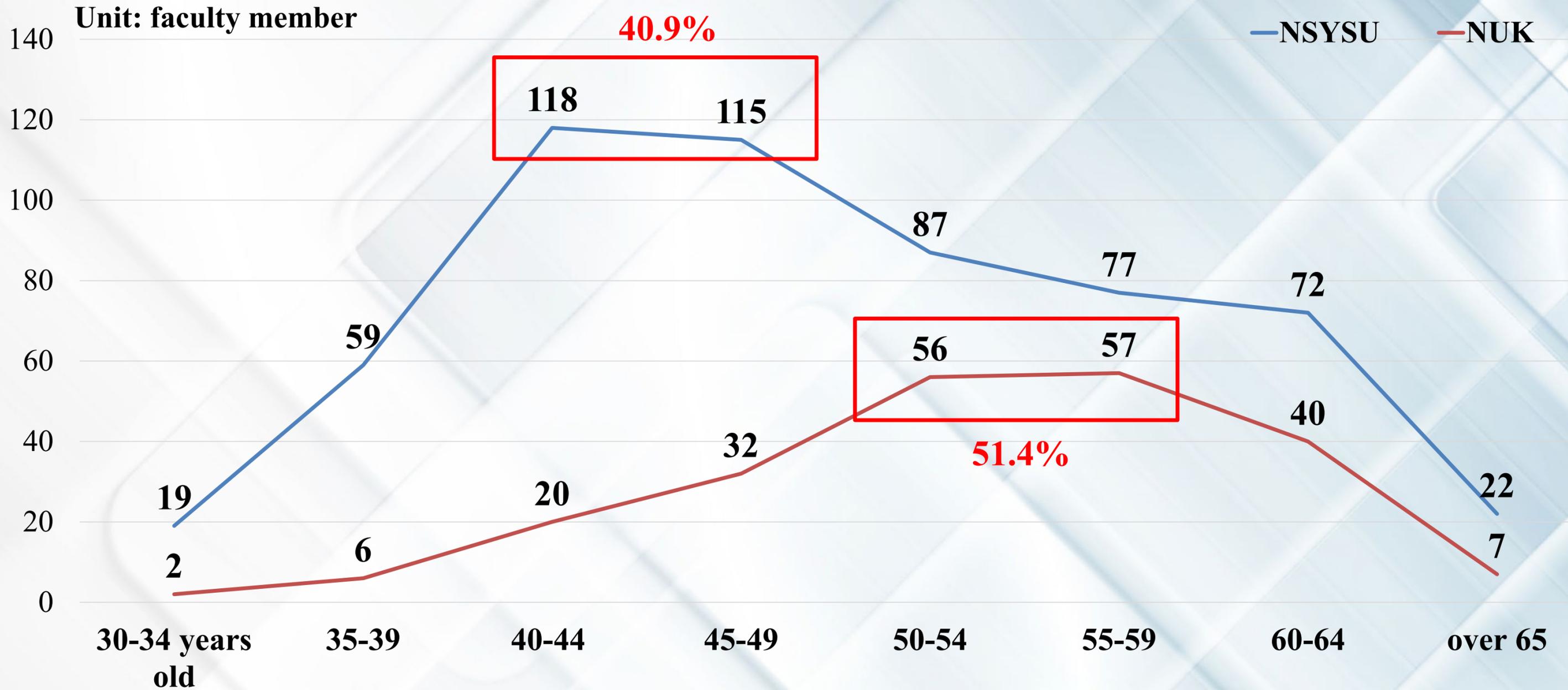
Statistics of 2024-25 academic year

NSYSU	Prof.	Assoc. Prof.	Asst. Prof.	Lecture	Others	Subtotal	NUK	Prof.	Assoc. Prof.	Asst. Prof.	Lecturer	Others	Subtotal
College of Liberal Arts	28	28	19		1	76	College of Humanities and Social Sciences	18	21	9	5		53
College of Science	35	16	33			84	College of Science	27	9	11			47
College of Engineering	62	38	30	1	1	132	College of Engineering	33	7	10			50
College of Management	34	23	28			85	College of Management	26	15	8			49
College of Marine Sciences	29	16	23			68							
College of Social Sciences	30	12	22			64							
							College of Law	15	7	5			27
Si Wan College	8	5	17			30	General Education Center	0	1	3			4
College of Medicine	37	15	31			83							
College of Semiconductor and Advanced Technology Research	4	2	4			10							
							Division of Student Affairs					2	2
							Office of Physical Education					1	1
Subtotal	267	155	207	1	2	632	Subtotal	119	60	46	5	2	232
Total	632						Total	232					

Sources :
University and College Information Public Platform of the Ministry of Education

Age Structure of Full-time Faculty (within the manning quota)

Statistics of the 2024-25 academic year



Research Capacity



Statistics of 2022, with TWD as the unit

Projects	NSYSU		NUK	
	Total funding	Funding received per full-time faculty members	Total funding	Funding received per full-time faculty members
Funding of projects from various units	2,709,143,945	58.9% of NSYSU's total funding	343,119,865	27.3% of NUK's total funding
government	2,095,104,178	4,412,287	307,567,219	1,485,367
industry	428,053,690		26,213,117	
other units	185,986,077		9,339,529	
Funding of academic research projects	1,002,444,410		79,994,000	
government	948,405,065	1,544,797	79,994,000	346,294
other units	100,000		-	
self-generated funds	53,939,345	87,849	-	-
Funding of industry-academia collaboration projects	1,016,181,094		83,533,550	
government	404,837,205	1,655,018	54,457,334	361,617
industry	426,238,690		22,936,687	
other units	185,105,199		6,139,529	

University Data



Statistics of the 2023-2024 & 2024-2025 academic year

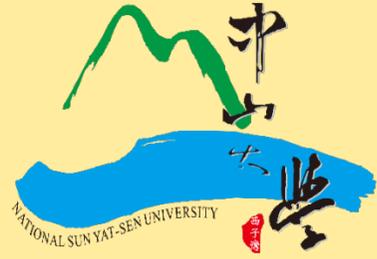
Items	NSYSU	NUK
Total campus area (m²)	734,097	825,197
usable campus area	289,469	825,197
buildings	64,530	67,280
outdoor sports facilities	70,000	51,356
others	154,939	706,561
Gross floor area	334,953	226,722
the number of dormitory residents	3,161	1,560
student subsidies sourced from self-generated funds (TWD)	357,856,387	6,083,396
scholarship for graduate students	283,419,349	858,000
part-time wages for students	72,811,438	4,487,616
living allowance for students	1,008,000	120,000
student emergency allowance	523,600	194,000
on-campus accommodation discounts	94,000	423,780

39.4%

Report on Final Accounts of the University Endowment Fund

Statistics
of 2022,
with
TWD as
the unit

Final Accounts	NSYSU		NUK			
Total Revenue	5,091,436,243		1,259,104,273			
operational revenue	4,719,384,611		1,175,529,803			
instructional revenue—	2,560,060,802		541,542,799			
tuitions and miscellaneous fees					595,993,136	297,575,090
industry-academia collaboration					1,895,999,643	219,939,985
continuing education	68,068,023	24,027,724				
rental and royalty revenue	30,191,081		229,760			
other operational revenue—	2,129,132,728		633,757,244			
grants for university teaching and research					1,218,475,000	535,252,000
other subsidies and miscellaneous support					910,657,728	98,505,244
non-operational revenue	372,051,632		83,574,470	83,574,470		
Total Costs and Expenses in the Final Accounts	5,306,191,274		1,357,038,710			
operational costs and expenses	5,163,432,877		1,328,146,989			
instructional costs	4,481,907,895		1,132,277,028			
other operational costs	404,252,432		29,248,030			
management and general expenses	253,059,307		162,922,234			
other operational expenses	24,213,243		3,699,697			
non-operational expenses	142,758,397		28,891,721			
Surplus (Deficit)	-214,755,031		-97,934,437			



Agenda



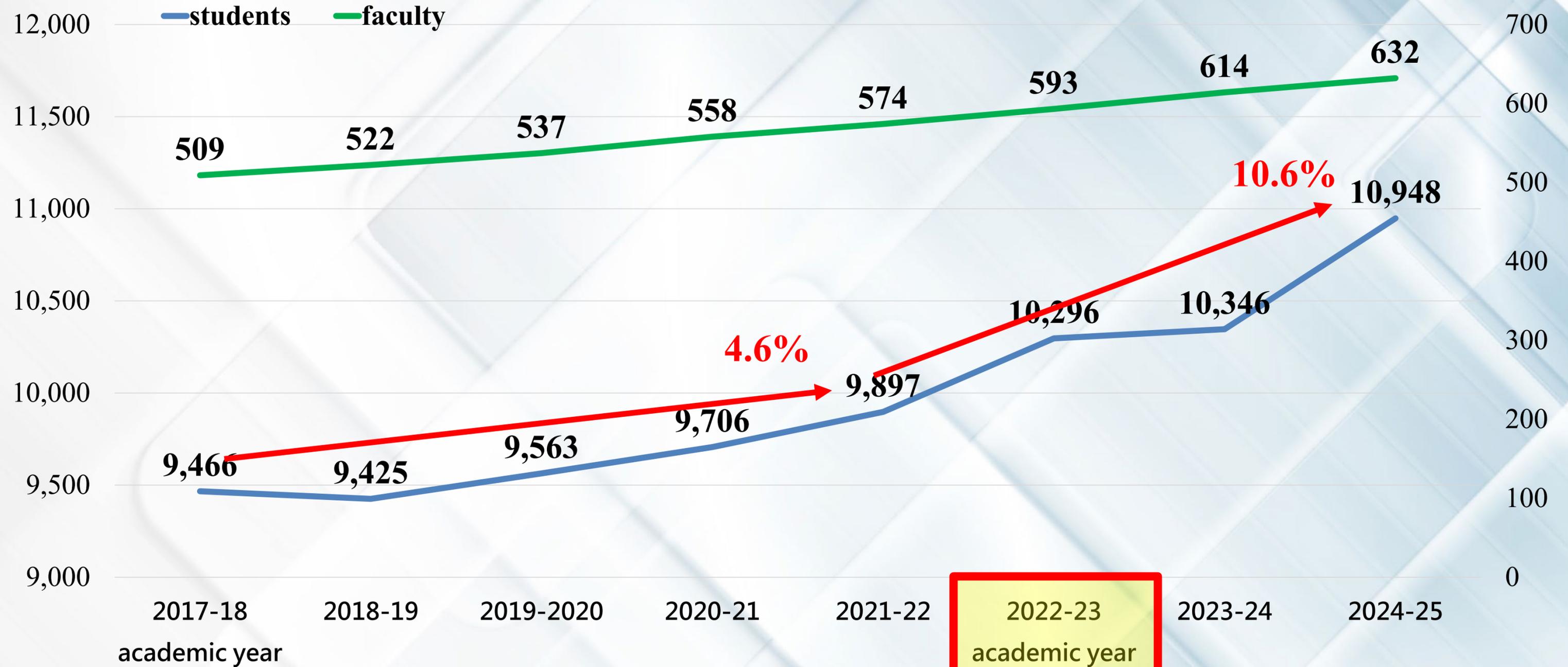
3. Reasons for the Merger



Growth in the number of Faculty and Students at NSYSU



Statistics of the 2024-2025 academic year



Scale of National Universities

Statistics of the 2024-2025 academic year, and fiscal year 2023

	Students	Faculty (within the manning quota)	QS ranking	Revenue	History of Expansion
NTU	34,487	2,038	63	212.9億	
NTHU	18,269	818	176	89億	<ul style="list-style-type: none"> merged with NHCUE and began admissions in academic 2017-18 CHU will be closed in academic year 2030-31 and donated to NTHU
NYCU	22,117	1,103	199	106.3億	began admission in academic year 2021-22 after the merger
NCKU	23,381	1,267	203	116.3億	approved Shalun Healthcare and Innovation Park in 2023
NTUST	11,849	425	345	41億	HWHUT will be closed in academic year 2026-27 and donated to NTUST.
NTNU	16,624	779	435	77.9億	
NSYSU	10,948	569	439	46億	acquired Lingya Campus in 2024
NCU	12,563	603	587	51.7億	
NCHU	15,845	794	628	61.5億	established Nantou Campus (Zhongxing New Village) in 2022
CCU	11,553	519	951-1,000	29億	

Scale of National Universities



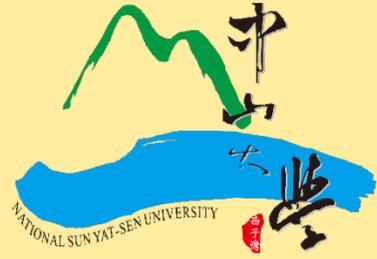
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NSYSU+ NUK	17,140	789	482 (estimated)	58.6億	
NCU	12,563	603	587	51.7億	
NCHU	15,845	794	628	61.5億	established Nantou Campus (Zhongxing New Village) in 2022
CCU	11,553	519	951-1,000	29億	Sources : University and College Information Public Platform of the Ministry of Education

Impact on Local Community

Statistics of the 2024-2025 academic year, and fiscal year 2023

	Students	Faculty (within the manning quota)	QS ranking	Revenue	History of Expansion
NCKU	23,381	1,267	203	116.3億	<ul style="list-style-type: none"> approved Shalun Healthcare and Innovation Park in 2023 established a semiconductor industry talent training center (85 Sky Tower) in 2024
NYCU	22,117	1,103	199	106.3億	<ul style="list-style-type: none"> began admission in academic year 2021-22 after the merger Establish Kaohsiung Campus (Garden Villa Kaohsiung) in 2024
NTHU	18,269	818	176	89億	<ul style="list-style-type: none"> merged with NHCUE and began admissions in academic 2017-18 CHU will be closed in academic year 2030-31 and donated to NTHU. establish Kaohsiung Campus (Zuoying Junior High School) in 2024
NSYSU	10,948	569	439	46億	acquired Lingya Campus in 2024
NSYSU+ NUK	17,140	789	482 (estimated)	58.6億	
NKUST	27,419	804		62.3億	university merger in 2028 (former NKUAS +NKFUST+NKMU)
NUK	6,192	220		12.6億	



Agenda



4. Estimated Timeline and Future Plans



Estimated Timeline and Future Plans (Draft)

2025 Coordinating collaborative intent across University units

- ✓ 2/26 NSYSU Coordinating Committee meeting
- ✓ 3/5 NSYSU Executive Meeting
- ✓ 3/28 NSYSU University Council meeting
- ✓ 4/30 Discussion Forum on the Merger 【Session for Students】
- ✓ 6/6 (NUK University Council meeting)
- ✓ Oct Establishing **NSYSU Task Force on Merger Planning**
Establishing **the Joint Task Force on Deliberation of Merger Agenda**

2026 Discussion Forums → Public Hearing

Approved by the University Councils of both universities

Submit the Letter of Intent for the Merger to the Ministry of Education (MOE)

Discussion Forums → Public Hearing

Approved by the University Councils of both universities

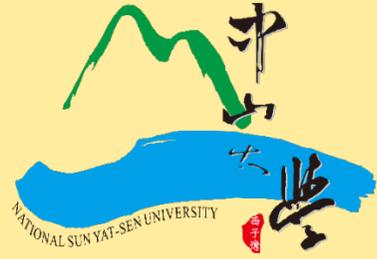
Submit the Merger Proposal to the MOE

Approved by the MOE

Establishing **the Merger Preparatory Committee** and amending *NSYSU Charter* after the merger

Plaque unveiling ceremony





Agenda



5. Issues Related to the Merger

Open for Discussion



Faculty Suggestions from Previous Forum I (114.11.17 & 114.12.09)

● Motivation and Vision of the Merger:

1. Relevant information on the concept, vision, and tangible benefits of the merger, as well as the President's explanation on the merger shall be provided to the faculty, staff, and students and be announced on the dedicated webpage of the merger.
2. It is unclear why the University is promoting the merger. Is it due to a need for additional campus space, faculty quota, or a response to the low birthrate?
3. It is difficult to engage in meaningful discussion on whether to support the merger without a clear planning for the University's vision, development direction, and resource allocation after the merger.

● Faculty's Rights and Interests after the Merger

1. If a dual-track system is adopted after the merger, the sunset clause shall not be extended excessively (at most 3 or 5 years.)
2. As the two universities have different regulations and criteria for faculty appointment, there shall be appropriate measures prior to the official merger to avoid excessive appointment before the merger, which may result in an insufficient faculty quota afterwards.
3. Can faculty from both universities align with University's policies for development, such as the planning and implementation of EMI courses?
4. How can the inconsistent regulations of the two universities be integrated, such as the different provisions on the eight-year clause for newly appointed faculty?
5. Will outstanding faculty be leaving due to cultural and system adjustments after the merger?

Faculty Suggestions from Previous Forum II (114.11.17 & 114.12.09)



● Matters concerning the integration and relocation of departments/institutes:

1. The University should coordinate the overall planning on space management, relocation timelines, funding allocation, and student graduation matters.
2. Will NUK have suitable spaces available for the relocation of the University's departments/institutes?
3. Supporting measures should be in place if labs are unable to operate stably for one to two years due to relocation, which may affect research progress, rank promotion timelines, faculty assessment, and student graduation.
4. Proper planning and necessary support should be provided to cover exorbitant costs of relocating high-value instrumentation at the University.
5. How will the University plan for and manage the issue of highly overlapping departments/institutes with NUK? The University should provide appropriate support measures if departments/institutes are required to be integrated immediately or if a transitional arrangement involving phased operations is planned during the initial stage of the merger.
6. The issue of relocation is inevitable after the merger. The purpose of the merger would be defeated if neither university agrees to relocate. If relocation is a must, matters such as which university will relocate, how the relocation will be carried out, and the decision-making procedures should be clearly explained, with supporting measures and contingency plans properly developed.
7. The University should provide relevant details and supporting measures in advance to the faculty and students of integrated departments and institutes. Early communication of the planning can also enhance discussion efficiency and help collect intentions regarding the merger.

Faculty Suggestions from Previous Forum III (114.12.09)



● Resource Allocation:

1. Based on past experiences with university mergers, the Ministry of Education may not provide the expected funding.
2. Currently, the University has not made any commitments regarding funding compensation or resource allocation. The faculty hope that the University can provide a preliminary plan for space allocation, as well as options for relocation funding or compensation before deciding on whether to proceed with the merger.

● Assessment of the Impact on Research Capacity, QS ranking, and EMI Promotion

1. More detailed information on QS rankings and relevant data should be provided to clarify the context and meaning of the projection. Moreover, an assessment report should be prepared if the ranking drop drastically after the merger.
2. Are there any clear mitigation measures or strategies to enhance performance following the merger since the decline in international rankings could significantly affect the promotion of internationalization, such as opportunities for dual-degree programs and international research partnership?
3. Relatively weak research capacity of certain departments/institutes at NUK could become a long-term drag on the University's holistic performance and international ranking if substantive integration and relevant supporting measures are not clearly established.
4. After the merger, the effectiveness of EMI may be affected by the English proficiency of students and faculty, posing a risk of losing the status of holistic benchmark universities approved by the MOE.

Faculty Suggestions from Previous Forum IV (114.12.09) ● ● ●

● **New campus land:**

1. New land may be acquired through other means, such as from discontinued elementary or junior high schools.
2. The purpose and plans for acquiring new campus land should be clearly defined; after the merger, the strategy for optimizing the new land should also be outlined.

● **Referendum:**

1. A referendum may serve as an important reference for the University Council to make a final resolution. Furthermore, the referendum should not only cover “whether to merge”, but also include the details of “who to relocate.” Oversimplification may obscure the intentions of affected academic units.
2. To ensure its representativeness, the University’s Task Force on Merger Planning should consist of faculty representatives, selected according to the number faculty from each rank within the manning quota. In particular, assistant professors’ participation should be prioritized, since their rights and interests are the most affected.

Faculty Suggestions from Previous Forums V (114.11.17& 114.12.09)

● Administration for Promoting the Merger:

1. Resolutions and minutes from each forum should be posted on the University's dedicated website for faculty and students with timely updates.
2. It is suggested to set up a "Feedback Section" on the dedicated website, enabling those who are unable to attend the forum to express their opinions.
3. Future discussion forums and public hearing sessions should be planned and announced in advance, allowing faculty to reserve time to participate.
4. Prior to deliberation by the University Council, a referendum to confirm support of the merger should be planned and incorporated into the agenda.
5. It is suggested to provide information on changes in international rankings of National Tsing Hua University and National Yang Ming Chiao Tung University, after their respective mergers.
6. To ensure information transparency, discussion forum minutes should be sent to participating faculty, with their suggestions being effectively communicated to the President, as well as be disseminated through official documents to all faculty; relevant updates should be posted on the dedicated website.

Faculty Suggestions from Previous Forums VI (114.11.17 & 114.12.09)



● Administration for Promoting the Merger:

7. Individual questions raised previously should be listed to facilitate the tracking of subsequent feedback and solutions, so as to avoid repeated questions.
8. The administrative team could have paid closer attention to details. As already pointed out by the faculty, the comparison table of two universities' academic units was misleading, which should be revised.
9. The entry page to the dedicated website should be relocated, making it easier for faculty, staff, and students to access relevant information.
10. Strategies and a framework for handling relevant issues should be provided first, so that individual colleges and departments/institutes has a basis for discussion, which will help gather opinions on the merger.
11. Any surveys or discussions should not be based on on the premise of the merger; instead, they should have been open-ended to avoid any misunderstanding and constraint imposed by the timeline.
12. Feedback should be noted anonymously, without mentioning affiliated units and professional titles.