



# 112~116 學年度 中長程校務發展計畫

Strategic Plan

Academic Year 2023~2028

Middle and Long Range School Development Plan



中 華 民 國 1 1 2 年 0 5 月

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# 壹、前言 Foreword

## 一、歷史沿革 History and Development

臺北基督學院（以下簡稱本校）之前身「基督書院」於民國 48 年由美國宣教士賈嘉美博士(Dr. James R. Graham III)所創立。賈博士的雙親(Jimmy and Sophie Graham)在中國宣教，因此賈博士從小在中國長大，並於美國漢普敦-斯德尼學院(Hampden-Sydney College)畢業後，即受感召回到中國宣教。中日戰爭與國共內戰後，賈博士在葛理翰牧師(Rev. Billy Graham)的鼓勵下，於民國 39 年來臺灣，展開他在臺灣的宣教事工，並於民國 46 年向英商怡和公司購得淡水校地，命名為「基督書院 Christ's College」。之後於民國 48 年 9 月以「Free China Christian College Association」在美國加州登記有案，並於同年秋季招生授課，成為臺灣首創之全體學生住校之基督教博雅教育學院。後來在民國 88 年加入「美國基督教大學校院理事會 Council for Christian Colleges and Universities (CCCU)」；接著在民國 95 年成為「臺灣基督教大學聯盟」The Alliance of Christian Colleges and Universities in Taiwan (TaiCUCA)創始會員之一，並於民國 97 年成為「國際基督教高等教育推廣協會」International Association for the Promotion of Christian Higher Education (IAPCHE)會員之一。

基督書院於民國 100 年 11 月獲美國教育部(United States Department of Education)、高等教育認證委員會(The Council for Higher Education Accreditation, CHEA)、及高等教育品質保證國際網絡(The International Network for Quality Assurance Agencies in Higher Education, INQAAHE)等三大國際組織所認可之「美國國際基督教大學院校協會(Transnational Association of Christian Colleges and Schools, TRACS)」的認可資格；接著又於民國 101 年 5 月獲教育部核准按「宗教研修學院設立辦法」正式立案，並改名為「臺北基督學院」，成為全臺灣第一所教育部立案的基督教博雅教育學府，且於民國 105 年起分別通過第二週期校務評鑑、系所評鑑、及通識教育評鑑。聶坤廷博士被董事會任命為首任與第二任臺北基督學院校長；吳呈祥博士為第三任校長；民國 111 年 2 月，吳忠宏博士接任第四任校長。

Christ's College Taipei (hereafter referred to as CCT), also known as Christ's College, was founded in 1959 by Dr. James R. Graham III, an American missionary. Dr. Graham's parents (Jimmy and Sophie Graham) were missionaries in China, so Dr. Graham grew up in China and was called to return to China after graduating from Hampden-Sydney College in the United States. After the Sino-Japanese War and the Communist Civil War, Dr. Graham moved to Taiwan, with the encouragement of Rev. Billy Graham. In the fall of the same year, he started classes and CC became the first residential Christian liberal arts college in Taiwan. Later, in 1988, it joined the Council for Christian Colleges and Universities (CCCU), and in 1995, it became a founding member of the Alliance of Christian Colleges and Universities in Taiwan (TaiCUCA). In 1997, it joined the International Association for the Promotion of Christian Higher Education (IAPCHE).

In November 2011, Christ's College was accredited by the United States Department of Education, the Council for Higher Education Accreditation (CHEA), and the International Network for Quality Assurance Agencies in Higher Education (INQAAHE). The International Network for Quality Assurance Agencies in Higher Education (INQAAHE), which is recognized by the United

States Department of Education, the Council for Higher Education Accreditation (CHEA), and the International Network for Quality Assurance Agencies in Higher Education (INQAAHE), is the "Transnational Association of Christian Colleges and Schools (TRACS). In May 2012, the Ministry of Education approved the establishment of a religious training college and renamed it " Christ's College Taipei ", making it the first Christian liberal arts institution in Taiwan to be registered by the Ministry of Education. Since 2005, the college has been accredited by the Ministry of Education as the first Christian liberal arts institution in Taiwan, and has passed the second cycle of school affairs evaluation, departmental evaluation, and liberal studies evaluation. Dr. Quentin Nantz was appointed by the Board of Trustees as the first and second president of Christ's College Taipei; Dr. Cheng-Chiang Wu was the third president; and Dr. Homer C. Wu took over as the fourth president in February, 2011.

## 二、現況描述 Description of Current Situation

本校座落於關渡地區，臨關渡大橋，校地面積 37,502.9 平方公尺，校舍樓地板面積 17,442 平方公尺，總床位數為 1,070 床。依教育部之規範，「宗教研修學院設立辦法」立案之學校為一校一系，臺北基督學院僅有一個學系，即基督教博雅學系，100 學年度設立時，核定的招生名額為每一屆 45 位，至 111 學年度核定名額僅 22 位，基督教博雅學系設有三個主修：英文、音樂、傳播，並從 110 學年度起為熟齡學生提供跨主修的選擇。截至 111 學年度第二學期，全校學生總數為 246 人(含 MOE、MOI、推廣)，全校共有專任教師 7 位、宣教士教師 3 位、義工教師 1 位、職員 27 人(含警衛、庶務同仁、餐廳廚工)，共計 284 人。為有效提升行政效能並運用有限人力，吳忠宏校長上任後隨即著手進行調整組織規程，經校務會議通過，陳董事會核准，已報教育部核備，詳如下圖 1。

本校雖以宗教研修學院設立辦法立案，卻非訓練神職人員之神學院，主要之辦學理念乃延續基督書院創辦人賈嘉美博士的願景—建立一所基督教博雅教育的學府，以聖經為基礎來教育年輕學子，透過基督信仰的教導，致力於全方位的全人教育，每項課程都著重信仰、理論與實務的整合，栽培品學兼優的學生。在實際生活層面更要求全體同學住校，以操練生活及人際互動關係；參加信仰培育活動，將信仰實踐於日常生活中；修習宗教課程，以學習並建立起整全的信仰觀及世界觀，更培育學生效法基督做主門徒，在各方面做好榜樣。上述這些規範與訓練正是年輕人品格養成的關鍵重點。

簡言之，臺北基督學院創校的宗旨是以聖經為基礎，輔以基督教博雅教育理念，來培育學生使其具備專業能力來服務社會、教會、機構或組織。

The school is located in the Guandu area, near the Guandu Bridge, with a campus area of 37,503 square meters, a school building floor area of 17,442 square meters, and a total bed capacity of 1,070 beds. In accordance with the regulations of the Ministry of Education, the establishment of religious training colleges is based on the principle of one school, one department, and Christ's College Taipei has only one department, the Department of Christian Liberal Arts. The Department of Christian Liberal Arts offers three majors: English, Music, and Communication. As of the second semester of 2022, the total number of students is 246 (including MOE, MOI, and Extension), and there are 7 full-time teachers, 3 missionary teachers, 1 volunteer teacher, and 27 staff members (including guards, common staff, and cafeteria cooks), for a total of 284. In order to improve administrative efficiency and utilize limited manpower, President Wu started to adjust the organizational procedures immediately after he took office, which were approved by the school administration meeting and approved by the Board of Trustees and submitted to the Ministry of Education for approval.

Although the school is incorporated as a religious training institute, it is not a seminary for the training of clergy. The main philosophy of the school is to continue the vision of the founder of Christ's College, Dr. James Graham, to establish a Christian liberal arts education institution, to educate young students on the basis of the Bible, and to strive for a holistic education through the teaching of the Christian faith. Each program focuses on the integration of faith, theory, and practice, cultivating students of excellent character and learning. In the practical aspect of life, all students are required to live on campus to practice life and interpersonal relationships; to participate in faith formation activities to put their faith into practice in their daily lives; to take religious courses to learn

and develop a holistic view of faith and worldview; and to be disciples of Christ and good role models in all aspects. These are the key elements of character formation for young people.

In short, the founding mission of Christ's College Taipei is to prepare students to serve society, the church, institutions, or organizations professionally, based on the Bible and complemented by the Christian liberal arts education philosophy.

圖 1 臺北基督學院組織架構圖(中英文) Organizational Chart of Taipei Christian College(Chinese and English)

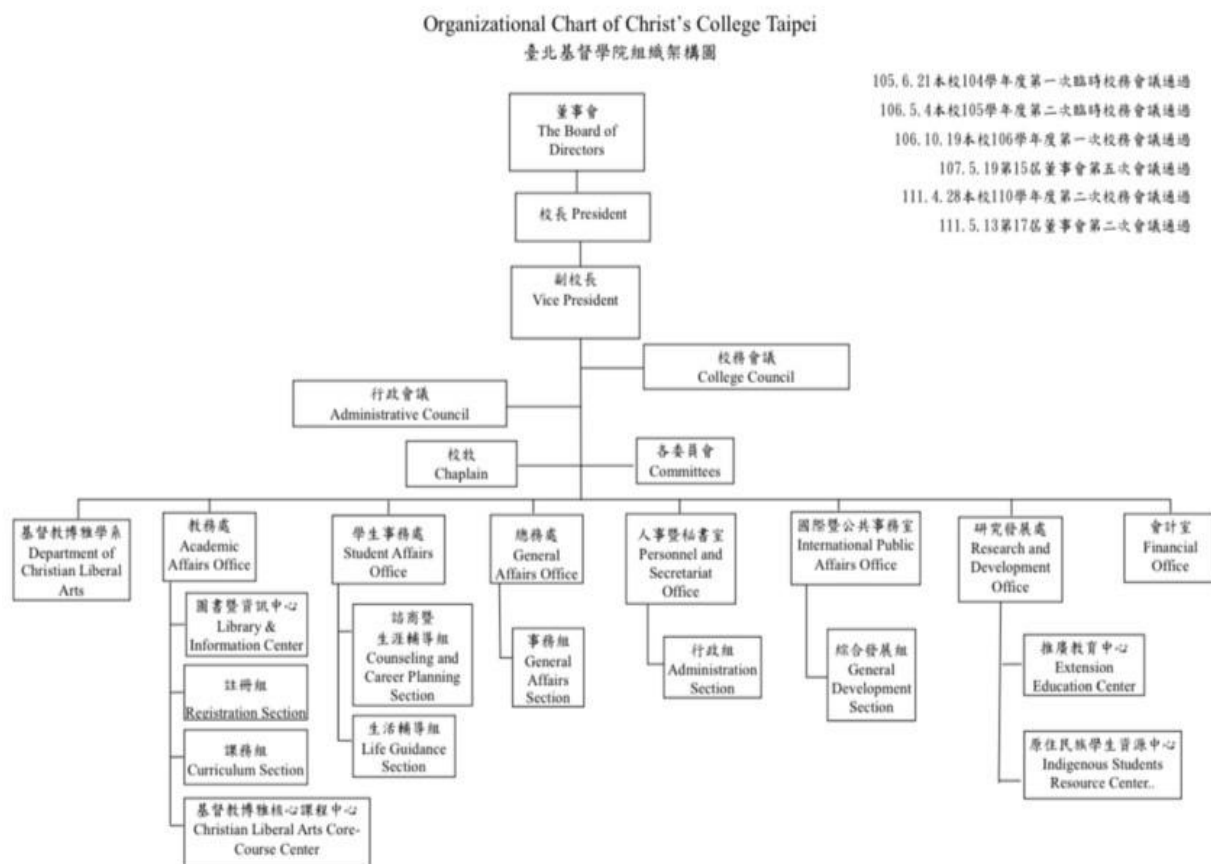


表 1 基本資料 Basic Information

名稱 Title		人數 Number
教師人數 Number of Faculty (不含 1+1) Excluding 1+1	專任 Full-Time Faculty	7
	宣教士教師 Missionary Teachers	3
	義工教師 Volunteer Teachers	1
學生人數 Student Numbers (有含 1+1) Include 1+1	學士班 MOE	130
	宗研 Religious	95
	推廣 Extension	21
職員人數 Number of Staff	警衛 Guards	3
	庶務同仁 Custodians	4
	餐廳廚工 Restaurant Chef	2
	行政職員 Administrative Staff	18
總計 Total		284

備註：教師資料統計截止至 112.3.17；學生資料統計截至 112.3.15 止。

Note: Teacher information is current as of 112.3.17; student information is current as of 112.3.15.

本校校地面積 37,502.9 平方公尺，校舍樓地板面積 17,442 平方公尺，宿舍總床位數為 1,070 床，教學空間以及各樣教學設施與設備充足，詳如表 2。各項資源投入與配置均納入學校年度預算經費，其規劃與分配乃根據「校務發展策略計劃書」(Strategic Plan)而來，由策略計劃會議成員包括：行政主管、教師和校外專家學者共同制定，策略計劃之期程為五年，每年滾動式調整，策略計劃書內容包括策略目標、行動計畫、計畫時程、負責人員、及完成計畫所需之預算。

策略計劃每年由學校各處室提出行動計畫與預算，經預算審查會議報請校長核定後實施，再由各處室提出實施後之成效評估，並於每年兩次的董事會中由校長提出執行報告，部門年度計劃乃是依照學校各部門需求之優先順序來排列計劃內容。策略計劃書之目標與行動計畫均於每年 5 月經由董事會審查通過後，交付各部門執行，計畫之執行成果則於下一次董事會中回覆。

The school has 37,502.9 square meters of floor space, 17,442 square meters of floor space, 1,070 beds in the dormitories, and adequate teaching space and facilities and equipment. Details are shown in Table 2. All resources are included in the school's annual budget and are planned and allocated according to the Strategic Plan, which is developed by a strategic planning committee that includes administrators, teachers, and external experts. The strategic plan includes strategic goals, action plans, project timeline, responsible staff, and budget required to complete the project.

The strategic plan is presented annually by each division of the school with an action plan and budget, which is submitted to the president for approval at the budget review meeting and then implemented. The goals and action plans in the strategic plan are reviewed and approved by the Board of Trustees in May of each year and then sent to each department for implementation, with the results of the plan being presented at the next Board meeting.

表 2 校地及校舍面積 Campus and School Area

校地面積 Campus Ground Area	3.7502.9 公頃 hectare						
校舍建築現況說明 Description of the current state of the building							
編號 No.	建物名稱 Building Name	面積(m <sup>2</sup> ) Surface area	建築層數 Number of floors	用途 Applications	取得方式 Acquisition method	建物權狀 Property rights	使用執照 License to use
1	行政大樓 Administration Building	1,970.24	地上 3	辦公室、教室	專用	102 淡建資字第 014658 號	98 淡使字第 00684 號
2	賈嘉美紀念館 James R. Graham Memorial Hall	2,255.11	地下 1、 地面 4	辦公室、教室、圖書館	專用	102 淡建資字第 014664 號	76 淡使字第 1599 號
3	禮拜堂 Chapel	874.59	地上 1	聚會	共用	102 淡建資字第 014662 號	98 淡使字第 00684 號
4	學生活動中心 Activities center for students	1,113.58	地上 2	餐廳、福利社	共用	102 淡建資字第 014657 號	98 淡使字第 00684 號
5	體育館 Gymnasium	1,846.42	地下 1、 地面 2	體育活動	共用	102 淡建資字第 014655 號	71 使字第 2301 號
6	女一、二舍 Women's Dormitory 1 & 2	1,438.56	地上 2	住宿	共用	102 淡建資字第 014659 號	98 淡使字第

							00684 號
7	女三、六舍 Women's Dormitory 3 & 4	2,735.16	地上 4	住宿	共用	102 淡建 資字第 014656 號	98 淡 使字 第 00684 號
8	教職員宿舍 5 樓 Faculty and Staff Residence Hall 5F	1,598.76	地下 1、 地面 5	住宿	共用	102 淡建 資字第 014663 號	76 淡 使字 第 1599 號
9	天蘭樓 Tianlan Building	4,762.68	地下 1、 地面 6	辦公室、教 室、住宿	共用	102 淡建 資字第 014666 號	90 淡 使字 第 604 號
10	育才樓 Yucai Building	3,264.46	地下 1、 地面 6	住宿	共用	102 淡建 資字第 014665 號	96 淡 使字 第 00528 號
	總計 Total	21,859.56					

### 三、SWOT 分析 SWOT Analysis

在立案後，本校歷經多次校內相關會議討論，進而提出優勢、劣勢、機會、威脅(SWOT)的分析、探究與修正，最後歸納自我定位為「強調品格教育並以聖經為基礎的住宿型雙語學府」，透過凝聚師生共識，回應辦學理念，以期成為一所小而美、強調品格、注重雙語、理論與實務並重、信仰與生活融合之跨文化住宿型的基督教博雅教育學府（詳見圖 2；表 3）。

After the establishment of the school, the school went through many internal meetings and discussions, and then proposed a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, investigation, and revision, and finally summarized itself as a "residential bilingual school that emphasizes character education and is based on the Bible". Through the consensus of the faculty and students and the response to the philosophy of the school, we aim to become a small but beautiful Christian liberal arts educational institution that emphasizes character, bilingualism, theory and practice, and the integration of faith and life (see Figure 2; Table 3 for details).

圖 2 SWOT 分析(中文) SWOT Analysis(Chinese)



圖 3 SWOT 分析(英文) SWOT Analysis(English)

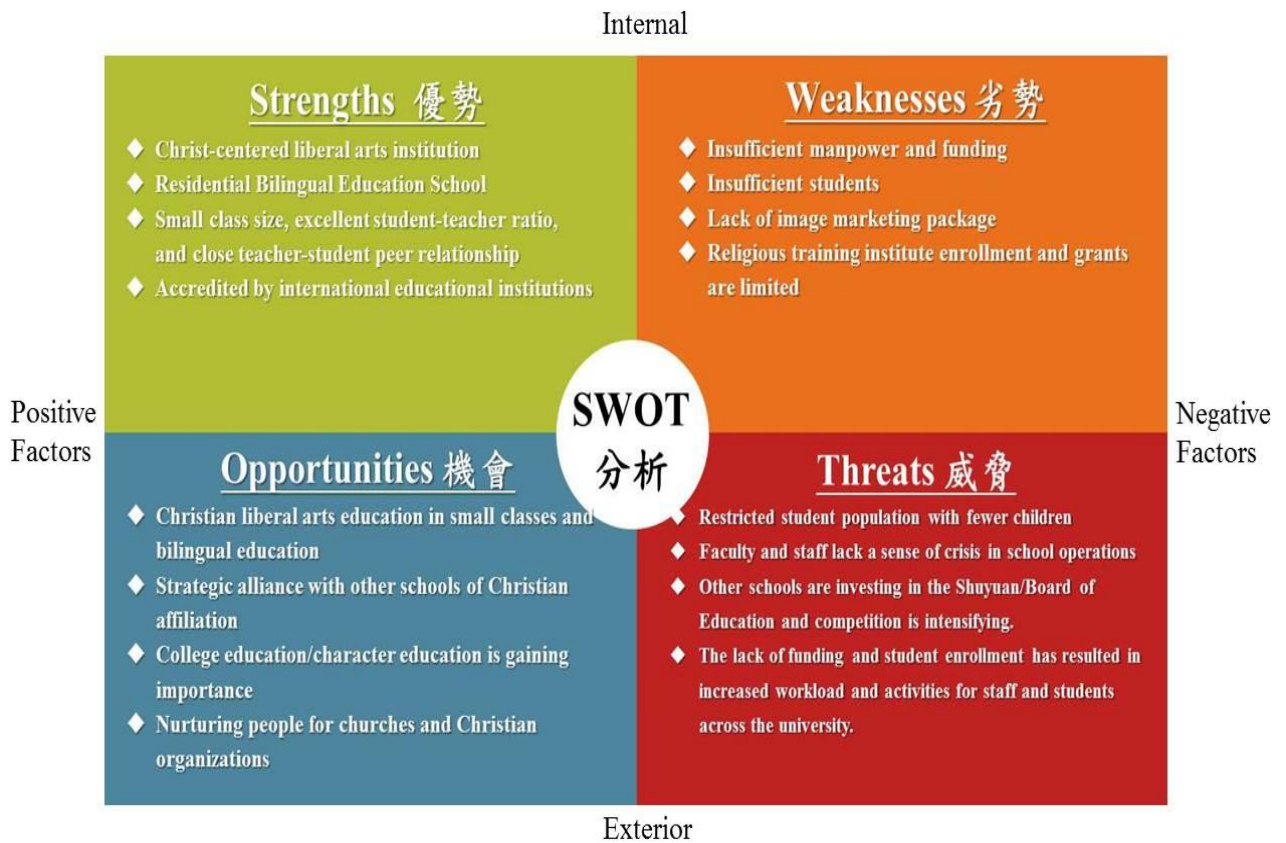


表 3 SWOT 分析擬定之策略(中文) SWOT Analysis of the Proposed Strategy(Chinese)

		優勢 (S)	劣勢 (W)
		內部資源	<ol style="list-style-type: none"> <li>以基督為中心之博雅高等教育機構</li> <li>住宿型之雙語教育學校</li> <li>小班教學，生師比優，師生同儕關係緊密</li> <li>通過國際教育機構認證</li> </ol>
外部環境			
<b>機會 (O)</b>		依據 SWOT 分析並配合四大發展方向擬定之策略：	
<ol style="list-style-type: none"> <li>基督教博雅教育之小班及雙語教學</li> <li>建立與基督教屬性之他校策略聯盟</li> <li>書院教育/品格教育漸受重視</li> <li>為教會、基督教機構培育人才</li> </ol>		<b>永續經營、接軌國際</b> <ol style="list-style-type: none"> <li>多元入學管道拓展生源 (T1、W1、W2、W4)</li> <li>積極申請政府補助及加強募款力道 (W1、W4)</li> <li>活化校園閒置空間 (W1)</li> <li>開源節流措施並行 (W1)</li> </ol> <b>深耕台灣、學用合一</b> <ol style="list-style-type: none"> <li>運用本校優勢與機會，強調基督教博雅教育小班（與一般大學大班制人數比較）及雙語教學 (O1、O3、S3)</li> <li>強化本校優勢，持續推動住宿型學校，突顯師生密切、互動良好，並落實品格教育 (O3、S2、S3)</li> <li>建立與基督教屬性之他校策略聯盟，呈現與其他一班大學校院之差異化 (O2、O4、T3)</li> <li>與在地社區及教會連結，運用學生專業回應大學責任 (O3、W3)</li> </ol>	
<b>威脅 (T)</b>		<b>深耕台灣、接軌國際</b> <ol style="list-style-type: none"> <li>善用通過國際教育機構認證之優勢 (S4、W3)</li> <li>強化本校機會，為基督教教會、組織或機構培育人才 (O4)</li> </ol>	
<ol style="list-style-type: none"> <li>教職員缺乏校務經營危機感</li> <li>他校紛紛投入書院/博雅教育，競爭加劇</li> <li>經費及生源不足導致全校教職員和學生負擔之工作及活動加重</li> </ol>			

表 4 SWOT 分析擬定之策略(英文) SWOT Analysis of the Proposed Strategy(English)

<p style="text-align: center;"><b>Internal Resources</b></p> <p style="text-align: center;"><b>External Environment</b></p>	<p style="text-align: center;"><b>Strengths (S)</b></p>	<p style="text-align: center;"><b>Weaknesses (W)</b></p>
	<p>1.Christ-centered liberal arts institution of higher education.</p> <p>2.Residential Bilingual Education School.</p> <p>3.Small class size, excellent student-teacher ratio, close teacher-student peer relationship.</p> <p>4.Accredited by international educational institutions.</p>	<p>1.Insufficient manpower and funding.</p> <p>2.Insufficient number of students.</p> <p>3.Lack of image marketing package.</p> <p>4.Religious training institute enrollment and grants are limited.</p>
<p style="text-align: center;"><b>Opportunities (O)</b></p>	<p>According to the SWOT analysis and the four directions of development, the following strategies are proposed :</p>	
<p>1.Christian liberal arts education in small classes and bilingual education.</p> <p>2. Establishing strategic alliances with other schools of Christian affiliation.</p> <p>3. College education/character education is gaining importance.</p> <p>4.Nurturing people for churches and Christian organizations.</p>	<p style="text-align: center;"><b>Sustainable Operation 、 International Connections</b></p> <p>1.Diversified Admissions Pipeline to Expand Student Enrollment ( T1 、 W1 、 W2 、 W4 )</p> <p>2.Actively apply for government grants and strengthen fundraising efforts ( W1 、 W4 )</p> <p>3.Revitalize unused space on campus ( W1 )</p> <p>4.Open source and cost saving measures in parallel ( W1 )</p> <p style="text-align: center;"><b>Deep Cultivation in Taiwan 、 Integration of Learning and Practice</b></p> <p>1.Utilizing our strengths and opportunities, we emphasize small class sizes (as opposed to large university classes) and bilingualism in Christian liberal arts education. ( O1 、 O3 、 S3 )</p> <p>2. Enhanced Advantages of our school and continue to promote residential schools, highlighting the close and interactive relationship between teachers and students, and implementing character education ( O3 、 S2 、 S3 )</p>	
<p style="text-align: center;"><b>Threats (T)</b></p>	<p>3.Establish strategic alliances with other universities of Christian affiliation, presenting the differences with other universities and colleges ( O2 、 O4 、 T3 )</p> <p>4. Connecting with local communities and churches through student professional response University Responsibilities ( O3 、 W3 )</p>	
<p>1.Faculty and staff lack a sense of crisis in school operations.</p> <p>2.Competition is intensifying as other schools are investing in Christ College / liberal arts education.</p> <p>3.The lack of funding and</p>	<p style="text-align: center;"><b>Deep Cultivation in Taiwan 、 International Connections</b></p> <p>1. Take advantage of being accredited by international educational institutions ( S4 、 W3 )</p> <p>2. Strengthen opportunities for our school to nurture people for Christian churches, organizations or institutions ( O4 )</p>	

student enrollment has resulted in increased workload and activities for staff and students across the university.	
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## 四、使命、願景與教育目標 Mission, Vision and Educational

### Objectives

本校創校至今已有 63 年的歷史，承續創辦人賈嘉美博士當初之辦學理念，建立一所基督教博雅教育學府。臺北基督學院的使命為「培養學生成為基督門徒，傳揚福音，並能終身學習」，據此，透過共識營及校務發展相關會議，精簡本校願景為「以福音轉化生命的基督教博雅大學」，使命為「培養學生成為基督門徒傳揚福音並能終身學習」，並依此制定出本校教育目標以及學校發展方向，其架構如下圖 3。

With a history of 63 years, the school continues to build a Christian liberal arts education institution based on the original philosophy of our founder, Dr. James R. Graham III. The mission of Christ's College Taipei is "to train students to be disciples of Christ, to preach the Gospel, and to be lifelong learners". Based on this, through consensus camps and school development-related meetings, the vision of the school is simplified as "a Christian liberal arts university that transforms lives with the gospel." The mission is "to train students to become disciples of Christ, to spread the gospel and to be able to learn for life", and based on this, the school's educational goals and school development direction are formulated. The structure is shown in Figure 3 below.

圖 4 使命願景圖(中文) Mission Vision(Chinese)



圖 5 使命願景圖(英文) *Mission Vision(English)*

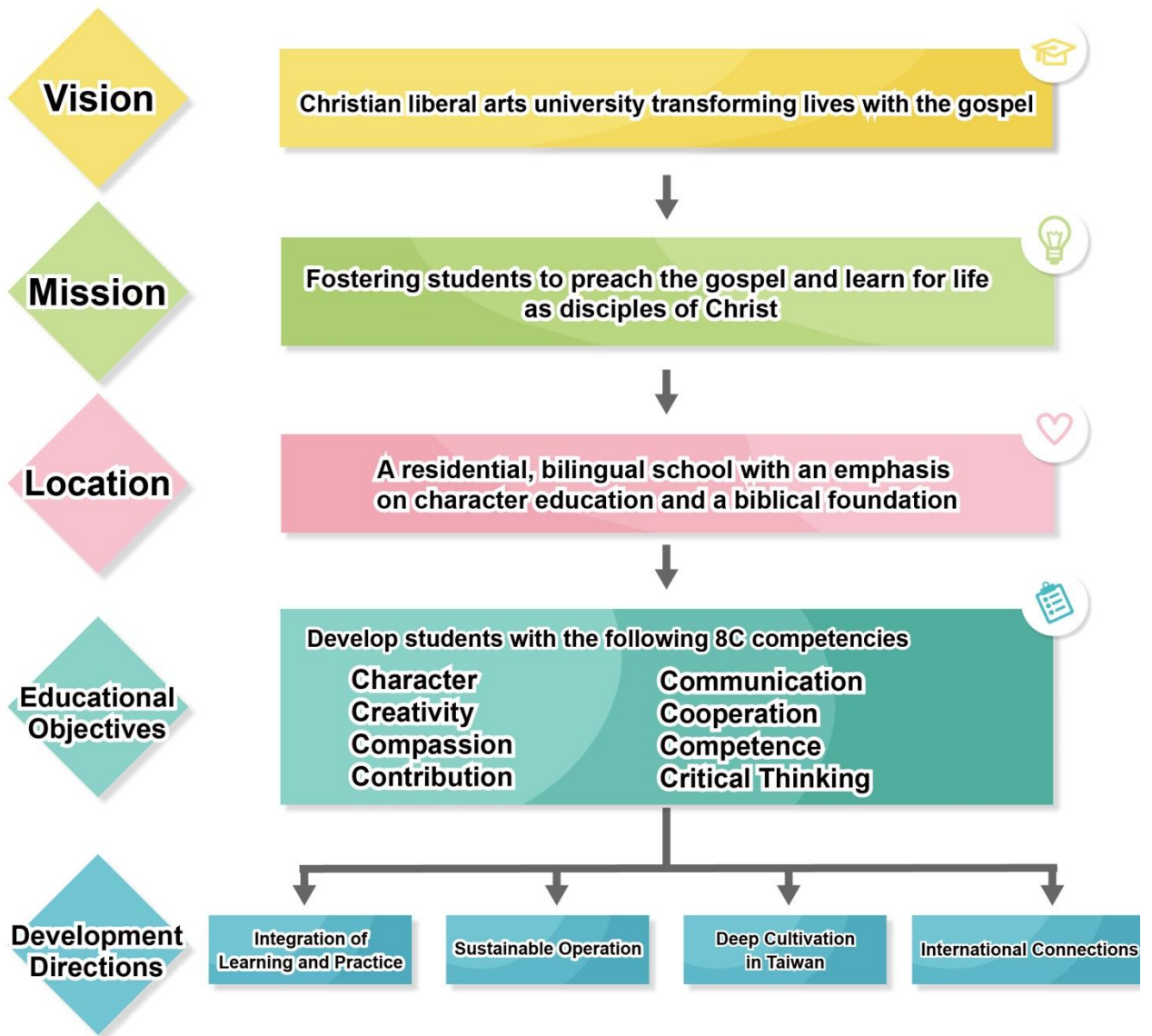


表 5 本校四大發展方向及 SDGs 之對應 *The Four Major Development Directions of Our School and The Corresponding SDGs*

	學用合一 Integration of Learning and Practice	永續經營 Sustainable Operation	深耕台灣 Deep Cultivation in Taiwan	接軌國際 International Connections
對應 SDGs	   	   	   	 
112~116 學年度校務發展規劃	<p>一、培養學生博雅核心能力 Cultivate students' core competencies of liberal arts</p> <p>二、整合信仰、理論與實務 Integrate faith, theory, and practice</p> <p>三、精進教學、優質課程規劃 Refine and advance pedagogical practices and curriculum planning</p> <p>四、產業、就業、證照無縫接軌 Integrate certification training into curriculum to advance students</p>	<p>一、穩定財源收入 Stabilize financial income</p> <p>二、多元招生管道 Diverse sources of student recruitment</p> <p>三、活化校園資產 Vitalize campus assets</p> <p>四、人才招募培育 Recruiting and Training of faculty and staff</p> <p>五、提升行政效能 Improve administrative efficiency</p>	<p>一、與社福團體及基督教機構間之連結 Collaborate with social welfare organizations and Christian institutions</p> <p>二、與在地社區及教會的連結 Collaborate with local communities and churches</p> <p>三、回應大學社會責任 Respond to University Social Responsibility</p>	<p>一、提供華語文宣教訓練 Provide Chinese language and mission training</p> <p>二、強化與國外基督教大學的合作 Strengthen collaboration with overseas Christian universities</p> <p>三、提升學生國際移動力 Enhance global mobility of Students</p>

	<b>學用合一</b> <b>Integration of Learning and Practice</b>	<b>永續經營</b> <b>Sustainable Operation</b>	<b>深耕台灣</b> <b>Deep Cultivation in Taiwan</b>	<b>接軌國際</b> <b>International Connections</b>
	with professional competence to industry seamlessly			四、鼓勵教師舉辦或參與國際學術研討會 Encourage faculty to organize or participate in international academic symposiums or conferences

## 貳、整體校務發展規劃 Overall Campus Development Plan

表 6 整體校務發展規劃及具體項目(中文) Overall Campus Development Plan and Specific Projects (Chinese)

發展方向 Development Direction	處室名稱 Office	細項指標 Detailed Indicators	具體項目 Specific Items
學用合一	教務處	培養學生 博雅核心 能力	媒體宣揚 CCT 博雅教育核心課程特色。
			定期呈現核心課程與信仰的結合成效。
			每學期校內外公開展現學生 8C 核心能力學習成效。
		整合信 仰、理論 與實務	落實課程教學大綱。
		精進教 學、優質 課程規劃	每學期舉辦教師專業發展研討會，同時推動教師參加校外相關研習機制。
			獎勵教師優良教學。
			每學期的學生學習成效分析，以精進教學。
		產業、就 業、證照 無縫接軌	鼓勵學生學業成績精進，發展專業能力。
			透過課程設計，增進學生專題實作經驗與專業實習機會。
			提供學生優質的學習環境。
			建立企業導師與實習導師雙軌並進。
		圖書館	精進教 學、優質 課程規 劃。
	發展線上教學資源。		
	資訊技術	精進教 學、優質 課程規 劃	管理教室內電子講桌、單槍、電腦、互動式白板等設備以及專業電腦教室，提供教師良好教學環境。
			維護網路直播視訊設備提供並協助教師發展同步遠距教學，包括協助視訊設備操作使用及購買相關軟硬體。
			採購教學單位軟硬體並協助老師在教學上技術支援以及設備技術問題排除。
			建置並提供線上遠距軟體給全校老師學生使用並舉辦數位教育訓練課程，以達到全校課程線上化。
			提供線上數位學習平台給老師學生使用，以增加數位教學活用性。
	核心課程 中心	培養學生 博雅核心 能力	鼓勵教師以教務處推動之「成果導向」為方向規劃教學，並公開展現學生 8C 核心能力學習成效。
			參加大學書院博雅教育研討會，保持該領域新知及掌握他校學生博雅能力情況。

發展方向 Development Direction	處室名稱 Office	細項指標 Detailed Indicators	具體項目 Specific Items
		精進教學、優質課程	以基督教博雅教育為基礎，配合時代趨勢與產業需求，持續檢視與規劃課程。
			完成一年級新生「學術倫理」、「素養測驗」施測以及四年級「素養測驗」分析報告，分析結果作為未來課程規劃參考。
			學期初召開專兼任教師會議，提供教師同儕交流機會，分享教學方式；期末個別與教師討論，提供教學之協助及聆聽建議。
			邀請校外專家學者進行核心課程審查並提供修正意見。
	學務處	整合信仰、理論與實務	辦理生活教育。
			辦理生命教育。
		產業、就業、證照無縫接軌	舉辦生涯講座。
			舉辦就業博覽會。
	研發處	精進教學、優質課程	鼓勵教師申請研究計畫案，補助未獲通過計畫，支持教師研究。
			鼓勵教師音樂展演與創作並提供獎勵補助。
			獎勵學術與研究優良教師。
	推廣教育中心	精進教學、優質課程	召開課程委員會，檢視審核課程內容。
			提供學員問卷做為後續改進的參考依據。
		產業、就業、證照無縫接軌	開設與相關產業結合的認證/證照課程。
	原住民族學生資源中心	培養學生博雅核心能力	舉辦原住民族相關藝文活動，引導學生從文化層面理解自身的獨特性，再內化為自身優勢。
			推動部落文史講堂，培養原住民族學生利用手機拍攝部落影片和照片，講自己部落的故事，藉此轉化成文創的能量。
		產業、就業、證照無縫接軌	舉辦就業輔導講座，邀請在職場不同領域的傑出原住民族校友進行分享，提點自身的優弱勢與在校準備方向，瞭解現階段就業市場動態。
			開展應徵與面試技巧工作坊，協助原住民族應屆畢業生履歷撰寫與就業媒合。
	國際公共事務室	產業、就業、證照無縫接軌	透過本室之涉外領域或公關資源，協助相關產學鏈結多元活動之辦理或參加機會
			透過本室資源，協助學生生涯、職涯、升學所需之諮詢、指引、輔導服務。
基督博雅學系		以基督教博雅教育為基礎，配合時代趨勢與產業需求，持續檢視與規劃課程。	

發展方向 Development Direction	處室名稱 Office	細項指標 Detailed Indicators	具體項目 Specific Items
永續經營		精進教學、優質課程規劃	邀請校外專家學者進行專業課程審查並提供修正意見。
		產業、就業、證照無縫接軌	以基督教博雅教育為基礎，配合時代趨勢與產業需求，持續檢視與規劃課程。
			強化學期間與寒暑假期間實習課程。
			鼓勵學生取得專業證照，例如托福與英語教學證照等。
	教務處	多元招生管道	配合辦理招生會議與招生考試等事宜。
		提升行政效能	精進教務資訊系統，提升教務行政、服務與品質效能。
			提供各項文件申請快速服務。
			重要文件與器材收納等設備增添及更新。
			落實各項業務統計分析。
			落實教務內控制度。
	圖書館	提升行政效能	管理圖書館資源，購置符合本校基督教博雅學系發展策略之學習與教學資源，以供全校學生學習及教職員教學與研究利用。
			策劃並推動圖書館各項館務，以提升圖書館服務品質。
			參與圖書館合作聯盟，整合與發展多元化資源。
			發展圖書館資訊系統與設備。
			經營並維護圖書館網站，製作圖書館出版品。
發展優質的學習空間。			
分析圖書資源使用情形，以了解圖書館所訂購之資源是否合乎全校師生之需求，並提供教育部校庫系統及圖書館組織系統及評鑑所需數據。			
資訊技術	提升行政效能	維護且不斷更新學校網站，增加更多的內容及創新專業的設計。	
		建置 Google 應用程式及全校教職員及學生電子郵件帳號管理以提升教學及行政業務效率。	
		加強學校校園網路的資訊安全（包含防火牆、入侵防禦系統 IPS、負載平衡器以及防毒軟體）和網路流量的監控及管理，辦理資訊安全實務演練，提升教職員資訊安全素養。	
		管理校園網路架構，並建置教學、行政有線及無線網路環境，並提供維修故障排除服務。	
		學生宿舍網路管理，建置並維護有線及無線網路環境，以增加學生學習便利性。	

發展方向 Development Direction	處室名稱 Office	細項指標 Detailed Indicators	具體項目 Specific Items
			採購、管理及維修全校行政電腦及軟體並提供行政人員資訊技術支援及問題排除。
			管理全校複印影印機以提供行政業務列印需求。
			管理及維護學校E化行政系統，協助溝通處理廠商與使用者相關問題。
			管理行政辦公室內影印機、碳粉耗材及影印紙。
			管理資訊兼任助理工讀生，協助資訊相關業務。
	核心課程中心	人才招募培育	依課程專業需要，招聘與儲備適合之基督徒教師。
	學務處	多元招生管道	提供充足的獎助學金，讓弱勢學生能順利就學。
		人才招募培育	學輔經費申請。
			校安人員補助款申請。
	總務處	活化校園資產	總務處近年活化校園資產產生了年約 1500 萬元收益，目前研擬設置校友會館、混齡招生、育成中心、托兒所、宣教中心、場地外借營會及教會等的可行性，作為增加學校收入之用。
		提升行政效能	持續提升出納、薪資資料庫系統管理效能及安全性，強化快速搜尋功能，維持帳務資訊品質，提升服務績效。陸續推動出納管理作業電腦化，並與會計系統結合，建置出納收付款作業系統、薪資管理系統、各項稅款扣繳作業系統及零用金管理作業系統，期能提升配套廠商的軟硬體資訊功能，加速客製化創新腳程，以簡化流程，優化行政效率。
	研發處	穩定財源收入	爭取公部門大型統合計畫。
		提升行政效能	逐步完善校務研究資料，並回饋至相關機制，以提升整體效能。
			定期召開校務發展相關會議，調整學校經營方向。
			進行校務資料研究統計。
	推廣教育中心	穩定財源收入	針對社會發展需求，開設多元課程，擴大服務層面。
			加強服務品質與提升學習滿意度。
		多元招生管道	除透過現有學校招生管道外，將與社區鄰里辦公室建立良好關係，增進資訊交流以利招生。
		活化校園資產	將與相關單位商討利用現有校舍進行複合式課程規劃，結合理論、實作與生活，將原有的閒置空間再利用。
		人才招募培育	持續招募校外優良專業業師開設相關課程，及專業助理人員協助業務推廣。
原住民族學生資源中心	提升行政效能	原住民族學生資源中心，將跨行政單位資源整合，從而發展成為原住民族學生單一服務的窗口。為服務原住民族學生的行政體制整合與定型。	

發展方向 Development Direction	處室名稱 Office	細項指標 Detailed Indicators	具體項目 Specific Items
	會計室	提升行政效能	根據預算計畫，切實執行預算，達到預定目標之功能。
			加強各項經費支出之事前控管及經費之執行，使經費之使用更有效益。
			遵照教育部訂頒「學校財團法人及所設私立學校會計制度之一致規定」建立「會計制度」，切實執行。
			配合教育部及會計師的年度查核簽證。
	國際公共事務室	穩定財源收入	線上捐款系統之導入與應用。
			勸募資訊發布與相關勸募工作、活動。
			海內外校友之公共關係與服務。
			相關利害關係人之公共關係與服務（家長、捐助者、校際、企業、捐助者、其他公共關係）。
		多元招生管道	招生諮詢、報名之線上化發展。
			招生推廣之數位平台精準受眾投放整合行銷、含傳統廣宣。
			台灣本地招生工作。
			大陸地區招生工作。
			海外其他地區招生推廣與工作。
	人事暨秘書室	人才招募培育	定期檢視與修訂人事相關辦法與規章。
			依據現行法令檢視及調整本校教職員工薪資結構及薪資發放。
			提供教職員工完善保障，依據勞保及公保相關政策爭取員工最大權益。
			舉辦迎新送舊、餐會、與共識營等活動。
			加強招聘流程，聘任高素質具備雙語能力的教職員工來填補職缺。
		每年評估人力需求、工作職責與修改工作說明。	
提升行政效能		實施教育訓練以提升教職員工的專業能力與素養。	
		支持教職員校內進修或與工作相關之在職進修。	
		支持教職員參加各種研討會及教育訓練。	
		實施工作輪調以增進行政團隊的多樣技能和能力。	
	每年進行行政人員考核。		

發展方向 Development Direction	處室名稱 Office	細項指標 Detailed Indicators	具體項目 Specific Items
			定期進行教師評鑑與教師升等。
			依學校發展與考績發放獎金以激勵員工。
			改善工作流程以提升行政效能。
			建立優質出勤管理系統。
			辦理董事會會議。
			向主管機關申報相關業務。
	基督博雅 學系	招募具實 務經驗的 本國教師 與外國宣 教師。	依課程專業需要，招聘與儲備適合之基督徒教師。
深耕台灣	教務處	回應大學 社會責任	受理選讀生申請註冊選課，用以達成國家發展終身教育之目標。
	核心課程 中心	回應大學 社會責任	規劃服務學習課程之服務場域與內容回應大學社會責任。
	學務處	與社福團 體及基督 教機構間 之連結	與台鴻公司合辦生命教育。
		與在地社 區及教會 的連結	與台灣神學院合作靈性諮商實習合作。
		回應大學 社會責任	學生福音工作會(短宣隊)前往教會協助。
	總務處	與社福團 體及基督 教機構間 之連結	學生福音工作會(短宣隊)前往偏鄉和離島協助。
		與社福團 體及基督 教機構間 之連結	借教會舉辦營會活動，增加與社福團體及基督教機構間之連結深耕台灣，並穩定財源收入及多元招生管道。
	研發處	回應大學 社會責任	鼓勵教師申請 USR 計畫。
	推廣教育 中心	與社福團 體與基督 教機構間 之連結	將接洽臺安醫院、財團法人罕見疾病基金會、GOODTV、ORTV 等機構成立推廣教育專案。
		與在地社 區及教會 的連結	將拜會學校附近 5 個里民辦公室(福德里、竹圍里、民生里、八勢里、民權里)交換意見建立關係。
		回應大學 社會責任	將接洽淡水教會、圓山教會、廈門街浸信會等提供客製化的推廣教育課程服務。
原住民族 學生資源 中心	與在地社 區及教會 的連結	持續與社區、團體、機構保持深度交流，提供優質客制化的教育課程。	
	與在地社 區及教會 的連結	和校內原住民工作會合作，導入部落服務行動，加深學生與部落以及當地教會的連結。	

發展方向 Development Direction	處室名稱 Office	細項指標 Detailed Indicators	具體項目 Specific Items
	國際公共 事務室	與社福團 體及基督 教機構間 之連結	相關利害關係人之公共關係與服務 (教會、福音機構、 宣教組織、基督教教育單位)。
		與在地社 區及教會 的連結	相關利害關係人之公共關係與服務 (學校在地教會、機 構、組織、單位)。
		回應大學 社會責任	協助校內各學生福音工作會，於偏鄉、原鄉、離島區 域，建立聯繫、發展長期社會關懷與弱勢服務之工作。 組織帶領學生團隊，與公共關係中之相關教會、機構、 社福團體，建立聯繫，投入社會關懷與弱勢服務之志工 支援。
	基督博雅 學系	鼓勵教師 將台灣基 督教事工 或非營利 服務融入 教學設計	鼓勵學生將台灣偏鄉或社區需要融入學習主題。
接軌國際	教務處	強化與國 外基督大 學的合作。	建立與國外大學合作計畫，提供教師寒暑假至國外大學 進修研習。
		提升學生 國際移動 力。	建立交換學生與訪問學生實施計畫，提供學生出國學習 機會。鼓勵學生精進第二外語。
	核心課程 中心	鼓勵教師 舉辦或參 與國際學 術研討會	提供校內外研討會或講座資訊，鼓勵教師持續發展專業 發展與教學成效。
	學務處	強化與國 外基督大 學的合作	諮詢國外基督教大學的學務工作。
	總務處		本校本與外國宣教團體有緊密合作，將學校設置成亞洲 宣教中心，場地供宣教團體教學及住宿使用。
	研發處	鼓勵教師 舉辦或參 與國際學 術研討會	鼓勵並補助教師出席國際學術研討會，促進學術交流與 強化研究能力。
	推廣教育 中心	強化與國 外基督大 學的合作	將與美國基督教大學針對海內外華人開設相關課程，並 助其取得相關學位證明書。
	原住民族 學生資源 中心	提升學生 國際移動 力	邀請暑假在國外表演、實習或旅遊打工的原住民同學， 進行經驗分享。
	國際公共 事務室	提供華語 文宣教訓 練	
強化與國 外基督大 學的合作		協助校內與國外基督教大學發展校際關係。 協助校內與國外基督教大學發展國際合作學程。	

發展方向 Development Direction	處室名稱 Office	細項指標 Detailed Indicators	具體項目 Specific Items
			與國外基督教教育學校發展招生合作。
		提升學生國際移動力	協助學生進行國際體驗、參訪、實習、升造。
		鼓勵教師舉辦或參與國際學術研討會	
	基督博雅學系	鼓勵教師舉辦或參與國際學術研討會。	提供校內外研討會或講座資訊，鼓勵教師持續發展專業發展與教學成效。
		鼓勵學生海外升學或短期進修。	提供姊妹校進修資訊與升學輔導。

表 7 整體校務發展規劃及具體項目(英文版) *Overall Campus Development Plan and Specific Projects (English)*

Development Direction	Office	Detailed indicators	Specific items
Integration of Learning and Practice	Academic Affairs Office	Cultivate students' core competencies of liberal arts	Advocate CCT Christian Liberal Arts Course specifics on media.
			Expresses the integration result of course and belief periodically.
			Express students' 8C abilities learning outcome, each semester.
		Integrate faith, theory, and practice	Implement course syllabus.
		Refine and advance pedagogical practices and curriculum planning.	Hold teacher in-service day once a semester, encourage teachers to join teacher conferences/seminars.
			Award those who are excellent teachers.
		Integrate certification training into curriculum to advance students with professional competence to industry seamlessly.	Each semester, integrate analysis of student learning outcome to improve teaching.
			Encourage students have excellent outcome and develop professional abilities.
			Increase students' professional practice and intern opportunities through course design.
			Provide students' quality learning environment.
			Build enterprise adviser and intern adviser at the same time.
		Library	Refine and advance

Development Direction	Office	Detailed indicators	Specific items
		pedagogical practices and curriculum planning	Develop online teaching and learning resources for all the courses.
	Information Technology	Refine and advance pedagogical practices and curriculum planning.	Manage e-desk, projector, computer and e-board in the classroom including the computer lab and the iMac lab for more convenient teaching environment.
			Manage online video equipment in the classroom for long distance online learning including developing teaching material and purchase camera equipment and software.
			Purchase IT equipment and software for teaching technology support and troubleshooting services.
			Establish online learning software –Zoom in all classrooms and hold training e-learning courses for teachers and students for Physical course transform to online course.
			Provide online e-learning platform-Tronclass for teachers and students to add more flexibility and adaptability.
	Core Course Center	Cultivate students' core competencies of liberal art.	Encourage teachers to plan teaching in the direction of outcome basement in order to publicly demonstrate students' learning outcomes.
			Attend university college education seminars to keep up-to-date on the field and to keep abreast of the liberal arts abilities of students from other schools.
		Refine and advance pedagogical practices and curriculum planning.	Based on Christian liberal arts education to cope with the trend and industry needs, continue to review and adjust courses.
			Complete the the analysis report of "Academic Ethics" and "Quality Test" for first-year freshmen and the "Quality Test" for the fourth-grade students. The analysis results will be used as a reference for future curriculum planning.
			At the beginning of the semester, hold a full-time and part-time teacher meeting to provide opportunities for teachers to communicate with their peers and share teaching methods; at the end of the semester, individual discussions were held with teachers to provide teaching assistance and listen to suggestions.
	Student Affairs Office	Integration of faith, theory and practice	Organized Living education.
			Organized Life Education.
		Seamless integration of industry, employment and licenses	Conduct career lectures.
			Hold job fairs.
	Research and Development Office	Refine and advance pedagogical practices and	Encourage teachers to apply for research projects, and support teachers for research projects that have not been approved for subsidies.
Encourage teachers to perform and create music and provide incentives and subsidies.			

Development Direction	Office	Detailed indicators	Specific items
		curriculum planning.	Reward Academic and Research Outstanding Faculty.
	Continuing Education Center	Refine and advance pedagogical practices and curriculum planning.	Convene a curriculum committee to review the course content.
			Provide questionnaires to the students as a reference for continuous improvement.
		Integrate certification training into curriculum to advance students with professional competence to industry seamlessly.	Develop certification/licensing courses that are integrated with related industries.
	Indigenous Student Resource Center	Cultivate students' core competencies of liberal arts	Organize arts and cultural activities related to indigenous peoples to guide students to understand their own uniqueness at the cultural level and then internalize their own strengths
			Promote tribal culture and history lectures and cultivate indigenous students to use cell phones to take tribal videos and photos to tell their own tribal stories, thereby transforming them into cultural and creative energy.
		Integrate certification training into curriculum to advance students with professional competence to industry seamlessly	Career counseling seminars will be held to invite outstanding alumni of indigenous ethnic groups in different fields of the job market to share their strengths and weaknesses and prepare for school, and to understand the current job market dynamics.
			Conducting application and interviewing skills workshops to assist recent graduates from ethnic minorities in resume writing and job matching.
			Establish a database of alumni who have graduated from the native ethnic groups to grasp the flow of alumni and the effectiveness of career counseling.
	International and Public Affairs Office	Integrate certification training into curriculum to advance students with professional competence to industry seamlessly	Assist in the implementation of or participation in multifaceted activities related to industry-academic linkages through the office's connections fields and public relations resources.
			Serve students' at Career Life & Further Study Plan with consultation, guidance, and services based on the office's resources.
	Christian Liberal Arts Department	Refine and advance pedagogical practices and curriculum planning	Based on Christian liberal arts education, continue to review and adjust courses to cope with the trend and industry needs.
			Invite external experts and scholars to review and advise on the overall professional curriculum.
		Integrate certification training into	Based on Christian liberal arts education, continue to review and adjust courses to cope with the trend and industry needs.

Development Direction	Office	Detailed indicators	Specific items
		curriculum to advance students with professional competence to industry seamlessly.	Intensive inter-semester and summer and winter internship programs.
			Students are encouraged to obtain professional licenses, such as TOEFL and ELT licenses.
Sustainable Operation	Academic Affairs Office	Diversify sources of student recruitment	Assist admission meeting and admission exam affairs.
		Improve administrative efficiency	Use CAIS to effect academic administration and service.
			Provide rapid service for document application.
			Update collect device.
			Implement statistics on academic affairs.
			Carry on academic affairs internal control.
	Library	Improve administrative efficiency	Manage library resources and provide learning and teaching resources that are sufficient in meeting the development goals of the CLAD.
			To project and mobilize library matters and improve library service quality.
			To participate in various library associations, integrate and develop diverse resources.
			Develop library system and electronic equipment.
			To produce and maintain the library's webpage, library's publication e-books.
			Develop quality learning and study spaces.
	Information Technology	Improve administrative efficiency	Manage and continually update the school website, and input more content and creative professional design.
			Maintain Google for education application and Gmail accounts for all faculty and students to increase job effectiveness.
			Improve our information security (include the firewall, Intrusion prevention system (IPS), load balance, and antivirus software) and network traffic management. With the information security practice, all faculty and staff can enhance the information security concept.
			Maintain the campus network framework and establish internet and Wi-Fi environment and also provide maintenance troubleshooting services.

Development Direction	Office	Detailed indicators	Specific items
			Maintain students dorm network service including the internet and Wi-Fi to enhance student learning.
			Purchase, manage, maintain all administrative computers and provide technology support.
			Maintain all campus copy machines and troubleshooting services for administrative needs.
			Manage and maintain the E-System and communicate with companies and users.
			Maintain the printers, paper, and printer toner in the administrative offices.
			Supervise the IT student worker for helping technology service.
	Core Course Center	Recruiting and Training of faculty and staff	Recruit and reserve suitable Christian teachers according to the professional needs of the courses.
	Student Affairs Office	Diversify sources of student recruitment	Provide sufficient scholarships and bursaries to enable disadvantaged students to successfully attend school.
		Apply	Apply for MOE funds for SAO.
			Apply for subsidy for school security personnel from MOE.
	General Affairs Office	Vitalize campus assets	The General Office has generated about \$15 million in annual revenue from the revitalization of campus assets in recent years. We are currently studying the feasibility of setting up an alumni hall, mixed-age enrollment, a childcare center, a mission center, a lending camp, and a church as a way to increase the school's revenue.
		Improve administrative efficiency	Increase administrative efficiency: increase efficiency and security of the cashier and payroll database system, strengthen the quick search function, maintain the quality of billing information, and improve service performance. We have been promoting the computerization of cashier management operations and integrating with accounting systems to build cashier payment and collection systems, payroll management systems, various tax deduction systems, and petty cash management systems, in order to enhance the software and hardware information functions of supporting vendors and accelerate the process of customization and innovation to streamline the process and optimize administrative efficiency.
	Core Course Center	Stabilize financial income	Strive for large scale public sector unification project.
		Improve administrative efficiency	Gradually improve school research data and feed back to enhance overall effectiveness.
			Regularly hold meetings related to school development to adjust the direction of school management.
			Research and gather school statistics.

Development Direction	Office	Detailed indicators	Specific items
	Continuing Education Center	Stabilize financial income	Provide diversified courses to meet the needs of social development and expand the scope of services.
			Enhancement of service quality and learning satisfaction.
		Diversify sources of student recruitment	In addition to the existing school enrollment channels, we will establish good relationships with community and neighborhood offices to increase information exchange for enrollment purposes.
		Vitalize campus assets	Discuss with the relevant organizations/agencies the use of existing school buildings for complex curriculum planning, by combining theory, hands-on practice, and using original unused space.
		Recruit and Train faculty and staff	Continuously recruit excellent professional teachers from outside the university to offer relevant courses and professional assistants to help promote the business.
	Indigenous Student Resource Center	Improve administrative efficiency	The Indigenous Student Resource Center (ISRC) is a cross-administrative unit that integrates resources to develop a single service window for Indigenous students. To integrate and finalize the administrative system for serving Indigenous students.
	Accounting Office	Improve administrative efficiency	Execute the budget to achieve the function of the intended goal.
			Strengthen the control and use of funds, so that the funds can be used more effectively.
			The accounting system is established in accordance with the "Consistent Regulations on Accounting System for School Consortia and Established Private Schools" issued by the Ministry of Education, and is implemented in practice.
			Cooperate with the Ministry of Education and the accountant for the annual audit visit.
	International and Public Affairs Office	Stabilize financial income	Introduce and apply an online donation system.
			Establish fundraising information and hold fundraising activities.
			Public relations and services for domestic and overseas alumni.
			Public relations and services for relevant stakeholders (parents, donors, inter-schools, enterprises, donors, other public relations).
		Diversify sources of student recruitment	Develop online admissions consultation and application.
			Integrate marketing on digital platforms for admissions promotion at targeted audience, including traditional advertising and publicity.
			Participate in local recruitment activation.
			Enrollment in mainland China (Hong Kong, Macao)
			Overseas enrollment in other overseas regions.
Human Resource	Recruiting and Training	Regularly review and revise personnel-related regulations.	

Development Direction	Office	Detailed indicators	Specific items
	and Secretariat Office	of faculty and staff	Review and adjust the salary structure and payroll of our staff and faculty in accordance with current legislation.
			Provide comprehensive benefits to our staff and strive for the best interests of our staff and faculty in accordance with the relevant policies on labor insurance and public security.
			Welcome and send-off activities, meals, and consensus camps were conducted.
			Strengthen the recruitment process and procedures so that only highly qualified Bilingual candidates are selected to fill vacant positions.
			Assessment of manpower needs, job responsibilities, and revision of job descriptions annually.
		Improve administrative efficiency	Provide on the job training to enhance the professional competence and quality of staff.
			Support the on the job training courses and advance study in job-related professional areas.
			Support staff to attend various seminars and educational training.
			Implement Job Rotation to enhance multi-working skills and capabilities for Administrative and staff.
			Conduct Annual Evaluations of administrative and support staff.
	Conduct teacher appraisals and teacher promotions periodically.		
	Year-end bonuses will be paid according to evaluation results and school budgets.		
	Improve workflow to enhance administrative efficiency.		
Christian Liberal Arts Department	Recruit local teachers and foreign missionaries with practical experience.	Recruit and retain suitable Christian teachers according to the professional needs of our courses.	
Deep Cultivation in Taiwan	Academic Affairs Office	Respond to University Social Responsibility	Accept part-time students' selecting courses application, so that the College helps to reach one of the national development goals of people's life-long learning.
	Core Course Center	Respond to University Social Responsibility	Plan Service Learning Program's Service Areas and Content in Response to University Social Responsibility
		Collaborate with social	Collaborate to office life education program with Taihong Corporation

Development Direction	Office	Detailed indicators	Specific items
	Student Affairs Office	welfare organizations and Christian institutions	Cooperate with Taiwan Theological Seminary for Spiritual Counseling and Internship
		Collaborate with local communities and churches	Promote Student Evangelism Work Associations (Short Mission Team) to assist in churches.
		Respond to University Social Responsibility	Student Evangelism Work Associations (Short Missionary Team) travels to rural areas and outlying islands to assist.
	General Affairs Office	Collaborate with social welfare organizations and Christian institutions	Increase connections with social welfare organizations and Christian institutions through church camping activities, and to cultivate deeper into Taiwan, and to stabilize the financial income and diversify recruitment channels.
	Research and Development Office	Respond to University Social Responsibility	Teachers are encouraged to apply for the USR(University Social Responsibility) program.
	Continuing Education Center	Collaborate with social welfare organizations and Christian institutions	Contact Taiwan Adventist Hospital, Taiwan Foundation for Rare Disorders, GOODTV, ORTV and other organizations to set up educational programs.
		Collaborate with local communities and churches	Meet with the five neighborhood offices (Fukutori, Chukwai, Minsheng, Yase, and Minquan) to exchange ideas and establish relationships. We will contact Tamsui Church, Yuanshan Church, and Xiamen Street Baptist Church to provide customized promotional education programs.
		Respond to University Social Responsibility	Continuously maintain in-depth communication with communities, groups and organizations to provide quality customized educational programs.
	Indigenous Student Resource Center	Collaborate with local communities and churches	Collaborate with the Indigenous Work Group on campus to introduce tribal service initiatives to deepen the connection between students and their tribes and local churches.
	International and Public Affairs Office	Collaborate with social welfare organizations and Christian institutions	Provide public relations and services for relevant stakeholders (churches, evangelical organizations, mission organizations, Christian education units)
		Collaborate with local communities and churches	Public relations and services of related stakeholders (local churches, institutions, organizations, and units of the school).
		Respond to University Social Responsibility	Assist the student evangelical associations on campus in establishing contacts and developing long term social care and services in remote are, indigenous tribes, and outlying islands.

Development Direction	Office	Detailed indicators	Specific items
			Organize and lead student teams to establish contacts with churches, organizations, and social welfare groups in public relations, and to engage in social care and disadvantaged service volunteer support.
	Christian Liberal Arts Department	Encourage teachers to integrate Christian ministry or nonprofit service in Taiwan into their teaching design	Encourage students to integrate the needs of Taiwan's rural or community areas into their learning themes.
International Connections	Academic Affairs Office	Strengthen collaboration with overseas Christian universities	Build up cooperative plans with foreign universities; encourage teachers take advanced study/conference abroad.
		Enhance global mobility of Students	Implement of student and visit scholar exchange, provide student learning experience abroad. Encourage students to improve second language learning.
	Core Course Center	Encourage faculty to organize or participate in international academic symposiums or conferences	Provide information on seminars or lectures inside and outside the school to encourage teachers to continue professional development and teaching effectiveness.
	Student Affairs Office	Strengthen collaboration with overseas Christian universities	Consult the academic affairs of foreign Christian universities
	General Affairs Office		Works closely with foreign missionary organizations and set up as an Asian missionary center with space for teaching and housing missionary organizations.
	Research and Development Office	Encourage faculty to organize or participate in international academic symposiums or conferences	Encourage and supplement faculty to attend international symposia to promote academic exchange and strengthen research capacity.
	Continuing Education Center	Strengthen collaboration with overseas Christian universities	Cooperate with the American Christian Universities to offer relevant courses for Chinese people in China and abroad and help them to obtain the relevant degree certificates.
	Indigenous Student	Enhance global	Invite aboriginal students who have performed, interned, or traveled and worked abroad during the summer to share their experiences.

Development Direction	Office	Detailed indicators	Specific items
	Resource Center	mobility of Students	
	International and Public Affairs Office	Provide Chinese language and mission training	
		Strengthen collaboration with overseas Christian universities	Assist in the development of inter-school relations between the school and foreign Christian universities
			Assist in the development of international cooperation programs between the school and foreign Christian universities
			Developing enrollment cooperation with foreign Christian education schools
		Enhance global mobility of Students	Assist students in international experience, visits, internships, and further studies
		Encourage faculty to organize or participate in international academic symposiums or conferences	
	Christian Liberal Arts Department	Encourage faculty to organize or participate in international academic symposiums or conferences.	Provide information on seminars or lectures inside and outside the school to encourage teachers to continue to develop professional development and teaching effectiveness.
		Encourage students to study abroad or pursue short-term studies.	Provide information on sister schools and guidance on further education.

# 參、各單位計畫內容 Content of Each Department's Plan

## 一、教務處 Academic Affairs Office

### (一)單位簡介 Introduction

教務處負責之業務，包括：研訂提升教學及教務行政品質相關法規、辦理招生行政業務、學籍管理、課務管理、學生成績管理、證件製發、提供教師教學相關資訊等項目。

為推動其任務，教務處下設註冊組、課務組、圖書暨資訊中心、基督教博雅核心課程中心等組室，以分工分責之原則，支援服務全校師生，以提供良好的教學及學習環境為目標。

Academic Affairs include proposal regulations to promote teaching and administration efficiency, conduct admission affairs in accordance to admission committee meeting, academic record management, curriculum management, students' grade management, certificate print and delivery, and to provide teachers with information & service.

To implement academic affairs, the academic offices are registrar, curriculum, library and technological information center, and core course center. Each office has responsible pare and cooperated with other office, to support all teachers and students, base goal is to provide excellent teaching and learning environment.

各單位業務之分工情形如下：

- 1.註冊組—負責學生入學、學籍、成績、畢業等業務管理；包含學生學籍及成績統計與查詢，學生休退學與轉學復學、統籌畢業典禮、協助辦理招生會議招生考試等事宜。另外，教學發展事項分工。

Each office task is as following Registrar – Enrollment, academic record, grade, graduation, including statistics and information inquiry, student withdrawal/transfer/return to school, coordinate the commencement ceremony, assist admission meetings and admission exams, etc.

- 2.課務組—主要業務為課務及試務管理。承辦開課、排課、選課、期中末考試協調與安排、教師請假及教室管理等。協助辦理課程委員會議、教務會議與教師發展會議等。另外，教學發展事項分工。

Curriculum – curriculum and exam management; including open courses, arrange courses schedule, student add/drop courses, mid-term/final exam schedule coordination, teacher's leave request, and classroom management, etc. Assist curriculum committee meeting, academic affairs meeting and In-Service Day (for teachers).

- 3.圖書暨資訊中心—主責為圖書館經營管理、提供教學/學習/研究資源、提供教職員生於教學/行政/學習等資訊技術服務、規劃/支援/協助採購/維修學校資訊設備、電腦軟體及網際網路支援。

Library and technological information center – Library management, provide teaching/learning/research resources; provide faculty/staff/student/coworker teaching/learning/administration information technological service; plan/support/pursue/maintain information technology hardware, software, and internet.

4. 基督教博雅核心課程中心—持續推動基督教博雅教育及核心課程規劃與師資招募。  
Christian Liberal Arts Core Course Center – Promote Christian Liberal Arts Education and Core courses plan/design; moreover, recruit teachers.

## (二)重點方向與未來 5 年發展目標 5 Year Development Directions and Objectives

1. 突顯基督教博雅教育課程特色，促進課程與信仰的結合。  
Highlight CCT uniqueness of Christian liberal arts education and promote the integration of faith and learning
2. 強化教師專業發展，提升教師教學成效。  
Strengthen the professional development of teachers and improve teaching effectiveness.
3. 創新學習模式，推動國際合作，提升學生學習動機  
Implement teaching innovation, promote international cooperation, and enhance students' learning motivation.
4. 促進學用合一，提升學生就業與創業能力。  
Promote the integration of learning and application, improve students' employment and entrepreneurship prospects.
5. 更新教務資訊系統，提升教務行政效能  
Use CAIS (including academic affairs administration, courses selection management, courses arrangement, academic status management, graduation evaluation, transcript management, early alert and dropout prediction, academic advising mechanism, teaching record, and etc.) to effect academic administration and service.

## (三)發展方向/分項目標與工作重點

### Development Directions /Objectives and Action Plans

#### 1. 學用合一 Integration of Learning and Practice

- (1) 培養學生博雅核心能力 Cultivate students' liberal arts core competencies
  - a. 媒體宣揚 CCT 博雅教育課程特色  
Advocate CCT Christian Liberal Arts Course specifics on media.
  - b. 定期呈現核心課程與信仰的結合成效。  
Expresses the integration result of course and belief periodically.
  - c. 每學期校內外公開展現學生 8C 核心能力學習成效  
Expresses students' 8C abilities learning outcome, each semester.
- (2) 整合信仰、理論與實務 Integrate faith, theory, and practice
  - a. 落實課程教學大綱  
Implement course syllabus.
- (3) 精進教學、優質課程規劃  
Refine and advance pedagogical practices and curriculum planning.
  - a. 每學期舉辦教師專業發展研討會，同時推動教師參加校外相關研習機制。

Hold teacher in-service day once a semester, encourage teacher to join conference/seminars.

b.獎勵教師優良教學。

Award excellent teachers for their teaching.

c.每學期的學生學習成效分析，以精進教學。

Each semester, integrate analysis of student learning outcome to improve teaching.

(4)產業、就業、證照無縫接軌

Integrate certification training into curriculum to advance students with professional competence to industry seamlessly.

a.鼓勵學生學業成績精進，發展專業能力。

Encourage students to have excellent outcome and develop professional abilities.

b.透過課程設計，增進學生專題實作經驗與專業實習機會。

Increase students' professional practice and intern opportunities through course design.

c.提供學生優質的學習環境。

Provide students' with quality learning environment.

d.建立企業導師與實習導師雙軌並進。

Build enterprise consultant and intern adviser at the same time.

## 2.永續經營 Sustainable Operation

(1)多元招生管道 Diverse sources of student recruitment

a.配合辦理招生會議與招生考試等事宜

Assist admission meeting and admission exam affairs.

(2)提升行政效能 Improve administrative efficiency

a.精進教務資訊系統，提升教務行政，服務與品質效能。

Use CAIS for more effective academic administration and service.

b.提供各項文件申請快速服務。

Provide rapid service for document application.

c.重要文件與器材收納等設備增添及更新。

Update collect device.

d.落實各項業務統計分析。

Implement statistics on academic affairs.

e.落實教務內控制度。

Carry on academic affairs inter control.

### 3.深耕台灣 Deep Cultivation in Taiwan

#### (1)回應大學社會責任

Respond to University Social Responsibility

受理選讀生申請註冊選課，用以達成國家發展終身教育之目標。

Accept part-time students' selecting courses application, so that the College helps to reach one of the national development goals of people's life-long learning.

### 4.接軌國際 International Connections

#### (1)強化與國外基督教大學的合作。

Strengthen collaboration with overseas Christian universities

建立與國外大學合作計畫，提供教師寒暑假至國外大學進修研習。

Build up cooperation plan with foreign universities; provide for teachers taking advanced study/conference aboard.


#### (2)提升學生國際移動力。

Enhance global mobility of Students

建立交換學生與訪問學生實施計畫，提供學生出國學習機會。鼓勵學生精進第二外語。

Build and implement a plan for student and visiting scholar exchange provide student a learning experience abroad. Encourage student it improve their second language learning.


### (四)工作重點與期程 Action Plans and Timeline

發展方向 Development Directions	分項 目標 Objectives	工作 重點 Action Plans	規劃期程 Timeline					112 當年度 預算 (NT1,000) 2023 Budget (以千為單位)	SDGs
			112	113	114	115	116		
學用合一	培養學 生博雅 核心能 力	(1)媒體 宣揚 CCT 博雅 教育 課程 特色						2	

		(2) 定期呈現課程與信仰的結合成效							
		(3) 每學期校外公開展現學生8C核心能力學習成效							
	整合信仰、理論與實務	落實課程教學大綱							
	精進教學、優質課程規劃	(1) 每學期舉辦教師專業發展研討會，同時推動教師參加校外相關研習機制。							100

		(2)獎勵 教師 優良 教學。						100	
		(3)每學 期的 學生 學習 成效 分析， 以精 進教 學。							
	產業、就 業、證 照無 縫接 軌	(1)鼓勵 學生 學業 成績 精進， 發展 專業 能力。						262	
		(2)透過 課程 設計， 增進 學生 專題 實作 經驗 與專 業實 習機 會。							



		(3)提供學生優質的學習環境。						120	
		(4)建立企業導師與實習導師雙軌並進。							
	多元招生管道	配合辦理招生會議與招生考試等事宜						17.04	
永續經營	提升行政效能	(1)精進教務資訊系統，提升教務行政，服務與品質效能。						44.2	
		(2)提供各項文件申請快速服務。						15	

		(3) 重要文件與器材收納等設備增添及更新。							
		(4) 落實各項業務統計分析。							
		(5) 落實教務內控制度。						63.36	
深耕台灣	回應大學社會責任	受理選讀生申請註冊選課，用以達成國家發展終身教育之目標。							
接軌國際	強化與國外基 督教的合 作	建立與國外大學合作計畫，提供教師寒暑假至國外大學進修研							



		習。							
	提升學生國際移動力	建立交換學生與訪問學生實施計畫，提供學生出國學習機會。鼓勵學生精進第二外語。							

## 二、圖書館 Library

### (一)單位簡介 Introduction

本校為一所基督教博雅大學，而大學圖書館成立的目的是在於提供教學與研究所需之圖書與資訊，因此本館致力於掌握讀者資訊需求為主要任務，建立優質館藏以配合學校的課程、教師的研究與學生的閱讀需求，使本館發揮校園學習與教學資源中心的角色功能。

Christ's College Taipei is a Christian Liberal Arts College. The purpose of the library is to provide books and information needed for teaching and research. Therefore, the library takes care of readers' needs, provides high-quality collections of books and information, and cooperates with the school to supply suitable resources to match the curriculum.

### (二)重點方向與未來 5 年發展目標 5 Year Development Directions and Objectives

1.管理圖書館資源，購置符合本校基督教博雅學系發展策略之學習與教學資源，以供全校學生學習及教職員教學與研究利用。

Manage library resources and provide learning and teaching resources that are sufficient in meeting the development goal of the CLAD.

2.策劃並推動圖書館各項館務，以提升圖書館服務品質。

Promote and mobilize library matters and improve library service quality.

3.參與圖書館合作聯盟，整合與發展多元化資源。

Participate in various library associations, integrate and develop diverse resources.

4.發展圖書館資訊系統與設備。

Develop the library system and electronic equipment.

5.經營並維護圖書館網站，製作圖書館出版品。

Produce and maintain the library's webpage and e-books.

6.發展優質的學習空間。

Develop quality learning and study spaces.

7.辦理圖書館各項推廣活動、圖書館利用教育課程與教學支援。

Promote library activity, To host library instruction program and support instructional needs.

8、分析圖書資源使用情形，以了解所訂購之資源是否合乎學生與教師之需求，並提供教育部校庫系統及圖書館組織系統及評鑑所需數據。

Analyze the use of book resources to confirm if the resources ordered are in line with the needs of students and teachers. Provide Library Statistics and resource usage on MOE System and Library Consortium system.

9、發展線上教學資源。Develop online teaching and learning resources for all courses.

### (三)發展方向/分項目標與工作重點 **Development Directions /Objectives and Action Plans**

#### **1.學用合一 Integration of Learning and Practice**

(1)精進教學、優質課程規劃。

Refine and advance pedagogical practices and curriculum planning

a.辦理圖書館各項推廣活動、圖書館利用教育課程與教學支援。

Promote library activities , Host library instruction programs and support instructional needs.

(a)舉辦新生導覽、讀者教育訓練與圖書館週等相關活動，使讀者了解圖書館服務，並推廣讀者使用圖書館資源。

Host a library tour for freshmen, user education program and library week activities for all users to promote library service and the use of library-related resources.

(b)推廣電子資源，提供全校師生各種電子資源的介紹與利用指導等相關課程，以提升教學、閱讀與研究的風氣。

Promote electronic resources for all teachers and students by holding workshops to help users learn how to use new resources, including e-resource, to promote teaching, reading and researching.

b.發展線上教學資源。

Develop online teaching and learning resources for all the courses.

I 支援與協助教師實施數位學習相關課程。

Support and assist all teachers in their e-learning projects.

#### **2.永續經營 Sustainable Operation**

(1)提升行政效能 Improve administrative efficiency

a.管理圖書館資源，購置符合本校基督教博雅學系發展策略之學習與教學資源，以供全校學生學習及教職員教學與研究利用。

Manage library resources and provide learning and teaching resources that are sufficient in meeting the development goal of the CLAD.

(a)購買符合本校基督教博雅學院發展策略之學習與教學資源，以供全校學生學習及教職員教學與研究利用。

Purchase learning and teaching resources that are sufficient to meet the development goals of the CLAD.

(b)管理並典藏圖書資源，建置書目，分類編目、流通上架、盤點及汰舊等事宜。

Handle library's collections and archives, establish bibliographic record, catalogues and classification of books, circulation, inventory, and dispose outdated materials, etc.

b.策劃並推動圖書館各項館務，以提升圖書館服務品質。

Promote and mobilize library matters and improve library service quality.

I 督導並訓練館員及圖書館學生兼任助理，以提升圖書館服務品質。

Supervise and train student workers to improve library service quality.

c. 參與圖書館合作聯盟，整合與發展多元化資源。

Participate in various library associations, integrate and develop diverse resources.

I 持續參與各圖書館聯盟組織，以達到資源共購與共享。

Continue to participate in various library associations to be able to share resources with others.

d. 發展圖書館資訊系統與設備。

Develop the library system and electronic equipment.

(a) 更新校外遠端認證系統功能，全校師生可透過系統遠端登錄，使用圖書館之電子資源。

Renew remote patron authentication system, users can access the library's electronic resources from off-campus.

(b) 透過 UHF RFID 智慧型圖書館圖書安全系統，加強圖書資料等學習與教學資源之有效管控，有效彙整進館人次之統計資料。

Use the UHF RFID Smart Library Security system to manage our books and equipment for both security and keeping accurate statistic of usage purposes.

(c) 圖書館自動化系統及資訊設備升級與功能擴充。

Upgrade the library automation system and expand its functions.

e. 經營並維護圖書館網站，製作圖書館出版品。

Produce and maintain the library's webpage and e-books.

(a) 製作及維護圖書館網頁、電子郵件及電子報。

Produce library's publication e-books.

(b) 製作圖書館出版品電子書。

Produce library's publication e-books.

(c) 製作賈嘉美牧師著作電子書。

Make e-books to keep a record of Dr. Graham's work.

f. 發展優質的學習空間。

Develop quality learning and study spaces.

圖書館空間改造與更新相關設備，增加閱讀空間。

Reconstruct the library space. Update and improve library equipment.

g. 分析圖書資源使用情形，以了解圖書館所訂購之資源是否合乎全校師生之需求，並提供教育部校庫系統及圖書館組織系統及評鑑所需數據。

Analyze the use of book resources to confirm if the resources ordered are in line with the needs of students and teachers. Provide the Library Statistics and resource usage on MOE System and Library Consortium system.




(a) 編撰圖書館統計報告與圖書館年度業務評估報告，透過圖書資源使用情形的分析，作為圖書館館藏之發展與購置的依據。

Prepare the Library Statistics Report and Annual Assessment Report, with the detailed analysis on resource usage which will be the basis for the library to purchase resources meeting the needs of teachers and students.

(b)提供教育部校庫系統、圖書館組織系統及評鑑所需數據。

Provide Library Statistics and resource usage on the MOE System and Library Consortium system.

#### (四)工作重點與期程 Action Plans and Timeline

發展方向	分項目標	工作重點	規劃期程					112 當年度預算	SDGs
			112	113	114	115	116		
學用合一	精進教學、優質課程規劃	(1)舉辦新生導覽、讀者教育訓練與圖書館週等相關活動，使讀者了解圖書館服務，並推廣讀者使用圖書館資源。						30	
		(2)推廣電子資源，提供全校師生各種電子資源的介紹與利用指導等相關課程，以提升教學、閱讀與研究的風氣。						0	 
		(3)支援與協助教師實施數位學習相關課程。						0	
永續經營	提升行政效能	(1)購買符合本校基督教博雅學院發展策略之學習						1500	

		與教學資源，以供全校學生學習及教職員教學與研究利用。							
		(2)管理並典藏圖書資源，建置書目，分類編目、流通上架、盤點及汰舊等事宜。							30
		(3)督導並訓練館員及圖書館學生兼任助理，以提升圖書館服務品質。							430
		(4)持續參與各圖書館聯盟組織，以達到資源共購與共享。							50
		(5)更新校外遠端認證系統功能，全校師生可透過系統遠端登錄，使用圖書館之電子資源。							60
		(6)透過 UHF RFID 智慧型圖書館圖書安全系統，加強圖書資料等學習與教學資源之							20



		有效管控，有效彙整進館人次之統計資料。							
		(7)圖書館自動化系統及資訊設備升級與功能擴充。							100
		(8)製作及維護圖書館網頁、電子郵件及電子報。							0
		(9)製作圖書館出版品電子書。							0
		(10)製作賈嘉美牧師著作電子書。							0
		(11)圖書館空間改造與更新相關設備，增加閱讀空間。							100
		(12)編撰圖書館統計報告與圖書館年度業務評估報告，透過圖書資源使用情形的分析，作為圖書館館藏之發展與購置的依據。							10
		(13)提供教育部校庫系統、圖書館組織							0

		系統及評鑑 所需數據。							
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### **三、資訊技術 Information Technology**

#### **(一)單位簡介 Introduction**

本單位綜理提供全校教職員和學生在教學、行政、學習上的各樣安全便利的資訊技術服務；維護全校專業教室資訊設備、校務行政電腦化、機房管理、建立資訊安全網路基礎架構，以及各樣資訊技術支援等，以增加優質資訊服務品質，使全校教職員生皆能享受方便而有效率的資訊技術服務。

To provide a high technology information system service for teaching, administration and study that is available to faculty, staff and students in a secure convenience environment. Maintain professional classroom information equipment, school administration computerization, campus network service, manage server room, and upgrade comprehensive network infrastructure, as well as various information technology supports, to improve the quality of information services, so that the teaching can be enhanced and the administration efficiency can be improved.

#### **(二)重點方向與未來 5 年發展目標 5 Year Development Directions and Objectives**

- 1.建置維護全校教學資訊設備及軟體以提升教學學習環境並增加教學效率。  
Establish and maintain all teaching equipment and software to make a better teaching learning environment efficiently.
- 2.提供師生在教學或學習環境上資訊技術支援及便利性。  
Make greater use of electronic equipment in teaching and learning
- 3.增進學校資訊科技發展與應用，並提供全校師生資訊服務建立 E 化校園。  
Establish information technology development and application on E-campus for all faculty and staff.
- 4.強化全校校園網路架構和監管資訊安全以提供優良的有線及無線網路服務品質。  
Establish a secure information environment and support all campus Wi-Fi and network service.
- 5.建置維護全校行政資訊設備及行政系統以達行政電腦化。  
Establish administrative information support systems and maintain all IT equipment to make administrative services more timely, effective and efficient.

#### **(三)發展方向/分項目標與工作重點 Development Directions /Objectives and Action Plans**

##### **1.學用合一 Integration of Learning and Practice**

(1)精進教學、優質課程規劃 Refine and advance pedagogical practices and curriculum planning.

- a.管理教室內電子講桌、單槍、電腦、互動式白板等設備以及專業電腦教室，提供教師良好教學環境。

Manage e-desk, projector, computer and e-board in the classroom including computer lab and iMac lab for more convenient teaching environment.

- b.維護網路直播視訊設備提供並協助教師發展同步遠距教學，包括協助視訊設備操作使用及購買相關軟硬體。

Manage online video equipment in the classroom for long distance online learning including developing teaching material and purchase camera equipment and software.

- c.採購教學單位軟硬體並協助老師在教學上技術支援以及設備技術問題排除。
- Purchase IT equipment and software for teaching technology support and troubleshooting services.

- d.建置並提供線上遠距軟體給全校老師學生使用並舉辦數位教育訓練課程，以達到全校課程線上化。

Establish online learning software –Zoom in all classrooms and hold training e-learning courses for teachers and students for Physical course transform to online course.

- e.提供線上數位學習平台給老師學生使用，以增加數位教學活用性。

Provide online e-learning platform-Tronclass for teachers and students to add more flexibility and adaptability.

## 2.永續經營 Sustainable Operation

(1)提升行政效能 Improve administrative efficiency

- a.維護且不斷更新學校網站，增加更多的內容及創新專業的設計。

Manage and update unceasingly the school website, and input more content and creatively professional design.

- b.建置 Google 應用程式及全校教職員及學生電子郵件帳號管理以提升教學及行政業務效率。

Maintain the Google for education application and Gmail account for all faculty and students to elevate our job effective.

- c.加強學校校園網路的資訊安全（包含防火牆、入侵防禦系統 IPS、負載平衡器以及防毒軟體）和網路流量的監控及管理，辦理資訊安全實務演練，提升教職員資訊安全素養。

Improve our information security (include the firewall, Intrusion prevention system (IPS), load balance, and antivirus software) and network traffic management. With the information security practice, all faculty and staff can enhance the information security concept.

- d.管理校園網路架構，並建置教學、行政有線及無線網路環境，並提供維修故障排除服務。

Maintain the campus network framework and establish internet and Wi-Fi environment and also provide maintenance troubleshooting services.

e. 學生宿舍網路管理，建置並維護有線及無線網路環境，以增加學生學習便利性。

Maintain students 'dorm network service including the internet and Wi-Fi for increasing students learning convenience.

f. 採購、管理及維修全校行政電腦及軟體並提供行政人員資訊技術支援及問題排除。

Purchase, manage, maintain all administrative computers and provide technology support.

g. 管理全校複印影印機以提供行政業務列印需求。

Maintain all campus copy machine and troubleshooting services for administrative needs.

h. 管理及維護學校 E 化行政系統，協助溝通處理廠商與使用者相關問題。

Manage and maintain this E-System and communicate with companies and users.


I. 管理行政辦公室內影印機、碳粉耗材及影印紙。

Maintain the printer, paper, printer toner in the administrative office.

J. 管理資訊兼任助理工讀生，協助資訊相關業務。

Manage the IT student worker for helping technology service.

(四)工作重點與期程 Action Plans and Timeline

發展方向 Development Directions	分項目標 Objectives	工作重點 Action Plans	規劃期程 Timeline					112 當年度	SDGs
			112	113	114	115	116	預算 (NT1,000) 2023 Budget	
學用合一	精進教學、 優質課程規 劃	(1)管理教室內電子講桌、單槍、電腦、互動式白板等設備以及專業電腦教室，提供教師良好教學環境。						50	
		(2)維護網路直播視訊設備提供並協助教師發展同步遠距教學，包括協助視訊設備操作使用及購買相關軟硬體。						100	
		(3)採購教學單位軟硬體並協助老師在教學上技術支援以及設備技術問題排除。						50	
		(4)建置並提供線上遠距軟體給全校老師學生使用並舉辦數位教育訓練課程，以達到全校課程線上化。						168	

		(5)提供線上數位學習平台給老師學生使用，以增加數位教學活用性。							200		
永續經營	提升行政效能	(1)維護且不斷更新學校網站，增加更多的內容及創新專業的設計。							2		
		(2)建置 Google 應用程式及全校教職員及學生電子郵件帳號管理以提升教學及行政業務效率。							0		
		(3)加強學校校園網路的資訊安全（包含防火牆、入侵防禦系統 IPS、負載平衡器以及防毒軟體）和網路流量的監控及管理，辦理資訊安全實務演練，提升教職員資訊安全素養。								70	
		(4)管理校園網路架構，並建置教學、行政有線及無線網路環境，並提供維修故障排除服務。								203.6	



<p>(5)學生宿舍網路管理，建置並維護有線及無線網路環境，以增加學生學習便利性。</p>						780	
<p>(6)採購、管理及維修全校行政電腦及軟體並提供行政人員資訊技術支援及問題排除。</p>						80	
<p>(7)管理全校複印影印機以提供行政業務列印需求。</p>						112	
<p>(8)管理及維護學校E化行政系統，協助溝通處理廠商與使用者相關問題。</p>						150	
<p>(9)管理行政辦公室內影印機、碳粉耗材及影印紙。</p>						25	
<p>(10)管理資訊兼任助理工讀生，協助資訊相關業務。</p>						53.76	

## 四、核心課程中心 Core Course Center

### (一)單位簡介 Introduction

核心課程中心以基督信仰為核心，中心設立目標旨在培養內外兼備的博雅全人，型塑跨領域思維能力，達到 8C 核心能力為目標。持續發展核心課程中心，以符合教育部、Tracs、推廣計畫之要求等。

The Core Course Center is centered on the Christian faith, and the goal of the Center is to cultivate the whole person with both internal and external knowledge, to shape cross-disciplinary thinking skills, and to achieve the 8Cs core competencies as the goal. We will continue to develop the Core Curriculum Center to meet the requirements of the Ministry of Education, TRACS, and promotional programs.

### (二)重點方向與未來 5 年發展目標 5 Year Development Directions and Objectives

1.配合教育部政策方向及美國基督教大學院校協會認證要求辦理核心課程。

Implement core courses with cooperation with the policy direction of the Ministry of Education and the certification requirements of the Association of Christian Universities and Colleges (TRACS).

2.推動課程改革，建立特色。

Promote curriculum reform and establish special characteristics.

3.持續蒐集與統計核心課程中心相關數據資料。

Continuously collect statistics on the data related to the core course center.

4.持續確保 8C 目標與課程間的關聯性，以確保學生學習成效。

Establish a mechanism to measure the relevance of 8C objectives and courses, and to develop student learning outcomes that measure 8C goals.

5.持續建立強大的教師群並關注教師專業發展與教學成效。

Recruit and train a strong faculty who are committed to the Christian liberal arts model of education and continue to focus on teacher professional development and teaching effectiveness.

### (三)發展方向/分項目標與工作重點 Development Directions/Objectives and Action Plans

#### 1.學用合一 Integration of Learning and Practice

(1)培養學生博雅核心能力

Cultivate students' core competencies in the liberal arts.

a.鼓勵教師以教務處推動之「成果導向」為方向規劃教學，並公開展現學生 8C 核心能力學習成效。

Encourage teachers to plan teaching in the direction of outcome based learning in

order to publicly demonstrate students' learning outcomes.

- b. 參加大學書院博雅教育研討會，保持該領域新知及掌握他校學生博雅能力情況。

Attend university college education seminars to keep up-to-date in the field and to keep abreast of the liberal arts abilities of students from other schools.

## (2) 精進教學、優質課程規劃

Refine and advance pedagogical practices and curriculum planning.

- a. 以基督教博雅教育為基礎，配合時代趨勢與產業需求，持續檢視與規劃課程。  
Continue to review and adjust courses to cope with the trend and industry needs, based on Christian liberal arts education.

- b. 完成一年級新生「學術倫理」、「素養測驗」施測以及四年級「素養測驗」分析報告，分析結果作為未來課程規劃參考。

Complete the the analysis report of "Academic Ethics" and "Quality Test" for first-year freshmen and the "Quality Test" for the fourth-grade students. The analysis results will be used as a reference for future curriculum planning.

- c. 學期初召開專兼任教師會議，提供教師同儕交流機會，分享教學方式；期末個別與教師討論，提供教學之協助及聆聽建議。

At the beginning of the semester, hold a full-time and part-time teachers meeting to provide opportunities for teachers to communicate with their peers and share teaching methods; at the end of the semester, hold individual discussions with teachers to provide teaching assistance and listen to suggestions.

- d. 邀請校外專家學者進行核心課程審查並提供修正意見。

Invite external experts and scholars to review and advise on the overall core curriculum.

## 2. 永續經營 Sustainable Operation

### (1) 人才招募培育

Recruiting and Training of faculty and staff.

- a. 依課程專業需要，招聘與儲備適合之基督徒教師。

Recruit and retain suitable Christian teachers according to the professional needs of the course.

## 3. 深耕台灣 Deep Cultivation in Taiwan

### (1) 回應大學社會責任

Respond to University Social Responsibility

- a. 規劃服務學習課程之服務場域與內容回應大學社會責任。

Planning the Service Learning Program's Service Areas and Content in response to University Social Responsibility

## 4. 接軌國際 International Connections


### (1) 鼓勵教師舉辦或參與國際學術研討會



Encourage faculty to organize or participate in international academic symposiums or conferences

a. 提供校內外研討會或講座資訊，鼓勵教師持續發展專業發展與教學成效。

Provide information on seminars or lectures inside and outside the school to encourage teachers' professional development and teaching effectiveness.

#### (四) 工作重點與期程 Action Plans and Timeline

發展方向	分項目標	工作重點	規劃期程					112 當年度 預算	SDGs
			112	113	114	115	116		
學用合一	培養學生博雅核心能力	(1) 鼓勵教師以教務處推動之「成果導向」為方向規劃教學，並公開展現學生 8C 核心能力學習成效。						6	
		(2) 參加大學書院博雅教育研討會，保持該領域新知及掌握他校學生博雅能力情況。							
	精進教學、優質課程規劃	(1) 以基督教博雅教育為基礎，配合時代趨勢與產業需求，持續檢視與規劃課程。						3	
		(2) 完成一年級新生「學術倫理」、「素養測驗」施測以及四年級「素養測驗」分析報告，分析結果作為未來課程規劃參考。							

		(3)學期初召開專兼任教師會議，提供教師同儕交流機會，分享教學方式；期末個別與教師討論，提供教學之協助及聆聽建議。						1	
		(4)邀請校外專家學者進行核心課程審查並提供修正意見。						9	
永續經營	人才招募培育	依課程專業需要，招聘與儲備適合之基督徒教師。							
深耕台灣	回應大學社會責任	規劃服務學習課程之服務場域與內容回應大學社會責任。						2	
接軌國際	鼓勵教師舉辦或參與國際學術研討會	提供校內外研討會或講座資訊，鼓勵教師持續發展專業發展與教學成效。							

## 五、學務處 Student Affairs Office

### (一)單位簡介 Introduction

本處綜理學生事務(Student affairs)，就是學生專業科目以外之教育，範圍廣泛，諸如學生的食、衣、住、行、育、樂皆屬本處工作範疇之內。基督教博雅教育中的學生事務之使命在於，透過生活教育、生命教育、生涯教育等策略，幫助學生建立基督徒品格，以「教練」(Coach)和「陪伴」(Accompany)學生為學務工作之執行方法，以期能夠培育榮神益人之青年。

Student affairs refers to education in areas other than students' professional subjects, such as food, clothing, housing, transportation, education and enjoyment. The mission of Student Affairs in a Christian liberal arts education is to help students build Christian character through strategies such as living education, life education, and career education, and to "coach" and "accompany", so as to cultivate young people to glorify God and benefit society.

### (二)重點方向與未來 5 年發展目標 5 Year Development Directions and Objectives

本處室依循學校四大發展方向，為(1)學用合一(2)永續經營(3)深耕台灣(4)接軌國際。希望能夠做好基督學院的「三生教育」--生活教育、生命教育、和生涯教育。

The Department follows the four major development directions of the school, which are: (1) integration of learning and application, (2) sustainable management, (3) deep cultivation of Taiwan, and (4) international integration. We hope to assist in Christ's College "three-life education" – life coach, life skill, and career education.

### (三)發展方向/分項目標與工作重點 Development Directions /Objectives and Action Plans

#### 1 學用合一 Integration of Learning and Application

##### (1)整合信仰、理論與實務 Integration of faith, theory and practice

##### a.辦理生活教育 Organized Living Education :

健全的生活教育是人生發展的基礎，教導學生們如何健康的吃喝玩樂，有良好的衛生習慣和時間管理的能力，將使學生終生獲益。因此，本處將舉辦各樣活動與演講來幫助學生，寓教於樂。並輔以操行成績加分，以增強學習效果。

A good living education is the foundation of life development, teaching students how to eat, drink and have fun healthily, have good hygiene habits and the ability to manage time, which will benefit students for life. Therefore, a variety of activities and presentations will be organized to help students learn and find entertainment. It is supplemented by extra points for conduct performance to enhance the learning effect.

##### (a)舉辦「好好睡」講座—學習睡眠治百病的秘訣

Hold a good sleep lecture – Having a good sleeping habits fights diseases.

(b)舉辦「好好吃」講座—學習健康瘦身飲食

Hold a good food lecture - learn a healthy diet.

(c)舉辦「好好玩」體育活動—養成強健體魄

Organize fun sports activities - develop a strong physique

I 全校運動會 School sports day

II 各項球類比賽 Various ball games

III 成立書院籃球隊 Establish a college basketball team

(d)舉辦「時間管理」講座—學習更有效率運用寶貴的時間

Organize a "Time Management" lecture. Learn to use valuable time more efficiently.

(e)舉辦「衛生習慣」講座—學習如何養成良好之衛生習慣

Hold a Hygiene lecture – Learn how to practice good hygiene

b.辦理生命教育：從聖經真理出發的生命教育是本校的特色，因此將加強各項與信仰相關之活動，並輔以專業的靈性諮商輔導，幫助同學們能建立人生價值觀和自信。

Organize Life Education: Life education based on biblical truth is a foundational of the school. We will strengthen various faith-related activities, supplemented by professional spiritual counseling to help students build life values and self-confidence.

(a)Chapel time：規劃每周兩次的全校崇拜講座。

Chapel time: Plan twice-weekly all school chapel time

(b)晚禱：安排台生與陸生每周與教職員一次的晚禱時間。

Night devotions: Arrange students to enjoy evening prayer times once a week with faculty and staff.

(c)性平、反霸凌、戒菸戒毒等的宣導。

Discuss gender equality, anti-bullying, smoking cessation and drug rehabilitation

(d)心理輔導：規劃與安排學生進行靈性諮商輔導。

Psychological counseling: Plan and arrange for students to receive spiritual counseling.

(e)導師訓練：安排每學期兩次的導師訓練。

Mentor training: Arrange advisor training twice per semester.

(f)特殊教育學生關懷：依據特教原則，為身心障礙學生舉辦 ICP 會議(Individual Counseling Psychology Meetings)。

Special Education Student Care: Organize Individual Counseling Session for students with disabilities in accordance with the principles of special education.

(g)枯骨樂團：鼓勵學生建立敬拜音樂樂團。

Dry Bones Worship Team: Students are encouraged to establish worship music ensembles

(2)產業、就業、證照無縫接軌

Seamless integration of industry, employment and licenses

a 舉辦生涯講座

Conduct career lectures

b 舉辦就業博覽會

Hold job fairs

## 2. 永續經營 Sustainable Management

a. 多元招生管道 Diversify sources of student recruitment

提供充足的獎助學金，讓弱勢學生能順利就學 Provide sufficient scholarships and grant to enable disadvantaged students to successfully attend school.

教育是弱勢家庭翻轉人生的最佳機會，本處主管學校各項獎助學金發放和公私立部門申請經費，而國際公共關係室協助對外募款，可幫助經濟及文化弱勢學生實現「人生逆轉勝」的夢想。

Education is the best opportunity for disadvantaged families to turn their lives around, and this department is in charge of the distribution of scholarships and grant for schools and the application of funding from the public and private sectors, while the International Public Relations Office assists in external fundraising, which can help economically and culturally disadvantaged students realize their dream of "life reversal and victory".

b. 人才招募培育 Talent recruitment and cultivation

(a) 學輔經費申請 Apply for MOE fund for SAO.

(b) 校安人員補助款申請 Apply for subsidies for school security personnel from MOE.

## 3. 深耕台灣 Deeply Cultivating Taiwan

a. 與社福團體及基督教機構間之連結 Link with social welfare organizations and Christian institutions

(a) 與台鴻公司合辦生命教育 Organize of life education in cooperation with Taihong Corporation

(b) 與台灣神學院合作靈性諮商實習合作

Cooperation with Taiwan Theological Seminary on Spiritual Counseling and Internship

b. 與在地社區及教會的連結 Connect with local communities and churches

學生福音工作會(短宣隊)前往教會協助

Assist churches through student Evangelism Work Associations (Short Mission Teams).

c. 回應大學社會責任 Responding to University Social Responsibility

學生福音工作會(短宣隊)前往偏鄉和離島協助

Student Evangelism Work Association (Short Missionary Team) travels to rural areas and outlying islands to assist.

## 4. 接軌國際 International Integration




a. 強化與國外基督教大學的合作

Strengthen cooperation with foreign Christian universities

諮詢國外基督教大學的學務工作

Consult the academic affairs of foreign Christian universities

(四)工作重點與期程 Action Plans and Timeline

發展方向	分項目標	工作重點	規劃期程					112 當年度預算	SDGs
			112	113	114	115	116		
學用合一	整合信仰、理論與實務	(1)生活教育：							
		A. 舉辦「好好睡」講座						2.5	
		B. 舉辦「好好吃」講座						2.5	
		C. 舉辦「好好玩」體育活動						50	
		a. 全校運動會						30	
		b. 各項球類比賽						50	
		c. 成立書院籃球隊						50	
		d. 各項體育設備添購與更新						25	
		e. 校慶園遊會						2.5	
								12	
		D. 舉辦「時間管理」講座						20	
		E. 舉辦「衛生習慣」講座						5	
								20	
		(2)生命教育：							
		A. Chapel time						40	
		B. 晚禱(正副室長)						40	
		C. 性平、反霸凌、戒菸戒毒等的宣導							
		D. 心理輔導						10	
		E. 導師知能講座						20	
		F. 特殊教育學							

		生關懷： ICP 會議 G. 枯骨樂團 H. 補助學生會 及社團活動  4. 產業、就業、 證照無縫接軌 A. 舉辦生涯講 座 B. 舉辦就業博覽 會							
永續經營	多元招生管道	(1)提供充足的獎 助學金 2.人才招募培育 (1)學輔經費申請 (2)校安人員補助 款申請						800	
								200	
								310	
深耕台灣	1.與社 福團 體及 基督 教機 構間 之連 結	(1)與台鴻公司合 辦生命教育						40	
		(2)與台灣神學院 合作靈性諮商 實習合作						30	
	2.與在 地社 區及 教會 的連 結	(1)學生福音工作 會(短宣隊)前 往教會協助						20	
		3.回應 大學 社會 責任	(1)學生福音工作 會(短宣隊)前 往偏鄉和離島 協助						20

接軌國際	2.強化 與國 外基 督教 大學 的合 作	(1)諮詢國外基督 教大學的學務工 作						10	
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## 六、總務處 General Affairs Office

### (一)單位簡介 Introduction

本校現有校地面積共3.75公頃，包括租賃國有土地0.45公頃。全校之校舍樓地板總面積23,662.97平方公尺，其中有行政大樓、賈嘉美大樓、天蘭樓、育才樓、禮拜堂、體育館、餐廳、莫麗思樓、路得樓、教職員宿舍、智慧樓等建築物共14棟(含學生宿舍4棟)。

總務處下設事務組，負責全校區之建物維護管理、採購事務、校園安全、水電設備維護、能源管理、職安業務、建物安全、消防安全、宿舍及公共空間管理、汽機車管理、校園環境維護、租約、產險之簽訂、邊坡監測、鑰匙管理、電話系統管理、郵件收發、收支出納、學士袍管理及財產管理等事務。

大學的功能除了具有人才培育的責任外，在對土地及環境的永續經營目標中，也必須能擔負起地區社會責任與模範的責任。如何在有限資源且面對少子化浪潮情況下，有效利用學校現況的特性，活化校園資產達到土地及環境永續使用、提升行政效能，建置智慧校園、節能減碳及善盡大學的社會責任，便成為本校首要的目標。歷經多年的耕耘，本校在校園環境上有很好的成就。在未來，總務處設定的總體目標就是建立一個綠色、智慧、方便及舒適的校園，提供教學、研究及學習所需的優良環境，同時也兼顧各項能源使用上能達成節能減碳的目標，努力使本校成為一個具有安全、舒適、方便而且可以永續經營的優質綠色大學。

The General Affairs Division is responsible for campus-wide building maintenance and management, purchasing, campus safety, utility maintenance, energy management, occupational safety, building safety, fire safety, dormitory and public space management, motor vehicle management, campus environmental maintenance, leases and property insurance, slope monitoring, key management, telephone system management, mail collection and distribution, income and expenditure, graduation-robe management, and property management.

In addition to the responsibility of nurturing talents, universities must also assume the responsibility of local social responsibility and model in the sustainable management of land and environment. With limited resources and in the face of the wave of an extremely low birth rate child rearing, how to effectively utilize the current characteristics of the university, revitalize campus assets to achieve sustainable use of land and the environment, improve administrative efficiency, build a smart campus, save energy and reduce carbon emissions, and fulfill the university's social responsibility have become the primary goals of the university. After years of hard work, the University has made great progress in the campus environment. In the future, the overall goal of the General Office is to build a green, intelligent, convenient and comfortable campus that provides an excellent environment for teaching, research and learning, while at the same time achieving the goal of energy conservation and carbon reduction, and striving to make the college, comfortable, convenient and sustainable green campus.

## (二)重點方向與未來5年發展目標

### Development Goals and Directions for the Next 5 Years

#### 1.計畫目標與時程規劃Goals and Schedule

為了使本校成為具有安全舒適方便，而且可以永續經營的優質綠色大學，營造更舒適教學、學習環境，總務處擬定各項計畫，朝建構綠色、智慧、安全與舒適的校園，並服務師生之目標努力，讓更多學子於大學期間留下美好記憶。

In order to make a quality green university with safety, comfort, and convenience, and to create a more comfortable teaching and learning environment, the General Affairs Office has developed various plans to build a green, intelligent, safe and comfortable campus and to serve students and faculty, so that more students will have good memories during their college years.

- (1)校區公共設施及建物之設置管理與維護，自建校來最老建築物已有11棟歷經近60年，為維護其正常使用，每年度均需編列經費改善老舊建築物，如漏水、設施老舊故障等。

The 11 oldest buildings have been used about 60 years since the establishment of the university. In order to continue normal use, budgets are allocated to improve the old buildings every year, such as water leaks, old facility failures, and so on.

- (2)由於校區綠地面積29700平方米佔全體校地37500平方米約79.2%，讓校園擁有很大的個人空間景觀及透水性鋪面，讓排水更加自然快速；又多處建物緊臨邊坡，水土保持也益發顯得更加的重要，故學校也每年做了邊坡及建物監測，讓師生在沒有安全顧慮的環境下學習。

Since a green area of 29,700 square meters accounts for about 79.2% of the total 37,500 square meters, the campus has a large personal space for landscape and permeable pavement, which makes drainage more natural and fast. Since many buildings are adjacent to steep slopes, soil and water conservation has become even more important. Therefore, the school also conducts annual slope and building monitoring so that teachers and students can learn in a safe environment.

- (3)為製造更友善教學環境及實施無障礙通行空間，過去幾年陸續針對校園內的舊教學建築物增設電梯，改建無障礙廁所，總務處將陸續編列經費建造更優質生活學習環境。

In order to create a more friendly teaching environment and implement a barrier-free space, in the past few years, we added elevators to the old buildings with classrooms on campus and retrofitted barrier-free toilets. The General Affairs Office will continue to allocate funds to build a better living and learning environment.

- (4)綠美化及塑造生態多樣性環境，建構優質永續的校園為營造更友善的季節美景，持續保護原生物多樣性及生態景觀環境，讓校園成為學生學習環保，愛護大自然及節能的場域。

Greening and shaping the environment to ecological diversity and a sustainable campus, we continue to protect the original biodiversity and ecological landscape in order to create a more friendly and beauties landmark, so that the campus becomes a place for students to

learn about environmental protection a love of nature and energy conservation.

- (5)建構優質安全的學習環境，教學設備定期更新維護，各種安全設施的建置(如緊急求助鈴、監視錄影機、消防系統、建物安檢等)及緊急應變教導訓練。

Construct a quality and safe learning environment, regularly update and maintain teaching equipment, develop various safety facilities (such as emergency bell, surveillance video recorder, firefighting system, building security, etc.) and teach emergency response training.

- (6)節能減碳: 能源智慧化管理的建置與應用，包括電能管理系統、校園路燈自動控制系統、冷氣管理系統、以及更新老舊冷氣改為變頻系統...等項目，以落實綠色大學之理念。

Energy saving and carbon reduction: Establishment intelligent energy management, including the electric energy management system, automatic control system for campus street lights, air conditioning management system, and the replacement of old air conditioners with Variable Frequency systems, etc., in order to implement the concept of a green campus.

- (7)增加行政效率持續提升出納、薪資資料庫系統管理效能及安全性，強化快速搜尋功能，維持帳務資訊品質，提升服務績效。陸續推動出納管理作業電腦化，並與會計系統結合，建置出納收付款作業系統、薪資管理系統、各項稅款扣繳作業系統及零用金管理作業系統，期能提升配套廠商的軟硬體資訊功能，加速客製化創新腳程，以簡化流程，優化行政效率。

Increase administrative efficiency: create a more efficient and secure cashier and payroll database system, strengthen the quick search function, maintain the quality of billing information, and improve service performance. We have been promoting the computerization of cashier management operations and integrating with accounting systems to build cashier payment and collection systems, payroll management systems, various tax deduction systems, and petty cash management systems, in order to enhance the software and hardware information functions of supporting vendors and accelerate the process of customization and innovation to streamline the process and optimize administrative efficiency.

- (8)校園活化再利用

Campus revitalization and use.

借教會舉辦營會活動，增加與社福團體及基督教機構間之連結深耕台灣，並穩定財源收入及多元招生管道

Increase the connections with social welfare organizations and Christian institutions through church camps and activities to deepen the development of Taiwan, to stabilize financial income, and diversify the recruitment channels.

## 2.發展策略與執行方式

Development Strategy and Implementation

- (1)節能減碳重要措施:建置學生宿舍冷氣刷卡系統及善用政府補助建置節能減碳電燈、水龍頭等系統。

Important energy-saving and carbon-reducing measures: build an air-conditioning card system for student dormitories and make good use of government subsidies to build energy-saving and carbon-reducing electric lighting and water faucet systems.

- (2) 進行環境樹木的整修，去除不必要的雜樹，讓陽光及風能夠穿透校園，以增加視野空闊及空氣流動的舒適感，並減低潮濕。

Renovate the environment and remove unnecessary trees to allow sunlight and wind to penetrate the campus, so as to increase visibility and air flow, and to reduce humidity.

- (3) 利用現有蓄水池改成景觀池創造多元互動的校園學習環境

Use the existing water reservoir to create a landscape pool to create a diverse and interactive campus learning environment.

- (4) 強化落葉堆肥再利用，校園樹木繁多，多數為無用雜樹且過於密集，造成樹木不健康容易得病，過去幾年褐根病猖獗，致使要花費金錢來防治。由於樹木及植栽數量龐大，必須有計畫地將定期修剪之樹木枝條與平日清掃之落葉分開儲放，總務處將規劃修剪並設立戶外落葉收集並將枝條粉碎堆肥，美化環境並作為校內土壤改善之用。

In the past few years, brown root rot disease has been rampant and costly to control. Due to the large number of trees and foliage, it is necessary to plan and store the regularly pruned branches and leaves separately from those that are cleaned on a regular basis.

- (5) 校園活化再利用，平衡校區發展擬研究設置校友會館、混齡招生、育成中心、托兒所、場地外借營會及教會等，作為增加學校收入之用。

Adaptive reuse of the campus to balance the development. It is proposed to study the establishment of an alumni hall, mixed-age enrollment, a childcare center, a nursery, a rental area, and a church to increase the school's income.

### (三)發展方向/分項目標與工作重點 **Development Directions /Objectives and Action Plans**

#### **1.永續經營 Sustainable Operation**

##### (1)活化校園資產 Vitalize campus assets

總務處近年活化校園資產產生了年約 1500 萬元收益，目前研擬設置校友會館、混齡招生、育成中心、托兒所、宣教中心、場地外借營會及教會等的可行性，作為增加學校收入之用。

The General Office has generated about \$15 million in annual revenue from the revitalization of campus assets in recent years. We are currently studying the feasibility of setting up an alumni hall, mixed-age enrollment, a childcare center, a mission center, a rental site, and a church as a way to increase the school's revenue.

##### (2)提升行政效能 Improve administrative efficiency

持續提升出納、薪資資料庫系統管理效能及安全性，強化快速搜尋功能，維持帳務資訊品質，提升服務績效。陸續推動出納管理作業電腦化，並與會計系統結合，建置出納收付款作業系統、薪資管理系統、各項稅款扣繳作業系統及零用金管理作業系統，期能提升配套廠商的軟硬體資訊功能，加速客製化創新腳程，以簡化流程，優化行政效率。

Increase administrative efficiency: create a more efficient and secure cashier and payroll database system, strengthen the quick search function, maintain the quality of billing information, and improve service performance. We have been promoting the computerization of cashier management operations and integrating with accounting systems to build cashier payment and collection systems, payroll management systems, various tax deduction systems, and petty cash management systems, in order to enhance the software and hardware information functions of supporting vendors and accelerate the process of customization and innovation to streamline the process and optimize administrative efficiency.

#### **2.深耕台灣 Deep Cultivation in Taiwan**

##### (1)與社福團體及基督教機構間之連結

Collaborate with social welfare organizations and Christian institutions.

借教會舉辦營會活動，增加與社福團體及基督教機構間之連結深耕台灣，並穩定財源收入及多元招生管道。

Increase connections with social welfare organizations and Christian institutions through the church's camping activities, and to cultivate deeper into Taiwan, and to stabilize the financial income and diversify recruitment channels.

#### **3.接軌國際 International Connections**

本校本與外國宣教團體有緊密合作，將學校設置成亞洲宣教中心，場地供宣教團體教學及住宿使用。

The school works closely with foreign missionary organizations and is setting up as an Asian missionary center with space for teaching and housing missionary organizations.

(四)工作重點與期程 Action Plans and Timeline

	工作重點	規劃期程					112 當年度 預算		
		112	113	114	115	116			
發展方向	分項目標	建物定期巡檢與修護	—————					500	SDGs
		消防、逃生避難演練教育	—————						
		災害防救	—————						
		邊坡監測	—————					51	
		監視系統維護	—————					100	
		修剪樹木、堆肥	—————					200	
		蓄水池改成休閒景觀區			———				
		防水、油漆	—————					500	
		自來水塔配管		———				500	
		天蘭樓熱泵			———				
	行政大樓電線更換				———				
	行政大樓冷氣節能系統				———				
	賈嘉美					———			

		冷氣水管更換							
		賈嘉美冷氣主機更改為變頻							
		修繕韻律教室							
		財產管理系統建置							
		宿舍冷氣刷卡系統						610	
深耕台灣 Deep Cultivation in Taiwan 永續經營 Sustainable Operation	與在地社區及教會的連結 Collaborate with local communities and churches 活化校園資產 Vitalize campus assets	場地外借教會、營會							



## 七、研究發展處 Research and Development Office

### (一)單位簡介 Introduction

本校自 111 學年度起將校務研究發展處更名為「研究發展處」(簡稱研發處)，主要業務為整合學校各項資源，統籌規劃學校校務研究、計畫申請、產學合作，並推動教師學術研究等。另下設「推廣教育中心」和「原住民族學生資源中心」。

Since the 111th academic year, the school has renamed the School Research and Development Office as the "Research and Development Office" (abbreviated as the Research and Development Office). It promotes teachers' academic research, etc. There is also a "Promotion and Education Center" and in "Indigenous Students Resource Center".

### (二)重點方向與未來 5 年發展目標 5 Year Development Directions and

#### Objectives

研發處積極推動全校學術研究發展，活絡學校與政府部門、非營利機構、企業團體等合作關係，並進行校務相關研究，以期落實優質的學研環境以及校務發展形塑，確保計畫目標之推展。未來五年之發展目標：

The Research and Development Office actively promotes the development of academic research in the whole school, activates a cooperative relationship between the school and government departments, non-profit organizations, corporate groups, etc., and conducts research related to school affairs, in order to implement a high-quality learning and research environment and shape the development of school affairs to ensure the goals of the promotion plan. Development goals for the next five years:

1. 推動校務發展計畫；Promote the school development plan;
2. 提升教師研究/產學成果；Improve teachers' research/industry-university achievements;
3. 爭取公部門大型統合計畫；Strive for a large-scale unified plan of the public sector;
4. 逐步完善校務研究；Gradually improve school affairs research.

### (三)發展方向/分項目標與工作重點 Development Directions /Objectives and

#### Action Plans

#### 1. 學用合一 Integration of Learning and Practice

##### (1) 精進教學、優質課程規劃

Refine and advance pedagogical practices and curriculum planning.

a. 鼓勵教師申請研究計畫案，補助未獲通過計畫，支持教師研究。

Encourage teachers to apply for research projects, and support teachers for research projects that have not been approved for subsidies

b. 鼓勵教師音樂展演與創作並提供獎勵補助。

Encourage teachers to perform and create music and provide incentives and subsidies.

c.獎勵學術與研究優良教師。

Reward Academic and Outstanding Research.

## **2.永續經營 Sustainable Operation**

(1)穩定財源收入 Stabilize financial income.

a.爭取公部門大型統合計畫。

Strive for large scale public sector unification project.

(2)提升行政效能 Improve administrative efficiency.

a.逐步完善校務研究資料，並回饋至相關機制，以提升整體效能。

Gradually improve the data of school research and feed back to the relevant mechanism to enhance the overall effectiveness.

b.定期召開校務發展相關會議，調整學校經營方向。

Regularly hold meetings related to school affairs development to adjust the direction of school management.

c.進行校務資料研究統計。

Research and develop statistics of school affairs information.

## **3.深耕台灣 Deep Cultivation in Taiwan**

(1)回應大學社會責任

Respond to University Social Responsibility.

a.鼓勵教師申請 USR 計畫。

Teachers are encouraged to apply for the USR(University Social Responsibility) programs.

## **4.接軌國際 International Connections**





(1)鼓勵教師舉辦或參與國際學術研討會

Encourage faculty to organize or participate in international academic symposiums or conferences.

a.鼓勵並補助教師出席國際學術研討會，促進學術交流與強化研究能力。

Encourage and supplement faculty to attend international symposia to promote academic exchange and strengthen research capacity.

#### (四)工作重點與期程 Action Plans and Timeline

發展方向	分項目標	工作重點	規劃期程					112 當 年度 預算	SDGs
			112	113	114	115	116		
學用合一	精進教學、 優質課程 規劃	(1)鼓勵教師申請 研究計畫案，補 助未獲通過計 畫，支持教師研 究。						80	
		(2) 鼓勵教師音樂 展演與創作並提 供獎勵補助。							
		(3)獎勵學術與研 究優良教師。						150	
	產業、就 業、證照無 縫接軌	推動教師產學合 作事宜。							
永續經營	穩定財源 收入	爭取公部門大型 統合計畫。							
	提升行政 效能	(1)逐步完善校務 研究資料，並 回饋至相關機 制，以提升整 體效能。						35	
		(2)定期召開校務 發展相關會 議，調整學校 經營方向。							
		(3)教育部校務評 鑑/TRACS。						328	
深耕台灣	回應大學 社會責任	鼓勵教師申請 USR 計畫。							
接軌國際	鼓勵教師 舉辦或參 與國際學 術研討會	鼓勵並補助教師 出席國際性學術 研討會，促進學術 交流與強化研究 能力						160	

## 八、推廣教育中心 Continuing Education Center

### (一)單位簡介 Introduction

推廣教育中心旨在推動基督教高等成人教育及終身學習理念，善盡本校社會責任，推廣在地服務之宗旨，結合校內外優秀師資，運用豐富多元之教學設備與資源，組成優質服務團隊，發展「課程多元化、品質精緻化、專業客製化、服務在地化」之特色，提供社會大眾終身學習之優美環境與進修管道，幫助個人、團體或機構提升生活、學業與職業多重成長之園地。

Continuing Education Center aims to promote the concept of Christian higher adult education and lifelong learning, to fulfill our social responsibility, to promote the purpose of local services, to combine the excellent teachers inside and outside the school, to make use of the rich and diversified teaching facilities and resources, to form a quality service team, to develop the characteristics of "diversified courses, refined quality, professional customization, local services", to provide the public with a beautiful environment and study path for lifelong learning. It is a place for individuals, groups and organizations to enhance their life, education and career growth.

### (二)重點方向與未來 5 年發展目標

#### 5 Year Development Directions and Objectives

(1)整合區域資源，開設多元課程。

Integrate regional resources and offer diversified courses.

(2)結合本校師資、專長及設備，提供社區服務。

Combine our teachers' qualifications, expertise and facilities to provide community services.

(3)與校外相關單位合作成立推廣教育專案。

Collaborate with external organizations to set up educational projects.

(4)拓展數位學習課程潛在市場。

Develop potential markets for digital learning courses.

(5)配合學校推動線上學習推廣教育課程。

Cooperate with schools to promote online learning and educational programs.

### (三)發展方向/分項目標與工作重點 Development Directions/Objectives and Action Plans

#### 1.學用合一 Integration of Learning and Practice

##### (1)精進教學、優質課程規劃。

Refine and advance pedagogical practices and curriculum planning.

###### a.召開課程委員會，檢視審核課程內容。

Convene a curriculum committee to review the course content.

###### b.提供學員問卷做為後續改進的參考依據。

Provide questionnaires to the students as a reference for continuous improvement.

##### (2)產業、就業、證照無縫接軌。

Integrate certification training into curriculum to advance students with professional competence seamlessly into industry.

###### a.開設與相關產業結合的認證/證照課程。

Develop certification/licensing courses that are integrated with related industries.

#### 2.永續經營 Sustainable Operation

##### (1)穩定財源收入

Stabilize financial income

###### a.針對社會發展需求，開設多元課程，擴大服務層面。

Provide diversified courses to meet the needs of social development and expand the scope of services.

###### b.加強服務品質與提升學習滿意度。

Enhance service quality and learning satisfaction.

##### (2)多元招生管道

###### a.除透過現有學校招生管道外，將與社區鄰里辦公室建立良好關係，增進資訊交流以利招生。

In addition to the existing school enrollment channels, we will establish good relationships with community neighborhood offices to increase information exchange for enrollment purposes.

##### (3)活化校園資產

Vitalize campus assets

###### a.將與相關單位商討利用現有校舍進行複合式課程規劃，結合理論、實作與生活，將原有的閒置空間再利用。

We will discuss with the relevant organizations/agencies regarding the use of existing school buildings for complex curriculum planning, by combining theory, hands-on practice and living, and repurposing unused space.

##### (4)人才招募培育

Recruiting and Training of faculty and staff

- a. 持續招募校外優良專業業師開設相關課程，及專業助理人員協助業務推廣。  
Continuously recruit excellent professional teachers from outside the university to offer relevant courses and professional assistants to help promote the business.

### 3. 深耕台灣 Deep Cultivation in Taiwan

#### (1) 與社福團體與基督教機構間之連結

Collaborate with social welfare organizations and Christian institutions

- a. 將接洽臺安醫院、財團法人罕見疾病基金會、GOODTV、ORTV 等機構成立推廣教育專案。

We will contact Taiwan Adventist Hospital, Taiwan Foundation for Rare Disorders, GOODTV, ORTV and other organizations to set up educational programs.

#### (2) 與在地社區及教會的連結

Collaborate with local communities and churches

- a. 將拜會學校附近 5 個里民辦公室(福德里、竹圍里、民生里、八勢里、民權里)交換意見建立關係。

We will meet with the five neighborhood offices (Fukutori, Chukwai, Minsheng, Yase, and Minquan) to exchange ideas and establish relationships.

- b. 將接洽淡水教會、圓山教會、廈門街浸信會等提供客製化的推廣教育課程服務。

We will contact Tamsui Church, Yuanshan Church, and Xiamen Street Baptist Church to provide customized promotional education programs.

#### (3) 回應大學社會責任

Respond to University Social Responsibility.

- a. 持續與社區、團體、機構保持深度交流，提供優質客制化的教育課程。

Continuously maintain in-depth communication with communities, groups and organizations to provide quality customized educational programs.

### 4. 接軌國際 International Connections


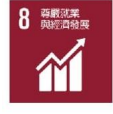

#### (1) 強化與國外基督教大學的合作



Strengthen collaboration with overseas Christian universities


- a. 將與美國基督教大學針對海內外華人開設相關課程，並助其取得相關學位證明書。

We will cooperate with American Christian universities to offer relevant courses for Chinese people in China and abroad and help them to obtain relevant degree and certificates.

#### (四)工作重點與期程 Action Plans and Timeline

發展方向	分項目標	工作重點	規劃期程					112 當年度預算	SDGs
			112	113	114	115	116		
學用合一	精進教學、優質課程規劃	(1)召開課程委員會，檢視審核課程內容。						20	 
		(2)提供學員問卷做為後續改進的參考依據。							
產業、就業、證照無縫接軌	開設與相關產業結合的認證/證照課程。						0		
永續經營	穩定財源收入	(1)針對社會發展需求，開設多元課程，擴大服務層面。						0	
		(2)加強服務品質與提升學習滿意度。							
	多元招生管道	除透過現有學校招生管道外，將與社區鄰里辦公室建立良好關係，增進資訊交流以利招生。						50	
	活化校園資產	將與相關單位商討利用現有校舍進行複合式課程規劃，結合理論、實						0	

		作與生活，將原有的閒置空間再利用。							
	人才招募培育	持續招募校外優良專業業師開設相關課程及專業助理人員協助業務推廣。。						0	
深耕台灣	與社福團體與基督教機構間之連結	將接洽臺安醫院、罕病兒童基金會、GOODTV、ORTV 等機構成立推廣教育專案。						0	
	與在地社區及教會的連結	(1)將拜會學校附近5個里民辦公室(福德里、竹圍里、民生里、八勢里、民權里)交換意見建立關係。						0	
		(2)將接洽淡水教會、圓山教會、廈門街浸信會等提供客製化的推廣教育課程服務。							
	回應大學社會責任	持續與社區、團體、機構保持深						0	

		度交流，提供優質客制化的教育課程。							
接軌國際	強化與國外基督教大學的合作	將與美國基督教大學針對海內外華人開設相關課程，並助其取得相關學位證書/明。						0 (此預算不包含GOTC計畫)	 

## 九、原住民族學生資源中心 Indigenous Student Resource Center

### (一)單位簡介 Introduction

原住民族學生資源中心，設立目標為提供本校原住民學生，在生活及學業等面向的完善照顧。中心將整合校內各項資源與服務，建立專責之單一窗口，推動豐富校園內之多元文化內涵，營造原住民文化及友善族群校園環境。

The goal of the Indigenous Student Resource Center is to provide comprehensive care for aboriginal students in the areas of living and academics. The center will integrate various resources and services on campus to establish a single window for the enrichment of multiculturalism on campus and to create a campus environment with indigenous culture and friendly ethnic groups.

### (二)重點方向與未來 5 年發展目標 5 Year Development Directions and Objectives

(1)提升不同族群的原住民族學生，對於自身族群的認同以及部落傳統文化的認知。

Raise awareness of indigenous students from different ethnic groups about their own ethnic identity and tribal traditions and culture.

(2)推廣校內對於原住民族的認識，藉由教育文化、藝術、舉辦活動以及人才培育等方式達成。

Promote the understanding of indigenous peoples on campus through education, culture, arts, events and human resource development.

(3)營造友善溫馨的校園氛圍，將學校打造成就讀原住民族學生的第二個家，來降低原住民學生的休退學率。

Create a friendly and warm campus atmosphere and to make the school a second home for indigenous students, so as to reduce the dropout rate of indigenous students.

(4)整合校內以及校外的部落資源，引導原住民族學生重視都市和部落間不同的教育方式，並對未來就業進行輔導，積極推動返鄉服務。

Integrate on-campus and off-campus tribal resources to guide indigenous students to value the different educational approaches between urban and tribal areas, provide counseling on future employment, and actively promote hometown service.

### (三)發展方向/分項目標與工作重點 Development Directions /Objectives and

#### Action Plans

#### 1.學用合一 Integration of Learning and Practice

(1)培養學生博雅核心能力 Cultivate students' core competencies of liberal arts

a.舉辦原住民族相關藝文活動，引導學生從文化層面理解自身的獨特性，再內化為自身優勢。

Organize arts and cultural activities related to indigenous peoples to guide students to understand their own uniqueness at the cultural level and then internalize their own

strengths.

- b. 推動部落文史講堂，培養原住民族學生利用手機拍攝部落影片和照片，講自己部落的故事，藉此轉化成文創的能量。

Promote tribal culture and history lectures and encourage indigenous students to use cell phones to take videos and photos to tell their own tribal stories, thereby transforming them into cultural and creative energy.

- (2) 產業、就業、證照無縫接軌 Integrate certification training into curriculum to advance students with professional competence to industry

- a. 舉辦就業輔導講座，邀請在職場不同領域的傑出原住民族校友進行分享，提點自身的優弱勢與在校準備方向，瞭解現階段就業市場動態。

Career counseling seminars will be held to invite outstanding alumni of indigenous ethnic groups in different fields of the job market to share their strengths and weaknesses and prepare for school, and to understand current job market dynamics.

- b. 開展應徵與面試技巧工作坊，協助原住民族應屆畢業生履歷撰寫與就業媒合。

Conduct application and interview skills workshops to assist recent graduates from ethnic minorities in resume writing and job matching.

- c. 建置原住民族畢業校友資料庫，掌握校友流向與就業輔導成效。

Establish a database of alumni who have graduated from the native ethnic groups to grasp the flow of alumni and the effectiveness of career counseling.

## 2. 永續經營 Sustainable Operation

- (1) 提升行政效能 Improve administrative efficiency

- a. 原住民族學生資源中心，將跨行政單位資源整合，從而發展成為原住民學生單一服務的窗口。為服務原住民學生的行政體制整合與定型。

The Indigenous Student Resource Center (ISRC) is a cross-administrative unit that integrates resources to develop a single service window for Native students. To integrate and finalize the administrative system for serving Indigenous students.

## 3. 深耕台灣 Deep Cultivation in Taiwan

- (1) 與在地社區及教會的連結 Collaborate with local communities and churches

- a. 和校內原住民工作會合作，導入部落服務行動，加深學生與部落以及當地教會的連結。

Collaborate with the Indigenous Work Group on campus to introduce tribal service initiatives to deepen the connection between students and their tribes and local churches.

## 4. 接軌國際 International Connections

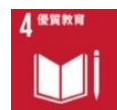
- (1) 提升學生國際移動力 Enhance global mobility of Students


- a. 邀請暑假在國外表演、實習或旅遊打工的原住民同學，進行經驗分享。

Invite aboriginal students who have performed, interned, or traveled and worked abroad during the summer to share their experiences.


(四)工作重點與期程 Action Plans and Timeline

發展方向	分項目標	工作重點	規劃期程					112 當年度預算	SDGs
			112	113	114	115	116		
學用合一	培養學生博雅核心能力	(1)舉辦原住民族相關藝文活動，引導學生從文化層面理解自身的獨特性，再內化為自身優勢。						10	
		(2)推動部落文史講堂，培養原住民族學生利用手機拍攝部落影片和照片，講自己部落的故事，藉此轉化成文創的能量。							



	產業、就業、證照無縫接軌	(1)舉辦就業輔導講座，邀請在職場不同領域的傑出原住民校友進行分享，提點自身的優弱勢與在校準備方向，瞭解現階段就業市場動態。						10	
		(2)開展應徵與面試技巧工作坊，協助民族應屆畢業生履歷撰寫與就業媒合。						5	

		(3)建置原住民族畢業校友資料庫，掌握校友流向與就業輔導成效。							5	
永續經營	提升行政效能	(1) 原住民族學生資源中心，將跨行政單位資源整合，從而發展成為原住民族學生單一服務的窗口。為服務原住民族學生的行政體制整合與定型。								
深耕台灣	與在地社區及教會的連結	(1) 和校內原住民工作會合作，導入部落服務行動，加深學生與部落以及當地教會的連結。							10	 

接軌國際	提升學生國際移動力	(1) 邀請暑假在國外表演、實習或旅遊打工的原住民同學，進行經驗分享。						5	
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## 十、會計室 Accounting Office

### (一)單位簡介 Introduction

本室綜理全校會計業務，以「健全會計制度，得以永續發展」為目標，並配合學校發展目標及需要，推展財務全面資訊化，以增進行政效能。

The Office of Accounting Management is responsible for the accounting operations of the entire school, with the goals of "sound accounting system for sustainable development" and promoting comprehensive financial information in line with the school's development goals and needs in order to enhance administrative efficiency.

### (二)重點方向與未來 5 年發展目標 5 Year Development Directions and Objectives

本室期能開源節流，整合校內資源，妥善分配運用，以落實校務發展計畫之目標。建立健全的財務系統、強化財務內部控制及發揮管理會計功能。

The office expects to open up sources of income and cut down on expenses, integrate internal resources, and allocate them appropriately to achieve the goals of the school development plan. To establish a sound financial system, strengthen financial internal control and perform management accounting functions.

### (三)發展方向/分項目標與工作重點 Development Directions /Objectives and Action Plans

#### 1.永續經營

##### (1)開源節流 Open Source

- a.根據預算計畫，切實執行預算，達到預定目標之功能。

Execute the budget according to the budget plan to achieve the function of the intended goal.

- b.加強各項經費支出之事前控管及經費之執行，使經費之使用更有效益。

Strengthen the prior control and execution of funds, so that funds can be used more effectively.

##### (2)健全的財務系統

- a.遵照教育部訂頒「學校財團法人及所設私立學校會計制度之一致規定」建立「會計制度」，切實執行。

The accounting system is established in accordance with the "Consistent Regulations on Accounting System for School Consortia and Established Private Schools" issued by the Ministry of Education, and is implemented in practice.

- b.配合教育部及會計師的年度查核簽證。

Cooperate with the Ministry of Education and the accountant for the annual audit.

(四)工作重點與期程 Action Plans and Timeline

發展方向	分項目標	工作重點	規劃期程					112年度預算	SDGs
			112	113	114	115	116		
永續經營	開源節流 Open Source	(1) 根據預算計畫，切實執行預算，達到預定目標之功能。							
		(2) 加強各項經費支出之事前控管及經費之執行，使經費之使用更有效益。							
	健全的財務系統	(1) 遵照教育部頒「學校財團法人及所設私立學校會計制度之一致規定」建立「會計制度」，切實執行。						1630	
		(2) 配合教育部及會計師的年度查核簽證。						330	

# 十一、國際公共事務室 International and Public Affairs Office

## (一)單位簡介 Office Introduction

國際暨公共事務室目前編制兩名，一名主管、一名專員，主要掌理之業務與提供之服務為：招生推廣(各項招生推廣、申請/報考/就讀之諮詢服務、在校生續深造諮詢與指引)、資源勸募(聯禱會參與、代禱、資源發展、勸募)、國際與公共關係與服務(發展本地、兩岸、國際之教會/機構/教育關係與服務、外賓/貴賓接待、校友關係與服務、境外生服務)。

The Office of International and Public Affairs currently has two personnel, one supervisor and one specialist, the main duties and services are: **Enrollment Promotion** (various enrollment promotions, consulting services for application/enrollment/admission, counseling and guidance for further study plan for current students), **Resource Solicitation** (joint prayer meetings, intercessory prayer request, resource development, and fundraising solicitation), **International and Public Relations** (development of local, cross-strait, and international churches/institutions/educational relations and services, guest & VIP reception, alumni relations and services, and foreign student services).

## (二)重點方向與未來五年發展目標 5 Year Development Directions & Objectives

本室依循學校校訂之四大重點發展方向，分別為(1)學用合一、(2)永續經營、(3)深耕台灣、(4)接軌國際，與其下之校訂分項目標，選擇本室相關之分項目標，並發展、歸納本室之五年相關工作規劃，以期能效力於校訂之重點發展方向，產生綜效。

In accordance with the four major development directions defined by the school, which are (1) Integration of Learning and Practice, (2) Sustainable Operation, (3) Deep Cultivation in Taiwan, and (4) International Connections. The office selects the relevant objectives to develop the five-year related action plans in order to be effective in the major development directions defined by the school and to produce comprehensive synergy.

## (三)發展方向、分項目標與工作重點 Development Directions, Objectives and Action Plans

### 1.學用合一 Integration of Learning and Practice

#### (1)產業、就業、證照無縫接軌

Integrate certification training into curriculum to advance students with professional competence to industry

a.透過本室之涉外領域或公關資源，協助相關產學鏈結多元活動之辦理或參加機會

Assist in the implementation of or participation in multifaceted activities related to industry-academic link through office outreach and public relations resources.

b.透過本室資源，協助學生生涯、職涯、升學所需之諮詢、指引、輔導服務

Serve students' at Career Life & Further Study Plan with consultation, guidance, and services based on office resources.

## 2.永續經營 Sustainable Operation

### (1)穩定財源收入 Stabilize financial income

- a.線上捐款系統之導入與應用 Introduce and application of online donation system
- b.勸募資訊發布與相關勸募工作、活動 Disseminate Fundraising information and conduct related fundraising works and activities
- c.海內外校友之公共關係與服務 Public relations and services for domestic and overseas alumni
- d.相關利害關係人之公共關係與服務 (家長、捐助者、校際、企業、捐助者、其他公共關係)  
Public relations and services for relevant stakeholders (parents, donors, inter-schools, enterprises, donors, other public relations)

### (2)多元招生管道 Diversify sources of student recruitment

- a.招生諮詢、報名之線上化發展 Online development of admissions' consultation and application
- b.招生推廣之數位平台精準受眾投放整合行銷、含傳統廣宣  
Integrate marketing through of digital platforms for admissions promotion at targeted audience, including traditional advertising and publicity
- c.台灣本地招生工作 Recruit Taiwanese student
- d.大陸地區招生工作 (陸港澳) Enroll student from mainland China (Hong Kong, Macao)
- e.海外其他地區招生推廣與工作 Promote overseas enrollment in other overseas regions

## 3.深耕台灣 Deep Cultivation in Taiwan

### (1)與社福團體及基督教機構間之連結 Collaborate with social welfare organizations and Christian institutions

- a.相關利害關係人之公共關係與服務 (教會、福音機構、宣教組織、基督教教育單位)  
Reach out to public relations and services for relevant stakeholders (churches, evangelical organizations, mission organizations, Christian education units)

### (2)與在地社區及教會的連結 Collaborate with local communities and churches

- a.相關利害關係人之公共關係與服務 (學校在地教會、機構、組織、單位)

### (3)回應大學社會責任 Respond to University Social Responsibility

- a.協助校內各學生福音工作會，於偏鄉、原鄉、離島區域，建立聯繫、發展長期社會關懷與弱勢服務之工作。  
Assist the student evangelical associations on campus in establishing contacts and developing long term social care and disadvantaged services in remote areas, indigenous tribes, and outlying islands.
- b.組織帶領學生團隊，與公共關係中之相關教會、機構、社福團體，建立聯繫，投入社會關懷與弱勢服務之志工支援。  
Organize and lead student teams to establish contacts with churches, organizations, and social welfare groups, and to engage in social care and disadvantaged service volunteer

support.

#### 4.接軌國際 International Connections

(1)提供華語文宣教訓練 Provide Chinese language and mission training

(2)強化與國外基督教大學的合作

Strengthen collaboration with overseas Christian universities

a.協助校內與國外基督教大學發展校際關係

Assist in the development of inter-school relations between the school and foreign Christian universities

b.協助校內與國外基督教大學發展國際合作學程

Assist in the development of international cooperation programs between the school and foreign Christian universities

c.與國外基督教教育學校發展招生合作

Develop enrollment cooperation with foreign Christian education schools

(3)提升學生國際移動力 Enhance global mobility of Students

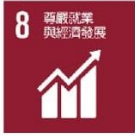


a.協助學生進行國際體驗、參訪、實習、升造




Assist students in international experience, visits, internships, and further studies

(4)鼓勵教師舉辦或參與國際學術研討會

Encourage faculty to organize or participate in international academic symposiums or conferences

(四)工作重點與期程 Action Plans and Timeline

發展方向	分項目標	工作重點	規劃期程					112 當年度預算	SDGs
			112	113	114	115	116		
學用合一	產業 / 就業 / 證照無縫接軌	(1)透過本室之涉外領域或公關資源，協助相關產學鏈結多元活動之辦理或參加機會						5	 
		(2)透過本室資源，協助學生生涯、職涯、升學所需之諮詢、指引、輔導服務						0	
永續經營	穩定財源收入	(1)線上捐款系統之導入與應用						15	
		(2)勸募資訊發布與相關勸募工作、活動						30	
		(3)海內外校友之公共關係與服務						20	
		(4)相關利害關係人之公共關係與服務 (家長、捐助者、校際、企業、捐助者、其他公共關係)						20	
	多元招生管道	(1)招生諮詢、報名之線上化發展						0	
		(2)招生推廣之數位平台精準受眾投放整合行銷、含傳統廣宣						300	
	(3)台灣本地招生工作						70		
	(4)大陸地區招生工作(陸港澳)						50		

		(5)海外其他地區招生推廣與工作						50	
深耕台灣	與社福團體及基督教機構間之連結	(1) 相關利害關係人之公共關係與服務 (教會、福音機構、宣教組織、基督教教育單位)						10	
	與在地社區及教會的連結	(1) 相關利害關係人之公共關係與服務 (學校在地教會、機構、組織、單位)						10	
	回應大學社會責任	(1)協助校內各學生福音工作會，於偏鄉、原鄉、離島區域，建立聯繫、發展長期社會關懷與弱勢服務之工作。 (2)組織帶領學生團隊，與公共關係中之相關教會、機構、社福團體，建立聯繫，投入社會關懷與弱勢服務之志工支援。						自籌、自募	
接軌國際	強化與國外基督教大學的合作	(1)協助校內與國外基督教大學發展國際關係						20	 
		(2)協助校內與國外基督教大學發展國際合作學程						20	
	提升	(3)與國外基督教教育學校發展招生合作						20	
		(1)協助學生進行國							

	學生 國際 移動 力	際體驗、參訪、實 習、升造						20	
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## 十二、人事暨秘書室 Human Resources and Secretariat Office

### (一)單位簡介 Introduction

本室綜理、督導、協調、執行本校人力資源管理及發展、秘書、議事、公文收發暨檔案管理、法令規章、與公部門主管機關聯繫及其他行政相關業務、行政協調及行政品質提升等相關事務；以促使學校的人事作業及相關之行政工作，能發揮最大的效能與效率。此外，本室亦負責本校法人及董事會相關工作。

This office manages, supervises, coordinates, and implements human resources management and development, secretarial personnel, meetings, correspondence, and filing management, legal and regulatory affairs, liaison with public authorities and other administrative-related activities, administrative coordination and administrative quality enhancement of the school; in order to maximize the effectiveness and efficiency of the school's personnel and related administrative work. In addition, the office is responsible for the work of the school's Board of Trustees.

### (二)重點方向與未來 5 年發展目標 5 Year Development Directions and Objectives

本室期能建立有效的人力資源管理及制度，培養優秀及委身學校的基督徒教職員團隊；提升內部行政協調與行政效能、執行法人及董事會相關業務、並與主管機關保持暢通聯繫。

The Office aims to establish effective human resource management and systems to develop an excellent and committed team of Christian staff; to improve internal coordination and administrative effectiveness, to carry out corporate and board-related business, and to maintain smooth liaison with the authorities.

**1.完備各項人事規章。**

Complete the personnel rules and regulations.

**2.建立合理完善的薪資制度及福利措施。**

Establish a reasonable and workable payroll system and welfare measures.

**3.延攬優秀及專業的基督徒教職員工。**

Recruit excellent and professional Christian staff.

**4.提升教職員工的專業能力與素養。**

Enhance the professional ability of administrative and support staff.

**5.建立完善的績效考核、獎懲、及升遷系統，以激勵員工。**

To establish a comprehensive performance appraisal, reward and consequences, and a promotion system to motivate staff.

**6.提升行政效能。**

Improve administrative effectiveness.

**7.與董事會及主管機關建立良好溝通及互動。**

Establish good communication and interaction with the Board and the authorities.

### (三)發展方向/分項目標與工作重點 Development Directions /Objectives and Action Plans

#### 1.永續經營 Sustainable Operation

##### (1)人才招募培育 Recruit and Train faculty and staff

a.定期檢視與修訂人事相關辦法與規章。

Regular review and revision of personnel-related regulations.

b.依據現行法令檢視及調整本校教職員薪資結構及薪資發放。

Review and adjust the salary structure and payroll of our staff in accordance with the current legislation.

c.提供教職員工完善保障，依據勞保及公保相關政策爭取員工最大權益。

Provide comprehensive benefits to our staff and strive for the best interests of our staff in accordance with the relevant policies on labor insurance and public security.

d.舉辦迎新送舊、餐會、與共識營等活動。

Conduct welcome and send-off activities, meals, and consensus camps.

e.加強招聘流程，聘任高素質具備雙語能力的教職員工來填補職缺。

Strengthen the recruitment process and procedures so that only highly qualified Bilingual candidates are selected to fill vacant positions.

f.每年評估人力需求、工作職責與修改工作說明。

Assess of manpower needs, job responsibilities, and revision of job descriptions annually.

##### (2)提升行政效能 Improve administrative efficiency

a.實施教育訓練以提升教職員工的專業能力與素養。

Provide on-job training to enhance the professional competence and quality of staff

b.支持教職員校內進修或與工作相關之在職進修。

Support the on-job training courses and advance study in job-related professional areas.

c.支持教職員參加各種研討會及教育訓練。

Support staff to attend various seminars and educational training.

d.實施工作輪調以增進行政團隊的多樣技能和能力。

Implement Job Rotation to enhance multi-working skills and capabilities for Administrative and staff.

e.每年進行行政人員考核。

Conduct the Annual Evaluation to administrative and support staff.

f.定期進行教師評鑑與教師升等。

Conduct teacher appraisals and teacher promotions periodically.

g.依學校發展與考績發放獎金以激勵員工。

Year-end bonuses will be paid according to examination results and the school budget.

h.改善工作流程以提升行政效能。

Improve workflow to enhance administrative efficiency.

i. 建立優質出勤管理系統。

Establish a quality attendance management system.


j. 辦理董事會會議。

Conduct Board meetings.

k. 向主管機關申報相關業務。

Report the relevant business to the responsible authorities.

#### (四) 工作重點與期程 Action Plans and Timeline

發展方向	分項目標	工作重點	規劃期程					112 當年度 預算	SDGs
			112	113	114	115	116		
永續經營	人才招募 培育	(1) 定期檢視與修訂人事相關辦法與規章。						100	 
		(2) 依據現行法令檢視及調整本校教職員薪資結構及薪資發放。						30,000	
		(3) 提供本校教職員工完善保障，依據勞保及公保相關政策爭取員工最大權益。						5,192	
		(4) 定期舉辦迎新、送舊、餐會與共識營等活動。						145	
		(5) 加強招聘流程，聘任高素質具備雙語能力的教職員工來填補職缺。						40	
		(6) 每年評估人力需求、工作職責與修改工作說明。						0	
	提升行政	(1) 實施教育訓練						15	

效能	以提升教職員工的專業能力與素養						
	(2)支持教職員校內進修或與工作相關之在職進修。						15
	(3) 支持參加各種研討會及教育訓練。						30
	(4)實施工作輪調以增進行政團隊的多樣技能和能力。						0
	(5)每年進行行政人員考核。						0
	(6)定期進行教師評鑑與教師升等。						10
	(7)依學校發展與考績發放獎金以激勵員工。						2000
	(8)改善工作流程以提升行政效能。(精進公文及校務系統)						100
	(9)建立優質出勤管理系統						20
	(10)定期辦理董事會會議						93
	(11)定期向主管機關申報相關業務						67

## 十三、基督教博雅學系 Christian Liberal Arts Department

### (一)單位簡介 Introduction

基督教博雅學系成立於民國一〇一年臺北基督學院於教育部立案之際。創始人賈嘉美博士從 Hampton Sydney College 一所博雅學院畢業，並任教於另一所知名博雅學院 Wheaton College，當賈嘉美博士於 1959 年創立美國基督教効力會基督書院時，即有意將之設立為一博雅學院。自臺北基督學院以宗教學校之名義立案開始，許多人以為這是一所神學院或學生們在本校要習得一神學學位，事實並非如此。基督教博雅學系的主要目標是提供學生更多的通識課程，並協助其發展在智慧與知識方面的深度與廣度，例如溝通能力、思辨能力、如何與他人同工以及有創意的解決問題等，課程目標是預備學生們進入社會以及繼續深造。本校基督教博雅課程設計就如同一顆大樹一樣，核心課程就好是強壯樹幹，音樂、英文與傳播主修就如同樹枝般向上延伸，讓學生們於畢業時獲得基督教學士學位。

基督教博雅核心課程是這個學系的中心點，在臺北基督學院的學生，每一學期都得修一門聖經或信仰課程，也因著臺灣學生在大學期間，需要在英語方面的訓練比中文來得多，此核心課程亦包括了大量的英文通識課程，同時，此核心課程也包含了美術與科學等課程，以幫助學生們更加認識這個他們生活並即將開始為之付出貢獻的世界。基督教博雅學系不僅傳遞知識給學生，也教導他們如何將從神而來的智慧應用在他們的生活上，並磨練出一獨特的品格，這不僅是老師的教學目標，更是全體 願為此目標付出的基督教教職員們一致努力的方向。在這一個不大的學系裡，我們歡迎、關心並以符合聖經原則的方式培育每一位來到這裡的學生。

The Department of Christian Liberal Arts was established in 2012 when Christ's College was registered with the Ministry of Education as Taipei Christ's College. As a graduate of Hampton Sydney College, a liberal arts college in the USA and also having taught at Wheaton College, a well known Christian liberal arts college in the USA, it was Dr. James Graham's intention to establish a Christian Liberal Arts College when he founded Christ's College in 1959. Since Christ's College is registered as a religious college, some people assume it is a seminary or that students at Christ's College are perusing a theology or religion degree but this in not the case. The courses in the Christian Liberal Arts Department are aimed at imparting broad general knowledge and developing general intellectual capacities, like the ability to communicate, to think critically, to cooperate with other people, and to find creative solutions to problems. The courses are designed to help students acquire the knowledge and skills needed to work in the marketplace or to go on to graduate study. The Christian liberal arts curriculum at Christ's College is like a tree – the broad trunk of the tree is the Christian liberal arts core and the branches of the tree are professional majors in Music, English and Communication that will lead to a Christian Bachelor of Arts Degree.

The Christian Liberal Arts Core is the heart of the Christian Liberal Arts curriculum. At Christ's College this core includes as least one Bible or faith related course for each semester that a

student is enrolled in the college. It also includes a large number of English courses, since students in Taiwan typically need more help in developing English language skills when they reach college than they do in develop Chinese language skills. It also includes many other arts and sciences courses that are designed to give students a broader understanding of the world in which they must live and work.

The Christian Liberal Arts Department focuses not only on helping students to advance in their knowledge, but also in helping them attain godly wisdom to apply knowledge and to develop their lives and characters. To help with this development all the faculty and staff in the department are committed Christians who integrate their Christian faith with the subjects that they teach. Although the Christian Liberal Arts Department seeks to enroll as many Christian students as possible, other students are welcomed and encouraged to apply. These students are welcomed into a small but caring Christian department where they will be nurtured with a variety of Bible courses and other courses that are taught from a Biblical perspective.

## **(二)重點方向與未來 5 年發展目標 5 Year Development Directions and Objectives**

1.鼓勵現任教師專業發展。

Encourage professional development of current faculty members.

2.強化實習與產學合作，以提升學生之競爭力。

Strengthen internships and industrial cooperation of three majors to enhance students 'competitiveness.

3 促進主修有更好的整合和互動。

Work towards better integration between three majors.

4.協調專任教師及助理協助招生宣傳活動。

Full time faculty and assistant to help recruitment and promotional activity.

5.調整課程以符合 MOE 要求與當代之趨勢。

Align courses with MOE requirements, and the current trends.

### (三)發展方向/分項目標與工作重點 **Development Directions /Objectives and Action Plans**

#### **1.學用合一 Integration of Learning and Practice**

##### (1)精進教學、優質課程規劃

Refine and advance pedagogical practices and curriculum planning

- a. 以基督教博雅教育為基礎，配合時代趨勢與產業需求，持續檢視與規劃課程。

Based on Christian liberal arts education, continue to review and adjust courses to cope with the trend and industry needs.

- b 邀請校外專家學者進行專業課程審查並提供修正意見。。

Invite external experts and scholars to review and advise on the overall professional curriculum.

##### (2)產業、就業、證照無縫接軌

Integrate certification training into curriculum to advance students with professional competence to industry.

- a.以基督教博雅教育為基礎，配合時代趨勢與產業需求，持續檢視與規劃課程。

Based on Christian liberal arts education, continue to review and adjust courses to cope with the trend and industry needs.

- b.強化學期間與寒暑假期間實習課程。

Intensive inter-semester and summer and winter internship programs.

- c.鼓勵學生取得專業證照，例如托福與英語教學證照等。

Encourage students to obtain professional licenses, such as TOEFL and ELT licenses.

#### **2.永續經營 Sustainable Operation**

##### (1)招募具實務經驗的本國教師與外國宣教師。

Recruit local teachers and foreign missionaries with practical experience.

- a.依課程專業需要，招聘與儲備適合之基督徒教師。

Recruit and retain suitable Christian teachers according to the professional needs of the courses.

#### **3.深耕台灣 Deep Cultivation in Taiwan**

##### (1)鼓勵教師將台灣基督教事工或非營利服務融入教學設計。

Encourage teachers to integrate Christian ministry or nonprofit service in Taiwan into their teaching design.

- a.鼓勵學生將台灣偏鄉或社區需要融入學習主題。

Encourage students to integrate the needs of Taiwan's rural or community areas into their learning themes.

#### **4.接軌國際 International Connections**

##### (1)鼓勵教師舉辦或參與國際學術研討會。

Encourage faculty to organize or participate in international academic symposiums or conferences.

a.提供校內外研討會或講座資訊，鼓勵教師持續發展專業發展與教學成效。

Provide information on seminars or lectures inside and outside the school to encourage teachers to continue to develop professional development and teaching effectiveness.



(2)鼓勵學生海外升學或短期進修。

Encourage students to study abroad or pursue short-term studies.

a.提供姊妹校進修資訊與升學輔導

Provide information on sister schools and guidance on further education.

#### (四)工作重點與期程 Action Plans and Timeline

發展方向	分項目標	工作重點	規劃期程					112 當 年度 預算	SDGs
			112	113	114	115	116		
學用合一	培養學生 產業所需 之專業能 力	(1)鼓勵教師密集 與產業界互 動，吸收產業 新知。							 
		(2)鼓勵學生於寒 暑假期間至產 業實習。							
	精進教 學、優質 課程規劃	(1)以基督教博雅 教育為基礎，配 合時代趨勢與產 業需求，持續檢 視與規劃課程。							
		(2)學期初召開專 兼任教師會議，提 供教師同儕交流 機會，分享教學方 式；期末個別與教 師討論，提供教學 之協助及聆聽建 議。						1	

		(3)邀請校外專家學者進行核心課程審查並提供修正意見。						9	
永續經營	招募具實務經驗的本國教師與外國宣教師	依課程專業需要，招聘與儲備適合之基督徒教師。							
深耕台灣	鼓勵教師將台灣基督教事工或非營利服務融入教學設計	鼓勵學生將台灣偏鄉或社區需要融入學習主題						5	
接軌國際	鼓勵教師舉辦或參與國際學術研討會	提供校內外研討會或講座資訊，鼓勵教師持續發展專業發展與教學成效。							
	鼓勵學生海外升學或短期進修	提供姊妹校進修資訊與升學輔導							