

出國考察

YALE-NUS Residential Education 參訪心得

服務機關：國立清華大學

姓名職稱：賀陳弘校長、莊慧玲主委、陳素燕執行長

派赴國家：新加坡

出國期間：2015.07.01-2015.07.02

報告日期：2015.07.07

摘要

新加坡的 YALE-NUS 具有西方 YALE 以及東方國立新加坡大學兩方之 DNA，除了 YALE 以其深具傳統的書院教育著稱，YALE-NUS 這幾年來亦發展出優質且融會多元價值的獨特住宿教育。該校強調創造公共互動空間以蘊育學習之社群的理念，正好與本校書院教育之想法與未來住宿創新之發展方向不謀而合。在清華學院正式成為本校之大學部共同教育平台之前夕，一趟 YALE-NUS 之行，該校充滿動能、不斷演化的發展歷程，通識與專業並重之課程設計，和令人印象深刻的住宿學習設計，不論對未來學院的課程學習與生活學習規劃，皆深具啟發性。

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壹、目的

2015 年 7 月 2 日，賀陳校長、莊主委和我一同參訪位於新加坡的 YALE-NUS，在清華學院正式成為國立清華大學的第八個學院--大學部共同教育的平台前夕，剛招生滿兩年且強調透過正式課程與住宿生活來共同打造學習社群的 YALE-NUS，是個很值得考察的對象。這趟行程，我們的主要目的是瞭解其 residential education 之硬體(facilities)與軟體(educational programs)設計，並探索未來進一步建立更多交流（例如 student exchange program）之可行性。

貳、過程

在出發前，莊主委和 YALE-NUS 透過書信往返預先規劃好活動行程，並交換與會者的相關資訊（詳如附件一）。載物書院的商雅婷導師前兩週正好有機會到新加坡，過程中順道拜訪 YALE-NUS，所以得以事先提供莊主委和我該校目前的情況，相當有助益。莊主委和我在 7 月 1 日下午抵達新加坡後，亦先走訪一次該校園，找到確切的校園所在（位於國立新加坡大學之 University Town area）以及會面地點，並在晚間一同草擬隔天拜訪時可以機動應變的可能問題（詳如附件二），我對莊主委的認真周延印象深刻，並笑言曾經擔任圖書館館長的莊主委之書寫手稿，未來可以作為本校圖書館的珍藏文物。7 月 2 日早上，我們和剛結束葡萄牙會議行程，並在前一晚和新加坡的清大校友聚餐之賀陳校長會合出發，雖然正值暑假期間，但很幸運能和 YALE-NUS 兩位副校長與主秘做深入的對談，並在會議之前由兩位非常活潑的學生先帶我們做校園導覽。整體的行程相當精彩緊湊，賀陳校長風趣流利的言語，以及該校三位主管提供的豐富訊息，讓此趟取經之行收穫滿滿。

參、心得與建議

一、心得：

(一) 充滿動能、不斷演化的 YALE-NUS

Looking back on our first year, while we did not set out entirely without a compass, we did have to draw our own map. We can happily say that we have found rewarding detours and paths that we did not expect when we set out on this remarkable journey. ---By President Pericles

Lewis

YALE-NUS 是個新加坡政府出資但享有許多自主權的公立學校，由 YALE 負責規劃執行。但來自 YALE 的主秘分享該校並未完全承襲 YALE 的作法，反而是在初步建校的階段，透過持續的討論與共同投入，一路演化出充滿動能、具備多元價值、並強調創造特色的融合體。該校 2013 年第一屆招生 150 人，第二屆招生 170 人，主要的訴求為國際化，約有 40% 的外國學生，未來的學生人數預計為 1000 名左右，教師 100 名，生師比約略為 10:1。來自業界的行政副校長分享，該校採獨立招生，主動募集人才，因為學生來自全球各地，所以採 holistic 的 review 方式，除了書面資料審查，並進行一對一的面對面訪談，訪談地點在星巴克，相當有親和力。錄取率約為 5%。學生在認同上，有的比較傾向西方文化與 YALE，有的比較傾向東方文化與新加坡大學，而這樣的相互激盪，得以型塑出開放且創新的優質學生。

(二) 通識與專業並重之課程設計

In the past three years, YALE-NUS has blossomed from an idea to a vibrant residential college that offers a unique curriculum and distinctive off-campus educational experiences.

---By President Pericles Lewis

來自新加坡大學的學術副校長分享，YALE-NUS 的定位是 Liberal Arts College 加上科學相關領域，學生在 1-2 年級修習共同課程(common curriculum)，在 3-4 年

級修習專業課程(目前有 14 個 majors)。課程結構約略 1/3 為 core courses，1/3 為必修課程，1/3 為選修課程。上課方式採小班制，約 18 人左右（詳見活動照片：教室）。每門課 5 個學分，依據帶我們導覽的學生分享，課程很紮實，每門課課後每週約略需花六小時從事該課程相關學習活動。該校課程設計上很大的特色為，共同課程採廣域課程設計，一門課會有 8-10 位老師進行 team teaching，分別從不同的領域和視角來提供學生學習養分，並陶冶其跨領域之素養。這樣的課程設計需要老師們花很多先備的功夫進行共同備課，課程並在實施兩年之後就會接受評鑑，以修正方向。學校並充分援引各方教學資源來充實學習經驗，例如邀請 YALE 的老師來進行數週之講座，或使用鄰近新加坡大學與城市之人文藝術等資源，並與海外機構合作。該校著稱的教育設計如 Summer research, Week 7, International Internship, Leadership & Global Citizenship Program 等。

(三) 令人印象深刻的住宿學習設計

At YALE-NUS, we are building a community of learning, where learning and living are intertwined.

This unique educational experience relies on the principles of free exchange of ideas, pluralism and respect for diversity. We offer a space where colleagues and classmates take their conversations beyond the classroom to the tree-shaded courtyard or late-night excursions to the buttry.

---By President Pericles Lewis

出國前，八月即將成為清華學院大家長的周副校長就叮嚀我這趟行程可以多關注 YALE-NUS 住宿書院的 hardware facilities 與 educational programs，而果然，這些也是我個人此行印象最為深刻之處。首先，兩位學生在導覽我們時，第一個就強調該校的核心理念在於：透過硬體空間和教育活動來創造動態的學習社群氛圍。前者的重點在於提供學生互動與社交的各類生活空間，例如：

1. 每棟書院皆有室內型的小團體討論空間（詳見活動照片：Learning commons）、專門用來進行寫作諮詢的討論室與 tutor room（詳見活動照片：寫作輔導區）、和適合靜態活動的圖書館研討空間（詳見活動照片：Library Study Area）；
2. 亦有室外型的互動空間，如中庭草地、走道、陽台（詳見活動照片：宿舍大

樓外觀與宿舍區中庭、陽台)；

3. 每一個住宿基本單位內設有小客廳互動空間，一個學生一間臥室、六個學生分享一個小客廳和兩套衛浴（詳見活動照片：宿舍房間小客廳與宿舍衛浴）；
4. 而最強大的互動空間其實和飲食有關，如在 dining hall 中，即使學生未必會和老師同桌吃飯，但皆生活在同一個場域，本身就很有社區和社群的感覺（詳見活動照片：Dining hall）；又如所有空間當中最受學生歡迎的是稱做 buttery 的小型簡易廚房，只要有學生登記打工時段來提供餐點服務，不論是白天或深夜，都會吸引學生在此交換學習心得、討論各種議題、高談闊論各自的理想與抱負（詳見活動照片：簡易廚房 Buttery 與 Buttery 沙發區）。

有了以上的社交互動空間，YALE-NUS 似乎並沒有特意規劃太多住宿生活方面的教育活動，而讓學習社群透過課程、社團、校園活動，自然產生與發展。但當然，這種自發性的社群氛圍要發生，人的因素還是很重要的。目前 YALE-NUS 有三個住宿書院，每個住宿書院的名字都是用樹的名稱命名（例如 Saga, Elm and Cendana），每棟書院有一位由校內專任教授兼任之 Rector、專職負責書院行政管理與輔導之 Vice Rector、和數位 Dean' s Fellows（為全職的他校研究生）共同打理書院事務。而依據行政副校長的分享，學校所有的老師都相當投入學生的課堂內外學習活動，因為該校在徵聘老師的廣告上就強調想聘任樂意與學生互動的學校 faculties，而在 faculty track 上面亦設計兩種軌道，其一是 tenure-tracked，其二為非 tenure-tracked，但可透過定期評鑑，亦在校園內可長期生涯發展。最後，導覽的學生提到每個書院會慢慢發展出自己獨特的風格，行政副校長亦分享：每個書院有一點彼此競爭的氣氛，但整體而言又有整個學校的認同，是最理想的學習環境了！

YALE-NUS 的作法是一種令人稱羨的典範，有不少值得學習之處。本校在學生人數和各項條件略有不同，展望未來，如何在目前既有的主題書院基礎下，進行推廣與住宿教育創新，是個令人期待的挑戰。

二、 建議：

1. 回國後，在全球處網頁上找到本校其實和國立新加坡大學已簽訂有交換學生的 programs，故可在此基礎上，進一步與 YALE-NUS 聯繫，邀請該校學生來做學期交換生或參與目前厚德、載物書院的第三學期（寒暑假）活動，也鼓勵本校學生去體驗其課程與住宿生活教育。
2. 本校剛起步的立德計畫，其宗旨為培育未來的社會領導人，該校的 Leadership & Global Citizenship Program 內容十分充實，可以進一步研究以及取法。
3. YALE-NUS 的硬體環境很有整體設計感，尤其是提供互動之公共空間以營造學習社群的氛圍，這一點相當具備參考價值。讓我聯想起賀陳校長曾經引用前柏克萊創辦人之一都蘭的名言「辦個大學很容易，只要有一座圖書館和一家煙草鋪就行了」。也聯想起在 103 上周副所主持的的大一導航課程綜合座談會上，學生表達在宿舍裡，最需要的是小型的討論互動空間，以及其友善的設計與管理方式。未來清華學院在住宿教育創新的方向，若想在各齋也推動學習社群，我想公共空間上的微調整會是重要的思考面向之一。
4. 在 YALE-NUS 的各種公共空間設計當中，最受歡迎的是和吃有關係的 buttery 小型簡易廚房。呼應了目前在厚德實齋交誼廳以及載物仁廚，其實最受歡迎的學習社群交流空間也是簡易的廚房空間。日前周副校長主持三創教育中心的相關會議，當中學生代表團體小大廚房團隊曾提出風二、風三之風雲樓改造計畫規劃書，我覺得蠻有進一步研究的價值。風雲樓和目前幾個主題書院，如實齋、仁齋、以及未來可能發展的信齋相距不遠，若能將之營造成一個有質感、有健康飲食觀念、校內各種學習社群樂於 hang out 與彼此連結激盪之處所，希望會很為清華人的蓬勃發展以及共同記憶加分。
5. 誠如莊主委所言，展望即將開展的清華學院，也讓學院之下所有的單位一起朝向前方，共同攜手投入以及演化出充滿動能的清華品牌吧！

肆、附錄

一、附件 1

（附於正文後）

二、附件 2

（附於正文後）

三、活動照片



▲教室



▲ Learning Commons



▲ 寫作輔導區與 Library Study Area



▲宿舍大樓外觀與宿舍區中庭



▲宿舍房間小客廳與宿舍衛浴



▲Dining Hall



▲簡易廚房 Buttery 與 Buttery 沙發區



▲宿舎陽台



PROFESSOR HONG HO-CHENG
 PRESIDENT | NATIONAL TSING HUA UNIVERSITY
 VISIT PROGRAMME | THURSDAY JULY 2, 2015 | 9.30AM-11.30AM

THURSDAY JULY 2, 2015

TIME	ACTIVITY	VENUE
9.30am	Arrival to Yale-NUS College	Main entrance, 16 College Avenue West, S(138527)
9.30am	Campus tour	
10.00am	Meeting with Doris Sohmen-Pao - Executive Vice-President (Administration)	Level 3, EC Conference Room
10.30am	Meeting with Casey Nagy - Director (President's Office)	Level 3, EC Conference Room
11.00am	Meeting with Tan Tai Yong - Executive Vice-President (Academic Affairs)	Level 3, EC Conference Room
11.30am	End of visit	

BIOGRAPHY



DORIS SOHMEN-PAO **Executive Vice President (Administration)**

Doris Sohmen-Pao oversees the administration, specifically the non-academic affairs, of this new initiative to bring liberal arts education to Singapore.

Previously she worked as the Director of Human Capital at Bain & Company where she oversaw the recruiting and human resources for the company's South East Asia practice. Under her leadership, Bain was recognized as one of Aon Hewitt's best employers of Asia in 2011. Mrs Sohmen-Pao has extensive experience in school administration having spearheaded the MBA Programme at Singapore Management University where she led the design and launch of the programme with the goal to create the first MBA centred on leadership in Asia. Mrs Sohmen-Pao held the same title at INSEAD, the top international business school, with campuses in France and Singapore for four years. Based in Singapore, she was responsible for all aspects of the programme, including admissions, marketing, operations and career management across both campuses.

Before moving into education, she spent over 10 years in Media and Publishing running the Greater China region for an internet start-up and working at Time Inc. as the International Director for new media – developing the company's presence in Asia and Europe based in Hong Kong and London. Under her leadership the group launched a number of sites including time.com/asia, asiaweek.com, time.com/europe and wallpaper.com. Mrs Sohmen-Pao began her career as a strategy consultant in PricewaterhouseCoopers' Entertainment, Media and Communications practice in New York City.

Mrs Sohmen-Pao holds a BA in Politics and Environmental Studies from Princeton University and an MBA from Harvard Business School. She has also served as an elected member of the Princeton University Board of Trustees (1993-1998). She remains an active alumna of Princeton as a leader of the Princeton Alumni Association of Singapore. She has served on a number of boards including the Forte Foundation (for women in business) and currently serves on the international advisory board of the YK Pao School in Shanghai, the Southeast Asia Council for INSEAD as well as the Board of Governors of United World College of South East Asia.

Mrs Sohmen-Pao is Korean American and married to her husband, Andreas who is half Austrian and half Chinese and has two children, Alex and Leon.

PROFESSOR HONG HO-CHENG
PRESIDENT | NATIONAL TSING HUA UNIVERSITY
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TAN TAI YONG
Executive Vice President (Academic Affairs)

Professor Tan Tai Yong oversees the academic and co-curricular aspects of the liberal arts experience at Yale-NUS College, including all faculty matters and academic affairs. Besides championing the personal, ethical and intellectual growth of students in the College, both inside and outside the classroom, the

Office of the EVP (Academic Affairs) also aims to cultivate a culture that celebrates both teaching and research excellence, guided by a passion for intellectual pursuit and a commitment to academic freedom.

Previously, Professor Tan was the Vice-Provost (Student Life) at the National University of Singapore overseeing student matters, University Town and the Residential Colleges, the Centre for English Language and Communication as well as the Office of Student Affairs and the Halls of Residence. Professor Tan also served as Dean of the Faculty of Arts and Social Sciences from 2004 – 2009. He was concurrently Director of the Institute of South Asian Studies, an autonomous university-level research institute in NUS.

Professor Tan is honorary chairman of the National Museum of Singapore and board member of the National Archives of Singapore. He is also a member of the governing board of the East Asia Institute, and the Board of Trustees of the Institute of Southeast Asian Studies.

A graduate of NUS, Prof Tan completed his doctorate at Cambridge University. He has been a faculty member of the NUS Department of History since 1992 and served the Faculty of Arts and Social Sciences as Sub-Dean (1994-1999), Head of the History Department (2000-2003), Vice-Dean (2001-2003) and Dean (2004-2009). Prof Tan is currently a member of the editorial boards of *Modern Asian Studies*, *India Review* and the *Journal of Southeast Asian Studies*.

As a recognition for his commitment to teaching, he received the Teaching Excellence Awards in 1992 and 2000. In 2001, Prof Tan was awarded the Moncado Prize for outstanding essay published in the *Journal of Military History*. He has received a number of fellowship awards, including the Overseas Commonwealth Fellowship, British Academy Visiting Fellowship, the Wolfson College (Cambridge) Fellowship as well as a Fellowship from the Wellcome Trust Centre for the History of Medicine. He was awarded the Public Administration Medal (Silver) at the 2009 National Day Awards.

Appointed in August 2014 as one of nine Nominated Members of Parliament (NMPs), Professor Tan also actively contributes fresh perspectives on different Singapore issues especially in the areas of history, heritage, identity and education.

Professor Tan specializes in South and Southeast Asian History and he has published extensively on the Sikh Diaspora, social and political history of colonial Punjab, de-colonization and the partition of South Asia, and Singapore history. He has authored and co-authored several books, including *From Classical Emporium to World City: Singapore – a 700-Year History* (2009); *Creating Greater Malaysia: The Politics of Merger* (2008); *The Garrison State* (2005) and *The Aftermath of Partition in South Asia* (2001).

PROFESSOR HONG HO-CHENG
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CASEY NAGY
Director (President's Office)

Casey Nagy has been seconded by Yale to Yale-NUS College to assume the role of Director, Office of the President since April 2013. Mr Nagy joined the Office of the Secretary and Vice President at Yale University in September 2009. His initial responsibilities included providing assistance on major university initiatives and overseeing the operations of the Yale University Press and the Office of Marketing and Trademark Licensing. From June 2010 to April 2013, Mr Nagy directed Yale's office in New Haven, Connecticut responsible for coordinating Yale's efforts in the development of Yale-NUS College, while continuing his responsibilities with the University Press and Licensing programs.

Prior to joining Yale, Mr Nagy spent almost 20 years in administration at the University of Wisconsin (UW)-Madison, first in the Office of Administrative and Legal Affairs, followed by successive seven-year stints as Chief of Staff to the Provost and Chief of Staff to the Chancellor. In addition, Mr Nagy practised in the fields of maritime, employment and civil rights law, and served as a Municipal Judge. He holds a BA degree in Anthropology from Washington State University, an MA degree in Anthropology from the UW-Madison and a JD from Seattle University. In 2008, he published his first novel, and currently is working on a second.

YaleNUSCollege

PROFESSOR HONG HO-CHENG
PRESIDENT | NATIONAL TSING HUA UNIVERSITY
VISIT PROGRAMME | THURSDAY JULY 2, 2015 | 9.30AM-11.30AM

Location Map



Main Entrance





National Tsing Hua University



Hong Hocheng

President, National Tsing Hua University

Chair Professor, Department of Power Mechanical Engineering

EDUCATION

- Ph.D., Mechanical Engineering, University of California (Berkeley), USA
- Diplom-Ingenieur, Manufacturing Engineering, Rheinland-Westfalen Technische Hochschule (Aachen), Germany
- B.Sc., Mechanical Engineering, National Taiwan University, Taiwan

EXPERIENCE

- Tsing Hua Chair Professor
Department of Power Mechanical Engineering
National Tsing Hua University
- Deputy Minister
National Science Council
- Dean of College of Engineering / Dean of Student Affairs / Dean of General Education
/ Special Adviser to President
National Tsing Hua University

HONOR & AWARD

- William Johnson Award (AMPT Conference, 2013)
- National Academic Prize (Ministry of Education, 2011)
- Outstanding Engineering Professor Medal (Chinese Institute of Engineers, 2009)
- Distinguished Research Fellow Award
(National Science Council, 2005/2008)
- Prof. Fryderyk Staub Golden Owl Award
(World Academy of Materials and Manufacturing Engineering, 2008)
- Fellow, American Society for Mechanical Engineers (ASME, 2005)
- Fellow, World Academy of Materials and Manufacturing Engineering (WAMME, 2005)
- Outstanding Professor Medal (Chinese Society for Mechanical Engineers, 2005)
- Outstanding Research Award (National Science Council, 2002/2000/1998)
- Outstanding Teaching Award (National Tsing Hua University, 1998)



National Tsing Hua University



Hwei-Lin Chuang

Dean, Commission of General Education

Professor, Department of Economics

Dr. Hwei-Lin Chuang is Professor of Economics and Dean of the Commission of General Education at the National Tsing Hua University (NTHU). The Commission of General Education, established in 1995, is the first college-level unit among universities in Taiwan to offer students interdisciplinary course as part of general education curriculum. The mission of the commission is to ensure that students not only receive the best academic training, but also gain a well-rounded learning experience to expand their horizon, heighten concerns for public affairs and become a contributor of society. Prior to joining NTHU in 1991, Dr. Chuang was a Research Associate of the Center for Human Resource Research at the Ohio State University. Since she joined NTHU in 1991, she has served many administration positions including four and a half years as Director of University Library; one year as Director of the Undergraduate Program of Management and Technology; three years as Chairperson of Department of Economics. She received her Ph.D. in Economics from the Ohio State University and a B.A. from the National Taiwan University. She was a Visiting Scholar of Economics at University of California, Los Angeles from 1997 to 1998.

Her teaching and research focus is in the areas of empirical labor economics and applied micro-econometrics. Her writings have appeared in journals such as *Pacific Economics Review*, *American Journal of Economics and Sociology*, *Social Science & Medicine*, *Economic of Education Review*, *Journal of Asian Economics*, *Asian Economic Journal*, *Journal of Socio-Economics*, *Taiwan Economic Review*, etc. She is also an editor committee member for *Taipei Economic Inquiry* and *Taiwan Journal of Applied Economics*.

Dr. Chuang has been a consultant for Central and Local Government Office of Taiwan such as Council for Economic Planning and Development, Ministry of Education, Taipei City Government and Hsinchu City Government. She has won many grants and awards, among them the Research Award of the National Science Council, the Service Award of Ministry of Education and the Research Award of the National Tsing Hua University. She has also served as a Trustee for Wenzao Ursuline University of Languages.



National Tsing Hua University



Su-Yen Chen

Managing Director, Hou-de (厚德書院) of Tsing Hua College

Professor, Institutes of Learning Sciences

Professor Su-Yen Chen joined Tsing Hua College as the managing director of Hou-de in March, 2014. The mission of the Residential College is to provide a comprehensive living and learning environment for students to thrive socially, emotionally and intellectually. In addition to academic growth, the College seeks to strengthen students' ability to think independently, analytically, critically and innovatively. Students are also encouraged to develop a deeper understanding of self, more specifically to identify their skills, interests, values, aspirations, and to their pinpoint weaknesses. Throughout this process, students may learn how to construct their roadmaps for learning and for future career. In tandem with developing the self, the College also endeavors to guide students to contribute to their community and society. To support these goals, College faculty design and implement a wide variety of workshops, seminars and classes. Hou-de focuses on developing learning competencies and social and community outreach.

Previously, Professor Chen was the Director of Center for Teaching and Learning Development, under the Office of Academic Affairs in NTHU. The mission of the center is to help faculty and teaching assistants achieve excellence in teaching and to create a more innovative and vivid learning environment through workshops, consultations, the incorporation of technology into teaching and, additionally, through research on curriculum reform. From 2008-2010, Professor Chen also served as Director of Center for Teacher Education, which aims to draw on the University's existing academic resources to nurture high-quality secondary school teachers with professional skills and a willingness to participate in educational reform.

Professor Chen holds a BA in History from National Taiwan University and a Ph.D. in Curriculum & Instruction from University of Texas at Austin in the U. S. She is currently a faculty member of the Institute of Learning Sciences, and her research interests are on college student learning experience and on reading. From 2013-2015, Professor Chen served as the President of Taiwan Reading Association (TWRA), an affiliate of International Reading Association (evolving into International Reading Association in 2015), and of International Development in Asia Committee.



4. We notice that some of your common curriculum is very broad. Are they designed for achieve the interdisciplinary competence.
5. Can you describe the feature of the residential facilities and the educational program design?
6. What are the most beneficial features to the students?
7. Is there any facilities or programs that do not meet your expectation?

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1. Yale as a prestigious ivy league university, how does your mission for undergraduate education adjusted to meet the challenge in the 21st century?
2. How do you incorporate this mission into an Asian society to design the Yale-NUS College?
3. Would you also share your idea on your curriculum design on two-years common curriculum plus two-year major.

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8. How do you describe the relationship between co-curricular and residential living in Yale-NUS College? What is the role of faculty in this part?
9. Can you share some details about the residential education? For example, invite guests for Rector's teas, the role of Dean's fellow, week 7, summer project.
10. Have you established ^{any} exchange program with other universities?

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