



Report to “2025 IOP PI Retreat” Institute of Physics, Academia Sinica



Yuan-Hann Chang, Director
Dec. 18-19, 2025



Subjects to discuss in this retreat

- 1. Current status and challenges – Report**
- 2. IoP committees.**
- 3. Budget distribution for 2026**
 - Personal budget and Group budget
 - Startup fund.
 - CDA matching fund.
- 4. Responses to 2025 AAC recommendations**
- 5. Review of our recruit processes, voting rules for recruitment.**
- 6. Academic excellency - How?**
- 7. New policies:**
 - 1. Award and project application committee.**
 - 2. Space allocation policies (retired PI and PI with 5yr service extension).**
 - 3. NCTS hub.**
 - 4. Wu Ta-You memorial Library.**

Agenda

Dec. 18 (Thu.)

- | | | |
|---------------|---|--------------------------------|
| 13:00 – 15:00 | Status and plans of IoP | Yuan-Hann Chang |
| 15:10 – 15:50 | Overview of IoP 2026 building renovation
Guidelines on Procurement, accounting, and management | Bo-Jing Juang
Huei-Chen Kuo |
| 15:50 – 16:50 | Faculty assembly | |
| 16:50 – 17:30 | Discussion session 1 - Recruitment (1) | Chiafu Chou |
| 18:00 – 20:30 | Buffet Dinner, Wine and Cheese gathering | |

Dec. 19 (Fri.)

- | | | |
|---------------|--|-----------------|
| 8:30 – 9:00 | Group report – PALM | Keng-Hui Lin |
| 9:00 – 9:30 | Group report – QMP | Wei-Bin Su |
| 9:30 – 10:00 | Group report – HETG | Meng-Ru Wu |
| 10:30 – 11:00 | Group report – MHEP | Wen-Chen Chang |
| 11:00 – 11:15 | Special report – GW Physics program | Henry Wong |
| 11:15 – 11:30 | Special report – MAGACH facility | Wei-Li Lee |
| 11:30 – 12:10 | Discussion session 2 – Recruitment (2) | Chiafu Chou |
| 12:10 – 12:50 | Discussion session 3 – Admin. Issues | Yuan-Hann Chang |

Status report

Awards Highlights (2025)

Year	Award
2025	Dr. Keng-hui Lin for winning the honor of <2025-2027 Academia Sinica Presidential Scholars Program>
	Dr. Meng-Ru Wu for being awarded the <2025 NSTC Ta-You Wu Memorial Award>
	Dr. Anatoli Fedynitch Receives the 2025 AAPPS-APCTP C.N. Yang Award
2025	Drs. Chia-Fu Chou and Balchandar Navaneethan were awarded the <2024 Future Tech Award>
2025	Dr. Yang Yuan Chen was elected as a Fellow of the Physical Society of Taiwan (TPS), 2024
2025	Dr. Hai-Yang Cheng for receiving the 「2024 Chinese Journal of Physics Research Paper Award of Taiwan Physics Society」
2025	Ting-Hsuan Wu was awarded the 「2024 PhD Thesis Award of Taiwan Physics Society」

Personnel

Research Groups

**Physics of Active and Biological
Systems (PALM)**

**(8 research fellows,
1 research scientist)**

**(Pending on boarding:
JUNG-SHEN BENNY TAI)**

**Quantum Materials Physics
(QMP)**

**(12 research fellows,
3 research scientists)**



**Medium and High Energy
Experimental Group (MHEP)**

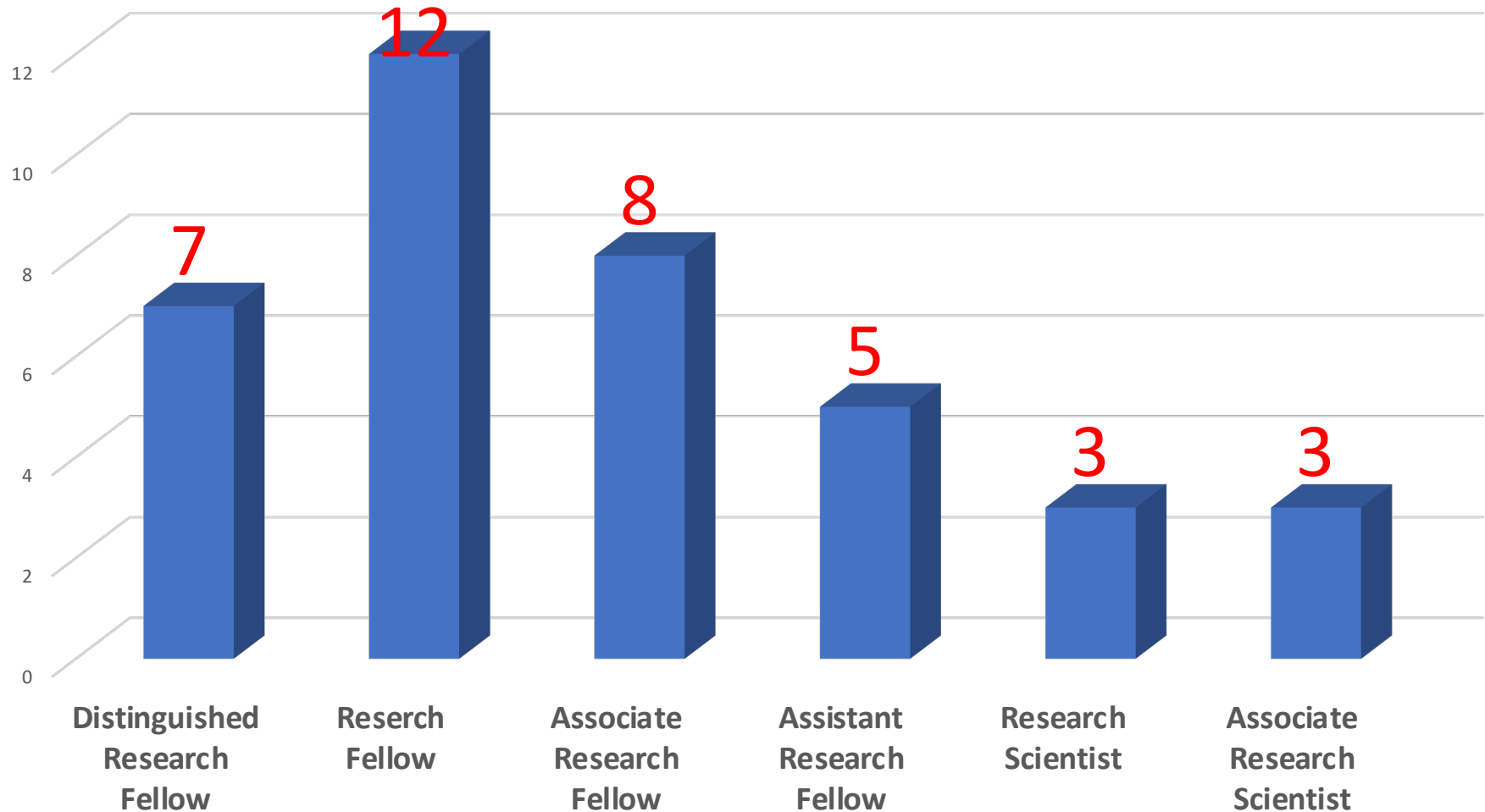
**(7 research fellows,
2 research scientists)**

**High Energy Theory Group
(HETG)**

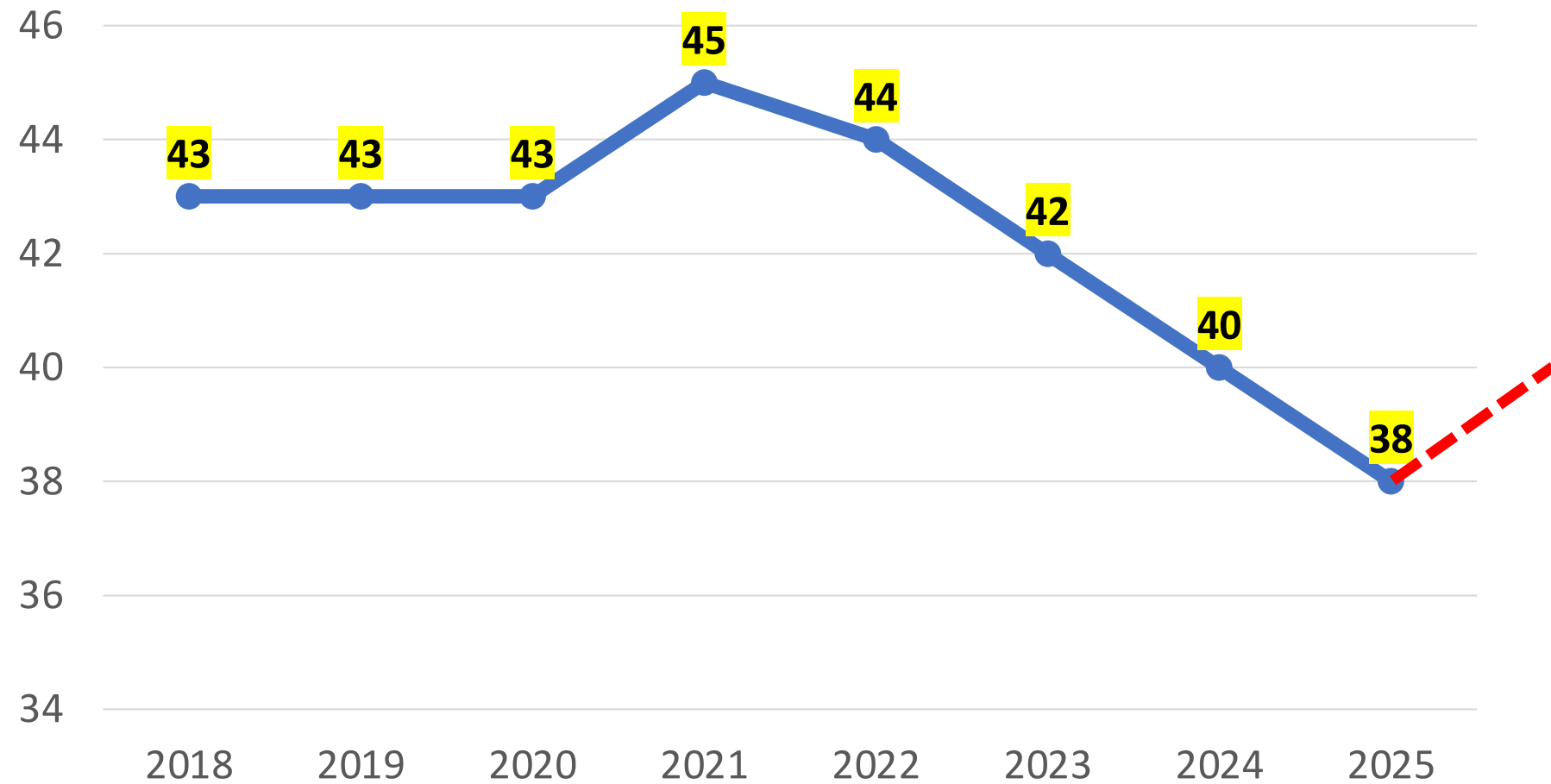
**(5 research fellows)
(Pending on boarding:
Hao-Jui Kuan)**

Faculty of Institute of Physics

(Total :38)



Number of Faculty-Level Research Scientists (2018-2025)



Faculty Retirement and Recruitment (2021-2025)

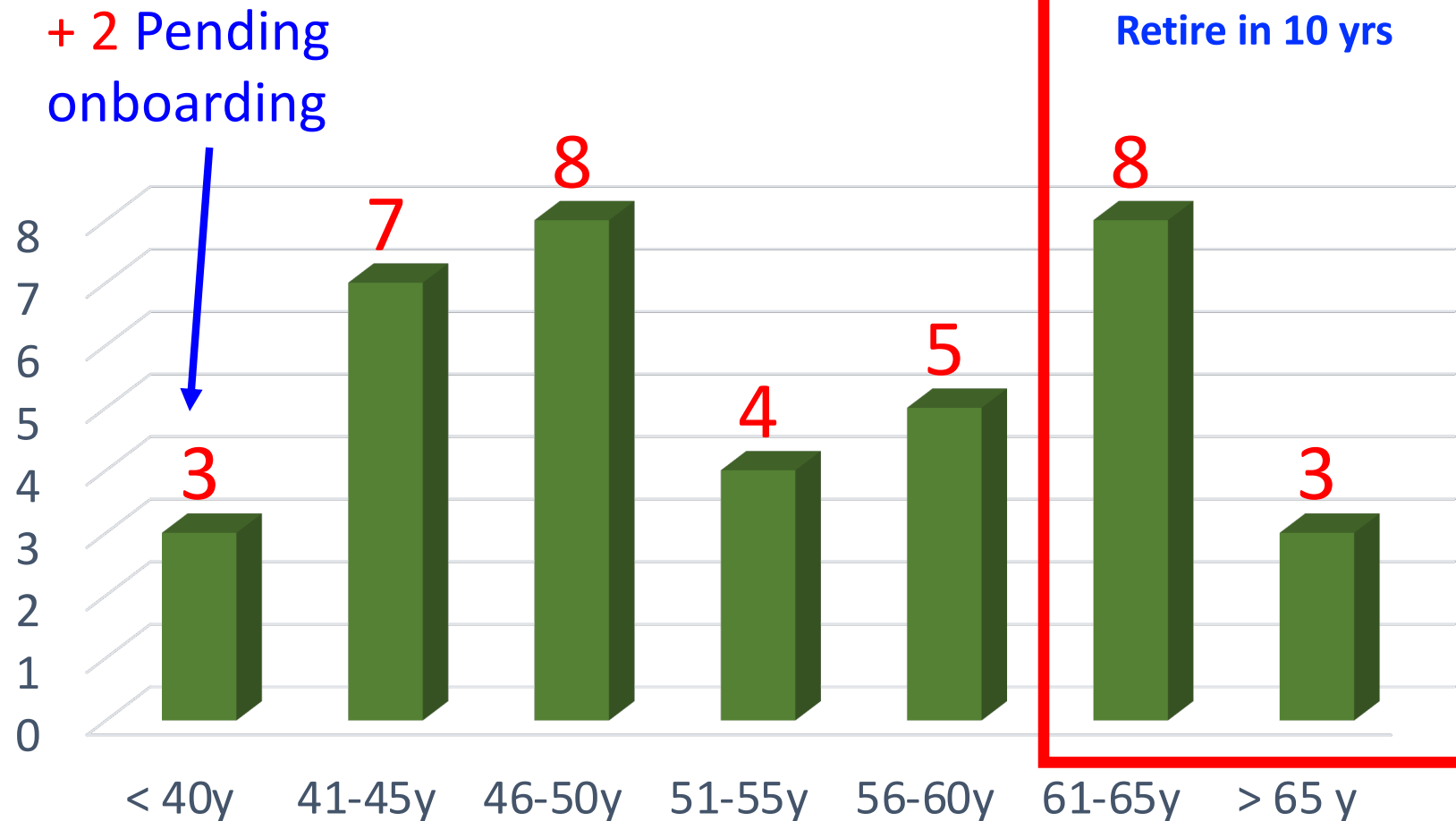
Year	Retirement/resigned	Recruitment
2021	Youg Liou (QMP, RF)	Di-Lun Yang (HETG, Assis. RF)
		Anatoli Fedynitch (HETG, Assis. RF)
		Chung-Ting Ke (QMP, Assis. RF)-* transfer to RCCI
2022	Sai-Ping Li (HETG, RF)	Chen Hsuan Hsu (QMP, Assis. RF)
	Shih-Chang Lee (MHEP, DRF)	
2023	Chi-Keung Chan (PALM, RF)	Tetsuya Hiraiwa (PALM, Assoc. RF)
	Jessie Xue (Clean room) -Quit	
	Yen-Lung Chen (PALM)-Quit	
2024	Kiwing To (PALM, RF)	Yi Yang (MHEP, RF)
	Tzu-Chiang Yuan (HETG, RF)	
	Chia-Seng Chang (QMP, RF)	
	(Chii-Dong Chen(QMP, DRF) -* transfer to RCCI)	
2025	Kwan-Tai Leung (PALM, RF)	Chien-Jung Lo (PALM, RF)
	Yeu-Kuang Hwu (QMP, DRF)	Ryota Sakamoto (PALM, Assis. RF)
	Yang-Yuan Chen (QMP, RF)	
	Ming-Lee Chu (MHEP, RS)	
2026		<i>Hao-Jui Kuan (HETG, Assis. RF) - pending on boarding</i>
		<i>Jung-Shen Tai (PALM, Assis. RF) - pending on boarding</i>

* RCCI :Research Center for Critical Issues, Academia Sinica

Balance sheet of Hiring/retirement

2021 - 2025	Retire/resign	Recruit	net
QMP	4	2	-2
MHEP	2	1	-1
HETG	2	2+1	+1
PALM	4	3+1	0

Faculty of Institute of Physics (Total :38)



To reach 43 PIs in total , we need to hire on average 1.4 PIs/year for the next 10 years.

Discussion issue 1 : Hiring pace

For a total 45 PIs, with an average ~30 years career in IoP, the steady state is about 1.5 new recruits/year.

- **Financial consideration:** assuming a 5-year startup period to spend 10M startup fund, we will reserve on average 15M/year for startups. If we include the matching fund of Career Development Award, ~20M/year is our baseline assumption.
- **Space consideration:** We should have enough ~100 m² (30 坪) base space for each PI, including space for postdocs. With a total 5400 m² space, this is achievable if we exercise discipline on space allocation to PIs.
- **Secretary support:** Current supporting system is not enough. Our “group secretaries” are overloaded. Already at least 6 of our PIs hire their own secretaries with NSTC funds.

For the next 10 years, if we want to increase our number of PIs from 38 to 44, we need to hire at a pace of 1.7 new recruits/year. The financial load will increase proportionally. After that, we will hire <1 per year in the next 10 yr.

➔ Let's slow down a bit, targeting an average 1.2 per year.

教授退潮／10年2萬人退休 頂大海外招募迎來世代交替？



台灣高教面臨教師退休潮，近6年公私立大專校院約1萬2000名專任教師退休，預計未來5年內還有逾二成、近萬名教師屆齡退休。示意圖。圖／聯合報系資料照片



聽新聞



2025-11-09 07:30

聯合報／記者馮靖惠

台灣高教面臨教師退休潮，近6年公私立大專校院約1萬2000名專任教師退休，預計未來5年內還有逾二成、近萬名教師屆齡退休。像台大資管系5年內

2025 Employees of Institute of Physics (Total number: 320)

■ Faculty-Level Research Scientists : (38)

■ PhD-Level researchers: (71)

□ Institute supported research specialists : 4

□ Soft money PhD-Level researchers: 67

■ Research assistant 68

■ PhD students 69

■ Master students 32

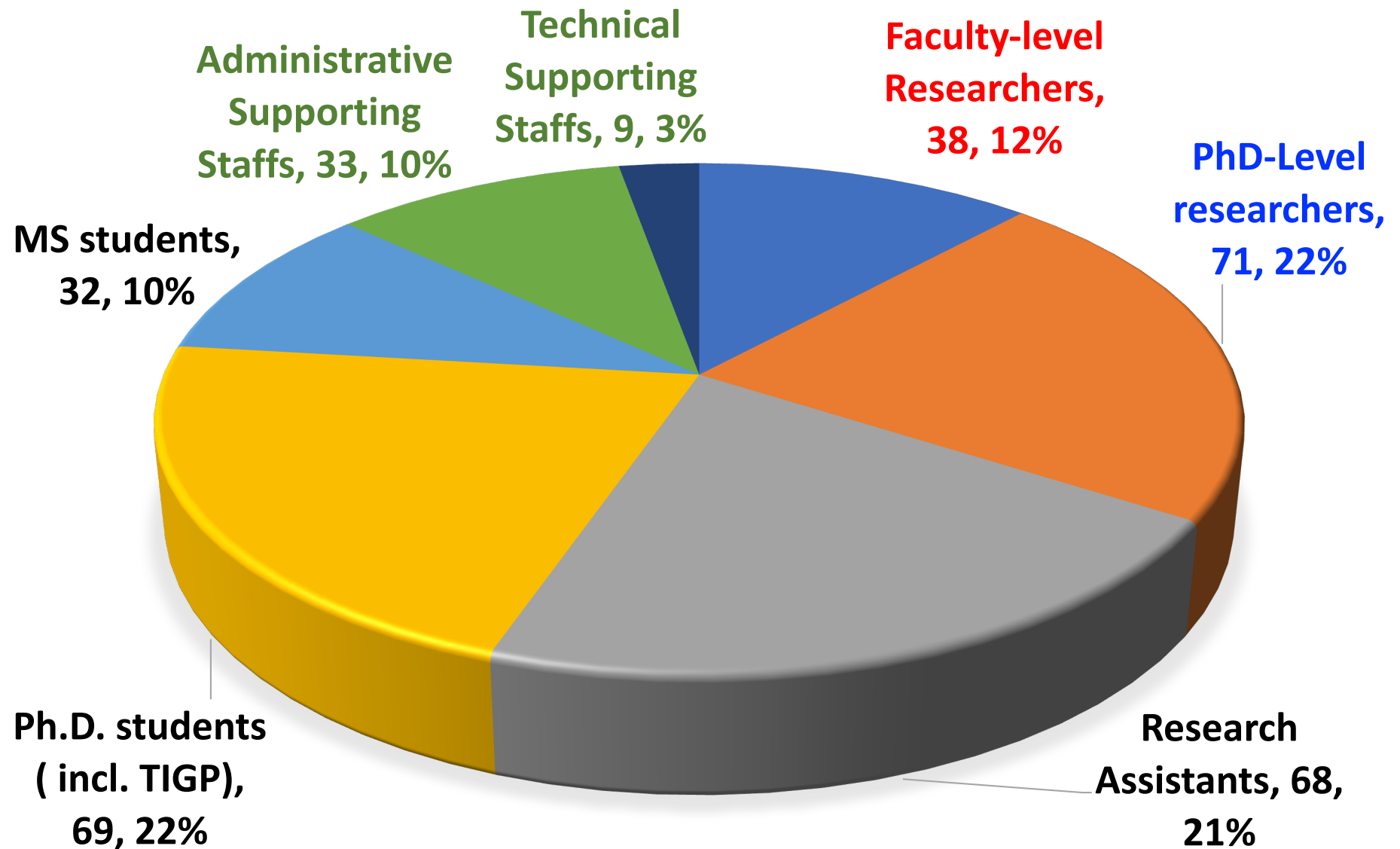
■ Technical staff 9 (incl. Machine Shop/ Computer Room /
Liquefier / Cleanroom)

■ Administrative staff 33 (including group secretaries)

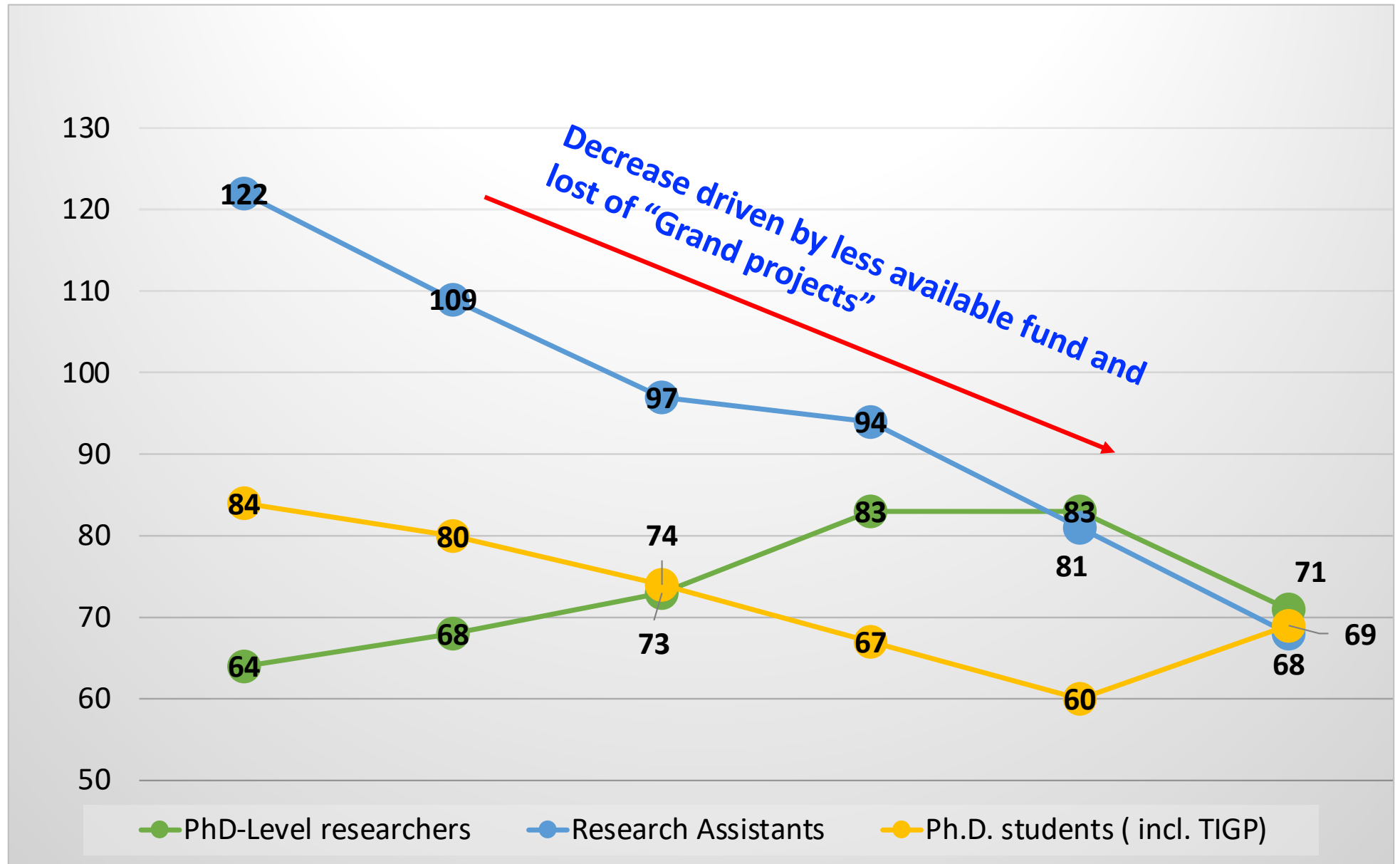
Updated 2025/12/5

2025 Employees of Institute of Physics (total number 320)

updated 2025/12/5

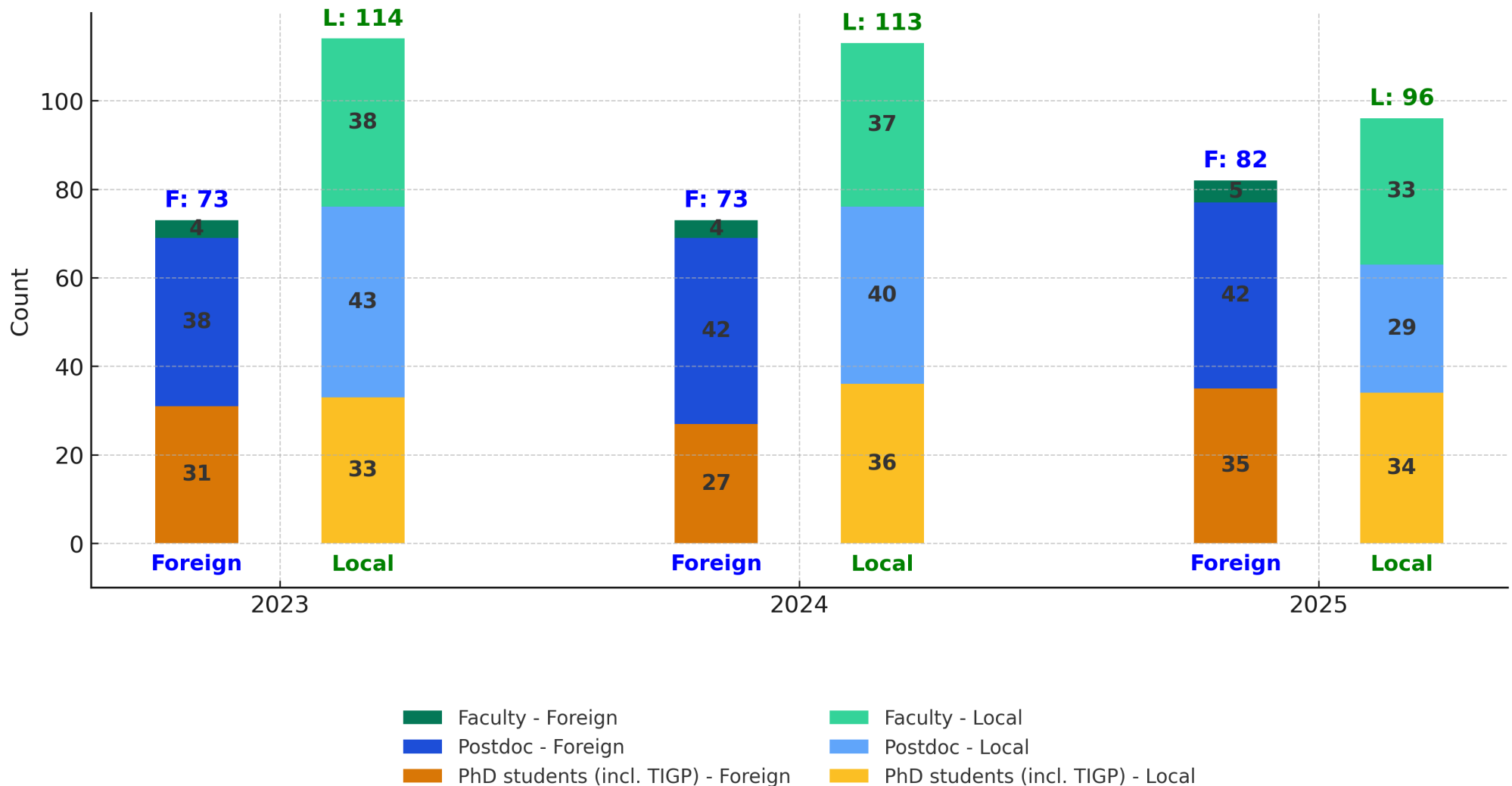


Research Manpower (2020-2025)



Internationalization (Local and Foreign Researchers 2023~2025)

1. IoP is highly international institute. Currently 45% of our researchers (PIs, Postdocs, PhD students) are foreign nationals.
2. The percentage and numbers are in a rising trend.



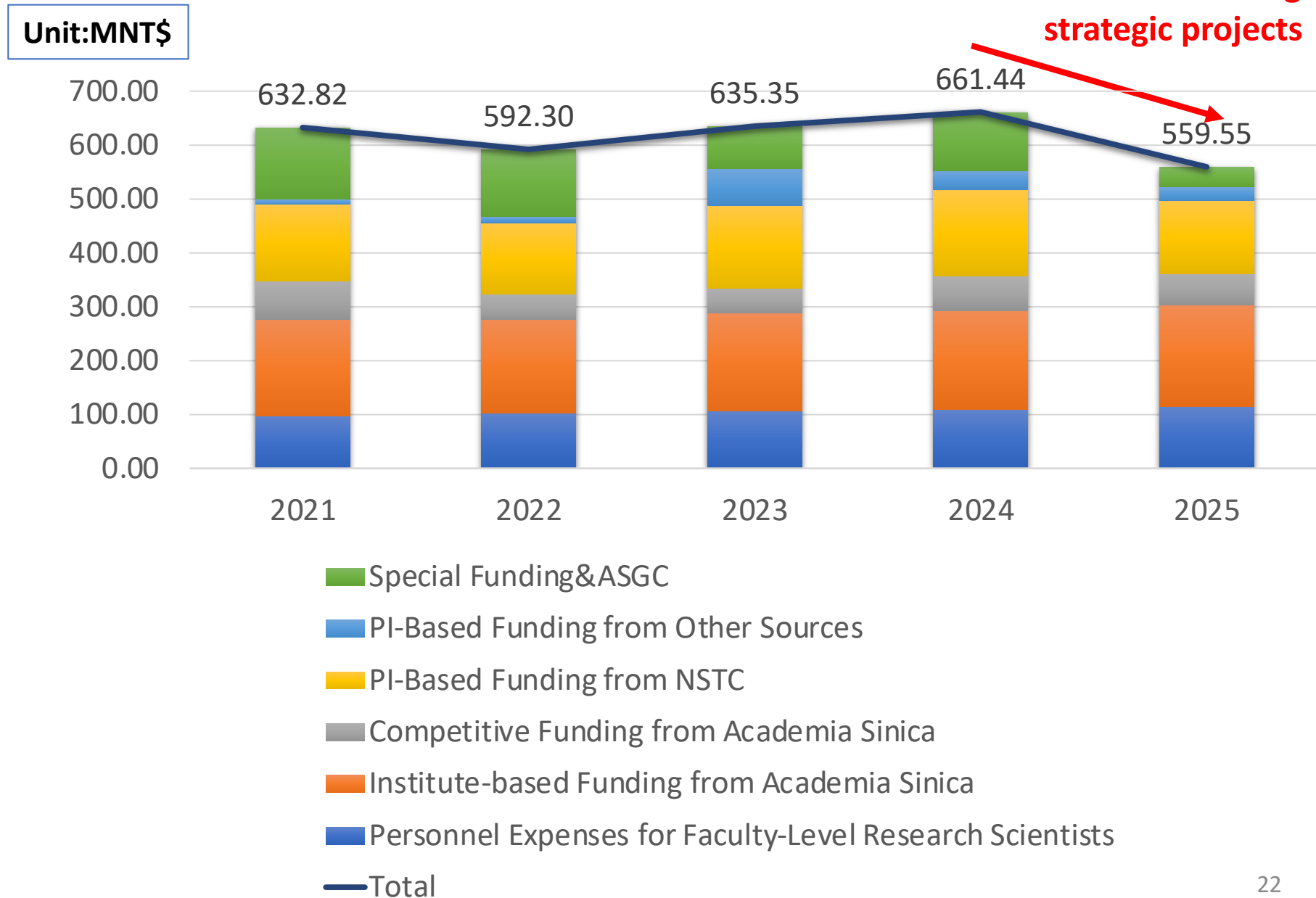
Gender imbalance

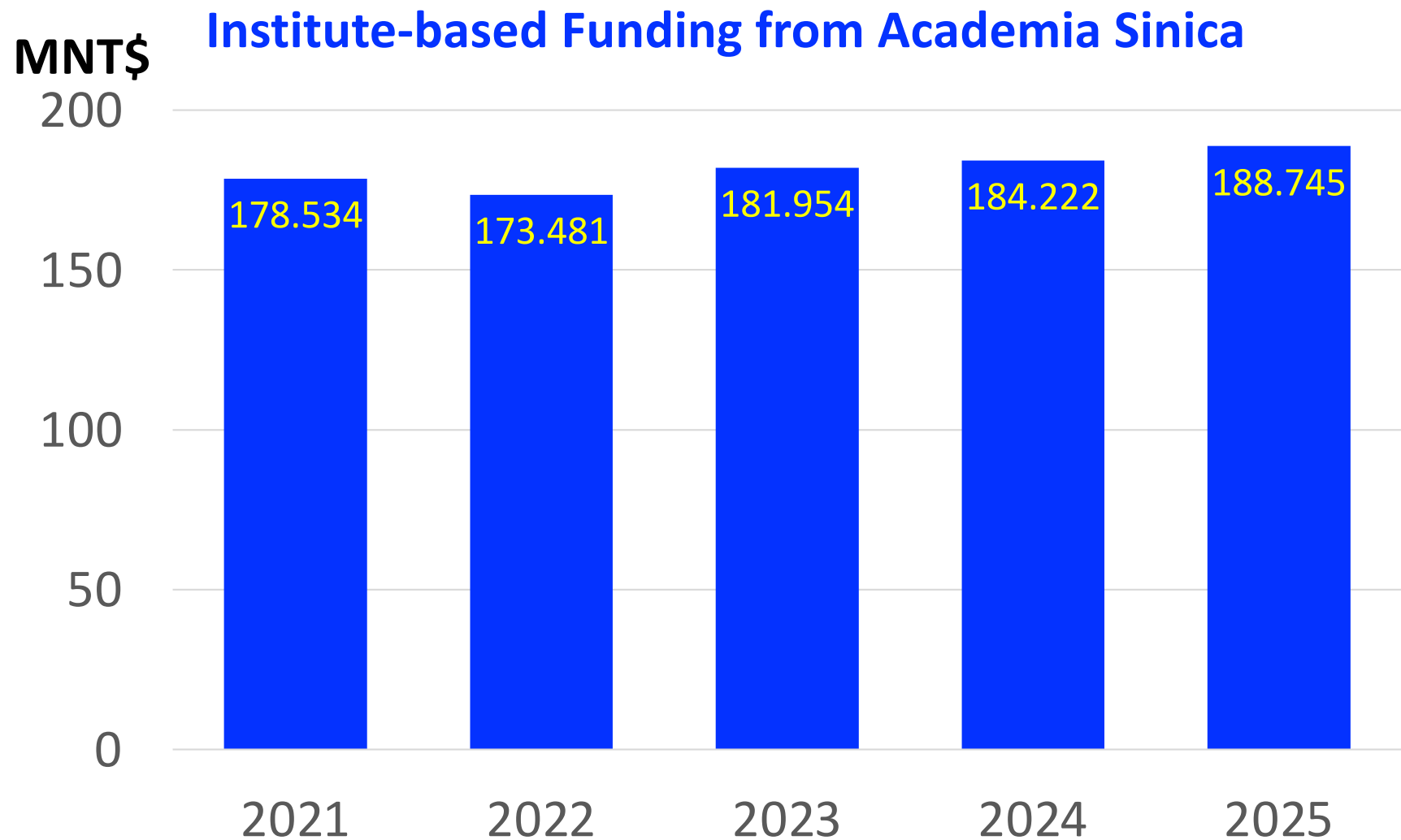
1. **The situation is not improved. No immediate solution.**
2. We made one faculty position offer to a female in 2025. Unfortunately, she refused our offer.
3. Our job advertisement add explicitly **“Female scientists are highly encouraged to apply”** . This factor will also be considered during recruitment process.
4. Gender issues are handled with highest priority in IoP.

Budget

Income Budget (2021-2025)

Reduced by 100M due to termination or relocation of large strategic projects

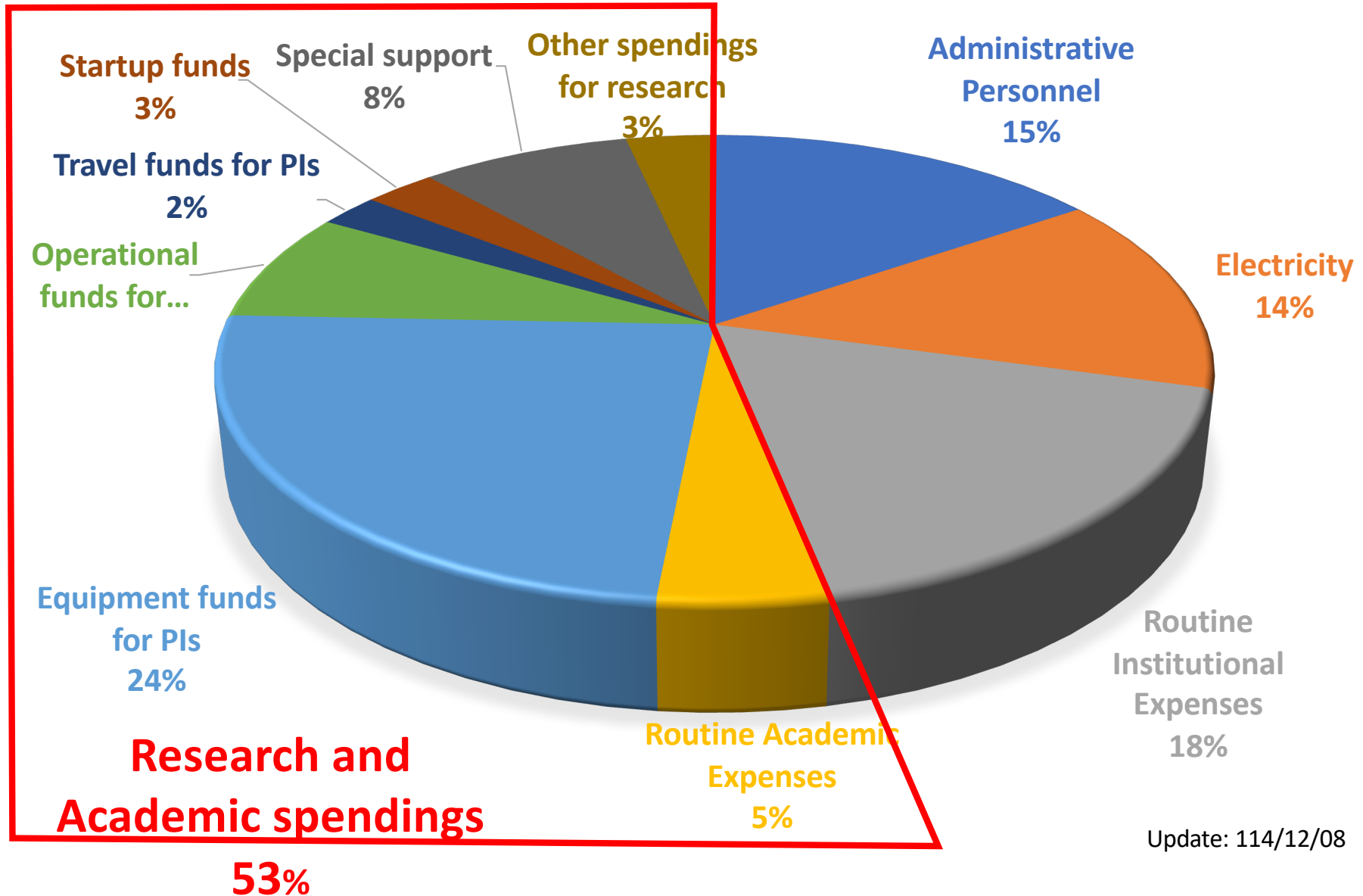




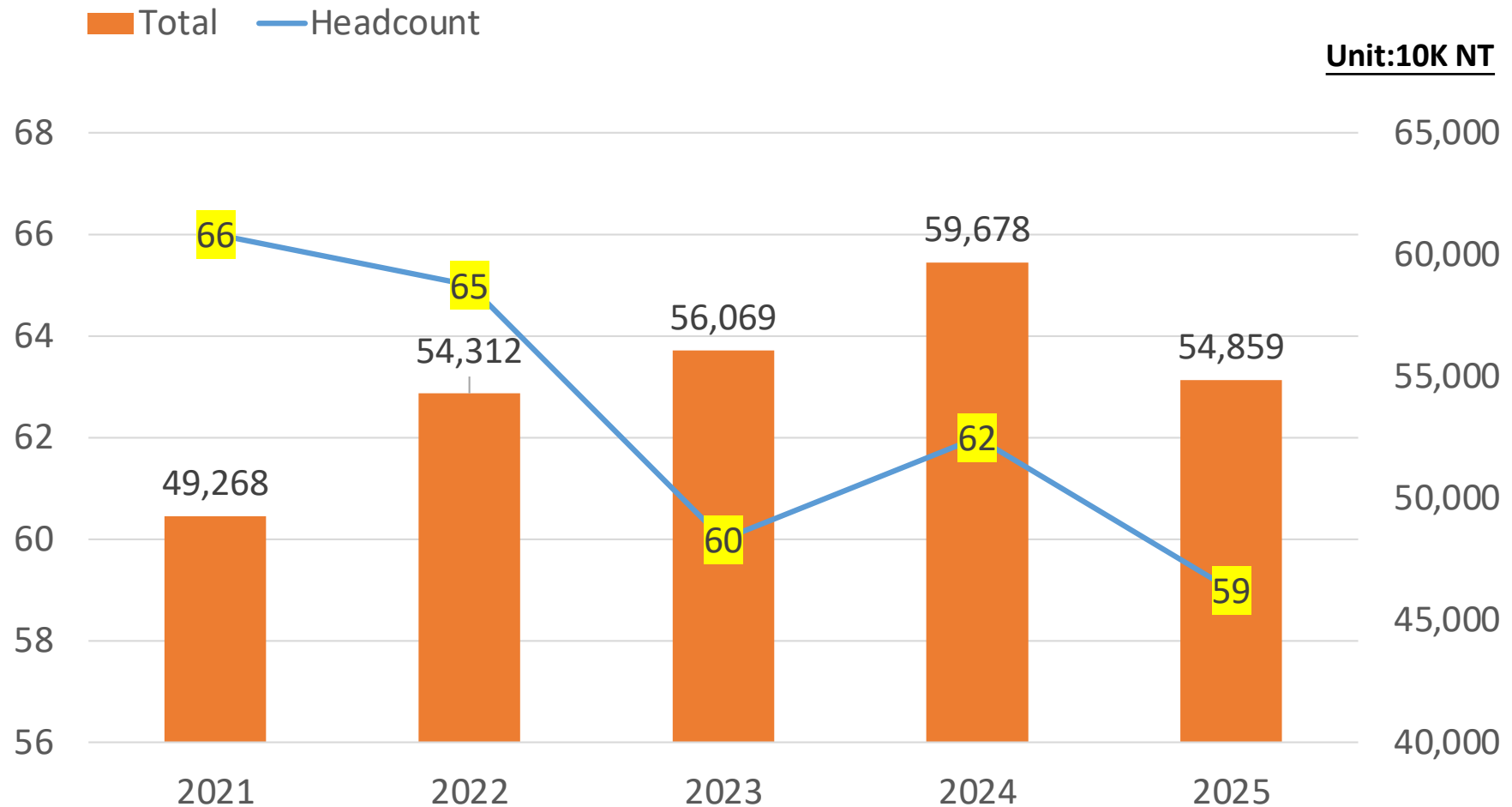
On average, an increase of 2MNT\$/year = 1% per year growth rate.

2025 AS base spending Distribution

NTD 187.12 MNT\$ ~ Same as 2024



Personnel cost for Contract-based employees

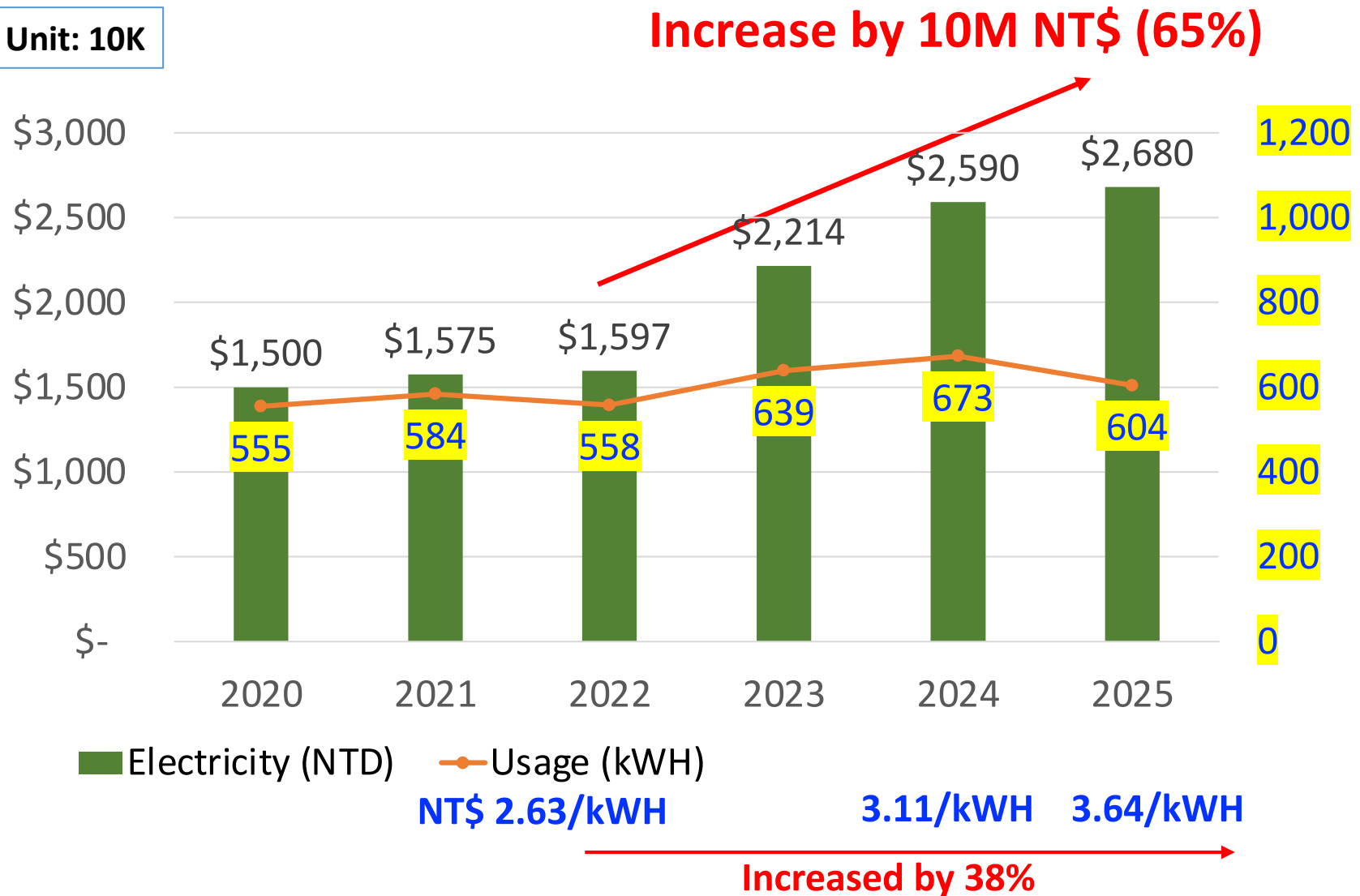


- **Headcount:** Postdocs & RAs funded by IOP ONLY (Employed in Dec., excl. NSTC funding and ASGC)
- **Personnel Cost is brought under control by continuing reduce number of employees. Very unfortunately, some very talented PhD level employees left.**

Update: 2025/12/8

Annual electricity cost of IoP from 2020 to 2025

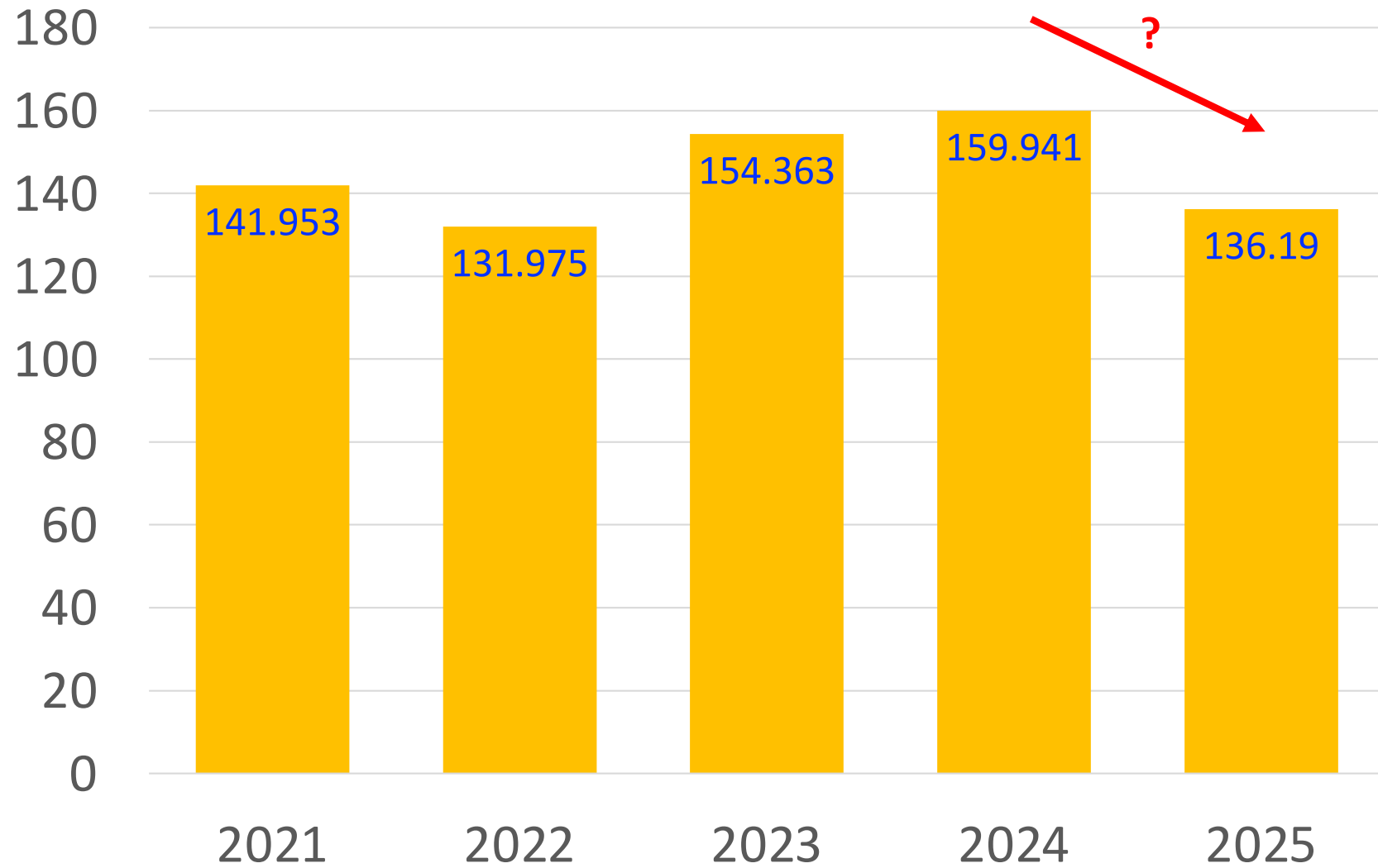
Unit: 10K



Electricity cost still not under control, even though we have reduced the usage by 10%.

MNT\$

PI-Based Funding from NSTC



Implications of the financial situation

1. Budget growth cannot catch up with the rising personnel and electricity costs.
2. Startup fund and matching fund increases with our new wave of hiring.
3. Equipment fund is less influenced.

➔ Our discretionary operational fund (業務費) will remain at the level of 15-20M level, and probably slow decreasing if no major change of AS policy. Equipment fund remains about 40M.

➔ We hope that our NSTC fund maintains at the level of 130M or more. However, this is also very challenging due to the budget reduction in NSTC.

Discussion issue 2: financial management

- **Priority of funding**
 1. Startup funds / matching fund for new (CDA award) fellows.
 2. Reserved by Director/promised extra support from previous year.
 3. Group operation / per-person discretionary fund
 4. IoP-wide supported common facilities.
- **Senior PIs: expect a gradually reduced institute (head-count) funding.**
- **Extra support by the Directorate:**
 - For urgent need
 - For unexpected budget cut
 - For convincing new initiatives (reviewed by a committee)
 - For two years only.
 - Prioritized to those who have not received extra support in the past.
- **Matching fund for CDA award (typically 1-2 M NT\$/year)**
 - We will pay the matching fund regardless of how much startup is left.
 - However, we will deduct:
 - The averaged per-person operational fund (including group fund).
 - Travel support.
 - Secretary support (~200k NT\$/yr).
 - 20% of the averaged per-person equipment fund for experimental PI.

Merit based fund

1. Funding

- Part of the equipment fund (order of 5M) will be set aside and support the “Grand challenge” project.
- An ad-hoc committee will be formed to decide based on group reports in the retreat.
- Support just one group every year.

2. Tracking the spending

- Re-design the IoP internal accounting system, such that it is more transparent and allows quick feedback.
- Build long term basis, correlate the funding received and scientific contribution.
- Appropriateness of spending.

Budget allocation 2026 (Draft)

1. Startup/matching fund: 15.74M
2. New Recruits (assume 3) : 4.5M
3. Director's reserve: 4M
4. Personal Operational fund: 100k per person (same for Fellow and Scientist)
5. Group Operational fund: 400k per fellow/200k per scientist (in group account)
6. Travel : 0.12M per person
7. Equipment fund (experimentalist only): 1.3M per fellow / 0.65M per scientist allocated to group account.
8. NCTS Hub : 5M total
9. **Reserved: 5.6M equipment and 1.5M operational**

On average:

Experimentalist: $0.5\text{M (operation)} + 1.3\text{M (equipment)} + 0.12\text{ (Travel)} = 1.92\text{M}$

Theorist: $0.5\text{M (operation)} + 0.12\text{ (Travel)} = 0.62\text{M/person} + 5\text{M for NCTS hub}$

*Note: We budgeted 20M electricity cost, which is -8M compared to this year's spending. The deficit will be covered by earnings from Machine shop, Liquid Helium shop, clean room, and ASGC.

Reclaim IoP fund by end of September (maybe a bit later in 2026)

1. We are heavily criticized by Legislator for our completion rate in 2024
2. Our Travel budget was cut by 25% due to this reason. It was later restored through our Vice President's effort in talking to the legislators.
3. We must make sure that our budget spending reaches > 95%.

The "clear house" style reclaiming unused budget is the result of this demand.

We will reclaim operational fund/Travel fund/equipment fund from:

- Personal account
- Group account
- Divisional account
- Startup fund allocated for that year. (But we will deduct only the amount spent from your startup package).

unless there is a filed procurement order (not just claim).

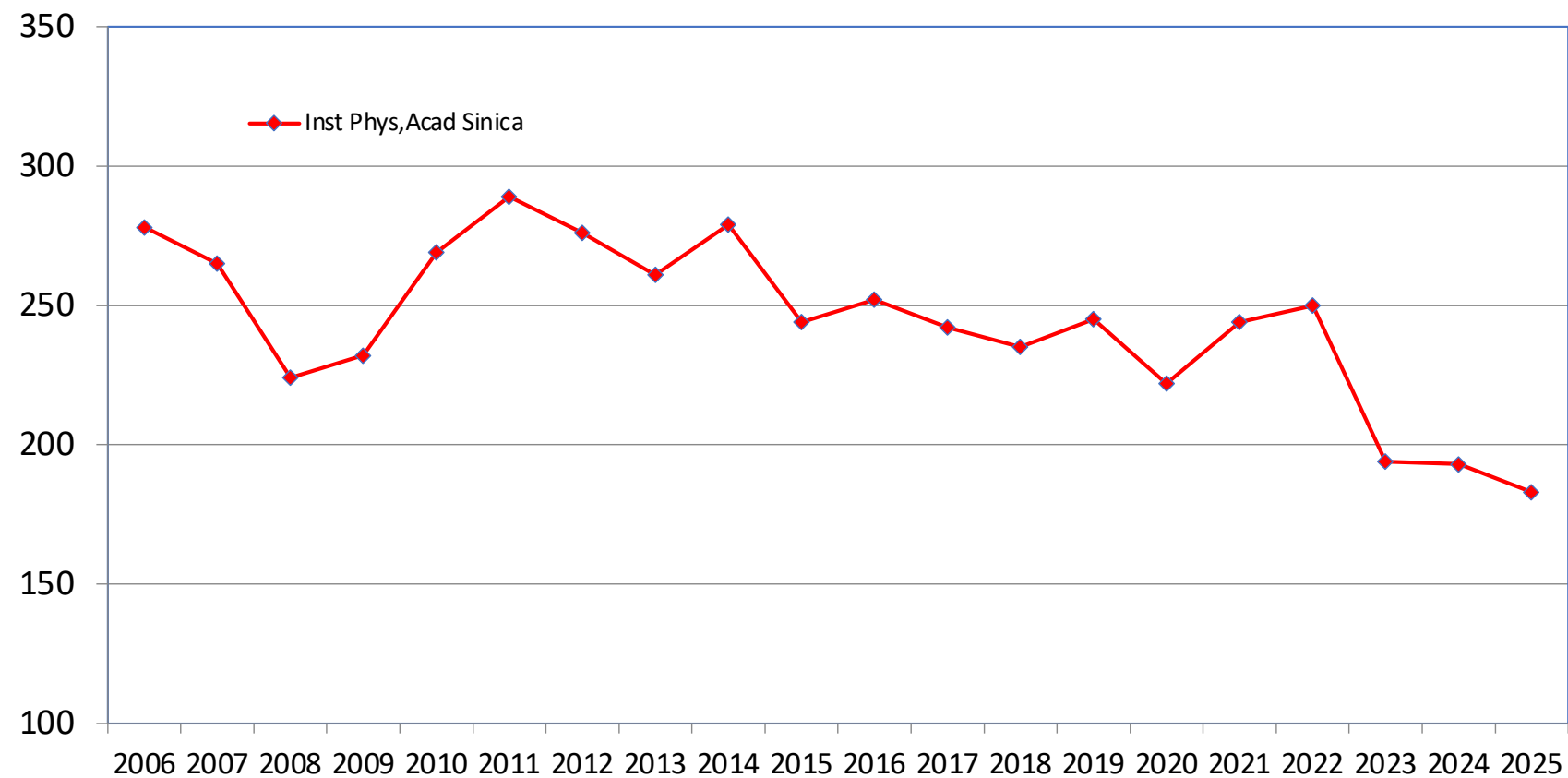
Routine spending will continue:

- Invited speakers' fee and meal
- Regular lunch box
- Payment to core facilities and services.
- etc.

But please arrange these before the deadline.

This will be strictly applied to all.

IOP SCI pub. per year for the last twenty years (excl. ATLAS,CMS,IceCube)

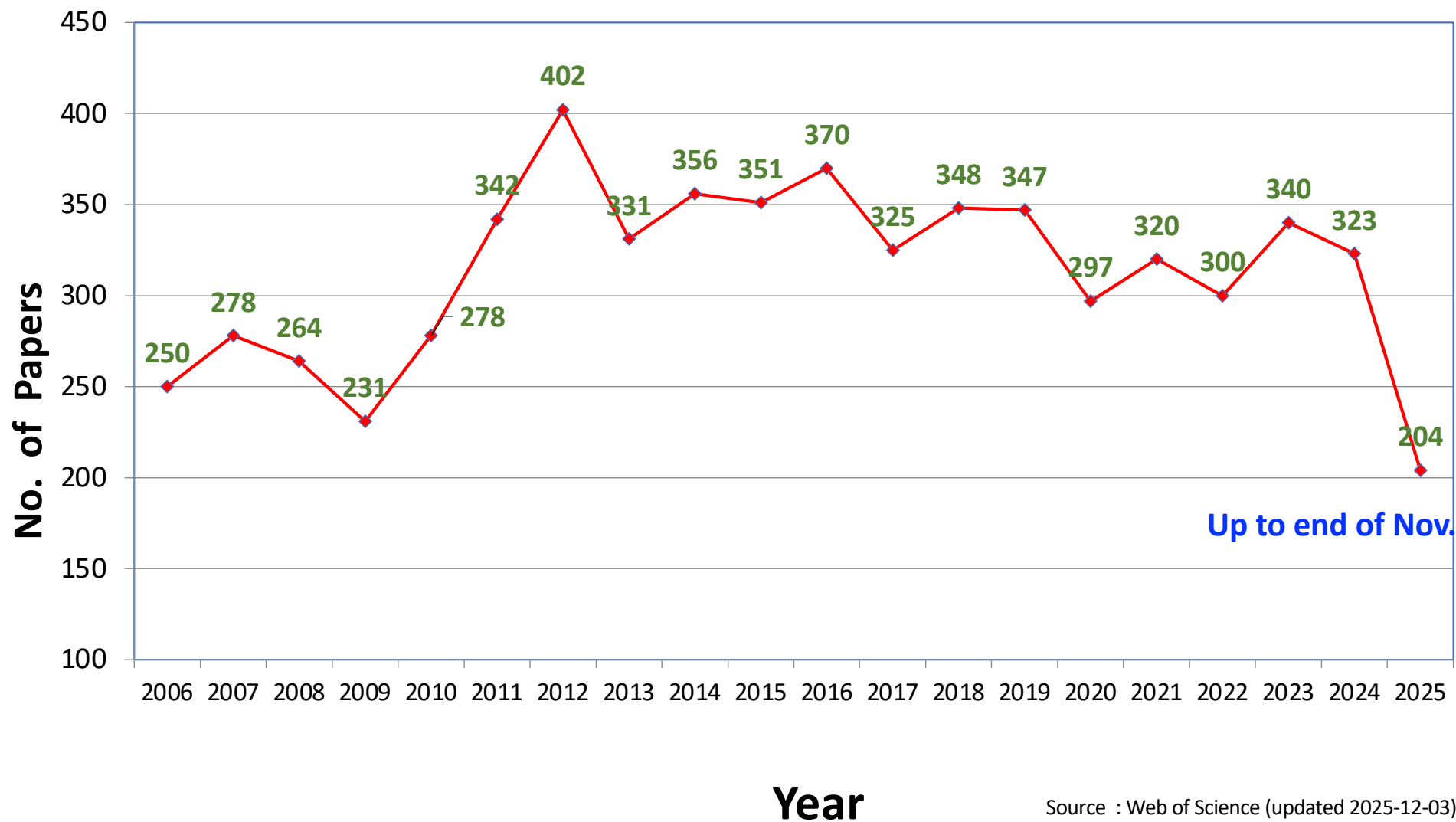


How do we spend the reclaimed fund:

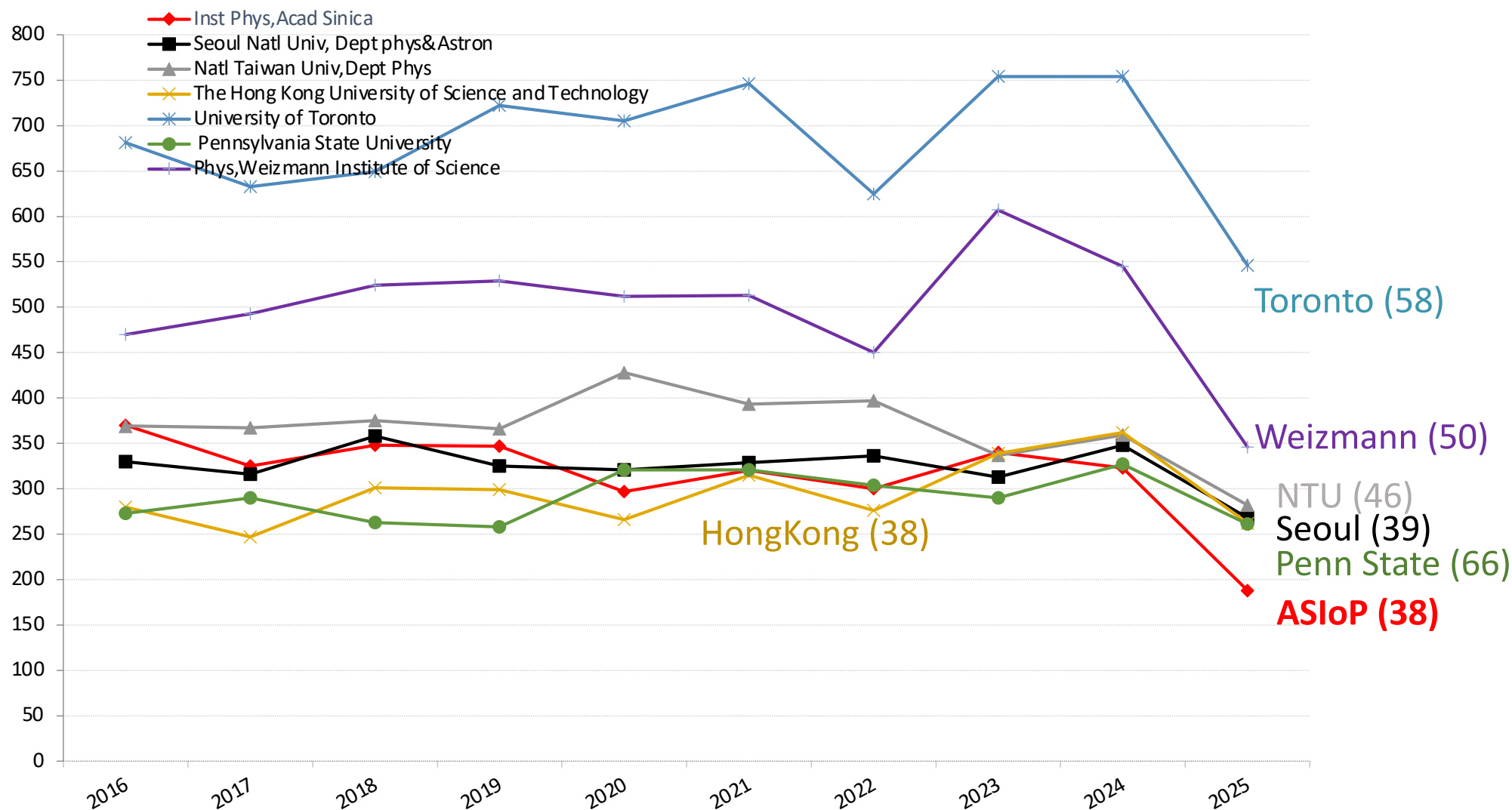
1. Pay the electricity bill of October and November
2. Prioritized to public affairs, like maintenance of building, etc.
3. Some remaining fund open to late request. However, 50% of the spending have to be paid back from your next year's budget.

Scientific performances

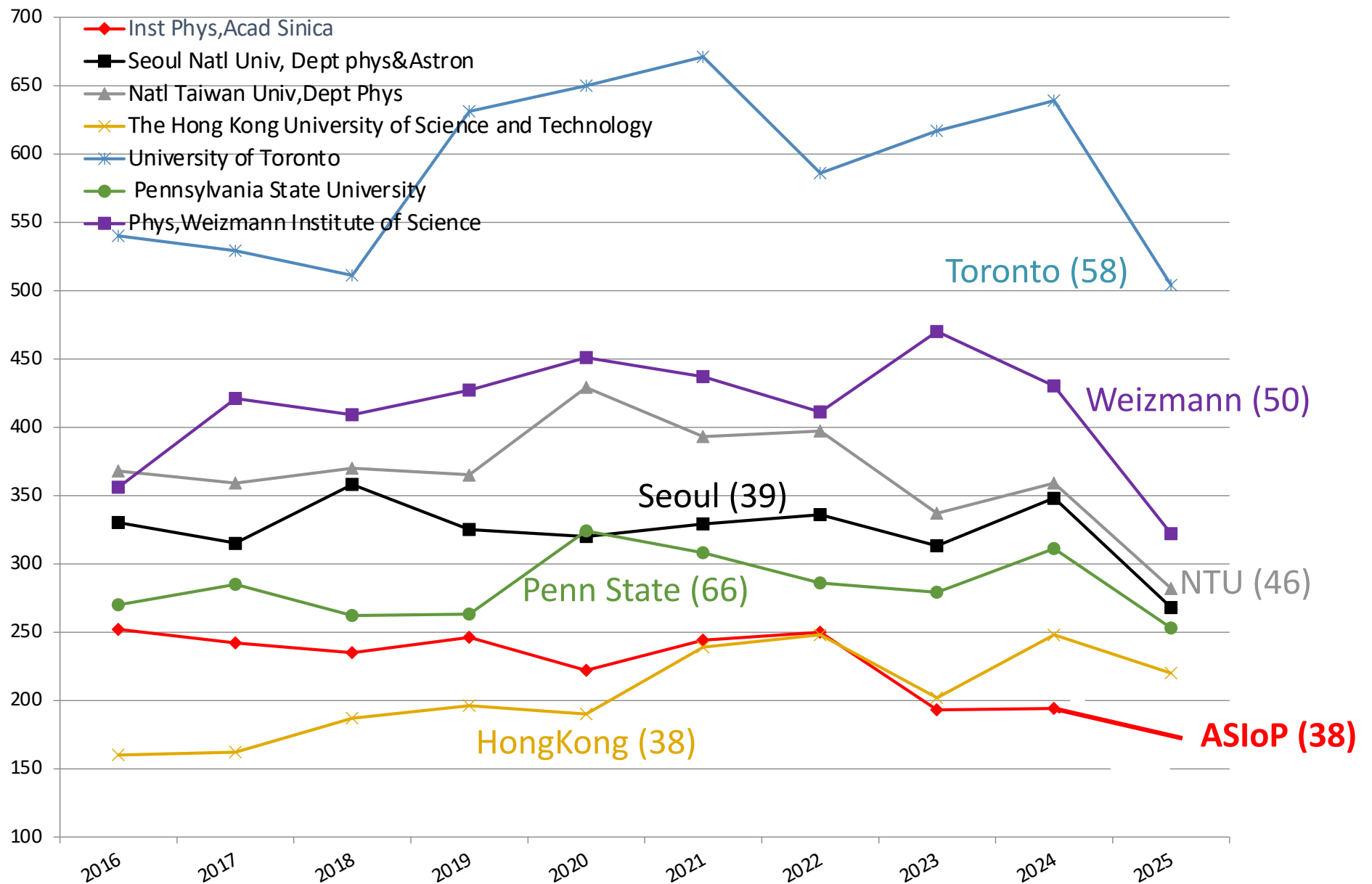
IOP SCI pub. per year for the last twenty years



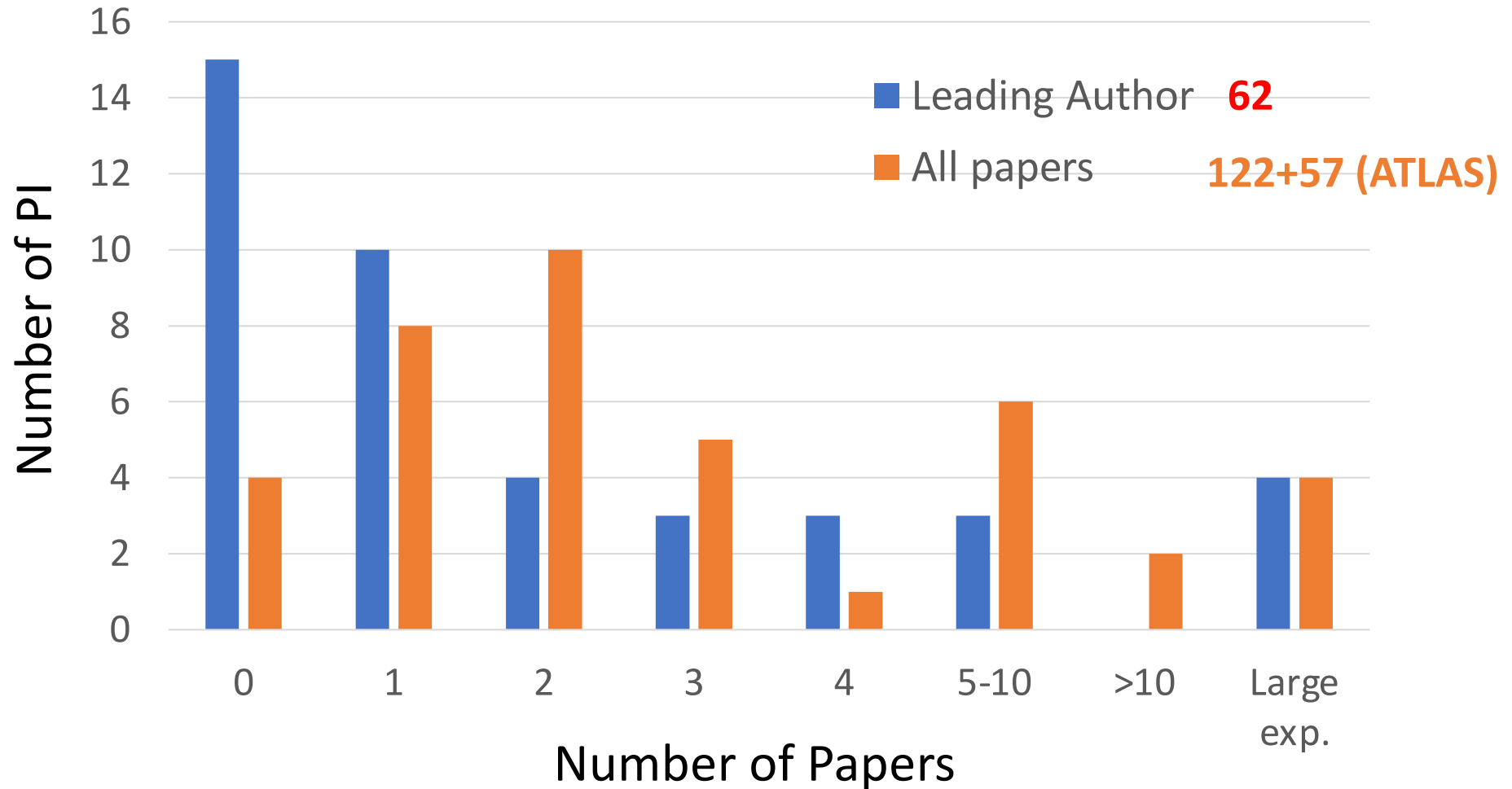
Annual SCI Publications since 2016



Annual Publications (exclude ATLAS,CMS, IceCube)

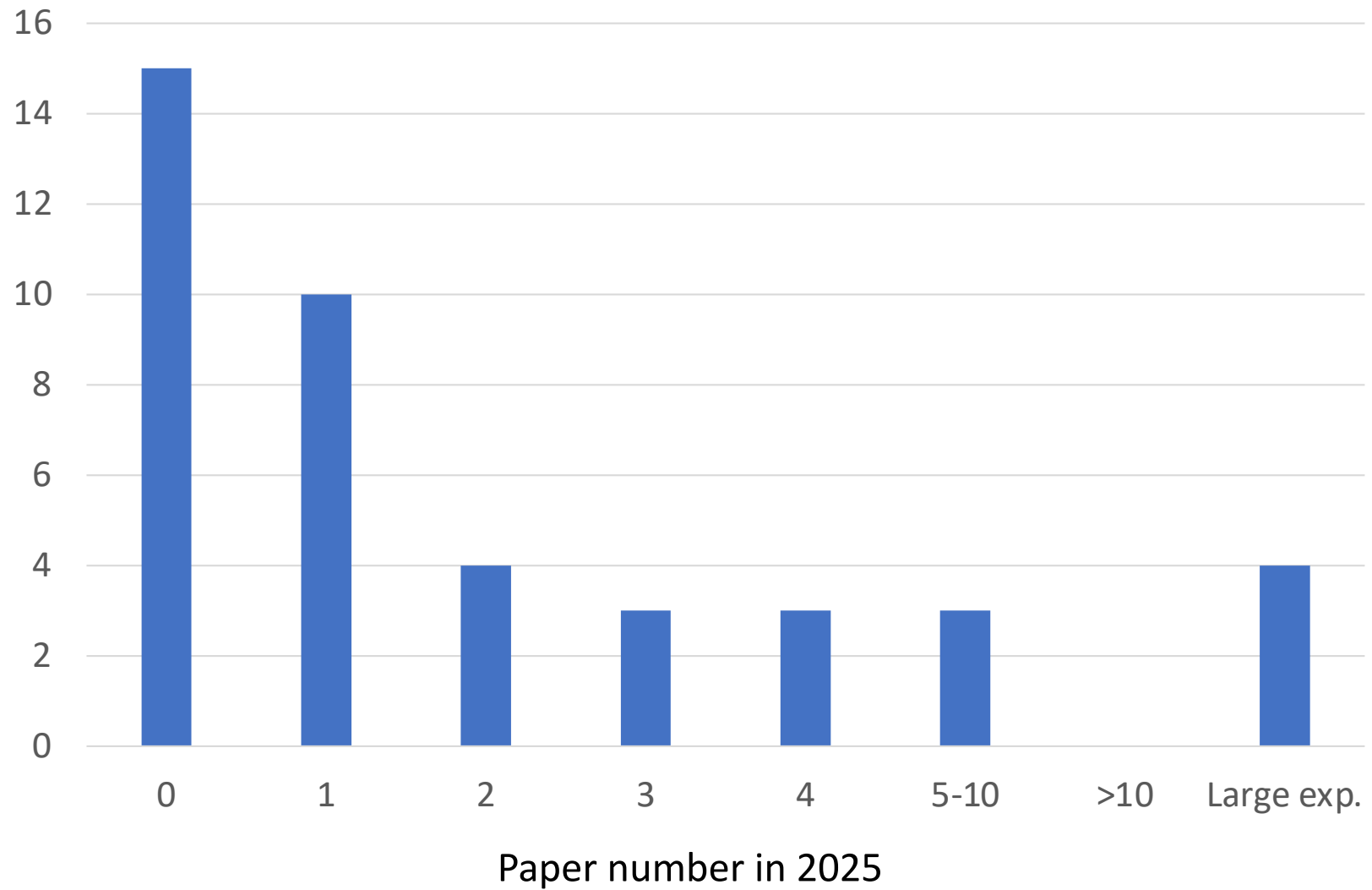


- * Up to Dec. 3, 2025. Direct search with “IoP” keyword in WoS.
- * Not including “accepted”, “in press”, “arXiv” papers.

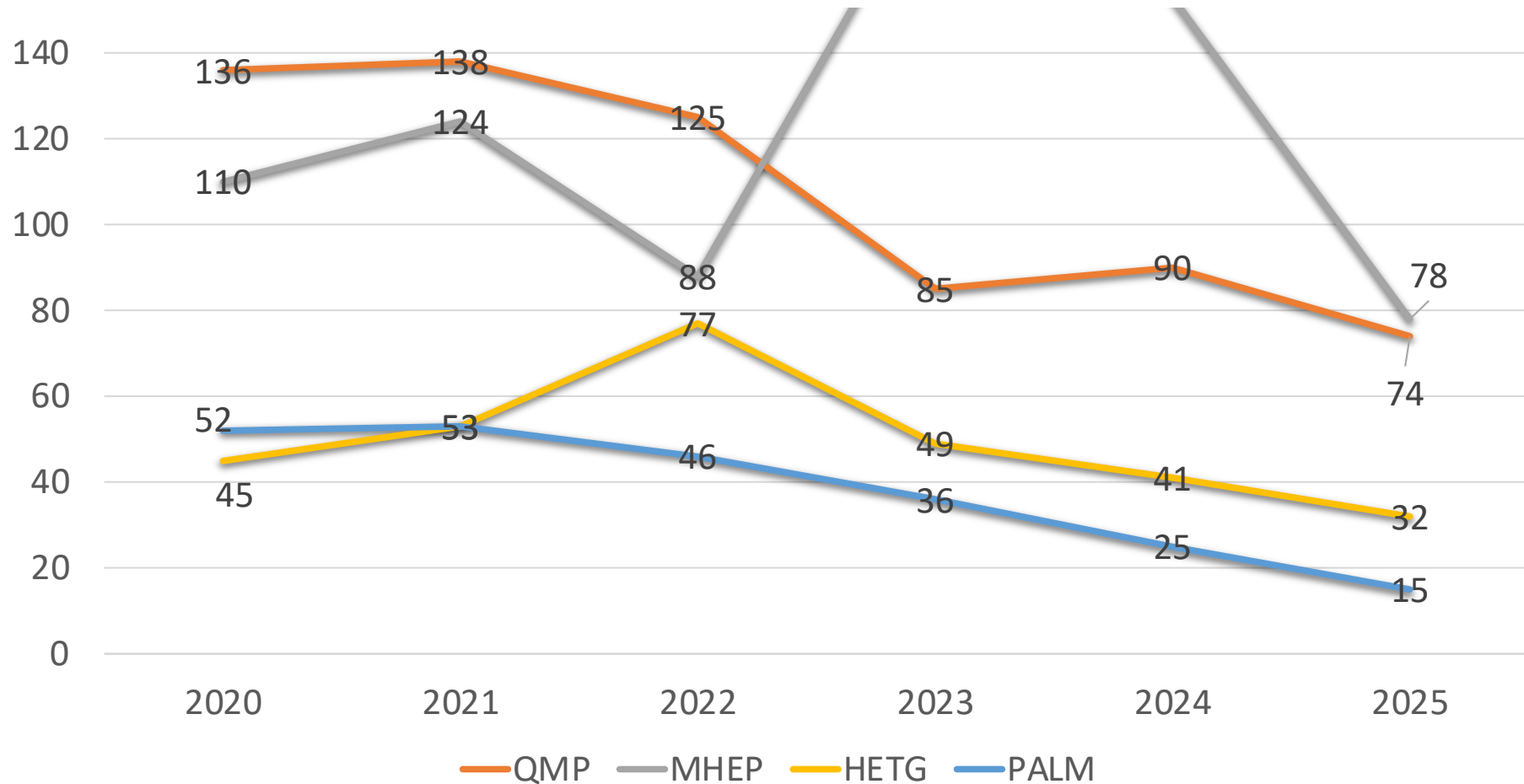


**On average, ~2 leading author paper per PI.
Highly concentrated to a few of us.**

Number of PIs with Leading Author papers

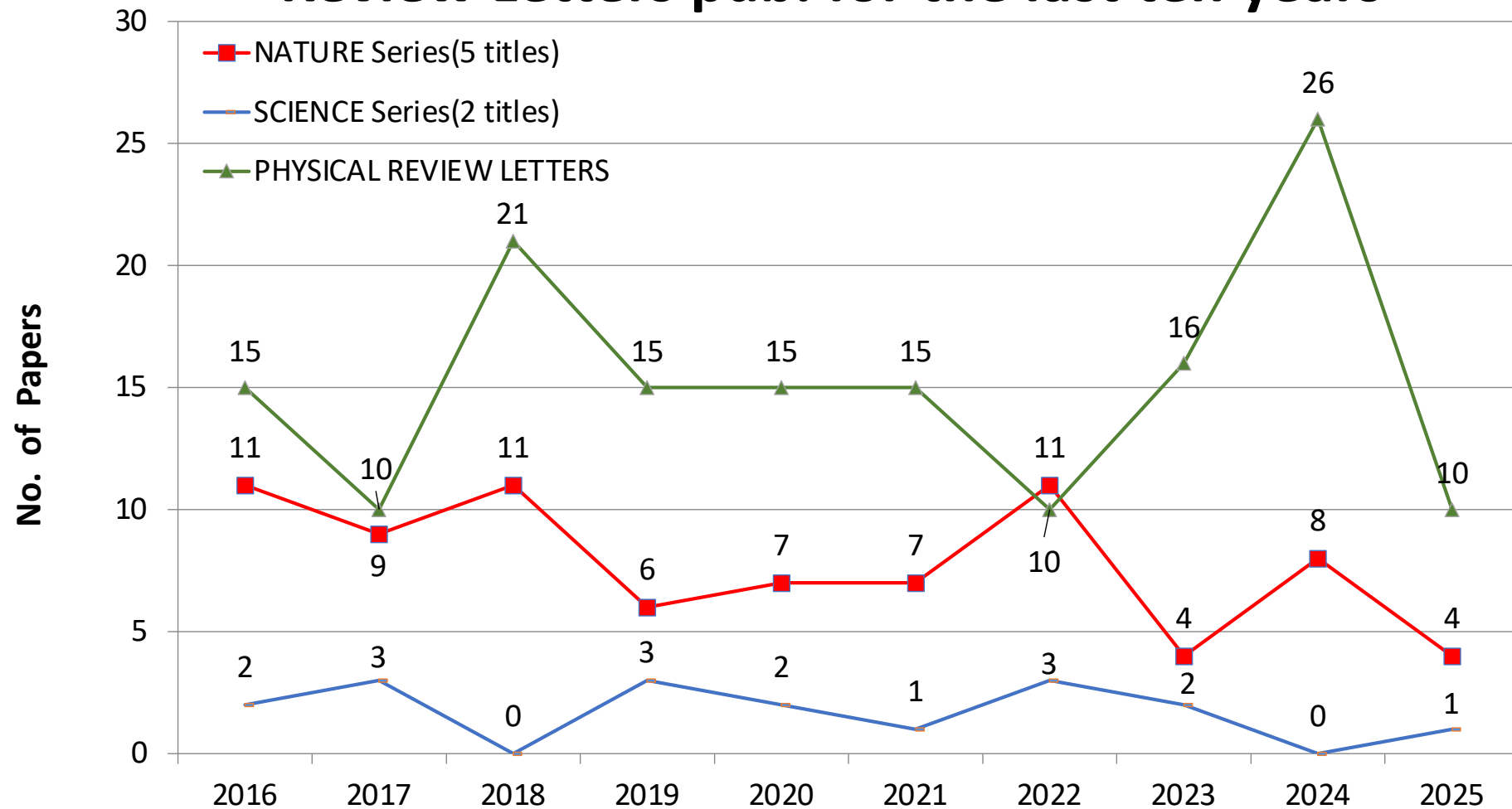


Papers of Research Groups



Publications are in a down going trend, the trend is clearly correlated to the decreasing PI number (and aging).

Nature Series 、 Science Series and Physical Review Letters pub. for the last ten years



NATURE Series(5 titles) : NATURE 、 NATURE PHYSICS 、 NATURE NANOTECHNOLOGY 、 NATURE MATERIALS 、 NATURE COMMUNICATIONS

SCIENCE Series(2 titles) : SCIENCE 、 SCIENCE ADVANCES

Performance indices (I) (excl. ATLAS,CMS,IceCube)

Institute (department) of physics	Faculty number (not exact)	Publication number (2025)	Averaged Publication (2021-2025)	H-Index (2025)	H-index (2021-2025)
ASIOP	38	183	207.8	8	52
Soeul National University	39	320	325.2	8	66
National Taiwan University	46	339	362.2	11	63
HKUST	38	250	236	11	62
University of Toronto	58	603	617.4	9	68
Penn State U.	66	297	294	13	68
Weizmann Institute	50	400	422.4	12	81

~~Low PI number limits our scientific impact~~

Source : Web of Science 2025-12-15

Performance indices (II) (excl. ATLAS,CMS,IceCube)

Institute (department) of physics	Averaged Citation (2025)	Averaged Citation (2021-2025)	% High cite paper (2025)	CNCI (2025)	Average CNCI (2021-2025)
IOP	2.41	15.78	0.68	1.09	1.5
Soeul National University	1.76	15.46	0.36	1.01	1.45
National Taiwan University	2.96	14.72	1.02	2.87	1.73
HKUST	2.94	12.79	2.61	2.55	1.81
University of Toronto	1.15	12.16	0.37	1.22	1.35
Penn State U.	2.58	19.08	1.12	1.73	1.84
Weizmann Institute	2.89	19.71	1.48	1.39	1.81

CNCI : Category Normalized Citation Impact. (1 = global average)

~~But, Paper quality is on par with our peer institutes~~

Source : Web of Science 2025-11-03

We must honestly face the fact that our performance is declining fast, and we are no longer the “leading Institute” in Taiwan’s physics community.

Our advantage over other physics institutions in TW:

- **Our per-person institute funding is $\sim 2/3$ of average NSTC project, and it does not require a proposal.**
- **With increasing services provided by our secretaries.**
- **Organized more and more meetings.**
- **Continuous visitors.**

Why is our performance declining?

- **Reduced manpower (PI and RA).**
- **Moving towards “evenly distributed” funding policy?**
- **Need more “leading subject” for focused funding???**

Mission-oriented Large projects

1. Advanced energy storage system – terminated
2. Carbonless clean energy – terminated
3. Quantum Computer – Moved to RCCI
4. ASGC – Song-Ming Wang

Other Issues/plans

Establish a NCTS hub:

1. NCTS hub is a regional center that support NCTS activities. Currently there are hubs in NTHU, NCKU, NSYSU.
2. We want to establish a Hub in IoP to further enhance local activities,
 - NCTS thematic group.
 - NCTS postdocs
 - NCTS conferences
3. **Resources required:**
 - 5M NT\$ matching fund. (Note: currently we support HETG hiring 2 Postdocs, this extra support will be terminated.)
 - A few office space for visitors and new postdocs.

Research Scientists hired by IoP discretionary fund

1. They are hired to achieve our goal of an IBM/BELL Lab style institute.
2. Research scientists provide technical services or manage common facilities. Their technical expertise is hard to be replaced.

Issue:

- We don't have a good mechanism to terminate their contract, even if the original purpose of hiring is gone.
- With limited funding, the institute no longer can afford hiring more research scientists.

Solution:

- **With the new funding distribution scheme, we will gradually shift the responsibility of hiring research scientists to groups, based on their own available funds.**

**2025 IOP Committees
(to be confirmed in the faculty
assembly meeting)**

項次	委員會/小組 名稱	人員名單	小組人數
1	學所小組 Academic and Institute Affairs Committee	張元翰所長(召集人) 周家復、蘇維彬、吳茂昆、李湘楠、葉崇傑、王子敬、【侯書雲】、【林耿慧】、 【李偉立】、【吳孟儒】 (列席: 莊天明、徐晨軒、黃仲仁)	10
2	聘審小組 Faculty Recruitment and Promotion Committee	張元翰所長(召集人) 周家復、蘇維彬、葉崇傑、李尚凡、李湘楠、羅健榮、【侯書雲】、【林耿慧】、 【李偉立】、【吳孟儒】 (列席: 楊迪倫、施宏燕、林宮玄)	10
3	獎項提名委員會 Awards Nomination Committee	周家復(召集人) 吳茂昆、李湘楠、葉崇傑、王子敬	5
4	通俗演講小組 Colloquium Committee	周家復(召集人) 章文箴、Anatoli、楊迪倫、李偉立、徐晨軒、溫昱傑、郭青齡、平岩徹也	9
5	文宣小組 Publicity Committee	王子敬(召集人) 楊迪倫、徐晨軒、平岩徹也、溫昱傑、洪敏玲、鍾艾庭、林汝蓮	8

【】 group conveners, they are ex-officio members of Academic affair committee, hiring committee, and space committee.

6	環安暨衛生節能委員會 Environmental Safety, Health, and Energy Conservation Committee	蘇維彬(召集人) 王子敬、林耿慧、李偉立、羅健榮、楊毅、莊天明、林宮玄、林志勳、嚴漢偉、雷曼、黃仲仁、歐敏男、高靖宇、李國銘、林呈應、莊博景、郭惠禎、苗宗悰、陳冠銘(執秘)	20
7	空間委員會 Space Management Committee	張元翰(召集人)、蘇維彬(副召集人) 【侯書雲】、【林耿慧】、【李偉立】、【吳孟儒】、楊毅、黃仲仁、高靖宇、郭惠禎、莊博景	11
8	生安委員會 Biosafety Management Committee	周家復(召集人) 林耿慧、郭青齡、黃仲仁、陳冠銘(執秘)	5
9	精工室小組 Machine Shop Committee	蘇維彬(召集人) 黃英碩、李尚凡、李偉立、羅健榮、郭青齡、蔡日強、莊天明、林志勳、雷曼、黃仲仁、林呈應	12
10	資訊暨資安小組 IT and Cybersecurity Committee	(召集人) 王嵩銘、章文箴、林新、蔡日強、吳孟儒、平岩徹也、Anatoli、施宏燕、坂本遼太、徐晨軒、嚴漢偉、歐敏男	13

Discussion issue 3 : The award and project application committee

Issue:

We receive many (too many) emails about award and project applications announcements, forcing us to ignore most of them (often unintentionally).

Proposed solution:

- Ask our responsible staff (Mr. T.H. Su and Ms. Yang-Wen Chen) to screen the announcements and send emails only to those PI who are qualified or have potential interest.
- However, they will need our help to know who are “potentially interested”.
- “Award and Project Application Committee” should help.
- We propose a shift system, such that each committee member takes the responsibility for two month. During the period, our staff will contact the responsible member when they have questions.
- We need volunteers to join the committee.

2025 IOP Conferences (excl. ASGC)

#	Group	Host PI	Secretary in Charge	Support Team	Conference Time	Conference	Expected participants
# 1	HETG	吳建宏	彩雲	玉萍 泳恩	2025/4/21~4/25	Workshop on Gravitational Waves 2025	84
# 2	HETG	安納托里	宇軒	X	2025/10/15-10/17	Telescope Array Data Analysis & Machine Learning Workshop 2025 (TADAML 2025)	30
# 3	HETG	楊迪倫	彩雲	郝玟	2025/12/17~12/20	Workshop on recent developments from QCD to nuclear matter	50
# 4	MHEP	章文箴	Emily	翠霞	2025/6/16-6/18	Workshop on parton distribution functions in the EIC era	50
# 5	MHEP	侯書雲	翠霞	Emily 靖璇 泳恩	2025/11/16-11/21	The 14th international "Hiroshima" Symposium on the Development and Application of Semiconductor Tracking Detectors (HSTD-14)	136
# 6	MHEP	章文箴	雯琪	宇軒 彩雲	2025/11/28-11/29	ANPhA 2025 – The 2025 Asian Nuclear Physics Association (ANPhA) Board Meeting & The ANPhA Symposium on Nuclear Physics Facilities in Asia	50
# 7	QMP	李偉立	雅婷	玉萍 宇軒	2025/6/18-6/20	Chirality in Condensed Matter Physics	109

2026 IOP Conferences (excl. ASGC)

#	Group	Host PI	Secretary in Charge	Support Team	Conference Time	Conference	Expected participants
# 1	PALM	林耿慧	Emily		2026/1/15-2026-1/17	The 4th Physical Biology and Biological Physics Symposium - The Biological Physics Across Scales From Single Molecules to Organisms	100
# 2	PALM	羅健榮	雯琪		2026/03/16 ~ 2026/3/19	International Workshop on Bacterial Flagella and Biomachineries	90
# 3	HETG	吳孟儒	郝玟	彩雲	2026/3/24~2026/3/27	Collective Neutrino Oscillations in Supernovae and Neutron Star Mergers	50
# 4	HETG	安納托里	宇軒		2026/10/5-10/9 (TBC)	UHECR 2026 conference	100-120
# 5	QMP	TBC	TBC		2026.early Oct.	TBC	
# 6	MHEP	章文箴	雯琪		2026. Nov.	PacificSpin2026	90

International Conferences and workload to our group secretaries

We have total 6 group secretaries, serving ~30 PIs. On average, 5 PIs share one secretary. The number is expected to increase.

- They are loaded with daily operations and bureaucracy
- One international conference can easily take 0.5 person-year, if no other support are provided. (Trying to include other group secretaries to help didn't work. Every secretary are already quite busy.)
- Please understand that they are “**shared secretary**”, not your “**personal secretary**”. There should be a borderline on the tasks they take. For example, in a conference, we probably should NOT ask them to:
 - Contact speakers
 - Discussing with speakers about their schedule
 - Organizing accommodations according to each participant's preferences.
 - Work in the sessions as scientific secretaries.

Instead, these tasks should be done by the organizer, postdocs/students, or specially hired short-term secretaries.

- It is important to mobilize your postdocs or students and form a task force to support the conferences. It's a good chance for them to meet other scientists.
- **Please don't overload our secretaries.**
- **Please try to hire a secretary yourself if you request higher work load than average.**

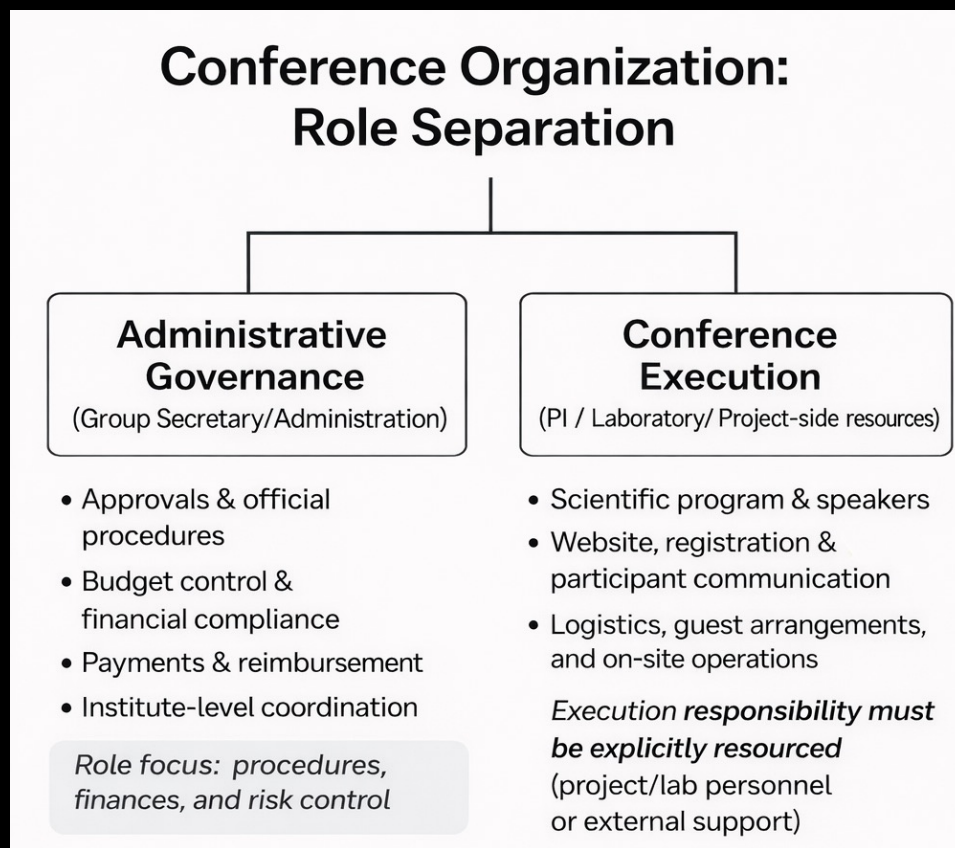
Conference Operational Guidelines

Role Separation Principle:

- **Secretary / Administrative side:** Approval request, procedures, and financial administration
- **PI / Laboratory:** Conference execution is a project responsibility and must be appropriately resourced (execution by project/lab personnel or external support)

Operational Clarifications:

- The current model of assigning two secretaries to support a lead conference secretary is not feasible in practice, given the continuous and fragmented nature of secretarial work
- Organizer and laboratory support requires clear SOPs and optimized Indico workflows
- Automated check-in (QR code / badge printing) should be adopted to reduce on-site administrative manpower
- Guest logistics (travel, accommodation, hospitality) are execution-intensive and extend beyond routine administrative scope, and should therefore be handled by project/laboratory resources or external support



**Plan to establish the
“Wu Ta-You memorial Library”**

-

**A combination of Wu Ta-You Memorial Hall
And
IoP Library**

1. Problems with the current Wu Ta-You Memorial Museum

- Located in a deep corner in IoP, not many people know its position.
- Semi-open, not friendly to pass-by visitors
- The exhibition cabinets are old and made of glass, with no environment-control system.
- Wu Ta-You foundation administration office shares the same space.

2. Problems with IoP Library

- ~10000 books, but 80% are very old and never checked out.
- No enough space for reading.
- Space utilization efficiency is very low.

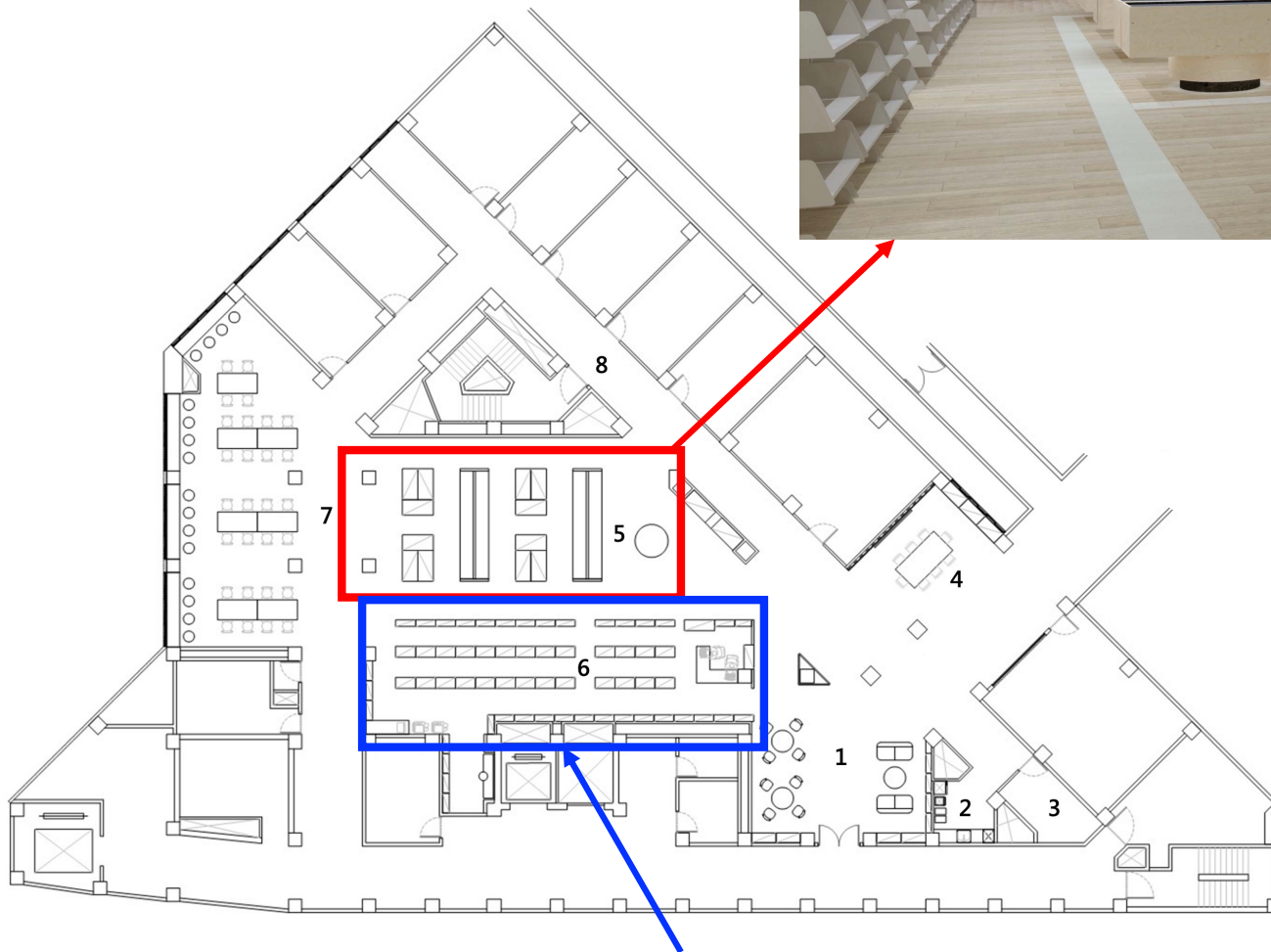
Wu Ta-You memorial Library plan:



開放空間，易於進入參觀



Exhibition hall



Book shelves

Wu Ta-You Foundation admin. Office

Open Study Area



~ 10 Office space will be released from current
Wu Ta-You memorial at 4F



Plan for 2027+ :

With the extra space in 4th floor, we can move some PI/PD/Students from 7F, and remodel the 7F space to be a "Center for Theoretical Physics"



Thank you for your attention

Taiwan bridge program

- 30 Nobel Laureate visiting Taiwan from Dec. 2025 – April 2026
- Organized by Peace foundation.
- With very short stay and limited time to interact.
- 10 of them are hosted by AS
- 1 (Takaaki Kajita) will be hosted by IoP
- Henry is our liaison to the whole program, and responsible for organizing IoP activity.