

韌性小抄：組織遇到外在的改變或衝擊時，需要的是韌性？還是彈性？

尋訪南埔伯公 以實境遊戲延續村落守護神的記憶

北埔韌性實境：迎伯公 × 埔夢人探秘之旅

Resilience in Old Age:
Multidisciplinary Perspectives
on Aging, Care, and Policy in
Taiwan

在「百事問 AI」的時代，您所得到的答案總是合乎期待嗎？您是否曾想過這些知識是從誰身上汲取而來？您相信自己具備的知識也能分享、為他人解惑嗎？該怎麼做？

清大韌性研究中心韌學堂與清大服科所團隊合作設計，以生成式 AI (GenAI) 所打造的個人專屬知識助手 (K-Assistant) 上線了！您可以透過 AI 進行知識的上傳、串聯與管理，打造專屬自己的行動智庫！

歡迎您直接以 LINE 帳號登入 K-Assistant 平台試用，提升知識韌性，並回饋您對知識助手的想法與建議，同時關注 AI 知識助手的最新消息。

進行體驗



回饋建議



當地方成為遊戲：北埔的韌性新敘事

實境遊戲也成為鄉鎮韌性的一環！韌性鄉鎮北埔各場域不約而同以嶄新的方式詮釋在地歷史文化。本期帶領讀者從遊戲設計者與體驗者的視角，重新認識南埔村、龍瑛宗文學館，以更平易的方式走入場館、歷史脈絡與民間信仰。

台灣許多鄉鎮與北埔鄉相似，在推動活化、追求永續發展的同時，也面臨高齡照護與安老的挑戰。本期同時整理清大韌性研究中心舉辦的高齡韌性論壇內容，邀請英國布魯內爾大學韌性研究學者及產官學研界專家，共同討論高齡韌性議題，嘗試回應當前挑戰，尋找可能的韌性解方。

韌性小抄：組織遇到外在的改變或衝擊時，需要的是韌性？還是彈性？

專欄

· 文 | 郭瑞坤（國立清華大學韌性研究中心研究員）

在職場、心理學甚至工程領域，「韌性」（Resilience）與「彈性」（Flexibility）這兩個詞常被混用，但它們的核心意義其實有著微妙且重要的差別。簡單來說：彈性決定你「彎曲」的程度，而韌性決定你「回彈」的高度。

「彈性」強調的是適應力與多樣性。當環境發生變化時，個人或組織能夠迅速調整行為、策略，重視「當下」的調整。「韌性」則強調恢復力與耐受力，重視「長期」的存續。它是指在遭受重大衝擊、挑戰之後，具備復原的能力，甚至從中學習並變得更強大。

臺灣中小企業的生存機制

根據經濟部《2025 中小企業白皮書》，臺灣中小企業佔全體企業家數超過 98%，其中一些中小企業之所以能成為全球供應鏈中不可或缺的「隱形冠軍」，靠的就是彈性與韌性這兩股力量。

彈性的運用：敏捷轉向與「黑手」精神

臺灣中小企業的彈性多半來自其「扁平化的決策」與「模組化的生產能力」。在產業轉型與全球供應鏈危機中，臺灣中小企業展現了極高的「應對變動」能力。



Photo by Alex Shute on Unsplash

韌性的體現：財務保守與「社群資本」

相較於追求極致槓桿的跨國企業，臺灣中小企業往往展現出極強的耐受力。許多臺灣老闆習慣「口袋留一手」，保持較高的現金流與低負債比。這種作法在景氣大好時看似低效率，但在金融海嘯或病毒肆虐時卻是企業的救命錢，這就是韌性面向一「冗餘」（Redundancy）帶給組織的好處。

另外，臺灣中小企業常有形成產業聚落的傾向（如台中精密機械聚落）。當衝擊來臨時，這種基於企業網絡間長期信任的供應鏈互助（例如暫緩收帳）形成了一種集體韌性，讓企業能較快復原。

臺灣社區組織的應變之道

臺灣社區組織（如社區發展協會、NGO）在面對天災（地震、颱風）與社會變遷（高齡化、疫情）時，同樣展現了社區的應變能力。

社區組織的彈性，體現在其「多功能性」與「角色切換」。當社區平時運作的「老人共餐」因為疫情停辦時，有彈性的社區組織不會因此停擺，而是迅速切換模式，變成了「防疫物資配送中心」。

臺灣在 921 大地震後，逐漸建立深厚的社區營造根基。韌性來自於社區居民對家園土地的認同感，讓他們在遭受毀滅性打擊後，願意留下來重建家園。另外，清華大學韌性研究中心在北埔鄉進行韌性研究，發現南埔社區在十多年前，因灌溉水圳淤積嚴重而共同休耕一年、累積共識修復水圳、並發展出社區相關文化活動，村長與居民共同面對水圳淤積的挑戰而開展出社區的韌性之道。

一個組織如何運用彈性或透過韌性，來回應不同的挑戰或變動、衝擊呢？在組織管理中，「彈性」是為了應對變動與捕捉機會，而「韌性」則是為了應對衝擊與確保生存。一個成功的組織會將兩者結合，形成一套動態的防禦與進攻系統。事實上，當代對組織「韌性」的理解已經包含彈性概念，以因應外在的變動、衝擊，能迅速調整結構或策略、恢復企業營運／社區運作。企業或社區組織，面對變動與衝擊時，能夠運用自身資源、商業網絡的資源、或社區相關資源，以應對與轉化危機的能力，才是其生存的韌道。

尋訪南埔伯公 以實境遊戲延續村落守護神的記憶

· 文、圖 | 許宸豪（國立清華大學清華學院學士班學生）

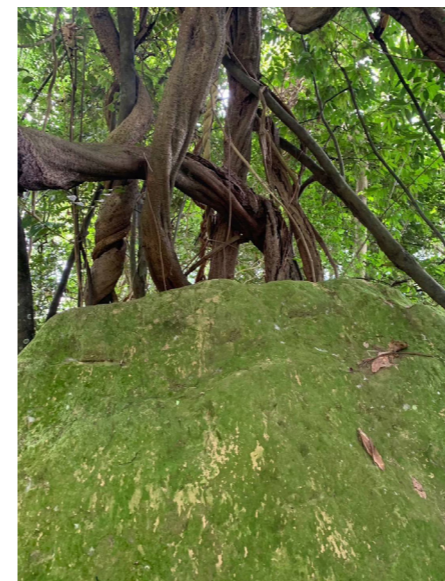
「伯公」是客家人對土地神的稱呼，是村子裡的守護神，守著田、守著路口、守著水源。特別的是，客家人會將自然物作為守護神，不是以廟、神像的形式存在，反而以數百年來默默祝福著土地的石頭、樹木等自然物為信仰。伯公是北埔鄉南埔村村民日常的信仰，同時也有平安戲、祈福、還福等年度大戲，會將所有伯公請到當地信仰中心的南昌宮團聚。然而深植於村民生活的伯公信仰，在當代面臨嚴峻的傳承挑戰，隨著祭祀者的高齡化，知道伯公位置、故事與祭儀的人正在變少，有些伯公被雜草吞沒、有些只剩下「大概在那一帶」的口述，這使得每年的請伯公儀式面對困難，伯公正在從村民的記憶中慢慢消失。因此，我們開始整理每個伯公的故事，希望村民的祭儀順利傳承舉行。而我們也奠基於這些故事，設計一場尋訪伯公的實境遊戲，希望旅客們也有機會在遊戲中認識到這些故事。

找回伯公的過程充滿艱辛，原本是聚落的地方，隨著人類活動的減少，重新長滿了植被。我們就在一片次生林中地毯式搜尋，直到找到曾經祭祀的香。令我印象深刻的是尋訪挑水瀝伯公時的開山闢路，南埔耆老龍哥穿著雨鞋、拿著鏟刀，我們鑽進比人還高的雜草叢，在砍竹、除草中慢慢搜尋可能的位置。

歷經數十次的訪談後，我們拜訪了南埔 17 位伯公，楓樹伯公、伯公龍伯公旁，有著令人驚呼的景色；挑水瀝伯公、茶園伯公呈現的自然環境的生命力則讓我驚嘆。除了拜訪伯公、標記經緯度，我們也訪問風水師，理解不同流派怎麼看地勢、怎麼安置神像；訪問廟婆阿姨，整理祭祀流程與日常維護；在長輩與村民的訪談中，蒐集到伯公顯靈、護庄、保平安的故事。這些資訊逐漸勾勒出了南埔的生活史，不只是人們的互動，更是人與土地、人與守護神互動的紀錄。

我們將 17 位伯公的名稱、抵達難易度、祭祀象徵、空間形式、歷史沿革、祭祀家族、祭拜原因與貢品、祭祀時間、祭祀圈、對聯文物、傳說故事、位置描述、影音連結、經緯度、建置時間與受訪者等，作為 TGOs（註）頁面的資料。未來不管是教學、走讀、社區導覽，都可以奠基於這些研究資料，甚至未來的伯公祭祀，都能依據地理位置資料持續傳承。

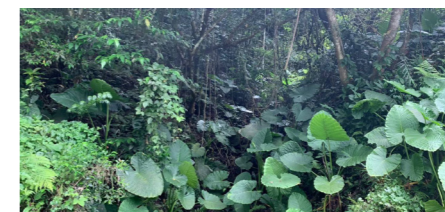
這是一場有趣的調查，我們並非南埔在地人，卻隨著村民們的故事與實地踏查，逐漸拼湊出村民與伯公的生活。這讓我們想到是否有機會讓旅客一起體驗尋訪伯公的感覺，甚至在過程中參與村民的日常生活。因此我們以資料庫及親身感受，設計一款用手機和道具包就能遊玩的實境遊戲。玩家将扮演離鄉的第二代，跟著腳本與每個關卡的謎題，拜訪散落在南埔各處的伯公，找到伯公的秘密，並將伯公迎回南昌宮參與平安戲。遊戲融入年輕人對伯公的陌生感、村民們分享有趣傳說、協助整理祭祀空間、以及實際走到伯公所在處看到景色的感動，這些都是我們在調查中親身感受到的。我們在不同村民的口中，逐漸認識伯公的樣貌，如今則以遊戲解謎的方式，分享給所有來訪的旅客這些感動。希望將這些散落在山路、口述與記憶裡的知識，整理為資料庫與遊戲，賦予村莊內的故事新面貌，讓伯公記憶更長久地流傳在村子內。



石頭夫妻伯公。

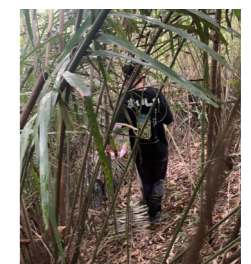


楓樹伯公四季的壯闊景色。



許多伯公隱身於充滿綠意的次生林之中。

註：Taiwan Geospatial One Stop，為由內政部建置的電子地圖服務平台，提供地圖圖資與定位功能，支援互動式地圖應用，本次實境遊戲地圖即以此平台為基礎建置。



體驗南埔伯公實境遊戲：



尋找挑水瀝伯公的路徑，已隱蔽於山林之中。

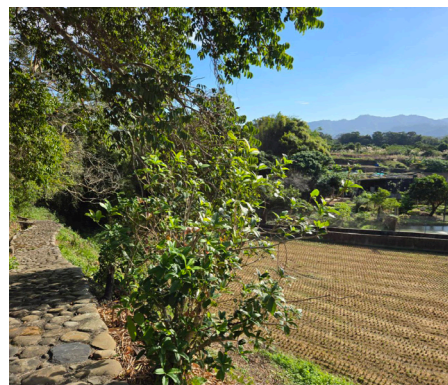
北埔韌性實境：迎伯公 × 埔夢人探秘之旅

· 文、圖 | 鄧立婷（國立清華大學韌性研究中心經理）

北埔鄉近來顛覆了人們的既定印象。除了老街、擂茶、客家文化，這座充滿古風與傳統氣息的小鎮，竟成為實境遊戲的舞台，唯有親臨現場，才能發現其中的驚喜。

迎伯公：田間尋神，探索百年傳說

近日率先推出實境遊戲的，是距離北埔老街不遠的南埔村，玩家以手機登錄遊戲，化身「一日村民」——20歲的黃同學，開啟替受傷的爺爺「迎伯公」的任務。



南埔村7個鄰共有20位伯公（自然神），多安設於民居附近或田間，村民向伯公祈求五穀豐收、家業興旺，並庇佑孩子平安成材、化解天災危機。家家戶戶都有各自祭拜的伯公；每逢節慶，透過擲筊，由神明選出「首事」，負責將各鄰的伯公，從村內各處迎至當地信仰中心「南昌宮」祈福，藉此感恩伯公的庇蔭。

玩家隨著黃同學的腳步，幫助擔任「首事」的爺爺迎請伯公，依循任務地圖，穿梭在田野與山林之間，一一找尋隱身於綠意之間、傳承百年以上的伯公們的

身影。

百年水圳流淌而過，牌匾間隱藏的文字密碼、動植物留下的線索、標示牌之間的距離運算……宛如秘境尋寶、蜿蜒的關卡路線，總在見到伯公時柳暗花明。觀摩伯公形態，時而是參天古木，時而為嶙峋巨石，部分伯公周邊環境乾淨整潔，案前常見清水供奉，足見村人對祭祀的慎重。

藉由APP掃描每位伯公的形象，便能認識屬於牠們的傳說。伯公龍伯公、田心伯公、番婆坑伯公、挑水瀝伯公……等等，有託夢為祭祀者指點迷津者、有順應祈求緩解病痛者；也有指引村民尋回失物、走丟的孩子的。APP圖文並茂展現，彷彿親自與在地人互動，聆聽故事，伯公的形象也因此更加鮮明。



循著伯公坐落之處放眼望去，或能遠眺整個南埔村「黃金水鄉」景緻，或被群樹簇擁，似可想像伯公張開雙臂擁抱、守護每位居民的形象。請伯公任務在「黃同學們」燒腦破解數獨密碼、揭開關鍵謎底後宣告完成，玩家隨著這場旅程，親身體會了百年信仰的溫馨之處，使人回味再三、印象深刻。

埔夢人：穿梭街巷，解鎖文學秘密

前進北埔老街，由百年日式宿舍改建的龍瑛宗文學館，是「埔夢人」實境走讀解謎遊戲的起點。「埔夢人」以出身北埔的文學家龍瑛宗作品為核心，玩家透過LINE與離鄉打拚的女孩「小娟」展開對話，從一場夢境開始，層層謎團逐漸浮現；需從解謎包找出線索，借助閱讀、拼圖，一步步解開夢境之謎。

玩家依循龍瑛宗在北埔的生活足跡漫步街區，從車水馬龍的老街拐入靜謐的巷弄，在古蹟的精美雕刻與牆面紋理之間，時光彷彿停止流動，交織出地方歷史、建築與文學的記憶風景。



遊戲結合天干地支、星象觀測、廟宇雕刻等傳統文化及信仰元素，從歌詞蘊藏的密語至信件解謎、宮廟解籤，深度扣合在地歷史、客家信仰和龍瑛宗文學，參與者在解謎過程中，體驗鄉民曾經的

生活樣態——參拜祈福、古井取水、病求藥籤等等，每一步都像走入一段活過來的歷史。部分解謎道具設計亦是別具巧思，例如「遇水則現」的謎題卡，以及揭示街區「地下龍脈」的地圖，呼應故事中的神祕氛圍。

在每個解謎點之間移動時，主辦團隊結合導覽服務，介紹龍瑛宗文學館、慈天宮、天水堂與鄧南光影像紀念館等地標，甚至帶領參與者走訪當地人也鮮少踏足的秘境，玩家彷彿化身為昔日在街巷間奔跑玩耍的孩子，更深入了解「小娟」家族與在地發展密不可分的時代故事。

遊戲最後更以龍瑛宗文學作品金句收尾，為謎底的揭曉增添驚喜感，玩家可選擇故事結局，在與小娟「道別」後，還得通過主辦方精心準備的「靈魂大考驗」，才算順利「過關」，層疊如小說般的豐富情節，令人大呼過癮。

「迎伯公」和「埔夢人」的門檻不高，僅需攜帶智慧型手機、少數人員組隊便可參與，難易度雖有別，但皆老少咸宜，不僅帶來解謎的緊張感、趣味性，也在完成挑戰的同時收穫成就感，並潛移默化地加深對在地的認識，更貼近北埔鄉親生活的視角與氣息。

無論是這兩款實境遊戲，或是未來以北埔及各地地方場域為背景所開展的相關活動，皆以一種「新玩法」、「新體驗」，帶領人們從不同的視角走進地方、閱讀文學，感受文化與信仰的力量，重新感受在地魅力；同時，也為鄉鎮注入新的生命力，使其在永續經營的道路上走得更遠，展現屬於自己的全新韌性。



Resilience in Old Age: Multidisciplinary Perspectives on Aging, Care, and Policy in Taiwan



· 文 | 林柏亞 (國立清華大學服務科學研究所碩士生)

Resilience in Old Age: Research, Policy & Practice forum brought together scholars and medical professionals from diverse disciplines to examine aging, wellbeing, long-term care, and medical practice in Taiwan within a broader international and community-based context. Through a sequence of structured presentations, the forum explored demographic change, conceptual frameworks of healthy aging, practical service models, policy learning, social participation, and clinical decision-making in later life. Each presentation addressed aging from a distinct yet complementary perspective, collectively offering a comprehensive understanding of the challenges and responses associated with Taiwan's rapidly aging society.

Prof. Li-Fan Liu 劉立凡教授

Introduction

Prof. Li-Fan Liu framed her talk, "*The multi-factors influencing wellbeing: from the perspectives of community*," through four main components: Taiwan's demographic transition, the research concept grounded in healthy aging, empirical findings, and concluding policy implications. Her presentation moved systematically from macro-level demographic trends to conceptual and empirical analyses, before returning to policy-oriented conclusions.

The aged population and aging society in Taiwan

Prof. Liu emphasized both the speed and scale of population aging in Taiwan. She highlighted key demographic shifts, noting that Taiwan's working-age population peaked in 2015 and has been declining since, while the elderly population surpassed the youth population in 2017. She further pointed out that the proportion of people aged 65 and above is projected to continue rising through the middle of the century. Within the older population, she drew attention to the rapidly growing group aged 85 and above. These demographic changes, she explained, have significant implications for society, especially in relation to the rising dependency ratio, which she described as a structural pressure affecting families, communities, and social systems.

"Know-how" to "Know-do"

To bridge the "*Know-Do gap*," she proposed multi-level strategies that operate on both the demand and supply sides. On the demand side, she emphasized the implementation of self-management support and person-centered care, referencing the use of the *Theory of Planned Behavior* as a tool to understand and influence individual actions. On the supply side, she discussed the importance of incentives and structures that enable communities to become more age-friendly through integrated service provision. This dual approach, she argued, is essential for translating research knowledge into effective community-level practice.

Empirical findings from psychology resilience and place attachment

Prof. Liu presented several strands of research. She began with *psychological resilience*, citing the American Psychological Association's definition and noting evidence that higher resilience is associated with better outcomes in later life. She explained that her team's findings supported the promotion of positive self-perceptions of aging and the development of resilience-centered interventions as key components of community wellbeing. She then introduced *Place Attachment*, describing it as a cognitive and emotional bond between individuals and their living environments. Using data from a community-based dataset of 226 participants aged 50 and above, she reported that *Place Attachment* mediated the relationship between aging attitudes and wellbeing, and partially mediated the relationship between negative self-perceptions of aging and social participation.

Conclusion

Prof. Liu returned to the WHO's policy action areas, calling for health systems that align with the needs of older populations, the strengthening of long-term care systems, the creation of age-friendly environments, and improved measurement, monitoring, and understanding of aging processes. She concluded with a forward-looking message that emphasized collective responsibility in creating an age-friendly world.

Assistant Professor Hsiao-Wei Yu 游曉薇助理教授

Introduction

Assistant Professor Hsiao-Wei Yu's presentation, "*Implementing Reablement to Promote Self-Care Independence among Older Adults in Taiwan's Day Centers*," focused on reablement as both a conceptual and practical approach to supporting older adults' independence. In the opening section, she defined reablement as a time-limited (6–12 weeks), goal-oriented, and person-centered intervention designed to maximize functional independence. She emphasized that reablement is delivered through structured daily activities by an interprofessional team and is closely aligned with older adults' personal goals.

Core principles of reablement

Prof. Yu highlighted the philosophy of "*doing with*" rather than "*doing for*." She explained that reablement prioritizes enabling older adults to actively participate in daily activities, rather than passively receiving care. This approach combines autonomy-building practice with environmental modifications and the use of assistive devices. She further emphasized motivation, participation, and self-efficacy as key pathways through which reablement contributes to improved resilience.

Why reablement builds resilience?

In this section, she mapped reablement to multiple dimensions of resilience. Prof. Yu described how reablement supports *functional resilience* through improvements in mobility, strength, and activities of daily living; *cognitive and emotional resilience* through engagement in meaningful activities and social interaction; *environmental resilience* through adaptation of routines and spaces; and *care resilience* by reducing dependency and caregiver burden.

The Changhua model

She presented a dual-track implementation strategy for implementing reablement. The first track involved basic or group reablement, featuring twice-daily dynamic movement sessions conducted in a group setting while allowing for individual adaptation. The second track focused on individual reablement based on goals assessed by physical and occupational therapists. This individualized approach involved daily practice led by care workers and supported by handover sheets, dual-record forms, and standardized monitoring tools.

Integrating reablement into day center activities

Prof. Yu further illustrated practical applications in integrating reablement into day center activities. She described how day centers embedded reablement into routine tasks such as older adults taking on instructor roles, preparing meals, and practicing practical life skills. She argued that this approach represents a shift away from uniform group activities toward empowerment-oriented designs tailored to individual abilities. She also discussed extending day-center practices into the home, particularly for self-care skills like transfers, linking reablement to reduced caregiving burden in family settings.

Conclusion

Prof. Yu concluded that reablement requires a cultural transformation rather than merely a programmatic change. She emphasized the evolving role of care workers as co-therapists and enablers, the importance of daily routines as vehicles for functional improvement, and the need for environmental adaptation and home–community integration. She called for standardized community reablement guidelines, cross-professional workforce development, and the embedding of reablement into routine service delivery.

Associate Professor Pin Wang 王品副教授

Introduction

Associate Professor Pin Wang's presentation examined "*Taiwan's cultural patterns in learning foreign long-term care insurance (LTCI) policies*," using Germany's LTCI system as a case study. She framed aging as a shared challenge across welfare states while emphasizing that policy responses are not uniform.

Elderly population overview in East Asia

Wang first contextualized aging pressures in East Asia, visually highlighting the region's transition into a *super-aged society*. She then introduced a timeline of Taiwan's LTCI policy learning, positioning Taiwan's debates alongside earlier developments in Germany and Japan, with reference to South Korea. A central issue she raised was whether cash benefits should be included in cross-country policy learning.

The puzzle of underdiscussion of German cash benefits

This led to the puzzle of her study: despite extensive discussion of Germany's LTCI, Taiwan appeared relatively unconcerned with the design and effects of German cash benefits. Wang documented diverse social responses to this



issue, including opposition from feminists, labor groups, elderly groups, and migrant worker organizations, alongside support from family caregiver groups. She further highlighted confusion in the existing literature, including contradictory claims about whether German cash benefits are restricted.

Research Question

Prof. Wang asked whether Chinese- and English-language literature on German LTCI differed in content and accuracy. She situated this inquiry within comparative welfare state studies, East Asian welfare regimes, cross-country policy learning, multiple capitalisms, and the concept of knowledge regimes.

Research question operationalization and findings

She then operationalized knowledge accuracy through three critical facts regarding German LTCI cash benefits: whether most Germans choose cash benefits, whether the benefits are unrestricted, and whether cash is paid to the insured rather than the caregiver. Her analysis showed substantial differences between Chinese- and English-language literature, with the former far less likely to mention these facts. She concluded that English-language literature more frequently met all three accuracy conditions and reflected a different knowledge regime emphasizing academics and think tanks, whereas Chinese-language literature leaned more toward academic and government-related sources.

Researcher Chia-Ming Yen 嚴嘉明助研究員

Introduction

Researcher Chia-Ming Yen's presentation addressed social detachment among older adults in non-urban southern Taiwan, with a particular focus on Yunlin County. She framed the talk around prevalence, health impacts, cultural context, conceptual definitions, methods, findings, discussion, and take-away messages.

Prevalence of social isolation & loneliness

In the prevalence and motivation sections, Dr. Yen cited global and Taiwan-level indicators of social isolation and loneliness, while emphasizing the complexity of measurement across studies. She justified the focus on Yunlin by describing it as a high-risk non-urban region characterized by a large older population, agricultural context, limited employment opportunities, youth out-migration, weakened intergenerational contact, and elevated health and wellbeing risks.

Health impacts of social disconnection in Taiwan

In discussing health impacts and cultural context, Dr. Yen summarized associations between social disconnection

and increased risks of dementia, cardiovascular disease, stroke, and premature mortality. She also discussed how Taiwanese cultural expectations, such as filial piety, interact with low fertility and migration to weaken traditional family support structures.

Understanding social network through Environmental Gerontology and findings

Using Environmental Gerontology as a conceptual framework, Dr. Yen introduced social detachment as a latent condition of non-participation across multiple domains. She described a qualitative interview study conducted between May and August 2023 as part of the Social Detachment Questionnaire for Older Population (SDQO) project. Her findings challenged the assumption that social detachment broadly overlaps with loneliness or isolation, suggesting instead that socially detached individuals were relatively uncommon and that psychological and personality-related factors played a significant role.

Attending Physician Ying-Jen Chen 陳英仁助理教授級主治醫師

Introduction

Dr. Ying-Jen Chen's presentation, "Sharing Medical Experience in Old Age in Taiwan," provided a clinical and systemic perspective. Organized into case sharing, medical care issues, humanity and ethical considerations, and care system challenges, his talk highlighted the complexity of aging-related medical decision-making.

Case study and medical care issues

Through a detailed case of a 93-year-old widow with multiple chronic conditions and cancer, Dr. Chen emphasized ethical principles such as beneficence, non-maleficence, autonomy, and justice. He addressed broader medical challenges including multimorbidity, frailty, unequal resource distribution, and polypharmacy.

Humanity 4M and future challenges in care system

In conclusion, he highlighted the importance of the 4Ms of Age-Friendly Care—Mentality, Mobility, Medication, and Know what Matter. Looking ahead, he noted that challenges will intensify due to declining birth rates, shortages in the long-term care workforce, and the unequal distribution of care resources. He therefore advocated for a holistic bio-psycho-social-spiritual approach to care and stronger integration between medical and long-term care systems.

Overall Conclusion

Collectively, the event offered a multidimensional exploration of aging in Taiwan, integrating demographic analysis, community wellbeing, service innovation, policy learning, social participation, and clinical care. The presentations underscored the need for integrated, person-centered, and evidence-informed approaches to aging in a rapidly changing society.

新書試閱：《從知識到行動：社會韌性的路徑與實作》

清大韌性研究中心日前推出《從知識到行動：社會韌性的路徑與實作》試閱版！歷經三年北埔田野深度浸潤，團隊將研究與實踐成果整理成冊，呈現地方社會韌性的實踐歷程與教學案例。合作單位包括龍瑛宗文學館、姜阿新洋樓、南埔與南外社區發展協會、石硬子古道教室及北埔鄉公所等，共同勾勒出跨域合作的地方場景。

書中結合接地型學術與服務科學行動設計研究，並從 SDGs 視角提出「鄉鎮韌性指標」概念；同時邀請地方達人帶路，深入場域，引領讀者更全面了解鄉鎮韌性的面向。

團隊期望這本書成為地方實踐者與政策推動者的「夥伴書」——提供可操作的方法與教材，支持地方創生、社區營造、NGO 工作與政策制定，培養在地韌性人才。

目前開放試閱，歡迎讀者提供建議，協助主編團隊優化內容，預計 2026 年底正式出版。

試閱：

<https://crr.proj.nthu.edu.tw/zh/publications>



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※ 雙月刊回饋
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※ 訂閱「韌學堂雙月刊 × 韌學堂韌性報」
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※ 清華大學韌性研究中心
<https://www.crr.proj.nthu.edu.tw>



歡迎關注我們，並給予回饋，您的寶貴建議是我們茁壯與進步的最大動力。