

**Meeting on:** 29.06.2018, 16:00 – 17:30 (CN-time)

**Minutes**

**The SDC Building, UCAS' Yanqihu-campus, Beijing**

**32<sup>nd</sup> meeting of the Danish board of SDC**

**Present:** Philip John Binning (DTU, Chairman), Inger Askehave (AAU), Kjeld Erik Brødsgaard (CBS), Peter Kjær (RUC), Nils O. Andersen (KU), Lars Bo Nielsen (AU), Morten Laugesen (SDC) and Søren Walbum Høst (SDC)

**Present via Skype:** Martin Zachariasen (SDU) (until 17:00)

**Present via video conference:** Jørgen Staunstrup (ITU)

## Agenda

1. Approval of the agenda
2. Approval of the minutes from the 31<sup>st</sup> board meeting, 5 April 2018
3. Announcements from the SDC Director
4. Status for applications and enrolment for SDC MSc programs 2018
5. Rules of procedure and annual cycles of work for the Danish board of SDC
6. Strategy for the Danish side of SDC
7. SDC accounts 2018, Forecast I
8. SDC budget 2019
9. JMC meeting 2018
10. Any other business

### 1. Approval of the agenda

Philip Binning suggested starting with item 5 and 6 so all board members could be present for these discussions. The rest of the board members supported this suggestion and then approved the agenda.

### 2. Approval of the minutes from the 31<sup>st</sup> board meeting, 5 April 2018

The board approved the minutes.

### 3. Announcements from the SDC Director

#### *a. Status on development of new activities*

Morten Laugesen briefly introduced the information forwarded before the meeting.

Researchers from AU and SDU are planning a workshop on Human Analytics in late August 2018 to discuss areas for possible collaboration with Chinese partners.

The SDC office will forward information about the workshop to the board members to ensure all relevant research environments are invited to participate.

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*b. SDC building*

UCAS and the Danish side recently signed the handover protocol for the SDC building paving the way for an eminent move of SDC's activities to the SDC building.

The signing follows a process that involved a meeting between the Danish Ministry of Higher Education and Science (UFM), UCAS, the Danish Industry Foundation and SDC in Beijing in May. Parallel to efforts to ensure a handover of the SDC building, the UFM and SDC has worked to acquire the commissioning reports, which UCAS according to agreements must provide upon completion of the building. Furthermore, SDC has asked an international consultancy firm to investigate the functionality of the technical installations and provide solutions to identified problems. The report from JLL has been handed over to COWI who will soon provide assessment and further input to SDC and UFM.

#### **4. Status for applications and enrolment for SDC MSc programs 2018**

A detailed overview of number of applicants and number of students enrollment for the seven Master's programmes in 2018 was forwarded to the board prior to the meeting. The number of applicants has increased by approximately 25 pct. compared to 2017. However, the number of enrolled students is expected to be on approximately same level as previous years, namely around 55.

The board discussed the figures, and possible ways to make some of the programmes more attractive to Danish students. The board agreed that the strategic plan must address the issue.

Morten Laugesen mentioned that UCAS has once again announced a cut of funding for Chinese Master's students going to Denmark as part of their SDC studies. The board worries that this could negatively affect SDC's ability to recruit top-tier Chinese students. Morten Laugesen will continue to discuss the issue with UCAS.

#### **5. Rules of procedure and annual cycles of work for the Danish board of SDC**

Philip Binning informed the board that it is important to clarify the tasks and responsibilities of the board and the Director respectively and to ensure focus on long-term strategy and goals. As a result, it is necessary to update the rules of procedure for the Danish board of SDC and produce annual cycles of work for the coming two years.

The board discussed the forwarded rules of procedure and decided on the following changes/modifications:

- Minutes from SDC board meetings will be in English
- Meeting material will be sent to board members no later than three weeks prior to each meeting
- At the end of each meeting the board will have 15 minutes without the Director present
- Item ix and x in the list of tasks and responsibilities will be deleted

The changes will be incorporated into the final version to be published on the website of the Danish SDC office. The board will review the rules of procedure annually to ensure they are up-to-date, adequate and adjusted to SDC's activities.

The board approved the annual cycles of work for 2018-2020.

## **6. Strategy for the Danish side of SDC**

Philip Binning informed the board of the need to develop a strategy for the Danish side of the SDC in order to focus on long-term goals and further development of SDC. SDC is no longer a project between a number of Danish and Chinese partners but has developed into an institution of its own. A five-year strategic plan will serve as an important roadmap for the Danish board of SDC for how to achieve future goals over time.

Morten Laugesen briefly introduced the suggested timeline for development of a new strategic plan, which the board approved. This means that a new strategic plan will be approved by the Danish board of SDC at the meeting in June 2019.

The board then discussed the possible focus areas of a new strategic plan that had been forwarded prior to the meeting. The board discussed the different areas and agreed that these were all important areas, which the strategic plan should address. In summary, the key conclusions of the discussion were:

- The strategic plan must focus on overall visions, focus areas and strategic objectives. It should be formulated in a positive tone and the level of ambition should be high.

- The strategic plan should incorporate the recommendations from the International Evaluation Report from 2016.
- SDC students and alumni should be involved in the process as stakeholders of SDC.

Furthermore, a number of suggestions/comments were made during the discussion on focus areas:

- Focus on the business community must have high priority. It is important that SDC is recognized as a facilitator for Sino-Danish collaboration in general and not only as 'an academic project between a number of universities'.
- There should be a strong focus on how to increase the number of Danish Master's students.
- Public awareness of SDC must be increased, especially in Denmark.
- SDC's academic activities should be aligned with United Nation's Sustainable Development Goals.
- More focus on securing funding for activities from research councils, funds and private grants.
- It is important to continuously focus on the quality of the SDC Master's programmes.
- SDC in China could offer summer courses to business representatives and government officials, e.g. on the Danish welfare model or intercultural understanding.
- A SDC Master's programme within arts/humanities may be very attractive for Danish students.

As a result of the discussion on how to involve the business community in SDC, the board decided to (re)appoint five Danish members of SDC's Industry Advisory Board (IAB) and present the candidates to the Chinese side before the JMC-meeting in October.

## **7. SDC accounts 2018, Forecast 1**

Morten Laugesen briefly introduced the figures in the forecast and explained the dialogue he is having with UCAS about external auditing of the Directors' joint budget (the so-called "Directors' Box"). The board took notice of the information.

Philip Binning asked about the plans for maintenance and future running costs of the SDC Building. Morten Laugesen informed the board that this information is not available

and it is difficult to estimate the costs of running a building that we are not yet familiar with and besides has been constructed differently by the Chinese contractor than planned and designed by the Danish architects and engineers.

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The board asked Morten Laugesen to present a financial risk analysis at the next board meeting in December.

## **8. SDC budget 2019**

Philip Binning explained that the presented budget is an overall framework and that a detailed budget for 2019 will be presented to the board for approval at the meeting in December. The presented budget framework for activities in China is more or less identical to this year's budget.

The board approved the budget framework for 2019 and the principles for reimbursement but asked the SDC office to clarify how PhD funding is allocated to the different research areas.

## **9. JMC meeting 2018**

Morten Laugesen informed the board that the next JMC meeting is expected to take place 13 October in Beijing. On 14 October, UCAS will celebrate its 40-year anniversary.

Since Ralf Hemmingsen and Martin Bendsøe have resigned as Danish JMC members since the last JMC-meeting, the Danish SDC office asked the Danish Rectors' Conference to recommend two new candidates.

Inger Askehave informed the board that the Danish Rectors' Conference had recommended Philip John Binning (DTU) and Per Holten Andersen (CBS). The board supported this recommendation.

## **10. Any other business**

The board decided to reschedule the next board meeting, which will now take place **Tuesday 18 December, 15.00-18.00 at SDU in Odense.**