



**PHBS UK**  
Peking University  
HSBC Business School

## NEWSLETTER

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### UK-China Relationship Post-Brexit Special Report

The UK has left the EU on 30 December 2021 and a post-Brexit UK would be eager to make trade deals with both China and the United States – the two largest global economies, and two of the UK’s biggest trading partners. However, as the US-China relationship worsens, the question on everyone’s minds is, how would this affect the UK-China relationship? What kind of relationship the UK would have with China in the coming months post-Brexit? Can trade and politics be separated? Can the UK and China have a dual-track relationship regarding politics and trade?

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### How Successful Schools Enact Policy

PHBS-UK together with the support of the Hong Kong School Leadership Advocate, New Horizons Life Planning, and the Royal Oxbridge Academy (Hong Kong), hosted a Webinar entitled ‘How Principals of Successful Schools Enact Education Policy: Perceptions from Senior and Middle Leaders’. The Webinar focuses on a research-based observation of several hundreds of English schools for their performance change in response to government policy shifts over time. Our keynote speaker was Professor Qing Gu, Director of the London Centre for Leadership in Learning (LCLL) at the University College London.

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### US-China Economic Relationship Post-US Elections

With the US-China relationship at a decades long nadir, the US election on November 3, 2020 was viewed by many to be the turning point for American trade policy. PHBS-UK had the great honor of having Professor Wing Thye Woo, discuss his thoughts on the US presidential election and how the US-China economic interaction will change in the new presidential term.

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# UK-CHINA RELATIONSHIP POST-BREXIT

**Professor Sir Keith Burnett, FRS**  
**Professor Kerry Brown**

## **A Special Report**

On Wednesday 14<sup>th</sup> October 2020, PHBS-UK hosted an exciting webinar entitled 'UK-China Relationship Post-Brexit'. The webinar focused on a very pressing issue for the UK in the coming months: Brexit.

The UK is set to leave the EU on 31 December 2021 and a post-Brexit UK would be eager to make trade deals with both China and the United States – the two largest global economies, and two of the UK's biggest trading partners. However, as the US-China relationship worsens, the question on everyone's minds is, how would this affect the UK-China relationship? In particular, what kind of relationship the UK would have with China in the coming months post-Brexit? Can trade and politics be separated? Can the UK and China have a dual-track relationship regarding politics and trade? These are the challenges faced by everyone who are engaged in cross-border relationships.



Thus in this webinar, we are very honoured to have our distinguished keynote speakers – Professor Sir Keith Burnett, and Professor Kerry Brown – as well as our invited discussants – Dr Tony Bannan, Professor Paul Bhangal, Dr Michelle Chen, and Professor Matthew McCartney – gathered together online to discuss this very pressing issue and to lend weight into the discussion by providing us with personal insights from the perspective of the academic, industrial, political and legal sectors.



The first half of the webinar started with an insightful keynote from Professor Sir Keith Burnett, FRS. Sir Keith is an eminent scientist who was formerly the Head of the Division of Mathematical, Physical and Life Sciences at the University of Oxford. He also worked as a physicist in the United States and at Imperial College in London before spending two decades at Oxford and then 11 years as the President and Vice-Chancellor of the University of Sheffield. Sir Keith currently is the President of the UK Science Council, the

Chair of the Academic Council of the Schmidt Science Fellows – The Rhodes Trust (University of Oxford), the Vice-Chair (Academic) at Study Group, and the Chair of the International Advisory Board of The Future Lab (Tsinghua University).



In his keynote, Sir Keith provided us with a personal reflection on “UK-China Relations Post-Brexit – A reflection on causes and where to go from here”. He touched on the issues on what caused Brexit: the loss of opportunities and the rise of a political ideology of blame. This happens when the middle and working classes feel that opportunities and prosperity are diminishing. In turn, they would start to question the idea of openness and thus creating a right-wing political ideology. Sir Keith also highlighted that the problems that led to Brexit were not unique to the UK but since the Brexit vote has been cast, we need to move on from here, and plan what we need to do post-Brexit.

Sir Keith advised us that in his opinion, the UK should be building bridges with her friends and not walls; Particularly a bridge of friendship with China. Sir Keith highlighted that the UK and China has enjoyed, for many decades, a tradition of shared scholarship and connection, where there are tangible connections between students and academics from China and across the world, all coming together to address common

problems that would make the world we all live in a better place. Sir Keith also reminded us that UK universities are a shining example of internationality and Chinese students are an established part of UK universities. Thus, there is a need to preserve this academic endeavour and a need to ensure that a continued friendship and partnership between the UK and China to allow this academic endeavour to flourish.



The current political climate also has a role to play in the relationship between the UK and China post-Brexit. It has been a cause for concern for many that the tensions between the US and China would prove to be a challenge for the UK when she seeks to foster new trade relationships with both the US and China. However, as Sir Keith pointed out, that despite the political challenges, the UK does not share the views of the incumbent US President – Donald J. Trump. For example, the UK shares China’s views with regards to sustainable development and the climate emergency. Both the UK and China acknowledge that these are problems that would require genuine cooperation amongst the different countries and all must work together to solve the problems. In particular, there is a need to share knowledge so as to create a healthy future for the world.

In summary, in his keynote, Sir Keith highlighted to the audience that despite the causes of Brexit and its implications,

everyone shares the common hopes for a comfortable and secure life for oneself, and that opportunities and a better life would be available for one's children. As such, the UK would need to establish an economy which creates good jobs and secure finances. In doing so, the UK and China would need to ask whether cooperation and trade between the UK and China can truly serve the people of both nations. In particular, both countries need to note that there are areas of significant shared challenges and complimentary skills will continue to be important to each country.



In a parting note, Sir Keith reminded the audience the fallacy of assuming that all Western countries are alike and think in the same way – the UK is not the USA. Furthermore, political climate is everchanging and dynamic. The US itself may change its emphasis after the November 2020 presidential elections. As such, the important thing for all is to focus on how we can contribute to improve the lives of all the people of our communities, countries, and planet, together.

Wise words indeed, and words to live by. We are all inhabitants of this planet and we need to work together despite our differences to contribute to the betterment of our lives and our future generation. We have learned a lot from the personal insights from Sir Keith about how the UK should approach the UK-

China relationship post-Brexit. These insights were also echoed by our discussants Dr Michelle Chen and Dr Tony Bannan.

Our first discussant, Dr Michelle Chen, a partner at Gunnercooke LLC, is a dual China and UK qualified corporate lawyer with over 25 years combined experience in Asia and Europe. She has held numerous senior roles in both governmental and well-known private organizations. Dr Chen has extensive experience in assisting UK and Chinese clients to navigate and bridge the gap arising from the differences in cross border legal, cultural, language and commercial practice challenges. Thus it is with great honour that we have Dr Chen lend her professional insights to the issue of UK-China relationship post-Brexit.



With regards to the UK-China relationship, like Sir Keith, Dr Chen believes that we need a bridge and not a wall. In her presentation, she echoed Sir Keith's insights - we should all work as one towards the common goal of a securing a better future for ourselves and our children. She highlighted that 2020 is a year of uncertainties, with the Covid-19 pandemic and the impending Brexit, these issues undoubtedly caused panic in many people.

However, Dr Chen is optimistic that once these uncertainties settle down, we would be able to see more opportunities. One of the opportunities that Dr Chen could see

post-Brexit for businesses, is the opportunity to be listed in the London Stock Exchange. Currently, the requirement is that there needs to be at least 20% EEA shareholders. However, after Brexit, it is hoped that there will not be such a restriction and more companies from all over the world can list their businesses on the London Stock Exchange. This means that if this restriction is indeed lifted, the UK could see more Chinese companies wanting to list on the London Stock Exchange. Another opportunity would be the high standard of the UK professional services and education in the UK. During the pandemic, UK universities still received a record number of Chinese students. In terms of professional services like legal services, financial services, amongst others, many Chinese clients still prefer to use these professional services offered by the UK.



This is indeed something positive for the UK-China relationship in the post-Brexit era for both countries to look forward to. Dr Chen stressed on the strong potential of a strong UK-China relationship – both the UK and China share the same demands, the same goals, and the same challenges. Thus, Dr Chen believes that both the UK and China have complimentary skills to help each other and developing a strong working relationship between the two countries would benefit all concerned. Opportunities come from challenges, and Dr Chen hopes that through hard work and cooperation,

both countries would be able to rise above these challenges and develop more opportunities for their respective citizens and the future generation.

Our second discussant is Dr Tony Bannan OBE, is the Chief Executive Officer of Rochdale-based Precision Technologies Group (PTG). He was appointed as an Officer of the British Empire in the Queen’s Birthday Honours List in 2016. Dr Bannan joined the PTG company, Holroyd Precision as a their Technical Director in 1999 and he became the Managing Director of PTG’s machine tools division (Holroyd Precision, Binns & Berry and Crawford Swift) in 2007. He became PTG’s Chief Operating Officer in September 2008 and then its Chief Executive Officer in June 2010. We are extremely fortunate to have him represent the manufacturing sector in the UK to give us his personal insights on the UK-China relationship post-Brexit.



Dr Bannan agrees with both Sir Keith’s observations about the prospect of the UK and China’s relationship post-Brexit particularly his observation with regards to how society has changed over the past few decades. He would like to echo Sir Keith’s assurance that the UK is not the 51<sup>st</sup> state of the US and despite the historical association, the UK is a very different country. Dr Bannan also believes, as with both Sir Keith and Dr

Chen's insights on the value of a shared love of scholarship between the UK and China.

In his presentation, Dr Bannan offered the audience a personal insight into how a collaborative relationship between the UK and China has been working for his company PTG. PTG was founded in Manchester, UK in 1860. In 2006, it was acquired by a UK private equity partnership. In 2010, PTG was sold to a Chinese company - Chongqing Machinery & Electronics Corporation (CQME). PTG subsequently became a direct subsidiary of CQME but it operates as a focused group of businesses, controlled and operated in the UK. From his collective experience, Dr Bannan offered the audience a very good piece of advice: Business is done by people, and people see the world differently. When left to their own devices, business people usually find ways to work together to mutual benefit. However, it gets complicated when politics, received views, and governments interfere in businesses. As such, Dr Bannan believes that everyone would challenge stereotypes and look for common goals.



In order for UK-China businesses to survive and flourish, Dr Bannan provided the audience with a number of insightful suggestions. He posited that both countries need to agree to a comprehensive post-Brexit deal and continue to promote the adoption of intellectual property protections. In terms of industry, both countries also

need to focus on advanced manufacturing, particularly in machinery technologies. As for education, both the UK and China need to establish more academic partnership in order to build on the shared respective love for scholarship. Dr Bannan stressed on the need to find the synergy between businesses and areas of expertise. He suggested that it would be useful for both countries to set up an 'exchange apprenticeship' programme and instigate a joint innovation programme. Dr Bannan firmly that these initiatives would definitely benefit the education and industrial sectors of both the UK and China. He even posited that if the global community would recognise that working with China is one of mutual benefit, this strategy would be a force for global prosperity and well-being.

In conclusion, the first half of the webinar with the keynote by Sir Keith and insights from industry from the legal and manufacturing perspectives by Dr Michelle Chen and Dr Tony Bannan respectively, provided the audience with a good understanding of how mutually beneficial it would be for the UK, and the rest of the world, to have a good working relationship with China. Particularly, in the current time of economic uncertainty, whilst the world is coping with the fallout of the Covid-19 pandemic, it is of the view of all the speakers that a global cooperation focusing on trade and scholarship, would benefit everyone involved.

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The second half of the webinar started off with a keynote by Professor Kerry Brown and joining him in discussing the issue are Professor Paul Bhargal and Professor Matthew McCartney. Professor Kerry Brown is currently a Professor of Chinese Studies and Director of the Lau China Institute. He is currently working on a study of the Communist Party of China as a cultural movement. Professor Brown has extensive experience in China and China Studies. His appointments include, Professor of Chinese Politics and Director of the China Studies Centre at the University of Sydney, Australia; Senior Fellow and then Head of the Asia Programme at Chatham House; Director of the Europe China Research and Advice Network (ECRAN), giving policy advice to the European External Action Service; and First Secretary at the British Embassy in Beijing at the British Foreign and Commonwealth Office; and then as Head of the Indonesia, Philippine and East Timor Section. He is the author of over ten books on modern Chinese politics, history and language. With his extensive experience and knowledge, we are very honoured to have him as our second keynote speaker and for him to share his insights on the issue of UK-China relationship post-Brexit.



In his keynote on the UK-China relationship, Professor Brown highlighted how the difficult history between the two nations at times – Hongkong, the British colonial history, and the way Qing China and modern

China could potentially impact the current post-Brexit relationship. Personally, he felt that engagement and talking to each other were the key factors in establishing a working relationship between the UK and China after the handover of Hongkong in 1997.

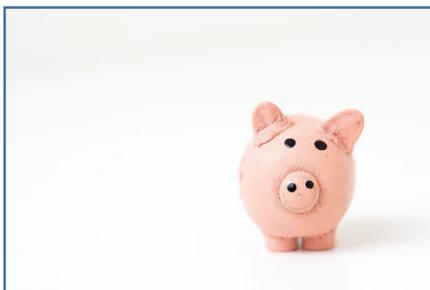
However, as recent events have prompted a change, and now the UK-China relationship has become rather complicated. In order to work out the kinks from this relationship, Professor Brown suggests that both countries need to communicate and establish a common ground in activities that they deem valuable - namely finance, investments, and intellectual co-operation. Furthermore, these 3 activities are going through a transition because of Brexit, the current geo-political situation of China and the UK, as well as the Covid-19 pandemic. Also, these activities are dynamic and are constantly in flux. Thus, he feels that the UK-China relationship would not be as simple as having the economics lead and the politics would follow.



In terms of finance, the UK (namely London) has been of interest to China since 2008 and London is one of the largest Renminbi trading hubs in the world outside of China. The main question now is what are the ways London is going to figure itself as a finance centre internationally after Brexit. The impact on China is basically what kind of options Chinese companies and investment

entities would potentially have. Professor Brown stressed that the logic and importance of London as a financial hub still remain but it is going to require hard work to make it compelling and unfortunately that is framed somewhat by politics of the relationship at the moment.

As for investments, Professor Brown stated that while there is a significant number of Chinese investments in the UK, but compared to the European and American investors, the number is not as big as it should be for the second largest economy in the world. However, Professor Brown believes that investments is a sector where there will be strong headwinds and that the UK will see investment opportunities from China. As a caveat, Professor Brown addressed the issue of sectors being politicised – drawing upon Huawei as an example. Thus, in order for Chinese investments to see a growth in the UK, Professor Brown suggests that Chinese investors can invest in markets which are well-regulated and not politicised, like nuclear power.



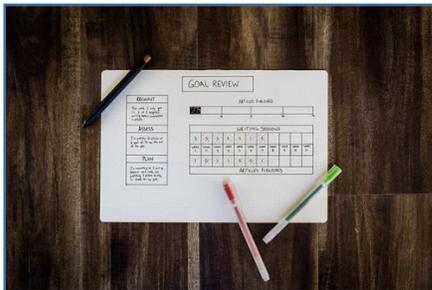
Finally, for intellectual partnerships between the UK and China, Professor Brown built on what was discussed by Sir Keith, Dr Chen and Dr Bannan. He highlighted that these partnerships are always going on and there are currently a number of UK universities who have set up campuses in and collaborations with China. Furthermore,

because of the political tensions between China and the US, as well as China and Australia, UK universities are seeing more Chinese students despite the restrictions on movement.

For future development in the UK-China relations relating to these three key areas, Professor Brown believes that it is dependent on the new landscape which will be framed by 3 principal issues as follows: (1) economic issues, (2) alliances and partnerships, and (3) learning opportunities. On economic issues, Professor Brown believes that despite the political climate, the economic imperatives would drive perceptions. As for alliances and partnerships, Professor Brown cautions that there is a need for the UK to think carefully about the bilateral relationship it has with China now and what relationship it would like to have in the future given that after Brexit, it would no longer have the EU as a buffer as well as the alliances and partnerships that came with the EU membership. Finally, Professor Brown highlights the need for the UK to learn from others, especially from their mistakes, when it comes to the UK-China relationship. He cautions that while some policies might seem successful, there is a need to delve deeper and look at the intricate details before adopting that policy as one's own.



Finally, Professor Brown stressed that for a good working relationship between the UK and China, it is a two-way process. On the UK's part, there is a need to improve knowledge levels in the UK about China – its economy, its political system – and that people are not just acquiring attitudes. As for China's part, Professor Brown suggests that when China speaks to the UK, through their diplomats and representatives, that they also need to be flexible and recognise that some of the old messaging styles are no longer applicable. Essentially, both sides need to reflect on what each think and feel about the situation, the ways of communication, the ways in which politicians engage with each other so that everyone would be able to achieve their goals.



Sound advice and deep insights from Professor Brown. We thank him for sharing his knowledge and expertise with us. Indeed, everyone needs to take a step back and think about their communication strategies, their knowledge levels, and their attitudes before communicating with others, not just between countries. His views are also echoed by our two discussants, Professor Paul Bhangal, and Professor Matthew McCartney.

Professor Bhangal is an experienced business professional with over 16 years' senior management experience in multinationals such as Mercedes Benz, with

overall P&L responsibilities. He is well-versed in managing and running multicultural teams and has delivered some high-level consultancy projects in the EU, Middle East, and China. His main business experience on China-UK commerce and partnerships were built up over these 15 years. Paul is also one of the Executives of the HSPCA Conservative Party in Central London and its Financial Committee.



With regards to the UK-China relationship post-Brexit, Professor Bhangal acknowledges that, as with other speakers in the webinar, post-Brexit UK will have many forthcoming opportunities, particularly in trade and education. However, he stresses that despite all the positivity, there is also a need to talk about the problems in these sectors. Professor Bhangal highlighted one of the areas for improvement: universities who provide poor quality teaching and service to their students and fail to integrate their students into their local community. These universities should start looking inward and review their processes and quality of teaching so as to fulfil their duty of care to the students, particularly the international students. At the same time, they need to make sure that they check their rapid expansion and regulate the behaviour of their students so as they do not cause disruption to the daily lives of the community around them. This is to build confidence in the international student community so that they would be more

attracted to the UK's higher education sector. At the same time, the local community to be receptive of the international student community.



Our next discussant Professor Matthew McCartney, is an Associate Professor the Political Economy and Human Development of South Asia at the Oxford School of Global and Area Studies, at the University of Oxford. His research focuses on the comparative, multidisciplinary, and inter-disciplinary studies in South Asia from the perspectives of anthropology, environment, politics, human development, international relations, and political economy. In his commentary, Professor McCartney brought a different dimension to the discussion on the China-UK relationship post-Brexit from the viewpoint of South Asia. He highlighted how the UK and countries in South Asia like Pakistan face similar kind of situation in which there is pressure on both of them to move away from a close alliance with the US towards a closer relationship with China. Professor McCartney commented on how the UK can examine how Pakistan is moving from a US-

dominated relationship to a new relationship with China, and learn from their experience.

To sum up, the keynote speech from Professor Kerry Brown and the commentaries from our two discussants – Professor Paul Bhangal and Professor Matthew McCartney added a new dimension to the webinar. Our audience learned more about how the UK can go about developing a new relationship with China post-Brexit, the areas that the UK need to focus on, as well as the potential pitfalls to expect. It was certainly an interesting and thought provoking discussion and many of our audience have raised a variety of questions in the lively Q&A session that ensued.



All in all, it was a very enriching webinar and we thank both our keynote speakers, our four discussants, and our audience for such an engaging and knowledge-filled discussion. We walked away with a better understanding of what to expect in a UK-China relationship post-Brexit.

# Innovation and Entrepreneurship

## Dr Baoli Zhao

On the Wednesday afternoon of 2 December 2020, the UK Campus of Peking University HSBC Business School, together with the support of student entrepreneurs from Almost Founders, hosted a webinar entitled “Innovation and Entrepreneurship”.



The invited speaker was Dr Baoli Zhao, the founder and Managing Director of Allsee Technologies Ltd, a manufacturer of Digital Signage Displays. The company was awarded the Queen’s Award for Enterprise in Innovation in 2007 and the company has been recognized for their flexible all-in-one Digital Signage solution that allows users, regardless of budget and IT resources, to implement future-proof commercial displays in a diverse range of settings. Furthermore, Dr Zhao is a mentor at Oxford University Innovation to help university spin-outs with Intellectual Property, new venture creation, investment raising, and technology marketing. Dr Zhao is also an Ambassador of the Be the Business movement that was established to bring together companies large and small to make the UK home to the most ambitious firms in the world. Thus we are very honored to have someone with Dr

Zhao’s stature and expertise to lend his time and share his wisdom and wealth of experience on innovation and entrepreneurship to our students.

The webinar was very engaging and full of lively discussion between Dr Zhao and the students on the interface of nascent markets and personal as well as organizational capabilities for innovation. In particular, during the discussion, students who want to start entrepreneurial ventures, who are interested in setting strategy in dynamic markets, who want to promote social and technological innovation, or who are looking to consult and/or want to work in VC or PEs were instructed on the concepts and tools necessary for assessing, analyzing, and intervening in entrepreneurial and growth markets and in emerging industry spaces.



Dr Zhao was very encouraging towards our budding student entrepreneurs. He advised all of our students to have entrepreneurial ideas; to look around us every day, identify problems and market gaps and from there develop their solutions of these problems innovatively and creatively. That’s when an

idea for entrepreneurship and innovation is born! He also advised our students that in the development and execution of their ideas to think more than the present. In fact, they are advised to think 10 years ahead; they need to anticipate the market and the future so as to keep their business relevant for years to come.

While one might be bubbling amidst the excitement and positivity of starting a business venture, Dr Zhao also provided our students with words of caution. There are numerous pitfalls of entrepreneurship. He cautioned against rapid expansion and globalization unless the business understands fully the market and the culture of the regions where the business is looking to expand. He gave examples of how business which expanded too quickly or that they failed to understand the changing market trends were quick to fold. Dr Zhao offered our students a pearl of wisdom: know when to cut your losses. However, do not regard it as a failure but a learning opportunity. Learn from your mistakes and start again. Wise advice indeed for all our budding entrepreneurs.

Throughout the webinar, there were a lot of engagement between the students and Dr Zhao. The students were all very eager to learn from him and posed numerous questions. The lively discussion centered on the fundamental questions of how to organize for innovation, how to identify and build nascent markets, what drives the evolution of emerging markets, as well as the definition and recognition of the differences between 'invention', 'innovation', and 'commercialisation' within the viewpoints and roles of 'entrepreneurs'.

It was indeed a very interesting and informative webinar where everyone in attendance learned a lot from Dr Zhao about entrepreneurship and innovation. We hope that Dr Zhao's words of wisdom and encouragement would spur our students embark on a journey of entrepreneurial enterprises and innovative ideas. We look forward to bigger and greater things from everyone in attendance.

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*Selected student comments:*

*"Thank you for your amazing webinar today, also. It was the best one we've had up until now. Very inspiring, and we are very privileged to have had this opportunity.*

*Thank you and wishing you a great day."*

*"Hello Mr. Zhao! I really enjoyed it today, it was informative and I like that you kept it in a very good time frame. I had some webinars which were 2/3 hours long and after a time it's hard to concentrate, and then you don't know what to ask, because it was too much. Thank you also for answering the questions at the end. I hope that you can visit us on campus too!"*

*"Dr Zhao, thanks for sharing your knowledge and experience with us, it was truly a very insightful and motivating webinar. I really appreciate your support. Thank you so much!"*

# How Principals of Successful Schools Enact Education Policy: Perceptions from Senior and Middle Leaders

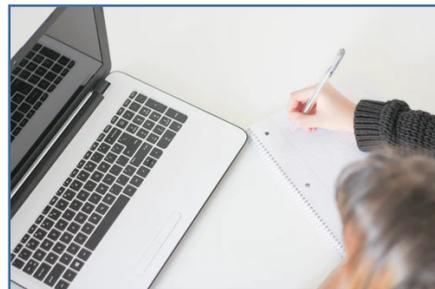
## Professor Qing Gu

On Saturday 19th of September 2020, PHBS UK Campus together with the support of the Hong Kong School Leadership Advocate, New Horizons Life Planning, and the Royal Oxbridge Academy (Hong Kong), hosted a Webinar entitled 'How Principals of Successful Schools Enact Education Policy: Perceptions from Senior and Middle Leaders'. The Webinar focuses on a research-based observation of several hundreds of English schools for their performance change in response to government policy shifts over time.



Our keynote speaker was Professor Qing Gu, Director of the London Centre for Leadership in Learning (LCLL) at the University College London, the Immediate Past Chair of the British Association for International and Comparative Education (BAICE), an Associate Editor of International Journal of Educational Development, and Co-Editor of Teachers and Teaching: Theory and Practice.

She is also a member of the Research Advisory Committee for the UK Cabinet Office's National Leadership Centre. At the same time, Professor Gu is the Senior Research Fellow at the Asia Pacific Centre for Leadership and Change (APCLC) and an Honorary Professor in the Department of Education Policy and Leadership at the Education University of Hong Kong. Professor Gu's research on leadership is world-leading and has a very strong international reputation in the field of leadership in education.



In her keynote presentation, using perceptions from senior and middle leaders, Professor Gu discussed how principals of successful schools enact education policies, namely knowing how to enact policy and connecting leadership with policy enactment. One important point that Professor Gu stressed was that there is a distinction between enactment and implementation; knowing the difference is the key to success. To illustrate her points, Professor Gu took the audience through her

research on how successful school leaders use policies for sustained improvement over time. In particular, how successful school leaders conceptualise policies as opportunities and resources that they skilfully weave into the processes of school improvement to create a landscape of success. One of the key findings of Professor Gu's research is how successful school



leaders can use policies as an impetus for change.

Professor Gu also shared two key observations from her research: leadership, and enacting change. Leadership as defined by Professor Gu means to create, develop, and sustain coherent and fit-for-purpose structures and cultures that harness knowledge, skills, and commitment of the staff. Furthermore, there is a relentless focus on fostering consistent values, expectations and standards. Finally leadership means to transform staff capacities and organizational conditions to embrace change. The second key comes from enactment of policies. As defined by Professor Gu, policy enactment is, in essence, about change and policies are opportunities and resources that leaders can skilfully weave into the processes of school improvement to create a landscape of success. The key to this, as stated by Professor Gu, is strong leaders who know how to design the social and intellectual conditions which support collaborative professional learning and development.

Only through this can school leaders build the necessary whole school capacity for sustainable personal, social, and academic improvement in student outcomes.

The keynote presented was followed by a presentation by our Webinar discussant is Ms MeiMei Chan, Principal of S.K.H. Holy Trinity Church Secondary School. Ms Chan's presentation in response to Professor Gu's keynote focused on the positioning of Hong Kong secondary schooling in this turbulent era. Ms Chan started off her presentation by stating that leadership is forged in crisis and she gave examples of prolific leaders like Captain Ernest Shackleton (survived the Antarctic), President Abraham Lincoln (American Civil War) , and Frederick Douglass (Slavery) who rose as leaders during a turbulent time. Indeed, we are going through turbulent times with numerous disruptions and crises. Ms Chan defined turbulent times as experiencing changes, confusion for a prolonged time. In addition to the turbulence, we experience disruption and crises in the form of climate change, pandemics, social incidents, family breakups, and digital revolution.



The implication of these disruptions and crises during a turbulent era have a profound impact on education. Ms Chan highlighted how the pandemic changed the mode of learning for students, from face to face teaching to digital during the lockdown and now we are moving towards a hybrid form of

teaching. In terms of curriculum, we have to adapt the syllabus to focus on interdisciplinary and the educators have moved from human to a mixture of human and AI.

Of particular note is that now education is no longer independent but rather is intermingled with politics, education, social work, and family. Thus, education, school leaders, and educators need to respond to these turbulent times, disruptions, and crises through knowledge, critical thinking, and caring for the students. School leaders and educators must now lead in times of crisis and solve learning, social, and political problems that plague the education landscape.



In conclusion, Ms Chan stresses that leaders are forged, not born. During these turbulent times, leaders and educators need to possess strong values, be pragmatic, possess foresight, and build structure, culture as well as cultivate human relationships. As a parting note, Ms Chan left with the audience an inspirational quote: Leaders and educators need to be the change you wish to see in the world.

The participants, all of whom were school leaders in Hong Kong, Macau, Mainland China, and the UK, were very engaged throughout the seminar and many of them appreciated the research and professional insights that they gleaned from Professor Gu and Principal Chan. They raised numerous relevant questions and engaged our keynote speaker and discussant in a lively discussion. The participants really appreciated the time and dedication that both Professor Gu and Principal Chan had put into this webinar. They particularly appreciated how they can put research in practice and they expressed the hope that we would be able to host more of such webinars in the future where academia meets real life and that they would be able to learn first-hand from cutting edge research that would benefit their school and their students.



We at PHBS-UK, on behalf of our supporting organizations, would like to thank Professor Gu, Principal Chan, and the participants for a very engaging webinar where we are able to learn from each other and enact research into practice. We look forward to hosting more engaging webinars in the near future.

# US-China Economic Relations Post-US Elections

## Professor Wing Thye Woo

With the US-China relationship at a decades long nadir, the US election on November 3, 2020 was viewed by many to be the turning point for American trade policy. Thus on Saturday, 7 November 2020, PHBS-UK had the great honor of having Professor Wing Thye Woo, discuss his thoughts on the US presidential election and how the US-China economic interaction will change in the new presidential term.



Professor Woo is currently a Research Professor at Sunway University in Kuala Lumpur, Malaysia. At the same time, he also holds prominent positions at renowned companies and institutions such as the Vice-President for Asia at Sustainable Development Solutions Network in New York City, as well as the Distinguished Professor Emeritus at the University of California, Davis. Professor Woo is also very much involved in teaching and research and he also hold academic positions at various Universities and institutes of higher learning

such as the Penang Institute in George Town, Malaysia, and Fudan University in Shanghai, China, and the Institute of Population and Labour Economics of the Chinese Academy of Social Sciences in Beijing, China just to name a few.



In his talk, Professor Woo highlighted several personal observations about the US presidential elections where the American people have chosen *change over more of the same* and that despite a large increase in voter turnout on both sides, there was no landslide victory. In addition, there was an apparent inconsistency between pre-election polls and actual outcomes. There are various implications to these observations as pointed out by Professor Woo. According to him, *change* suggests the ability of the US political system to self-correct and remove bad leaders while the large voter turnout suggests that the US society has become highly mobilized politically and the fact that there was such an inconsistency between pre-election polls and actual outcomes indicate that the

mainstream media and the elite in the US have lost touch with the grassroots. All these implications suggest that there will be aggressive US steps to reshape US-China economic relations.

The second point that Professor Woo addressed was the fact that economic policy is not made in a vacuum and that they are not based on economic considerations alone. Professor Woo suggests that the resulting US economic policy posture requires more than understanding the national security considerations of the US and that both China and the US need to understand each other's geo-strategic intentions. Furthermore, Professor Woo cautions that economic policies have unexpected consequences, i.e., the US National Security Policy which saw the US supporting the Al-Qaeda crusade in Afghanistan against the USSR resulted in the September 11 attack on the World Trade Center. Thus as a caveat, Professor Woo notes that it is paramount that a country should (a) do everything it can to avoid being closed by foreigner (cf. Iran nuclear deal), and (b) never close itself by choice.



The second half of the webinar, Professor Woo focused on the US-China Trade War by presenting an illustrative case, the logic of the narrative, his predictions, as well as his suggested actions for a better outcome between the two nations. As the US-China Trade war has its basis on 3 main disputes: (a) China is not honoring its WTO admission

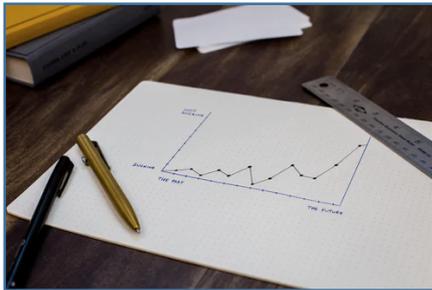
agreement that it signed in 1998, (b) China's continued use of tariffs and subsidies to support state-owned firms is an abuse of its WTP status as a developing economy, and (c) China is engaging in the unfair acquisition of US technology, Professor Woo suggests that in order to resolve the US-China Trade war, these disputes need to be addressed.

To resolve the first dispute, Professor Woo suggests that China must start honoring its 1999 pledges on market opening. This is because the opening of the financial sector is in line with China's objective to improve the pattern of capital allocation, to internationalize the RMB and to nurture the development of a world-class international financial center in China. To resolve the second dispute, Professor Woo suggests that there should be increasing reciprocity in China's trade and investment relations with the advance economies and it should start to phase out WTO-permitted tariff subsidies. In his opinion, this would benefit China because the subsidy-tariff regime has not been well-focused. Furthermore, it would help that China adopt a US-Europe style of industrial policies, e.g. National Science Foundation research-training grants, Defence contracts, etc., in place of tariffs and subsidies.



Finally, for the last dispute, Professor Woo turned to China's Joint Venture Requirement (JVR) where China will allow a US firm to sell

its high-tech product in China only if the US company is in a joint-venture with a Chinese company. He questioned the validity of the US claim that it is a “forced transfer of US technology” because under the JVR, China would impose that requirement on all foreign companies, not just the US. Furthermore, if the foreign company agrees to the JVR, the company enjoys a high monopoly price, thus this is a “willing seller, willing buyer” transaction and not a “forced transfer” as the claim states. This use of market power is analogous to optimal tariff in trade theory but as there is no international anti-trust agency, this power is not regulated and the victims thus could mobilize retaliation. Further, as Europe and Japan are now joining the US to retaliate against China’s use of market power to acquire technology, Professor Woo suggests that it would be in China’s best interest to



graciously stop imposing the JVR.

Another highly contested and controversial issue is the alleged state-sponsored Chinese spying on US private firms. In order to resolve that Professor Woo suggests that it should be made very clear that there should not be any state-sponsored (or state-permitted) espionage in economic competition. In other words, if the spying is for commercial reasons, the courts in each country should deal with that in accordance to the standard international commercial law. Thus, if found guilty by the courts, it would be a violation of international law if

the Chinese army spies on US companies for commercial reasons to help another Chinese company.

With regards to the US-China trade relationship under the new presidency, Professor Woo has a few predictions. He predicts that there will be US-China cooperation under the auspices of climate change, nuclear proliferation and terrorism, as well as the response to the Covid-19 pandemic. On the other hand, Professor Woo also predicts that there will be a continued competition between the US and China with regards to technology and it would mark the beginning of a new Cold War. Thus he urges that in order to prevent the prediction of a new Cold War, there is a need for both the US and China to set sensible rules of engagement, i.e., both countries need to keep economic/technological competition separate from geo-strategic competition; trading of missiles must be



delinked from the trading of goods.

In addition, Professor Woo urges the US to deal appropriately with technological competition. The best way to do so is for the US to increase state funding for basic research and improve the incentives for US firms to invest in R&D. The US needs to upgrade STEM education at the pre-tertiary level and attract global talents to maintain its technological edge over China. Professor Woo cautions that it is futile to hold down

China technologically and that delaying technological innovation in China will lower overall technological progress because it inhibits cross-border fertilization of tech-



progress.

Finally, Professor Woo suggests that there is a need for the development of a new global governance architecture as the new international norm in a multi-polar world, i.e., Kissinger’s Power-Sharing proposal. In order to realize that goal, Professor Woo suggests that there is a need to establish mutual trust between countries to that a relationship between innovation and trade, as well as developing a collectively prosperous global economy (with maximum tech-innovation) to ensure that regional hegemons to cooperate in order to preserve multilateral free-trade. As such, Professor Woo hopes that the above could be achieved via global sustainability goals where multilateral cooperation is needed and mutual trust is built to achieve the 17 UN Sustainable Development Goals.



The webinar was very illuminating and informative. The audience was engaged throughout the interactive webinar, asking Professor Woo numerous questions. We at PHBS-UK are extremely privileged to be able to engage Professor Woo in such a scholarly and rigorous discussion. We thank Professor Woo for taking the time out of his busy schedule to share his thoughts and insights with us. To borrow liberally from Professor Woo, it is with the greatest hope that in this new era, with a new presidency and the shadow of the pandemic behind us, the world could look forward to a time where we could convert “Fists of Fury” to “Bro Fist Bump”.



## Campus Updates:

### New Guest House

The new academic year of 2020/21 at the UK Campus of PHBS is off to a fantastic new start as we welcome our first group of academic visiting study guests who would be staying on campus at our brand new, state of the art Guest House.



Our new Guest House has been converted, restored, and upgraded over the summer of 2020 into 2 single ensuite rooms and 8 twin ensuite rooms. Each room is fully equipped with the guest' needs in mind – a wardrobe, bedside table and lamp, a kettle, as well as work desk and chair. As for the communal areas, the building is home to a large open-plan, fully equipped kitchen with 3 fridges, 2 washing machines, 1 dryer and 8 hobs.



The Guest House building and our academic study guests will be looked after by our dedicated House manager, Ms Shumin Zhang.



It is our hope at PHBS that our academic visitors and visiting academic study guests not only would have a comfortable room to stay for their visiting study, but also an area where they can relax, interact with each other and build lasting friendships. With that in mind, during the planning, we wanted the kitchen with its large dining area to serve as a communal area for our academic visitors including visiting students to interact amongst themselves and bond over a hot meal.



As they say, friendship is catching up over good food and something nice to drink! Greenery and fresh air are the best cures after lectures on a tiring school day. With that in mind, the kitchen area opens out to a patio which also provides guests access to a landscaped garden. On nice sunny days it would also serve as an area for picnics and lawn games for the guests in residence. On cold winter nights, the patio would be a breath of fresh air after been cooped up in the rooms all day.

The Guest House also overlooks the picturesque Hinksey Hill just across the road from the Campus. The view from the building is known locally as the Turner view after William Turner of Oxford famously painted this open area in his painting – Oxford from Hinksey Hill. On a nice sunny and clear day, one would be able to see the dreaming spires of Oxford from there. What a treat to be able to enjoy a view that is so deeply enshrined in art history every morning you wake up!



Staying on campus, particularly here at the UK Campus, truly has its benefits. Not only do our academic visiting study guests not

have to travel to classes, saving money on transport and cutting down on carbon emissions, they have easy access to all the facilities that the UK campus has to offer! During their free time, they could sit in our cozy library to self-study, play ping pong in the Grand Hall, or go for a nice walk in our award winning woodland-lake walk.

Amidst all these benefits, personally, I believe the best perk of staying on campus is the ability to order home-cooked food from our in-house chef! Our guests would be able to order from a large repertoire of dishes – like roast chicken, beef stew, sweet and sour pork, amongst many other delicious foods - for lunch and dinner. The menu changes every week and guests have an opportunity to view the menu online the week before to place their orders on their favorite foods. Not having to worry about cooking and food is truly the best thing about living on campus!



We truly hope that staying at our UK campus on Boars Hill in the historic city of Oxford would add good experience to our academic visitors. As we grow and develop as a family and community, we at PHBS look forward in welcoming our future academic visitors to our Campus on Boars Hill!

## Campus Updates:

### A Visit from Huawei's Senior Management Team

On the 19<sup>th</sup> of November 2020, the UK Campus of PHBS warmly welcomed the senior management of Huawei (UK) - CEO of Huawei (UK) Mr Jerry Shengniu Wang and his team. Founded in 1987, Huawei is a leading global provider of information and communications technology (ICT) infrastructure and smart devices. Huawei has more than 194,000 employees, and they operate in more than 170 countries and regions, serving more than three billion people around the world.



Mr Wang and his team were warmly met at the Campus reception by the director of PHBS-UK Campus, Professor Guy Liu and his team – Senior Tutor and Executive Programme Manager, Dr Carryn Yong, and Academic and Student Support Manager, Ms Yuting Hang. Adhering to the UK government and University guidelines, the group convened in the Student Common Room to partake in a socially distanced lunch prepared by our in-house chef, Mr Jansen Song. As Huawei (UK) is renowned in the business circles to have an amazing chef with wonderful meals prepared for their staff in

their staff canteen, it is with great pride that Mr Jerry Wang remarked upon how delicious the lunch by Chef Song was!

After lunch, Professor Guy Liu took Mr Jerry Wang and his senior management team on a tour of the UK Campus which included our newly renovated and upgraded Accommodation Building - which has 2 single ensuite rooms and 8 twin ensuite rooms, and can house up to 18 students, our award winning Woodland Walk which included our very own lake, as well as an energetic climb up to our very own tower which, as we were very blessed with good clear weather that day, allowed Mr Wang and his team was able to see the dreaming spires of the City of Oxford.



The significance of the tower and the lake on the tour was explained when the group convened in the Board Room for hot tea and biscuits. Professor Guy Liu took Mr Wang and his team on a historical journey, regaling them with the mysterious parallel history of the UK Campus and Peking University in Beijing, China so much so that it seems to be

a tale of kismet. The commonalities between the two campuses – the existence of the lake and tower both in China and here in the UK, the fact that the first principal of Peking University were schoolmates with Lord Berkerley, the first owner of the building PHBS-UK is housed in, just to name a few – are uncanny. To borrow Professor Liu’s words, it is fate and destiny that led us to establish the first international campus of Peking University here at Boars Hill, Oxfordshire, UK.

The Huawei senior management visit ended with a promise that when the pandemic is over, we would organize a trip for our students to visit the Huawei (UK) offices. We at PHBS-UK are very honored that Mr Jerry Wang and his team could take time out of their busy schedules to visit us here on Boars Hill. We thank Mr Jerry Wang and his team for their time and generosity. We hope that there will be more visits and interactions between our University and Huawei in the future!

## Campus Updates:

### Culture Exchange 1 - Halloween

Every year, the UK campus of PHBS would welcome a number of international students from a variety of countries all over the world. To make our students feel at home, as well as to encourage cultural exchange amongst our internationally and culturally diverse student population, PHBS-UK would always organize activities around festive holidays unique to the different countries and cultures represented by our international students.



The Covid-19 pandemic might have changed our lives and our day to day operations, the pandemic did not dampen the spirits of learning and cultural exchange here at PHBS-UK! We want all our students to have the same enriched learning experience as they would have during normal times. Having an on-site accommodation this year is definitely our advantage as this meant that our international students, who all live on Campus, form one support bubble. This enabled our events manager, Ms Jacqueline O'Brien, to continue facilitating cultural events for our international students whilst

ensuring the health and safety of all our staff and students.

The highlight this year is Halloween – a favorite event of our American students. Halloween (or All Hallows' Eve) is a celebration observed in many countries on the 31<sup>st</sup> October. Despite that it is a widely celebrated event, Many Halloween activities include trick-or-treating, carving pumpkins into jack-o-lanterns, lighting bonfires, apple bobbing, telling scary stories, amongst many others. This year we have our very own American student, William Meikle from Boise, Idaho leading in this year's cultural exchange and sharing with our international students his version of Halloween.



While keeping in line with the University's policy of mask wearing and social distancing, our international students demonstrated their creativity in dressing up for the event by incorporating a face covering in their costumes. It made the witches, warlocks, vampires, and our lone donkey look scarier than ever! Social distancing also featured

heavily in our pumpkin carving as students try to make their jack-o-lanterns as menacing as possible so that it seems as if that they are scaring each other more than 2 meters away! It is very heartwarming indeed to see our students taking the Covid-19 pandemic and its restrictions in stride, rise up to the challenge and make these restrictions work for them.



The final activity of the cultural was sitting, socially-distanced, around a “bonfire” (or in our case the fireplace in the Great Hall) where the students played games and shared scary stories in a darkened hall with portraits of past principals looming over them and a skeleton sitting by the fireplace. Being sat more than 2 meters apart with the

sounds of floorboards creaking and a gentle cold breeze wafting in from an open door... ghost stories never felt scarier. Spooky stuff indeed!



At PHBS-UK, we are a family of diverse cultures and nationality. We believe that it is through interaction and sharing in each other’s cultures and activities, as well as understanding the values and traditions behind each cultural festival that our students can learn how to better interact and integrate with each other harmoniously; a truly valuable life skill in our increasingly globalized world.

## Campus Updates: Culture Exchange 2 - Christmas

Christmas – the best time of the year. Despite our culturally, religiously, and internationally diverse family here at PHBS-UK, the Christmas holiday is always of particular significance to everyone on Campus because it is the start of a 3-week holiday break to which everyone had been looking forward. This Christmas holiday also marks the end of 2020; a year marred by the Covid-19 pandemic and a year that everyone would love to see end.



Keeping in line with the spirit of thanksgiving during the Christmas holiday, as well as sharing the culture and festive traditions of this festive holiday with the students who normally do not celebrate Christmas, our events manager Ms Jacqueline O'Brien went all out to make sure that everyone felt included. The Great Hall was magically transformed into a Christmas Wonderland – with Christmas themed foods and table decorations, with our giant projector screen

(normally used for lectures) and now transformed into a crackling fire with Christmas carols, and a majestic Christmas tree decorated by Ms O'Brien and our students – it was truly festive and celebratory.



The event started with the tradition of thanksgiving. Professor Liu thanked all the staff for their hard work throughout the year, particularly this year when the world was ravaged by the Covid-19 virus. Special thanks went to the cleaning and administrative staff in making sure that the Campus was always clean and sanitized after each class, and that temperature checks and health response were always in place, and the teaching staff for responding so quickly to online teaching and making sure that lessons went on as normal with no interruption. Next, Professor Liu praised the students for their resilience and adaptability in facing new challenges such as online teaching, social distancing, mask-wearing. He acknowledged the

sacrifices that our students have to make in terms of networking and interaction – particularly when some of our resident students on campus have not even visited the City of Oxford during the entire time! Professor Liu praised everyone for their social responsibility in making sure that the Campus is a safe learning and working environment for all.



Student Representative, Mr Adel Moin, also gave his heartfelt thanks to Professor Liu and the staff of PHBS-UK for their care and concern during the time they were living on campus. The level of attentiveness to their needs were unparalleled and on behalf of the student body, Mr Moin would like to thank each and every one of the staff for their personal contribution of time, energy, and effort to ensure the well-being of all the students on Campus. It is truly the spirit of PHBS that all staff and students were able to rise above the pandemic and work together so that learning and education was not interrupted in the slightest.

Christmas is also a time of traditions and the English tradition is to have Christmas hats, Christmas crackers and mince pies! This is

definitely not forgotten by our ever-efficient and conscientious Ms O'Brien. To make sure that everyone is included and no one was left out, Ms O'Brien made sure that every one had a cracker, a mince pie, a Christmas hat, and most importantly, a Christmas present. For some of our students it was the first time that they have encountered a mince pie and a Christmas cracker. This added a lot of laughter and mirth when some students bit into the mince pie and realized that it was sweet candied fruit instead of minced meat!



For many of our staff and students, this was the first time that they celebrated Christmas away from home and their loved ones. By making sure that everyone felt included and that everyone left with a present, it made the celebrations very unique and poignant. That is the level of attention that made PHBS-UK such a special place for one and all. The PHBS-UK family are all very glad that we made it through the tremulous year of 2020 with a renewed determination and resilience. It is our greatest hope that in 2021, life would begin to normalize and be a better one filled with joy, good health, and renewed social interactions!



**One World,  
One Fight**  
环球同凉热，  
四海共冬春

# Coronavirus Diaries

Dr Yijing Li

## 31st March 2020      Switch in PVG warehouse policies & the DHSC takes over

The day started off weirdly as the agent company (CEVA) for customs clearance and airlift seemed to be very busy; They did not have the time to reply to us with any updates. Thus, it came as a shock to us when we did finally get in touch to be told that the company was told to transfer everything in their warehouse to another agent company (On Time). CEVA themselves were in as much confusion as they did not know what the problem was and that they were still waiting for more detailed instructions from CEVA UK.



On our side, we were caught unawares and were slightly panicked, as the cargo van from Sumec was already on its way to PVG airport.

Furthermore, all the relevant documents were submitted to CEVA for their assistance towards customs clearance, and the required permission notice for warehouse were issued by CEVA as well. Furthermore, Art Saves Us, another organisation in our joint campaign has been working round the clock to prepare the required documents for customs. Our main worry was, if the agent company had been switched, are we required to prepare all the documents from the scratch? The cascading effect was also the concern for our future donations; Which warehouse should we direct the donations to, and which file list should we ask for?



It finally came to light that both agent companies are waiting for further instructions regarding the handovers on UK

side. As such, I needed to act immediately and to start inquiring about the process here in the UK. I contacted the senior consultant from KCL who is in charge of allocating places on the airlift and it seems she was as confused about the updated situation as us. It was only till quite late that night that she finally figured out the cause of all this confusion: as of today, all airlifts have been taken over by the DHSC (Department for Health and Social Care) rather than KCL. Consequently, all my previous communications on space allocation on the airlift would need to be re-communicated with the new agent company, On Time, as well as the need to redo all the relevant documents.



In addition, as the new logistics company just got involved with our programme and was only told to take over the stuff from the warehouse, they were not clear about the details behind our donations. This gave rise to the confusion during our first phone call where they had assumed that we needed to pay for the airlift and copied in the relevant accounting company for the pricing. Fortunately, after a few clarifying email communications later, they were happy to allow for our donations to be covered by the DHSC relief charters route. This would ensure that we would not have incurred extra costs.

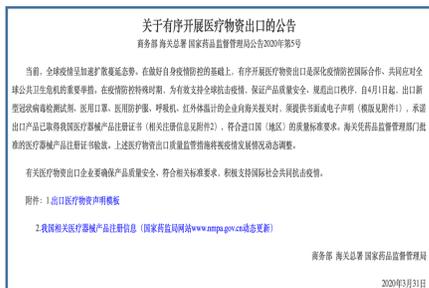
By that evening, Sumec's cargo arm informed us about the arrival of the donations at the designated warehouse, but we were told that we had to wait for more information about the transfer the next day. Hence we were not sure whether our donations would be able to catch the plane as scheduled. 2,000 units of protective clothing were purchased by our joint organization, but our partner organization, Art Saves Us, has not yet shipped their cargo to the warehouse at PVG airport. I was worried if they would be able to catch the airlift successfully. Those 7 cartons of donated masks and goggles are certified by the US FDA but they lack the European CE certification. As such, we would have to contact the newly designated agent company to check out the what was needed for customs clearance. At that time, my greatest worry was the high possibility of our donations failing to get on board.



However, the feel good story for today was that Ms Bei, from another joint organization had promoted our cause another friend who was living in London. That friend's husband's company has some visors and they would like to kindly donate those visors to the NHS hospitals. Despite me putting them in touch with David from the GSTT procurement department very late in the day, I received a very prompt confirmation reply. It is always the little wins of the day which serves as the motivation for bigger gains.

## 1st April 2020      New Policy : Medical Devices Registration and Filing

Today, having still not recovered from the panic from the previous day, I received a new and rather dense message at 6 a.m. which stated that a new proclamation (No.5 in 2020) just been jointly issued from three ministries (Ministry of Commerce, General Administration of Customs of the P.R.C., and National Drug Administration). The proclamation required that all exports of medical devices and personal protective equipment be accompanied by a written or electronic statement detailing the reasons for export, together with the inclusion of documentation detailing the national product registration of the medical devices and the relevant product assurance documents.



As laymen, we were not aware of the impact of this new policy on our donation. Hence, imagine our astonishment when we with the new agent company in our working WeChat group and found out that there is indeed a huge impact! Despite the fact that our current supplier, Sumec, has registered and applied for the emergency production of medical protection materials, they have yet to obtain the necessary national product registration of the medical devices and the relevant product assurance documents from the National Drug Administration. This means that the additional documents

required by this new policy have not yet been procured. Although Sumec had responded at the first instance that they would submit their registration application posthaste, it has to take into consideration of the upcoming Qingming Festival holiday in China. This would mean that the whole approval process would most probably have to be delayed till at least the 20th of April. Upon hearing the news, our purchasing team were quite disheartened because the PPEs are in urgent demand and our front-line medical staff most definitely cannot wait another 3 weeks during this nail-biting race against time with the virus.



This day passed relatively quickly, as we were buried under the numerous communications and trying to understand the implications of this new policy. It was about midnight in the UK, when we had to make the very difficult decision to cancel this order with Sumec and return all the medical equipment that we had ordered back to them, while at the same time, we had to restart our purchase by searching for new and eligible supplier(s)! Sumec was a very responsible and proactive company, and they actively acquiesced with our decision without even considering the chain losses that they would have to bear. Their financial department and all the other relevant departments that were involved facilitated the returns process over the next 2 days to complete the return, refund, and transfer the goods back from the Shanghai airport

warehouse. Despite the fact that we could not successfully complete the order, we were very fortunate to make the acquaintance with the Sumec team and we hope that we could work with them in the future.

### **3rd April 2020 New Purchase and Parallel Progress**

As the refunds had been consequently issued, we started to repurchase the medical equipment that we had cancelled from Sumec. At the same time, the agent from On Time (from the alliance organization) sent me a message that the 2,000 protective clothing from our campaign had successfully been cleared by customs clearance, and were fully prepared to be packed onto the airlift on the 5th of April! As the saying goes, every cloud has a silver lining; Despite our original setback, we realized that we could repurchase from this supplier due to their “credit”!



The time flies quickly when there was parallel progress. At the same time, we were able to sort out the manufacturer, arrange the compilation of the necessary documents for custom clearance, as well as getting the help to cover some of the early expenses before our refunds were processed. This was only possible through the help of Ms. Hong Zhang. Ms. Zhang is the the company director of a trade company, Art Saves Us.

Through her, I was able to get in touch with the supplier to make all this possible. All in all, by the end of the day, we are back on track!

### **6th April Arrival in the UK & Separate Purchases**

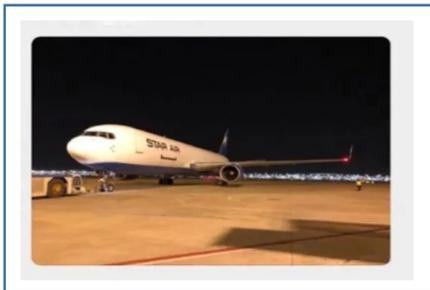
Today was the first day for people returning back to work after the Qingming Festival holiday in China. Our repurchasing contract are constantly improving, incorporating new developments. We received monetary donations in both British Sterling Pounds (GBP) and Chinese Renminbi (RMB), which were collected through the GBP account belonging to Peking University Alumni Association in the UK and the Chinese RMB WeChat account of PHBS respectively. In order to facilitate the post-campaign publicity for our donors, we needed to sign 2 separate procurement contracts in either currency, together with the inclusion of a corresponding VAT invoice.



However, the supplier from whom we had repurchased the medical equipment had preferred to sign a single contract and to be paid in U.S dollars. However, all medical materials due for export purpose could not be provided with a domestic VAT invoice due to China’s export law. This suddenly put us in a difficult situation, namely how could we ensure compliance on both ends while abiding by both industry and institutional

regulations, as well as getting the payment processed as soon as possible for current emergency.

Once again, we got together to brainstorm solutions and we finally found one: we could repurchase the PPEs using GBP from one supplier at a reduced amount while repurchasing other medical items like masks using RMB from another supplier that was trusted by PHBS and was able to produce the required VAT invoice. PHBS will place and pay for the order on the behalf of our campaign.



The staff of PHBS, like the staff from Peking University, also donated a batch of medical equipment due to be shipped to the UK on April 9. It seems that the wheels of our campaign are up and running and we are again closely united in our fight against the pandemic. Coincidentally, right at the moment when Her Majesty, Queen Elizabeth was delivering the her speech to the nation, 2,000 high-quality protective clothing items donated by our alliance organization, Art Saves Us, finally made it onboard of the airlift from DHSC and were on its way to London.

## 7th April 2020 Donations Arrive at the Hospitals & Another Donation

Today was a great day. When I opened my email inbox this morning, I had an email from the logistics company designated by DHSC in London. The company had received the 2,000 items from our donation and they were currently stored in their warehouse. Furthermore, they had kindly offered to deliver them to the recipient, the Head for Procurement from KFM for King's College Hospital, by today. Today was actually one of the rare times when I opened my inbox at

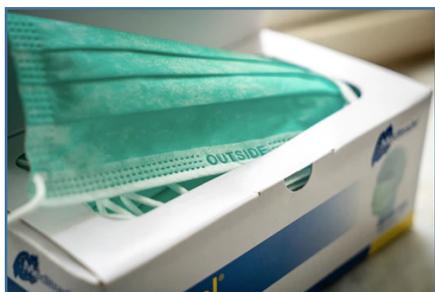


6am and there was delightful news.

In the afternoon, after several rounds of smooth albeit non-stop communications via emails and phone calls, we finally received the pictures taken by the frontline worker who had received our donations. He had also made a video recording of people voicing their gratitude for our donation. It was truly a moving moment for us. In that very moment, we felt touched and happy that all our efforts and hard work was appreciated and had not been done in vain.

In the same afternoon, we welcomed our latest member, Lady Xuelin Li Bates. Lady Bates represents 3 organizations: Zhejiang University Alumni Association (UK), the British Chinese Community, and the Zhejiang Chamber of Commerce (UK). Lady Bates and her team have been conducting a

fundraising campaign on their own as well to raise funds to purchase PPEs for NHS staff, very much like what we are doing. Given our similar goals, Lady Bates and her team would to join our fundraising alliance in order to facilitate the sharing of all the relevant information as well as the resources with regards to the logistics.



This is really exciting for us as more and more Chinese institutions in the United Kingdom, and big league associations are coming together as one to share information and knowledge regarding material procurement, transportation and donation of docking resources. This not only helps in making our campaign to help protect our front-line health care workers more efficient, it also helps to spread the goodwill and warmth of the Chinese people which is precisely the original intention of our campaign. In addition, our newest member, the Zhejiang Alumni Association in the UK, which is based in Cambridge, expressed their intention of donating 200 PPEs to Guy's and St Thomas' Hospital in London. We emailed David from GSTT right away and received a prompt and positive reply. There was also a clear indication of the specific clinical team to which the donation would go. David managed to efficiently arrange for the logistics team to pick up the PPEs the following day. We were all very impressed by the efficiency and quick response of David and his team.

## 8th April 2020 Another PPE purchase and more good news

Today was a good day with several of our parallel tasks going smoothly; We signed a contract with the supplier for 600 units of PPEs and completed the payment. It was surprising how within a week, the price of PPEs have soared. We paid for the order with whatever funds we had on hand at the moment as well as the kind personal cash advance from Professor Liu from PHBS-UK. We were a short of cash because of the previous cancellation and the refund of our payment would take more than a week because it was in a foreign currency. Professor Liu heard about our cash situation, as well as our rush to secure our current order, he offered to front us the cash from his own pocket! No questions asked! Professor Liu was very determined to make sure that the donation goes through on time and we are all very grateful to him for his generosity and help.



Meanwhile, the CEVA logistics team had successfully picked up 200 protective clothing from the Zhejiang Alumni Association (UK) in Cambridge, and brought them to their warehouse, and then delivered them to the recipient clinical team as planned; All on the same day. Further to the good news, the PPEs purchased by PHBS from Shenzhen which were earmarked as a donation to Cambridge University Hospitals

have also arrived in London tonight at Heathrow Airport.

### **9th April 2020 New Policy Again: Every Commodity Requires Inspection**

Riding on the high from the day before, it was disheartening to receive another setback. At 6 a.m. today, I received a WeChat message from the agent company for customs clearance. The company said that a new policy has just been announced in China. All medical equipment bound for export are now required to undergo inspection, including PPEs! We were caught blindsided again and scrambled around to determine what was going on; we needed to learn all that we can about the new policy, and we tried to find out whether there were any new procedures and requirements that we needed to adhere to. In particular, with regards to customs clearance (which was our immediate concern), we needed to know who was to take up the gauntlet and provide the immediate response: the manufacturers, the supplier company or the agent company for customs clearance?



Despite the morning upset, the bright spot of the day was that Professor Liu, head of PHBS-UK campus had successfully arranged and delivered the 1,000 units of PPEs and 300 pairs of goggles from PHBS Shenzhen (which 11 board members and 180 faculty members had cooperatively raised funds to acquire) to the Royal Papworth Hospital

(part of the Cambridge University Hospitals) and the Cams GP Network. His team drove more than 5 hours from Oxford to Cambridge directly, and delivered the donations to our partner, Cambridge University Judge Business School.

*(Related:<https://mp.weixin.qq.com/s/bqnd2BdKN7oUPhyLbFDwYA>)*



That very night, the chief physician from the Royal Papworth Hospital in Cambridge was waiting in person at the receiving point to express their gratitude and to personally try on the protective clothing. He said that the PPEs were of outstanding quality. The processing and approval process of the donation was speeded up over the weekend and the PPEs finally arrived at the hospital on Monday and were swiftly distributed to the frontline staff. According to the executive who helped to deliver supplies to the hospital, when the donations arrived at the hospital and needed to be unloaded from the van, the hospital staff moved them into the building with lightning speed and distributed them immediately. The frontline staff were so relieved because to them, the faster the minute in which they put on their PPEs was a minute less in their risk of exposure to the virus.