

**The 2017 China Think Tank Index Report:  
Methodology and Think Tank Rankings**

by

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# Contents

<b>1. A Review of How the Construction of a New Type of Think Tanks with Chinese Characteristics Was Placed on the Agenda .....</b>	<b>1</b>
<b>2. Progress in the Construction of a New Type of Think Tanks with Chinese Characteristics Since the 18th CPC National Congress.....</b>	<b>5</b>
<b>3. An Overview of the CTTI-Plus Platform.....</b>	<b>12</b>
3.1 CTTI Plus represents a general upgrading of CTTI's functional architecture.....	13
3.2 CTTI Plus represents a total upgrading of the CTTI database system .....	17
3.3 CTTI Plus represents an overall upgrading of the CTTI's assessment system.....	19
<b>4. Addition to the Catalogue of CTTI's Source Think Tanks .....</b>	<b>20</b>
4.1 Principles of addition .....	20
4.2 The process of adding source think tanks .....	22
4.3 Analysis of the CTTI source think tank data .....	23
<b>5. The MRPA Assessment Indicator System .....</b>	<b>31</b>
5.1 Basic principles of evaluation.....	31
5.2 The selection of the MRPA assessment indicators .....	31
5.3 Value assignment for MRPA indicators .....	37
<b>6. The MRPA Ranking Rules.....</b>	<b>40</b>
6.1 Principle for designing of MRPA ranking rules .....	40
6.2 MRPA think tank ranking rules .....	40
6.3 MRPA think tank expert ranking rules .....	41
6.4 University think tank index ranking rules.....	44
6.5 MRPA assessment system .....	45
<b>7. Analysis of MRPA Assessment Result Data .....</b>	<b>47</b>
7.1 Overall situation reflected by data .....	47
7.2 Examples of evaluation data on private think tanks .....	50
7.3 University think tank index assessment.....	53
7.4 University think tank assessment data .....	55
7.5 Assessment data analysis for think tanks in various research areas .....	81
<b>8. Suggestions on How to Improve the Construction of a New Type of Think Tanks with Chinese Characteristics.....</b>	<b>96</b>

<b>9. Abbreviations .....</b>	<b>103</b>
<b>Appendix.....</b>	<b>1055</b>
(I). Think tanks of Party/government organizations (63) .....	105
(II). Think tanks of academies of social sciences (48).....	108
(III). Think tanks of Party schools/administrative colleges (49) .....	110
(IV). University think tanks (348) .....	113
(V). Military think tanks (6).....	131
(VI). Think tanks of research institutes (32).....	132
(VII). Corporate think tanks (7).....	134
(VIII). Private think tanks (38) .....	135
(IX). Media think tanks (13) .....	137

# **1. A Review of How the Construction of a New Type of Think Tanks with Chinese Characteristics Was Placed on the Agenda**

Since the 18<sup>th</sup> CPC National Congress, the CPC Central Committee led by President Xi Jinping has vigorously promoted the modernization of the state governance system and capability. Based on China's profound historical heritage and drawing upon the evolution of political culture across the world, it has highlighted the building of a new type of think tanks with Chinese characteristics as an essential part and important means of such modernization. President Xi has frequently discussed this subject in both speeches and written instructions, offering a wide range of new ideas, opinions and conclusions. In doing so, he has created a comprehensive system of theories and approaches to the construction of a new type of think tanks with Chinese characteristics, given extensive answers on the orientation and objectives of this endeavor, expounded the functions of such think tanks, and indicated the correct way to build them.

President Xi places a high premium on consultative decision-making. As he wrote in *Random Thoughts on a Political Career* in March 1990, “‘Planning in advance is the only way to prevent perplexities afterwards.’ Before making a decision, one should listen to advice and opinions from all quarters in order to gain a deep insight into the essence of the issue in question, find out how things work, and devise a good plan. Once the decision is made, there should be no change to its main part before the problem-solving process is complete.”

When discussing the advisory role of offices for research, he said, “If our offices could gather and analyze information from all quarters and, like ‘think tanks’ in other countries, regularly offer recommendations on important decisions to be made, that would make it much easier for leaders to choose among possible decisions in a quick and an efficient way.”

It can therefore be said that President Xi has known much about how contemporary think tanks develop since a long time ago. In 2004, the CPC Central Committee issued the “Opinions on the Further Thriving of Philosophy and Social Sciences”, which included the explicit requirement that “the philosophy and social sciences community should serve as think tanks for the work of the Party and the government”. The requirement on the improvement of decision-making advisory bodies has been officially incorporated into the report to the 18th CPC National Congress, which states that the Party will “persist in making decisions in a rational, democratic and law-abiding way, refine decision-making mechanisms and procedures, bring into play the role of think tanks, and establish and improve a system of decision-related accountability and error correction.”

At the 2012 Central Economic Work Conference held after the 18th CPC National Congress, President Xi underlined the need to refine advisory mechanisms for decision-making and build high-caliber think tanks in service of decision-making and moderately ahead of the times. Emphasizing the building of think tanks at economic work meetings shows that the President attaches great importance to the construction of think tanks.

On April 15, 2013, President Xi wrote an important instruction on the construction of information think tanks, setting the definite goal of “building a new type of think tanks with Chinese characteristics” and requiring that think tanks actively offer high-quality intellectual support for sound decision-making by the CPC Central Committee. The “April 15 instruction”, as it has come to be known, has been the most definite and meaningful of all the instructions given by the central leadership on think tank construction:

1) Think tanks are considered to be an essential component of the nation’s soft power. The construction of think tanks has been elevated to the status of a national strategy, for they are expected to play an increasingly important role as the situation develops.

2) The directive suggests that Chinese think tanks are still inadequately developed and that they should become more useful.

3) A new target has been definitely set, i.e. building “a new type of think tanks with Chinese characteristics”.

4) Active efforts are to be made to find out how to organize and manage such think tanks, and effective steps are to be taken to guide all kinds of think tanks in self-improvement.

5) Think tanks are expected to actively offer high-quality intellectual support for sound decision-making by the CPC Central Committee.

These requirements have been further clarified in the “CPC Central Committee’s Decisions on Major Issues Concerning the Deepening of Reform in All Respects” (the “Decisions”) adopted at the Third Plenary Session of the 18<sup>th</sup> CPC National Congress in November 2013:

*We shall build a system of consultative democracy with sound procedures and a complete set of steps, expanding consultation channels for organs of state power, CPPCC organizations, political parties and groups, primary-level organizations and social organizations. We shall practice in a deep-going way consultation for legislation, administration, democratic processes, participation in governmental affairs, and social causes. We shall improve the construction of a new type of think tanks with Chinese characteristics while creating and improving a system of consultative decision-making.*

The “Decisions” has thus elevated President Xi’s “April 15 directive” on think tanks to a Party-wide consensus and a strategic initiative of the CPC Central Committee. Improving the construction of a new type of think tanks with Chinese characteristics has become a crucial long-term national strategy with across-the-board

implications.

Since then, the construction of a new type of think tanks with Chinese characteristics has been listed among the tasks for deepening reforms in all respects, incorporated into the framework of top-level design, and placed on the agenda for decision-making by the Party and the government. On October 27, 2014, the “Opinions on Improving the Construction of a New Type of Think Tanks with Chinese Characteristics” (the “Opinions”) was submitted for consideration by the sixth meeting of the Central Leading Group for Deepening Reforms (CLGDR) in All Respects. On that occasion, President Xi delivered yet another important speech on think tank construction, highlighting that the construction of a new type of think tanks with Chinese characteristics must be regarded as a critical task to be tackled in an earnest and effective way, from a strategic perspective for sound and democratic decision-making, the modernization of the state governance system and capability, and the strengthening of nation’s soft power. Having been reviewed and adopted by the CLGDR, the “Opinions” was issued by the General Office of the CPC Central Committee as GOCPCCC Document 65 (2014). On January 20, 2015, Xinhua News Agency broadcast a news report on the contents of the document, which had been distributed by the GOCPCCC and the General Office of the State Council.

The “Opinions” has been highly valued by Party committees and the government at all levels and warmly received by the intellectual community, giving rise to a boom in both research and concrete efforts for the construction of a new type of think tanks. The development of such think tanks, along with the need for a campaign of innovation in philosophy and social sciences, was highlighted again at the Fifth Plenary Session of the 18<sup>th</sup> CPC Central Committee. In November 2015, an initiative of pilot projects for building high-caliber national think tanks was adopted at a meeting of the CLGDR chaired by President Xi. It is necessary, he emphasized, to build a number of high-caliber think tanks that the state is in urgent need of, each being unique in its own way for institutional innovation and leadership in development. Such think tanks are supposed to focus on prospective and well-targeted policy research in reserve for the state’s major strategic needs.

In a speech delivered on May 17, 2016, President Xi recognized the enthusiastic and fruitful development of think tanks by the philosophy and social sciences community as well as their valuable service for decision-making by Party and government organizations at various levels. At the same time, however, he cautioned that some think tanks have valued quantity over quality in their research, that some have worked harder on how to spread their ideas than on how to create new ones, and that some have indulged in keeping up appearances by building platforms, inviting celebrities, and holding forums. Instead of these, think tanks should concentrate on how to improve the quality of their research and make it more innovative. Additionally, information sharing and interaction should be promoted between the decision-making sector and think tanks. Policy research by Party and government organizations should be more closely linked with targeted research by think tanks in

an effort to guide the latter towards sound development and more effective service.

On May 16, 2017, the CPC Central Committee distributed the “Opinions on Accelerating the Construction of Philosophy and Social Sciences with Chinese Characteristics”, which states,

*We shall promote the application of outcomes from philosophical and social science studies to consultative decision-making, education and teaching so that they could better serve the society and the public. Activities in diverse forms should be carried out to make such outcomes better known to the public. We shall persist in explaining Chinese practices with Chinese theories and enriching the latter with the former. We shall innovate new ways to express our ideas to other nations and enhance our global voice.*

The report to the 19<sup>th</sup> CPC National Congress has again underlined the need to “deepen the study and development of Marxist theories, accelerate the construction of philosophy and social sciences with Chinese characteristics, and intensify the building of a new type of think tanks with Chinese characteristics”.

This review of President Xi’s important remarks on think tanks and the CPC Central Committee’s documents on the subject has led to an important conclusion: the construction of a new type of think tanks with Chinese characteristics is a major undertaking for the modernization of our consultative decision-making system—a long-term endeavor of holistic and strategic importance, which is inherently necessary for the modernization of the state governance system and capability. This task cannot be accomplished at one stroke; instead, it will be a long campaign that requires us to persevere like dripping water that can pierce a stone. As President Xi put it, “If drip after drip aims at the same stone and falls on it single-mindedly day in, day out, there will be a miracle—the water will make a hole in the stone!”

A new journey in a new era has begun for the construction of a new type of think tanks with Chinese characteristics. Gone are the first days of excitement, when there was a wave of new think tanks springing up in rapid succession. Now we have come to a new stage marked by the need for down-to-earth efforts. Any hesitation or weariness during this process would be no cause for concern, for what really matters is to believe that this endeavor is by no means an expedient, but rather a strategic initiative that is bound up with the modernization of the state governance system and capability. Such system and capability are an embodiment of a state’s institutions and its power to execute them. The state governance system is an institutional system for running the nation under the Party’s leadership, and a new type of think tanks with Chinese characteristics would form an integral part of the system of national institutions. Such think tanks are not just substantive entities; more importantly, they represent a kind of top-level design as a fundamental modern institution for sound and democratic decision-making and as a symbol of modern political culture. They also serve as an essential way to speed up the development of philosophy and social sciences with Chinese characteristics. In view of these, we should reaffirm our commitment to elevating the construction of such think tanks to new heights in this

new era with steadfast perseverance that is free from wavering, hesitation and fatigue.

## **2. Progress in the Construction of a New Type of Think Tanks with Chinese Characteristics Since the 18th CPC National Congress**

Five years before the 19<sup>th</sup> CPC National Congress marked an important period during which President Xi's Thought on Socialism with Chinese Characteristics for a New Era was formed. As an essential part of the Thought, the theory on the construction of a new type of think tanks with Chinese characteristics has guided the real efforts for this purpose, helping to make important progress in the following ways:

1) A complete system of discourse, knowledge and academic studies on the construction of a new type of think tanks with Chinese characteristics has taken initial shape—a system that is guided by President Xi's important remarks on this issue and rooted in China's own think tank-related practice. Liang Qichao said, “Administration cannot be separated from learning, for the latter is the origin of the entirety of the former.” In other words, learning is fundamental to administration. Likewise, knowledge and theoretical guidance are necessary for the construction of a new type of think tanks with Chinese characteristics.

After the Third Plenary Session of the 11<sup>th</sup> CPC National Congress, the Party and the state shifted their focus to economic development. To deal with the new situation and new issues that emerged during reform and opening up and offer the government a more scientific approach to decision-making, a number of advisory bodies were established under Party and government organizations at various levels, including development research centers and policy research offices/institutes. The most notable of these included the Development Research Center of the State Council (founded in 1980), the Policy Research Office of the CPC Central Committee (1981), and China Institute of Contemporary International Relations (1980).

Meanwhile, the Central Party School and Party schools at all levels were restored, and a system of social science academies was largely completed, which mainly comprised of the Chinese Academy of Social Sciences and social science academies of the provinces. Though not known as think tanks, such institutions served essentially the same purpose, offering a massive quantity of new theories, new strategies and new plans on economy, politics, society, culture, science and technology, military affairs and diplomacy, in strong support for the cause of socialism with Chinese characteristics. It was because of this that researchers began to take an interest in “think tanks”.

In 1982, *Major Think Tanks in the United States* by Wu Tianyou and Fu Xi was



published as the first Chinese book on think tanks. A new period of rapid development for soft science research was started in 1986, when Wan Li, the then vice premier of the State Council, delivered an important speech at the First National Symposium on Soft Science Research. He remarked on the necessity to improve soft science research, reform the existing decision-making system, and help in the development of a more rational and democratic process of decision-making.

During this period, research into think tanks continued to focus on description of think tanks in Western developed countries and their successful experience, which also looked inside at how they were operated and their work procedures.

For instance, *The External Brain of Leaders: Contemporary Western Think Tanks* by Zhu Feng and Li Guang describes Western think tanks in terms of the background against which they emerged, their categorization, and their functions, with details on the top ten think tanks in the United States and well-known ones in Western Europe and Japan. *Contemporary Think Tanks and Scientific Decision-making* by Li Guang delves deep into think tanks' information networks, their social presence and political tendencies, and their ties with decision-makers. *The External Brain of Leaders: World-famous Think Tanks* by Fan Xianrui (published in 2000) focuses on describing how things work within famous think tanks in major countries, with special coverage of how these countries make decisions on their domestic and foreign policies.

Since the beginning of the 21<sup>st</sup> century, the study of think tanks has been brought to a new academic level by scholars such as Zhu Xufeng, Wang Lili, Li Guoqiang, Ren Xiao, and Zheng Yongnian. It can therefore be said that, before 2013, there was already an initial store of knowledge and some understanding about Western think tanks in the Chinese academia.

2013 should be regarded as the first year in the history of contemporary Chinese think tanks, for President Xi's "April 15 directive" showed the proper direction for the theoretical construction and research related to the building of a new type of think tanks with Chinese characteristics. That marked the beginning of a new stage of rapid development for research into think tanks, the promotion of the concept, and the publication of relevant works.

The theoretical edition of *Guangming Daily* has introduced the *Think Tank* weekly, which, with 153 issues published, has become a model for similar features of other mainstream media outlets in China.

In 2016, the National Science Library of the Chinese Academy of Sciences and Nanjing University jointly created China's first professional journal on think tanks, *Think Tank: Theory and Practice*, as a platform for publishing results of academic research into think tanks. Twelve issues have been published, carrying 178 academic papers. Meanwhile, comprehensive social science journals, university journals and specialized journals also started to accept academic papers on think tanks. A number of Western works on think tanks have been translated and published in China.

In addition, think tank-related exchange between China and other countries has

become more and more frequent. First-hand information on Western think tanks has been brought from abroad by study groups at various levels.

Over the past five years, China has started to evolve a complete system of discourse, knowledge and academic studies on the building of a new type of think tanks with Chinese characteristics, which is guided by President Xi's important remarks and based on China's own think tank-related practice. Now we know much more than a smattering about the past and present of Western think tanks, their structure of governance and operating mechanism, and their virtues and vices. This has laid a strong informational and theoretical foundation for the building of a new type of think tanks with Chinese characteristics in the new era.

2) The building of a new type of think tanks with Chinese characteristics has significantly enhanced China's system of consultative decision-making, which has become more open, institutionalized, scientific and law-governed—the four features that fundamentally set contemporary consultative decision-making apart from its traditional counterpart. President Xi stated in his report to the 19<sup>th</sup> CPC National Congress, “We must strengthen checks and oversight over the exercise of power, and ensure that power is exercised under public oversight, in broad daylight, and in an institutional cage.” Decision-making is one of the most important forms of the exercise of power. It has been proven that we cannot ensure that power is exercised in broad daylight and in an institutional age unless we open the system of consultative decision-making wider, bring into play the unique strengths of the Chinese system of political consultation, and regulate the procedures of consultative decision-making.

Consultative democracy is a form of democracy with Chinese characteristics, and think tanks serve as a crucial channel for consultation. In fact, consultation is a more universal and more essential form of democracy. Consultative democracy is a form that is unique to China's socialist democracy and representative of its special strengths; it is an important embodiment of the Party's “mass line” in politics. The “CPC Central Committee's Decisions on Major Issues Concerning the Deepening of Reform in All Respects” has emphasized that we should always practice extensive consultation across the whole society on major issues concerning social and economic development and practical issues related to the people's immediate interests under the Party's leadership, before the making of all decisions and during their implementation.

In September 2014, at the rally for the 65<sup>th</sup> anniversary of the CPPCC, President Xi elaborated on the five channels for democratic consultation generalized at the Third Plenary Session of the 18<sup>th</sup> CPC National Congress, which were further divided into ten, including “various kinds of think tanks”. This endowed think tanks with the functions for democratic consultation and the United Front. Over the past five years, new think tanks have organized a large number of symposiums, conferences and forums, which have brought together Party and government officials, experts, scholars and entrepreneurs for extensive and high-quality discussions on strategy and policy-related issues, such as the Belt and Road Initiative, the development of the BRICS,

the SCO, the G20, the supply-side reform, and “mass entrepreneurship and innovation”. Such discussions have yielded a series of outstanding results.

3) The building of a new type of think tanks with Chinese characteristics has effectively boosted the construction of policy communities, providing the intellectual circles with an institutionalized channel for dedicating their wisdom to the service of their country. The traditional policy community refers to groups made up of departments and their members involved in the making and execution of government policies as well as the structure of interaction between such groups. This is a concept from the perspective of the government process (the decision-making process). In other words, a policy community only consists of the “internal brain” (policy research departments within the government). In the contemporary concept, which is based on theories of the policy process, all the departments, organizations and their members that participate in agenda-setting, debate, policy selection, decision-making, the implementation of policies, evaluation, feedback and adjustment are considered to be members of a policy community. As professional policy research and advisory bodies mainly serving the government, contemporary think tanks are one of the major members of a policy community. That is to say, a policy community is not only made up of the internal brain (intra-governmental think tanks), but also of the external brain (extra-governmental think tanks).

The building of a new type of think tanks with Chinese characteristics has made policy communities more inclusive and interactive. Think tank scholars from the academia, the media, businesses and the civil society bring opinions and suggestions from all quarters inside policy communities, where policy consensus can be achieved through discussion. As a result, think tanks have become a crucial medium for harmonizing the opinions of all parties involved. As a crucial member of any policy community, think tanks can provide a space for discussion on policy together with Party committees at all levels, the government, the academia, and the mainstream media. In this rational, open and disinterested public space, all parties concerned can discuss, negotiate on or even debate heatedly over significant policy issues that bear on national welfare and the people’s livelihood. This process is very likely to engender new concepts, approaches and solutions.

The high-level think tank councils established in many provinces and cities belong to policy communities of this type. Take the New-type of Think Tank Council of Jiangsu Province for example. In order to encourage think tanks to conduct research in collaboration with authorities involved in practical work, half of the council is made up of leaders of departments, committees, offices and bureaus under the provincial government, and all the heads of the province-level key think tanks and the think tanks for priority development are also directors of the council. The council meeting, held once every six months, has bridged the gap between supply and demand, effectively stimulating Party committees and the government’s interest in building and using think tanks.

Chinese intellectuals are traditionally committed to the welfare of the country

and the people. How to deal with the relationship between state and learning has always been one of the central issues in state governance. Constructive interaction between the governance and the intellectual community will not only help to pool the wisdom of the academia for national development, but also enable all its members to make full use of their talent and knowledge, enhancing the intellectual elite's sense of responsibility and belonging. The People's Congress and the CPPCC at all levels are rather limited channels for participation in the administration and deliberation of state affairs. In comparison, think tanks are in a sense a special channel for discussion of political affairs by the intellectual community. The building of a new type of think tanks with Chinese characteristics has formed sound and rational policy communities, opening a new institutional channel for the offering of advice and recommendations by the philosophy and social science community. This endeavor has enormously spurred the enthusiasm among intellectuals in colleges, universities and research institutions for serving the country and society with their wisdom. It has also strengthened the Party's cohesion and solidarity, boosted people's morale, and increased popular support for the government. As a result, the new type of think tanks with Chinese characteristics can help to overcome the Tacitus Trap as an important way to "pool wisdom from all quarters and concentrate the most extensive range of strength".

4) A system has been built for the governance of a new type of think tanks with Chinese characteristics under the Party's leadership. As stated in the report to the 19<sup>th</sup> CPC National Congress, "The Party leads everything in all walks of life and all parts of the country." Adhering to the Party's leadership is essential and characteristic of this system, serving as a source of its strengths. The Publicity Department of the CPC Central Committee is tasked with maintaining the general orientation of the building of a new type of think tanks with Chinese characteristics, designing an overall plan, making national policies, and coordinating think tank-building efforts by provinces, cities, ministries and commissions. Meanwhile, full play has been given to the initiative of all provinces, cities and professions; all provinces, cities, ministries and commissions have been encouraged to explore and experiment new ideas, measures and models for building a new type of think tanks suited to the characteristics of particular areas and professions.

Recommendations on how to build new think tanks for local areas have been presented by Shanghai, Jiangsu, Tianjin, Shandong, Hebei, Jiangxi, Henan, Hunan, Guangdong and Guangxi according to GOCPPCC Document 65 (2014). Some of these provinces/cities have also selected or designated their key think tanks and think tanks for priority development, and devised methods for assessment and appraisal.

Take Jiangsu for example. The province has established the Office for the Building of a New Type of Think Tanks, which operates at the same site as the Philosophy and Social Science Planning Office for overall coordination of building, managing and serving new think tanks across the province. The province has released a series of important documents, including Opinions on How to Strengthen the

Building of a New Type of Think Tanks in Jiangsu, Tentative Method for the Assessment and Appraisal of New-type of Think Tanks in Jiangsu, and Methods for the Appraisal of Key High-level Think Tanks and Fund Management. It has also selected nine province-level key think tanks and 15 think tanks for priority development, established the Jiangsu Think Tank Network, created the Think Tank Achievements Bulletin directly submitted to the principal leaders of the provincial Party committee and the provincial government, and introduced the Jiangsu Think Tank Summit. The province has constructed a complete system for the governance of new-type of think tanks, which comprises of policy and management institutions, think tanks, online platforms and exchange platforms under the overall supervision and coordination by the Publicity Department of the Provincial Party Committee.

The UN Commission on Global Governance has stated, “Governance is the sum of many ways individuals and institutions, public and private, manage their common affairs. It is a continuing process through which conflicting or diverse interests may be accommodated and co-operative action taken.” Study and assessment of think tanks have been actively conducted by third-party institutions, such as China Institute of Social Science Evaluation under the Chinese Academy of Social Sciences, Shanghai Academy of Social Sciences, Sichuan Academy of Social Sciences and Chengdu Library and Information Center under the Chinese Academy of Sciences, the Research Group for Big Data Evaluation of Chinese Think Tanks under Tsinghua University’s School of Public Policy and Management, Wuhan University’s World-class Think Tank Evaluation and Research Center, and Zhejiang University of Technology’s Global Think Tank Research Center. Their evaluation efforts, which are different in focus and mutually complementary, have familiarized all circles of society with the new type of think tanks and effectively provided a third-party channel for the governance of think tanks, for the benefit of their sound development.

5) A major breakthrough has been made for innovation in the mechanism for building top think tanks, whose exemplary and guiding role has been gradually enhanced. The development of top think tanks is one of the strategic focuses in the building of a new type of think tanks with Chinese characteristics. The Central Government hopes to foster about 100 world-class think tanks through pilot projects for China Top Think Tanks (CTTT), which are expected to play a really exemplary and guiding role in the building of a new type of think tanks in general. In November 2015, the Plan of Pilot Projects for CTTT (the Pilot Project Plan) was reviewed and adopted at the 18<sup>th</sup> session of the CLGDR chaired by President Xi. The Pilot Project Plan emphasizes the need to develop a number of top think tanks that are urgently necessary for the state, each being unique in its own way for institutional innovation and leadership in development. Such think tanks are supposed to focus on prospective and well-targeted policy research in reserve for the state’s major strategic needs. The Plan has specified all the tasks involved in pilot projects in terms of five aspects—guiding philosophy, basic requirements, specific qualifications for inclusion as pilot think tanks, the recognition, types and structures of the first batch of pilot think tanks,

and the operational management of pilot think tanks.

On December 1, 2015, the Conference on Pilot Projects for CTTT marked the first substantive steps that were taken to realize the grand vision embodied in the Plan for the Building of CTTT. The first batch of 25 pilot units fell into four categories—comprehensive research institutions directly under the CPC Central Committee, the State Council or the Central Military Commission, specialized think tanks affiliated to universities or research institutions, corporate think tanks, and private think tanks. Their research encompasses 20 key fields, including national development strategy, state governance, national security, public policy, and macro-economy. As approved by the Central Government, a CTTT Council was established under the National Planning and Leading Group for Philosophy and Social Sciences for discussion on the construction of CTTT and evaluation of this endeavor. An enlarged meeting of the Council was held on January 22, 2016. In October 2016, the Council held its second plenary session, listening to and assessing the work reports of the pilot units before setting down requirements for the next stage of efforts. To make advisory research better-targeted, more effective and more practical, the Council solicited research subjects from a dozen or so central decision-making bodies and released “Recommended Areas of Research and Key Subjects for CTTT” 2016.

China Top Think Tanks have been seeking breakthrough in institution and mechanism, experimenting with new approaches to refining their internal management structure and operation model. In fact, breakthrough and innovation have been achieved in many respects through the Tentative Measures for the Administration of CTTT (the Administration Measures) and the Tentative Measures for the Management of Special Funds for CTTT (the Special Funds Management Measures). The Administration Measures have institutionalized innovation in forms of organization and ways of management, requiring the creation of five major mechanisms for internal governance, supply and demand relationship, information sharing, financial input, and communication respectively. The Special Funds Management Measures have made it clear that expenses on personnel recruitment and award are allowed, that there are no ceilings for the proportion of each type of expenses, and that the scope of special expenses can be defined on the basis of a “negative list”. Such instances of institutional innovation have been well-received by the pilot units, as they have provided support for increasing think tanks’ autonomy in internal governance and improving the efficiency of resource allocation.

China Top Think Tanks directly provides advisory service for decision-making by the CPC Central Committee and the State Council, developing efficient channels for delivering research results by either direct routes or liaison points. For instance, the National Philosophy and Social Science Planning Office has created the *CTTT Report*, which is directly sent to the central leaders; it has also introduced the *Bulletin on the Pilot Projects for CTTT* for prompt report on developments in the pilot projects. The ten comprehensive think tanks send their products to the Central Government via existing channels in the capacity of CTTT; the fifteen specialized

think tanks have also maintained smooth channels for reporting their solutions and recommendations. The Academy of Macroeconomic Research under the National Development and Reform Commission (NDRC) has created the *Essential Reports on the Situation*, over 100 issues have been published as collections of long and short situation analysis reports and directly provided by NDRC leaders. The Institute of Guangdong, Hong Kong and Macao Development Studies of Sun Yat-sen University has offered effective solutions via the platform of *Developments in Society and Public Opinion in Hong Kong and Macao*. Shanghai Academy of Social Sciences have established direct advisory channels for a number of decision-making departments in the central government and refined mechanisms of regular consultation for high-level decision-making.

Over the past two years, China Top Think Tanks have made significant progress in public diplomacy, decision-making consultation and public opinion guidance, playing an exemplary and guiding role effectively as pioneers in the building of a new type of think tanks. Inspired by their model, many provinces and cities have selected their own top think tanks. They have also revised measures for the management of think tank funds, significantly increasing the proportion of direct expenses including service fees paid to researchers, whose enthusiasm for their work has been greatly stimulated.

### **3. An Overview of the CTTI-Plus Platform**

The Political Bureau of the CPC Central Committee spent the afternoon of December 8, 2017 on the second collective study of the National Big Data Strategy (NBDS). Chairing the study session, President Xi emphasized the need to speed up the implementation of the NBDS and the refinement of the digital infrastructure, and promote the integration and sharing of data resources; he also highlighted the necessity for propelling technological convergence, business integration and data fusion through data concentration and sharing, overcoming information barriers, forming an extensive data-sharing platform with nationwide coverage that features well-coordinated utilization and unified access, and building a national information sharing system for collaborative management and service across different levels, regions, systems, sectors and business types. As advisory bodies, think tanks must apply big data technology to policy research in support of scientific decision-making, which is the only way to further modernize state governance. With constant progress in the construction of a new type of Chinese think tanks, the focus of think tank development has gradually shifted from the setting of macroscopic targets to scientific governance on microscopic levels. At present, there is a sharp contrast between the general trend to apply big data technology to policy research and institutions' old-

fashioned approach to data management. As a result, there is an increasingly noticeable demand for big data resource management tools among the administrative authorities and think tanks themselves.

The year 2016 saw the release of the China Think Tank Index (CTTI) together with a list of the first group of source think tanks. Since then, CTTI has collected a good deal of information on the practical needs of think tanks and supervisory authorities, from which it has been found that the lack of think tank-oriented information management tools has handicapped the day-to-day administration of think tanks. Fortunately, CTTI's relatively complete data fields can support solutions to this problem.

In May 2017, the Chinese Think Tank Research and Assessment Center (CTTRAC) of Nanjing University, in collaboration with Think Tank Research and Release Center (TTRRC) of Guangming Daily, announced the decision to jointly develop an enhanced data information tool for the IT governance of think tanks. This provided the opportunity for the creation of CTTI Plus. Unlike CTTI, which is intended for the quantitative assessment of think tanks, CTTI Plus will mainly serve for think tank information management. To maintain system stability and the reliability of existing data, CTTI Plus will retain CTTI's design for essential functions, with R&D focus on user role design and the enhancement of practical performance. In addition, data fields will be refined for further increase in data and diversified means will be added for statistics and the presentation of outcomes. In short, CTTI Plus marks a comprehensive upgrading of CTTI.

### 3.1 CTTI Plus represents a general upgrading of CTTI's functional architecture

CTTI Plus's new architecture is embodied in the innovative cloud management of think tanks and the think tank community. It features a multi-level star topology for user rights assignment. The topology of user ID and rights description is shown below:

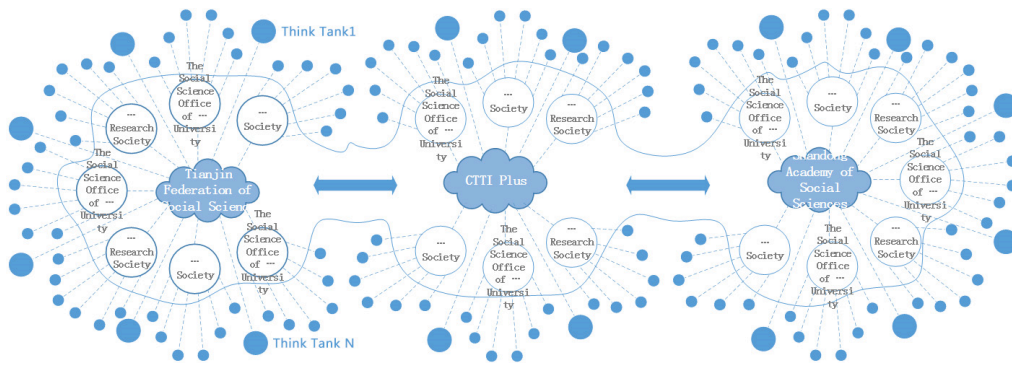


Fig. 1 Topology of CTTI Plus' Functional Architecture

The central area demarcated by the curved line represents the think tank community users and the think tank cloud users; the dots beyond the curved line stand for the cloud think tanks. CTTI Plus will provide a networked online information sharing platform for the Chinese Think Tank Community as well as further



description of the levels of think tank management through the think tank cloud function.

**3.1.1 The Think Tank Community (TTC)** has been incorporated as a new mechanism into CTTI Plus for the construction of an online alliance of a new type of Chinese think tanks and the sharing of achievements in think tank development. The TTC is meant to offer a substantiated network resource platform for think tanks and administrative authorities that are committed to promoting exchange and cooperation between new Chinese think tanks. The TTC membership will mainly consist of government authorities, public institutions, and non-profit legal persons. The members will have access to all the data and functions of the system. Meanwhile, CTTI will assist them in deploying local systems, creating local think tank clouds, and ensuring the daily refreshing of intra-system data, as shown in Fig. 2.

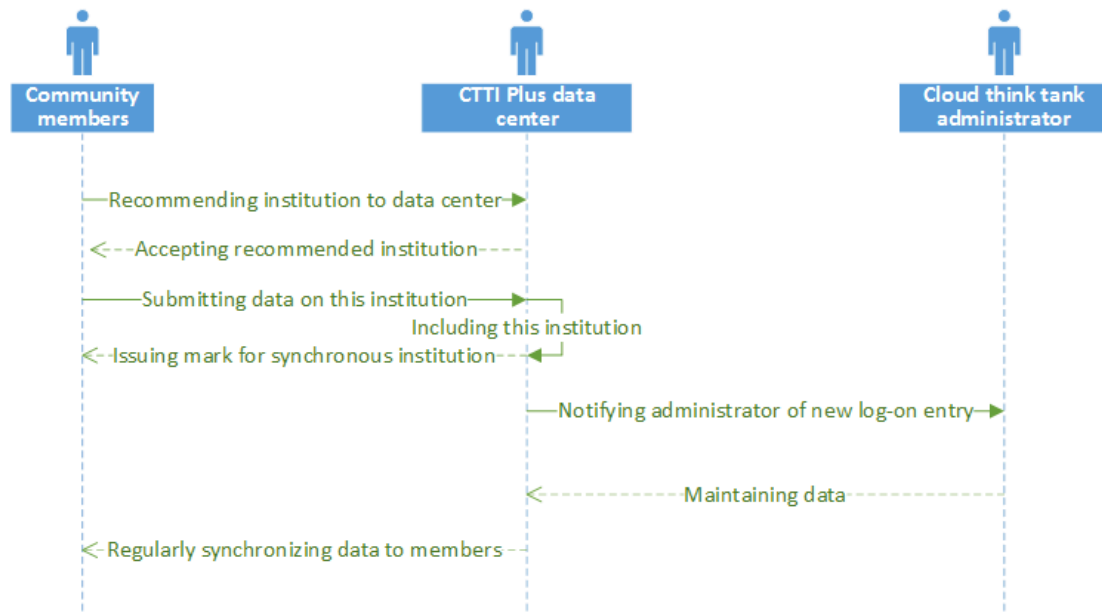


Fig. 2 CTTI Plus' Data Interchange Mechanism

As shown in Fig. 2, think tanks added by TTC members can be recommended to CTTI's pool of supplementary resource and properly weighted via an intra-system process. CTTI Plus' TTC membership currently consists of Shandong Academy of Social Sciences (SASS) and Tianjin Federation of Social Science (TFSS), which will soon complete their system deployment. Fig. 3 represents the customized interface for TFSS. The local data of TTC members will be divided into two parts: the data on institutions and experts included in the CTTI Plus system will be refreshed on a daily basis to TTC members by CTTI Plus; the data on institutions and experts created by TTC members themselves will be locally maintained for security and privacy. When any TTC user-recommended think tank is included in the CTTI source think tank list, CTTI will incorporate all its data at one go and refresh such data on a daily basis, together with those of the other source think tanks, to the TTC's local system.

For compatibility with TTC members' existing information management systems, we will support customized front interfaces for member units and provide

data exchange interfaces to facilitate connection and data exchange with existing systems. In addition, single sign-on will be adopted for login by foreground users under the control of all TTC members.

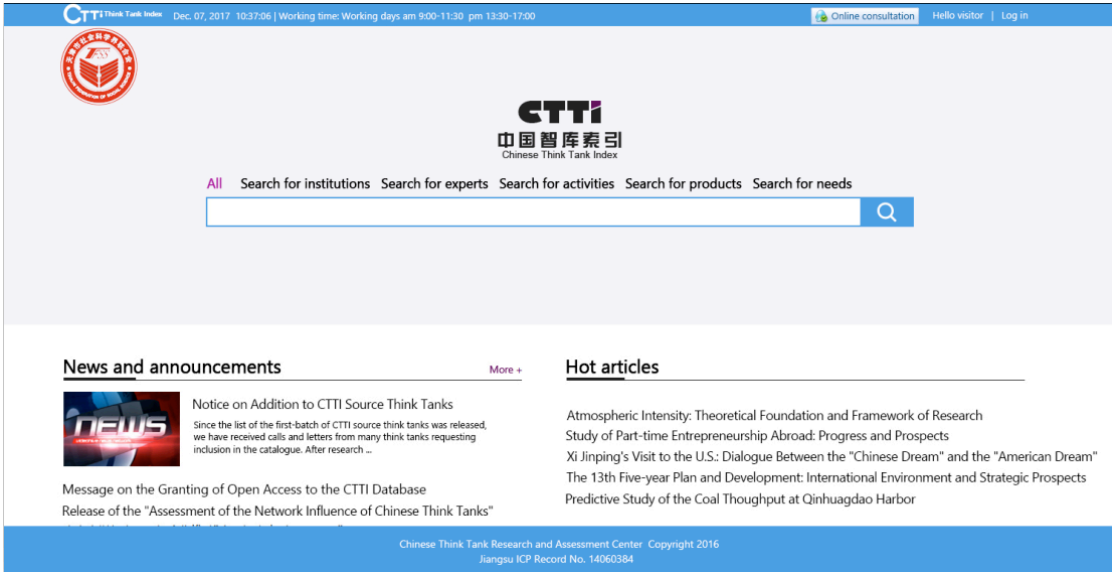


Fig. 3 Customized Interface for TFSS

**3.1.2 The Think Tank Cloud** function has been developed for CTTI Plus to meet the think tank supervisory authorities’ needs in practical work, after visits to a large number of think tanks and think tank supervision units as well as a summary of previous experience. CTTI Plus has developed the think tank cloud function, which provides institutions or authorities with data management needs with access to the CTTI system’s well-developed think tank data fields, advanced database schema, and scientific assessment algorithm. It also offers data management service to think tanks and supervisory authorities by means of an online big data resource trusteeship platform, as shown in Fig. 4.

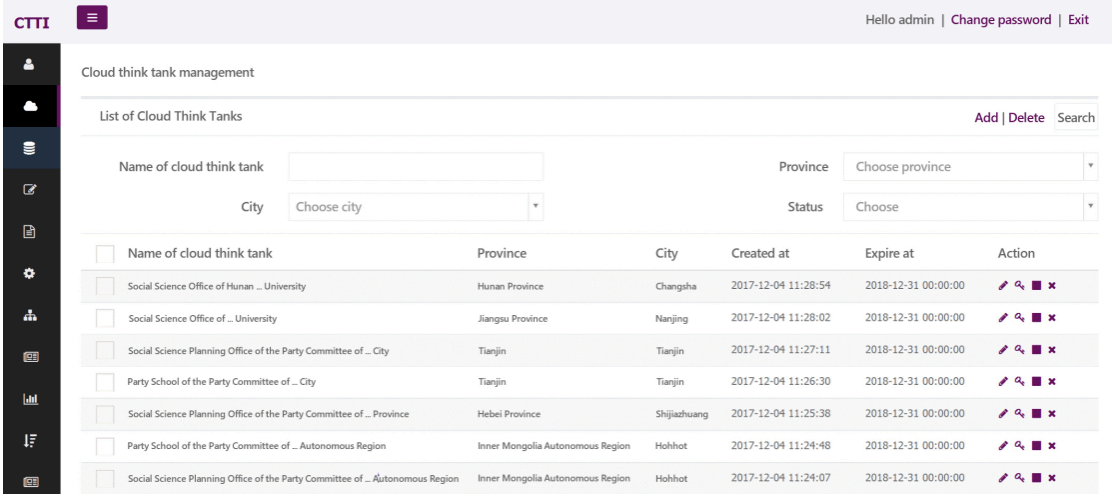


Fig. 4 The Think Tank Cloud Management System

Think Tank supervisory bodies can share the CTTI Plus system by joining the think tank cloud, in which the users can add institution/expert users by themselves for

supervision of what is under their control. Think tank clouds are meant to provide well-developed think tank management and index service to users that are incapable of designing and developing think tank data management systems. Access to think tank clouds can endow common institutions and units with the same capacity for data management and retrieval as that of the CTTI system. It is necessary to emphasize that, in order to maintain data security, all data between think tank clouds are independent of each other. All data belonging to the users of any think tank cloud are only accessible to the think tank accounts within the framework of that particular cloud rather than to the public. Think tank cloud managers can incorporate think tanks and experts into think tank clouds for centralized management by creating cloud think tanks, as shown in Fig. 5.

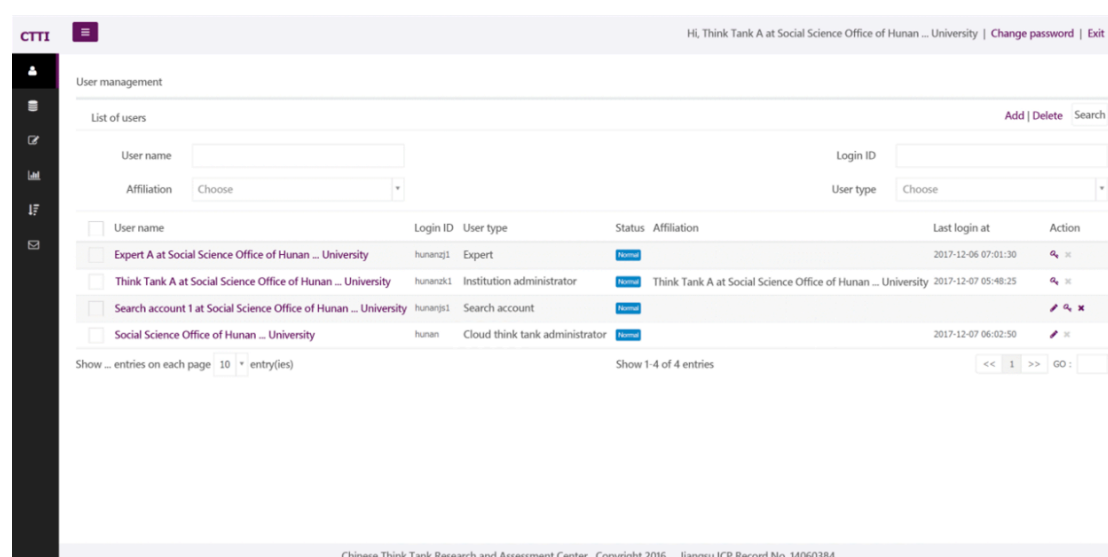


Fig. 5 The Think Tank Cloud Management Interface

The functions available to think tank cloud users include creating institutions, experts and searching for accounts; management of institutions, experts, achievements, events and influence data corresponding to CTTI's functions; data quality control, examination and release; big data statistical analysis; big data assessment for think tanks and experts; and private messages.

Take the social science office of a university for example. CTTI Plus' think tank cloud function can centralize the management of the research centers, institutes and offices where think tanks play a role within the university. Once granted access to the think tank cloud functions, it will be capable of the following simply by logging on to the system: 1) creating institutional accounts for research centers, institutes and offices, and expert accounts for experts; 2) centralized management and examination of such institutions and experts in terms of their achievements, activities and influence data; 3) provision of open access to data retrieval within the boundary of the think tank cloud (i.e. the think tanks of the university); 4) generating statistical reports on various kinds of data; 5) assessment of think tanks and experts within the think tank cloud.

Think tank cloud users will have access to CTTI’s highly trustworthy resources without separate deployment or use of local hardware resources. With the full unfolding of think tank clouds, the think tank community will develop a unified data management standard. Seamlessly combined with the CTTI MRPA algorithm, this standard will ensure that think tank assessment has a real effect on the day-to-day management of think tanks, so as to enable assessment and management to improve each other and enhance both the assessment method and the effectiveness of management. It is predictable that CTTI Plus think clouds will be a milestone in the construction and management of a new type of think tanks in China. In addition, they will be leading the assessment and management of such think tanks on the strength of their data standards.

### 3.2 CTTI Plus represents a total upgrading of the CTTI database system

#### 3.2.1 Overall enhancement in data dimensions

CTTI Plus has incorporated and improved up to a hundred data fields, increasing the granularity of system data and covering data dimensions of all types of think tanks at home and abroad. Take the “product-internal reference report” fields for example. The fields for reporting, submitting and releasing have been refined into institutions and levels in order to lay a solid foundation for subsequent multi-dimensional assessment and statistical accounting of the product.

The screenshot displays the CTTI Plus web application interface. At the top, there is a header bar with the CTTI logo on the left and user information on the right: "Hi, Think Tank A at Social Science Office of Hunan ... University | Homepage | Exit". Below the header, a breadcrumb trail reads "Institution data management / Product management / Single internal reference report management". The main content area is titled "Basic information" and contains a form for managing internal reference reports. The form is organized into two columns. The left column includes fields for "Mode of production" (set to "Cooperative"), "First author" (with a red plus icon and a dropdown menu), "Second author", "Third author", "Other author", "Title", "Key words", and "Attachment" (with a "Choose..." button). The right column includes fields for "Cooperative" (set to "Cooperation"), "First author affiliation", "Second author affiliation", "Third author affiliation", "Other author affiliation", "Submission time" (with a red plus icon and a dropdown menu), and "Source internal reference report collection" (with a dropdown menu). At the bottom of the form, there are two buttons: "Submission and release" and "Level".

Fig. 6 The Internal Reference Report Fields

Following advice from community members, users and think tank supervisory authorities, CTTI Plus has optimized fields for maximum compatibility with users’ existing management systems (e.g. the National Humanities and Social Science Research and Management Information System for Regular Institutions of Higher Education). This has also paved the way for creating internationally accepted data

standards for think tanks in the future.

### 3.2.2 Comprehensive expansion of data contents

CTTI Plus is transferring all the data and accounts from the previous CTTI system, which will no longer be maintained after this process is completed. In addition to the existing data, the CTTI Plus system will incorporate the source think tank data added in 2017 and data on 200 noted foreign think tanks. CTTI Plus will make full use of Nanjing University's experience in think tank and social science assessment as well as Guangming Daily's strengths in think tank-related communication, plus the CTTRAC's strengths in research, publication, literature service and network operation environment. Integrating resources from all quarters, it will build CTTI into an important tool for global think tank search. This will be taken as an opportunity for seizing a commanding height in the quantitative assessment of think tanks across the world, enhancing China's voice in worldwide think tank assessment, and making contribution to international communication between think tanks.

### 3.2.3 General upgrading of data analysis tools

CTTI Plus will adopt the mainstream big data analysis technology for offline data statistics, analysis and mining, aiming at objective evaluation and ranking of think tanks and experts from different perspectives. These will mainly include parallel comparison between think tanks and that between experts, as well as how think tanks and experts are likely to develop in their particular fields. Fig. 7 gives examples of various charts and graphs offered by CTTI Plus.



Fig. 7 Diversified Statistical Reports

In addition to the limited dimensions for statistical reports in CTTI, a statistical function for configurable fields will be added to CTTI Plus, which will present

statistical outcomes of various types and dimensions to help users to observe data status more straightforwardly. As a result, users will be freed from tedious reports and be able to go about their daily management more rapidly and efficiently.

### **3.3 CTTI Plus represents an overall upgrading of the CTTI's assessment system**

CTTI Plus will introduce customized assessment function that can be flexibly configured and subject assessment by experts into the system, on the basis of the MRPA algorithm.

#### **3.3.1 Configurable assessment**

As advanced users of CTTI Plus, community member users and think tank cloud users can apply the system to self-initiated assessment of think tanks and experts under their supervision. After logging onto the system, users are free to choose data dimensions according to the target and focus of assessment. Then they can weight these dimensions according to their preferences and eventually obtain a customized ranking as the result of the assessment.

#### **3.3.2 Subjective assessment**

As far as think tank assessment is concerned, their impression on experts makes an essential dimension. The CTTI system has included nearly 10,000 experts, who will be incorporated into the pool of resources for subjective assessment in CTTI Plus. The system will send a list of the think tanks to be assessed as a link in an email to experts, who will log onto the system to grade them. Then advanced users or system administrators will make an integrated calculation of both the results of subjective assessment and those of quantitative assessment.

With a steady increase in the number of think tank community members and think tank clouds, a period of fast development will surely come for the growth of system data in CTTI Plus. When that happens, on the strength of an academic community made up of nearly 10,000 experts and the capacity for customized, objective and quantitative assessment, CTTI Plus will become a crucial tool for the think tank community that is capable of both management and assessment—a tool that can help to push ahead with the building a new type of Chinese think tanks.

## 4. Addition to the Catalogue of CTTI's Source Think Tanks

### 4.1 Principles of addition

Since the catalogue of CTTI's first batch of source think tanks was released in December 2016, many think tanks have called or written to us, requesting to be added to the catalogue. Considering the limited time available to the first batch of source think tanks for filling out and submitting the forms, plus the fact that some important think tanks had failed to do so in time as well as information asymmetry during the recommendation process, the CTTI team has officially launched the first addition to the CTTI's source think tanks after careful deliberation and solicitation of experts' opinions.

Source think tanks constitute the most essential part of CTTI. They are outstanding think tanks that have been recommended by relevant organizations, reviewed by experts, and subjected to online data examination on the principle of careful, truthful, authoritative and trustworthy selection. As non-profit institutions, they focus on research and consultation related to strategy and public policy. The CTTI team has adhered to the same standards that were applied to the selection of the first batch of think tanks. In fact, there will be an even more rigorous process (voluntary application by think tanks, data submission, review by experts, and diagnostic research) and higher requirements for the selection of the second batch.

#### (1) Requirements for addition

Think tanks that expect to be added will be considered in terms of the following seven aspects, with particular focus on whether they operate as substantial entities and whether they are highly capable of policy research and advice as indicated by successful products.

Table 1. Benchmarks for the selection of source think tanks

	Details	Quantitative indicator
<b>Political requirement</b>	Compliance with state laws and regulations	
<b>Academic foundation</b>	Full-time think tank researchers have published papers in academic journals in the past two years	In the past two years, each full-time researcher has published at least one paper in any CSSCI source journal, <i>People's Daily</i> , or the theoretical edition of <i>Guangming Daily</i> .
<b>Area of research</b>	Having a long-studied area for decision-making consultation with distinct characteristics	
<b>Form of organization</b>	A relatively stable and well-regulated research entity	Having official document of approval for establishment or other documentary evidence
	A sound management structure	Having articles of association and such organizations as a board of directors and an academic committee

<b>Support in resources</b>	A certain number of full-time/part-time researchers and administrators	Having one or two pacesetters, at least five full-time researchers, and at least five part-time researchers and research assistants
	Guaranteed and sustainable source of funds	At least 300,000 yuan of annual funds
	Fixed work place and basic equipment	An independent office with a size of at least 50 m <sup>2</sup>
<b>Operation and products</b>	Regular research, consultation and meetings	Holding at least three events per year
	Submission of research products	Officially releasing (or submitting to users) three researcher reports and three journalistic articles per year
	Website and new media	Having an independent website and a new media public account in WeChat or Weibo
	Serial publications	Having such printed or electronic publications as periodicals and internal references
<b>International cooperation and exchange</b>	Qualified for international cooperation and exchange with certain international impact	

## (2) Rules of addition

The think tanks of a university can be recommended by the university's research supervision department or by themselves. In the latter case, they should still obtain approval from that department. We have limited the number of CTTI source think tanks from each college or university in order to ensure fairness in the assessment of source think tanks and the university think tank index. However, such restrictions are not applicable to strong and highly active university think tanks that have distinct characteristics, abundant products, and flexible mechanisms. Besides, for regions, categories and policy areas in which smaller numbers of think tanks have been selected, we will give them full consideration and an appropriate measure of preference during the adding process.

### (3) The addition procedures

- 1) Think tanks expecting to be added should fill out the application form;
- 2) Qualification review;
- 3) Creation of accounts for think tanks that are up to the standard;
- 4) Think tanks that have passed the primary selection fill in the data;
- 5) Review of the data;
- 6) Selection of think tanks up to the CTTI criteria for the quality and quantity of data;
- 7) Review by the CTTI expert panel;
- 8) Inclusion in the addition list and issuance of the CTTI source think tank certificate.



## 4.2 The process of adding source think tanks

The adding process was officially kicked off when the CTTI issued the Notice on the Addition of CTTI Source Think Tanks on March 30, 2017. Think tanks expecting to be added were required to fill out an application form and provide their basic information as well as opinions from the research supervision departments of the organizations in charge of them or the organizations they are directly affiliated to. The adding efforts received strong support from think tanks and research management departments. From the release of the Notice till the deadline for application, the CTTI Addition Work Group received 191 application materials of various types. The CTTRAC of Nanjing University and the TTRRC of Guangming Daily made an initial selection of 127 qualified think tanks after joint surveys, discussions and reviews.

After the primary selection was completed, the Addition Work Group sent letters to the selected think tanks for data collection. Thanks to efforts from all quarters, these think tanks entered large amounts of precious data, including their basic information, experts, activities and products, in a responsive and meticulous manner between July 23 and November 30, 2017. This gave a strong support to the CTTI addition efforts.

As soon as data collection was over, the Work Group organized a team of experts for a second evaluation of the think tanks that had passed the primary selection, which was to be based on the data they had filled in, their application forms and the survey results, by the standard of how scientific and complete the data were and the corresponding competitiveness. Think tanks which had not fulfilled the obligations they had been notified of during the primary selection, or which had failed to provide adequate and valid data for expert review, would be excluded from the addition list by the Work Group.

After these procedures, it was finally decided that 117 think tanks would be added to CTTI this time. These include one think tank under a Party/government organization, two under an academy of social sciences, one under a Party school or an administrative college, 95 university think tanks, eight under research institutions, five corporate think tanks, three private ones, and two media think tanks. These, plus the think tanks on the modified and corrected first-batch list, make a total number of 604 for CTTI's official source think tanks.

An authoritative catalogue of think tanks is an important tool for think tank-related surveys, statistics and research, with a unique guiding role to play in think tank governance. Such catalogues have been made in the United States, Germany and China (by Social Sciences Documentation Press). To better present the achievements in the building of a new type of think tanks with Chinese characteristics and make think tanks better known to the public, the CTTRAC of Nanjing University and the TTRRC of Guangming Daily have jointly edited and published *The China Think Tank Index*. This book has included 598 of the source think tanks in the CTTI system (six are not included because their information was not confirmed in time). Most of the data came from the Form of Inquiry on Basic Information filled out by think tanks

and reviewed by the compilation team. This book aims to describe the basic information of the source think tanks with concise fields. It can not only meet users' common retrieval needs, but it can also guide them in using the CTTI system to obtain more detailed and comprehensive data. It can be said that *The China Think Tank Index* is an initial nationwide catalogue of think tanks and one of the outcomes of co-construction and sharing in the think tank community. The English version will be published in 2018 to present Chinese think tanks to the whole world for the first time.

### 4.3 Analysis of the CTTI source think tank data

#### (1) Regional distribution of CTTI source think tanks

The regional distribution of the CTTI source think tanks is as shown in Fig. 8, according to the administrative division of China. Overall, North China and East China show a noticeable superiority in numbers. North China has 234 selected think tanks, or 38.74% of all the selected organizations, closely followed by East China, which has 167. The distribution of source think tanks is relatively even in South China, Southwest China, Northwest China, Central China, and Northeast China.

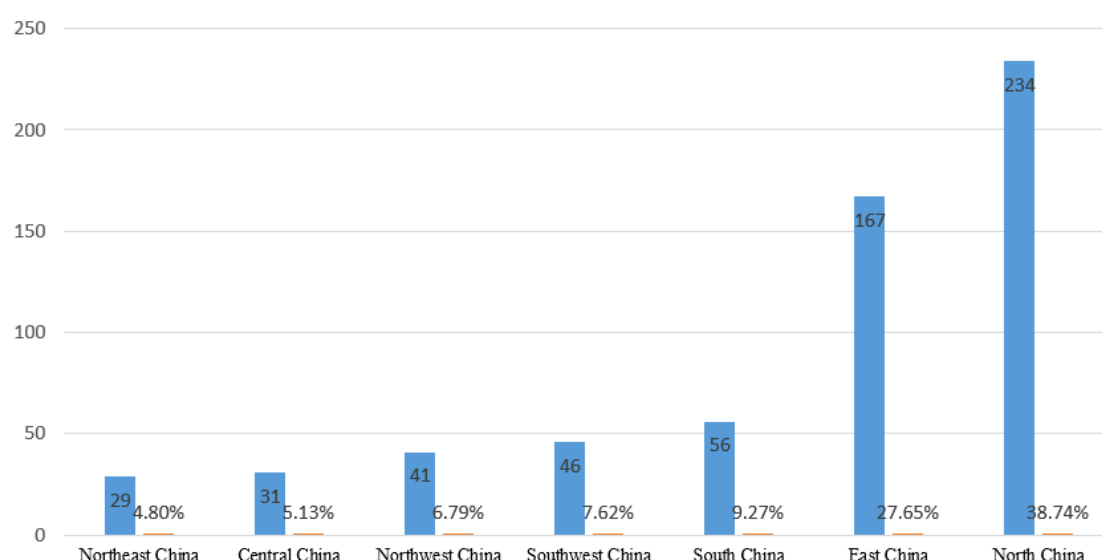


Fig. 8 The Regional Distribution of the CTTI Source Think Tanks

This statistical chart shows that Beijing, Shanghai and Jiangsu have taken the first three places in the regional ranking of selected think tanks. As the nation's political center as well as a center of research, culture and education, Beijing has the advantage of concentrated political, educational and research-related resources. As a result, it has 185 selected think tanks, way superior to the other regions in number. The presence of many and densely distributed universities and colleges in Shaanxi and Hubei has provided strong intellectual support for the creation of think tanks. Besides, Tianjin and Hunan are steadily catching up with the pace of new think tank construction, each having over twenty selected think tanks. In comparison with last

year's situation, Shandong, Hebei, Sichuan, Chongqing, Zhejiang, Jiangxi, Jilin, Yunnan and Gansu have achieved remarkable results in think tank construction and seen considerable increase in the number of think tanks. As a result, they have become new sources of growth in the building of a new type of think tanks with Chinese characteristics.

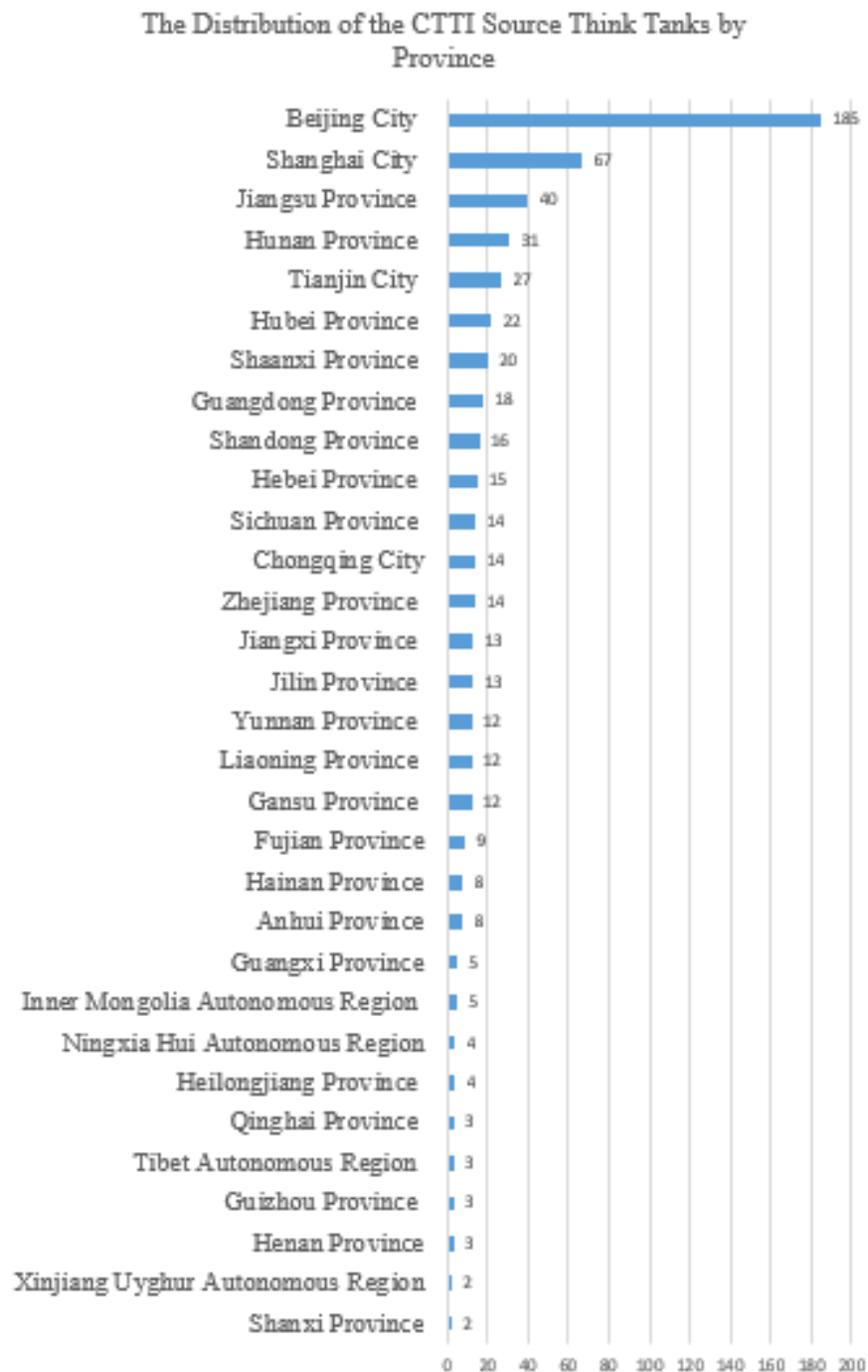


Fig. 9 The Distribution of the CTTI Source Think Tanks by Province

## (2) Distribution of CTTI source think tanks by type

The statistical chart on the distribution of the CTTI source think tanks by type (Fig. 10) shows that, among the 604 think tanks, there are 348 (58%) in universities, 63 (11%) in Party or government organizations, 49 (8%) in Party schools or administrative colleges, 48 (8%) in academies of social sciences, 38 (6%) private think tanks, 32 (5%) in research institutions, 13 (2%) media think tanks, 7 (1%) corporate think tanks, and 6 (1%) in the armed forces. Despite the absence of major changes in the pattern of the nine types since last year, signs of new developments can be seen in details.

First, there has been an increase in the number and percentage of think tanks in Party schools or administrative colleges. Apart from the 44 source think tanks that were selected last year, five have been added this year, namely the Research & Assessment Center for Anhui Public Policy of Anhui School of Administration, Department of Party Building of Party School of the Central Committee of CPC, Research Institute of Leadership of China Executive Leadership Academy Pudong, Research Institute of Yangtze River Delta of China Executive Leadership Academy Pudong and Research Institute of Socialism with Chinese Characteristics of China Executive Leadership Academy Pudong. As important official think tanks, those in Party schools or administrative colleges have become an essential component of the think tank community in China.

Second, there has been an increase in the number of corporate think tanks. Having recognized the importance of research and consultation, some powerful enterprises have started to integrate and enhance their research teams and speed up the configuration of new think tanks. As shown in this year's list of CTTI source think tanks, apart from AliResearch and CNPC Economics & Technology Research Institute, which were selected last year, five corporate think tanks have been added, namely Electric Power Planning & Engineering Institute, State Grid Energy Research Institute, Suning Institute of Finance, Tengyun Think Tank, and CITIC Foundation for Reform and Development Studies. The increase of corporate think tanks is even more conducive to the improvement of China's think tank system.

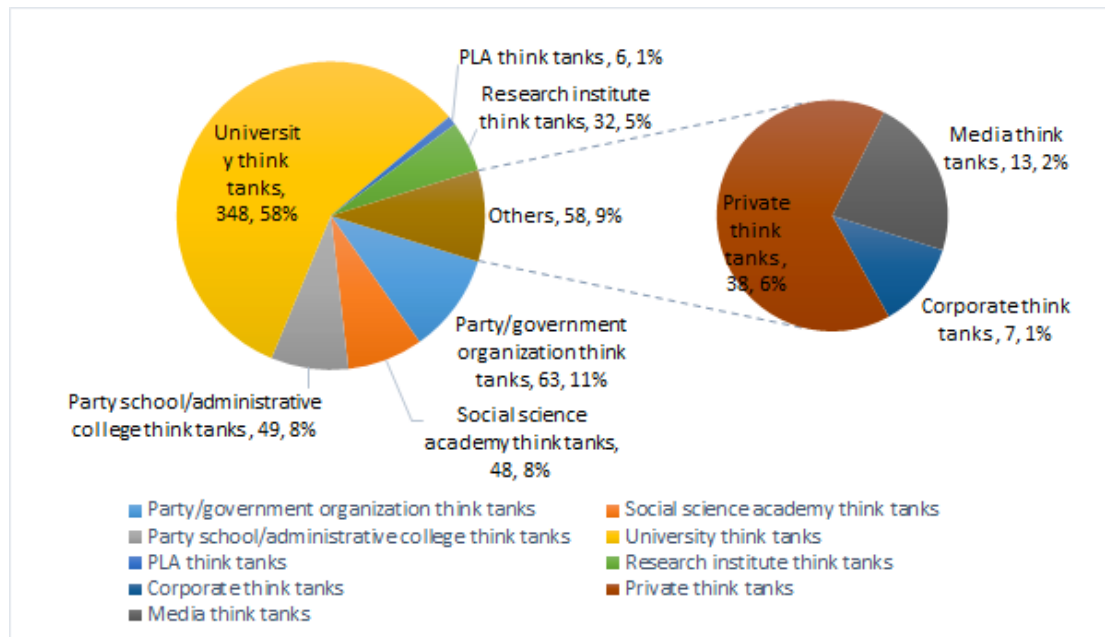


Fig. 10 Distribution of CTTI Source Think Tanks by Type

### (3) Distribution of CTTI source think tanks by area of research

Think tanks are developing towards professionalism with unique characteristics, as their research becomes more and more specialized. Table 2 is based on an analysis of the research areas of the CTTI source think tanks and a ranking of research policies according to the number of think tank researchers. It has to be noted that, among the 604 CTTI source think tanks, there are some that specialize in particular areas (i.e. one think tank works on one type of policy) and some that are involved in multiple areas (i.e. one think tank studies several kinds of policy). Table 2 shows a preponderance of think tanks that study industrial policy, financial policy, fiscal policy, cultural policy and market policy, with over 100 in each area. This shows that the CTTI source think tanks cover a wide range of areas and that most of them focus on crucial issues related to economy, society and culture; besides, they are also quite interested in policies on resources, Party construction, science and technology, security, ideology, diplomacy, population, judicial matters, environment, agriculture, urban and rural construction, foreign trade and religion.

It is worth noting that most university think tanks, on the strength of their disciplinary and professional superiority, specialize in a limited number of research areas with distinct characteristics. Besides, the extensiveness and diversity of private research are shown by the fact that private think tanks are involved in the majority of areas except for special ones like Party construction policy and military policy. It has become a consensus that we need to speed up the process of making Chinese think tanks more specialized and professional. In contrast, there are few specialized think tanks that study policies on the following fields: Hong Kong, Macao and Taiwan; radio and television; the United Front; water conservancy; auditing; publication; supervision and monitoring; drugs; and public security. Without well-developed think

tanks, policy research will stay at a low level in these professions and sectors. The frequent occurrence of recent problems in preschool education has to some extent reflected the lack of think tanks in this area. In a word, therefore, it is still necessary to improve the development of think tanks in some important professions and sectors.

Table 2 Distribution of CTTI Source Think Tanks by Area of Research

	Think tanks of Party/government organizations	Think tanks of Academies of Social Sciences	Think tanks of Party schools/administrative colleges	University think tanks	Military think tanks	Think tanks of research institutes	Corporate think tanks	Private think tanks	Media think tanks	Total
Industrial policy	13	26	8	90	0	13	3	16	3	172
Financial policy	17	25	7	99	0	3	1	13	3	168
Financial policy	19	20	5	90	0	4	2	10	3	153
Cultural policy	6	24	9	90	0	2	0	12	7	150
Market policy	7	15	6	58	0	3	1	11	3	104
Social security policy	8	24	3	44	0	1	0	7	1	88
Resource policy	10	9	4	52	0	3	2	6	1	87
Party construction policy	14	9	36	10	0	0	0	0	3	72
Science and technology policy	4	5	4	24	1	22	2	6	3	71
Security policy	6	4	1	47	3	3	0	4	2	70
Ideological policy	2	13	20	28	0	1	0	2	4	70
Diplomatic policy	4	6	2	43	1	0	0	9	2	67
Population policy	5	16	1	34	0	3	0	7	0	66
Judicial policy	3	11	1	42	0	2	0	3	1	63
Environmental policy	7	6	3	37	0	3	1	4	1	62
Agricultural policy	3	20	2	25	0	3	0	3	1	57
Urban and rural construction policy	5	15	1	21	0	2	0	6	1	51
Foreign trade policy	6	6	0	35	0	1	0	3	0	51
Religious policy	2	10	2	32	0	0	0	3	1	50
Employment policy	5	13	4	17	0	1	0	7	1	48
Social construction and social policy	2	5	4	30	0	0	0	4	1	46
Ethnic policy	2	7	2	28	0	0	0	3	0	42
Energy policy	5	6	0	21	0	2	2	3	1	40
Health care policy	5	6	4	16	0	1	0	4	1	37

<b>Consumption policy</b>	3	9	0	19	0	2	0	3	0	36
<b>Internet supervision policy</b>	1	3	1	18	0	3	3	3	3	35
<b>Higher education policy</b>	4	2	0	21	0	2	0	3	1	33
<b>High-end manufacturing policy</b>	2	8	0	10	0	3	0	7	0	30
<b>Service industry policy</b>	1	8	0	13	0	2	0	4	1	29
<b>National defense policy</b>	3	0	1	14	5	2	0	3	0	28
<b>Labor policy</b>	3	7	1	13	0	0	0	4	0	28
<b>Civil administration policy</b>	4	7	2	12	0	0	0	3	0	28
<b>Housing policy</b>	7	8	1	7	0	0	0	5	0	28
<b>Cyber security policy</b>	2	2	1	13	0	2	2	3	2	27
<b>Transport policy</b>	1	3	2	13	0	0	0	5	1	25
<b>Maritime policy</b>	3	1	0	14	0	1	0	5	0	24
<b>Basic education policy</b>	3	3	0	10	0	2	0	4	1	23
<b>Military policy</b>	1	0	0	9	6	0	0	1	0	17
<b>News policy</b>	1	1	0	6	0	0	0	0	7	15
<b>Health policy</b>	3	3	0	6	0	1	0	1	0	14
<b>Personnel policy</b>	1	3	3	6	0	0	0	0	0	13
<b>Food policy</b>	1	3	0	7	0	0	0	0	0	11
<b>Policy towards Hong Kong, Macao and Taiwan</b>	3	0	1	3	0	0	0	2	0	9
<b>Radio and TV policy</b>	1	2	0	4	0	1	0	0	1	9
<b>United Front policy</b>	1	2	2	3	0	0	0	1	0	9
<b>Water conservancy policy</b>	1	2	0	3	0	0	0	2	0	8
<b>Auditing policy</b>	1	3	0	2	0	0	0	0	0	6
<b>Publication policy</b>	1	1	0	1	0	0	0	1	1	5
<b>Supervision and monitoring policy</b>	1	0	0	4	0	0	0	0	0	5
<b>Drug policy</b>	2	1	0	2	0	0	0	0	0	5
<b>Public security policy</b>	2	0	0	2	0	0	0	0	0	4

#### (4) Experimental units for the construction of China Top Think Tanks

The experimental construction of China Top Think Tanks (CTTT) was officially launched when the conference on this endeavor was held in Beijing on December 1,

2015. Since then, 25 institutions have been selected as experimental units for CTTT construction (see the appendix for the list), which cover such research areas as political science, economics, thinking, science and technology, military affairs, law, and international affairs.

The statistical chart showing the regional distribution of such units indicates that the 25 top think tanks are located in Beijing, Shanghai, Hubei and Guangdong. In particular, Beijing has twenty think tanks that have been designated as CTTT, ranking far above the others in number. Making full use of Beijing's unique superiority in political, scientific and educational resources would help to improve the overall planning and scientific configuration for the construction of think tanks with Chinese characteristics and integrate high-quality think tank resources that are currently available.

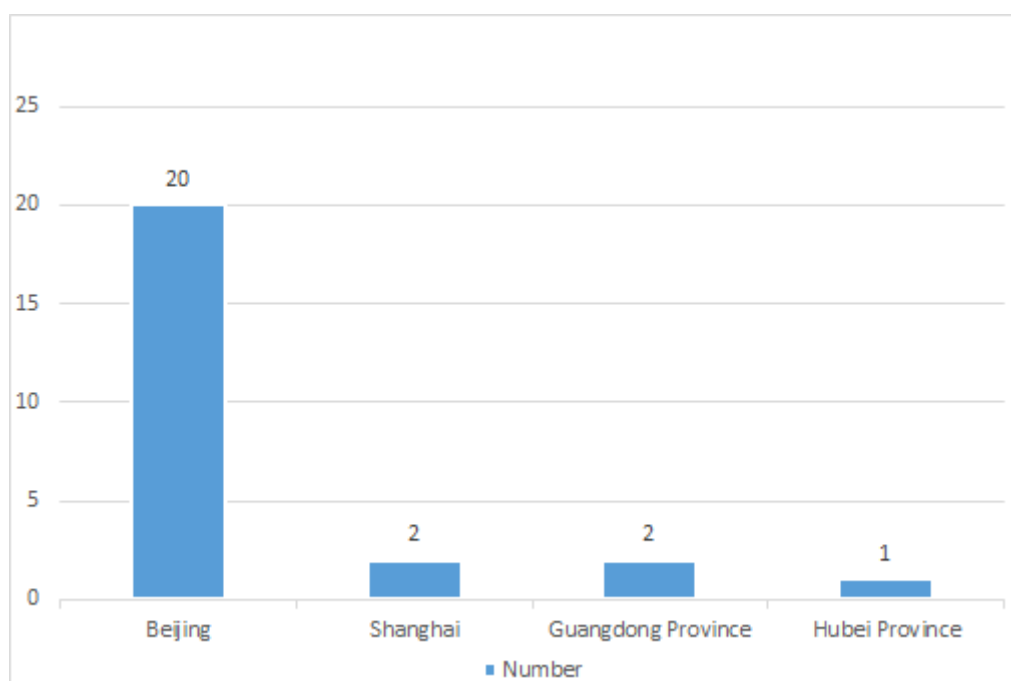


Fig. 11 Regional Distribution of Experimental Units for CTTT Construction

In terms of the distribution by type, these experimental units include six think tanks in universities or colleges, five in Party or government organizations, four in academies of social sciences, two private ones, two in research institutions, two in the armed forces, two in Party schools or administrative colleges, one corporate think tank, and one media think tank. They represent all the nine types of think tank that are being developed in China. There is preponderance of university/college think tanks, which are affiliated to institutions of higher learning and make frequent use of resources in their social science databases and labs as well as soft science/social science and philosophy research centers. Large percentages are also represented by think tanks in Party or government organizations and those in social science academies. It is worth mentioning that the experimental units include the two research



institutions directly under the Chinese Academy of Social Sciences (CASS), which is also one of those units in its own right. This indicates the CASS' importance to decision-makers.

Table 3 Distribution of Experimental Units for CTTT Construction by Type

<b>Type of think tank</b>	<b>Number</b>
University think tanks	6
Think tanks in Party/government organizations	5
Think tanks in social science academies	4
Private think tanks	2
Think tanks in research institutions	2
Think tanks in the armed forces	2
Think tanks in Party schools/administrative colleges	2
Corporate think tanks	1
Media think tanks	1
Total	25

## **5. The MRPA Assessment Indicator System**

### **5.1 Basic principles of evaluation**

There are innumerable types of public evaluation, which can be applied to public products, public services, public institutions, public governance, public environment, and public systems. Public evaluation is mainly initiated by the government, individuals, enterprises or social organizations. Generally speaking, if the party that invests public resources is regarded as Party A (the entrusting party) and the evaluated party as Party B, then the party that conducts evaluation would be the third party. Since most of the public resources in China are invested by the government, evaluation carried out by NGOs can be called third-party evaluation.

CTTI think tank assessment is a third-party process/outcome-oriented evaluation of think tanks in terms of their capability and efficiency of resource utilization. During the process, the fourth-generation evaluation theory has made us aware of the following points, which have been established as the basic principles.

1) The purpose of evaluation is to professionally enhance the management of think tanks rather than generate power of governance or speech.

2) Evaluation is a process of dialogue and exchange by which the evaluator learns from the evaluated, rather than a disciplinary process.

3) Evaluation involves systematic analysis based on data, the lack of which would make measurement impossible. Think tanks whose data are not available cannot be evaluated.

4) The evaluation process must be fair and open, with verifiable and repeatable results and timely response to accountability demands from the public. The evaluator must have the essential professional qualifications.

5) Business secrets must be respected, individuals' privacy protected, and basic security requirements be strictly complied with for state secrets.

6) The evaluation outcome is to be disseminated in non-profit ways for public benefit.

### **5.2 The selection of the MRPA assessment indicators**

CTTI is an online think tank data index system with multiple functions, which have been covered in previous sections. When think tank supervision authorities have not yet completely established a systematic approach to general survey of think tank data, raw data submitted by CTTI source think tanks can provide such authorities and think tanks with data support for improving macro-governance and enhancing think tank management. We hope to make quantitative and qualitative analysis of data from CTTI source think tanks with a combination of expertise in data science and specialized knowledge about modern think tank management, and offer the result to a think tank community. Our efforts mainly include: 1) proposing the MRPA system of

assessment indicators; 2) designing the ranking algorithm; 3) developing an online MRPA assessment system and present results according to the indicator system and the algorithm.

The fields in the CTTI database serve to portray think tanks, experts, products and activities. They are the metadata format and standard vocabulary for describing think tanks. Theoretically speaking, a richer vocabulary will make for a more accurate portrait. The CTTI system's vocabulary consists of 871 descriptive fields plus 81 files for the standardization of terminology. It is theoretically possible to use a considerable portion of the 871 fields as assessment indicators.

However, database fields are after all different from assessment indicators. In fact, we were mindful of the following principles when selecting those indicators:

1) The granularity of indicator data must be suited to their availability. The construction of new think tanks having just started in China, think tanks differ enormously in their way of doing things, with a great variety in the form of raw data. Besides, most think tanks do not have long-term data archives except for the key centers under the Ministry of Education, which have standard data filling procedures. This has resulted in low data cumulativeness in Chinese think tanks. Such being the case, in order to encourage think tanks to apply for inclusion in CTTI and make it less difficult to fill in data, most of the database fields are not set up as required. If there were too many required fields, many institutions would definitely be unable to complete the data-filling task. As a result, when selecting MRPA indicators, we must consider the availability of data, without which the most complete set of indicators would be of no practical value. Therefore, the MRPA indicators were selected according to the following procedure:

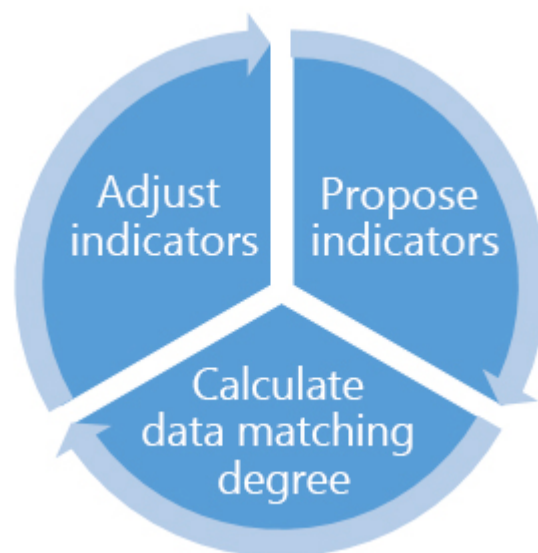


Fig. 12 The MRPA Indicator Selection Procedure

At the beginning, the proposed indicators are entered into the system one by one to match the data. If data availability is below 80%, the granularity of indicators is abandoned or lowered. Take the “think tank expert” indicator for example. Though

we had expected to evaluate experts' professional titles and age structure, data matching showed that only 20% of the think tanks had put data in this field. However, the number of experts and the annual budget had been reported by 90% of the think tanks. So these two values were selected as basic indicators for measuring a think tank's resources (R).

2) Indicator data must be highly essential, typical and expressive

The selected indicators must be essential and typical fields that can represent the attributes of think tanks. Such attributes are mainly reflected in a well-developed structure of governance, a strong tendency towards policy impact, proactive use of forums and meetings for greater public influence, and in-depth and pragmatic research and survey. Therefore, more indicators were selected from fields that can reflect such attributes (e.g. internal reference, written instructions or comments, research reports, projects, meetings, and research and survey) in order to highlight the attributes of think tanks.

3) Indicators should be objective and systematic. The objectivity of indicators has two meanings: i) like CTTI data fields, indicators reveal the true attributes of think tanks as an integration of the most objective fields; ii) objective values instead of highly subjective estimates should be assigned to indicators. That indicators should be systematic refers to the existence of rigorously logical relationship between them. For instance, the four primary indicators of MRPA reflect the performance logic of input and output. Only such indicators can make up what is called an indicator system.

4) The indicator system must be conducive to the development of think tanks and suited to the status quo in this respect. If January 2015 is considered to be the starting point, the construction of a new type of Chinese think tanks has been going on for barely three years. It is therefore still something new. As such it is full of vitality and positive energy, but it has such problems as inadequate understanding of how things work and the lack of standard procedures in operation. Should we evaluate common Chinese think tanks with indicators for assessing well-developed and established think tanks in the West, we might as well judge a teenager by the standard for an adult. If so, we would certainly arrive at absurd conclusions, and the evaluated think tanks would be seriously depressed. This would hardly help to develop think tanks by encouraging them and recognizing their performance.

According to these principles, we have selected four primary indicators and 19 secondary ones. The four primary indicators are M (management structure), R (resources), P (products), and A (activities)--known as the MRPA assessment indicators. The secondary indicators are shown in Table 4. As a result-oriented system for assessing the effectiveness of think tanks, MRPA can evaluate a think tank from two dimensions—the quantity of resources used and the effect or effectiveness of resource utilization. It can measure a think tank's size and output, its effectiveness, and the intensity of its attributes. Therefore, the MRPA system is in keeping with the principles for indicator selection and suitable for effective measurement of CTTI source think tanks.

In terms of secondary indicators, when we are solely interested in R, we can measure the size of a think tank's budget and personnel. There is no doubt that a well-funded think tank with a large staff of experts and administrators is a big one. When we focus on P, we can measure the number of a think tank's research findings. Obviously, a think tank with fruitful findings is a good one. When we only look at A, we can measure the number of events organized by a think tank. Though a think tank cannot be considered a good one just because it holds many events, one that rarely does so can never be a typical think tank. Such think tanks are more like research centers in universities or the government's policy research offices. They may have considerable academic and policy influence, but they are not necessarily well-known think tanks. An institution is usually considered to have strong think tank attributes when it has high values in P1, P2 and P5 and a high total value in the A category. MRPA can also measure the effectiveness of a think tank, for its output divided by its resources equals its effectiveness.

While selecting the MRPA indicators, CCTTSE also detected certain problems with the setting of fields in CTTI. For instance, detailed description of international conferences and detailed record of news reports about important events held by think tanks are overlooked, and many standardization files (such as those for awards) are lacking. These have hindered the optimization of the MRPA indicators. However, these problems will be solved after the second phase of the CTTI project is launched.

Table 4 MRPA Think Tank Assessment Indicators and Their Assigned Values

Primary indicator	Code	Secondary indicator	Code	Scoring rule	Points
Management structure	M	Board of directors	M1	Assign value if yes	15
		Academic committee	M2	Assign value if yes	10
		Advisory committee	M3	Assign value if yes	10
		Management team/chief expert	M4	Assign value if yes	10
		China Top Think Tank	M5	Assign value if yes	100
Resources	R	Annual budget	R1	≤1 million	20
				Assign value for each additional sum of 100,000 yuan	1
		Research staff	R2	≤10 persons	40
				Multiplied by value for each additional person	2
		Administrative staff	R3	≤5 persons	20
				Multiplied by value for each additional person	1

Products	P	Cyber resources	R4	Has a portal in Chinese	20
				Has a portal in English	8
				Has a WeChat public account	8
				Has an official Weibo account	5
				Has a dedicated data acquisition platform	10
		Single internal reference reports with or without leaders' comments <sup>a</sup>	P1	Assign value for each report	2
		Leader-commented internal reference reports <sup>b</sup>	P2	State level/per comment	30
				Deputy state level/per comment	20
				Provincial or ministerial level/per comment	10
				Deputy provincial or ministerial level/per comment	5
		Think tank-sponsored/run journals	P3	Each CSSCI source journal	20
				Each common journal	10
				Each bulletin/collection of internal reference reports	8
		Books (officially published)	P4	Assign value for each title	2
		Research reports	P5	Assign value for each report	4
		Articles published in the theoretical edition of <i>People's Daily</i> , <i>Seeking Truth</i> , or <i>Guangming Daily</i>	P6	Assign value for each article	5
		Academic papers	P7	Each paper in CSSCI source journal	1
				Each paper included in SSCI/A&HCI	2
				Each paper included in CSCI/EI	1
				Each of other papers	0.5

		<b>Vertical projects</b>	<b>P8</b>	Vertical: major project supported by National Social Science Fund or Social Science Fund of Ministry of Education	10
				Vertical: key project supported by National Social Science Fund or Social Science Fund of Ministry of Education	6
				Vertical: common/young scholar project supported by National Social Science Fund	4
				Vertical: provincial/ministerial-level project	2
				Vertical: other	0.5
		<b>Horizontal projects</b>	<b>P9</b>	2 basic points for each project + 1 mark point for every 100,000 yuan	
<b>Activities</b>	<b>A</b>	<b>Conferences and meetings</b>	<b>A1</b>	Each national conference sponsored or organized	10
				Each conference at the level of province, municipality directly under the Central Government, or Autonomous Region	5
				Each international conference	10
				Other meetings	3
		<b>Training</b>	<b>A2</b>	Each national training program	8
				Training on other levels	2
		<b>Surveys and observations</b>	<b>A3</b>	Each survey by leaders at or above the deputy state level	15
				Each survey by leaders at or above the provincial/ministerial level	5
				Each survey by leaders/experts at other levels	2
				Outbound visits for survey or observation	1

- a. Internal reference was originally written by correspondences of national news agency, central newspapers and magazines such as China's Xinhua News Agency, People's Daily and Qiushi Magazine. It referred to the internal dynamic information reported to the leaders at or above the provincial level through internal channels, which were not suitable for public broadcast, such as social problems, economic issues and calamities. Now it generally refers to reference briefings or decision-making recommendations about 3000 words written by fellows of think tanks and professors of colleges and submitted to the leaders at or above the provincial and ministerial level of governments and CPC.
- b. Internal reference might get responses from leaders after submission with comments or suggestions on it.

### 5.3 Value assignment for MRPA indicators

The weight of indicators can be expressed in many ways. The direct assignment method has been adopted for MRPA because it is easy to understand, intuitive, open, and verifiable. The evaluated party can directly verify the accuracy of the values according to an established algorithm, which makes for effective dialogue between the evaluator and evaluated. However, this method entails a high demand for assessment: the values assigned should be reasonable and the assessment system must guarantee precision. Otherwise it would be impossible to give timely response to questioning from the evaluated party.

The Delphi Method has been adopted for value assignment in Table 4. Four rounds of questionnaire survey were conducted among 98 leaders and experts. The value assignment method is explained as follows.

The following circumstances have been taken into consideration when the values were assigned to the secondary MRPA indicators in Table 4:

1) The structural assessment of think tanks from M1 to M4 is only interested in the presence or absence of an internal management structure, without examining whether it works properly. This is compatible with the status quo of new think tank development in China: first we check if this structure exists, and we will not see if it works properly until we do measurements later. As a result, the value assigned is not high, with the full score being only 45 points. M5 is a special value assigned to what has been listed among China Top Think Tanks in recognition of such prestige.

2) R1 looks at the annual budget. Considering the generally small size of Chinese think tanks, with an annual budget of one million yuan being the norm, there is no need to differentiate between think tanks with an annual budget at or below one million. Twenty points are assigned to each of such think tanks, with one extra point for each additional sum of 100,000 yuan.

3) R2 and R3 consist of staff indicators and their values. We do not distinguish between full-time and part-time personnel. As the result of reforms in the personnel system, a part-time employee can also be a full-time one; moreover, it would be hard to say if think tank experts are full-time or part-time since most of them have flexible work hours. In view of this, ten points are assigned to each institution that has ten or



fewer researchers, with two extra points for each additional person. There will be twenty points for each administrative team with five or fewer persons, with one extra point for each additional person. Think tanks have not been required to provide documentary evidence for the data they filled in this time. However, they should prepare the recruitment contracts as soon as possible because they may be asked to submit such evidence next year.

4) R4, or cyber resources, can actually be considered to be outcomes of think tank development. We see websites and other cyber resources as basic settings, just like work places. Since today's think tanks are not demanding when it comes to work places, there would be no way to verify whether they really have offices if they choose not to enter any data on this feature. Therefore, with respect to staff, funds, equipment and cyber resources, R4 focuses on cyber conditions while omitting measurement of physical working conditions. All the indicators it involves are verifiable and feasible. Since most Chinese think tanks have paid inadequate attention to website construction and are quite unfamiliar with the use of social media, value assignment to this value is only based on presence or absence, without consideration of quality.

5) Among the P indicators, high values are assigned to internal reference reports, leaders' instructions and comments, and research reports. The questioned experts commonly believed that these are major indicators of think tanks' influence on decision-making and should carry more points. In fact, they also reflect the main purpose of building think tanks. The current points have been heightened according to experts' opinions. Since it is not easy for most provincial-level think tanks to obtain comments from state leaders, points for such comments do not make much difference for the total points of common think tanks. Such value assignment is relatively fair since MRPA assessment focuses on comparing and ranking think tanks on the same levels. To encourage the writing of internal reference reports, values are assigned to any piece published in collections of such reports at or above the provincial or ministerial level (internally submitted serial publications), such as *Guangming Internal References*, with or without leaders' comments. The assignment of high values to the P6 indicator shows the special prestige of *People's Daily*, *Guangming Daily* and *Seeking Truth* in the Chinese system of policy discourse. Publishing articles in any of them means expansion of influence on policy and the public.

6) The MRPA indicator system has accorded a relatively high status to think tanks' activities. High-level and high-caliber forums and conferences are important means by which think tank can exert their influence. This is also a crucial feature that sets think tanks apart from traditional research institutions. Almost all of the world's famous think tanks are conference centers and major platforms for road shows of significant policies. As a result, high values are assigned to national or international conferences held by think tanks. There might be the undesirable practice of "erecting platforms and inviting celebrities", but this is only true for a very small number of think tanks. In addition to spreading information, conferences make one of the major

channels by which think tanks can extend their research and policy networks.

Survey and observation are a method of research with Chinese characteristics for think tanks. “Without investigation there is no right to speak.” Big data analysis cannot replace field survey. High values, therefore, are assigned to this type of activity in the MRPA indicators.

## 6. The MRPA Ranking Rules

### 6.1 Principle for designing of MRPA ranking rules

Ranking is a crucial method of assessment and an important way to present the outcomes. In this method, the principal, universal, regular, stable and objective characteristics or elements of the object of assessment are compared according to one or a number of indicators, and the outcomes are presented in a particular form. The ranking method can effectively and visibly reveal the overall features of things in the same category and differences between them. However, details of individuals are likely to be overlooked, especially when there are too few indicators for ranking. Therefore, one must be careful against the tendency of not seeing the forest for the trees when using this method.

One needs to pay attention to the following when using the ranking method:

1) Comparison within the same category. The accuracy of evaluation increases in proportion to similarity between the objects of evaluation. Therefore, when designing the MRPA ranking algorithm, we always precede ranking with categorization to reduce error.

2) Comparable sizes. It is almost meaningless to compare a small think tank with a famous big one due to the wide difference in size. Therefore, we only compare think tanks of similar sizes.

3) Multi-dimensional presentation. If the ranking result is presented in a single dimension, one feature of the object of evaluation is likely to eclipse the other features, which would make it difficult to reveal the diversity of its attributes. This would not only impede the repetitive expression of its information, but also lead to unfair evaluation. Therefore, MRPA ranking makes a point of presenting the outcome in multiple dimensions.

### 6.2 MRPA think tank ranking rules

MRPA offers eleven kinds of think tank ranking, which fall into two categories—quantitative indicator ranking and effectiveness indicator ranking.

(1) Ranking by quantitative indicators

**1) The resource (R) ranking** is based on the arithmetic sum of think tanks' annual budget (R1), research staff (R2), administrative staff (R3), and cyber resources (R4).

**2) The product (P) ranking** is based on the arithmetic sum of single internal reference reports (P1), leader-commented internal reference reports (P2), think tank-sponsored/run journals (P3), books (P4), research reports (P5), articles published in the theoretical edition of *People's Daily*, *Seeking Truth*, or *Guangming Daily* (P6), academic papers (P7), vertical projects (P8), and horizontal projects (P9).

**3) The activity (A) ranking** is based on the arithmetic sum of conferences and meetings (A1), training (A2), and surveys and observations (A3).

**4) The integrated (T(n)) ranking** is based on the formula  $T(n) = R+M+P+A$ , i.e. the arithmetic sum of the values assigned to the four categories of indicators—resources, management, products and activities.

These four kinds of ranking reflect think tanks' total resources and total products, describing the relative position of each among the CTTI source think tanks in terms of resources and products. A think tank is bound to have different positions in the four types of ranking. Such difference reflects its individual attributes, pointing to its unique features. However, since they are ranked by their overall scores on the primary indicators, think tanks have no idea about their points on the secondary indicators. To make a deep analysis of their scores on the secondary indicators and reveal individual features in a more exhaustive way, the MRPA has developed an inquiry system that can reveal such scores for a single think tank (to be described in detail later).

## (2) Ranking by effectiveness indicators

Effectiveness refers to a think tank's competence and efficiency. Competence is a comprehensive reflection of its strategy for resource allocation, its capacity for management, and the development of its organizational system and culture. The efficiency of a think tank means its ability to maximize its output with the most economical use of time, capital and manpower. Given the same total amount of resources, the more products and activities a think tank can offer, the more effective it will be. In this report, resources encompass four categories—experts, administration, budget and cyber resources. The output of a think tank is not the result of a simple combination of these resources, but that of a complex and integrated utilization of them.

Table 5 Rules for Think Tank Ranking by Effectiveness Indicator

Type of ranking	Rule	Explanation
Total resource utilization efficiency	$(P+A)/R$	Output value/resource value
Expert effectiveness	$(P+A)/R2$	Output value/expert resource value
Efficiency of administrative team	$(P+A)/R3$	Output value/administrative resource value
Capital contribution ratio	$(P+A)/R1$	Output value/capital investment value
Expert product contribution ratio	$P/R2$	Product value/expert resource value
Administrative team activity contribution	$A/R3$	Activity value/administrative team value

## 6.3 MRPA think tank expert ranking rules

Experts are crucial to the vigor and vitality of a think tank, for both policy research and policy consultation depend on the outstanding performance of researchers and advisors. In many well-known Western think tanks, two thirds of the total budget are used to pay their staff. Our assessments have revealed that high-performance experts are highly meaningful because there is a positive correlation between high performance, high competence and high prestige.

The principles for MRPA assessment of think tank experts are straightforward. The indicators involved fall into three categories: experts' personal research products (P), their personal activities (A), and honors and awards (H). Due to the lack of standardization rules in the fields for honors and awards in CTTI, text files are recorded in the current system, which can only judge the presence or absence of a certain value. This means that the assignment of value to awards is problematic—a flaw that will be improved in the second phase of the CTTI program. The indicators and value assignment for MRPA think tank expert assessment are shown in Table 6. The performance of think tank experts, symbolized by  $E_p$ , is the arithmetic sum of the values assigned to the indicators in the three categories.

$$E_p = P1 + p2 + p4 + p5 + p6 + P7 + P8 + P9 + A1 + A2 + A3 + H1$$

Table 6 Indicators and Value Assignment for MRPA Think Tank Expert Assessment

Expert products	P	Single internal reference reports (with or without leaders' comments) <sup>a</sup>	P1	Value assigned to each report	2
		Leader-commented internal reference reports <sup>b</sup>	P2	State level per report	30
				Deputy state level/per report	20
				Provincial/ministerial level/per report	10
				Deputy provincial or ministerial level/per report	5
		Books (officially published)	P4	Value assigned to each title	2
		Research reports	P5	Value assigned to each report	4
		Articles published in the theoretical edition of <i>People's Daily</i> , <i>Seeking Truth</i> , and <i>Guangming Daily</i>	P6	Value assigned to each article	5
		Academic papers	P7	Each paper in a CSSCI source journal	1
				Each paper included in SSCI/A&HCI	2
				Each paper included in CSCI/EI	1
				Each common paper of other types	0.5
		Vertical projects	P8	Vertical: major project supported by National Social Science Fund or Social Science Fund of Ministry of Education	10

				Vertical: key project supported by National Social Science Fund or National Natural Science Fund	6
				Vertical: common/young scholar project supported by National Social Science Fund	4
				Vertical: provincial/ministerial-level project	2
				Vertical: other	0.5
		<b>Horizontal projects</b>	<b>P9</b>	2 basic points for each project + 1 mark point for every 100,000 yuan	
<b>Expert activities</b>	<b>A</b>	<b>Attending international or national conferences/times</b>	<b>A1</b>	Hosting/speaking/making keynote speech	4
				Common representative	1
		<b>Attending conferences on other levels</b>		Hosting/speaking/making keynote speech	2
				Common representative	0.5
		<b>National training program</b>	<b>A2</b>	Lecturer	3
				Lecturer	1
		<b>Participation in reception of survey and study visits from leaders at or above the deputy state level<sup>c</sup></b>	<b>A3</b>	Each time	4
				Each time	1
				Each time	0.5
		<b>Participation in reception of survey and study visits from leaders/experts at or above the provincial/ministerial level</b>			
<b>Participation in reception of survey and study visits from leaders/experts at other levels</b>					
<b>Honors and awards</b>	<b>H</b>	<b>Honors/awards at or above the provincial/ministerial level<sup>d</sup></b>	<b>H1</b>	Each time	2

a. Internal reference was originally written by correspondences of national news agency, central newspapers and magazines such as China's Xinhua News Agency People's Daily and Qiushi Magazine. It referred to the internal dynamic information reported to the leaders at or above the provincial level through internal

channels, which were not suitable for public broadcast, such as social problems, economic issues and calamities. Now it generally refers to reference briefings or decision-making recommendations about 3000 words written by fellows of think tanks and professors of colleges and submitted to the leaders at or above the provincial and ministerial level of governments and CPC.

- b. Internal reference might get responses from leaders after submission with comments or suggestions on it.
- c. Leaders at or above the deputy state level include two levels. The first is national level, including General Secretary of the CPC Central Committee, President of the State, Premier of the State Council, Chairman of the Central Military Commission, Chairman of the Standing Committee of the National People's Congress, Chairman of the CPPCC National Committee and Standing Committee of the Political Bureau of the Central Committee. The second level is national deputy, including Vice-Chairman of the Central Military Commission, member of the Political Bureau of the Central Committee, alternate member, Secretary of the Central Discipline Inspection Commission, Secretary of the Central Secretariat, Vice-Chairman of the CPPCC, Vice-Chairman of the Standing Committee of the National People's Congress, Vice-Premier of the State Council, State Councilor, Chairman of the State Supreme People's Court and Procurator-General of the Supreme People's Procuratorate.
- d. For example, the National Award of China's Law-Abiding Government is promulgated every year in Beijing. It was established by School of Law-Based Government, China University of Political Science and Law. It is the first award sponsored by an academic institution in China. It mainly evaluates and commends the institutional innovations and measures of administrative organs at all levels in administering and building a law-based government.

The points and ranking of expert performance are not openly available due to our privacy policy. Experts who need such information can obtain it by sending an email to [ctti@nju.edu.cn](mailto:ctti@nju.edu.cn).

#### **6.4 University think tank index ranking rules**

As professional organizations for strategic and policy research and consultation, think tanks are a product of composite demands in politics, administration and social governance in contemporary society. It is also a product of further division of labor for both knowledge and society. Institutions of higher learning and think tanks are totally different social organizations. Generally speaking, universities are much older and larger than think tanks, and much more complex in structure and function. Most university think tanks form part of universities, with the think tank function being one of their multiple functions. The think tank capability of a university is generally in proportion to the number of its schools, departments and institutions engaged in strategic studies and policy studies. It is easy to find out that universities with powerful schools or departments for economy, government and administration, international relations and law tend to have highly capable and influential think tanks. For instance, though away from the political center, Harvard ranks among the top

American university in think tank capacity thanks to the influence of the John F. Kennedy School of Government. The university think tank index represents a description and assessment of a university's think tank capacity and the influence of its think tanks.

The CTTI university think tank index is the sum of the integrated assessment scores of those among its source think tanks that belong to the same university. That sum is this university's total think tank value, which is defined as  $U_{ts}$ . Thus, there must be a university that has the maximum  $U_{ts}$ , marked as  $\max U_{ts}$ . Then the  $U_{ts}$  of another university is divided by  $\max U_{ts}$ . The ratio thus obtained, which must be equal to or smaller than 1, is multiplied by 100 to become the university's think tank index ( $\text{index}^{UT}$ ):

$$\text{index}^{UT} = U_{ts} / \max U_{ts} \times 100$$

## 6.5 MRPA assessment system

The MRPA assessment system, which is in the background of CTTI, consists of three sub-systems—think tank ranking, expert ranking, and university think tank index ranking. Think tank ranking can be overall or by different types. The same is true of expert ranking and university think tank index ranking.

The MRPA assessment system involves a deep understanding of the MRPA indicator system, value assignment, and ranking rules. An advanced ranking algorithm has been employed and some basic machine learning features have been included for real-time assessment of source think tanks.

In addition, the MRPA assessment system can be searched and is capable of statistical analysis of data. It can not only pinpoint each think tank and expert, but can also calculate the scores each think tank has got on the 60 points in the MRPA indicators. This makes it possible to compare such scores and reveal a think tank's strengths and weaknesses in management, resources, products and activities, which is of enormous help for improving the management of think tanks.



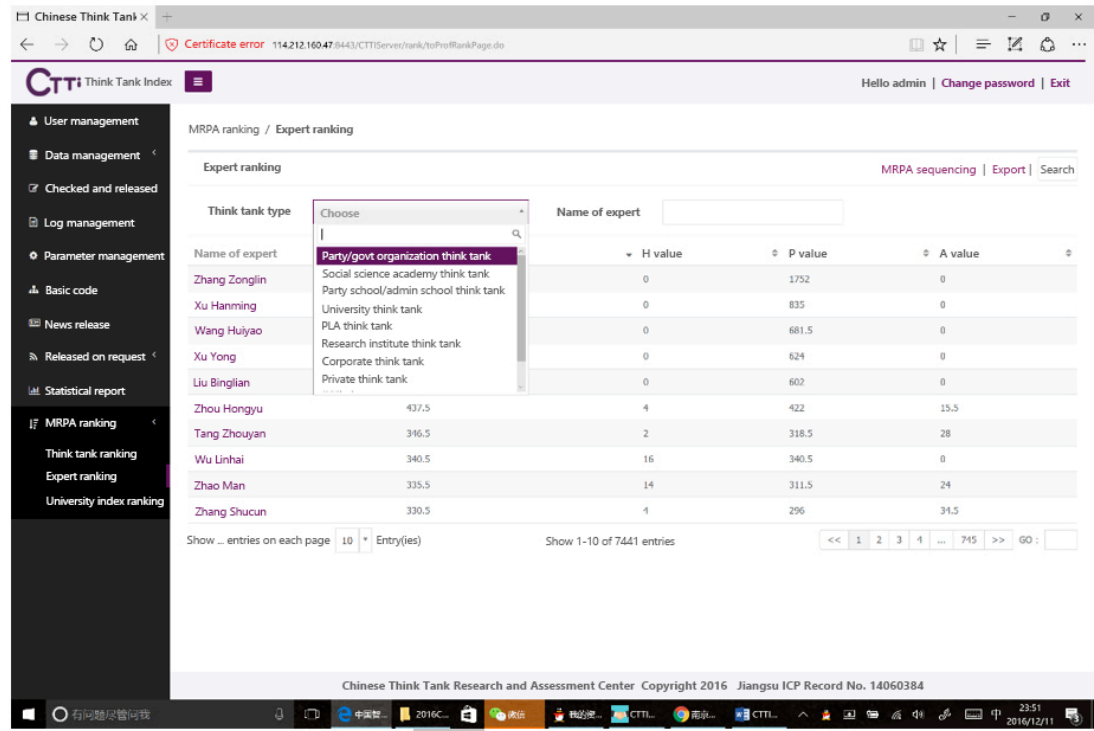


Fig. 13. Interface of the MRPA Assessment System

Thirdly, the points in the MRPA indicators are in the form of adjustable parameters so that evaluators (which can be think tank supervision authorities, researchers, or users with special needs) can modify the values assigned to indicators according to their purposes and obtain customized ranking results. This reflects of flexibility of the MRPA system.

It should be noted that the MRPA assessment system is currently in the background and cannot be accessed from the foreground. This can help to protect the security of organization or expert assessment data as well as the privacy of experts. The CTTI project team will never disclose detailed results of assessment to any third party without consent from organizations or experts themselves. The data released this time are only primary indicator values and include no specific scores on secondary indicators. If any think tank needs information on specific scores, it can send an official email to [ctti@nju.edu.cn](mailto:ctti@nju.edu.cn). The CTTRAC of Nanjing University will export the relevant outcomes to that particular think tank.

## 7. Analysis of MRPA Assessment Result Data

### 7.1 Overall situation reflected by data

The MRPA assessment is in general a continuation of the 2016 indicator system and ranking rules. This year's assessment has involved 117 more Chinese think tanks than the number of institutions assessed last year. Careful analysis of the collected data shows that most of the think tanks have updated their data in a timely manner. However, some think tanks have failed to do so and, as a result, have been left out of this year's assessment of data. The first batch of 25 experimental units for the construction of Chinese Top Think Tanks assessment have also been excluded because they are relatively special in the resources they have and the policy designed for them.

This assessment mainly falls into two categories: 1) assessment based on data accumulated over the years; 2) assessment based on data between 2016 and 2017. To protect the privacy of think tanks, we have only released the results for the most outstanding think tanks in each category (in alphabetical order according to the first letters of their names in pinyin spelling). If a source think tank wants to know the specific results of the assessment, it can write an email to the CTTRAC of Nanjing University ([ctti@edu.nju.cn](mailto:ctti@edu.nju.cn)).

This assessment also involves experimental analysis of think tanks from different perspectives, in which the think tanks to be evaluated are divided into eight broad categories according to different areas of policy research—diplomacy and national defense, economy and trade, social policy, infrastructure and public utilities, law and public security, culture and education, information and technology, and integrated studies. Similarly, in each area, only the results on the top-ranking think tanks are released.

Statistical survey of the data on the products of the CTTI source think tanks between 2016 and 2017 shows a rich variety in such products, which mainly comprised of internal reference reports, published books, research reports, academic papers and projects. More than half of the papers were published in CSSCI source journals, 32% of them in common journals, and only 3% in SSCI journals. On the one hand, this shows that the vast majority of the source think tanks have strong academic foundations; on the other hand, it indicates that they have a bias in favor of academic studies, lacking a clear path for translating academic achievements into products for decision-making consultation. Besides, the dearth of think tank papers on natural sciences reflects inadequate capacity on the part of source think tanks for the application of social-natural science methods (e.g. big data analysis) to strategic and decision-making studies. In addition, few papers have been published by think tanks in newspapers and magazines that are influential among decision-makers, such as *People's Daily*, *Guangming Daily*, and *Seeking Truth*. The number of essays

published in two years' accounts for less than 1% of the total number.

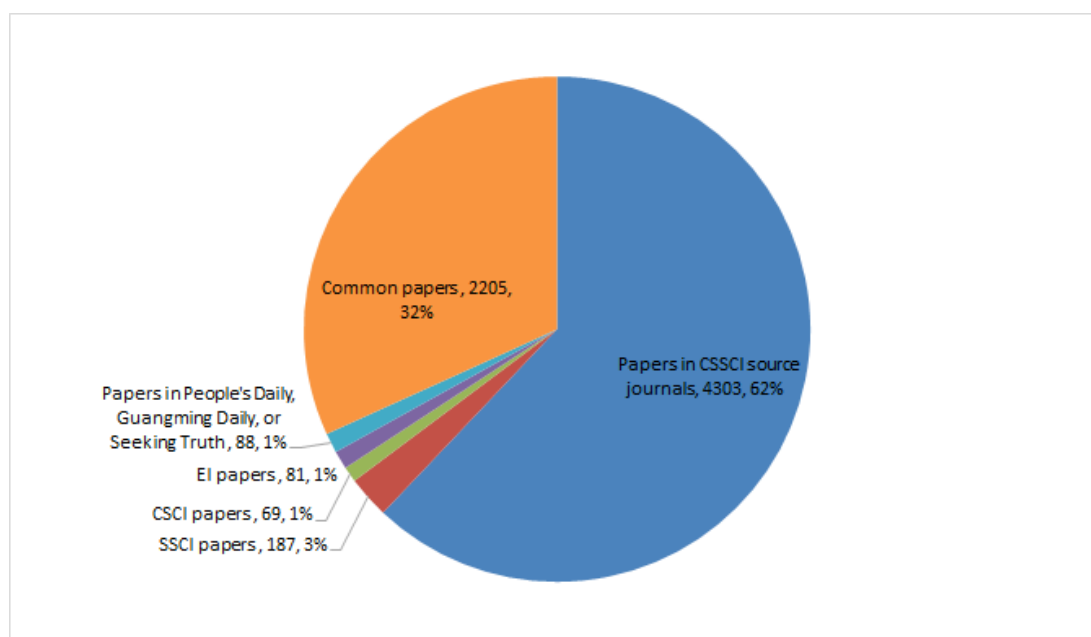


Fig. 14 Papers Published by Source Think Tanks in 2016-2017

In 2016 and 2017, the source think tanks have undertaken 878 (44%) projects at the provincial/ministerial level, 330 (16%) common/young scholar projects supported by the National Social Science Fund, 98 (5%) major projects supported by the National Social Science Fund or the Social Science Fund of the Ministry of Education, and 87 (4%) key projects supported by the National Social Science Fund and the National Natural Science Fund. On the other hand, think tank projects have been divided into two categories—social sciences and natural sciences (Fig. 4) from a disciplinary prospective. Projects at or above 100,000 yuan account for the largest proportion of natural science projects undertaken by think tanks, while those at or above 50,000 yuan constitute the majority among social science projects. In fact, think tanks have undertaken a considerable number of projects in various types (4.5 for each think tank in 2016-2017), but the results have not been effectively converted into policy research products.

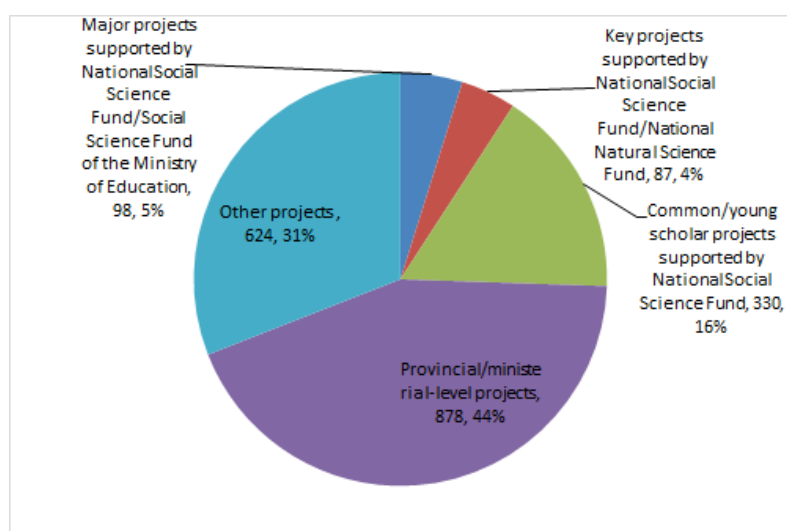


Fig. 15 Think Tank Projects by Type in 2016-2017

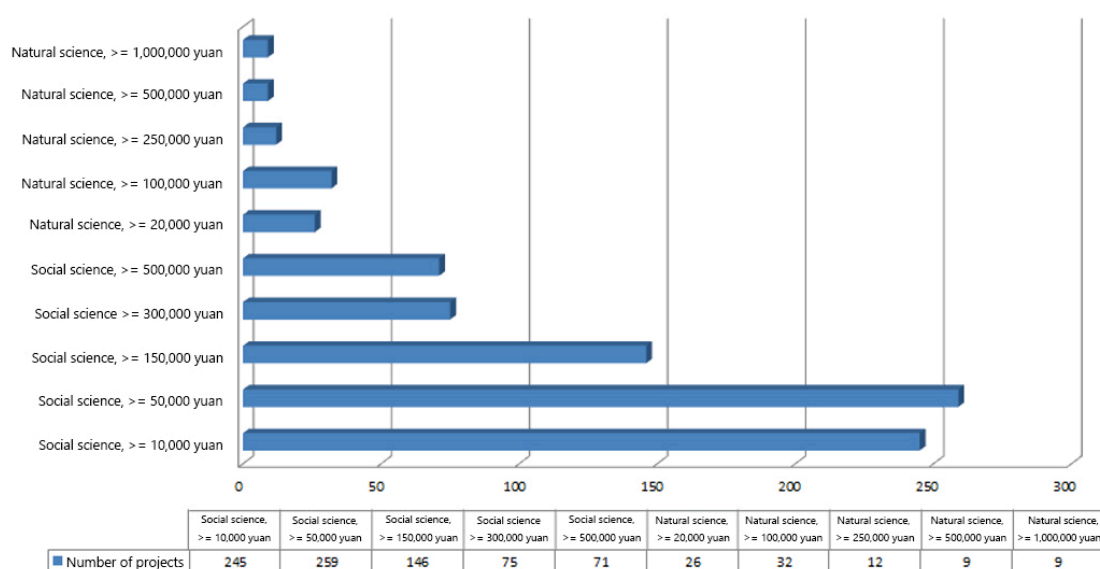


Fig. 16 Think Tank Projects by Type (Social Sciences/Natural Sciences) in 2016-2017

Internal reference reports are the most important and also a unique way for Chinese think tanks to help improve decision-making. Among the internal reference reports by the source think tanks, 15% received comments or instructions at the provincial/ministerial level; 2%, at the deputy provincial/ministerial level; 2%, at the state level; and only 1%, at the deputy state level. No response was given to 80% of the reports after submission. The factor of confidentiality cannot be ruled out; some reports have been commented on but no feedback was given to the think tanks that had submitted them. However, this shows that current think tanks need to offer better-targeted and more timely research and consultation service.

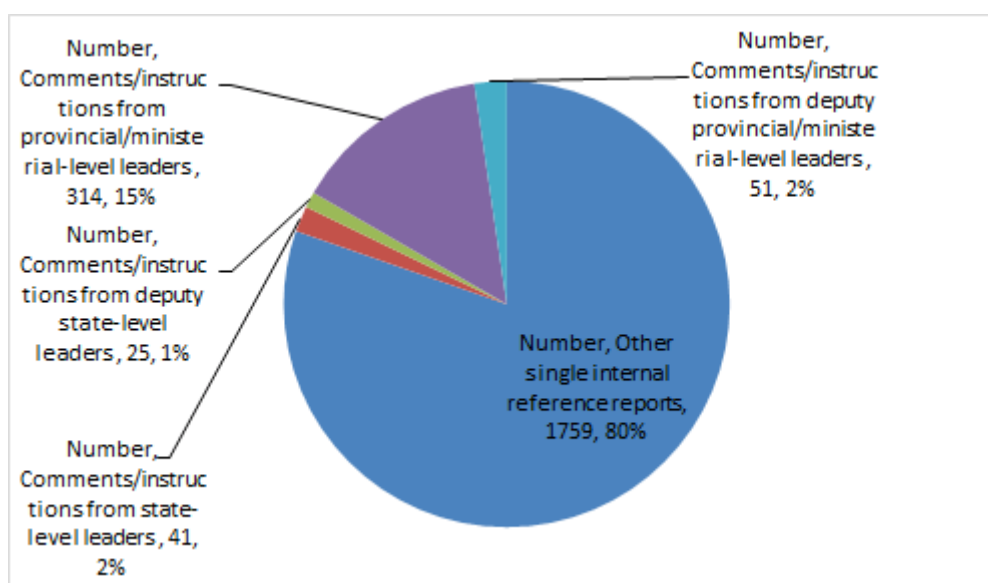


Fig. 17 Internal Reference Reports by Think Tanks in 2016-2017

From 2016 to the end of December 2017, the CTTI source think tanks have been more fruitful in terms of knowledge service and advisory activities. They have held altogether 338 international conferences, 270 national ones, 267 meetings at the level of provinces, municipalities directly under the Central Government and autonomous regions, and 2,278 meetings of other types. They have run 78 national training programs and 714 at other levels. They have received 22 survey and study visits from deputy state-level leaders, 106 from provincial/ministerial-level leaders, and 1,100 from leaders at other levels.

## 7.2 Examples of evaluation data on private think tanks

Table 7 Top Ten Private Think Tanks According to Overall Performance in MRPA Assessment (in Alphabetical Order According to Pinyin Spelling of Names)

Names of think tanks	R	M	P	A	Overall performance
The Charhar Institute	353	35	46	36	470
Changjiang Education Research Institute	658	45	1011	136	1850
Chongqing Think-Tank Institution	418	45	288	120	871
China Region Development & Reform Institute (CRDRI)	658	45	218	98	974
Intellisia Institute	458	30	40	101	629
The Pangoal Institution	1392	30	282.5	286	1990.5
Center for China & Globalization	1023	45	1357.5	263	2688.5
One Belt One Road 100	838	30	120	18	1006

China Silk Road iValley Research Institute	371	30	158.5	0	559.5
China Institute of Science and Technology Evaluation	376	35	72	33	516

Table 8 Top Ten Private Think Tanks According to Resource Utilization Efficiency in MRPA Assessment (in Alphabetical Order According to Pinyin Spelling of Names)

Names of think tanks	R	M	P	A	Total resource utilization efficiency
Changjiang Education Research Institute	658	45	1011	136	1.74
Chongqing Think-Tank Institution	418	45	288	120	0.98
China Strategy Institute for Intellectual Property (Guangdong ZHONGCE Intellectual Property Research Institute)	220	20	144	35	0.81
Intellisla Institute	458	30	40	101	0.31
The Pangoal Institution	1392	30	282.5	286	0.41
Center for China & Globalization	1023	45	1357.5	263	1.58
Shanghai Academy of Huaxia Social Development Research	80	0	33	0	0.41
Shanghai Finance Institute	80	35	48	45	1.16
Shenzhen Innovation and Development Institute	128	20	44	58	0.8
China Silk Road iValley Research Institute	371	30	158.5	0	0.43

After the assessment of private think tanks, the Top Ten list was released (in alphabetical order according to pinyin spelling of names, as shown in Table 7. In comparison with the ranking of private think tanks in the *Report on the MRPA Assessment of CTTI Source Think Tanks* of 2016, there is little change to the Top Ten. The Center for China & Globalization (CCG), the Pangoal Institution, Changjiang Education Research Institute and One Belt One Road 100 still rank at the top among the private think tanks in overall score. Take the CCG for example. It has abundant resources and a well-designed structure of governance, complete with a board of directors, an advisory committee and a large administrative and research staff. It operates a portal in Chinese and English, three WeChat public accounts, and two

official Weibo accounts. It has also written an impressive number of books, internal reference reports, other reports and academic papers. These are also the reason why this think tank can maintain its place among private think tanks for two consecutive years.

High scores have also been given to Chongqing Think-Tank Institution, China Region Development & Reform Institute (CRDRI), and Intellisla Institute. Making full use of social media and online resources, they have exerted significant influence in their respective fields.

Similarly, Table 8 shows the Top Ten private think tanks by resource utilization efficiency (in alphabetical order according to pinyin spelling of names), again with little difference from the rankings of last year. In particular, Changjiang Education Research Institute, Center for China & Globalization, the Pangoal Institution and Chongqing Think-Tank Institution have produced ample results in proportion to the enormous amounts of resources they possess. All these think tanks are able to maximize their output with the most economical use of time, capital and manpower thanks to their adequate capacity for management, sound allocation of resources, and well-developed organizational system and culture.

Table 9 Top Ten Private Think Tanks According to Overall Performance in MRPA Assessment (2016-2017)

<b>Names of think tanks</b>	<b>R</b>	<b>M</b>	<b>P</b>	<b>A</b>	<b>Overall performance</b>
The Charhar Institute	353	35	30	23	441
Changjiang Education Research Institute	658	45	509	93	1305
Chongqing Think-Tank Institution	418	45	247	117	827
China Region Development & Reform Institute (CRDRI)	658	45	218	98	974
Intellisla Institute	458	30	25	101	614
The Pangoal Institution	1392	30	149	284	1855
Center for China & Globalization	1023	45	1054	234	2356
One Belt One Road 100	838	30	15	6	889
China Silk Road iValley Research Institute	371	30	83.5	0	484.5
China Institute of Science and Technology Evaluation	376	35	72	33	516

Table 9 shows the Top Ten private think tanks (in alphabetical order according to pinyin spelling of names) based on the analysis of the overall scores received by private think tanks in the MRPA assessment for 2016-2017. Comparison shows that

the development of private think tanks has been quite stable in the past two years. Generally speaking, however, they are still exploring the best way to develop themselves, lacking a well-fostered environment and a solid foundation. To implement the “Opinions on Improving the Construction of a New Type of Think Tanks with Chinese Characteristics” from the General Office of the CPC Central Committee and the State Council, the Ministry of Civil Affairs, in collaboration with nine ministries and commissions, issued the Opinions on the Sound Development of Private Think Tanks in 2017. This document is aimed at regulating and guiding the development of private think tanks, improving the policy environment, strengthening the construction of a new type of think tanks with Chinese characteristics, propelling the modernization of the state governance system and capability, and enhancing the nation’s soft power. Under the leadership of the Party and the state, private think tanks should overcome difficulties and seriously consider their further development.

### 7.3 University think tank index assessment

Table 10 Top Fifty Universities According to the University Think Tank Index  
(in Alphabetical Order According to Pinyin Spelling of Names of Universities)

<b>Names of Colleges or Universities</b>
Anhui University of Finance and Economics
Anhui University
Peking University
Beijing International Studies University
Beijing Jiaotong University
Beijing Normal University
Beijing Foreign Studies University
Southeast University
University of International Business and Economics
Fudan University
Guangxi University
Hebei University of Technology
Hebei University of Economics and Business
Hunan University
Hunan Normal University
East China Normal University
Huazhong University of Science and Technology
Central China Normal University
Jilin University
Jiangnan University
Jiangsu Police Institute



Jiangxi Normal University
Nanchang University
Nanjing University
Nanjing Normal University
Nanjing University of Information Science & Technology
Nankai University
Tsinghua University
Shandong University
Shaanxi Normal University
Shanghai Maritime University
Shanghai Jiao Tong University
Shanghai International Studies University
Capital Normal University
Sichuan University
Soochow University
Tianjin University of Finance and Economics
Tianjin University
Wuhan University
Xiamen University
Yanbian University
Yanshan University
Yunnan University of Finance and Economics
Yunnan University
Zhejiang University
Zhejiang Normal University
Ocean University of China
Renmin University of China
Zhongnan University of Economics and Law
Central South University

Table 10 shows the Top Fifty universities by university think tank index (in alphabetical order according to pinyin spelling of names of universities). It is highlighted by the performance of Zhongnan University of Economics and Law, whose five think tanks (Center for the Development of Rule of Law and Judicial Reform Research, China's Income Distribution Research Center, Center for Studies of Intellectual Property Rights, Collaborative Innovation Center of Industrial Upgrading and Regional Finance (Hubei), and the Co-Innovation Center for Social Management of Urban and Rural Communities in Hubei Province) have been included among the CTTI source think tanks. Among the internal reference reports written by these think tanks, two have received comments and instructions from state-level leaders, 11 from

deputy state-level leaders, 26 from provincial/ministerial-level leaders, and six from deputy provincial-level leaders. These indicate the great contribution made to decision-making by the think tanks of this university.

Another highlight is Beijing Normal University, which has six think tanks (Collaborative Innovation Center of Assessment Toward Basic Education Quality, Capital Economics of Education Research Base, Beijing Institute of Culture Innovation and Communication, China Institute for Income Distribution, Smart Learning Institute, and China Institute of Education and Social Development) that have been included in CTTI. These think tanks have created portals in Chinese and English as well as information collection platforms. For four times, they have successfully applied for major projects supported by the National Social Science Fund or the Social Science Fund of the Ministry of Education. Their academic research has also been fruitful, with 393 papers published in CSSCI source journals and 16 in SSCI source journals.

In addition, several dark horses have made it to the Top 50, including Anhui University of Finance and Economics (AFE), Jiangxi Normal University, and Yanshan University. AFE has two think tanks included in CTTI—Collaborative & Innovative Center for Anhui Economic Early Warning, Operation & Strategy, and Institute of Anhui Economic Development Research. Apart from building information collection platforms, they have written four internal reference reports that have received comments and instructions from provincial/ministerial-level leaders and three from deputy provincial/ministerial-level leaders. They have also successfully applied for several major projects supported by the National Social Science Fund or the Social Science Fund of the Ministry of Education as well as key products supported by the National Social Science Fund or the National Natural Science Fund.

Overall, the Top 50 universities share similar features, including the possession of strong schools for economic management, government administration, international studies, and law. These can provide abundant resources for the construction of think tanks and guide them in the creation of their organizational architecture and the release of their products. As a result, think tanks established on the basis of such disciplinary resources tend to be more capable and exert greater influence.

#### 7.4 University think tank assessment data

Table 11 Top 100 University Think Tanks According to Overall Performance in MRPA Assessment (in Alphabetical Order According to Pinyin Spelling of Names)

Names of think tanks	R	M	P	A	Overall performance
Institute of Anhui Economic Development Research	298	30	970	342	1640

Collaborative & Innovative Center for Anhui Economic Early Warning, Operation & Strategy	340	30	718	267	1355
Innovative Development Institute, Anhui University	306	20	950	78	1354
Co-Innovation Center for State Governance, Peking University	448	35	404.5	228	1115.5
Institute of State Governance Studies, Peking University	222	20	523.5	403	1168.5
Research Base of Beijing Modern Manufacturing Development, Beijing University of Technology	238	0	341	111	690
Beijing Basic Education Research Base (Capital Normal University)	180	20	1201	55	1456
Research Center for Beijing Transportation Development, Beijing Jiaotong University	2891	30	5505	1266	9692
Beijing Tourism Development Research Center (Beijing International Studies University)	520	20	43	0	583
Beijing Energy Development Research Center (North China Electric Power University)	241	20	701	70	1032
Smart Learning Institute of Beijing Normal University	510	0	70.5	130	710.5
China Institute of Education and Social Development, Beijing	410	30	3069.5	385	3894.5

Normal University					
Beijing Economics and Social Development Policy Research Base (Capital University of Economics and Business)	90	20	845	21	976
International Institute of Chinese Studies, Beijing Foreign Studies University	268	30	1737.5	520	2555.5
The Co-Innovation Center for Social Management of Urban and Rural Communities in Hubei Province (Zhongnan University of Economics and Law)	911	45	4714.5	2452	8122.5
Institute of International Economics, University of International Business and Economics	80	0	838.5	0	918.5
National Research Center for Economic Comprehensive Competitiveness, Fujian Normal University	200	45	525	188	958
Research Institute of Chinese Economy, Fudan University	152	30	306	162	650
Research Centre for High Speed Railway and Regional Development (East China Jiaotong University)	172	30	542	0	744
Guangdong Institute for	350	35	405.5	183	973.5

International Strategies, Guangdong University of Foreign Studies					
Guangxi University China-ASEAN Research Institute	486	35	294	390	1205
Guangxi Development Research Institute of Intellectual Property, Guangxi University for Nationalities (China- ASEAN Intellectual Property Training Base)	986	20	8.5	0	1014.5
Research Base for the Implementation of National Intellectual Property Strategy (Tianjin University)	182	30	193	280	685
Center for Beijing-Tianjin-Hebei Development Research	610	45	2739	1109	4503
Institute of De Rong, Hebei Finance University	218	30	349	27	624
Hebei Research Center for Moral Culture and Social Development, Hebei University of Economics and Business	328	35	297	57	717
Hebei Provincial Public Policy Evaluation and Research Center (Yanshan University)	652	45	1446.5	59	2202.5
Center for Russian Studies of ECNU (CRS)	172	20	273.5	150	615.5
The Institute of Curriculum &	307	45	410	604	1366

Instruction of East China Normal University					
The Institute for Modern Chinese Thought and Culture, East China Normal University	161	20	369.5	53	603.5
Peikang Chang Institute for Development Studies, Huazhong University of Science and Technology	230	35	643.5	77	985.5
Institute of China Rural Studies, Central China Normal University	148	0	2662	736	3546
Center of Quantitative Economics of Jilin University	253	20	945	68	1286
Academy of Overseas Chinese Studies in Jinan University	460	30	613.5	40	1143.5
Moral Development Think-Tank (Southeast University)	373	20	1038	283	1714
Jiangsu Public Security Institute (Jiangsu Police Institute)	407	25	747.5	30	1209.5
Institute of the Belt and Road, Jiangsu Normal University	338	45	319.5	13	715.5
Jiangsu Zijin Media Think Tank (Nanjing University)	174	35	340	335	884
Research Center of Nonferrous Metal Industry Development, Jiangxi University of Science and Technology	122	20	462	0	604

Research Center of the Management-decision Evaluation of Jiangxi Normal University	128	35	469	69	701
Collaborative Innovation Center of Chinese Society Transformation Research, Jiangxi Normal University	216	20	315	0	551
Jiangxi Development Research Institute of Nanchang University	280	20	664	6	970
Interdisciplinary Center for Risk, Disaster & Crisis Management, Nanjing University	174	30	388.5	34	626.5
Nankai University's College of Economic and Social Development	984	10	825.5	18	1837.5
Research Institute of Climatic and Environmental Governance (Nanjing University of Information Science and Technology)	455	45	726	125	1351
Institute of International Relations, Tsinghua University	260	10	167	105	542
Center for Higher Education Development of Xiamen University	170	0	1167	157	1494
Center for Health Management and Policy, Shandong University	642	0	227.5	281	1150.5
Research Centre for Local Governance, Shanghai University	164	10	580	157	911
Shanghai Center for Global Trade	158	45	280	47	530

and Economic Governance, Shanghai University of International Business and Economics					
Shanghai International Shipping Institute (Shanghai Maritime University)	418	35	266	158	877
The Center for Third Sector, Shanghai Jiao Tong University	128	0	492	47	667
Middle East Studies Institute, SISU	196	35	1069	393	1693
Center for Global Public Opinions of China, SISU	170	10	1062.5	0	1242.5
Collaborative Innovation Center of Social Governance by Law and Virtue (Hebei University of Economics and Business)	165	35	315	77	592
Institute for Food Safety Risk Management (Jiangnan University)	200	45	1561.5	264	2070.5
Beijing Research Institute of Cultural Trade (Beijing International Studies University)	113	20	364	98	595
Silk Road Economic Research Institute (Lanzhou University of Finance and Economics)	520	10	33.5	0	563.5
Institute of South Asian Studies, Sichuan University	255	20	445	245	965
North Jiangsu Development Research Institute (Huaiyin Institute	313	45	325.5	0	683.5



of Technology)					
Soviet Area Revitalization Institute (Jiangxi Normal University)	110	30	1967	27	2134
Soochow University Think Tank	283	35	1842.5	128	2288.5
Research Center of Finance and Insurance, TUFÉ	238	10	376.5	35	659.5
Tianjin Academy of Free Trade Area, TUFÉ	158	20	392.5	111	681.5
Research Institute of China Green Development of Tianjin University	136	10	498.5	59	703.5
Food Safety Strategy and Management Research Center of Tianjin University of Science and Technology	207	20	532	27	786
Institute of National Culture Development, Wuhan University	357	10	460.5	31	858.5
Research Institute of Environmental Law, Wuhan University	144	10	709.5	10	873.5
Center for Collaborative Innovation in the Heritage and Development of Xizang Culture (Xizang Minzu University)	268	45	741	85	1139
Institute of Korean Peninsula Studies, Yanbian University	257	20	1419.5	190	1886.5
Think Tank of Coastal Development (Yancheng Teachers University)	175	30	429	29	663

The Collaborative Innovation Center for the Belt and Road Initiative (Zhejiang University)	364	35	142	251	792
Center for Advanced Study of Public Policy, Yunnan University of Finance and Economics	122	30	345	350	847
Frontier Ethnic Problems Think-tank of Yunnan University	228	0	940.5	19	1187.5
Center for China's Neighbor Diplomacy Studies, Yunnan University	214	30	1151.5	105	1500.5
Yangtze Industrial Economic Institute (Nanjing University)	776	10	1324.5	207	2317.5
Institute of China's Science, Technology and Education Policy, Zhejiang University	282	35	308	107	732
China Academy of West Region Development, Zhejiang University	914	45	804.5	692	2455.5
Institute of African Studies, Zhejiang Normal University	322	45	608.5	577	1552.5
China Institute of FTZ Supply Chain (Shanghai Maritime University)	227	10	372	12	621
National Think Tank of Chinese Village Culture (Central South University)	118	45	487.5	156	806.5
Institute for Chinese Legal	236	45	1002.5	112	1395.5

Modernization Studies (Nanjing Normal University)					
Collaborative Innovation Center of Assessment Toward Basic Education Quality (Beijing Normal University)	1306	25	555.5	171	2057.5
Collaborative Innovation Center of South China Sea Studies (Nanjing University)	1228	45	204.5	207	1684.5
Research Institute of Rural Education (Northeast Normal University)	141	45	397.5	45	628.5
China Business Working Capital Management Research Center (Ocean University of China)	446	45	1576.5	111	2178.5
Chongyang Institute for Financial Studies, Renmin University of China	688	35	195	303	1221
Institute for the Development of Socialism with Chinese Characteristics (Southeast University)	158	0	737.5	56	951.5
Collaborative Innovation Center for China Economy (Nankai University)	1170	35	2351	323	3879
China Center for Cultural Soft Power Research (Hunan University)	325	35	182.5	45	587.5

National Institute of Chinese Language Matters and Social Development (Wuhan University)	139	20	296	116	571
Collaborative Innovation Center of Industrial Upgrading and Regional Finance (Hubei)	409	45	1118	1020	2592
Center for the Development of Rule of Law and Judicial Reform Research of Zhongnan University of Economics and Law	696	30	3688.5	462	4876.5
Center for Studies of Intellectual Property Rights, Zhongnan University of Economics and Law	437	30	1535	877	2879
China's Income Distribution Research Center, Zhongnan University of Economics and Law	230	30	878.5	152	1290.5
Institute for Local Governance of Central South University	166	10	386.5	115	677.5
Intellectual Property Research Institute of Central South University	179	35	392.5	253	859.5
China Center for Cultural Law Research (Central South University)	306	30	156.5	100	592.5
Research Center for Co-development with Neighboring Countries (East China Normal University)	80	0	854	1107	2041
Purple Academy of Culture &	288	45	99.5	120	552.5

Creativity, Nanjing University of the Arts					
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Table 12 Top 100 University Think Tanks According to Overall Resource Utilization Efficiency in MRPA Assessment (in Alphabetical Order According to Pinyin Spelling of Names)

<b>Names of think tanks</b>	<b>R</b>	<b>M</b>	<b>P</b>	<b>A</b>	<b>Total resource utilization efficiency</b>
Institute of Anhui Economic Development Research	298	30	970	342	4.4
Collaborative & Innovative Center for Anhui Economic Early Warning, Operation & Strategy	340	30	718	267	2.9
Innovative Development Institute, Anhui University	306	20	950	78	3.36
Institute of State Governance Studies, Peking University	222	20	523.5	403	4.17
Research Base of Beijing Modern Manufacturing Development, Beijing University of Technology	238	0	341	111	1.9
Beijing Basic Education Research Base (Capital Normal University)	180	20	1201	55	6.98
Research Center for Beijing Transportation Development (Beijing Jiaotong University)	2891	30	5505	1266	2.34
Beijing Energy Development Research Center (North China Electric Power University)	241	20	701	70	3.2
China Institute of Education and Social Development, Beijing Normal University	410	30	3069.5	385	8.43
Beijing Economics and	90	20	845	21	9.62

Social Development Policy Research Base (Capital University of Economics and Business)					
International Institute of Chinese Studies, Beijing Foreign Studies University	268	30	1737.5	520	8.42
Yangtze Industrial Economic Institute (Nanjing University)	776	10	1324.5	207	1.97
The Co-Innovation Center for Social Management of Urban and Rural Communities in Hubei Province (Zhongnan University of Economics and Law)	911	45	4714.5	2452	7.87
Center of East-Asian Civilizations, Northeast Normal University	80	0	274.5	157	5.39
Institute of International Economics, University of International Business and Economics	80	0	838.5	0	10.48
China Institute for WTO Studies, University of International Business and Economics	80	0	422	15	5.46
Research Center for Anti-Corruption with Rule of Law (Southeast University)	124	0	269	91	2.9
Research Institute of Chinese Economy, Fudan University	152	30	306	162	3.08
National Research Center for Economic Comprehensive Competitiveness, Fujian Normal University	200	45	525	188	3.56
Research Centre for High Speed Railway and Regional Development	172	30	542	0	3.15

(East China Jiaotong University)					
National Research Center for State Language Capability (Beijing Foreign Studies University)	104	30	162.5	71	2.25
Research Base for the Implementation of National Intellectual Property Strategy (Tianjin University)	182	30	193	280	2.6
Center for Beijing-Tianjin-Hebei Development Research	610	45	2739	1109	6.31
Institute of De Rong, Hebei Finance University	218	30	349	27	1.72
Hebei Provincial Public Policy Evaluation and Research Center (Yanshan University)	652	45	1446.5	59	2.31
Center for Studies in Moral Culture of Hunan Normal University	80	0	327	70	4.96
Hunan Research Institute of Chinese International Promotion, Hunan Normal University	80	0	243.5	0	3.04
Institute of Core Socialist Values of Hunan Normal University	80	0	146	37	2.29
Institute of Ecological Civilization, Hunan Normal University	80	0	139	0	1.74
Center for Russian Studies of ECNU (CRS)	172	20	273.5	150	2.46
The Institute of Curriculum & Instruction of East China Normal University	307	45	410	604	3.3
The Institute for Modern Chinese Thought and Culture, East China Normal University	161	20	369.5	53	2.62

The Institute of State Governance, HUST	80	0	101	55	1.95
Peikang Chang Institute for Development Studies, Huazhong University of Science and Technology	230	35	643.5	77	3.13
Institute of China Rural Studies, Central China Normal University	148	0	2662	736	22.96
Center of Quantitative Economics of Jilin University	253	20	945	68	4
China Center for Public Sector Economy Research at Jilin University	80	0	161.5	0	2.02
Academy of Healthy Jiangsu (Nanjing Medical University)	80	0	260.5	0	3.26
Moral Development Think-Tank (Southeast University)	373	20	1038	283	3.54
Jiangsu Academy of Talent Development (Nanjing University of Science and Technology)	80	0	308	0	3.85
Jiangsu Public Security Institute (Jiangsu Police Institute)	407	25	747.5	30	1.91
Jiangsu Zijin Media Think Tank (Nanjing University)	174	35	340	335	3.88
Jiangxi Industrial Transformation and Development Research Center	80	0	292	0	3.65
Research Center of Nonferrous Metal Industry Development, Jiangxi University of Science and Technology	122	20	462	0	3.79
Research Center of the Management-decision Evaluation of Jiangxi	128	35	469	69	4.2



Normal University					
Jiangxi Development Research Institute of Nanchang University	280	20	664	6	2.39
Interdisciplinary Center for Risk, Disaster & Crisis Management, Nanjing University	174	30	388.5	34	2.43
China Academy of Corporate Governance of Nankai University	126	0	254	80	2.65
Research Institute of Climatic and Environmental Governance (Nanjing University of Information Science and Technology)	455	45	726	125	1.87
QingHai Provincial Research Center, Qinghai University	100	0	177	0	1.77
Research Centre for Local Governance, Shanghai University	164	10	580	157	4.49
Shanghai Center for Global Trade and Economic Governance, Shanghai University of International Business and Economics	158	45	280	47	2.07
The Center for Third Sector, Shanghai Jiao Tong University	128	0	492	47	4.21
Institute for Public Opinion Research, Shanghai Jiao Tong University	80	10	279.5	77	4.46
Middle East Studies Institute, SISU	196	35	1069	393	7.46
Center for Global Public Opinions of China, SISU	170	10	1062.5	0	6.25
Collaborative Innovation Center of Social Governance by Law and Virtue (Hebei University of	165	35	315	77	2.38

Economics and Business)					
Institute for Food Safety Risk Management (Jiangnan University)	200	45	1561.5	264	9.13
Beijing Research Institute of Cultural Trade (Beijing International Studies University)	113	20	364	98	4.09
Institute of South Asian Studies, Sichuan University	255	20	445	245	2.71
Soviet Area Revitalization Institute (Jiangxi Normal University)	110	30	1967	27	18.13
Soochow University Think Tank	283	35	1842.5	128	6.96
Business Management Research Center of TUFÉ	112	30	328.5	45	3.33
Research Center of Finance and Insurance, TUFÉ	238	10	376.5	35	1.73
Tianjin Academy of Free Trade Area, TUFÉ	158	20	392.5	111	3.19
Educational Science Research Center of Tianjin University	102	20	382	10	3.84
Research Institute of China Green Development of Tianjin University	136	10	498.5	59	4.1
Food Safety Strategy and Management Research Center of Tianjin University of Science and Technology	207	20	532	27	2.7
Research Institute of Environmental Law, Wuhan University	144	10	709.5	10	5
The Center for Social Security Studies of WuHan University	80	0	292.5	0	3.66
Center for Collaborative Innovation in the Heritage and Development of Xizang Culture (Xizang Minzu	268	45	741	85	3.08

University)					
Center for Higher Education Development of Xiamen University	170	0	1167	157	7.79
Modern Service Industry Development Research Center (Tianjin University of Commerce)	88	0	268.5	0	3.05
Modern Service Industry Think Tank (Nanjing University of Finance and Economics)	80	10	253	0	3.16
Institute of Korean Peninsula Studies, Yanbian University	257	20	1419.5	190	6.26
Think Tank of Coastal Development (Yancheng Teachers University)	175	30	429	29	2.62
Center for Advanced Study of Public Policy, Yunnan University of Finance and Economics	122	30	345	350	5.7
Frontier Ethnic Problems Think-tank of Yunnan University	228	0	940.5	19	4.21
Institute of Myanmar Studies, Yunnan University	136	0	183	96	2.05
Center for China's Neighbor Diplomacy Studies, Yunnan University	214	30	1151.5	105	5.87
Yunnan Integrated Transport Development and Regional Logistics Management Think Tank (Kunming University of Science and Technology)	92	10	391.5	0	4.26
China Academy for Rural Development, Zhejiang University	80	0	250	57	3.84
Institute of African Studies, Zhejiang Normal University	322	45	608.5	577	3.68

China Institute of FTZ Supply Chain (Shanghai Maritime University)	227	10	372	12	1.69
National Think Tank of Chinese Village Culture (Central South University)	118	45	487.5	156	5.45
Institute for Chinese Legal Modernization Studies (Nanjing Normal University)	236	45	1002.5	112	4.72
Institute of Airport Economics, Civil Aviation University of China	149	20	250	79	2.21
Research Institute of Rural Education (Northeast Normal University)	141	45	397.5	45	3.14
China Business Working Capital Management Research Center (Ocean University of China)	446	45	1576.5	111	3.78
Institute for the Development of Socialism with Chinese Characteristics (Southeast University)	158	0	737.5	56	5.02
Collaborative Innovation Center for China Economy (Nankai University)	1170	35	2351	323	2.29
Center for Crisis Management Research (Tsinghua University)	100	20	341.5	51	3.92
National Institute of Chinese Language Matters and Social Development (Wuhan University)	139	20	296	116	2.96
Collaborative Innovation Center of Industrial Upgrading and Regional Finance (Hubei)	409	45	1118	1020	5.23
Center for the Development of Rule of Law and Judicial Reform Research of	696	30	3688.5	462	5.96

Zhongnan University of Economics and Law					
Center for Studies of Intellectual Property Rights, Zhongnan University of Economics and Law	437	30	1535	877	5.52
China's Income Distribution Research Center, Zhongnan University of Economics and Law	230	30	878.5	152	4.48
Institute for Local Governance of Central South University	166	10	386.5	115	3.02
Intellectual Property Research Institute of Central South University	179	35	392.5	253	3.61
Research Center for Co-development with Neighboring Countries (East China Normal University)	80	0	854	1107	24.51

We have released Top 100 results (in alphabetical order according to pinyin spelling of names) after the assessment of university think tanks in terms of overall performance and overall resource utilization efficiency. The results show that such think tanks, which are supported by universities' disciplinary development and professional research platforms, are superior in resources and fruitful in output. Most of those that rank at or close to the very top are from universities that have high scores in the University Think Tank Index, such as Zhongnan University of Economics and Law, Beijing Normal University, Nankai University, Nanjing University, and Zhejiang University.

More specifically, the overall performance ranking is highlighted by China Institute of Education and Social Development of Beijing Normal University, the Co-Innovation Center for Social Management of Urban and Rural Communities in Hubei Province, and China Academy of West Region Development of Zhejiang University. In particular, the China Institute of Education and Social Development of Beijing Normal University has established a platform for think tank information on research into innovation in social administration, which has several databases that provide necessary and adequate support for fruitful research.

The Co-Innovation Center for Social Management of Urban and Rural Communities in Hubei Province has been supported by a number of work units and

organizations with which it has cooperated for joint development. It has built a well-developed think tank information platform and participated in 41 vertical projects at the national level and 21 at the provincial/ministerial level. It has written 22 research reports that have received comments and instructions from leaders, and received over 40 provincial or ministerial honors and awards for the quality service it offers to consultative decision-making.

The China Academy of West Region Development of Zhejiang University of Zhejiang University has built the China Western Region Data Center, which has provided important support for research into China's western region at home and abroad as well as the China Western Region Development Strategy. It has participated in over 40 important survey events at home and abroad, received over 60 visits, and established a sound mechanism for exchange with other think tanks.

In addition, high marks for resource utilization efficiency have been awarded to the Research Center for Co-development with Neighboring Countries (RCCNC) of East China Normal University, Soviet Area Revitalization Institute (SARI), and Jiangnan University's Institute for Food Safety Risk Management (IFSRM). This reflects the high output of these think tanks. For instance, the RCCNC, through its cooperation for joint development with East China Normal University, Beijing University and Fudan University, has yielded ample results in the form of events and activities, including international forums and conferences, surveys and reception of visitors. As a result, it has forged good relations with other think tanks at home and abroad for communication and interaction.

The SARI of Jiangxi Normal University, in view of what is necessary for socioeconomic development in southern Jiangxi and other places that belonged to the Central Soviet Area, has conducted a good deal of research into practical measures. It has offered over thirty advisory reports and policy recommendations to the provincial Party committee and the provincial government, ten of which have received leaders' comments and instructions.

As a leading think tank for research on China's food security policy, the IFSRM of Jiangnan University has steadily enhanced its international influence. It has published five advisory reports in a row in the Ministry of Education's *Expert Advice* and *University Think Tanks*. It has also published a number of advisory reports in internal reference reports to the governments of Jiangsu Province, Jiangxi Province, Shandong Province and Guangxi Zhuang Autonomous Region as well as in *Guangming Daily*. Some of these reports have received comments and instructions from central government leaders, China Food and Drug Administration, the National Health and Family Planning Commission, and the Party committee and government of provinces and cities.

To sum up, apart from attracting abundant resources, university think tanks also need to know how to integrate and utilize the resources they already have in order to boost output and enhance overall development.

Table 13 Top 50 University Think Tanks According to Overall Performance in MRPA Assessment (2016-2017) (in Alphabetical Order According to Pinyin Spelling of Names)

<b>Names of think tanks</b>	<b>R</b>	<b>M</b>	<b>P</b>	<b>A</b>	<b>Overall performance</b>	<b>Total resource utilization efficiency</b>
Institute of Anhui Economic Development Research	298	30	970	342	1640	4.4
Collaborative & Innovative Center for Anhui Economic Early Warning, Operation & Strategy	340	30	718	267	1355	2.9
Innovative Development Institute, Anhui University	306	20	950	78	1354	3.36
National School of Development, Peking University	1698	135	32	82	1847	0.07
Co-Innovation Center for State Governance, Peking University	448	35	404.5	228	1115.5	1.41
Institute of State Governance Studies, Peking University	222	20	523.5	403	1168.5	4.17
Beijing Basic Education Research Base (Capital Normal University)	180	20	1201	55	1456	6.98
Research Center for Beijing Transportation Development (Beijing Jiaotong University)	2891	30	5505	1266	9692	2.34
Beijing Energy Development Research Center (North China Electric Power University)	241	20	701	70	1032	3.2
China Institute of Education and Social Development, Beijing	410	30	3069.5	385	3894.5	8.43

Normal University						
International Institute of Chinese Studies, Beijing Foreign Studies University	268	30	1737.5	520	2555.5	8.42
Yangtze Industrial Economic Institute (Nanjing University)	776	10	1324.5	207	2317.5	1.97
The Co-Innovation Center for Social Management of Urban and Rural Communities in Hubei Province (Zhongnan University of Economics and Law)	911	45	4714.5	2452	8122.5	7.87
Guangxi University China-ASEAN Research Institute	486	35	294	390	1205	1.41
Guangxi Development Research Institute of Intellectual Property, Guangxi University for Nationalities (China-ASEAN Intellectual Property Training Base)	986	20	8.5	0	1014.5	0.01
Center for Beijing-Tianjin-Hebei Development Research	610	45	2739	1109	4503	6.31
Hebei Provincial Public Policy Evaluation and Research Center (Yanshan University)	652	45	1446.5	59	2202.5	2.31
The Institute of Curriculum & Instruction of East China Normal University	307	45	410	604	1366	3.3
Institute of China Rural Studies, Central China Normal University	148	0	2662	736	3546	22.96
Center of Quantitative Economics of Jilin	253	20	945	68	1286	4



University						
Academy of Overseas Chinese Studies in Jinan University	460	30	613.5	40	1143.5	1.42
Moral Development Think-Tank (Southeast University)	373	20	1038	283	1714	3.54
Jiangsu Public Security Institute (Jiangsu Police Institute)	407	25	747.5	30	1209.5	1.91
Nankai University's College of Economic and Social Development	984	10	825.5	18	1837.5	0.86
Research Institute of Climatic and Environmental Governance (Nanjing University of Information Science and Technology)	455	45	726	125	1351	1.87
Center for Health Management and Policy, Shandong University	642	0	227.5	281	1150.5	0.79
Middle East Studies Institute, SISU	196	35	1069	393	1693	7.46
Center for Global Public Opinions of China, SISU	170	10	1062.5	0	1242.5	6.25
Institute for Food Safety Risk Management (Jiangnan University)	200	45	1561.5	264	2070.5	9.13
Soviet Area Revitalization Institute (Jiangxi Normal University)	110	30	1967	27	2134	18.13
Soochow University Think Tank	283	35	1842.5	128	2288.5	6.96
Wuhan University Institute of International Law	332	135	614	15	996	1.89
Center for Collaborative	268	45	741	85	1139	3.08

Innovation in the Heritage and Development of Xizang Culture (Xizang Minzu University)						
Center for Higher Education Development of Xiamen University	170	0	1167	157	1494	7.79
Institute of Korean Peninsula Studies, Yanbian University	257	20	1419.5	190	1886.5	6.26
Frontier Ethnic Problems Think-tank of Yunnan University	228	0	940.5	19	1187.5	4.21
Center for China's Neighbor Diplomacy Studies, Yunnan University	214	30	1151.5	105	1500.5	5.87
China Academy of West Region Development, Zhejiang University	914	45	804.5	692	2455.5	1.64
Institute of African Studies, Zhejiang Normal University	322	45	608.5	577	1552.5	3.68
Institute for Chinese Legal Modernization Studies (Nanjing Normal University)	236	45	1002.5	112	1395.5	4.72
Collaborative Innovation Center of Assessment Toward Basic Education Quality (Beijing Normal University)	1306	25	555.5	171	2057.5	0.56
Collaborative Innovation Center of South China Sea Studies (Nanjing University)	1228	45	204.5	207	1684.5	0.34
China Business Working Capital Management Research Center (Ocean	446	45	1576.5	111	2178.5	3.78

University of China)						
Chongyang Institute for Financial Studies, Renmin University of China	688	35	195	303	1221	0.72
Collaborative Innovation Center for China Economy (Nankai University)	1170	35	2351	323	3879	2.29
Collaborative Innovation Center of Industrial Upgrading and Regional Finance (Hubei)	409	45	1118	1020	2592	5.23
Center for the Development of Rule of Law and Judicial Reform Research of Zhongnan University of Economics and Law	696	30	3688.5	462	4876.5	5.96
Center for Studies of Intellectual Property Rights, Zhongnan University of Economics and Law	437	30	1535	877	2879	5.52
China's Income Distribution Research Center, Zhongnan University of Economics and Law	230	30	878.5	152	1290.5	4.48
Research Center for Co-development with Neighboring Countries (East China Normal University)	80	0	854	1107	2041	24.51

Table 13 shows the Top 50 results (in alphabetical order) of an assessment of university think tanks based on their data in the past two years (2016-2017). Observation of the results shows the emergence of several new think tanks, including the Center for Global Public Opinions of China (CGPOC) of SISU, the Institute of Korean Peninsula Studies of Yanbian University, Zhejiang Normal University's Institute of African Studies, the Center for Collaborative Innovation in the Heritage

and Development of Xizang Culture, and Yunnan University's Center for China's Neighbor Diplomacy Studies.

A general review of the data on these think tanks during the past five years shows that, though not quite notable yet, these think tanks have grown rapidly in the recent couple of years, enhancing their influence and exhibiting enormous potential. Take the CGPOC of Shanghai International Studies University for example. In 2016, it joined the group of special think tanks when it was included in the Think Tank Internal Development Program of Shanghai Education Commission. Since 2014, it has reported more than 300 pieces of public opinion information, over 200 of which have been adopted and over 50 have received comments or instructions from central government leaders.

### 7.5 Assessment data analysis for think tanks in various research areas

Table 14 Top 15 Think Tanks in Diplomacy and National Defense According to Overall Performance in MRPA Assessment (in Alphabetical Order According to Pinyin Spelling of Names)

Names of think tanks	R	M	P	A	Overall performance	Total resource utilization efficiency
Guangdong Institute for International Strategies, Guangdong University of Foreign Studies	350	35	405.5	183	973.5	1.68
Guangxi University China-ASEAN Research Institute	486	35	294	390	1205	1.41
Academy of Overseas Chinese Studies in Jinan University	460	30	613.5	40	1143.5	1.42
The Pangoal Institution	1392	30	282.5	286	1990.5	0.41
Center for China & Globalization	1023	45	1357.5	263	2688.5	1.58
Shanghai Institutes for International Studies	218	40	523.5	198	979.5	18.04
Middle East Studies Institute, SISU	196	35	1069	390	1690	7.44
Institute of Korean Peninsula Studies, Yanbian University	257	20	1419.5	190	1886.5	6.26

One Belt One Road 100	838	30	120	18	1006	0.16
Frontier Ethnic Problems Think-tank of Yunnan University	228	0	940.5	19	1187.5	4.21
Center for China's Neighbor Diplomacy Studies, Yunnan University	214	30	1151.5	105	1500.5	5.87
Institute of African Studies, Zhejiang Normal University	322	45	608.5	577	1552.5	3.68
China Institute of International Studies	607	40	630	360	1637	24.75
Collaborative Innovation Center of South China Sea Studies (Nanjing University)	1228	45	204.5	207	1684.5	0.34
Research Center for Co- development with Neighboring Countries (East China Normal University)	80	0	854	1107	2041	24.51

Research on diplomacy and national defense mainly concerns diplomatic policy, international issues, military security, frontier ethnic groups, and regional issues. There are 36 think tanks that specialize in this area. Table 14 shows the Top 15 think tanks according to overall performance. The vast majority of them is represented by university think tanks, which dominate this area. Take the Middle East Studies Institute of SISU for example. This think tank has contributed greatly to research in this area by creating a website called Middle East Studies in China, which pools the latest findings from researches into the Middle East at home and abroad and shows the latest developments in this area in China.

Another example is Yunnan University's Center for China's Neighbor Diplomacy Studies, which has created the Database on Comprehensive Social Survey in Myanmar and the Database on Survey of Diplomacy with Neighboring Countries. It was designated as one of the two "outstanding think tanks" during the assessment of new university think tanks organized by the Education Department of Yunnan Province.

Table 15 Top 30 Think Tanks in Economy and Trade According to Overall Performance in MRPA Assessment (in Alphabetical Order According to Pinyin Spelling of Names)

Names of think tanks	R	M	P	A	Overall	Total
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					<b>performance</b>	<b>resource utilization efficiency</b>
Institute of Anhui Economic Development Research	298	30	970	342	1640	4.4
Collaborative & Innovative Center for Anhui Economic Early Warning, Operation & Strategy	340	30	718	267	1355	2.9
Innovative Development Institute, Anhui University	306	20	950	78	1354	3.36
Co-Innovation Center for State Governance, Peking University	448	35	404.5	228	1115.5	1.41
Research Base of Beijing Modern Manufacturing Development, Beijing University of Technology	238	0	341	111	690	1.9
Beijing Economics and Social Development Policy Research Base (Capital University of Economics and Business)	90	20	845	21	976	9.62
Beijing Greatwall Enterprise Institute	1675	20	0	10	1705	0.01
Chongqing Think-Tank Institution	418	45	288	120	871	0.98
Institute of International Economics, University of International Business and Economics	80	0	838.5	0	918.5	10.48
National Research Center for Economic Comprehensive Competitiveness, Fujian Normal University	200	45	525	178	948	3.52
Research Centre for High	172	30	542	0	744	3.15

Speed Railway and Regional Development (East China Jiaotong University)						
Center for Beijing-Tianjin-Hebei Development Research	610	45	2739	1109	4503	6.31
Macroeconomic Research Institute in Hebei Province Development and Reform Committee	149	20	850.5	52	1071.5	6.06
Peikang Chang Institute for Development Studies, Huazhong University of Science and Technology	230	35	643.5	77	985.5	3.13
Research Institute of Machinery Industry Economics & Management	426	20	222	98	766	0.75
Center of Quantitative Economics of Jilin University	253	20	945	68	1286	4
Research Center of the Management-decision Evaluation of Jiangxi Normal University	128	35	469	69	701	4.2
Jiangxi Development Research Institute of Nanchang University	280	20	664	6	970	2.39
Yangtze Industrial Economic Institute, Nanjing University	776	10	1324.5	207	2317.5	1.97
Nankai University's College of Economic and Social Development	984	10	825.5	18	1837.5	0.86
North Jiangsu Development Research Institute (Huaiyin Institute of Technology)	313	45	325.5	0	683.5	1.04
Suning Institute of Finance	148	0	532	274	954	5.45

Soviet Area Revitalization Institute (Jiangxi Normal University)	110	30	1967	27	2134	18.13
The Collaborative Innovation Center for the Belt and Road Initiative (Zhejiang University)	364	35	142	251	792	1.08
Center for Advanced Study of Public Policy, Yunnan University of Finance and Economics	122	30	345	350	847	5.7
China Business Working Capital Management Research Center (Ocean University of China)	446	45	1576.5	111	2178.5	3.78
Chongyang Institute for Financial Studies, Renmin University of China	688	35	195	303	1221	0.72
Collaborative Innovation Center for China Economy (Nankai University)	1170	35	2351	323	3879	2.29
Collaborative Innovation Center of Industrial Upgrading and Regional Finance (Hubei)	409	45	1118	1020	2592	5.23
China's Income Distribution Research Center, Zhongnan University of Economics and Law	230	30	878.5	152	1290.5	4.48

Research on economy and trade mainly concerns public finance, banking, income distribution, industrial economy, business operation, market consumption, and foreign trade. There are 94 think tanks that are involved in this area, almost representing all the think tank types. Analysis of the Top 30 according to overall performance shows that most prominent contribution in area still comes from university think tanks, especially those founded on the basis of strong disciplinary resources for economic management. A case in point is the Collaborative Innovation Center for China Economy. Between 2015 and 2016, this think tank received six national honors and



awards as well as 68 at the provincial/ministerial level. It also published abundant books and academic papers, and held or participated in conferences and training programs

Another example is China Business Working Capital Management Research Center. Founded on the basis of “business administration”, the Ocean University of China’s first-level discipline, this think tank has held a serial national event called Summit Forum on Working Capital Management and successfully developed the Working Capital Management Database for Listed Chinese Companies”. Filling a gap in this area, it has been acclaimed as a “reservoir of thinking, literature and information on working capital management” by both the academia and the business community. in addition, this think tank is by far more fruitful than other organizations in this area, with research findings cited for over 2,000 times in total.

Table 16 Top Ten Think Tanks in Social Policy According to Overall Performance in MRPA Assessment (in Alphabetical Order According to Pinyin Spelling of Names)

Names of think tanks	R	M	P	A	Overall performance	Total resource utilization efficiency
Institute of State Governance Studies, Peking University	222	20	523.5	403	1168.5	4.17
Beijing Institute of Letters to Government	380	30	3991	691	5092	12.32
The Co-Innovation Center for Social Management of Urban and Rural Communities in Hubei Province (Zhongnan University of Economics and Law)	911	45	4714.5	2452	8122.5	7.87
Hebei Provincial Public Policy Evaluation and Research Center (Yanshan University)	652	45	1446.5	59	2202.5	2.31
Institute of China Rural Studies, Central China Normal University	148	0	2662	736	3546	22.96
Jiangsu Zijin Media Think Tank (Nanjing University)	174	35	340	335	884	3.88
Jiangxi Provincial	160	10	1312	57	1539	8.56

Research Center						
Center for Health Management and Policy, Shandong University	642	0	227.5	281	1150.5	0.79
Research Centre for Local Governance, Shanghai University	164	10	580	157	911	4.49
Institute for Food Safety Risk Management (Jiangnan University)	200	45	1561.5	264	2070.5	9.13

Research on social policy mainly concerns state governance, social administration, public policy, urban and rural construction, housing, and social security. There are 31 think tanks involved in research in this area (the top ten are shown in Table 16), the majority of which consists of university think tanks and think tanks in Party or government organizations. Most of these university think tanks are supported for their research in this area by competitive disciplines and research sources in schools of government, schools of public administration, and other departments. As key sources of social policies, Party and government organizations will as a matter of course establish a multitude of think tanks for the study of this area. For instance, Beijing Institute of Letters to Government has created databases on “mass events” in China, policies, laws and regulations of Beijing, petitioning cases, hot issues at home and abroad, and petitioning-related legislation. These have proved very useful for the study of social policy and consultative decision-making in the petitioning system.

Table 17 Top Ten Think Tanks in Infrastructure and Public Utilities According to Overall Performance in MRPA Assessment (in Alphabetical Order According to Pinyin Spelling of Names)

Names of think tanks	R	M	P	A	Overall performance	Total resource utilization efficiency
Research Center for Beijing Transportation Development (Beijing Jiaotong University)	2891	30	5505	1266	9692	2.34
Beijing Energy Development Research Center (North China Electric Power University)	241	20	701	70	1032	3.2

Electric Power Planning & Engineering Institute	6474	25	606.5	150	7255.5	0.12
State Grid Energy Research Institute	5990	0	590.5	254	6834.5	0.14
Research Institute of Climatic and Environmental Governance (Nanjing University of Information Science and Technology)	455	45	726	125	1351	1.87
Shanghai International Shipping Institute (Shanghai Maritime University)	418	35	266	158	877	1.01
The Center for Third Sector, Shanghai Jiao Tong University	128	0	492	47	667	4.21
Development Research Center of the Ministry of Water Resources of P. R. China	352	20	1034	108	1514	3.24
Research Institute of China Green Development of Tianjin University	136	10	498.5	59	703.5	4.1
China Academy of West Region Development, Zhejiang University	914	45	804.5	692	2455.5	1.64

Research on infrastructure and public utilities mainly concerns energy, environment, transport, water conservancy, agriculture and city. There are 29 think tanks involved in this area, the top ten of which are shown in Table 17. The increase of universities offering specialties in this area has been accompanied by that of university think tanks that rely on such expertise. For instance, Research Center for Beijing Transportation Development has achieved fruitful results in the study of transport policy thanks to the disciplinary competitiveness of Beijing Jiaotong University in this area. Since its establishment, it has undertaken a series of research projects on major issues concerning transport hubs, rail transit, and logistics in Beijing. It has been rated as “outstanding” in all the three rounds of inspection and assessment organized by the Philosophy and Social Science Office of Beijing. Besides, a great deal of research on infrastructure and public utilities has also been

conducted by Party or government organization think tanks such as the State Grid Energy Research Institute.

Table 18 Top Ten Think Tanks in Law and Public Security According to Overall Performance in MRPA Assessment (in Alphabetical Order According to Pinyin Spelling of Names)

<b>Names of think tanks</b>	<b>R</b>	<b>M</b>	<b>P</b>	<b>A</b>	<b>Overall performance</b>	<b>Total resource utilization efficiency</b>
Institute of Modern Policing Reform Ministry of Public Security	387	15	322.5	35	759.5	0.92
Guangxi Development Research Institute of Intellectual Property, Guangxi University for Nationalities (China-ASEAN Intellectual Property Training Base)	986	20	8.5	0	1014.5	0.01
Research Base for the Implementation of National Intellectual Property Strategy (Tianjin University)	182	30	193	280	685	2.6
Jiangsu Public Security Institute (Jiangsu Police Institute)	407	25	747.5	30	1209.5	1.91
Ministry of Justice Crime Prevention Research Institute	840	0	21	56	917	0.09
Research Institute of Environmental Law, Wuhan University	144	10	709.5	10	873.5	5
Institute for Chinese Legal Modernization Studies (Nanjing Normal University)	236	45	1002.5	112	1395.5	4.72
Center for the Development of Rule of Law and Judicial Reform	696	30	3688.5	462	4876.5	5.96

Research of Zhongnan University of Economics and Law						
Center for Studies of Intellectual Property Rights, Zhongnan University of Economics and Law	437	30	1535	877	2879	5.52
Intellectual Property Research Institute of Central South University	179	35	392.5	253	859.5	3.61

One of the salient think tanks in this area is the Center for the Development of Rule of Law and Judicial Reform Research of Zhongnan University of Economics and Law of Zhongnan University of Economics and Law. Supported by jurisprudence, one of the university's first-level disciplines, it has achieved fruitful results in the area of law and public security. It has created the Rule of Law Development Strategy Research Database and the journal *Social Governance and the Rule of Law*. In addition, it has run a continuous training program called Lectures on the Rule of Law in China. It has been designated as one of the key centers for humanities and social science research in Hubei Province, a rule of law research center for China Law Society, and a research center for applied theories on procuratorial work for the Supreme People's Procuratorate.

Important contribution to the study of law and policy has also been made by Nanjing Normal University's Institute for Chinese Legal Modernization Studies. Placing a high premium on the practicality and well-targeted relevance of research products, this think tank has made down-to-earth efforts in the study of consultative decision-making for progress in the rule of law in Jiangsu Province during the 13<sup>th</sup> Five-year Plan period, in accordance with the "2015-2020 Plan for the Implementation of Important Measures Adopted at the 8<sup>th</sup> Plenary Session of the 12<sup>th</sup> Provincial Party Committee Conference". In doing so, it has offered intellectual support for the exploration of a new approach to enhancing the rule of law in Jiangsu with local characteristics. It has created the triennial Fang De Award for Research on the Rule of Law, which is a national award for legal studies, to promote innovation in this field and China's modernization in the rule of law.

Table 19 Top 20 Think Tanks in Culture and Education According to Overall Performance in MRPA Assessment (in Alphabetical Order According to Pinyin Spelling of Names)

Names of think tanks	R	M	P	A	Overall performance	Total resource utilization
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						<b>efficiency</b>
Beijing Basic Education Research Base (Capital Normal University)	180	20	1201	55	1456	6.98
Smart Learning Institute of Beijing Normal University	510	0	70.5	130	710.5	0.39
China Academy of Social Management, Beijing Normal University	410	30	3069.5	385	3894.5	8.43
International Institute of Chinese Studies, Beijing Foreign Studies University	268	30	1737.5	520	2555.5	8.42
Changjiang Education Research Institute	658	45	1011	136	1850	1.74
Hebei Research Center for Moral Culture and Social Development, Hebei University of Economics and Business	328	35	297	57	717	1.08
The Institute of Curriculum & Instruction of East China Normal University	307	45	410	604	1366	3.3
Research Institute of Party Building Theories and Practical Innovation	194	10	438.5	0	642.5	2.26
Moral Development Think-Tank (Southeast University)	373	20	1038	283	1714	3.54
Center for Global Public Opinions of China, SISU	170	10	1062.5	0	1242.5	6.25
Soochow University Think Tank	283	35	1842.5	128	2288.5	6.96
Institute of National Culture Development, Wuhan University	357	10	460.5	31	858.5	1.38
Center for Collaborative Innovation in the Heritage and	268	45	741	85	1139	3.08

Development of Xizang Culture (Xizang Minzu University)						
Center for Higher Education Development of Xiamen University	170	0	1167	157	1494	7.79
Institute of China's Science, Technology and Education Policy, Zhejiang University	282	35	308	107	732	1.47
National Think Tank of Chinese Village Culture (Central South University)	118	45	487.5	156	806.5	5.45
Collaborative Innovation Center of Assessment Toward Basic Education Quality (Beijing Normal University)	1306	25	555.5	171	2057.5	0.56
National Institute of Education Sciences	966	10	2	0	978	0
China Youth & Children Research Center	730	0	60	33	823	0.13
Institute for the Development of Socialism with Chinese Characteristics (Southeast University)	158	0	737.5	56	951.5	5.02

There are 58 think tanks involved in research on culture and education, which concerns language and culture, ethnic cultures, the media, basic education, and higher education. The top 20 of them are listed in Table 19. Some university think tanks (especially those in normal universities) have abundant resources for research on education, humanities and social sciences, which enables them to effectively apply research findings to decision-making consultation on culture and education. Apart from university think tanks, this area also involves a small number of private think tanks, media think tanks, and think tanks of Party or government organizations. For instance, Changjiang Education Research Institute, which has integrated a wealth of resources for educational research within the province, has created the China Educational Index Database and published a series of well-known findings, including *The Chinese Education Yellow Paper* and *The Changjiang Collection of Essays on Education*. It has also written over 60 internal reference reports. These have earned it

considerable right to speak on research in educational reform and development policy.

Table 20 Top Five Think Tanks in Information and Technology According to Overall Performance in MRPA Assessment (in Alphabetical Order According to Pinyin Spelling of Names)

Names of think tanks	R	M	P	A	Overall performance	Total resource utilization efficiency
Jiangsu Suke Academy of Innovation Strategy	80	0	289	0	369	3.61
Jiangxi Academy of Sciences Institute of Science & Technology Strategy	308	45	551.5	134	1038.5	2.23
Institute for Public Opinion Research, Shanghai Jiao Tong University	80	10	279.5	77	446.5	4.46
Shanghai Institute for Science of Science	374	20	26	53	473	0.21
China Institute of Science and Technology Evaluation	376	35	72	33	516	0.28

There are only twelve think tanks involved in research on information and technology, which concerns the policy issues related to Internet, IT, and science and technology (the top five are listed in Table 20). The vast majority consists of think tanks of research institutes. One of them, Jiangxi Academy of Sciences Institute of Science & Technology Strategy, is geared to the needs at the frontlines of technology-related decision-making, technological innovation and regional development, offering advisory service to decision-making on science and technology within the province. It has created the World Life and Lake Sciences Application and Information Sharing Platform, which has facilitated the application and dissemination of technology. It has submitted nearly 30 internal reference reports to the government and relevant authorities. With these efforts, it has exerted certain influence on science and technology research in the province.

Think tank research and decision-making consultation in this area have also been facilitated by a few private think tanks, including China Institute of Science and Technology Evaluation. This think tank has a well-developed management structure that includes a board of directors and an academic committee. It has published a number of national blue papers, including *World Innovation Competitiveness Report*, *Report on the Development of the Overall Competitiveness of Chinese Provincial*



*Economies, Report on Development in the Environmental Competitiveness of Chinese Provinces, and Evaluation and Forecast on the Overall Competitiveness of Chinese Provincial Economies.* These have earned it an influential status in the evaluation of competitiveness.

Table 21 Top Ten Think Tanks in Integrated Research According to Overall Performance in MRPA Assessment (in Alphabetical Order According to Pinyin Spelling of Names)

Names of think tanks	R	M	P	A	Overall performance	Total resource utilization efficiency
Hebei Academy of Social Sciences	2943	30	695.5	60	3728.5	0.26
Henan Academy of Social Sciences	2134	10	58.5	5	2207.5	0.03
Shandong Academy of Social Sciences	3485	20	2034	381	5920	0.69
Yunnan Academy of Social Sciences	2658	10	688	45	3401	0.28
Guizhou Provincial Party School of CPC (Guizhou Institute of Administration)	2340	20	1038.5	429	3827.5	0.63
Heilongjiang Provincial Party School of CPC (Heilongjiang Academy of Governance)	3310	0	753	0	4063	0.23
Party School of the Hunan Provincial Committee of CPC, Hunan Academy of Governance	7269	20	1326.5	251	8866.5	0.22
Party School of Zhejiang Provincial Committee of CPC, Zhejiang Institute of Administration	3024	30	2440	439	5933	0.95
Advisory Committee for China Academy of Management Science	1734	20	4	0	1758	0

Shanghai Academy	1021	30	502	337	1890	0.82
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Apart from the seven major areas of research, some think tanks are not just involved in a particular area of policy research, but serve for decision-making consultation across several areas at the same time. Defined as “integrated think tanks”, they are dominated by local Party schools/administrative colleges and social science academies. They have received relatively high scores in overall assessment thanks to their access to large quantities of competitive resources in their respective regions. For instance, the Party School of the Hunan Provincial Committee of CPC (Hunan Academy of Governance) has frequently conducted training programs and held meetings. It has received more than ten central government-level awards for its outstanding research findings.

Besides, the majority of such think tanks are highly valued by local governments as key experimental units for local think tank construction. For example, as an experimental unit for top think tanks in Zhejiang Province, Party School of Zhejiang Provincial Committee of CPC (Zhejiang Institute of Administration) has created an integrated information platform called “Red Academy Online”, which has yielded ample results for consultative decision-making. As one of the first batch of experimental units for the construction of a new type of key think tanks in Shandong Province, Shandong Academy of Social Sciences has established the Shandong Think Tank Alliance, which has provided strong advisory support to decision-making by the provincial government and the provincial Party committee.

## **8. Suggestions on How to Improve the Construction of a New Type of Think Tanks with Chinese Characteristics**

The construction of a new type of think tanks with Chinese characteristics bears on the modernization of the governance system and capability, the modernization of the decision-making consultation system, the promotion of open, democratic and lawful decision-making processes, the development of the nation's soft power and international right to speak, and the construction of philosophy and social sciences with Chinese characteristics. Over the past five years, top-level designs and supporting policies for the new type of think tanks have emerged on various levels ranging from the Central Government to provinces and cities. Substantial financial support has been offered by the fiscal authorities at various levels. The Central Government's call for improving the construction of such think tanks has met with enthusiastic response from all walks of life, especially the intellectual community. Think tanks of a new type have sprung up, and traditional policy research institutions have also sped up their transformation into new think tanks. The category of "a new type of think tanks" has integrated Chinese institutions for applied social sciences, redefined the boundaries of the Chinese think tank community, accelerated the formation of a "think tank paradigm" for philosophy and social sciences, and generated a thought-intensive and knowledge-intensive think tank industry. The construction of a new type of think tanks with Chinese characteristics is a long-term strategic task for reinforcing the political infrastructure. The new think tank community should strengthen its belief, remain true to its original aspiration, and keep its purpose firmly in mind, propelling the sound development of this endeavor in the spirit of dedication and perseverance.

The following points should be kept in mind during the construction of a new type of think tanks with Chinese characteristics:

- 1) Think tanks must be overseen by the Party, never forgetting their original aspiration and founding mission. The new type of think tanks with Chinese characteristics is aimed at serving the Party and the government in both domestic governance and foreign relations, and assisting the Party and the government in taking a more scientific approach to the making and implementation of decisions. The "original aspiration" of such think tanks is to benefit the people, and all their work should be guided by political consciousness. The main purpose of their research and advisory service should never be "influencing" decision-making. Instead, they should be clear as to on whose behalf and for what reasons they hope to "influence" decision-making by the Party and the government. Their research and advisory service should never do any harm to the interests of the Party and the people, never abandon the stance of the Party and the people, and never go against the principles of science, objectivity and academic ethics.

- 2) Think tanks are involved in decision-making consultation research base on

facts and figures. It is therefore necessary to strengthen special and professional databases, develop big data collection systems, and explore the paradigms for data analysis. President Xi has said, “In view of the rapid development of big data, we should assess the situation, plan carefully, make preparations, and seize the initiative.” “Big data is not just a technological and industrial revolution,” he added, “It will bring about profound changes in state governance. Using big data to enhance the modernization of state governance is a new task. It ranges from creating and improving mechanisms for big data-assisted scientific decision-making and social governance, protecting national data security, overcoming information barriers and promoting information sharing, to create a synergy for social governance through big data platforms. Making good use of this effective tool will make our governance work much more scientific, accurate and efficient, and enhance its capacity for serving social and economic development as well as guarding against and dissolving risks.”

These far-sighted remarks have profoundly revealed the importance of data and data analysis techniques to modernization in state governance capability. For some time in the future, the Chinese think tank community should focus on studying how to assist scientific decision-making with data and big data, and how to enhance think tanks’ capacity for decision-making consultation and research in all respects.

“It is a basic requirement for effective leadership to be good at obtaining, analyzing and using data. Understanding big data, making good use of it, and improving the ability to advance all kinds of work with the help of data have become a must for leaders in this new era.” This is also a most urgent task for everyone in the think tank profession. Almost all think tanks should have their own plan for big data utilization through construction, purchase or sharing. They should transfer their research and advisory service to mobile Internet-based big data platforms for collaborative innovation.

3) The building of think tanks into substantial entities takes top priority in their internal development. Inadequacy in this respect is an obvious weakness that needs to be earnestly minimized. The rapid growth of new think tanks in recent years, along with universally recognized achievements, has exposed many problems. One of the most noticeable weaknesses is inadequate substantiation, which is typically shown as follows:

i) Most think tanks are secondary organizations affiliated to other entities. For instance, nearly all the university think tanks belong to universities, which maintain strict control over their personnel and financial matters. As a result, they cannot establish their own system for the allocation, appraisal and motivation of human resources, which prevents them from developing an efficient mechanism for the utilization of such resources. Since human resources are crucial to think tanks, failure to use them in a flexible and efficient way means that there would be no one to earnestly push ahead with various kinds of work. Besides, as a think tank needs financial support for its entire operation, the lack of financial independence means that it has no independent “authority of office” in the real sense of the term. This

would significantly affect its operation.

ii) There is an improper ratio between full-time and part-time members of think tanks. CTTI data show that there are fewer full-time members than part-time ones in half of the think tanks. This is especially true of university think tanks, in which full-time researchers account for only a third of all the researchers. There used to be a view that the configuration of think tank human resources can follow the model of “small center, large parameter” or “small organization, large network”, which was aimed at utilization, not possession. However, this idea has proved to be much worse in practice than it sounds. For one thing, well-known experts in the “large parameter” or “large network” are already so busy that they cannot guarantee the time for part-time research and advisory service in a think tank.

iii) The size of think tanks is generally too small. Even including part-time members, 58% of the CTTI source think tanks employ fewer than 100 people (including researchers and the administrative staff). The situation would look even worse if part-time members are excluded.

In contrast, as a genuine professional think tank, the RAND Corporation (regarded as a benchmark by many Chinese think tanks) has 1,776 employees according to its 2016 annual report. It offers strategic and policy research and advisory service to the U.S. Air Force, the Department of Defense, and other organizations, with an annual income of \$308 million and a per capita research and counseling income of \$174,000 per year. In 2016, RAND Corporation completed 490 research reports and published 500 papers in journals.

The National Opinion Research Center (NORC) of Chicago University has 647 full-time employees and 1,500 part-time researchers. It is as well-known as the Pew Research Center in the field of social survey.

The size of RAND and NORC shows that economies of scale also exist in policy research and consultation. A small size is not necessarily ideal for a think tank. In fact, long-term extensive survey and research would call for a think tank that is big enough, for such tasks would be overwhelming for smaller ones.

Therefore, to become a substantial entity, a think tank must develop a cadre of pacesetters, gather first-rate experts, and make a reasonable allocation of human resources in order to form a research team that is commanded by pacesetters and centers around senior experts, with researchers as its backbone and assistant researchers as its foundation.

4) Think tanks should improve the construction of websites as well as Weibo accounts, WeChat accounts and news clients, in order to enhance their network impact and capacity for communication as well as their international right to speak. The network impact of think tanks is also a kind of comprehensive influence. That is to say, their influence on policy and their academic, social and international influence cannot be enhanced without their network impact, which can have a multiplying effect like a catalyst. Weakness in network impact would affect a think tank’s influence in all the other aspects. Chinese think tanks need to be improved in this

respect, for they are still unable to make their voice heard internationally. They lack systematic arrangements for Internet communication, which makes it difficult to achieve synergy in this respect. There are even some think tanks that have no websites, and few have websites in foreign languages. A website that has no pages in foreign languages, especially English, has little chance of being known internationally.

Besides, few think tanks have all these three—a WeChat account, a Weibo account, and an APP. It is true that many think tanks have very successful and popular WeChat public accounts, which have proved to be enormously effective for communication despite their simplicity. However, it can be said that, in terms of Internet platforms, none of the Chinese think tanks has simultaneously deployed a website in Chinese and English, a Weibo account, a WeChat account, an APP, and email subscription service. Most Chinese think tank websites can only be browsed on the computer. However, we should know that 78% of the Chinese Internet users are in the habit of accessing the Internet via mobile devices like cell phones and tablet computers. Thus, it is very important for a think tank website to develop a WAP version and an APP for cell phones. During our supplementation of the CTTI source think tanks, we found that many think tanks simply do not have websites. We usually had to eliminate such institutions while selecting the first batch of CTTI source think tanks because we could not collect basic data on them via their websites.

In addition, UI design needs to be improved for think tank websites, most of which still resemble the BBS. Like the industrial design, interface design for websites makes a crucial selling point. A user-friendly, attractive and considerate interface would be visually enjoyable and make it easier to access and use the website, thus increasing visits to it and the viscosity of users. Since many of the Chinese think tanks are official, their websites are also like government portals, with information all over the screen. There are many words about the think tank leaders, but vague descriptions of the expert team. With little consideration of users' needs, such websites have fewer buttons for new media sharing that have been reasonably designed; nor do they provide users with printable formats for news and articles.

Think tanks should be good at using national “convergence media” at the Central Government level to expand their influence. The “convergence media” has resulted from the combination of the Internet and the print media, which have established strong portals. For instance, every article published in one of the central media outlets, such as *People's Daily*, *Guangming Daily* and *Study Times*, will soon be re-published on major central news portals. Such relay effects are beyond the ability of local media. Think tanks must improve their interaction with the central media. They need to achieve synergy in communication through constructive interaction between Internet platforms, bilingual websites, WAP websites, Weibo accounts, WeChat accounts, APP, and email subscription service.

Think tanks involved in strategic studies that need to make their voice heard internationally should also make full use of international mainstream platforms for

new media and acquire the core competence for Internet communication as soon as possible. The capability of network operation, which involves the maintenance of websites, the production and editing of digital contents and the measurement of communication effects, cannot be developed overnight. Instead, it calls for painstaking accumulation and construction. Vigorous efforts are also needed to train the personnel for such work. In a word, though think tanks should focus on improving research and innovation in contents, their visibility in both the real world and the cyberspace would be seriously affected if they are not good at using the media and their own networks to effectively publicize and disseminate their findings. If so, they would be unable to exert adequate influence and build their own brands.

5) Think tanks should raise their consciousness of product design, attach equal importance to intellectual products and intellectual services, and develop flagship products and famous brands. For theoretical research into humanities and social sciences, the most important products are academic papers and monographs. In this respect, think tanks are both similar to and different from academic institutions. Some think tanks that are inclined to fundamental research also do a great deal of theoretical studies. However, more think tanks focus on customized research and counseling with a clear idea of who are the target audience. While making policy analysis, a think tank needs to know for whom it is doing this and how to deliver the results to those who need them. The consciousness of product design is a must for any think tank because its resources are limited. In order to be unique and earn a professional status, every think tank should foster its own brands and flagship products.

For instance, Zhejiang Normal University's Institute of African Studies has published 83 volumes in the African Studies Series since 2008, which has drawn attention from the international community of African studies. The Nanjing Massacre Research Institute of Nanjing University and Jiangsu People's Press has spent ten years editing and publishing the 72-volume Collection of Historical Materials on Nanjing Massacre (plus a six-volume special edition) with a total Chinese character count of 40 million. It became the source of *The Complete History of Nanjing Massacre*, which was published in 2012 and followed by translations in English, Japanese and Korean. These publications have strongly repudiated the attempts by the Japanese right wing to distort history and glorify the Japanese aggression against China.

Apart from intellectual products, think tanks should also vigorously develop intellectual services, such as special forums, professional counseling, specialized survey and research, training, and promotional events. For instance, as the president of Chongyang Institute for Financial Studies of Renmin University of China, Wang Wen travels by air hundreds of thousands of kilometers each year to speak on the Belt and Road Initiative, explicate the Report to the 19<sup>th</sup> CPC National Congress, and share China's experience in development. Such intellectual services, which are no less effective than research reports, are very useful for enhancing the reputation of think tanks.

6) Think tanks need to intensify international cooperation and open up new space for public diplomacy. With constant change in the world political situation and progress in globalization and IT, there has been a frequent occurrence of black swan events and greater uncertainty across the world. The need for more integrated response to global affairs has generated “new public diplomacy”. In this new area, the range of actors has extended from the government to a government-led diverse group that consists of think tanks, interest groups, the media and the public, which have formed a multi-track system of public diplomacy that is now active in the world diplomatic arena. The international cooperation and exchange that think tanks are involved in constitute a special channel between the “primary track” for official diplomacy and the “tertiary track” for purely people-to-people exchange. Such “secondary-track diplomacy” centers on the cross-border flow of information and ideas. Thanks to their special ties to official decision-making and in the capacity of professional policy researchers, think tanks can often do what cannot be done through official channels in a more flexible and extensive way. As a result, they will become an essential vehicle for national soft power and an increasingly important factor of international competitiveness, playing an irreplaceable role in China’s foreign relations.

Think tanks should concentrate on developing flagship reports and index products with impact on world opinion, making China’s voice heard on hot and sensitive issues around the globe. They should create well-known forums. Exchange between think tanks can be added to such established international forums as the Boao Forum for Asia and the Belt and Road Summit. As one of the six parallel forums of the Belt and Road Summit, the Belt and Road Think Tank Forum has proved to be very fruitful. Chinese think tanks must develop their own SSCI flagship journals that can become platforms on which think tanks from around the world will publish their original ideas for the first time. This is the best way to maintain their international impact and promote their international exchange.

An old Chinese saying goes, “Ninety *li* is only half of a hundred-*li* journey.” The closer we get to success, the harder the journey will become, and the more necessary it will be to hold on till the end. The CTTI source think tanks are the essence and typical examples of a new type of think tanks with Chinese characteristics. The 604 source think tanks represent diverse levels, types and research areas. Despite the presence of some well-known and time-honored institutions with great impact at home and abroad, most Chinese think tanks are still at some distance from the target of building a new type of think tanks with Chinese characteristics. Many of them are transforming from academic research institutions into real think tanks, with inadequate capacity for decision-making counseling. It is an established goal to complete the construction of a system of a new type of think tanks with Chinese characteristics with a clear orientation, distinct features, appropriate sizes and sensible configuration, foster an innovative cadre for public policy research and decision-making counseling that adheres to a correct political orientation and that has both



ability and moral integrity, and build a well-developed think tank management and operation system. This goal is expected to be achieved in three years. Only by “rolling up our sleeves and working harder” can we usher in a brighter future for the construction of a new type of think tanks with Chinese characteristics.

## 9. Abbreviations

A&HCI	Arts & Humanities Citation Index	35
AFE	Anhui University of Finance and Economics	53
CASS	Chinese Academy of Social Sciences	30
CCG	The Center for China& Globalization	49
CGPOC	Center for Global Public Opinions of China	78
CLGDR	Central Leading Group for Deepening Reforms	3
CNPC	China National Petroleum Corporation	25
CPC	Communist Party of China	1
CPPCC	Chinese People's Political Consultative Conference	2
CRDRI	China Region Development& Reform Institute	50
CSCI	Chinese Science Citation Index	41
CSSCI	Chinese Social Sciences Citation Index	35
CTTI	China Think Tank Index	13
CTTREC	Chinese Think Tank Research and Assessment Center	13
CTTT	China Top Think Tanks	10
EI	Engineering Index	41
GOCPPCC	General Office of the CPC Central Committee	3
IFSRM	Jiangnan University's Institute for Food Safety Risk Management	73
NBDS	National Big Data Strategy	12
NDRC	National Development and Reform Commission	12
RCCNC	Research Center for Co-development with Neighboring Countries	73
SARI	Soviet Area Revitalization Institute	73

SASS	Shandong Academy of Social Science	14
SSCI	Social Science Citation Index	35
TFSS	Tianjin Federation of Social Science	14
TTC	Think Tank Community	14
TTRRC	Think Tank Research and Release Center	13

## Appendix

CTTI source think tanks (2017-2018)

(in alphabetical order according to pinyin spelling of names)

Each of the first-batch experimental units for the construction of China top Think Tanks is marked with a star (★).

### **(I). Think tanks of Party/government organizations (63)**

Beijing Institute of Letters to Government

Ministry of Finance of the People's Republic of China

International Economics and Finance Institute

Economical Information of Chongqing

China Center for Contemporary World Studies

Development Research Center of Fujian Provincial People's Government

Public Security Development Strategy Research Institute of the Ministry of Public Security

Institute of Modern Policing Reform Ministry of Public Security

International Cooperation Center for National Development and Reform Commission

China Institute for Marine Affairs

Chinese Education Development Research Center

China Development Bank Center for Financial Research & Development

Taxation Institute of State Administration of Taxation

China Institute of Sport Science

National Statistical Society of China

China National Health Development Research Center

National Institute of Hospital Administration

China Communication Research Center, State Administration of Press,  
Publication, Radio, Film and Television

National Center for Climate Change Strategy and International Cooperation

Intellectual Property Development Research Center of the State Intellectual  
Property Office

Strategic Research Center of Oil and Gas Resources, MLR

Development Research Center of The State Council★

The Institute of Fiscal Science and Policy of Hebei Province

Macroeconomic Research Institute in Hebei Province Development and Reform  
Committee

Policy Research Center for Environment and Economy, Ministry of  
Environmental Protection, P. R. China

Research Institute of Machinery Industry Economics & Management

Development Research Center, the People's Government of Jilin Province

Research Institute of People's Government of Jiangsu Province

Research Center for Social Science Development of Higher Education  
Institutions, the Ministry of Education

Development Research Center of Liaoning Provincial Government

Ministry of Civil Affairs of the People's Republic of China

The Research Institute of Nanjing Massacre History & International Peace

Development Research Center of Inner Mongolia Autonomous Region

Research Center for Rural Economy

Shandong Macro-economy Research Institute

Chinese Academy of International Trade and Economic Cooperation★

Shanghai Institutes for International Studies

Shanghai Academy of Development and Reform

Shanghai Academy of Educational Sciences

Shanghai Pudong Academy of Reform and Development

The Development Research Center of Shanghai Municipal People's Government  
 Development Research Center of the Ministry of Water Resources of P. R. China  
 Ministry of Justice Crime Prevention Research Institute  
 Zhejiang Development & Planning Institute (ZDPI)  
 Central Compilation & Translation Bureau★  
 The Research of Marxism of Central Compilation & Translation Bureau  
 World Development Strategy Research of Central Compilation & Translation  
 Bureau  
 Chinese Academy of Fiscal Sciences  
 China Center for Urban Development  
 China Academy of Northeast Revitalization  
 China Institute of International Studies  
 Chinese Institute of Land and Resources Economy  
 Academy of Macroeconomic Research★  
 National Institute of Education Sciences  
 Chinese Academy of Labour and Society Security  
 China Research Center on Aging  
 China Tourism Academy  
 China Youth & Children Research Center  
 The People's Bank of China Research Bureau  
 Chinese Academy of Personnel Science  
 Chinese Academy of Cultural Heritage  
 China Institutes of Contemporary International Relations★  
 Chinese Academy of Press and Publication

**(II). Think tanks of academies of social sciences (48)**

AnHui Academy of Social Sciences

Beijing Academy of Social Sciences

Development and Research of Chongqing

Institute for Innovative City

Fujian Academy of Social Sciences

Gansu Academy of Social Sciences

GuangDong Academy of Social Sciences

Guangxi Academy of Social Sciences

Guizhou Academy of Social Sciences

Hainan Federation of Humanities and Social Sciences Circles

Hebei Academy of Social Sciences

Henan Academy of Social Sciences

HeiLongJiang Provincial Academy of Social Sciences

Hubei Provincial Academy of Social Sciences

Hunan Academy of Social Sciences

Jilin Academy of Social Sciences

JiangSu Provincial Academy of Social Sciences

Institute of Modernization, Jiangsu Provincial Academy of Social Sciences

Jiangxi Provincial Research Center

Jiangxi Academy of Social Sciences

Liaoning Academy of Social Sciences

Nanjing Academy of Social Sciences

Inner Mongolia Academy of Social Science

Ningxia Academy of Social Sciences

Qinghai Academy of Social Sciences

Shandong Academy of Social Sciences

Shaanxi Academy of Social Sciences  
Shanghai Academy of Social Sciences★  
Sichuan Academy of Social Sciences  
Tianjin Academy of Social Sciences  
Tibetan Academy of Social Science, TAR  
XinJiang Academy of Social Sciences  
Yunnan Academy of Social Sciences  
Zhejiang Academy of Social Sciences  
Chinese Academy of Social Sciences★  
National Academy of Economic Strategy, CASS  
Marxist Political Economy Innovation Think Tank in Contemporary China,  
CASS  
The Institute of Contemporary China Studies  
National Institution for Finance & Development★  
National Institute of Global Strategy, CASS★  
Institute of European Studies of Chinese Academy of Social Sciences  
Shanghai Academy  
National Institute of Social Development  
Institute of World Economics and Politics  
Taiwan Institute of Chinese Academy of Social Sciences  
Ideological Research Institute of Chinese Academy of Social Sciences  
China National Center for Cultural Studies  
China-CEEC Think Tanks Network



### **(III). Think tanks of Party schools/administrative colleges (49)**

Research & Assessment Center for Anhui Public Policy of Anhui School of Administration

Gansu Institute of Public Administration

Chinese Academy of Governance★

E-Government Research Center of China National School of Administration

Research Center for Development Strategy and Public Policy of China National School of Administration

Advisory Committee for Policy Decision of China National School of Administration

Hebei Academy of Governance

Research Institute of Party Building Theory and Practice Innovation

National Society for the CPC Building Studies

Shandong Academy of Governance

Shaanxi Academy of Governance

Research Institute of Leadership, China Executive Leadership Academy Pudong

Research Institute of Yangtze River Delta, China Executive Leadership Academy Pudong

Research Institute of Socialism with Chinese Characteristics, China Executive Leadership Academy Pudong

Anhui Provincial Committee Party School of CPC

Party School of CPC Beijing Municipal Committee,  
Beijing Administration College

Party School of Chongqing Provincial Committee of CPC, Chongqing Institute of Administration

Fujian Provincial Committee Party School of CPC, Fujian Administration College

Gansu Provincial Party School of CPC

Party School of the Guangdong Provincial Committee of CPC, Guangdong  
Institute of Public Administration

Party School of the Guangxi Autonomous Region Committee of CPC, Guangxi  
Institute of Public Administration

Guizhou Provincial Party School of CPC, Guizhou Administration College

Hainan Provincial Party School of CPC, Hainan Institute of Public  
Administration

Hebei Provincial Party School of CPC

Henan Provincial Party School of CPC, Henan Academy of Governance

Heilongjiang Provincial Party School of CPC, Heilongjiang Academy of  
Governance

Hubei Provincial Party School of CPC, Hubei Academy of Governance

Party School of the Hunan Provincial Committee of CPC, Hunan Academy of  
Governance

Party School of the Jilin Provincial Committee of CPC, Jilin Academy of  
Governance

Party School of the Jiangsu Provincial Committee of CPC, Jiangsu  
Administration Institute

Party School of the Jiangxi Provincial Committee of CPC, Jiangxi Academy of  
Governance

Party School of the Liaoning Provincial Committee of CPC

Party School of Mongolia Autonomous Region Committee of CPC, Mongolia  
Academy of Governance

Party School of Ningxia Hui Autonomous Region Committee of CPC, Ningxia  
Academy of Governance

Party School of the Qinghai Provincial Committee of CPC, Qinghai Academy of  
Governance

Party School of the Shandong Provincial Committee

Party School of the Shaanxi Provincial Committee

Shanghai Party Institute of CPC (SPI), Shanghai Administration Institute (SAI)

Party School of the Sichuan Provincial Committee of CPC

Party School of the Tianjin Municipal Committee of the CPC, Tianjin Academy of Governance

Party School of Tibet Autonomous Region Committee of CPC, Tibet Autonomous Region Academy of Governance

Party School of Xinjiang Uygur Autonomous Region Committee of CPC, Xinjiang Uygur Autonomous Region Academy of Governance

Party School of Yunnan Committee of CPC, Yunnan Academy of Governance

Party School of Zhejiang Provincial Committee of CPC, Zhejiang Institute of Administration

Party School of the Central Committee of CPC★

Department of Party Building, Party School of the Central Committee of CPC

Institutes for International Strategic Studies

Center for Studies of United Front and Chinese Civilization in Central Institute of Socialism

Research Institute for the China's Political Party System of the Central Institute of Socialism

**(IV). University think tanks (348)**

Institute of Anhui Economic Development Research

Collaborative & Innovative Center for Anhui Economic Early Warning,  
Operation & Strategy

Innovative Development Institute, Anhui University

Institute of International and Strategic Studies, Peking University

National School of Development, Peking University★

Co-Innovation Center for State Governance, Peking University

Institute of State Governance Studies, Peking University

Institute for Cultural Industries, Peking University

The Constitution and Administrative Law Research Center of Peking University

Research Center for China Urban Economy, Peking University

Beijing Research Institute of International Cultural Communication

Beijing Tourism Development Research Center

Beijing Research Institute of Cultural Trade of Beijing International Studies  
University

Research Center of Capital Garment Culture and Industry of Beijing Institute of  
Fashion Technology

Beijing Social Building Research Base, Beijing University of Technology

Research Base of Beijing Modern Manufacturing Development, Beijing  
University of Technology

Research Center for Beijing Transportation Development, Beijing Jiaotong  
University

Institute of Beijing Studies, Beijing Union University

Capital Economics of Education Research Base, Beijing Normal University

Beijing Institute of Culture Innovation and Communication of Beijing Normal  
University

Smart Learning Institute of Beijing Normal University

Collaborative Innovation Center of Assessment Toward Basic Education Quality,  
Beijing Normal University

China Institute of Education and Social Development, Beijing Normal University

China Institute for Income Distribution, Beijing Normal University

International Institute of Chinese Studies, Beijing Foreign Studies University

National Research Center for State Language Capability, Beijing Foreign Studies  
University

The National Centre for Canadian Studies, Beijing Foreign Studies University

Center for Japanese Studies, Beijing Foreign Studies University

Center for Central and Eastern European Studies, Beijing Foreign Studies  
University

Center for Public Economy & Public Policy Research, Chongqing University

Legal Strategy Research Institute of National Cyberspace Security and Big Data,  
Chongqing University

Consilium Research Institute, Chongqing University

Institute for Sustainable Development Research of CQU

Institute for China Public Service Evaluation and Research, Chongqing  
University

National Research Center for Upper Yangtze Economy, Chongqing University

Think Tank for Yunnan Religious Governance and Ethnic Unity and Progress,  
Dali University

DMU's Belt and Road Initiative Research Institute

Research Institute of Economic and Social Development, Dongbei University of  
Finance and Economics

Center of East-Asian Civilizations, Northeast Normal University

Research Institute of Rural Education, Northeast Normal University

Moral Development Think-tank, Southeast University

Research Center for Anti-Corruption with Rule of Law, Southeast University

Research Center for Modern Management Accounting Innovation, Southeast University

Institute for the Development of Socialism with Chinese Characteristics, SEU (IDSCC))

Research Base for Judicial Big Data of Supreme Court, Southeast University

Institute of International Economics, University of International Business and Economics

Research Institute for Global Value Chains, University of International Business and Economics

China Institute for WTO Studies, University of International Business and Economics

National Research Center for Economic Comprehensive Competitiveness, Fujian Normal University

Fudan Development Institute

The Center for American Studies, Fudan University

Fudan University Center for Population and Development Policy Studies

Centre for Think-tanks Research and Management in Shanghai, Fudan University

Center for Asia-Pacific Cooperation and Governance, Fudan University

Center for Building and State Development Studies, Fudan University

Research Institute of Chinese Economy, Fudan University

China Institute, Fudan University★

The Research Center for Investigative Theory and Application in Northwestern Ethnic Regions

Guangdong Institute for International Strategies, Guangdong University of Foreign Studies

Guangxi Research Institute for Innovation and Development of Guangxi University

Guangxi University China-ASEAN Research Institute

Guangxi Development Research Institute of Intellectual Property, Guangxi University for Nationalities

Guizhou Research Institute of Big Data Industry Development and Application, Guizhou University

Institution of Public Market and Government Procurement

Center for International Strategy and Security Studies

Hainan Policy and Industrial Research Institute

Hainan Institute of Development on International Tourist Destination

Research Center for Policy and Law of the South China Sea of Hainan Province

Hebei Research Center for Eco-Environmental Sciences

Hebei University Research Center for Social Development of Islamic Countries

Center for Beijing-Tianjin-Hebei Development Research

Research Center for Beijing-Tianjin-Hebei Cultural Integration and Innovation, Hebei University of Technology

Institute of De Rong, Hebei Finance University

Hebei Research Center for Moral Culture and Social Development, Hebei University of Economics and Business

Collaborative Innovation Center for Beijing-Tianjin-Hebei Integrated Development

Collaborative Innovation Center of Social Governance by Law and Virtue (Hebei University of Economics and Business)

Research Base for Modern Service and Public Policy, Hebei Normal University

Research Center for Changcheng Cultural Security

Academy of Hinterland Development

Institute for Cultural Development and Strategic Collaborative Innovation of Heilongjiang University

Co-Innovation Center of Sino-Russia Strategy

International Trade Research Center, Hunan University

Research Center of Honest Administration, Hunan University

Hunan University Credit Research Center

Research and Spread of National Studies in Yuelu Academy of Hunan University

China Industrial Finance Collaborative Innovation Center, Hunan University

China Center for Cultural Soft Power Research, Hunan University

Center for Studies in Moral Culture of Hunan Normal University

Hunan Research Institute of Chinese International Promotion, Hunan Normal University

Institute of Core Socialist Values of Hunan Normal University

Institute of Ecological Civilization, Hunan Normal University

Beijing Energy Development Research Center, North China Electric Power University

Research Centre for High Speed Railway and Regional Development, East China Jiaotong University

Center for Energy Economics and Environmental Management, East China University of Science and Technology

Research Center for Social Work, East China University of Science and Technology

Center for Russian Studies of ECNU (CRS)

The Institute of Curriculum & Instruction of East China Normal University

Shanghai Social Science Innovation Base, East China Normal University

Research Center of Yangtze River Delta Regional Integration, East China Normal University

Center for the Study and Application of Chinese Characters, East China Normal University

The Center for Modern Chinese City Studies, East China Normal University

The Institute for Modern Chinese Thought and Culture, East China Normal University



University

Research Center for Co-development with Neighboring Countries, East China Normal University

East China Institute of Prosecution, East China University of Political Science and Law

Center for Rule of Law Strategy Studies, East China University of Political Science and Law

Institute of Public Policy, South China University of Technology

Center of Social Governance Research, South China University of Technology

Non-traditional Security Centre of HuaZhong University of Science and Technology

The Institute of State Governance, HUST

Huazhong University of Science and Technology School of Health Policy and Management

Peikang Chang Institute for Development Studies, Huazhong University of Science and Technology

Institute of China Rural Studies, Central China Normal University

North Jiangsu Development Research Institute, Huaiyin Institute of Technology

Entrepreneurship and Innovation Graduate School, Jilin University

Center for Northeast Asian Studies, Jilin University

Research Center for Social Justice and Governance of Jilin University

Center of Quantitative Economics of Jilin University

China Center for Public Sector Economy Research at Jilin University

China Center for Aging Studies and Social-Economic Development, Jilin University

Chinese Culture Research Center, Jilin University

Academy of Overseas Chinese Studies in Jinan University

Institute for Food Safety Risk Management, Jiangnan University

Jiangsu Institute of Educational Modernization, Jiangsu Second Normal University

Jiangsu Public Security Institute, Jiangsu Police Institute

Institute of the Belt and Road, Jiangsu Normal University

The Collaborative Innovation Center of Strategic Emerging Industry Development of Jiangxi Province for Monitoring, Forecasting and Decision Supporting

Research Center of Nonferrous Metal Industry Development, Jiangxi University of Science and Technology

Research Center of the Management-decision Evaluation of Jiangxi Normal University

Jiangxi Industrial Transformation and Development Research Center, Jiangxi Normal University

Soviet Area Revitalization Institute of Jiangxi Normal University

Collaborative Innovation Center of Chinese Society Transformation Research, Jiangxi Normal University

Yunnan Integrated Transport Development and Regional Logistics Management Think Tank, Kunming University of Science and Technology

Research Institute of Kunming Scientific Development, Kunming University

Silk Road Economic Research Institute of Lanzhou University of Finance and Economics

Research Center for Silk Road Belt Construction of Lanzhou University

Center for Studies of Ethnic Minorities in Northwest China of Lanzhou University

China Research Center for Government Performance Management, Lanzhou University

Institute for Central Asian Studies, Lanzhou University

China Academy of Northeast Revitalization, Liaoning University

Copyright Research Center for the Economies and Politics of Transitional Countries (RCEPTC), Liaoning University

Jiangxi Development Research Institute of Nanchang University

The Center for Tourism Planning and Research of Nanchang University

Research Center for Central China Economic and Social Development of Nanchang University

Modern Service Industry Think Tank of Nanjing University of Finance and Economics

Yangtze Industrial Economic Institute, Nanjing University

Center for the Social and Economic Development of the Yangtze River Delta of Nanjing University

Institute of African Studies, Nanjing University

Jiangsu Zijin Media Think Tank, Nanjing University

Interdisciplinary Center for Risk, Disaster & Crisis Management, Nanjing University

Collaborative Innovation Center of South China Sea Studies, Nanjing University

Jiangsu Academy of Talent Development, Nanjing University of Science and Technology

Jin Shanbao Agricultural Modernization Research Institute, Nanjing Agricultural University

Institute for Chinese Legal Modernization Studies, Nanjing Normal University

Research Institute of Climate and Environmental Governance, Nanjing University of Information Science & Technology

Academy of Healthy Jiangsu, Nanjing Medical University

Purple Academy of Culture & Creativity, Nanjing University of the Arts

Binhai Development Institute, Nankai University

Institute of Issues in Contemporary China, Nankai University

Nankai University's College of Economic and Social Development

APEC Study Center of Nankai University  
 Center for Studies of Political Economy of Nankai University  
 China Academy of Corporate Governance of Nankai University  
 Collaborative Innovation Center for China Economy, Nankai University  
 Chinese Government and Politics Unite Research Centre, Nankai University  
 Jiangsu Yangtze Economic Belt Research Institute, Nantong University  
 Center for Studies of Mongolia, Inner Mongolia University  
 Center for Mongolian Studies, Inner Mongolia University  
 Hui Institute of Ningxia University  
 China Institute for Arab Studies at Ningxia University  
 QingHai Provincial Research Center, Qinghai University  
 Brookings-Tsinghua Center for Public Policy  
 Institute of International Relations, Tsinghua University  
 Institute for Contemporary China Studies, Tsinghua University★  
 Research Center for Technological Innovation, Tsinghua University  
 Research Center for Contemporary Management, Tsinghua University  
 Center for Crisis Management Research, Tsinghua University  
 Center for China in the World Economy, Tsinghua University  
 The Carnegie-Tsinghua Center  
 Institute of Contemporary World Socialism, Shandong University  
 Shandong School of Development at Shandong University  
 Shandong Regional Financial Reform and Development Research Center,  
 Shandong University  
 Center for Health Management and Policy, Shandong University  
 The Institute for Studies in County Development, Shandong University  
 Center for Judaic and Inter-Religious Studies of Shandong University  
 Research Institute of Political Parties, Shandong University  
 Institute of Management and Decision of Shanxi University

Institute for the Study of Jin-Merchants of Shanxi University

Central Asia Institute of Shaanxi Normal University

Center for Experimental Economics in Education at Shaanxi Normal University

Northwest Land and Resources Research Center, Shaanxi Normal University

Northwest Institute of Historical Environment and Socio-Economic Development, Shaanxi Normal University

Language Resources Development Research Center, Shaanxi Normal University

Institute for Western Frontier Region of China, Shaanxi Normal University

Institute of Public Policy and Governance, Shanghai University of Finance and Economics

Shanghai Institute of International Finance Center, Shanghai University of Finance and Economics

China Industrial Development Institute (CIDI), Shanghai University of Finance and Economics

China Public Finance Institute, Shanghai University of Finance and Economics

Collaborative Innovation Center of China Pilot Free Trade Zone, Shanghai University of Finance and Economics

Center for Drug and National Security in Shanghai University

Research Centre for Local Governance, Shanghai University

Think Tank Industry Research Center of Shanghai University

Shanghai Center for Global Trade and Economic Governance, Shanghai University of International Business and Economics

Shanghai WTO Affairs Consultation Center, Shanghai University of International Business and Economics

Shanghai International Shipping Institute, Shanghai Maritime University

China Institute of FTZ Supply Chain, Shanghai Maritime University

Institute of Urban Science in Shanghai Jiao Tong University

The Center for Third Sector, Shanghai Jiao Tong University

Cultural Industry Innovation & Development Academy, Shanghai Jiao Tong University

Center for World-Class Universities, Shanghai Jiao Tong University

Institute for Public Opinion Research, Shanghai Jiao Tong University

China Strategy Institute of Ocean Engineering, Shanghai Jiao Tong University

Centre for British Studies, SISU

Middle East Studies Institute, SISU

Center for Global Public Opinions of China, SISU

Research of Foreign Language Strategies, SISU

SCO Research Institute, Shanghai University of Political Science and Law

Institute for the Security Studies of the Belt and Road, Shanghai University of Political Science and Law

Institute of Human Resources Development and Management, Shenyang Normal University

Beijing Economics and Social Development Policy Research Base, Capital University of Economics and Business

Beijing Basic Education Research Base, Capital Normal University

Institute of South Asian Studies, Sichuan University

The Faculty of Social Development and Western China Development Studies, Sichuan University

Center for Tibetan Studies of Sichuan University

Collaborative Innovation Center for Security and Development of Western Frontier China, Sichuan University

Soochow University Think Tank

Business Management Research Center of TUFU

Research Center of Finance and Insurance, TUFU

Tianjin Academy of Free Trade Area, TUFU

China Center for Economic Statistics Research, TUFU

Research Base for the Implementation of National Intellectual Property Strategy,  
Tianjin University

Educational Science Research Center of Tianjin University

Collaborative Innovation Center for Cultural Inheritance of China's Traditional  
Villages & Architecture Heritages, Tianjin University

Research Institute of China Green Development of Tianjin University

International Research Centre for the Chinese Cultural Heritage Conservation,  
Tianjin University

Research Center of Energy Environment and Green Development, Tianjin  
University of Science and Technology

Food Safety Strategy and Management Research Center of Tianjin University of  
Science and Technology

Think Tank for China's Major Engineering Technology "Going Out" Investment  
Model and Control, Tianjin University of Technology

Tianjin University of Commerce Modern Service Industry Development  
Research Center

Institute of Finance and Economics of Tongji University

German Studies Center, Tongji University

Tongji University Sustainable Development and New Urbanization Think-tank

Institute for China & World Studies, Tongji University

Wuhan University Institute of International Law★

Institute of National Culture Development, Wuhan University

Research Institute of Environmental Law, Wuhan University

The Center for Social Security Studies of WuHan University

Center for the Studies of Information Resources, Wuhan University

The Institute of Quality Development Strategy (IQDS) of Wuhan University

Wuhan University China Institute of Boundary and Ocean Studies

National Institute of Chinese Language Matters and Social Development, Wuhan

University

Institute for the Development of Central China (IDCC), Wuhan University

Research Center for Social Governance and Social Policy Collaborative  
Innovation, Xi'an Jiaotong University

Silk Road Institute for International and Comparative Law of Xi'an Jiaotong  
University

Collaborative Innovation Centre for Silk Road Economic Belt Studies, Xi'an  
Jiaotong University

Research Institute of Silk Road Cultural Heritage Protection and Archeology,  
Northwest University

Institute of Middle Eastern Studies, Northwest University

Economic Development Research Center of Northwestern University of China

Research Center for Science, Technology and Industry Development for National  
Defence of Western China, Northwestern Polytechnical University

The Research Center for One Belt One Road Strategy and Education  
Development, Northwest Normal University

The Gansu Province's Construction and Research Center of Cultural Resource  
and Chinese Civilization, Northwest Normal University

Institute of Anti-Terrorism Studies, Northwest University of Political Science and  
Law

Institute of National Religion of Northwest University of Political Science and  
Law

Institute for Tibetan Sustainable Development, Tibet University

Center for Collaborative Innovation in the Heritage and Development of Xizang  
Culture, Xizang Minzu University

Collaborative Innovation Center of Financial Security, Southwestern University  
of Finance and Economics

China Household Finance Survey, Southwestern University of Finance and



## Economics

Institute of Chinese Financial Studies of SWUFE

The Research Center of Public Culture, Southwest University

Research Center for Urban and Rural Education Development, Southwest University

Center for Studies of Education and Psychology of Minorities in Southwest China of Southwest University

Research Center of Western Transportation Strategy and Regional Development, Southwest Jiaotong University

Sichuan Province Cyclic Economy Research Center, Southwest University of Science and Technology

Development Research Center of Oil and Gas of Sichuan, Southwest Petroleum University

Human Rights Institute, Southwest University of Political Science and Law

Center for Southeast Asian Studies, Xiamen University

Center for Higher Education Development of Xiamen University

Center for Macroeconomic Research, Xiamen University

Taiwan Research Institute of Xiamen University

China Institute for Studies in Energy Policy, Xiamen University

Local Legislation and Social Governance Research Center, Xiangtan University

Public Administration and Regional Economic Development Research Center of Xiangtan University

The Studying Center of Mao Zedong Thought, Xiangtan University

Government Performance Evaluation and Management Innovation Research Center of Xiangtan University

Research Center of Revolutionary Spirit and Cultural Resources of the Communist Party of China

Institute of Korean Peninsula Studies, Yanbian University

Think Tank of Coastal Development, Yancheng Teachers University

Hebei Provincial Public Policy Evaluation and Research Center, Yanshan University

Center for Advanced Study of Public Policy, Yunnan University of Finance and Economics

Research Institute for Indian Ocean Economics, Yunnan University of Finance and Economics

Yunnan Think Tank on Disaster Prevention and Mitigation, Yunnan University of Finance and Economics

Frontier Ethnic Problems Think-tank of Yunnan University

Institute of Myanmar Studies, Yunnan University

Culture Development Institute of Yunnan University

Center for China's Neighbor Diplomacy Studies, Yunnan University

The Collaborative Innovation Center for the Belt and Road Initiative, Zhejiang University

National Institute for Innovation Management, Zhejiang University

Center for Non-Traditional Security and Peaceful Development Studies, Zhejiang University

Public Policy Research Institute of Zhejiang University

Center for Research of Private Economy, Zhejiang University

Institute of China's Science, Technology and Education Policy, Zhejiang University

China Academy for Rural Development, Zhejiang University

China Academy of West Region Development, Zhejiang University

Center for China Farmers' Development, Zhejiang A&F University

Institute of African Studies, Zhejiang Normal University

National Center for Radio and Television Studies, CUC

The Capital's Research Base of Media Economy (BJ Media)

Institute of Marine Development, Ocean University of China

Center for Japanese Studies, Ocean University of China

China Business Working Capital Management Research Center, OUC

Anhui Province Key Laboratory of Big Data Analysis and Application,  
University of Science and Technology of China

Research Center of Anhui Science and Technology Innovation and Regional  
Development, University of Science and Technology of China

Institute of Airport Economics, Civil Aviation University of China

Research Center for International Development, China Agricultural University

Institute of China Agricultural Economics and Rural Development, China  
Agricultural University

Center for Land Policy and Law, China Agricultural University

National Academy of Development and Strategy, RUC★

The Research Center of Civil and Commercial Jurisprudence of Renmin  
University of China

Population and Development Studies Center, Renmin University of China

Collaborative Innovation Center for Social Transformation and Social  
Governance, Renmin University of China

The Research Center of Criminal Justice at Renmin University of China

China Financial Policy Research Center, Renmin University of China

Chongyang Institute for Financial Studies, Renmin University of China

School of Law-Based Government, CUPL

Institution for Human Rights at China University of Political Science and Law  
(CUPL)

Collaborative Innovation Center of Judicial Civilization of China, University of  
Political Science and Law

China Society of Administrative Reform, CSOAR

Collaborative Innovation Center of Industrial Upgrading and Regional Finance

(Hubei)

The Co-Innovation Center for Social Management of Urban and Rural Communities in Hubei Province

Center for the Development of Rule of Law and Judicial Reform Research of Zhongnan University of Economics and Law

Center for Studies of Intellectual Property Rights, Zhongnan University of Economics and Law

China's Income Distribution Research Center, Zhongnan University of Economics and Law

Institute for Local Governance of Central South University

Institute of Metal Resources Strategy Central South University

Collaborative Innovation Center for Resource Conserving & Environment-friendly Society and Ecological Civilization

Center for Social Stability Risk Assessment of Central South University

Political Consultations Office of United Front Department, CSU

Applied Ethics Research Center of CSU

Intellectual Property Research Institute of Central South University

Research Center of Chinese Culture, Central South University

China Center for Cultural Law Research of Central South University

Institute of State Governance, Sun Yat-sen University

Institute of South China Sea Strategic Studies, Sun Yat-sen University

Institute of Guangdong, Hong Kong and Macao Development Studies, Sun Yat-sen University★

Institute of Public Procurement, Central University of Finance and Economics

International Institute of Green Finance, CUFE

China Center for Internet Economy Research, Central University of Finance and Economics

Center for China Fiscal Development, Central University of Finance and

Economics

Research Center for China's Banking Industry, Central University of Finance and  
Economics

**(V). Military think tanks (6)**

Beijing System Engineering Research Institute

Research Center for Defense Technology and Civil Military Integration of  
National University of Defense Technology

National Defense Science and Technology Strategy Research Center of National  
University of Defense Technology

International Studies Center of National University of Defense Technology

National Defence University of People's Liberation Army, NDU, PLA★

Academy of Military Sciences, PLA, China★

**(VI). Think tanks of research institutes (32)**

Beijing Research Center for Science of Science

Surveying and Mapping Development Research Center, NASG

Rural Development Research Institute of Hunan

Jiangsu Information Institute of Science and Technology Jiangsu Science and  
Technology Development Strategy Research Institute

Jiangsu Suke Academy of Innovation Strategy

Jiangxi Academy of Sciences Institute of Science & Technology Strategy

International Engineering Education Center, United Nations Educational,  
Scientific and Cultural Organization

Research Center of Science and Technology for Development

Qingdao Institute of Science and Technology Development Strategy

Institute of Science and Technology for Development of Shandong

Shanghai Institute of Science & Technology Policy (Shanghai Institute of Science  
& Technology Management)

Shanghai Institute for Science of Science

Capital Institute of Science and Technology Development Strategy

Tianjin Institute for Science of Science

Western China Thinktank on Resources, Environment and Development

China Steel Development & Research Institute

Zhejiang Institute of Science and Technology Information (Zhejiang Institute of  
Science and Technology Development Strategy)

China Center for Information Industry Development

Chinese Academy of Engineering★

Advisory Committee for China Academy of Management Science

China Aeronautical Engineering Science and Technology Development Strategy  
Research Institute

China Aerospace Engineering Science and Technology Development Strategy  
Research Institute  
Chinese Research Academy of Environmental Sciences  
National Academy of Innovation Strategy  
China Academy of Science and Technology Development Strategy  
Institute of Scientific and Technical Information of China  
Chinese Academy of Sciences★  
Institutes of Science and Development, Chinese Academy of Sciences  
Center for Forecasting Science, Chinese Academy of Sciences  
China Academy of Information and Communications Technology  
China Institute of Science and Technology Development Strategies on  
Information and Electronic Engineering  
Chinese National Academy of Arts



**(VII). Corporate think tanks (7)**

AliResearch

Electric Power Planning & Engineering Institute

State Grid Energy Research Institute

Suning Institute of Finance

Tengyun Think Tank

Economics & Technology Research Institute, CNPC★

CITIC Foundation for Reform and Development Studies

**(VIII). Private think tanks (38)**

Grandview Institution, Beijing

International Institute for Urban Development, Beijing

Beijing Greatwall Enterprise Institute

The Charhar Institute

Changjiang Education Research Institute

Institute of Industry Development Research, Changsha

Chongqing Center for Productivity Development

Chongqing Think-Tank Institution

China Region Development & Reform Institute (CRDRI)

Asia-Pacific Innovation Economic Research Institute of Guangdong

China Strategy Institute for Intellectual Property (Guangdong ZHONGCE  
Intellectual Property Research Institute)

Intellisla Institute

Hainan Institute for World Watch

Research and Development International, Chinese Academy of Social Sciences

The Association of Soft Science Research of Liaoning

The Pangoal Institution

Center for China & Globalization

Chunqiu Institute for Development and Strategic Studies

Shanghai FC Institute of Economic Forecast Co., Ltd.

Shanghai Academy of Huaxia Social Development Research

Shanghai Institute of Finance and Law (SIFL)

Shanghai Finance Institute

Shenzhen Innovation and Development Institute

Institute of Silk Road Studies, Northwest University

Wanb Institute

One Belt One Road 100

Knowfar Institute for Strategic and Defence Studies

China Institute for Reform and Development

China Center for International Economic Exchanges★

China Society of Administrative Reform (CSOAR)

China Finance 40 Forum

China Society of Economic Reform

China Institute for Leadership Science

National Institute for South Sea Studies

China Enterprise Reform and Development Society

China Silk Road iValley Research Institute

China Institute of Science and Technology Evaluation

China Development Institute★

**(IX). Media think tanks (13)**

YICAI Research Institute

Cover Institute

Phoenix International Think Tank

Research Center of Cultural and Creative Industry at Guangming Daily

Guangming Thinktank

Guangzhou Daily Data & Digit Institute

China Economic Trends Research Institute

Liaowang Institute

Nanfang Media Think Tank

South Reviews Media Institute

People's Daily Online New Media institute

Shengjinghui Think Tank

Xinhua News Agency★

