

Development of University Think Tanks: Background, Current Status, Problems, and Reflections (Postprint)

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Abstract

[Objective/Significance] University think tanks represent a vital component of new-type think tanks with Chinese characteristics. Their construction bears strategic significance, conforming to both the global trajectory of think tank development and the exigencies of developing new-type think tanks with Chinese characteristics. [Method/Process] Survey findings from 29 university think tanks in Zhejiang Province indicate that: universities maintain a robust construction foundation with pronounced advantages; the functions of universities and think tanks have been partially actualized, yet considerable potential for enhancement remains; while trends toward internationalization, specialization, and networking are manifest, challenges persist, including ambiguous conceptualization, imprecise positioning, inadequate quality, and incomplete institutional mechanisms. [Results/Conclusion] It is recommended that through conceptual innovation, capacity innovation, disciplinary innovation, and institutional innovation, the strategic positioning of university think tank development be clarified, research capabilities and standards elevated, distinctive disciplinary strengths forged, and support systems perfected to further advance the capacity and caliber of university think tank construction.

Full Text

University Think Tank Construction: Background, Current Status, Problems, and Reflections—Based on Research in Zhejiang Province

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Abstract

[Purpose/Significance] University-affiliated think tanks constitute a crucial component of new types of think tanks with Chinese characteristics. Their construction holds strategic significance, aligning with both global trends in think tank development and the demands for building new types of think tanks with Chinese characteristics. [Method/Process] Survey results from 29 university think tanks in Zhejiang Province reveal that universities currently possess a solid construction foundation and evident advantages. While the functions of universities and think tanks have been realized to a certain extent, considerable room for improvement remains. The think tanks demonstrate clear trends toward internationalization, specialization, and digitalization, yet problems such as unclear understanding, imprecise positioning, inferior quality, and incomplete mechanisms also exist. [Result/Conclusion] It is recommended that through conceptual innovation, capacity innovation, disciplinary innovation, and institutional innovation, the positioning of university think tank construction be clarified, research capabilities and standards enhanced, characteristic disciplines developed, and the support system improved, thereby further advancing the capacity and level of university think tank construction.

Keywords: university-affiliated think tank; innovation; survey

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University-affiliated think tanks refer to research organizations affiliated with universities that leverage disciplinary and talent advantages to comprehensively conduct strategic research, policy consultation, talent cultivation, public opinion guidance, and public diplomacy activities. Since the Ministry of Education implemented the “Plan for Promoting the Construction of New Types of University Think Tanks with Chinese Characteristics” in 2014, the construction and development of university think tanks in China have steadily advanced. In 2015, the Central Committee of the Communist Party and the State Council formulated the “Opinions on Strengthening the Construction of New Types of Think Tanks with Chinese Characteristics,” explicitly stating that “university think tanks constitute an important component of new types of think tanks with Chinese characteristics” and requiring that “the development and improvement of university think tanks be promoted.” The Ministry of Education’s key work points for 2016 clearly identified “launching the construction of specialized university think tanks.” What exactly are new types of university think tanks? What is the current status of university think tank construction in Zhejiang Province? What problems exist? How should we promote university think tank construction? Based on research and analysis of the current status of university think tank construction in Zhejiang Province, this paper attempts to clarify the current situation, identify problems and shortcomings, propose reflections and recommendations for the development of think tanks in Zhejiang, and contribute to the construction of new types of university think tanks with Chinese characteristics.

1. Background and Significance of New University Think Tank Construction

University-affiliated think tanks represent a vital component of new types of think tanks with Chinese characteristics, and their development carries strategic importance. Historically, the rise of any nation has inevitably been accompanied by the rise of ideas. From the perspective of modernization processes worldwide, think tanks play a crucial role in improving national governance, promoting economic and social development, and safeguarding national interests. Given China's current development situation, the more arduous the reform and development tasks, the greater the need for robust intellectual support. The tasks outlined in the 13th Five-Year Plan urgently require various think tanks to shoulder their missions. Constructing university think tanks is an imperative need to serve the scientific and democratic decision-making of the Party and government and to solve development challenges. This endeavor holds great significance for upholding and developing socialism with Chinese characteristics, enhancing national soft power, and building a comprehensively moderately prosperous society. As the new force in China's philosophy and social sciences undertakings and a highland for talent aggregation across various disciplines, universities must be guided by the orientation of serving decision-making, focus on enhancing capabilities, be driven by reform and innovation, and rely on the prosperous development of philosophy and social sciences to strive to build a batch of high-end think tanks with important influence both domestically and internationally [1].

1.1 Global Perspective: A New Wave of University Think Tank Construction is Emerging

More than half of American think tanks are affiliated with university research institutions. The University of Pennsylvania has published the annual "Global Go To Think Tank Index Report" since 2006 and began ranking university think tanks in 2010. The latest 2015 ranking of the world's best university think tanks shows that among the top 88 globally influential university think tanks, 25 are from top-tier American research universities (including Stanford, Harvard, Columbia, Princeton, and other prestigious institutions), accounting for 28.4%. The remainder come from the United Kingdom (8), Singapore (6), China (6), Australia (5), and other countries. In 2010, no Chinese university think tanks were among the world's top 25, but in 2015, three Chinese think tanks—the Institute of International Strategic Studies at Peking University, the Carnegie-Tsinghua Center for Global Policy, and the Brookings-Tsinghua Center for Public Policy—ranked 11th, 14th, and 16th respectively [2], breaking the monopoly of developed countries' university think tanks and demonstrating the rapid development momentum of Chinese university think tanks.

1.2 Domestic Perspective: Theoretical Research and Practical Construction are Imperative

China's think tank development has a long past but a short history, developing in tandem with the reform and opening-up process for just over 30 years. The first phase (1978–1991) was marked by the establishment of the (Hainan) Institute for Reform and Development in 1991. The second phase (1990s–2011) witnessed gradually increasing research on university think tank construction and the beginning emergence of their status. The third phase (2011–present) has seen the introduction of national strategic plans, with the Ministry of Education designating the first batch of 14 national-level collaborative innovation centers, ushering in a climax of think tank research. The year 2013 was dubbed the “Year of Think Tanks,” as national leaders successively issued important instructions on building new types of think tanks with Chinese characteristics and new types of university think tanks. Various think tanks were active before the Third Plenary Session of the 18th Central Committee, and a new wave of modern think tank construction has emerged.

Currently, theoretical research on university think tanks is still nascent. Although global think tank theoretical research has become a hot topic in recent years, studies have focused disproportionately on official think tanks and concentrated on developed countries, with few research outcomes on think tanks in developing countries and university think tanks, lacking systematic and theoretical depth. There are few monographs on university think tank construction, with relatively representative works including Feng Shaolei's “Think Tanks: A Comparative Study of International Research Institutes in Foreign Universities” (2011), “New Types of Think Tanks with Chinese Characteristics: Hu Angang's Views” (2014), and Wang Lili's “Intellectual Capital: The Core Competitiveness of Chinese Think Tanks” (2015). The above works involve limited coverage of university think tanks and have not formed systematic research. Among papers, there is Wang Heng and Liu Hongwu's “Reflections and Explorations on Collaborative Innovation in New Types of University Think Tanks” (2014).

The practical situation of China's university think tank construction is not optimistic, with a considerable gap from global top-tier think tanks and the goals of building new types of think tanks with Chinese characteristics, urgently needing improvement in both quantity and quality. The 2015 Global Think Tank Report shows that only two Chinese university think tanks—the Institute of International Strategic Studies at Peking University and the Chongyang Institute for Financial Studies at Renmin University of China—were among the top 150 think tanks. Among the first batch of 25 pilot think tank units, only three were university think tanks, whereas approximately 75% of American think tanks are affiliated with universities and have played important roles in influencing major national decisions in politics, economy, society, military affairs, diplomacy, and science and technology. By comparison, both theoretical research and practical efforts in China's university think tank construction require advancement, and this cannot be accomplished in a single campaign.

1.3 Zhejiang Province Perspective: Early Start and Solid Foundation

The development of think tanks in Zhejiang Province can be roughly divided into four phases. The first phase, before reform and opening up, was the embryonic period of think tanks, during which prototypes of official think tanks such as the Provincial Government Counselors' Office and the Institute of Philosophy and Social Sciences of the Zhejiang Branch of the Chinese Academy of Sciences emerged, though development stagnated during the ten years of Cultural Revolution turmoil. The second phase, from the beginning of reform and opening up to the 1980s, was the growth period of think tanks, during which a batch of provincial-level public institution research organizations were successively established, and internal policy consultation institutions were gradually built at various government levels. Important provincial and municipal departments established economic research centers, decision-making consultation committees, and other institutions or organizations, basically forming a policy consultation system. The third phase, after the 1990s, was a period of diversified development for think tanks, during which research institutions expanded their research fields to academic research, policy analysis, industrial planning, enterprise consultation, and other areas, and institutional types became increasingly diverse, roughly forming national public institution legal person research organizations, enterprise-type research organizations, private non-enterprise unit legal person-type research organizations, and university research organizations. The fourth phase, after the 21st century, has ushered in a new period of opportunity for think tanks. Alongside the major development of higher education, university think tanks have begun to develop rapidly, with a batch of quite powerful think tank-type research organizations demonstrating strong momentum and significant impact. Other policy research institutions, including the Provincial Academy of Social Sciences and the Provincial Party School, have explicitly identified think tank construction as their direction, heralding new development opportunities for think tanks [3].

2. Current Status and Characteristics of University Think Tank Construction in Zhejiang Province

To understand the current status of university think tank construction, the author designed a survey questionnaire based on questionnaire databases and literature research results, conducted preliminary testing among researchers from some university think tanks, and revised and improved the questionnaire according to feedback from the preliminary testing. Subsequently, large-scale questionnaire surveys and interviews were carried out, targeting universities in Zhejiang Province to comprehensively understand the construction situation of university think tanks. The research content covered the overall state of university think tank construction, including progress, quantity, quality, personnel, organization, management, services, publicity, cooperation, and influence. The survey involved 29 universities, including both 985 and 211 key universities and ordinary universities, covering specialized types such as finance and economics,

science and engineering, agriculture and medicine, teacher education, and arts, as well as vocational colleges. The subjects included both applied policy-oriented research institutions and those focusing on basic theoretical research, as well as a few official and private think tanks in addition to university think tanks. The survey results indicate that university think tank construction has a solid foundation and obvious disciplinary advantages; the functions of universities and think tanks have been realized to a certain degree, but there remains considerable room for improvement; the trends toward internationalization, specialization, and digitalization are evident, yet problems and shortcomings also exist. As university think tank construction has begun to receive attention and importance from various quarters with increased support, most survey respondents are full of confidence in the future development of university think tanks.

2.1 Solid Foundation and Obvious Advantages in Zhejiang Province's University Think Tank Construction

The construction of university think tanks in Zhejiang Province is supervised by the Provincial Party Committee's Propaganda Department and assisted by the Provincial Federation of Social Sciences in implementation. The province's university think tank construction enjoys relatively solid disciplinary, talent, and funding foundations. Over the past five years, various universities and think tanks have utilized various research platforms to conduct basic theoretical and applied policy research, enhancing research capabilities and standards and achieving many outstanding results. In 2014, the province obtained 212 projects with funding reaching over 56 million RMB, hitting a historical high and currently ranking among the top tier nationally. The Provincial Federation of Social Sciences has established and improved the research mechanism of topics circled by provincial party committee and government leaders, organizing and conducting more than thirty major projects and special studies centered on the central work of the provincial party committee and government, including "Tracking and Deepening Research on the Current Status of Various Comprehensive Reforms in Zhejiang's Economic and Social Fields" and "Research on Zhejiang's Thinking on Comprehensively Strengthening Party Discipline and Enhancing Governance Capacity," providing theoretical references for major decision-making of the provincial party committee and government. Through jointly conducting bidding and commissioned research projects such as "Research on Major Social Public Opinion," "Preliminary Research on Zhejiang's 13th Five-Year Economic and Social Development Plan," and "Research on Deliberative Democracy," the federation has actively served Zhejiang's reform and development practices. The first phase of the "Zhejiang Cultural Research Engineering" project has been completed, with more than 800 various projects approved and over 550 monographs published, producing a batch of high-level achievements with certain national influence.

University think tanks in the province emphasize team building and are rich in talent resources, with an average of about 45 personnel per university think

tank, most of whom are part-time, with a full-time to part-time ratio of 47:63. Regarding think tank platforms, almost every university think tank possesses provincial-level or above platforms, such as provincial collaborative innovation centers and key provincial philosophy and social science research bases, with some even being key Ministry of Education research bases or national-level collaborative innovation centers. Some think tanks have also jointly established research institutions with national ministries and provincial party committees and governments, demonstrating strong research capabilities and core competitiveness.

2.2 Significant Effectiveness in Fulfilling Functions of Policy Advice, Public Service, and Talent Cultivation

The functions of universities and think tanks are actually interconnected, with talent cultivation and scientific research being common to both. The functions of university think tanks—policy advice, public opinion guidance, and public diplomacy—can also be summarized as “public service,” namely serving national strategy and serving social, political, economic, and cultural development [4]. The survey found that university think tanks in Zhejiang Province generally provide decision-making consultation services for the province’s economic and social development through strategic research and policy advice, thereby promoting local economic development. Regarding evaluations of think tank function performance, respondents’ recognition of university think tanks’ fulfillment of functions in serving national strategy, local economic development, and university discipline construction reached 74%, 91%, and 91% respectively. In other words, respondents generally believe that Zhejiang’s university think tanks have performed outstandingly in serving regional economic development and the characteristic development of university disciplines, while in serving national strategy, except for a few think tanks such as the Institute of African Studies at Zhejiang Normal University that have performed relatively prominently, other think tanks have not demonstrated this function clearly.

This is related to Zhejiang’s situation as a major economic province, closely connected with the development foundations of Zhejiang’s political, economic, cultural, and social aspects, and also intimately linked with the positioning, advantageous disciplines, and research expertise of the universities or think tanks themselves. Furthermore, the survey also found that the process of university think tank construction has not only effectively promoted the enhancement of applied policy research standards but has also produced a series of think tank “feedback” effects on disciplines, manifested in scientific research, discipline construction, talent cultivation, and international exchanges. For example, the African Studies think tank has obtained 15 national social science fund projects in recent years, established a doctoral program in “African Education and Social Development,” cultivated thousands of talents in African theoretical research and practice, won a provincial-level teaching achievement first prize, and greatly promoted China-Africa cultural exchanges.

2.3 Strong Momentum in Internationalization and Specialization with Relatively Strong Communication Capacity

Currently, implementing internationalization strategies, enhancing internationalization levels, and accelerating internationalization development have become common choices for research institutions, universities, and enterprises worldwide to address challenges of technological globalization. The internationalization paths of Zhejiang's university think tanks mainly include three approaches: First, international collaboration. Most think tanks have established close cooperative relationships with domestic and foreign universities, research institutions, and think tank units, securing multi-party funding to provide support for researchers' visiting studies, investigations, interviews, and academic exchanges. Wenzhou University has even established overseas think tank branches: the Prato Wenzhou People Research Center, while establishing close partnerships with foreign institutions such as the E-Trade Research Institute of Chung-Ang University in South Korea and the Institute of Chinese Studies in India. The "Zhejiang Marine Culture and Economy Research Center" affiliated with Ningbo University maintains close connections with the University of Angers in France and the Dokdo Research Institute in South Korea. The Zhejiang Urban Governance Research Center has established exchange and cooperation relationships with foreign university think tanks such as the UK Urban Society, the French National Center for Scientific Research, and the University of Leicester.

Second, hosting international conferences or forums. In recent years, Zhejiang's university think tanks have hosted an average of 1.5-2 international forums annually, with an average scale of over 100 participants, establishing brands such as the China-Africa Think Tank Forum and the Global Ecological Civilization Forum. Nearly 100 scholars participate in international forums each year, greatly enhancing the think tanks' internationalization levels. Third, strengthening international academic exchanges. In recent years, Zhejiang's think tanks have received increasing numbers of visiting foreign experts, scholars, and graduate students. While "inviting in," various think tanks have also actively implemented a "going out" development strategy by selecting students to study abroad, funding graduate students and supervisors to conduct investigations, academic exchanges, and cooperative research abroad, selecting young and middle-aged scholars to hold positions in international organizations, and participating in international projects and delivering special speeches at foreign think tanks, all of which demonstrate to some extent that university think tanks have begun to expand their influence and reputation internationally.

In terms of specialized development, the achievement reward mechanism of Jinhua Polytechnic, the think tank member promotion mechanism of Wenzhou University, and the talent cultivation guarantee mechanism of the information economy think tank at Hangzhou Dianzi University are quite noteworthy. Meanwhile, the communication channels of Zhejiang's university think tanks are generally smooth. Some 71.4% of think tanks have dedicated webpages, and 57.1% have self-published academic journals and bulletins (some called achieve-

ment briefs or information updates), which play important roles in disseminating think tank outcomes. However, only 28.6% of think tanks have opened WeChat public accounts, indicating that in the information age of cloud communication, the informatization level and standards of Zhejiang's university think tanks are clearly insufficient.

Additionally, respondents believe that many factors influence university think tank development, arranged by importance as follows: institutional mechanisms, team building, funding investment, and academic leaders. Respondents believe that the greatest current difficulties or problems facing think tank development are: traditional systems being unsuitable for think tank construction, difficulties in transforming traditional university research institutions into think tanks, small think tank scale, unreasonable evaluation and incentive mechanisms, and insufficient attention and funding. These can be summarized as problems of unclear understanding and positioning of university think tank construction, inadequate transformation and upgrading, insufficient collaborative innovation, and mismatched institutional guarantees.

3. Reflections and Recommendations for Strengthening University Think Tank Construction

As an important component of new types of think tanks with Chinese characteristics, university think tanks have unique development histories, conceptual connotations, characteristic traits, and advantageous functions. In response to existing problems, university think tanks should clarify their understanding, precisely position themselves, select suitable development paths, key fields, organizational structures, and evaluation standards, fully leverage their substantial accumulation in basic theoretical research, focus on medium- and long-term strategic research, provide more holistic and macro-level ideological achievements and theoretical solutions concerning national development strategy and governance concepts, and enhance core capabilities. The universities where think tanks are located should strive to build a practical system of collaborative innovation in disciplines, platforms, talent, and institutions to provide strong intellectual support for China's reform and development.

3.1 Conceptual Innovation as the Prerequisite: Clarifying Understanding and Accurately Positioning University Think Tanks and Managing Several Relationships

Currently, all sectors of society generally pay insufficient attention to university think tank construction, with unclear understanding and inadequate research. Some believe that "universities are universities and cannot build think tanks," emphasizing that universities are discipline-oriented while think tanks are problem-oriented, and that the two are incompatible [5]. The author believes that universities can and should build think tanks. Compared with official think tanks subordinate to government departments that primarily consider government needs

or private think tanks that rely more on market operations, universities have quite obvious and unique advantages in building think tanks and should therefore receive high priority. Zhejiang Province should strengthen top-level design and long-term planning for university think tank construction, establishing a leadership group comprising leading officials from the Provincial Party Committee's Policy Research Office, the Provincial People's Congress Research Office, the Provincial Government Research Office, the Provincial Political Consultative Conference Research Office, the Provincial Party Committee's Propaganda Department, the Provincial Department of Science and Technology, the Provincial Department of Education, the Provincial Government Counselors' Office, the Provincial Federation of Social Sciences, and the Provincial Association for Science and Technology.

University think tanks should clarify research directions and focus on major theoretical and practical issues based on their own foundations, conditions, advantages, and expertise, making full use of their profound accumulation in basic theoretical research to conduct targeted applied policy research. Attention should be paid to managing three relationships: university and think tank, problem-oriented and discipline-oriented, and basic theoretical research and applied policy research. Neither side of each relationship should be simply opposed to the other; problem-oriented research and academics, discipline-oriented discipline construction and talent cultivation, and basic theoretical research and applied policy research should all promote each other and form positive interactions [4]. The relationship between local research and national research should also be managed. Zhejiang's university think tanks should be rooted in and grounded in the political, economic, and social development practices of Zhejiang, leveraging local characteristics and regional advantages to connect Zhejiang's development strategy with national development strategy and enhance core competitiveness. Simultaneously, they should examine and study the difficulties and problems encountered in Zhejiang's economic and social development within the broader national context, elevate Zhejiang's experience to national-level experience, speak for Zhejiang, seize discourse power, expand Zhejiang's influence, and qualified think tank institutions should directly serve national development [3].

3.2 Disciplinary Innovation as the Foundation: Improving Curriculum and Talent Training Systems

Universities serving the construction of new types of think tanks with Chinese characteristics also serve as an incentive for their own transformation in education and academics. Universities should play a leading role in talent cultivation and team building required for the development of new types of think tanks with Chinese characteristics, strengthening the cultivation of interdisciplinary and comprehensive regional and country studies talent and improving training quality. For instance, research on the "Belt and Road" strategy requires university think tanks to comprehensively utilize disciplinary resources in law,

philosophy, economics, history and humanities, and information management, relying on institutions such as marine research institutes to build high-end think tanks serving the “Belt and Road” strategy through integrating advantageous disciplinary resources, and to promote discipline construction, especially the development of interdisciplinary fields, through participation in “Belt and Road” research.

In terms of discipline and curriculum design, university think tanks should further clarify curriculum objectives, expand curriculum content, organize curriculum implementation, and improve curriculum evaluation according to the needs of the era, the nation, and localities. The disciplines that think tanks rely on include both traditional disciplines and emerging and interdisciplinary disciplines. They should highlight advantages, expand fields, fill gaps, and improve systems ...Accelerate the improvement of disciplines that support philosophy and social sciences, emphasize the development of advantageous key disciplines, accelerate the development of emerging and interdisciplinary disciplines with important practical significance, ensure that basic disciplines are sound and solid, key disciplines have prominent advantages, emerging and interdisciplinary disciplines develop innovatively, unpopular disciplines are passed down through generations, basic research and applied research complement each other, and academic research and achievement application promote each other [7].

3.3 Capacity Innovation as the Key: Enhancing University Think Tank Research Capacity and Strengthening Achievement Transformation

University think tanks should not only provide applied policy research but also provide new ideas, new knowledge, and grand strategies, making academic research serve practical purposes, offer strategies for the nation, and seek benefits for the people. This requires university think tanks to focus on major theoretical and practical issues as their main research direction while being more fundamentally based on profound thinking and rich knowledge, because truly forward-looking, scientific, and practical policy recommendations must be supported by substantial theory, multidisciplinary perspectives, and advanced methods. Therefore, university think tanks must first focus their research directions, establish problem awareness and innovation awareness, conduct in-depth research on and answer major theoretical and practical issues facing China’s development and the Party’s governance, comprehend changes from ancient to modern times, voice pioneering ideas, and actively establish theories and offer suggestions for the Party and the people [7]. Second, they should emphasize investigation and research, enrich research connotations, establish special research funds, and form research synergy. Relying on existing national- and provincial-level collaborative innovation centers, they should attempt to establish university think tank alliances, focusing on supporting relevant research projects, academic seminars, and publication of monographs, promoting achievement transformation, and providing theoretical support and guidance for practical work. Third, they

should innovate research methods and enhance research quality. Relying on university disciplinary advantages, they should vigorously promote interdisciplinary research, facilitate cross-penetration between different disciplines such as philosophy and social sciences and natural sciences, vigorously advance the development of emerging disciplines, and provide more robust disciplinary support for applied policy research. They should promote innovation in research methods, draw on research methods from natural sciences, and fully utilize modern information technology to innovate and enrich the paths and carriers of philosophy and social sciences research.

3.4 Institutional Innovation as the Guarantee: Establishing University Think Tank “Disciplinary Special Zones” and Improving the Institutional System

Currently, university think tanks still face obstacles and difficulties in management systems and mechanisms, evaluation and incentive mechanisms. Higher-level supervisory departments and universities should base themselves on reality, break conventions, and explore the establishment of “disciplinary special zones” and “academic free trade zones.” According to the needs of constructing national-level new types of university think tanks and collaborative innovation centers, they should commit to researching, reforming, and innovating evaluation systems for university think tanks, rationalizing institutional mechanisms, and strengthening support for think tank construction. First, establish evaluation and reward systems that can adapt to and promote the internationalization development of think tanks, smooth the reporting channels for think tank policy advice, increase rewards for consultation reports and policy recommendations, elevate reward levels, and increase recognition and incentives for think tank achievements in professional title evaluation and research assessment. For example, recognize ministry-level department projects as equivalent to Ministry of Education general projects and acknowledge labor achievements in forms such as consultation reports, media coverage, and reference materials. Second, establish academic competition and assessment mechanisms compatible with internationalization and think tank construction goals, urging think tanks to produce more and better achievements. Support think tank scholars in conducting international exchanges and encourage scholars to publish achievements in international journals and voice “China’s good voice” at international forums. Third, establish relatively flexible personnel systems. To introduce high-quality think tank talent, conventional systems should be broken through, the “revolving door” mechanism should be effectively utilized, specialized think tank talent cultivation should be strengthened, talent echelons and recruitment information networks should be established, and the cultivation of think tank management and operational personnel should be enhanced. Fourth, increase investment and improve financial systems. Investment in university think tanks should be increased and macro-management strengthened. To encourage think tank personnel to conduct international exchanges and field investigations, higher-level supervisory departments and universities should provide certain policy prefer-

ences in management systems and mechanisms.

Moreover, constructing university think tanks requires not only that the think tanks themselves vigorously improve their quality and research standards but also that supervisory and decision-making departments consciously value the indispensable position of think tank research in the decision-making process. Only through collaborative efforts from all parties and continuous advancement of conceptual innovation, capacity innovation, disciplinary innovation, and institutional innovation in university think tank construction can theoretical and practical systems for university think tank construction be formed to guide and promote the sound and rapid development of university think tanks.

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