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New Era new-type think tank construction and major-country diplomacy with Chinese characteristics postprint

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Abstract

Since the founding of the People's Republic of China, Chinese diplomacy has experienced two developmental stages—“Survival and Revolutionary Diplomacy” and “Development Diplomacy”—and has now entered the third stage: “Major-Country Diplomacy with Chinese Characteristics.” Compared with the previous two stages, Major-Country Diplomacy with Chinese Characteristics places greater emphasis on the role of think tanks. New-type think tanks with Chinese characteristics will serve Major-Country Diplomacy with Chinese Characteristics by focusing on four primary functions: “policy advisory,” “public enlightenment,” “strategic planning,” and “talent cultivation.”

Full Text

New-Type Think Tank Construction and Major-Country Diplomacy with Chinese Characteristics

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Abstract

Since the founding of the People's Republic of China, Chinese diplomacy has evolved through two distinct phases—“diplomacy of survival and revolution” and “development diplomacy”—and has now entered a third phase: “major-country diplomacy with Chinese characteristics.” Compared with the previous two phases, this new stage places greater emphasis on the role of think tanks. New-type think tanks with Chinese characteristics will serve major-country diplomacy

with Chinese characteristics through four primary functions: “policy consultation,” “public enlightenment,” “strategic planning,” and “talent cultivation.”

Keywords: Chinese new-type think tanks; major-country diplomacy with Chinese characteristics; think tank strategic planning

In January 2015, the General Office of the CPC Central Committee and the General Office of the State Council jointly issued the “Opinion on Strengthening the Construction of New-Type Think Tanks with Chinese Characteristics,” marking an unprecedented elevation of the role and importance of think tanks and formally establishing new-type think tank construction as a national policy priority. In recent years, Chinese think tanks have undertaken extensive activities centered on major-country diplomacy with Chinese characteristics and achieved notable accomplishments. The 19th Party Congress once again incorporated “strengthening the construction of new-type think tanks with Chinese characteristics” into its report. In this new era, new-type think tanks will better serve major-country diplomacy with Chinese characteristics.

1. New-Type Think Tanks and Major-Country Diplomacy with Chinese Characteristics

Diane Stone, a renowned British scholar on think tanks, defines them as organizations that collect, digest, and generate a range of intellectual products, primarily to assist political and government institutions in decision-making, and sometimes to serve media, interest groups, enterprises, international institutions, and the general public. As one of the most effective carriers of humanities and social science knowledge services, think tanks play crucial roles in providing theoretical support, intelligence backing, and decision-making references across national political, economic, cultural, diplomatic, military, and other domains. In essence, think tanks are intellectual processing factories and, fundamentally, consulting institutions. In terms of their nature, think tanks can be categorized as university-affiliated, official, or social organizations.

Scholars generally share a consistent understanding of the global history of think tanks. The prevailing view holds that since their establishment in 1830, think tanks worldwide have undergone four main developmental stages: the first stage (1840-1946) as objective research institutions; the second stage (1946-1970) marked by the emergence of large-scale “contract research organizations” that raised questions about think tank independence; the third stage (1970-1994) characterized by the combination of freedom and partisanship, leading to differentiation; and the fourth stage (from the 21st century to present) where new think tank topics have become increasingly scarce, prompting them to draw lessons from their predecessors.

The development of Chinese think tanks has deep historical roots, with ancient advisors, retainers, military strategists, and staff officials all serving consultative functions. Since the early twentieth century, American think tanks have played significant roles in policy formulation and analysis. Modern Chinese think tanks

were established at the founding of the People's Republic and have experienced three developmental phases: from 1949 to the end of the Cultural Revolution, from the Reform and Opening-up period to 2012, and from the 18th Party Congress to the present. In this new era, constructing new-type think tanks with Chinese characteristics has become a crucial direction for China's think tank development.

1.1 What Are New-Type Think Tanks with Chinese Characteristics?

New-type think tanks with Chinese characteristics are institutions developed according to China's national conditions to serve socialist construction. Their construction should fulfill two dimensions: domestically, providing high-quality intellectual and ideological support for scientific central decision-making; internationally, serving as a substantive auxiliary and supplement to steadily advance the nation's public diplomacy and external communication. The construction of new-type educational think tanks with Chinese characteristics requires new vision—grounded in China while looking globally, adept at grasping international opportunities and new trends, characteristics, developments, and changes in China's economic, social, and educational progress.

Since the 18th Party Congress, the construction of new-type think tanks with Chinese characteristics has become inseparable from major-country diplomacy with Chinese characteristics. The 18th Party Congress report first pointed out the need to “play the role of think tanks.” Following this, the concept of major-country diplomacy with Chinese characteristics was proposed. In June 2013, Foreign Minister Wang Yi stated in his speech at the second World Peace Forum that contemporary China was actively exploring a path of major-country diplomacy with Chinese characteristics. Simultaneously, the pace of new-type think tank construction accelerated. In 2013, planning and deployment for new-type think tank construction with Chinese characteristics were completed. The following year, President Xi Jinping clarified the guiding position of the major-country diplomacy concept with Chinese characteristics. By 2015, new-type think tank construction had moved from planning to practical exploration. In short, since the 18th Party Congress, the nation has accelerated the construction of new-type think tanks with Chinese characteristics while establishing the guiding position of major-country diplomacy with Chinese characteristics.

The timeline of these developments can be traced as follows: The 18th Party Congress report in November 2012 first identified “playing the role of think tanks” as an important component of Party work, marking the beginning of heightened attention to think tank construction at the central leadership level. In April 2013, President Xi Jinping made important statements on constructing “new-type think tanks with Chinese characteristics,” signaling that the central leadership had begun to prioritize think tank development. The Third Plenary Session of the 18th CPC Central Committee in November 2013 also proposed overall requirements for new-type think tank construction, indicating that the state had completed its planning for new-type think tank development. In Jan-

uary 2015, the Central Committee and State Council jointly issued the “Opinion on Strengthening the Construction of New-Type Think Tanks with Chinese Characteristics,” formally establishing new-type think tank construction as a national executive plan and initiating implementation. On November 9, 2015, the 18th meeting of the Central Leading Group for Comprehensively Deepening Reform approved the “Pilot Work Plan for National High-End Think Tank Construction,” marking the entry of new-type think tank construction into a phase of practical exploration. Finally, the 19th Party Congress in October 2017 once again wrote “strengthening the construction of new-type think tanks with Chinese characteristics” into its report, signaling that this would become an important future work direction.

Since entering the new era, new-type think tank construction with Chinese characteristics has made significant progress, with Chinese think tanks achieving major accomplishments in both quantity and quality. First, from a horizontal quantitative comparison, in 2016, China ranked second globally with 435 think tanks included in the authoritative “Global Go To Think Tank Index Report 2016,” representing approximately 34.5% of the 1,262 Asian think tanks listed and leading second-place India by 147 think tanks. The distribution of Asian think tanks is shown in Figure 1 [Figure 1: see original paper].

Second, from a longitudinal perspective, Chinese think tank numbers have steadily increased since entering the new era. According to the “Global Go To Think Tank Index Report” series, China has ranked second globally for seven consecutive years since 2009. As the figure demonstrates, Chinese think tank numbers have generally grown during the new era.

With this quantitative increase, more Chinese think tanks have become active on the international stage, actively voicing China’s perspectives at major international conferences and contributing to seizing international discourse power for major-country diplomacy with Chinese characteristics.

Finally, regarding quality, nine Chinese think tanks were listed among the world’s top 175 in 2016. Specifically, the China Institutes of Contemporary International Relations ranked 24th, the Chinese Academy of Social Sciences 31st, the China Institute of International Studies 39th, the Development Research Center of the State Council 40th, the Shanghai Institutes for International Studies 51st, Peking University’s Institute of International Strategic Studies 57th, the Center for China and Globalization 64th, and the Chongyang Institute for Financial Studies at Renmin University 149th. Additionally, seven Chinese think tanks were among the top 120 comprehensive rankings, five made the list of 100 most noteworthy think tanks globally, and Chinese think tanks occupied 18 spots among the top 60 think tanks in major Asian countries. As Chinese think tanks have increased in both quantity and quality, their capacity to serve major-country diplomacy with Chinese characteristics has correspondingly strengthened.

1.2 Does Think Tank Diplomacy Equal Public Diplomacy?

The concept of public diplomacy originated in the United States. In 1965, Edmund Gullion of Tufts University first defined public diplomacy as “an aspect of international relations beyond traditional diplomacy, including a government’s cultivation of public opinion in other countries, the mutual influence between domestic interest groups in one country and those in another outside governmental frameworks, communication between diplomats and journalists, and the impact of these processes on policy formulation and foreign affairs management.” This paper argues that public diplomacy is a relatively broad concept encompassing diverse actors, including not only governments but also media, universities, think tanks, corporations, and various non-governmental forces.

From the perspective of public diplomacy, think tanks’ diplomatic roles manifest primarily in three aspects: first, conducting “track II diplomacy”; second, providing policy recommendations and intellectual support; and third, constructing policy concepts and value dissemination. Track II diplomacy refers to diplomatic activities participated in by non-governmental or semi-governmental actors (including scholars, retired officials, public figures, etc.) aimed at finding opportunities for conflict resolution and trust-building. In this context, think tanks can participate in diplomatic activities and play the role of third-party mediators in conflicts and dialogues. Additionally, think tanks can provide and test policies for governments, offering intellectual support for diplomatic activities. Finally, think tanks disseminate national values by hosting high-level international forums and publishing influential reports.

In summary, while public diplomacy is a comprehensive concept, think tank diplomacy does not entirely equate to public diplomacy. Think tanks constitute one important actor in public diplomacy, and diplomatic activities conducted by think tanks form part of public diplomacy. However, the professional nature of think tank “strategic planning” determines that think tank diplomacy represents a crucial component of public diplomacy.

1.3 Evaluating the Position of New-Type Think Tanks in Major-Country Diplomacy with Chinese Characteristics

Foreign Minister Wang Yi has pointed out: “The essence of major-country diplomacy with Chinese characteristics is to promote greater international understanding and recognition of the socialist path with Chinese characteristics, and its goal is to promote the building of a community with a shared future for mankind.” In advancing this diplomatic approach, new-type think tanks with Chinese characteristics will play an irreplaceable role.

First, domestically, new-type think tank construction with Chinese characteristics serves as an internal source for major-country diplomacy with Chinese characteristics in the new era. Research indicates that China’s comprehensive national power, calculated according to eight categories of strategic resources and 18 quantitative indicators, has increased from 5.60% of the world total in

1990 to 14.39% in 2010, narrowing the relative gap with the United States from 4.32 times to 1.22 times, making China the world's second-largest comprehensive power. However, China's soft power remains far from meeting the demands of its hard power. In its deep integration with the world, China faces increasingly complex and volatile situations that cannot be managed by government alone. To better coordinate with China's "going global" strategy, China urgently needs excellent think tanks capable of providing rational recommendations for navigating complex international environments and addressing the challenges of rising power, thereby safeguarding comprehensive deepening of reforms.

Second, from an international perspective, new-type think tanks with Chinese characteristics are practitioners of major-country diplomacy with Chinese characteristics. As a global power with growing economic and political influence, China faces rising international expectations. In this new era, China should handle global affairs and participate in global governance in a manner befitting its role. Major challenges require great wisdom and strategies, and think tanks, as idea factories, are institutions that produce strategic plans. This context demands that China build a cohort of excellent think tanks, which is why the 18th Party Congress explicitly proposed "playing the role of think tanks."

Finally, the 19th Party Congress elevated ideological construction to a new height. Going forward, new-type think tanks with Chinese characteristics will serve the ideological construction of major-country diplomacy with Chinese characteristics in a more professional manner. The Congress proposed strengthening new-type think tank construction within the framework of "firmly grasping the leadership of ideological work," placing greater emphasis on the role of new-type think tanks in enhancing the cohesion and guiding power of socialist ideology, disseminating Chinese values, purifying domestic and international public opinion environments, and improving China's international influence. The 19th Party Congress further clarified the mission and responsibilities of new-type think tanks in the new era and more clearly distinguished between ideological understanding issues and academic viewpoint issues. Following the Congress, the direction of new-type think tank construction will become clearer, and these institutions will serve the ideological construction of major-country diplomacy with Chinese characteristics in a more professional capacity both domestically and internationally.

2. How New-Type Think Tanks Serve Major-Country Diplomacy with Chinese Characteristics

A strong nation requires strong intellectual capacity. The development of major-country diplomacy with Chinese characteristics demands intellectual and wisdom support from think tanks. The basic functions of think tanks are policy consultation, public enlightenment, strategic planning, and talent cultivation. To serve major-country diplomacy with Chinese characteristics, new-type think tanks should operate around these four dimensions.

Policy consultation. As idea factories, policy consultation represents one of think tanks' most important responsibilities. Their relationship with government constitutes crucial content for think tank work. Centering on major-country diplomacy with Chinese characteristics, think tanks can design policy frameworks through reports and internal references, providing valuable insights for foreign policy formulation. However, think tank policy recommendations involve more than simple consultation and advisory roles; they constitute a complex process. The policy formulation process can be divided into three stages: front-end procedures (such as research, opinion solicitation, and program design), mid-term recommendations (designing policy frameworks through internal references and research reports), and later-stage improvement (including evaluation, refinement, and response to public opinion). As third-party institutions, think tanks can participate in policy formulation from independent and objective positions, professionally demonstrating and evaluating policy guidelines. Whether in front-end procedures, mid-term recommendations, later-stage improvements, or external communication of major-country diplomacy, think tanks must fulfill their policy consultation function.

Public enlightenment. With the development of globalization and informatization, the "global village" characteristic has become increasingly prominent, bringing the world closer together. First, think tanks bear the responsibility of popularizing common knowledge about "going global" for the general public. As Chinese people increasingly go abroad, collisions between different civilizations become inevitable, giving rise to frequent conflicts. In such situations, think tank scholars must provide professional perspectives through media outlets to popularize common knowledge about "going global" for society. Second, think tanks need to "set the record straight" in global public opinion, providing correct information for ordinary citizens. With the development of informatization, international reports about China vary significantly, with defamatory coverage appearing frequently, making it difficult for ordinary people to distinguish truth from falsehood. Think tank scholars can correct "distorted" reports from foreign media by publishing works, writing commentaries, and giving interviews, while also interpreting international events and China's foreign policies for the public and disseminating voices that safeguard China's interests internationally, preventing manipulation of the public by international forces lacking discernment. Finally, think tanks can communicate between government and the public by conveying ordinary citizens' perspectives. Currently, international society contains distorted narratives such as "demonizing the Belt and Road Initiative," "demonizing China," and the "Yellow Peril theory," which tarnish China's image and hinder the development of major-country diplomacy with Chinese characteristics. This requires think tanks to fulfill their role in "enlightening the nation's people" and "enlightening the world's people."

Strategic planning. Domestically, think tanks need to provide policy recommendations; internationally, they must also participate in global affairs. Think tank institutions increasingly shape public opinion, domestic and foreign policy preferences, and the choices of high-level decision-makers. First, think tanks

disseminate Chinese values. In recent years, as China has grown stronger, international society has expressed growing skepticism, with frequent references to the “Thucydides Trap” and “China threat theory.” As a global power, China should have its own responses. As independent third-party institutions, think tanks can leverage their neutral position to disseminate the concept of China’s peaceful rise. Second, think tanks can influence other countries’ decision-making by influencing their interest groups through think tank dialogues and building relationships with foreign elites. Finally, think tanks serve as “issue networks” and facilitators of intellectual exchange. The development of major-country diplomacy with Chinese characteristics requires Chinese think tanks to play their strategic planning role in disseminating major-country diplomatic thinking and influencing foreign decision-making institutions.

Talent cultivation. Universities “educate people,” while think tanks “cultivate talent.” First, think tanks provide placement for retired senior officials. In the past, retired officials were often simply assigned to research institutions, which actually wasted their talents. Many retired officials remain energetic and capable, possessing valuable networks that think tanks can utilize to enable them to continue contributing to national construction. Second, think tanks must cultivate their own talent. Think tank diplomacy plays an important role in public diplomacy, and the quality of think tank talent directly determines the quality of think tank diplomacy. Therefore, think tanks should emphasize their own talent development, cultivating talent at all levels according to a 梯队 model of senior, middle-aged, and young scholars. Third, think tanks train officials. As idea factories and government as policy implementation departments, to enhance the feasibility of policy formulation and strengthen government departments’ understanding of policies, think tank researchers can practice in government departments while also training officials. Fourth, think tank personnel can be seconded. Due to their exceptional capabilities, outstanding think tank researchers are sometimes temporarily assigned to government departments to undertake governmental work. Finally, think tanks serve as excellent “training bases” for interns, who acquire skills and often become talented professionals in various fields after leaving. The development of major-country diplomacy with Chinese characteristics requires not only large numbers of talented individuals but also many Chinese talents entering international organizations to influence them and establish close connections with China.

3. Problems and Causes in New-Type Think Tank Participation in Chinese Diplomacy

Although Chinese think tanks have made certain contributions to serving major-country diplomacy with Chinese characteristics in recent years, a series of problems remain.

3.1 Existing Problems

First, there is a lack of high-quality think tanks. In 2016, the “Global Go To Think Tank Index Report 2016” listed 6,846 think tanks worldwide, with the United States ranking first with 1,835 think tanks, while China had only 435. Throughout American history, the rise of the United States has been accompanied by the vigorous development of its think tanks. Currently, as the world’s second-largest power with a population of 1.3 billion and comprehensive strength, China’s 435 listed think tanks are completely inconsistent with its status and far from meeting the needs of major-country diplomacy with Chinese characteristics.

Second, Chinese think tanks’ public enlightenment efforts require strengthening. As major-country diplomacy with Chinese characteristics further develops, some foreign policies need public understanding and support, yet Chinese think tanks’ work in this area remains insufficient. On one hand, publications from some academically-oriented think tanks are too scholarly for ordinary citizens to comprehend; on the other hand, some think tanks focus more on providing policy recommendations for the government while making limited efforts to disseminate and interpret foreign policies to the general public.

Third, Chinese think tanks’ “strategic planning” capabilities need enhancement. Track II diplomacy involves non-official or semi-official individuals (including scholars, retired officials, public figures, etc.) participating in diplomatic dialogues to find opportunities for conflict resolution and trust-building. As non-official actors, track II diplomacy represents an important way for think tanks to participate in major-country diplomacy, requiring think tank scholars to directly engage in diplomatic dialogues. Language proficiency is a prerequisite for external communication, while influencing foreign policies requires persuasive, explanatory, and disseminative ideas—that is, strategic planning capabilities essential for major-country diplomacy. However, current media reports and practical observations indicate that Chinese think tanks clearly lack such capabilities. Furthermore, although university-affiliated think tanks gather 80% of social science researchers and nearly half of academicians, they must also undertake heavy teaching responsibilities, and their communication channels with the government are somewhat chaotic. This leaves university think tank scholars without sufficient energy or appropriate channels to participate in the practical aspects of major-country diplomacy.

Fourth, Chinese think tank talent cultivation mechanisms remain imperfect. Compared with some European and American think tanks, Chinese think tanks play a limited role both in cultivating talent for domestic government positions and in sending talent to international organizations. The global development of major-country diplomacy with Chinese characteristics requires large numbers of talents to enter international organizations and increase China’s influence within them. However, current Chinese think tanks not only cannot send talent to international organizations on a large scale but also have limited internal

talent reserves that fail to meet the developmental needs of major-country diplomacy with Chinese characteristics. Few scholars from Chinese think tanks or officials and interns cultivated by think tanks can be found in major international organizations.

Fifth, the internationalization level of think tanks needs improvement. A high degree of internationalization not only maintains connections with scholars in host countries but also provides access to special regional research platforms. For example, the Carnegie Moscow Center serves as a unique platform for Washington-based scholars to conduct research and maintain contacts in Russia and, to some extent, other former Soviet regions, while also recruiting Russian scholars to work for American think tanks, thereby directly or indirectly influencing Russian decision-making. However, Chinese think tanks currently have limited capacity in this regard and cannot provide forward positions for the in-depth development of major-country diplomacy with Chinese characteristics. The root cause lies in the insufficient internationalization level of Chinese think tanks and the lack of scholars capable of high-level external communication. In this regard, constructing transnational think tank networks to maintain control over overseas branches could be a viable approach.

3.2 Analysis of Root Causes

The most fundamental cause of these problems is that China currently has far too few outstanding think tank talents, coupled with insufficient attraction for such talent. Moreover, existing excellent talents in think tanks have not been effectively utilized by the government in major-country diplomacy construction.

First, Chinese think tank construction started late. Modern Chinese think tanks originated after the founding of the People's Republic, with substantial development largely beginning after the Reform and Opening-up. Only after the 18th Party Congress, with national policy support, did Chinese think tanks truly enter a springtime of development. In other words, the substantive development period for Chinese think tanks has been relatively short. In contrast, American think tanks such as the Brookings Institution and the Carnegie Endowment for International Peace have decades or even centuries of history and much better development environments. For these reasons, both the quality and quantity of current high-level Chinese think tanks require further development to meet the global layout demands of major-country diplomacy with Chinese characteristics.

Second, Chinese think tanks lack effective incentive mechanisms. For example, the Center for Strategic and International Studies in the United States has an annual budget as high as \$43.8 million, with corporate funding accounting for 34%, government project funds 27%, foundation grants 23%, individual donations 10%, other contributions 3%, and other income only 3%. Statistics show that the United States currently has over 60,000 active foundations with assets exceeding \$163 billion, constituting the main component of American external exchange programs. The scale of Chinese think tanks cannot compare with

American counterparts. Except for the Chinese Academy of Social Sciences and the Development Research Center of the State Council, which have annual budgets of around 1 billion RMB, other think tanks are relatively small, with full-time staff not exceeding 100, making them incomparable to American think tanks. High income is one of the material prerequisites for attracting outstanding talent, making the establishment of incentive mechanisms suited to national conditions an important measure for attracting think tank talent. For instance, the average salary of assistant researchers in American think tanks is approximately 20,000 RMB per month, while their Chinese counterparts earn roughly 6,000–8,000 RMB per month.

Third, communication channels between Chinese think tanks and the government are limited. The government has not yet learned to fully utilize think tank talent, and the “cohesion” between government and think tanks remains insufficient. Chinese think tanks are mainly divided into official, non-governmental, and university-affiliated categories. Official think tanks have relatively more communication channels with the government, non-governmental think tanks have fewer, and university-affiliated think tanks are consumed by heavy teaching and research tasks, leaving them not only lacking channels but also with limited energy to participate in communication. For example, British think tanks increase their cohesion with government by hosting more closed-door events and parliamentary hearings. Chinese think tanks could similarly maintain cohesion with government through training programs and seminars.

4. Recommendations for Think Tank Construction

To better serve major-country diplomacy with Chinese characteristics, think tank construction requires combined internal and external efforts and multi-party coordination to achieve further improvement.

4.1 Government Guidance to Foster a Favorable Growth Environment

Think tank growth cannot occur without government guidance and support, and a favorable environment promotes rapid think tank development. The government should make good use of, properly manage, and treat think tanks well. It should provide sufficient space for think tank growth, maintain their independence and objectivity, and enable them to better design policies. Regarding counterfeit think tanks that exploit the think tank label to solicit projects and commit fraud, the government should exercise effective management to purify the think tank growth environment. Additionally, the government should treat think tanks favorably by formulating preferential policies and establishing relevant reward funds to provide greater policy and material support for think tank development. Finally, the government should provide more communication channels for think tanks by actively inviting them to participate in relevant diplomatic dialogues. For example, the “China-U.S. Think Tank Dialogue on the South China Sea Issue,” led by former State Councilor Dai Bingguo with participation from Chinese think tank scholars, achieved excellent results.

4.2 Establish Rigorous Internal and External Evaluation Mechanisms

Research output is an important reference standard for measuring think tank quality, and high-quality output forms the foundation for ensuring high influence. For instance, every research project at the RAND Corporation is assigned 2–3 senior researchers in the field who are not involved in the research plan to serve as reviewers, responsible for conducting mid-term and final reviews and writing evaluation reports to determine whether the project meets RAND’s requirements. Chinese think tanks can similarly establish corresponding evaluation mechanisms to ensure the quality of think tank output.

4.3 Build Scientific Talent Structures

American think tanks generally pair one professor with approximately ten assistants. For example, the Brookings Institution uses this model, which facilitates better division of labor, with senior professors responsible for judgment and organization while assistants execute tasks. However, most Chinese think tanks have very few assistant researchers, with large amounts of work consuming the energy of senior professors and affecting work efficiency. Therefore, building first-class think tanks requires establishing scientific talent structures that fully leverage human resources. Additionally, think tanks should build scientific talent structures that emphasize cultivation and construction across three tiers: young, middle-aged, and senior scholars, providing more training opportunities for young scholars, allowing middle-aged scholars to undertake more responsibilities as the backbone, and leveraging the core role of senior scholars.

4.4 Strengthen Think Tank “Networking” Construction

Strengthening think tank “networking” construction is crucial for introducing “excellent resources” and exporting “excellent results.” On one hand, think tanks should skillfully utilize media resources, making quality voices heard on hot-button issues to capture international discourse power. On the other hand, they should fully utilize media to publicize research findings and enhance international influence.

4.5 Coordinate Think Tank Scholars and University Scholars to Serve Major-Country Diplomacy with Chinese Characteristics

As the saying goes, “different fields require different expertise.” Think tanks and university scholars should properly position themselves, clarify their division of labor, and leverage their respective advantages and strengths. For major-country diplomacy with Chinese characteristics, think tanks and scholars are equally important despite different paths, both serving this diplomatic approach. Coordination between them facilitates mutual progress. Think tank scholars’ research is more policy-oriented, while university scholars’ work is more academic. Think tank scholars need to draw nourishment from university scholars’ research findings, and university scholars should also pay appropriate attention to policy

changes. Both can cooperate through relevant seminars to jointly serve major-country diplomacy with Chinese characteristics.

The 19th Party Congress wrote the construction of new-type think tanks with Chinese characteristics into its report, representing both affirmation of achievements since the 18th Party Congress and the establishment of clearer objectives for future construction. Following the 19th Party Congress, new-type think tanks with Chinese characteristics will focus on “ideological construction” and serve the development of major-country diplomacy with Chinese characteristics in a more professional manner.

Note: Figure translations are in progress. See original paper for figures.

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