

**2017 Report on the Best Practice Awards for CTTI
Think Tanks**

China Think Tank Research and Evaluation Centre

2017 Report on the Best Practice Awards for CTTI Think Tanks

Contents

Preface.....	1
1 The Source of Best Practice Awards for Think Tanks.....	1
1.1 Best Practice.....	1
1.2 Best Practice of Think Tanks.....	3
1.2.1 Best Practice Series of OTT Think Tanks.....	3
1.2.2 Connotation of the Best Practice of Think Tanks.....	4
1.2.3 Elements of best Practice for Think Tanks.....	5
1.3 Chinese think tanks need to look for "best practice" for their own development.....	6
1.3.1 Construction of New Types of think Tanks calls for "Best practice".....	6
1.3.2 Best practice emerges in the construction of new think tanks.....	8
1.3.3 "Best practice" energize research consulting for new think tanks.....	9
2 Review of the selection process of CTTI-BPA's cases.....	11
2.1 Material Collection and Review.....	11
2.2 Selection process.....	11
2.3 Analysis of selection content.....	13
2.3.1 The Main Body of the Declaration is Diverse and Widely Distributed.....	13
2.3.2 Diversification and specialization of the topics of the study.....	16
2.3.3 Think tank activities flourish and brand effects take shape.....	17
2.3.4 New breakthroughs in institutional mechanism construction of think tanks.....	19
2.4 Selection results.....	20
2.5 Conference review.....	25
3 Best practice of CTTI-BPA.....	29
3.1 Research report.....	29
3.1.1 Beijing Institution of Letters to Government: <i>A study of Social contradiction Indexes</i> - an excellent work on empirical Research of think tanks.....	29
3.1.2 Institute of Finance and Economics of Tongji University: <i>Re-understanding and accurately defining the main contradictions in China's Society in the New era</i> - Think tanks research should pay attention to major practical problems and give prominence to foresight.....	31
3.1.3 Institute for Food Safety Management of Jiangnan University: <i>Development Report on China Food Safety</i> —condensing brand achievements in professional theoretical research; creating small and specialized, small and fine, small and strong, internationalized professional think tanks in colleges and universities.....	32
3.2 Management.....	33
3.2.1 Innovation Project of Shandong Academy of Social Sciences: speed up the traditional Academy of Social Sciences to a first-class new think-tank with innovative engineering as its starting point.....	33
3.2.2 Institute of China Rural Studies of Central China Normal University: 30 years'	

focus on Rural Social Survey.....	35
3.3Activity	36
3.3.1 Fudan Development Research Institute: Shanghai Forum-always adhere to the internationalization path and promote the transformation of the traditional forum into a think tank forum.....	36
3.3.2 Institute of African Studies of Zhejiang normal University: a Trinity of disciplines, think tanks and Media.....	38
3.3.3. Changjiang Education Research Institute: Summit Forum of education think Tank and Education Governance-make full use of the channels of the CPPCC National people's Congress, set up the first-class professional forum, and focus on the modernization of China's education for ten years as a day.....	39
Conclusion	41

Preface

In recent years, the construction of new types of think tanks with Chinese characteristics has ushered in unprecedented development opportunities, and also made a series of remarkable achievements. In the field of think-tank research, consulting practice and think-tank management, there are many examples that are worth generalizing. In order to publicize and promote the innovative experience and unique practice in research, activities and management of think tanks at all levels of our country, improve the level of research, consultation and management of think tanks in our country, and promote the healthy development of new types of think tanks with Chinese characteristics in the new era, China Think Tank Research and Evaluation Center of Nanjing University and the Think Tank Research and Release Center of *Guangming Daily* based on the data of the China think tank index (CTTI) carried out the activity of "CTTI-BPA Best practice Awards" (hereinafter referred to as the "BPA three Awards"), which is selected to reward and promote innovative experience and practice of research consulting practice and management of various think-tanks at all levels.

1 The Source of Best Practice Awards for Think Tanks

1.1 Best Practice

The concept of best practice (Best Practice, BP) is derived from the field of management, that is, "the idea that there is a technology, a method, a process, an activity, or a mechanism that optimizes the results of production or management time". This concept has been widely used in software design, environmental management, human resource management, book information processing, public policy analysis and other fields.

In business management, best practice refers to those that are recognized to produce good results on a sustainable basis and apply to different situations. It is one

of the core contents of benchmarking management and the key to scientific management. Benchmarking management (Benchmarking), also called benchmark management, is a modern enterprise management method pioneered by Xerox in 1979. It is called "three management methods" by western management circles together with enterprise reengineering and strategic alliance. In the late 1970s and early 1980s, American Xerox, which had maintained a monopoly on the world market for photocopiers, suffered from home and abroad, especially from Japan, the full range of challenges, market share plummeted. In order to get out of this dilemma, Xerox began to learn from Japanese enterprises, through comparative analysis to find out the gap, adjust the management strategy and reorganize the process, carried out extensive and in-depth benchmarking management, and finally achieved excellent performance. Since then Xerox began to widely promote benchmarking management, select the same industry companies to investigate, through comparison to find out the crux of their own, and then take appropriate measures. In the light of Xerox's successful experience, IBM, DuPont, General Motors and other companies have followed suit, looking for companies in the same industry with best practice in management, and looking for poor bids. Optimize the practice of enterprises.

Specifically, benchmarking management means that enterprises compare their own products, services, production processes with leading enterprises in the industry, learn from others' advanced experience, and improve their own shortcomings. So as to improve the level of business management and core competitiveness. Later, the Center for Productivity and Quality in the United States systematized and standardized the concept: benchmarking was a systematic, continuous evaluation process by constantly comparing business processes with the world's leading firms. To obtain information to help businesses improve their business performance.

The essence of benchmarking management is a practical, process-oriented, method-based management mode. Its basic idea is system optimization, continuous improvement and continuous improvement, which is simply a process of imitation, learning and innovation. In this process, as a benchmark, the "best practice" is particularly important. Now benchmarking management method has been widely used

in various fields, various industries have been looking for the best practice within the scope of the industry, from the extraction of advanced work experience and promotion in the industry, so as to promote the common progress of the industry.

The concept of "best management" is used frequently in the library field. One of the roles of the American Library Association (ALA), for example, is to "develop standards and best practice models." the Association and its branches collect and systematize typical projects and good examples in the industry. The best practice are summarized and refined, and the best practice guide is compiled and popularized. The concrete results include the Information Literacy Program Best Practice Features: guidelines, the EAD Best practice Guide of the Research Library Association and so on. In addition, a series of professional awards awarded by ALA include the "Best Marketing Practice Award of Academic / Research Library " awarded to libraries with best practice in marketing.

In the field of health care, the concept of best practice is also widely used. The United States Centers for Disease Control and Prevention (CDC) defines best practice in the field: best practice are the process of implementing programs to improve health outcomes, make them public health, and comply with the quality of evidence program. The practice of CDC is to bring together scientists and practitioners in the fields of epidemiology, behavioral science, project design and management, evaluation and policy making, etc. Research fellows, fund providers and evaluation experts, etc., for internal health in the field Health issues, the application of best practice standards and different types of practice methods for review. These experts first classify the relevant knowledge through discussion, then carry out continuous evaluation and quantitative analysis from many aspects, levels, different levels, and carry out in-depth dialogue and exchange, and finally form a case model of one best practice theory. Used to guide the improvement of public health.

1.2 Best Practice of Think Tanks

1.2.1 Best Practice Series of OTT Think Tanks

The world's largest professional website, OTT (onthinktanks.org), was set up in the UK in 2010 to help think-tanks to make short-and long-term decisions in a more strategic way. As a digital platform for research resources in a collection think tank, OTT brings together the latest data, research, analysis, resources and features associated with think tanks around the world, and is now one of the well-known websites in the field of global policy research, providing a number of services to think-tank research, Activities and knowledge support.

In 2017, an OTT Best Practice Series is posted on the OTT website, which includes a list of the best practice of a think tank. Each article in the series has set up different topics based on different think-tank practice and addressed the issue of reliability in a variety of ways to help think tanks to improve their reputation, efficiency and efficiency through best practice in such management, communication and governance.

The “OTT Best Practice Series” is of the view that the best practice of a think tank is a clear and effective way of task execution, as it is usually produced in a well-known and well-known think tank and have achieved good results. Based on its rich experience in the research field of a think tank, the author has refined the actual strategies and processes for a number of specific issues, and encouraged the reader to adjust according to the specific use environment. The series of best practice have now accumulated: think tanks study best practice for project documents and data archiving; best practice for a think tank to recruit for researchers; best practice of the funders in funding think tanks; and construction of staff off-site Training; think-tank research project management consultants; think-tank innovative fund-raising strategies; cost monitoring of think-tank research projects; professional development funds that motivate researchers; and greater policy impact-tracking communication after think tank projects are completed.

1. 2. 2 Connotation of the Best Practice of Think Tanks

From all these examples, best practice can be a skill, a method, a mechanism, etc. By analyzing the definition of "best practice" in various industries, combining the local context of our country and the development of think tanks, this paper defines the

best practice of think tanks as: The best ways to do things and the best things in resources of human, physical, financial and project management can be summed up by self-assessment of think tanks, to form benchmarking cases of organization management. These cases are the summary and refinement of the results of the management activities of think tanks, and have a strong promotion value. But it should be noted that the best practice of think tanks are not the same, they are universal. For different types of think tanks, best practice have different connotations. The best practice principle only provides a standard for reference, according to which different think-tanks can find out the difference and combine their own strategic planning and development environment to implement the optimal scheme suitable for their own organization.

1.2.3 Elements of best Practice for Think Tanks

The first element of a think tank's best practice is the source. The best practice must be that the think tank is actively exploring and constantly trying to form in the course of daily operation and management; therefore, the think tank itself, as the source of the best practice, is of great importance. First, think-tank workers need to have the initiative, constantly think in the day-to-day work, dare to practice, try to explore the better plan; the action of the think tank needs the purpose, whether the internal governance or the result output, should adhere to the problem-oriented and the goal-oriented realistic spirit, On this basis, the resources and brainstorming of all parties are coordinated, and the last of these tasks need to be persistent, that is, to focus on the accumulation and detailed records such as management reviews and activity organization process in the course of practice,, to the maximum extent, convert the tacit knowledge inside the think tank to explicit knowledge that can be understood by other institutions and more easily spread.

The second element of best practice in think tanks is the subject. The best practice of the think tank is embodied in a fruitful research, an influential activity, or an effective management plan, which is accumulated in the actual operation and management of the think tank. Thus, the main body of best practice in think tanks is the lessons learned that have proven to be useful. There are two main forms of such

experience, one is tacit knowledge in the minds of think-tank employees, experts, which are derived from long-term practical experience and rely on human subjective development and cognition. For example, an expert's research writing skills. The other is explicit knowledge in written form, which comes from the summary and solidification of the working methods of the organization, including the evaluation and assessment system of scientific research achievements of think-tanks, the new personnel management system, and so on.

The third element of best practice in think tanks is the process. The implicit and explicit knowledge co-exist in the best practice, which determines the extraction and transfer process of the think tank's best practice. The extraction of tacit knowledge in the best practice needs to experience a series of processes such as self-assessment, self-summarization, self-extraction, etc. The transfer of best practice requires the process of preach, communication, learning, implementation and so on. It is important to note that the learning process of the best practice is interactive and dynamic. The dynamic practice means that the learning process of the best practice should follow the what the book says, and all kinds of think tanks need to proceed from actual conditions , and explore the most suitable preferred plan in the course of repeated learning and practice, which is the most important thing. Interactive practice means that the transmission of best practice requires communication to achieve better learning results, and both the teacher and learner are required to have the opportunity to communicate face to face, not only to learn the explicit knowledge in the text, but also to communicate the tacit knowledge in the mind. This is also the important reason why we have held the best practice case conference of the think-tank after the BPA award.

1.3 Chinese think tanks need to look for "best practice" for their own development

1.3.1 Construction of New Types of think Tanks calls for "Best practice"

On January 20, 2015, the China Office and the State Office officially issued *the Opinions on Strengthening the Construction of New Types of think tanks with Chinese*

characteristics, which opened a new stage in the history of the development of the new type of think tanks. There has been a boom of building and using think tanks throughout the whole country, and the construction of think tanks is in full swing. But there is still a certain gap between the current situation and the orientation and goal of the construction of the new type think-tank put forward by the *Opinions*. There are also a series of problems hidden behind the vigorous development, especially at different levels and different types and also at different regions. There are great differences in the development of think tanks.

General Secretary Xi Jinping pointed out at the 2016 conference on philosophy and social sciences: "in recent years, there has been great enthusiasm and success in the construction of think tanks in the field of philosophy and social sciences, which has provided beneficial assistance to party and government departments at all levels in making decisions. At the same time, some think tanks have the problem of paying more attention to the quantity than the quality, while others pay more attention to the dissemination of form than the innovation of content. There still has other formalistic practice, such as inviting celebrities and running forums." It can be seen that, although the construction of new types of think tanks has played a positive role in the process of promoting the modernization of the national governance system and governance capacity, some think tanks have been making up the number in this construction wave. The fundamental problems in the process of development can not be solved all the time, and the financial management, staff motivation, resource integration and other aspects still face great constraints.

On the other hand, the exchanges between Chinese and foreign think tanks are becoming more and more frequent, and the more mature governance structure and operation mechanism of western think tanks have been introduced into China, which has played a good reference role in the construction and development of our country's think tanks. However, the political, economic, social environment and the target of think-tank construction are not the same at home and abroad. The construction of our country's think-tank should not copy the experience and development mode of the western construction, but need a group of local practice rooted in the Chinese think

tanks, and the new types of think tanks with Chinese characteristics which adapt to the development of the times should explore the local experience and play a leading role in leading the way. The unbalanced development of the think tank urgently calls for a group of excellent ones with Chinese characteristics and typical characteristics. "Best practice" plays a role of benchmarking and demonstration and promotes the overall development of new think-tank construction with Chinese characteristics.

1.3.2 Best practice emerges in the construction of new think tanks

In November 2015, the General Secretary of Xi Jinping presided over the 18th meeting of the leading group for comprehensive reform of the Central Committee, and considered the adoption of *the Pilot Work Programme for the Construction of the High-end Think Tank of the Country* and the high-end think tank is emphasized to build a group of high-end think tanks which countries are in dire need, the characteristics are clear, and the system is innovative. In December 2015, as the pilot work meeting of the national high-end think tank was held, the great deal of "Implementation of the national high-end think tank construction plan" have made a substantial step. In recent years, the high-end think tank of the state has sought to break through the institutional mechanism, and actively explored the new path of improving the internal governance structure and operation mode of the think tank. A great breakthrough has been made in aspects of public diplomacy decision-making consultation and public opinion guidance. At the same time, many provinces and cities, according to the construction model of the national high-end think tank, carry out the construction pilot of the key think tank in the province, and it is intended to explore new ideas, new measures and new models for the construction of the think tank in the region based on the actual situation and the characteristics of the industry. In this process, a number of outstanding professional think tanks have also emerged in research, practice and management. The excellent think tanks have produced a range of high-quality research results with forward-looking and targeted, content-based innovation, and organized a number of activities that have an important impact on the national, even international, which provides Numerous best practice cases.

Summarizing and extending the successful experience of the advisory capacity of

the think tank, especially in the reform of the institutional mechanism, the optimization of the internal management process, and the improvement of the results quality of the think tank, it is not only the requirements for the construction of the new think tank system with Chinese characteristics, but also the brand promotion of some think tanks. What's more, the need to improve its own influence is an urgent need for a large number of think tanks to learn advanced experience and to carry out benchmarking management and improve their own development level.

1.3.3 "Best practice" energize research consulting for new think tanks

The internal energy of a relatively closed think tank is limited, and it may be difficult to meet the needs of the organization's continued development after a certain period of time, at which time it is necessary to seek support from the outside. That is Obtaining external energy. Learning the best practice outside and using the advanced management ideas and practical experience of other think tanks are an effective means for the think tank to get an external energy. The best practice case reflects the process and practice of the think tank in the specific link, the analysis can find out how the think tank could deal with the specific problems, how to solve these problems in a way to solve these problems and what kind of effect has been achieved in the end, so as to extract the operation and management method which has the promotion value and the practical significance.

A benign think tank's internal operations and management approach can promote the healthy and efficient operation of a think tank, which is the necessary guarantee for a think tank to continue to produce competitive research results. The best practice case selection of the think tank is divided into three categories: the best study report, the best activity and the best management, where the study report is a typical representative of the think tank's results-based service decision, and the activity is the most important way to think tank's output, to build the brand and to improve its influence, while the management is the necessary support for the effective output and successful activities of the think tank.

it is going so say that: advice from others may help one overcome his shortcomings. The process of learning best practice by think-tanks is actually a

process of comparison, imitation and innovation. Comparing own production, activity flow, management mode with all kinds of best practice and using their advanced experience for reference, rethinking, think-tanks can improve their own operation and management practice, so as to improve operation efficiency and enhance innovation ability and competitiveness. Enhancing innovation ability and competitiveness is not only helpful to the progress of the individual think tank, but also to the mutual exchange within the think tank community, thus to promote the perfection of the governance system of the new types of think tanks with Chinese characteristics.

1.4 Significance of Best Practice Case Selection of Think Tanks

The China Think Tank Research and Evaluation Center at Nanjing University and the Think Tank Research and Release Center of *Guangming Daily* have selected and released the three awards in order to further promote the development of the community of think tanks and to discover outstanding cases. It is hoped that the BPA Award will become an important mechanism for promoting the practical ability of new types of think tanks and for selecting and commending excellent think tanks.

The significance of this BPA three-award selection activity is as follows: First, through the best practice selection activities of think tanks, we further carry forward the problem-oriented and goal-oriented Chinese characteristics, Chinese style, and the spirit of seeking truth from facts in Chinese think tanks. Second, through the best practice selection activities of think tanks, to give play to the initiative of each think tank, according to the way of "learning by doing", through self-assessment, self-summarization, self-refining and contribution to the best cases to discover and promote a group of new think tanks that can lead to the people, wealth, material management and project management typical cases. We should promote common progress in the management of new think tanks through publicity and promotion. Third, the best practice of the think tank is a kind of benchmark management activity. The best practice case assessment activity of the think tank has promoted the full exchange among the think tanks, promoted the benchmarking between the think tanks, and can improve the management level of the think tank more quickly.

2 Review of the selection process of CTTI-BPA's cases

2.1 Material Collection and Review

After early argumentation and preparation, The China Think Tank Research and Evaluation Center at Nanjing University and the Think Tank Research and Release Center of *Guangming Daily* published an notice called "Best practice cases of think tanks of China think Tank Index" (CTTI-BPA) in November 2017. The collection work began formally. The best practice cases of year 2017 covers the results of all think tanks since 2015, including CTTI Source think tanks and non-Source think tanks. Think tank research best reports and best practices awards are voluntarily submitted by think tanks and best management is nominated by the competent departments of think tanks from provinces, autonomous regions and municipalities directly under the Central Government. Each organization should sign and affix the official seal of the responsible person, submit the scanned copy through email and the printed copy will not be accepted. Other certifications and supporting materials need to be submitted in paper by mail.

After received the application materials, the staff carefully examined each material, and verified the accuracy and standardization of each material by mail and telephone verification for non-compliance or omission of the material, and the erroneous part of the material was checked by e-mail and telephone. Finally, all the declaration materials will be classified, numbered one by one and for each declaration material to produce expert evaluation forms, which is fully prepared for the follow-up selection process.

2.2 Selection process

In order to improve the scientific and professional nature of prize selection, the selection process is based on the principle of fair, impartial and open, and the expert group peer review method is mainly adopted. The panel consists of the head of the think tank, the leading organizations of the think tank and experts in the think tank research community. Combining the qualitative and quantitative methods and taking

the (CTTI) data of the China think Tank Index as an important reference during the whole selection process, the specific selection methods for each of the three categories of awards are formulated respectively according to the respective characteristics of the three categories of awards.

The best research award and best activity award are submitted by the agency, and the expert group reviews the voting method to determine the shortlist.

The selection process of the Best report Award mainly examines the quality and influence of the research report. The quality of the report focuses on its pertinence, forward-looking, scientific and academy. High-quality research reports must be produced by think tanks on the basis of professional theory, using scientific research methods, policy analysis tools and technical means, focusing on the practical problems that the Party and the government, society and people's livelihood need to be solved urgently, being able to reflect think tanks' ability to control and scientific foresight on the research problem. Impact includes the policy influence of the report, academic influence and social influence. Policy influence mainly focuses on the role of research reports in advising policy makers, the academic value of academic influence investigation reports derived from academic results; The social influence not only examines the report and its derivatives are reported by all kinds of media, but also emphasizes the humanistic care and social responsibility reflected in the report.

The Best activity Award is based on the purpose, objective, program and process of the activity and examines the innovation and impact of the activity. The innovation of the activity includes both the innovation of the content of the activity and the innovation of the form, and the influence includes not only the influence of the activity itself, but also the influence of its derivatives. The social influence of the activity not only pays attention to the media report, but also focuses on the focus of the activity on social hot issues and major events, the demonstration effect of the activity, and the social responsibility and humanistic concern embodied in it. International influence focuses on the process of international exchanges, think tanks in which the role of "two-track diplomacy" and so on.

The best management awards were nominated by provincial and municipal think

tanks, and the panel reviewed the list of finalists in the form of a vote. This award focuses on the innovation and effectiveness of the management of the nominated think tank, from the organizational structure, system construction, operational management and other dimensions, including the fund management of the think tank, personnel management, results promotion, and so on. Foreign cooperation and other aspects, which tries to select a clear positioning, distinctive characteristics, complete mechanism, orderly operation of new types of think tanks with Chinese characteristics.

2.3 Analysis of selection content

In this selection process, think tanks from 23 provinces, autonomous regions and municipalities have declared a total of 441 items, excluding non-standard, unsigned and sealed returns, and finally there are 416 official declarations. Of these, 216 were "Best Research report Award", 166 "Best activity Award", and 34 "Best Management Award" recommended by provinces, municipalities, autonomous regions and municipalities directly under the Central Government. The results of the construction of new types of think tanks with Chinese characteristics in the past three years can be seen in the various and informative application materials: the theme of research report tends to be diversified and specialized; the activities of think tanks are developing vigorously and the brand effect is gradually taking shape; new breakthroughs have been made in the construction of institutions and mechanisms, and a number of new think tanks that have achieved great success in management have emerged.

2.3.1 The Main Body of the Declaration is Diverse and Widely Distributed

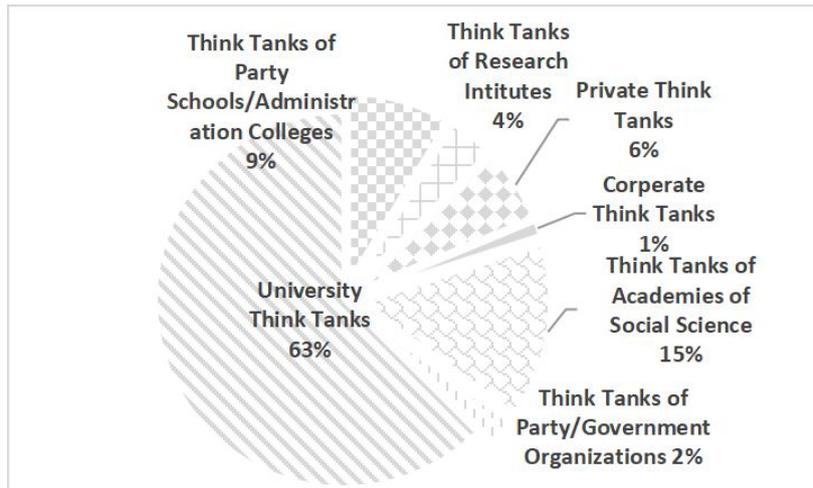


Fig. 1 Distribution of types of think tanks applying for best research report award

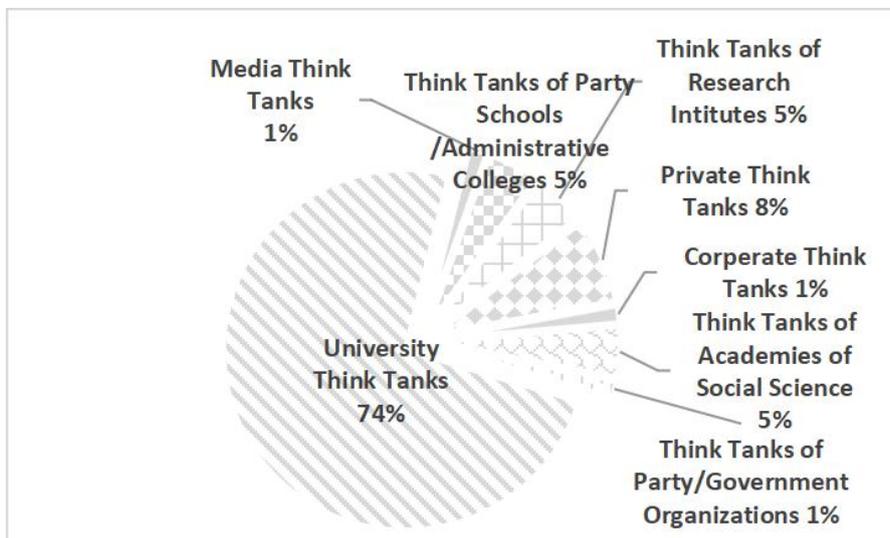


Fig.2 Distribution of best event award application types

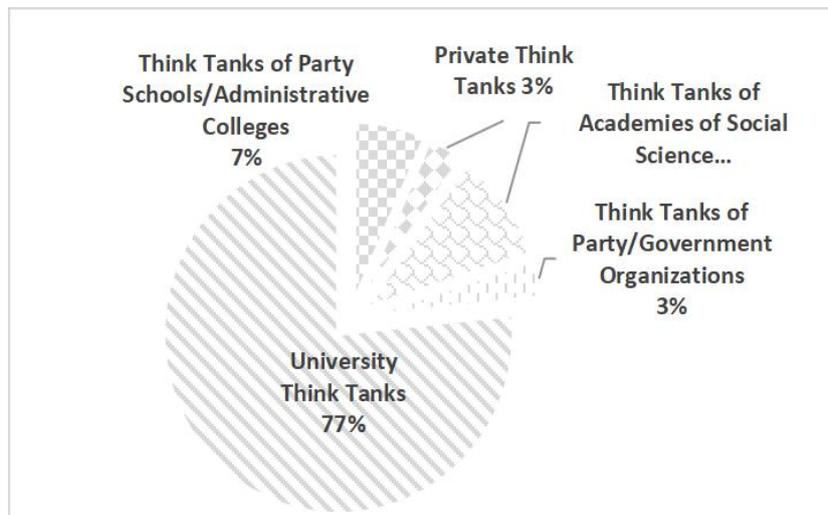


Fig.3 Distribution of types of best management award application think tanks

First, the main types of declaration are diverse: think tanks in colleges and universities are dominant, while other types of think tanks are evenly distributed. Figure 1, figure 2, figure 3 respectively show the distribution of the three categories of awards. It can be seen that the university think tanks account for 63%, 74%, 77% of the total number of the three categories of awards, respectively, occupying an absolute advantage in the number; In addition, the Party School Administration Institute think tank, the Academy of Social Sciences think tanks, research institutes think tanks are also important participants in the declaration. On the whole, the distribution of other types of think tanks is relatively average except for think tanks in colleges and universities, and there is no obvious difference in the distribution of other types of think tanks.

Second, a wide range of geographical distribution: Beijing, Shanghai and Jiangsu province three performed prominently. The declared think tank comes from 23 provinces, autonomous regions, municipalities, including Beijing, Shanghai, Jiangsu outstanding performance, the total number of three categories of awards are in the forefront. Beijing, as the national center of politics, science and education culture and international communication, has the advantages of politics, education and scientific research, and the number of activities is more than that of the research report of the think tank running in the election; With the advantages of economy, education and international communication, the number of think tank activities occupied an advantage in Shanghai; Under the strong support of the provincial party committee and provincial government for the construction of think tanks and the positive response of various think tanks, the number of research reports and declarations of activities of think tanks also leapt to the forefront. In addition, Tianjin, Inner Mongolia, Yunnan, Shandong and other places have shown great enthusiasm for the declaration, participation is high. Generally speaking, the type and regional distribution of the declared think tanks are basically in line with the actual distribution of think tanks in China.

2.3.2 Diversification and specialization of the topics of the study

First, topics of the research report tend to be diversified. According to the theme distribution of the report, the application covers 32 topics, including economic policy, industrial policy, social policy, foreign policy, cultural policy, government governance, and business management policy. There are many reports on ideological policy, all of which are more than 8. As many as 46 election reports on economic policy topics are well ahead of the list. In addition, think tanks also pay attention to agricultural policy, environmental policy, education policy, financial policy, urban governance policy and so on. From the point of view of the topic, it covers the hot issues in the past three years, such as the construction of "The Belt and Road", the new normal of China's economy, precision poverty alleviation, supply-side structural reform and other hot issues in the past three years.

Second, the subject of the report tends to be professional. Research report is one of the important outputs of the think tank. The quality and specialization level of the research report will affect the role of think tank in the process of decision-making and consultation to a great extent. Most of the research reports declared this time are highly professional, all based on their own field of professional research, combined with the Party and the government, and the practical problems that need to be solved urgently by the people's livelihood of the society, specifically involving politics, economy, education, and electricity. Professional fields such as oil and gas. meanwhile, these specialized research reports are also a reflection of the core competence of the professional think tank, that is investigation research, data collection and analysis, modeling calculation and the ability of planning evaluation. For example, *China Development Report on Food Safety*, a series of the Institute for Food Safety Management of Jiangnan University, takes the production of edible agricultural products as a starting point, synthetically applies various statistical data and combines a large number of empirical investigations to study the evolution of food safety (including import food safety) in key links, including the production ,circulation and consumption of our country, and the assessment of the current state and future trend of food safety risks reflect the highly professional nature

of the think-tank and its objectivity, which has a positive effect on the modernization of Chinese food safety risk management system and management ability .

2.3.3 Think tank activities flourish and brand effects take shape

First, the activities of think tanks flourish, rich in content. Think tank activity is an important and effective way for think tank to enhance communication and impact. The 166 declared activities are rich in content and in a variety of forms, among which the number of forums and seminars is at the forefront, followed by research, press conferences, training and other forms. The content of the activities involves not only the major strategic issues, social hot issues, but also the key issues in the professional field. While expanding its influence through these activities, think tanks also strive to excavate and form policy research results and products, and make suggestions for the development of related fields. For example, National Research Center for Economic Comprehensive Competitiveness of Fujian Normal University, in its activities of serving the BRICS meeting in Xiamen, focused on the theme and discussion of the summit, deployed ahead of schedule, deepened research, and successively formed high-quality research reports, a series of monographs and articles, which has produced positive social repercussions and provided a "think tank program" for the Xiamen meeting.

Second, think tank activity form innovation. During this application process, a number of activities of think tanks with innovative forms and prominent highlights have emerged. These activities are either flexible in organization, free from time and space, or closely integrated with the Internet and new media, and are new think tanks that dare to innovate in the course of construction. The vivid embodiment of active exploration. For example, the filming campaign of the documentary *I come from Africa* carried out by the Institute of African Studies of Zhejiang normal University, using film and television means, aims to adopt the ideological nature and pertinence of research in the think tank. Breaking the bottleneck of the limited dissemination of similar subjects made at home and abroad which finally has produced a positive reaction at home and abroad. In addition, the Research Center for Co-development with Neighboring Countries of East China normal University has set up overseas

studios in Washington, D.C., and Moscow, respectively, aiming to break down the solidified barriers between universities and research institutions at home and abroad, as well as between disciplines, to make full use of domestic and foreign high-quality resources and to create a high-quality transnational work platform. Finally, it will explore a new model of think tank : "go out".

Third, think tanks pay attention to the promotion of policy communication and brand building. Many think tanks regularly hold academic forums and seminars, forming a brand effect. Most of these activities are carefully planned by think tanks, attracting people from all walks of life to participate in the exchange and collision, and gradually become a very influential and cooperative platform in this field. For example, the Fudan Development Research Institute declared the "Shanghai Forum", which was founded in 2005 and has successfully held 12 sessions so far. It is one of the most internationally influential brand forums currently held in Shanghai. In addition, the "Top Ten Rule of Law influence events of the year" of the Institute for Chinese Legal Modernization Studies, Nanjing normal University, has been continuously released in 2015, 2016, and 2017. The publication and dissemination platform of "Legal Daily", legal Network and other media, websites and self-media has had a great influence in academic circles, practical circles and the public.

Fourth, think tanks promote international exchanges and carry out second-track diplomacy. Deepening international exchanges and cooperation and enhancing international influence is an important link in the construction of new types of think tanks with Chinese characteristics. It can be seen from the application materials that many think tanks, especially high-end think tanks of the state, actively play the role of public diplomacy and take the initiative to carry out international exchanges, especially play a key role in the second track diplomacy. For example, the China-US Economic two-track Dialogue, co-sponsored by the National School of Development of Peking University and the National Council for U.S.-China Relations, is held twice a year, alternating between New York and Beijing, and has been successfully held 17 times so far. The results of the dialogue were reported to the relevant departments of China and the United States, which provides reference for the decision-making of the

governments of China and the United States, helps the academic circles and business circles of the two countries digest the positive results of the dialogue between the two governments and also increases the mutual understanding and trust between the two peoples.

2.3.4 New breakthroughs in institutional mechanism construction of think tanks

A total of 34 think tanks have signed up for the Best Management Award, with the top three in economic and trade, social policy and comprehensive research. The fields of economy and trade mainly include finance, income distribution, industrial economy, business operation, market consumption and so on. Nine think tanks are mainly engaged in related research in this field, including 8 think tanks in universities and 1 private think tank. The field of social policy mainly includes the research direction of state governance, social management, public policy, urban and rural construction, housing, social security and so on. There are five think tanks mainly engaged in the relevant research in this field. Including 4 think tanks in colleges and universities and 1 think tank in party and government departments. Comprehensive research includes three think tanks of the Academy of Social Sciences and two think tanks of the Party School of Administration, which are engaged in decision-making and consultation work across multiple fields at the same time. The nominated think tanks are actively explored in management, bold innovation, emerging a lot of bright spots.

First, improve the governance structure and promote the integration of resources. For example, the Center for Crisis Management Research of Tsinghua University has implemented the system of director and chief expert of the base, established an academic committee composed of experts and scholars from various relevant fields, and integrated the superior resources of various disciplines. At the same time, the think-tank also focuses on strengthening extensive academic cooperation with graduates, which forms a super-high-end research team of "small entities and large alliances". Second, pay attention to the construction of research platform. For example, the research and service platform of the think tank set up by the Institute of China Rural Studies in Central China Normal University fully embodies the

characteristics of attaching great importance to investigation and research and the archival management of data cases. The policy analysis of the think tank is based on solid data and facts. Third, innovation in the transformation mechanism of consulting results. In the report of consultation results, the Center for Think Tanks Research and Management in Shanghai has successfully realized the docking of government needs and expert achievements by opening the Strategic thought Salon of Shanghai University think tanks.

2.4 Selection results

On April 30, 2018, after the expert online communication review, a total of 78 entries enters the final session. On May 8, the expert Group held a final evaluation meeting and finally selected 51 "2017 CTTI-BPA best practice cases". In accordance with the principle of science and rationality, moderate quantity, and put quality before quantity, the prize was finally set up for the "Best Research report Award for think tanks", the "Best activity Award for think tanks" and the "Best Management Award for think tanks". Two special prizes, five first prize and ten second prize for each of the three categories of awards. Table 1, Table 2, Table 3 are the winners of the three CTTI-BPA Awards (ranked first and last in the same category).

Table 1. Best Research Report Award for a think tank

Name of Report	Name of Think Tank	Prizes received
<i>Research on Letters and Calls</i>	Beijing Institution of Letters to Government	Grand Prize
<i>Rethinking and Redefining the main Contradiction of our Society in the New Era</i>	Institute of Finance and Economics of Tongji University	
<i>Be on guard against Changing "limited price room" to "welfare room" And "House of Corruption"</i>	Yangtze Industrial Economics Institution (Nanjing University)	First Prize
<i>Series of Development Report on</i>	Institute for Food Safety Risk	

<i>China Food Safety</i>	Management of Jiangnan University	
Understand the Blueprint of the Belt and Road—Detailed Annotation of <i>"The Belt and Road": concept, practice and China's contribution</i>	Chongyang Institute of Financial Studies, Remin University	
<i>Positive Change in Attitude of Us and European Think Tanks on the Construction of "Belt and Road"</i>	National Institute of Global Strategy, Chinese Academy of Social Sciences	
<i>Blue Book of Chinese traditional villages investigation report on the Protection of Chinese traditional villages (2017)</i>	Research Center of Chinese Village Culture, Central South University	
<i>Development Report of Unicorn Enterprise (Series Research)</i>	Beijing Greatwall Enterprise Institute	
<i>Using "targeted poverty alleviation" to accomplish "Helping People Get out of Poverty"</i>	Academy of Social Science, Fujian	
<i>A Series of Research reports on the Survival status and Rescue suggestions of minor Children of prisoners</i>	Center of Social Governance Research, South China University of Technology	Second Prize
<i>Appraisal Report on China Green GDP Performance</i>	Institute of State Governance of Huazhong University of Science and Technology	
<i>Research report on the efficiency of Local Government in</i>	Research Center of the Management-decision Evaluation	

<i>China(2016)</i>	of Jiangxi Normal University	
<i>Principal contradictions in the New normal of Economic Development and structural Reform on the supply side</i>	Collaborative Innovation Center for China Economy, Nankai University	
<i>Research report on promoting the implementation of the Silk Road Economic Belt and win-win regional cooperation</i>	Northwest Land and Resources Research Center	
<i>Comparison of Comprehensive Innovation strength between Beijing, Tianjin and Shanghai and Shenzhen and reflection on Tianjin's Construction of an innovative City</i>	China Center for Economic Statistics Research, Tianjin University of Finance and Economics	
<i>Ten legal problems facing the Development of a New Generation of Artificial Intelligence</i>	Research Institute of China Green Development of Tianjin University	
<i>Explanation and rational thinking of the phenomenon of "extreme Poverty" in the Town of extremely Poor Township in Guizhou — Suggestions based on investigation and Research in 20 towns of extreme Poverty</i>	Guizhou Provincial Party School of CPC, Guizhou Administration College	

Table 2 list of best activity awards for think tanks

Name of Activity	Name of Think Tank	Prizes received
Sino-US Economic Dialogue &	National School of Development	Grand Prize

National Development Forum	at Peking University	
Shanghai Forum	Fudan Development Institute	
the Summit Forum on Education think tanks and Educational Governance	Changjiang Educational Research Institute	First Prize
Practical Exploration and path Choice of Service Scientific Decision-making of Contemporary Chinese think tanks—A case study of Xiamen BRICS meeting served by Fujian normal University Competitiveness Research Center	National Research Center for Economic Comprehensive Competitiveness, Fujian Normal University Branch	
China Enterprise Globalization Forum	Center for China and Globalization	
<i>I'm from Africa</i> (Major Public Diplomacy Documentaries, Episodes 6)	Institute of African Studies of Zhejiang normal University	
Issue of the Top Ten Annual Events of China's Legal Influence	Institute for Chinese Legal Modernization Studies, Nanjing Normal University	
Visits to five Eastern European countries-Constructing the Dialogue Mechanism of the complex Foreign Policy Network of think tanks	China Regional Development and Reform Institute (Beijing)	Second Prize
Workshop on Emerging Economies and Economic Globalization in the Context of	Intellisia Institute	

APEC		
Think Tank forum of Central Plains	Academy of Social Science, Henan	
Establishing overseas studios (Wilson Center for International Scholars, Russian University of higher Economics) to Train Elite Talents of complex Think Tanks	Research Center for Co-development with Neighboring Countries of East China normal University	
Research Institute of Jiangsu Yangtze River Economic Belt	Development Forum of Yangtze River Economic Belt	
International Forum of China-Mongolian-Russian Think Tanks	Development Research Center of Inner Mongolia Autonomous Region	
Think Tanks Forum of Environment and Development	Western China Think Tanks on Resources, Environment and Regional Development (Lanzhou Center for Documentation and Information, Chinese Academy of Sciences)	
The innovative practice of Yunnan University in carrying out Public Diplomacy in Myanmar	Centers for China's Neighbor Diplomacy Studies, Yunnan University	
Seminar on Science and Education Development Policy	Institute of China's Science, Technology and Education Policy, Zhejiang University	
High-level Forum on Security Research of "Belt and Road"	China National Institute for SCO International Exchange and Judicial Cooperation (Shanghai University of Political Science and	

	Law)	
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Table 3 List of the Best Management Award of the Think Tanks

Name of Think Tank	Awards received
Institute of China Rural Studies, Central China Normal University	Grand Prize
Innovation Project of Shandong Academy of Social Sciences	
Institute of the Development of Socialism with Chinese Characteristics, Southeast University	First Prize
Center for Crisis Management Research of Nanjing University	
Center for Crisis Management Research of Tsinghua University	
Centre for Think Tanks Research and Management in Shanghai	
Research Institute for Indian Ocean Economic, Yunnan University of Finance and Economics	Second Prize
Research Center for Beijing Transportation Development, Beijing Jiaotong University	
Consilium Research Institute of Chongqing University	
Chongqing Center for Productivity Development	
Research Base for the Implementation of National Intellectual Property Strategy(Tianjin University)	
Heilongjiang Academy of Social Science	
Center for Studies in Moral Culture of Hunan Normal University	
Soviet Area Revitalization Institute of Jiangxi Normal University	
Research Institute of Issues in Contemporary China	
Shanxi Macroeconomic and Economic growth quality Synergetic Innovation Center	
Research Center of Anhui Science and Technology Innovation and Regional Development, University of Science and Technology of China	

2.5 Conference review

On May 19, 2018, the 2017 CTTI think tank best practice case (BPA) publication

and think tank evaluation system seminar was held in Nanjing. The meeting, co-sponsored by the China Think Tank Research and Evaluation Center at Nanjing University and the Think Tank Research and Release Center of *Guangming Daily*, aims to promote and promote innovative experiences and unique practices in the practice and management of research consulting at all levels of think tanks. We will improve the level of research, consultation and management of Chinese think tanks and promote the healthy development of new types of think tanks with Chinese characteristics in the new era. More than 300 people attended the meeting, including leaders in charge of provincial and municipal think tanks, representatives of best practice case units in 2017 think tanks, heads of some CTTI source think tanks, administrators of systems organizations and scholars in the field of research and evaluation of think tanks.

Lu Xiangao, deputy editor-in-chief of *Guangming Daily*, and Zhu Qingbao, deputy party secretary of Nanjing University, representatives delivered the keynote reports of the General Assembly respectively as follow: Chairman of the Institute of “the Belt and Road” and Global Governance of Fudan University, Huang Renwei; deputy dean of the National Development Institute of Peking University and member of the Central Bank's Monetary Policy Committee, Huang Yiping; Senior fellow from the Results for Development, Dr. Raymond Struyk.

Lu Xiankao said in his speech: “*Guangming Daily* and Nanjing University, deeply aware of the importance of the practice of the think tank, organized the selection of the “Annual Think Tank Best Practice Awards”, including Best Management, Best Research reports, and Best activities. At present, think tanks should build capacities of five dimensions including operational capacity, research capacity, the capacity to translate results, communication capacity and collaborative capacity to enhance the overall strength.”

Zhu Qingbao pointed out: "in order to promote the establishment of an evaluation system for Chinese academic achievements and academic institutions with Chinese characteristics and world influence, based on the original CTTI system, Nanjing University and *Guangming Daily* invested resources to develop the

CTTI-Plus version in 2017, which is an independent innovation based on China's advantages and highlights the Chinese discourse. It gets rid of the imitation of western products and shows independent intellectual property rights in terms of design concept, functional layout, data collection mechanism, evaluation mechanism and other aspects. When the new system comes online, it will help to defend the dominant right of evaluation of philosophy and social sciences in our country. "

The 2017 CTTI-BPA think tank Best practice case Awards ceremony was held at the conference. Nearly 300 think-tank experts and scholars witnessed the announcement of three categories and 51 awards. As a typical representative in the construction of new types of think tanks with Chinese characteristics, they use vivid practice to prove the vigorous power and infinite vitality of the Chinese think tanks.

At the same time, the General Assembly has also issued the Chinese-English version of *The 2017 CTTI Think Tank report*. Wang Simin, deputy director of the Think Tank Research and Release Center of *Guangming Daily* and editor in chief of the *Guangming Daily* think tank edition, pointed out that the "CTTI Source think Tank Directory" published in the report is the first national think tank catalog to be published in English to the world in China. This will play a positive role in promoting the world to understand the Chinese think tank and letting the Chinese think tank go out to the world. *The 2017 CTTI Think Tank report* consists of two parts: *the 2017 CTTI Source think Tank Development report* and *the 2017 China Think Tank Network Impact Assessment report*. The first part, the Development report of the CTTI Source think Tank, is an evaluation and analysis of the overall development of the source think tank. Firstly, the process of setting the policy agenda for the construction of the new type of think tank with Chinese characteristics is reviewed. Secondly, the second stage of CTTI platform and the supplement of the source think tanks are introduced. In the 2017 evaluation of think tanks, the results of MRPA evaluation of social think tanks and university think tanks were analyzed. In addition to the evaluation and analysis of social think tanks and college think tanks, the report also evaluates eight categories of related think tanks in research areas. The second part is *the Evaluation Report of the Network Influence of China Think Tank in 2017*. The project was

launched in March 2017 and completed by September 2017. Compared with the previous year, we have increased the samples of 163 think tanks. These think tanks are mainly from CTTI, and the types are more complex and the network expression is more special. Therefore, it is very important to identify the think tanks and clean up the abnormal data.

Professor Li Gang, deputy director and chief expert of China Think Tank Research and Evaluation Center of Nanjing University, presided over the launch and launch ceremony of CTTI Plus system. Li Gang pointed out that the CTTI Plus system contains a vertical search engine and develops a powerful information management system for think tanks, together with a menu-type intelligent evaluation system, forming a new system of "trinity". At the same time, it provides a pattern of cloud accounts. These two ways enable the CTTI system itself to serve the social science management departments of the provinces and cities, think tanks management departments, and to provide the social science departments of the universities to manage all the social science research institutions of the university. Meanwhile CTTI Plus system has very powerful data management function, and it is expected to add data transfer function to this system in the future.

On the keynote presentation, Huang Renwei, director of the think tank center of the Shanghai Academy of Social Sciences, summarized the new trends in the development of think tanks at home and abroad, and suggested that the construction of new types of think tanks with Chinese characteristics presents the following new characteristics: the research field tends to be professional and thematic; think tanks are developing towards artificial intelligence, big data and cloud computing; the function of international voice power of think tanks is being strengthened; the trend of media and media think tanks is obvious; University think tanks and folk think tanks are booming; sources of funding are changing, and social capital is increasing. Huang Yiping, deputy dean of the National School of Development of Peking University and member of the Monetary Policy Committee of the Central Bank, combined with the concrete practice of building a think tank at the National School of Development of Peking University, proposed that independence, professionalism and effectiveness are

the three major keys to the establishment of the think tank. He emphasized that the core problem in the construction of think tanks lies in the cultivation of scholars who have family feelings and regard the world as their duty. Dr. Raymond Struyk, a senior fellow from the Results for Development, introduced a brief history of the development of policy influence in the United States think tanks, and analyzed the management research standards of think tanks such as personnel hiring, quality control, and so on. He pointed out that the Chinese think tank should strive to establish a good social reputation and strive to create an independent, objective, technical, and efficient image of policy recommendations in the stage of development.

The meeting held the exchange activity for think tank best practice cases in the afternoon, which demonstrated the new CTTI Plus system features that came online in the morning. Fudan Development Research Institute, Shandong Academy of Social Sciences, Tongji University Institute of Finance and Economics, Beijing Institution of Letters to Government were invited to introduce and share their experiences in the construction of the think tank.

This meeting has been paid more attention by the media. Guangming Daily, Guangming Network, Xinhua Network, China Social Science Network, Yangzi Evening News and other media have followed up on the meeting.

3 Best practice of CTTI-BPA

3.1 Research report

3.1.1 Beijing Institution of Letters to Government: *A study of Social contradiction Indexes* - an excellent work on empirical Research of think tanks

Through the exploration of the "social contradiction index", Beijing Institution of Letters to Government has constructed a standard for evaluating the current situation of social contradictions, and used the quantitative index data to reflect the distribution of social contradictions and the behavior of residents in coping with them. It has opened the time of quantitatively detects the social contradiction for government department.

In 2011-2018, the study on social contradictions index has been carried out for eight consecutive years, with a total of more than 1 million words. The annual continuous monitoring will help the government to observe the people's livelihood, respect the people's livelihood and serve the people's livelihood from an objective and rational point of view, which makes government management and system reform more scientific, responsive and forward-looking.

The greatest success of this study lies in the establishment of an index system of social contradictions, which includes two primary indexes of material contradiction and value contradiction, 11 second-class indexes, 29 third-level indexes and 109 concrete problems. According to the basic logical framework of the index of social contradiction, the contradiction analysis center calculates the final index of social contradiction every year, so as to objectively reflect the present situation of social contradiction through the quantitative index data and to fill gaps in related areas. In addition to constructing indicators, this research also innovatively introduces the concept of "social contradiction mitigation mechanism", and constructs the social contradiction and the public policy research connection point, pays attention to the policy source to resolve the social contradiction. Through the continuous monitoring of the effectiveness of public policies, we can promote the scientific formulation and implementation of public policies, so as to realize the prevention of the source of social contradictions. In addition to the contradictions of materiality and value, Beijing Institution of Letters to Government has also made research reports on social hot issues at different stages so as to facilitate the public to understand the current situation and trends of social contradictions from different fields and perspectives, and also for the relevant governments to provide more decision-making reference.

On the whole, the research of social contradiction index is based on solid theoretical foundation and expert guidance, and is formed by scientific research methods supported by professional data. Its innovative value lies in highlighting the early warning of social contradictions, and Paying attention to the prevention and resolving social contradictions from the policy source embodies the strategic and forward-looking research of think tanks. It has certain reference value for the new

think tanks to carry out data-based research on countermeasures and improve its precision and practicability.

3.1.2 Institute of Finance and Economics of Tongji University: *Re-understanding and accurately defining the main contradictions in China's Society in the New era* - Think tanks research should pay attention to major practical problems and give prominence to foresight

Shi Jianxun, Professor of the Institute of Finance and Economics of Tongji University, wrote a report entitled "Re-understanding and accurately defining the main contradictions in China's society in the new era" in early 2017. Through observing the rapid development of China's reform and opening up for more than 30 years and the current situation, he considered that the expression and definition of social principal contradiction in the Party Constitution at present is difficult to accurately reflect the actual situation of the main social contradiction in our country at present. Finally, the suggestions and reasons for amending the expression of the principal social contradiction in our country are put forward by him. The proposal was read by the Nineteen report drafting Group and was eventually adopted in the Nineteenth report.

The success of this research report is based first on deep observation and reflection on reality. The policy is historical and concrete. It should be changed with the change of historical conditions and the main social problems and also should reflect the sense of the times, the stage of the beginning and the turn of history. The rethinking of the main social contradictions is the observation and reflection on the needs of the material, cultural, spiritual, ecological environment improvement and social security of our country in the new period, where the level of productivity is improving, the people are growing day by day, and the needs are constantly upgrading and individualizing. The second is to closely follow the strategic deployment of the central think-tank construction, solid promotion of service, governance, and advice. Putting forward ideas from the report of the 18th National Congress in 2012 In 2016, Tongji University established the Associated National Institute for Innovation and Development. The National Institute for Innovation and Development of Tongji

University was established in 2016 on the basis of the construction of new types of think tanks with Chinese characteristics, which integrates the university's think tank into this platform, and it hopes that through engineering thinking the traditional advantages of Tongji University will be translated into consulting achievements of the think tank. Finally, adhere to the independence based on professionalism. Transferring the report and theory of think tank research into policy can not be done overnight. The view of the change of the principal contradiction in our society is put forward under the background of the leader stressing that the principal contradiction has not changed, and it is based on the professional judgment of the think tank experts and the relative independence of the think tank that after two years of repeated thinking and insistence, through internal reference, suggestions and other ways can be reflected in the policy.

3.1.3 Institute for Food Safety Management of Jiangnan University: *Development Report on China Food Safety*—condensing brand achievements in professional theoretical research; creating small and specialized, small and fine, small and strong, internationalized professional think tanks in colleges and universities

Up to now, the *Development Report on China Food Safety* series has published six consecutive volumes, all of which take the production of edible agricultural products as the starting point, make comprehensive use of all kinds of statistical data, and combine a large number of empirical investigations to study the production and circulation of our country. The evolution of food safety (including imported food safety) in key links, such as consumption, and the assessment of the current state and future trend of food safety risks. The series of reports is based on China's national conditions, China's problems, China's reality, and thinking about the governance of food safety risks with Chinese characteristics in the Institute for Food Safety Management of Jiangnan University. It is an important innovation in the construction of professional think tank of colleges and universities to realize the centralized presentation of Chinese innovation in the management of food safety risk.

The 5-point construction experience of the research institute is as follows: first, relying on the discipline advantages and the support of the competent organization. The research institute is mainly grafted into the first-class disciplines and strong

majors. The food discipline evaluation of Jiangnan University has always been the first in the country. The second-level doctoral program of food safety management has been set up at the earliest in China's colleges and universities, and a new interdisciplinary discipline has been formed. At the same time, the think tank, as one of the first prior cultivated think tanks in Jiangsu Province, has been supported by the competent units at all levels at the national and provincial levels. Second, clear the direction of the development of think tanks. Based on the national conditions and major realistic needs, the Institute continues to expand the research field on the basis of focusing on the management of food safety risks and organically create industry characteristics, and become a professional think tank. Third, establish brand achievements, service government decision-making. The research institute has formed a "trinity" research brand, including two advisory reports, *the China Development Report on Food Safety* and *China Development Report on Online Public Opinion of Food Safety*, as well as *the China Food Safety Governance Review*, which is published in two annual editions. And actively convert the research results to serve the government decision-making, many advises of which have been instructed by the leaders of the state and its related departments. Fourth, attach importance to the promotion of international influence. The institute has actively carried out international exchanges and cooperation and published an international treatise in the United States in 2014, in which the Chinese theory, Chinese language and Chinese voice were used to illustrate the governance path of China's food safety risks and participate in the international discourse system. Fifth, we will strengthen infrastructure construction. The institute actively invested in the construction of the first behavioral economics laboratory of Jiangnan University, and developed a platform for mining and monitoring food safety incident big data, which provides an important data basis for food safety governance in China.

3.2 Management

3.2.1 Innovation Project of Shandong Academy of Social Sciences: speed up the traditional Academy of Social Sciences to a first-class new think-tank with innovative

engineering as its starting point

The Shandong Academy of Social Sciences has carried out the innovation project since 2015, and has achieved remarkable results in the course of three years of development. It has explored a development path of "one goal, two wheel drive, three reforms, four major supports, five major functions and six major innovations".

The "one goal", that is, around the overall goal of "building a first-class new type of think-tank in the country," and striving to build the "ideological and theoretical highlands" which is propagated by Marxism, to build the important think tanks and think tanks of the provincial party committee and the provincial government, to build the high-end academic palace of philosophy and social science in Shandong Province, to build the comprehensive database and research and evaluation center of Shandong Province, and to build the innovative team serving the construction of strong economy and culture province.

The "double wheel drive", that is, carrying out basic theoretical research and applied countermeasures to study the development strategy of two-wheel drive, enhances the theoretical academic voice and influence at the same time. Focusing on the important practical problems that need to be solved urgently in the economic and social development of Shandong province, we should carry out overall, forward-looking and strategic research to improve the ability and level of scientific decision making for the provincial party committee and provincial government.

The "three reforms" refers to deepening the reform of scientific research management, personnel management and fund management. It includes: break the original academic team, establish a new research and innovation team, enter into the innovation project in the form of the innovation team, break the original scientific research management system; Relying on the innovation project, we should establish a new type of personnel management system, which is "capable of entering and leaving, competitive and efficient", and implements strict "access" system and "exit" system; Adopting the method of "opening the front door and blocking the back door", optimizing the allocation of resources and establishing the compensation system of intelligence.

The "Four major supports", including strengthening the institutional mechanism, personnel force, digital informatization and the support of fine products, establishes a scientific research organization management system that is conducive to the production of excellent achievements. It is beneficial to the new personnel management mechanism for innovating talents, to the modernized information support system for improving the efficiency and level of scientific research, and to the production mechanism of excellent achievements for continuous innovation.

The "five functions", that is, to give full play to the functions of the new think-tanks, such as advice, theoretical innovation, public opinion guidance, social service, public diplomacy, etc., and speed up the pace of the traditional Academy of Social Sciences to the new type of think-tank.

The "six major innovations" specifically cover the establishment of six major innovation systems, such as admission, withdrawal, reward, allocation, evaluation and financial support, and the introduction of the operating mode of scientific research organizations, the evaluation and assessment system of scientific research achievements, and the auxiliary means and methods of scientific research. Personnel management system, talent cultivation, allocation of funds and use of management reform and innovation measures.

3.2.2 Institute of China Rural Studies of Central China Normal University: 30 years' focus on Rural Social Survey

The Institute of China Rural Studies of Central China normal University is one of the earliest, most professional and most prestigious rural comprehensive research institutions in China. At present, a "five-in-one" construction mechanism has been formed, that is, to serve for the country's rural decision-making, to support large-scale surveys and data, to use overseas rural survey and translation as a reference, and to take institutional mechanism innovation as the platform, to build high-end rural development think tank as the goal of the first-class academic research.

First of all, to serve the country's rural decision-making as a guide. Research institute executive school system. China's rural problem is long-term follow-up and around research direction and development field of the research institute , and think

tank construction closely revolves around the discipline construction to carry out the applied research. the foundation of the institute is the "investigation". Secondly, it is supported by large-scale survey and large-scale data. In order to support the first-class consultation service, the middle agriculture think tank has set up three database systems: China rural database system, China rural village situation system, and China rural intelligent decision-making system. Third, reference is made for overseas rural investigation and translation. The middle peasant think tank, through the overseas rural survey and the rural information translation project, carries out a comparative study on the base and local governance of the Chinese and foreign countries, and has a dialogue with the international academic circles. Fourth, take the system mechanism innovation as the platform. At present, the think tank for middle peasants has set up a "three-day report, five-day batch" mechanism, that is, to submit an advisory report to the relevant departments of the party and the state every three days, and a report that can be issued every five days by a central leader or a provincial minister. Finally, the first-class academic research aims to build high-end rural development think tank. Through long-term follow-up investigation, large sample fixed-point survey, deep-level excavation investigation, case-based habitual investigation and comprehensive comparative investigation, the middle peasant think tank constantly enriches the investigation methods, and forms solid basic skills of rural investigation.

3.3Activity

3.3.1 Fudan Development Research Institute: Shanghai Forum-always adhere to the internationalization path and promote the transformation of the traditional forum into a think tank forum

The combination of the forum and the think tank is a major innovation and practice of the Shanghai Forum. "Shanghai Forum", hosted by Fudan University and Korean higher Education Foundation, was founded in 2005 and undertaken by Fudan Institute of Development. Until now, it has successfully held 12 sessions, which is one of the most influential brand forums held in Shanghai. With the aim of "focusing on Asia, focusing on hot spots, bringing together elites, promoting interaction,

strengthening cooperation, and seeking consensus" and "Global Governance and Asia" as the theme, the Forum has experienced from single to pluralistic, from closed to open. The development process from the traditional forum form to the new think tank type forum.

One of the features of the Shanghai Forum is its open concept. First, adhering to the concept of opening the think tank, the Fudan Development Research Institute fully utilized its own international cooperation network and exchange platform and actively introduced excellent resources at home and abroad, which provides services to think tanks and the international strategy of Fudan University. Second, the forum formed a large international advisory panel. Members of the this panel are also the consultants of Fudan Development Research Institute of international and these advisers set up for the Forum theme, suggestions and suggestions. Third, the Forum attracted a large number of young visiting scholars, especially from countries along the "Belt and Road" route. These visiting scholars also become the new force of forum development, contributing wisdom and resources to the forum. Especially since 2015, the declaration of all sub-forums and round tables has been opened and closely combined with the construction and development of think-tanks. A common voice and exchange platform has been built for domestic and foreign think-tanks and an ecological circle of think-tanks with Chinese characteristics has been established.

Another highlight of the Shanghai Forum is the transformation of the results of think tanks. By mining and integrating guest views and discussion results, the Shanghai Forum has formed a large number of think-tanks' own research results, including policy recommendations, ideas collection, advisory and political reports, and so on. At the same time, the Shanghai Forum is also a platform for displaying and publishing the achievements of various think-tanks, including finance, science and technology, ecological governance, network governance, and so on.

In addition, the Shanghai Forum also assumed the function of "two-track diplomacy". It invited a large number of former national dignitaries, retired officials, representatives of important government agencies, heads of non-governmental organizations, and so on. This forum makes open or closed discussions on hot topics

of concern to the public or important issues of national concern and expression of views, exchange of ideas, deeper communication and understanding, as well as makes a better understanding of China in the world at the same time. Through such a dialogue and exchange mechanism, the Forum assumed the function of "track two diplomacy" and gradually became an important carrier for the exchange between Chinese and foreign universities, the transformation of Chinese think-tank achievements, the telling of Chinese stories, and the world's understanding of China, which transforms the achievements of Chinese think tanks Sound, also let the world know more about China.

3.3.2 Institute of African Studies of Zhejiang normal University: a Trinity of disciplines, think tanks and Media

In recent years, the Africa Research Institute of Zhejiang normal University has successfully explored a development path of "Trinity of discipline, think tank and media" based on the practical needs of China-Africa cooperation.

One is to discipline construction as the main body. From the perspective of China on Africa, the African Strategy, and the practice of development cooperation between China and Africa, the African Academy has extracted knowledge forms, theoretical systems and concepts of discourse that can explain and promote common development between China and Africa and a community with a shared future for mankind. It has established the academic foundation of knowledge and thought to serve the country and formed "Chinese African Studies". The second is to use think-tank service as a function. The think-tank in colleges and universities should insist on the two-wheel drive of discipline construction and think-tank construction then give full play to the five functions of strategic research, advisory advice, talent training, public opinion guidance and public diplomacy. Through the holding of the China-Africa Cooperation Forum and the China-Africa think Tank Forum, the African Academy has successfully broken through the dilemma of academic stay in the small circle of one-way conversation and has formed the practical influence and service function to the national society. Thirdly, the media has been used as a means of communication. Through cooperation with the media, think tanks in colleges and

universities can promote China's academic development to the world, which forms direct influence in the core target countries and changes the image of China overseas. By holding a seminar on China-Africa media think tank and signing cooperation agreements with the mainstream media in Africa, the African Academy conveyed the "Chinese voice" to Africa and the world. The award-winning documentary *I'm from Africa* tells the story of Africans in China, which aims to promote mutual understanding between China and Africa through real images. Only with the development of discipline, think tank and media integration, can the university think tank gradually become an international influential academic institution and ideological think tank, and promote the two-way, balance and interaction of thought and knowledge at home and abroad.

Dean Liu Hongwu summarized five experiences on the construction of think tanks in colleges and universities.: One is to make a good overall layout and development plan around the national strategy; the other is to give full play to the special role of the school in the national development strategy; third, to build the school's development research institute according to the expectation of the country and region; The fourth is to set up a think tank of discipline innovation to serve local development, and the fifth is to transform China's native experiential discourse into international discourse.

3.3.3. Changjiang Education Research Institute: Summit Forum of education think Tank and Education Governance-make full use of the channels of the CPPCC National people's Congress, set up the first-class professional forum, and focus on the modernization of China's education for ten years as a day.

The Forum on Educational think tanks and Governance is sponsored by the Changjiang Education Research Institute and focused on the theme of "keeping pace with the times and contributing to reform". The main point of it is "how to better participate in and implement educational governance and enhance public service capabilities in today's Chinese educational think tanks." This forum explores actively the system and mechanism of the efficient operation of the educational policy research think tank under the new situation.

Changjiang Education Research Institute is a private think tank co-sponsored by Hubei Education Department, Central China normal University and Yangtze River Publishing Media Group. Since 2009, the institute has held the Yangtze River Education Forum in Beijing for ten consecutive years before the two sessions, inviting deputies to the National people's Congress, members of the National Committee of the Chinese people's political Consultative Conference, and leaders of relevant departments and departments of the Ministry of Education to jointly discuss the topic of educational reform and development. At the same time, the annual education policy recommendations, China Education Index, and the annual 10 key education key words. At the successful Forum on Education think tanks and Educational Governance, held in Beijing on December 16, 2016, the Changjiang Education Research Institute was awarded the "Outstanding Contribution to Education Advice Award".

In addition, the Changjiang Education Research Institute also attaches great importance to strategic cooperation with educational administration, scientific research institutions and universities. In order to gradually communicate the channels of educational resources throughout the country, realize the co-realization of research results, and build a first-class education professional platform, the research institute took Hubei as the center and spread to the south, north and southwest, then set up a cooperative think-tank with well-known colleges and universities. It successively established Northern Education think tank of Chang'an Institute of Education Institute , Southern Education think tank of Chang'an Institute of Education Institute , East China education think tank of Chang'an Institute of Education Institute , Southwest education think tank of Chang'an Institute of Education Institute. These educational think-tanks can submit their research to the National people's Congress through the Yangtze Institute of Education and Research and Form "Consulting Newsflash". Finally makes full use of the channels of CPPCC to serve the reform and development of China's educational modernization.

Conclusion

The construction of socialism with Chinese characteristics has entered a great new era. Since the 18th National Congress of the Communist Party of China, a lot of research, consultation and management have emerged in the construction of new types of think tanks with Chinese characteristics. Best research, best activity and best management case with both theoretical value and bright practical guidance. Best research, best activity and best management case with both theoretical value and bright practical guidance. The selection activities of the BPA three Awards have fully excavated the latest achievements in the internal governance and operation mode of Chinese think tanks in recent years and spread the successful experience and advanced ideas of the construction of the think tanks, which are rich in content. Each case implies the development of new types of think tanks in China and its future direction. The publication of the 2017 CTTI Think Tank Best Practice Awards (BPA) and the holding of the seminar on think tank evaluation system provide a good platform for all kinds of think tanks to exchange fully and learn from advanced experiences.

The China Think Tank Research and Evaluation Center of Nanjing University and the Think Tank Research and Release Center of *Guangming Daily* jointly carried out the selection and release of the BPA three Awards, in order to further promote the development of the think-tank community and discover outstanding cases, which gives outstanding think tanks at all levels the opportunity to come to the fore. Moreover, it is hoped that the three awards of BPA will be an important mechanism to promote the practical ability of the new think tank, to select and recognize the excellent think tank, and to provide a vivid example for the construction of new types of think tanks with Chinese characteristics.