

The Expanding Field of Think Tank Organizations: A Comparative Study of the U.S., China, and Korea

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Abstract

Think tanks, or policy research organizations that engage in scholarly and interdisciplinary research, have come to play an increasingly prominent role in shaping the economic, social, and political decisions of governments and various organizations in current society. They often engage in research activities and advocate or suggest future courses of actions that governments or corporations should take. Yet, there has been a lack of empirical research on the characteristics and roles of these organizations. Our paper tries to bridge this gap by analyzing a number of think tanks across cultures: in the United States, Republic of Korea, and the People's Republic of China. In this paper, we explore the key differences between Asian and Western think tanks with regards to their establishment dates, affiliations, board interlocks, and mission statements. We hope this paper can provide valuable insight into the nuanced differences, as well as the surprising similarities, between think tanks of the United States versus those in Asia.

INTRODUCTION

Policy research institutions often referred to as Think Tanks have played an increasingly prominent role in influencing the economic, social and political decisions of governments around the world. According to the Merriam-Webster online dictionary, a Think Tank is formally defined as “an institute, corporation, or group organized for interdisciplinary research, usually conducted for governmental and commercial clients.” More generally, think tanks contribute to society by conducting scholarly research on a wide range of societal issues, advising corporate and government agencies on important decisions, and advocating certain values and ideals that they stand for.

According to Weaver (1988), think tanks take three different forms in the United States today: “University without Students”, The Contract Research Organization, and Advocacy Tanks. Though his typology has not been empirically verified, it does reflect some of the variation among prominent organizations. “University without Students” tends to involve many academics as researchers, is funded primarily from the private sector, focuses on long-term and a wide range of issues, and produces book-length studies primarily for an academic audience (Weaver, 1988). A prominent example would be the Brookings Institution. The Contract Research Organization is often tied to a specific government agency, funded by these government entities that employ them to conduct research, focuses on more specific issues contracted by the agency, and produces studies that may not be available for the public without permission from the agency (Weaver, 1988). A prominent example would be the RAND Corporation. Finally, Advocacy Tanks, including the Heritage Foundation, seek to influence current policy debates by synthesizing existing research. Strongly partisan and ideological, many

advocacy think tanks are closely tied to particular interests and organizations (Weaver, 1988).

Despite the above categorizations, there has been limited empirical research on what the policy research organizations really do and how they specifically contribute to society, the economy and governments. From the 1950's through the 1980's, the study of elites identified shared membership on the boards of directors of different types of organizations as a major source of status and a key power base for influencing policy. C. Wright Mills famously wrote about "the Power Elite" (Mills, 1956), a small and cohesive group of people – sometimes known as "the establishment" - that shaped government policy to support the large corporations they led. In addition, Domhoff, Useem, Dye, and others identified a small number of think tanks that were tightly connected to these corporate boards and government agencies through interlocking directorates. Membership on the board of directors of the RAND Corporation, the Brookings Institution, the Committee for Economic Development, and the Council on Foreign Relations were highly interlocked with each other and with membership on the boards of corporations such as AT&T, Boeing, IBM, and General Electric (Mills, 1956). However, although they assumed that holding membership on multiple boards of these few think tanks is evidence of power and influence, they have not empirically studied the organizations in depth or how they operate in general.

While their conclusions are very plausible, these researchers provide limited evidence suggesting that the literature is inconclusive. In addition, these analyses of policy research organizations have been limited with data on organizations in the United States.

With exponential growth in policy research organizations over the past few decades, a more thorough and inclusive analysis of think tanks is necessary. A histogram of the founding dates of US think tanks in Exhibit 1 illustrates an exponential rate of growth since the early 1900s, with thousands of think tanks having been established in the 2000s alone (Bottom, Bechara, and Jang, 2013). This trend of significant growth is not unique to the United States. Think tanks have grown tremendously both in number and power in every developed country of the world as well as many developing countries.

Our paper goes beyond the limited analysis of Domhoff, Dye, Useem, and Burris. It does so by examining the wider field of think tanks rather than just a few of the most well-known and presumably powerful organizations. It also does so by studying how the form has adapted to the Asian cultural context.

First, think tank organizations have much less history in Korea and China than in the United States, as the majority of the most influential Asian think tanks were founded in recent decades rather than earlier in the first half of the 19th century. In contrast, the twin international institutes – the Chatham House and the Council on Foreign Relations (CFR), which are perhaps the clearest case of the “first” in the contemporary sense, were established in 1920 and 1921, respectively. Indeed, as of 2012, the top 30 think tanks around the world included only two think tanks in Asia – Japan Institute of International Affairs (Japan) and the Chinese Academy of Social Sciences (China), while 10 of the 20 were from the United States (McGann, 2010). These results are unsurprising given that just 50 years ago, there had been few, if any think tanks in Asia that were comparable to those of the Western world in structure, complexity and influence (Zhu, 2012). Our paper examines this historical trend of think tank founding

dates across these three countries.

Second, unlike many Western think tanks, which are often non-profit and independence from government and other interest groups, many Asian think tanks are often sponsored by their governments or corporations, frequently created under the specific mandates of their governments. This paper examines the affiliations of think tanks across these three countries to provide descriptive differences in the nature of their establishments.

Finally, one may anticipate variations in the values and missions of think tanks around the world, likely due to differences in cultures and histories. Our paper conducts a content-analysis of U.S., Chinese, and Korean think tank mission statements, exploring how these organizations differ in their values and goals.

Our contribution will not conclude the discussion on the role that think tanks play in these societies. However, we hope to initiate a more thorough empirical analysis of this field by demonstrating how content analysis and network analysis can be used to map the field. We hope to provide an understanding of what this set of organizations look like, the type of work that they do, and the values that they espouse. We will also be the first to include think tank data from countries other than the United States to conduct a comparative analysis of how US organizations compare to Asian ones. We hope that this paper can provide valuable insight into the nuanced differences, as well as the surprising similarities, between think tanks of the United States versus those in Asia

DATA

We gathered mission statements for 20 think tanks in the US, 21 think tanks in

Korea, and 20 think tanks in China and Hong Kong. A complete list of these think tanks and their mission statements can be found in the Appendix. To gather the mission statements for the top think tanks in Korea, China, and the US, we visited the websites of these organizations and collected information relevant to the mission of the organization. The US think tanks were chosen based on the rankings in the 2012 Global Go To Think Tanks Report (McGann, 2010). The Think Tanks and Civil Societies Program at the University of Pennsylvania compiled this report. This ranking process involved three rounds including calls for nominations sent to a total of 6,603 think tanks and 6,500 journalists, public and private donors, and policymakers around the world, peer and expert rankings in an electronic ranking survey, and an Expert Panel that reviewed and finalized the rankings. Chinese think tanks were chosen first from the rankings table from the 2012 Global Go To Think Tank Report, and supplemented with a list of Chinese think tanks provided by Asian Affairs (Affairs). For Korean think tanks, we referred to The 2012 Hankyung Business Weekly Magazine No. 889 article “The Korean Version of the Brookings Institution: Top 100 Think Tanks,” which included a list of 100 top think tanks in Korea. The rankings were based on the responses of 181 experts in a variety of fields including economics, politics, and foreign relations. For those think tanks that did not have a separate and explicit mission statement, we substituted them with the presidents’ message or brief history of the think tanks, which we believe are comparable to the content in mission statements. In addition, for those think tanks that did not have English translations or versions of the mission statements, we translated the foreign languages (Korean and Chinese) into English. To ensure that the translations were valid and not biased, we conducted back translations on the mission statements of the Chinese

think tanks. The procedure involved 1) storing the mission statements in the original language, 2) translating those mission statements into English, 3) asking a third party who has not seen the translations to English, and 4) repeating these procedures until the translations were close.

METHOD

In this paper, we conducted four separate analyses of the top think tanks in the US, Korea, and China.

Affiliations

First, we examined the think tanks' affiliations. Affiliations include the following categories: Government, Corporate, University, and Independent. Government includes organizations that had either been created under the mandate of a government entity or is closely associated with a government entity. Examples of such think tank are The Council on Foreign Relations in the United States, Korea Institute for Industrial Economics and Trade in Korea, and the Chinese Academy of Social Sciences in China. Corporate includes organizations that are primarily funded by a business organization that closely associates itself with the think tank. Examples of such think tanks include the Samsung Economic Research Institute in Korea and Civic Exchange in China. University includes organizations that conducts research on behalf of a university or is created by a university. Examples of such think tanks are The Earth Institute, which was established at Columbia University in 1995, the Chinese Academy of Social Sciences in China, and the Seoul National University Institute of Economic Research in Korea. Finally, Independent includes organizations that are not closely associated with any particular government,

corporate, or university organization, but instead receives funding from grants and contributions from foundations, corporations, and individuals, but do not conduct research for or on behalf of these organizations and individuals. Such organizations include the American Enterprise Institute in the United States, Korea Development Institute in Korea, and the Unirule Institute of Economics in China. A pie chart breakdown of the percentages of each type of affiliation for each country allowed us to compare similarities and differences among the three countries. We were interested in whether there were certain affiliation patterns in different countries. For example in China, the only political party, the Communist Party, holds considerable power over the political and economic decisions of the country. As such, we may expect to see more government-affiliated think tanks in China compared to in the US. Most of the think tanks were explicit regarding their affiliations. For example, government-affiliated think tanks explicitly stated that they were established under the mandates of a particular government agency.

Establishment Dates

Next, we examined the founding dates of each think tank organization. Histograms of these dates uncover trends in think tank founding dates from a historical perspective. To examine trends in the establishment date of the think tanks, we created three histograms of the think tanks' founding dates for each country: United States, China, and Korea. Histograms allowed us to descriptively examine whether there were distinct patterns or time period differences in the founding dates of the think tanks. We collected the establishment dates for the top 20 think tanks in China, the top 20 think tanks in the United States as well as the top 21 think tanks in Korea. Our hypothesis was

that (at least for Korea and China), the histograms would be negatively skewed with most of the top think tanks being founded in later years.

Board Interlocks

Third, we examined board interlocks for US and Chinese think tanks to illuminate overlapping board membership and the presence or absence of an interconnected network. Interconnected networks can be identified when a board member for one think tank also has membership on the board of another think tank. This practice of having members sit on multiple think tank boards raises questions about a possible aforementioned “Power Elite” that were noted by previous researchers such as Domhoff, Dye, Useem, and Burris. These interlocks allow certain groups to exert power as a group of think tanks toward common goals, which may compromise the independence and quality of board decisions. Given that previous research have indicated the presence of such board interlocks in the US, our primary research goal is to investigate whether such interlocks also exists in Asia.

We collected the names of the board members for each think tank via their websites. This data was only available for US and Chinese think tanks. The websites of the Korean think tanks didn’t reveal board of directors. One reason might be that the structures of the Korean think tanks organizations were different from that of the Chinese and US. For instance, most of the Korean think tanks were headed by a president and were followed by vice presidents, senior fellows, and fellow staff; in other words, they may not have a specific board to govern the organization.

As such, we collected a list of board members for the Chinese and US think tanks. There were around 200 board members for the Chinese think tanks and 800 board

members for the US think tanks. We then sorted the complete list of board members in alphabetical order and kept track of members who were on the board for multiple think tanks. We used NetDraw (Borgatti, 2002), a social network visualization software, to visually map the interlocks across boards. We then computed a “centrality” index for every board member who sat on multiple boards. The “degree centrality” corresponded to the number of boards on which a person concurrently held membership (Exhibit 4). As such, degree centrality can be seen as a measure of how well connected a particular person is; greater degrees of centrality indicate that a particular person has more memberships and connections.

Mission Statements

Finally, our paper examines the mission statements of each country’s think tanks by analyzing the words utilized in these statements, which convey the organization’s purpose. Mission statements are highly public messages that are carefully crafted to provide an appealing statement that reflects the underlying values of the organization’s leadership. By analyzing the specific words used in these statements, we can find discernible differences in espoused values and goals among US, Chinese, and Korean think tanks. We use two text analysis software programs: Linguistic Inquiry and Word Count (LIWC) and the General Inquirer. These programs let us determine the degree to which the think tanks of the three countries utilize certain categories of words in their mission statements. More specifically, the LIWC provides information about approximately 80 output variables relevant to the characteristics of words in each text file. By counting the words that fall into certain linguistic categories, we can statistically measure whether mission statements differ in the values and goals that they are

communicating to the public. For example, the category “Econ” counts the number of words that refer to economic, commercial, industrial, or business orientation. We may find that mission statements in one country use more “Econ” words than the other two, suggesting that think tanks in this particular country may be more oriented towards business, economics, and commerce. Indeed, the Korean Development Institute in Korea communicates the primary goal of “social and economic development of Korea”, while the Brookings Institution in the US communicates goals such as “American democracy”, “economic and social welfare”, and a “cooperative international system” (Appendix).

These categories such as “Econ” range from the names of the files and word counts to various descriptive categories including linguistic dimensions, psychological dimensions, and punctuation categories. After we gathered the relevant data, we conducted multiple statistical tests to determine which categories differed significantly across countries. To control for family wise error rate due to the large number of simulation comparisons we ran, we also conducted a multiple correspondence analysis to identify whether think tanks that were grouped together exhibited common characteristics.

After gathering the mission statements for the 61 think tanks in the three countries, we ran them separately one by one using the general inquirer. We used the scaled value for the outputs, which measures the percentages of the text that fall into each category. The scaled value was used because the mission statements varied considerably in their word counts. To measure whether certain categories differed between countries at a statistically significant level, we ran a single factor Analysis of Variance (ANOVA) and a post-hoc t-test to validate the results. In addition to running the data via the general

inquirer, we also used the LIWC (Pennebaker, 2001) and followed the same procedures. An important assumption when running the ANOVA analysis was that the data would be normally distributed. However, as we will see in the Results section, this was not the case. The data seems to follow a Poisson distribution in which a greater probability of data conjugated near zero (percentage of text that included words that fell into a particular category), while a fewer probability of data fell in the higher percentages. This paper provides a glimpse of the results that a Poisson analysis would yield, but recommends future research to use the Poisson distribution when considering these data.

RESULTS

Affiliations

Affiliations vary considerably across the three countries. In China, more than half of its think tanks are affiliated with the government (55%). The next largest affiliation of Chinese think tanks is with universities (25%), followed by Corporate and Independent affiliations (10% each).

Similar to China, close to half of Korea's top think tanks are also affiliated with the government (48%). However, unlike China, Independently affiliated think tanks dominate the next type of affiliation being close to one-third of the total (28%). Corporate affiliations were the next largest category at 19%, followed by merely 5% of University affiliations.

Finally, the types of institutional affiliations looked very different for US think tanks. Independent affiliations dominated the group at 65%. For US think tanks, government affiliations were next at 25%, while University affiliations encompassed

10% of the total. There were no top 20 US think tanks that had primarily corporate affiliations.

Establishment Dates

When looking at the cumulative histograms of top think tanks in each country across the century from the 1900s to the 2000s, we see an interesting pattern. In Korea, we see nearly 50% of the top 21 think tanks with establishment dates in the 1980s. In China, 75% of the country's top 20 think tanks were founded in the past three decades. The US' cumulative histogram of its top 20 think tanks looks very different from those of China and Korea, as no more than 25% of the US' think tanks were established within the same decade. In other words, the top 20 US think tanks' establishment dates are evenly spread across the last century.

Board Interlocks

When looking at the results for board interlocks within the think tanks in the US and China, we notice that there are many more interlocks among US think tanks than Chinese think tanks. For example, there were only 5 interlocks across Chinese think tanks while there were around 38 interlocks across US think tanks (Exhibit 4). Chinese think tank board members possessed at most 2 degrees centrality, while US think tank board members possess at most 3 degrees centrality (Exhibit 4).

Mission Statements

Table 1. ANOVA of General Inquirer Counts for Think Tank Mission Statements

Category	Korea (Mean, Standard Deviation)	China (Mean, Standard Deviation)	US (Mean, Standard Deviation)	P-Value
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Positive	10.36, 4.41	8.13, 2.63	10.65, 4.35	0.0881
Strong	17.67, 5.26	15.56, 4.45	17.76, 5.46	0.3059
Active	16.11, 4.83	13.50, 3.12	14.81, 4.55	0.1518
Passive	2.90, 1.86	2.29, 1.29	2.60, 1.52	0.4629
Virtue	5.00, 3.02	3.43, 1.64	4.68, 2.90	0.1399
COLL	3.96, 2.75	5.13, 2.24	5.33, 2.37	0.1654
Work	2.42, 1.63	1.14, 0.74	1.85, 1.41	0.0117*
SocRel	3.15, 2.67	2.02, 0.92	2.43, 1.70	0.1710
Social	1.71, 1.15	2.92, 2.00	1.83, 1.45	0.0316*
PowCoop	1.19, 1.50	1.27, 0.79	0.77, 1.13	0.3668
PowAuPt	0.67, 1.17	1.54, 1.17	1.31, 1.13	0.0511
PowAuth	0.43, 1.42	0.68, 0.91	0.22, 0.42	0.3597
PowDoct	0.04, 0.20	0.08, 0.23	0.14, 0.41	0.5661
PowPt	0.10, 0.27	0.80, 0.94	0.68, 0.77	0.0059*
PowTot	11.27, 5.20	12.52, 4.56	13.37, 4.89	0.3875
WltTot	4.52, 3.62	2.56, 2.43	2.79, 2.31	0.0624
EnlTot	8.39, 4.01	9.77, 3.70	9.60, 4.46	0.5010
Econ	6.61, 3.90	4.29, 2.62	3.43, 2.49	0.0049*
Legal	1.10, 3.04	1.04, 0.83	0.87, 0.82	0.9254
Political	3.66, 3.44	5.08, 2.45	4.86, 2.24	0.2187
Religion	0, 0	0.09, 0.19	0.09, 0.27	0.2422

* represents statistical significance

Korean, Chinese, and US think tank mission statements did not differ in its

word counts for basic language universals such as the usage of positive words (“Pstv”), words implying strength (“Strong”), active words (“Active”), passive words (“Passive”), words related to virtue (“Virtue”), words referring to all human collectives (“COLL”), words referring to socially-defined interpersonal processes (“SocRel”), words referring to ways of cooperating (“PowCoop”), words referring to power authority participants (“PowAuPt”), words referring to formal power (“PowAuth”), words recognizing ideas about power relations and practices (“PowDoct”), words referring to power in general (“PowTot”), words referring to wealth or roles in business and commerce (“WltTot”), words referring to enlightenment (“EnlTot”), words relating to law (“Legal”), words relating to politics (“Political”), or words relating to religion (“Religion”).

While the words chosen in Korean, Chinese, and US mission statements did not differ in a majority of the categories we examined, these three countries’ mission statements did contain a statistically significant difference for three important categories: “Work”, “Social”, and “PowerPt”. “Work” and “Social” involve words that socially define ways to do work or social locations for work, while “PowerPt” involve words that refer to non-authoritative actors (such as followers) in the power process.

Table 2. Post-hoc t-test for categories of the General Inquirer that were found to be statistically significantly at the 0.05 level

Category	Korea and China (Korea Mean, China Mean; Korea Standard Deviation, China Standard Deviation; P-Value)	Korea and US (Korea Mean, US Mean; Korea Standard Deviation, US Standard Deviation; P-Value)	China and US (China Mean, US Mean; China Standard Deviation, US Standard Deviation; P-Value)
Work	2.42, 1.14; 1.63, 0.74; 0.0027*	2.42, 1.85; 1.63, 1.41; 0.2437	1.14, 1.85; 0.74, 1.41; 0.0520

Social	1.71, 2.92; 1.15, 2.00; 0.0218*	1.61, 1.83; 1.15, 1.45; 0.7724	2.92, 1.83; 2.00, 1.45; 0.0552
PowPt	0.10, 0.80; 0.27, 0.94; 0.0023*	0.10, 0.68; 0.27, 0.77; 0.0023*	0.80, 0.68; 0.94, 0.77; 0.6830
Econ	6.61, 4.29; 3.90, 2.62; 0.0323*	6.61, 3.43; 3.90, 2.49; 0.0037*	4.29, 3.43; 2.62, 2.49; 0.2965

* represents statistical significance

The category “Work” refers to words that socially define ways for doing work. There was a statistically significant difference at the $p < 0.05$ level in the word counts for the three countries’ mission statements: $F(2, 58) = 4.806$, $p = 0.012$. The effect size was quite large at 0.142 according to Cohens (1988) guidelines. Post-hoc comparisons indicated that the mean for Korea ($M = 2.42$, $SD = 1.63$) differed from China ($M = 1.14$, $SD = 0.74$). However, the US ($M = 1.85$, $SD = 1.41$) did not differ from Korea ($M = 2.42$, $SD = 1.63$) or China ($M = 1.14$, $SD = 0.74$).

The category “Social” refers to words that refer to locations that provide for social interaction and that occupy limited space. There was a statistically significant difference at the $p < 0.05$ level in the word counts for the three countries’ mission statements: $F(2, 58) = 3.669$, $p = 0.032$. The effect size was quite large at 0.112 according to Cohens (1988) guidelines. Similarly as the “Work” category, post-hoc comparisons indicated that the mean for Korea ($M = 1.71$, $SD = 1.15$) differed from China ($M = 2.92$, $SD = 2.00$), having less word count for this category. The US ($M = 1.83$, $SD = 1.45$) did not differ from Korea ($M = 1.71$, $SD = 1.15$) or China ($M = 2.92$, $SD = 2.00$).

The category “PowerPt” refers to non-authoritative actors (such as followers) in the power process. There was a statistically significant difference at the $p < 0.05$ level in the word counts for the three countries’ mission statements: $F(2, 58) = 5.613$, $p = .006$. The effect size was also quite large at 0.162 according to Cohens (1988) guidelines. Post-

hoc comparisons indicated that the mean for Korea ($M = 0.10$, $SD = 0.27$) differed from China ($M = 0.80$, $SD = 0.94$) *as well as* the US ($M = 0.68$, $SD = 0.77$). Korea had the least word count for this category, followed by the US and then China, respectively. However, China ($M = 0.80$, $SD = 0.94$) did not differ from the US ($M = 0.68$, $SD = 0.77$).

The category “Econ” refers to words with economic, commercial, industrial, or business orientations. There was a statistically significant difference at the $p < 0.05$ level in the word counts for the three countries’ mission statements: $F(2, 58) = 5.613$, $p = .005$. The effect size was also quite large at 0.162 according to Cohens (1988) guidelines. Post-hoc comparisons indicated that the mean for Korea ($M = 6.61$, $SD = 3.43$) differed from US ($M = 3.90$, $SD = 2.49$). However, China ($M = 3.90$, $SD = 2.62$) did not differ from the US ($M = 3.90$, $SD = 2.49$) or Korea ($M = 6.61$, $SD = 3.43$).

Table 3. ANOVA of LIWC Counts for Think Tank Mission Statements

Category	Korea (Mean, Standard Deviation)	China (Mean, Standard Deviation)	US (Mean, Standard Deviation)	P-Value
Pronoun	4.45, 4.53	2.73, 1.96	4.42, 1.97	0.1398
I	0.02, 0.10	0.03, 0.10	0.02, 0.08	0.9275
We	1.95, 3.47	0.52, 1.22	0.92, 1.03	0.1162
You	0.14, 0.35	0, 0	0,0	0.0494
Shehe	0.04, 0.19	0.03, 0.11	0,0	0.5796
They	0.04, 0.12	0.20, 0.34	0.24, 0.53	0.1781
Present	3.95, 2.49	3.24, 1.53	3.49, 2.21	0.5613
Future	0.93, 1.53	0.17, 0.26	0.22, 0.50	0.0207*

Social	5.88, 4.84	5.72, 2.84	6.13, 2.34	0.9337
Posemo	4.82, 2.88	2.63, 1.43	4.38, 2.67	0.0137*
Negemo	0.37, 0.76	0.27, 0.31	0.68, 1.05	0.2181
Anger	0.05, 0.21	0.08, 0.15	0.41, 0.62	0.0074*
Cogmec	16.76, 4.82	15.35, 3.10	18.29, 4.14	0.0844
Work	12.32, 6.02	12.79, 3.61	10.05, 4.24	0.1582
Money	3.20, 3.06	2.41, 2.27	1.79, 2.15	0.2113
Relig	0, 0	0.38, 0.37	6.18, 1.20	0.2015

* *represents significance*

Korean, Chinese, and US think tank mission statements did not differ in its word counts for the categories of “Pronoun” (i.e. the use of pronouns), “I” (i.e. the use of the word “I”), “We” (i.e. the use of the word “We”), “You” (i.e. the use of the word “You”), “Shehe” (i.e. the use of the words “She” or “He”), “They” (i.e. the use of the word “They”), “Present” (i.e. the use of words relating to the present), “Social” (i.e. the use of the words relating to social activities), “Negemo” (i.e. the use of words with negative emotion), “Work” (i.e. the use of words relating to work), “Money” (i.e. the use of words relating to money), and “Relig” (i.e. the use of words relating to religion).

While the words chosen in Korean, Chinese, and US mission statements did not differ in a majority of the categories we examined, these three countries’ mission statements did contain a statistically significant difference for three important categories: “Future”, “Posemo”, and “Anger”.

Table 4. Post-hoc t-test for categories of the LIWC that were found to be statistically significantly at the 0.05 level

Category	Korea and China (Korea Mean, China Mean; Korea Standard Deviation, China Standard Deviation; P-Value)	Korea and US (Korea Mean, US Mean; Korea Standard Deviation, US Standard Deviation; P-Value)	China and US (China Mean, US Mean; China Standard Deviation, US Standard Deviation; P-Value)
Future	0.93, 0.17; 1.53, 0.26; 0.0336*	0.93, 0.22; 1.53, 0.50; 0.0537	0.17, 0.22; 0.26; 0.50; 0.6966
Posemo	4.82, 2.63, 2.88, 1.43; 0.0041*	4.82, 4.38; 2.88, 2.67; 0.6158	2.63, 4.38; 1.43, 2.67; 0.0139*
Anger	0.05, 0.08; 0.21, 0.15; 0.5261	0.05, 0.41; 0.21, 0.62; 0.0160*	0.08, 0.41; 0.15, 0.62; 0.0290*

* represents statistical significance

The category “Future” refers to the use of words that reference the future.

There was a statistically significant difference at the $p < 0.05$ level in the word counts for the three countries’ mission statements: $F(2, 58) = 4.146$, $p = 0.021$. The effect size was quite large at 0.1251 according to Cohens (1988) guidelines. Post-hoc comparisons indicated that the mean for Korea ($M = 0.93$, $SD = 1.53$) differed from China ($M = 0.17$, $SD = 0.26$) with Korea having more words relating to the future. The US ($M = 0.22$, $SD = 0.50$) did not differ from Korea ($M = 0.93$, $SD = 1.5281$) or China ($M = 0.17$, $SD = 0.26$).

The category “Posemo” refers to the use of words with positive emotions.

There was a statistically significant difference at the $p < 0.05$ level in the word counts for the three countries’ mission statements: $F(2, 58) = 4.622$, $p = 0.014$. The effect size was quite large at 0.1375 according to Cohens (1988) guidelines. Post-hoc comparisons indicated that the mean for Korea ($M = 4.82$, $SD = 2.88$) differed from China ($M = 2.63$, $SD = 1.43$) with Korea having more words with positive emotion. Additionally, the mean

for China ($M = 2.63$, $SD = 1.43$) differed from the US ($M = 4.38$, $SD = 2.67$) with the US having more positive emotion. The US ($M = 4.38$, $SD = 2.67$) did not differ from Korea ($M = 4.82$, $SD = 2.88$).

The category “Anger” refers to the use of words relating to the emotion of anger. There was a statistically significant difference at the $p < 0.05$ level in the word counts for the three countries’ mission statements: $F(2, 58) = 5.350$, $p = 0.007$. The effect size was quite large at 0.1557 according to Cohens (1988) guidelines. Post-hoc comparisons indicated that the mean for Korea ($M = 0.05$, $SD = 0.21$) differed from the US ($M = 0.41$, $SD = 0.62$) with the US having more words relating to the emotion of anger. Additionally, the mean for China ($M = 0.08$, $SD = 0.15$) differed from the US ($M = 0.41$, $SD = 0.62$) with the US also having more words relating to the emotion of anger. The mean for China ($M = 0.08$, $SD = 0.15$) did not differ from Korea ($M = 0.05$, $SD = 0.21$).

Family Wise Error

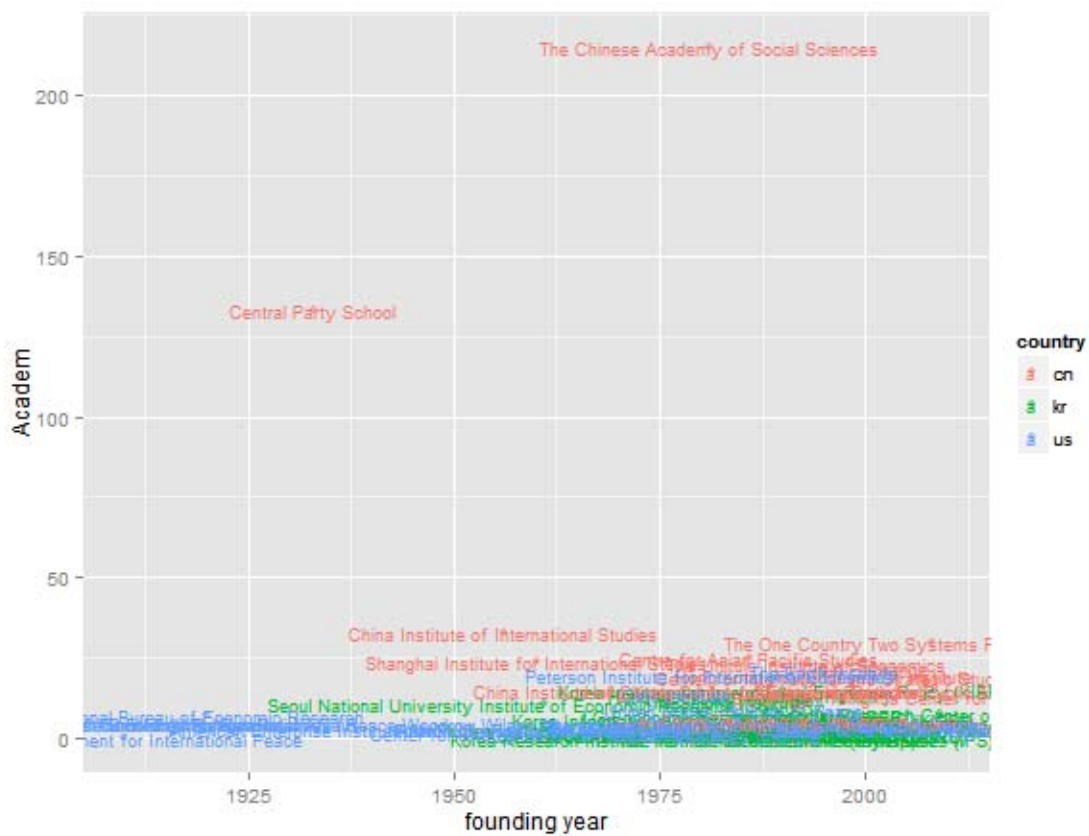
To control for family wise errors, we used new p-values equal to 0.05 divided by the number of categories in the analysis. After controlling for the probability of error across the set, we obtained a p-value of 0.0024 for General Inquirer results and a p-value of 0.0031 for LIWC results. Using these p-values, we find that no categories are significantly different.

Poisson Distribution

As mentioned previously, an ANOVA analysis may not be the most optimal way to analyze our data, as this assumes that the data is normally distributed. After observing the data points, we find that there may be a greater probability that most of the data points

conjugate in one area, rather than following a bell curve distribution. As such, we ran a Poisson distribution analysis. The following chart shows that most of the think tanks in the US and Korea scored very low on the “Academ” category (words relating to academic, intellectual or education matters), while Chinese think tanks tended to score relatively higher. Further analysis keeping a Poisson distribution in mind may lead to revealing differences between Chinese think tanks and other countries like Korea and the U.S.

Table 5. Poisson Regression of the General Inquirer category “Academ” for China, Korea, and the US



DISCUSSION AND CONCLUSION

Think tanks in the United States, Korea, and China differed in a number of descriptive characteristics. First, the majority of Chinese and Korean think tanks were affiliated with the government (55% and 48%, respectively), compared with only 25% of think tanks in the US. Additionally, 65% of US think tanks are self-proclaimed independent, compared to 10% in China and 28% in Korea. A high number of government-affiliated think tanks in China may not be surprising in a country that had been governed under strict Marxist ideology until the last few decades. Indeed, China's only political party, the Communist Party, wields tremendous power over the political and economic decisions of its country. Korea's democratic government is more similar to that of the United States, but has less history with this type of governance. As such, the Korean government still holds considerable power, which may explain why almost half of its think tanks are affiliated with its government while independent think tanks also make up a large majority at 38%. The high number of independent think tanks in the US is perhaps surprisingly as Western think tanks take great pride in being independent research entities that conduct public policy separate from the influence of governments or corporations. These results confirm previous beliefs that many Chinese think tanks differ from US think tanks in that they are mostly government sponsored, and much less likely to be independent (Zhu, 2012).

Second, the majority of the top Chinese and Korean think tanks were established in recent decades, while the top US think tank founding dates were quite evenly distributed across the ten decades in the past century. More specifically, 81% of Korean and 75% of Chinese think tanks were founded in the 1980s or later (Exhibit 3). In

contrast, no more than 25% of top US think tanks were founded within the same decade (Exhibit 3). These results point to a more mature policy research industry in the United States than in Korea or China. Indeed, only in 2007 did the report of the Communist Party of China explicitly mention the “the roles of think tanks” for the first time (Zhu, 2012).

Third, we found interesting differences in the pattern of board interlocks across the three countries. One interlock is defined as one board member currently possessing membership on two or more boards. There were 38 board interlocks across top think tanks of the United States while only five board interlocks existed across top think tanks in China (Exhibit 4). There may be two explanations for these differences in board interlocking patterns between China and the US. One points to a cultural difference –the Chinese government discourages membership on multiple boards in order to minimize the opportunity for the development of a power base outside the party. In other words, by sitting on multiple policy organizations, an individual or group of individuals could develop information and knowledge that constitutes a source of power independent of the party position. No such deterrent exists in the United States. Another explanation points to a temporary developmental difference –as previously discussed, the Chinese policy research industry is not yet as mature as its counterpart in the United States. Therefore, it may be that the policy research industry in China is not yet mature enough for the development of such interconnected social networks. This phenomenon may not be due to a definitive cultural difference (think tanks in China discourage membership on multiple boards) or a temporary developmental difference (the industry in China is not yet mature enough for the development of such interconnected social networks), but

rather a combination of both.

The above descriptive analyses find several differences in the affiliation, establishment, and pattern of board interlocks between think tanks in the United States and in Asia. Through content analysis of think tanks' mission statement using LIWC and General Inquirer categorizations, we also see differences in the values that these organizations espouse. First, however, it is important to note that there were more similarities among think tank mission statements than there were differences. For instance, 14 of the 17 categories from General Inquirer found no differences in their word counts. These results included, for example, active words, passive words, positive words, words referring to socially defined interpersonal processes, and words referring to formal power.

The three categories that were statistically different between two or more countries included "Work", or words that socially define ways for doing work, "Social", or words that refer to locations that provide for social interaction, and "PowerPt", or words that refer to non-authoritative actors, such as followers, in the power process. Interestingly, it is Korea and China that differed on the "Work" and "Social" categories with Korea scoring higher in the number of words related to socially defined ways of doing work than China, while China scored higher in the number of words related to locations that provide for social interaction than Korea. These results appear somewhat arbitrary. Indeed, as seen in the Results section, when we control for family wise error by dividing the $p = 0.05$ significant level by the 19 categories, these results become insignificant. As such, we focus our attention on the "PowerPt" category of words that refer to followers, as opposed to leaders, in the power process. The Korean mission

statements referred less often to followers than did those of China or the United States. In other words, Chinese and US think tanks used words that referred to followers more frequently than Korean think tanks. These results are somewhat counter intuitive; given the descriptive statistics, we would expect Korean and Chinese think tanks to differ from US think tanks.

More significantly, a content analysis of the mission statements using LIWC yielded very interesting results. While 11 of the 14 categories did not differ in word count for the three countries, three categories did: “Future”, “Posemo” (i.e. positive emotion), and “Anger”. We focus our attention on the “Posemo” and “Anger” categories.

In the “Posemo” category, both the US and Korea scored significantly higher in their usage of words reflecting positive emotion. This is an important point of difference, as it is possible that the communication of more positive emotion in these two countries reflect the voice of independent organizations, which encompass 65% and 38% in the United States and Korea, respectively, while only 10% in China. In the “Anger” category, US think tanks communicated much more anger in their mission statements than did both Korean and Chinese think tanks. This effect was strong and also highly significant. When we couple together the results for “Posemo” and “Anger”, we can see that US think tanks are more likely to express strong emotion in their mission statements.

Our results point to the fact that Western and Asian think tanks may primarily differ in the level of emotions that they communicate on paper. Other cultural differences that we may expect such as the use of active versus passive words, words relating to social activities, the use of the pronoun “we” versus “I” and “you”, words referring to human collectives, and words referring to socially-defined interpersonal processes did not

yield significant differences. As such, our research may suggest that although Western and Asian think tanks vary considerably in the descriptive characteristics (such as founding dates, affiliations and board interlocks), the values that they espouse may not be significantly different beyond Western think tanks' tendency to communicate more emotion.

We propose one possible reason for the similarity in espoused values in Asian and Western think tanks. As the world becomes more and more interconnected, and academic research becomes more international, there may be a transfer of organizational form to newer Korean and Chinese think tanks from older US think tanks as a result of mimetic isomorphism, or the idea that organizations tend to imitate another successful organization's structure with the belief that this successful organization's structure is useful (Thornton, 2011). Our data is consistent with this theory. Additionally, increasing collaboration between universities of the West and those in Asia may also lead to similar visions and standards in the international policy research arena.

LIMITATIONS AND FURTHER RESEARCH

This paper has several limitations. First, in the data collection process, three mission statements of the 21 Korean think tanks as well as three mission statements of the 20 Chinese think tanks were translated from its original language to English. This was due to unavailability of an English version of their mission statements. When conducting the translations, the three Chinese think tanks' mission statements were back translated, while the three Korean think tanks' mission statements, due to limited resources, were only translated once from Korean to English. The discrepancy in these two procedures

may yield to slight inconsistencies in the data. However, we believe that in general, all translations are an accurate transcription of the original.

Second, while some think tanks did not have specific mission statements, all think tanks displayed a President's message or organization description in lieu of these statements on their websites. As such, the President's message or company description for approximately half of the Asian think tanks was substituted in lieu of a mission statement. As such, the content of these Asian "mission statements" may slightly vary. However, we feel confident that all collected data succeeds in communicating the message, values, and beliefs of each institution. Nevertheless, in light of this fact, it is important to be cautious in certain interpretations of our results.

In addition, due to limited public information available on the membership of Korean think tanks' board members, an analysis of Korean think tank board interlocking could not be conducted. As such, board-interlocking analyses were only examined for Chinese and US think tanks.

Finally, non-normality can be of great concern. We assumed a normal distribution but the data might not be normally distributed. Future research can focus on this perhaps using a Poisson distribution when conducting data analysis.

To conclude, in addition to providing information about the basic characteristics as well as the differences and similarities between think tanks in US, China, and Korea, we believe our paper provides useful insight for future research regarding the specific roles think tanks play in our society.

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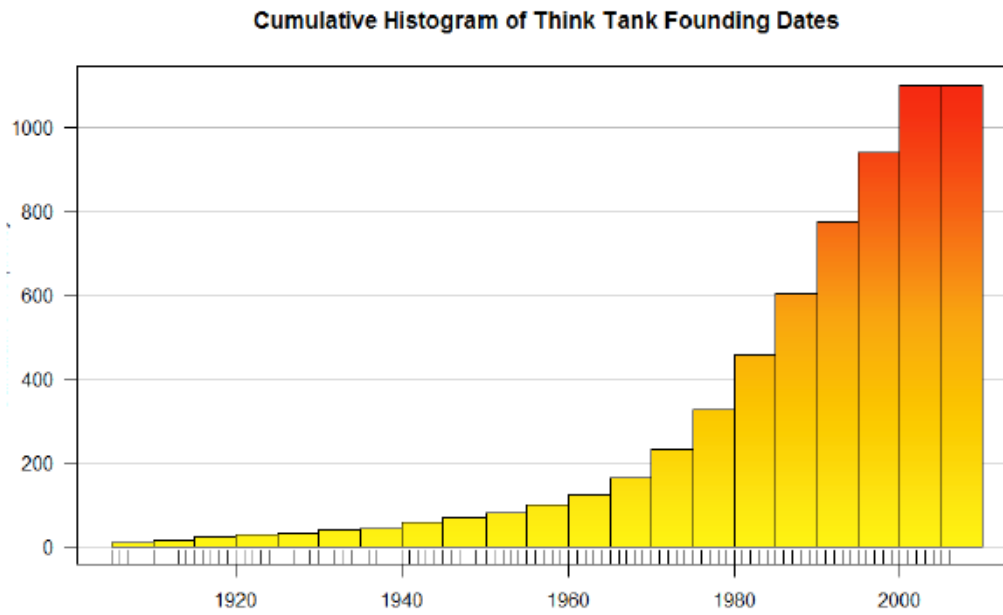
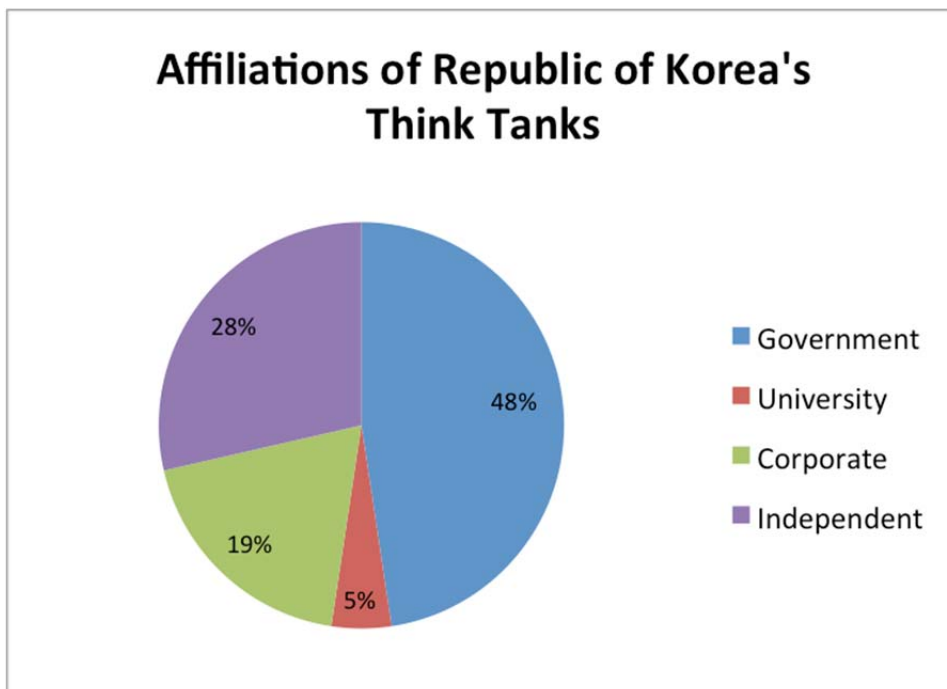
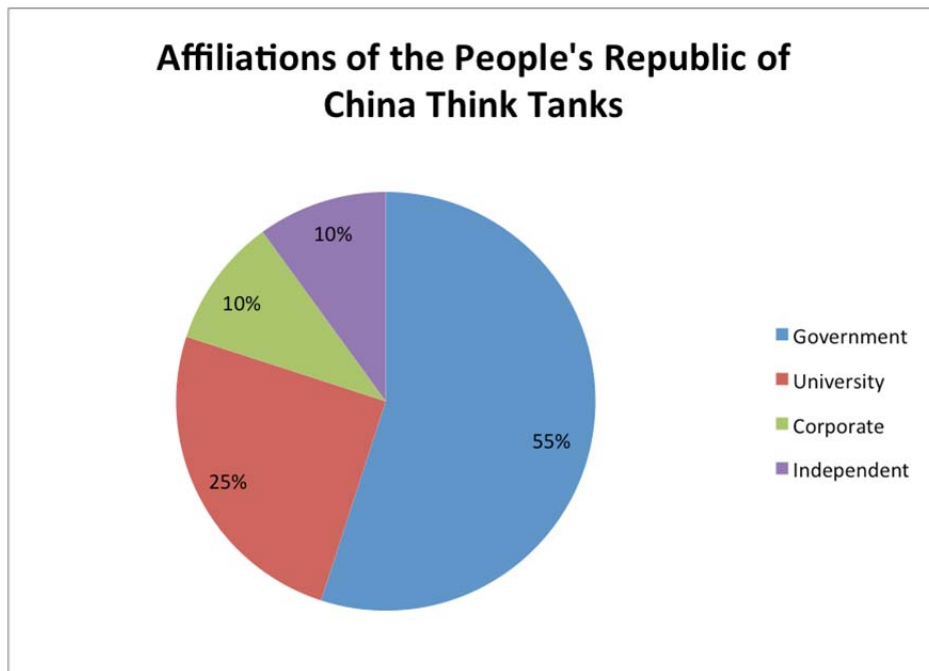
Exhibit 1**Founding dates of think tanks registered in the United States in 2006 (Hellebust, 2006)**

Exhibit 2**Affiliations of the Think Tanks in the three countries (US, Korea, and China)**

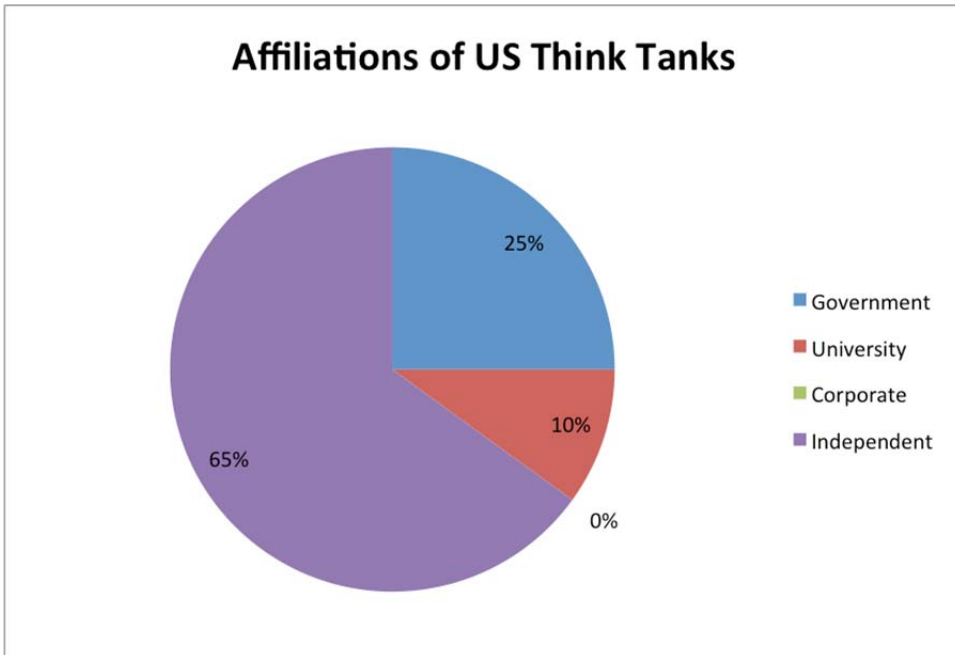
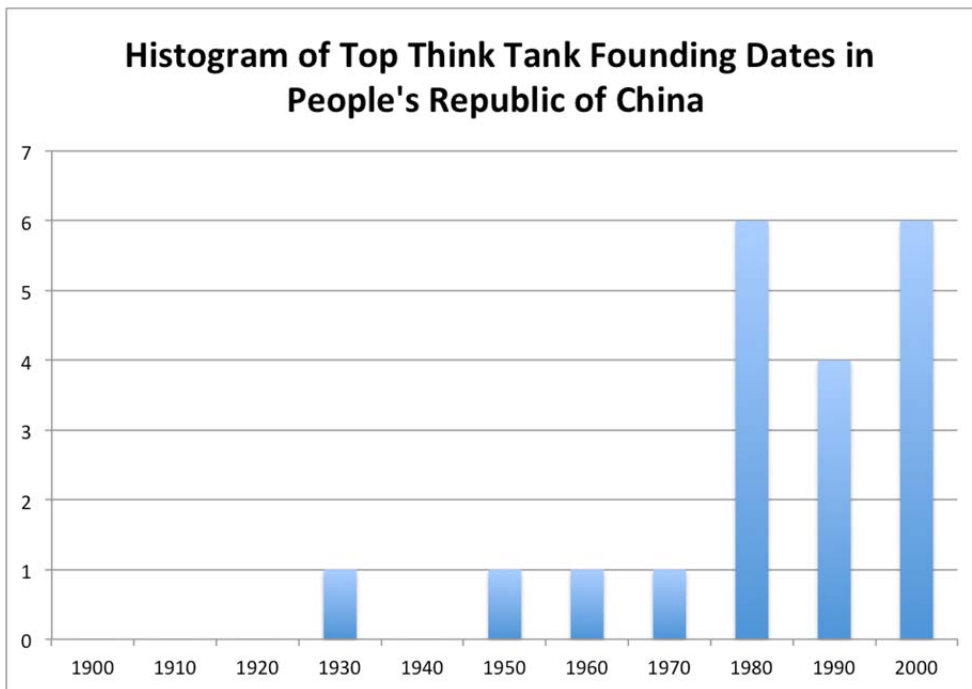
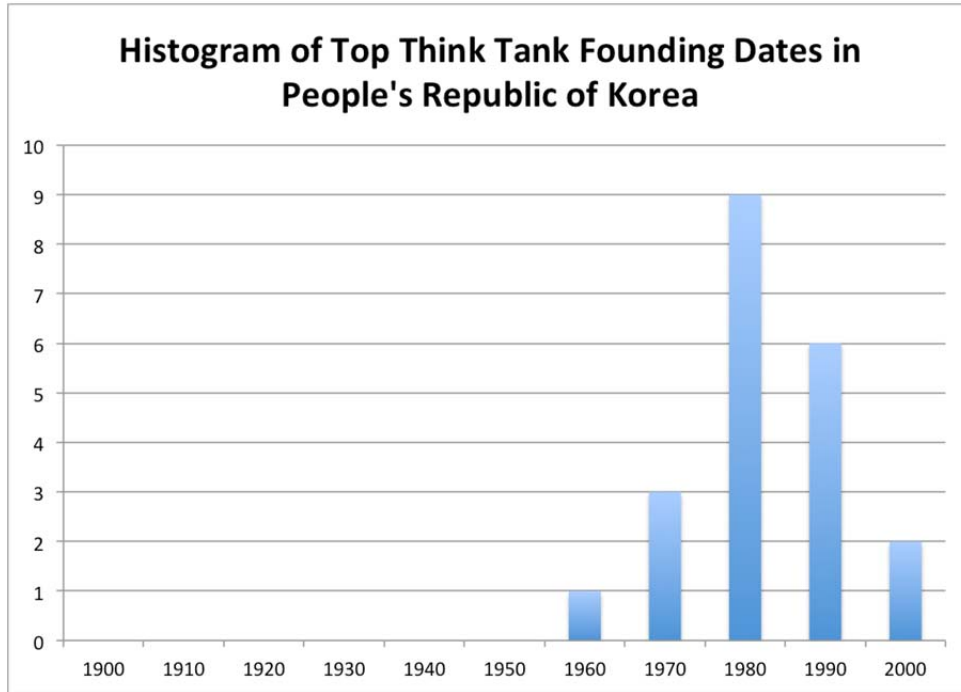


Exhibit 3**Histogram of top think tank founding dates in the three countries (US, Korea, and China)**

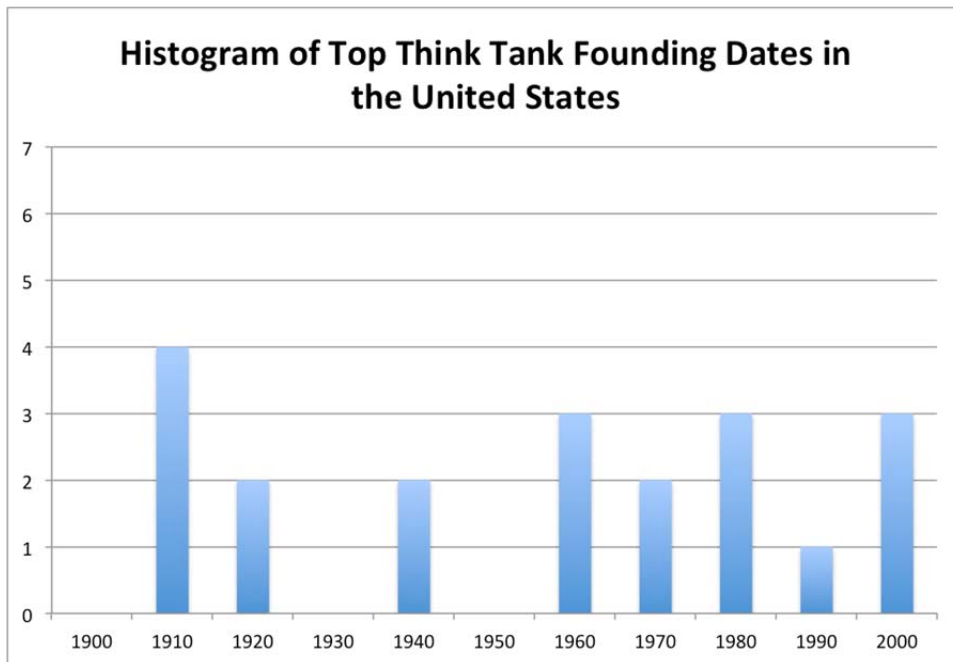
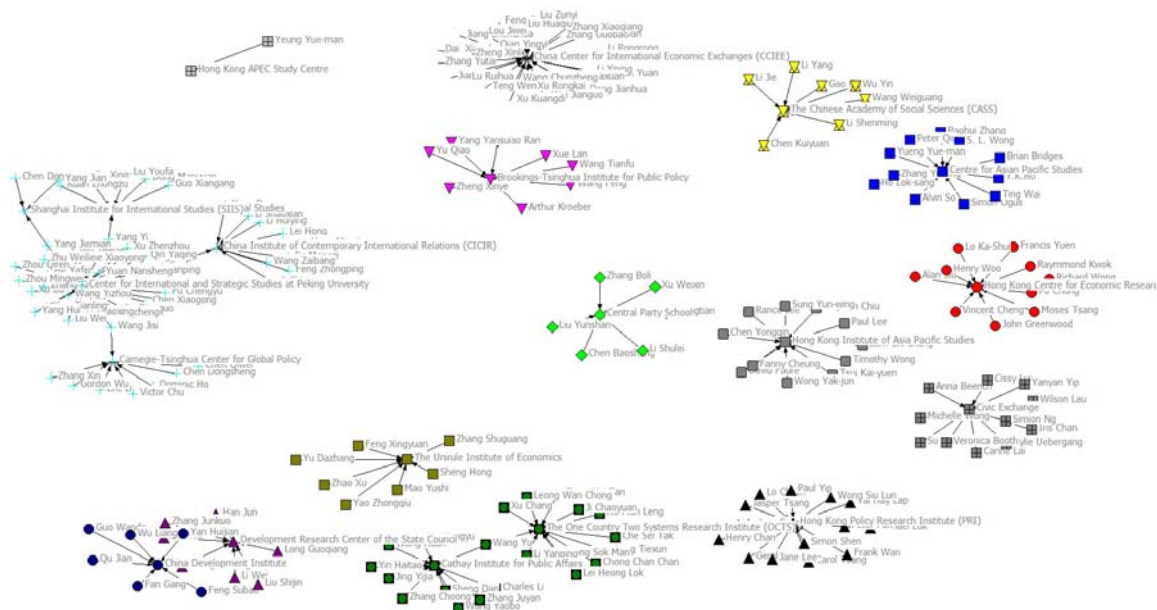


Exhibit 4.

Boards Interlocks of the top think tanks in each country

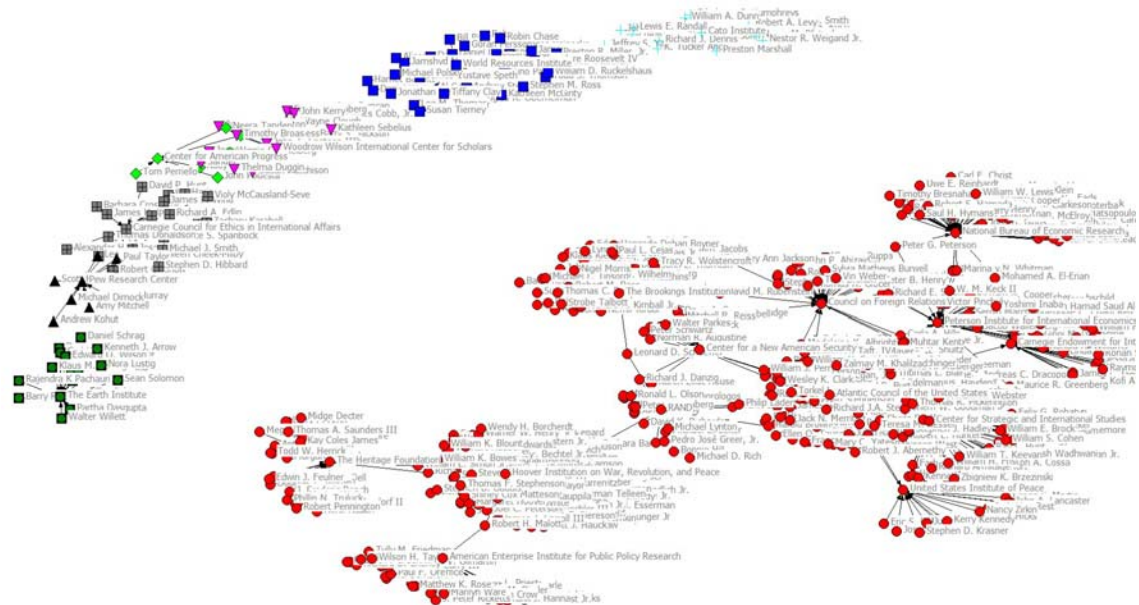
**Separate nodes represent individual directors. Interlocks are depicted by lines depicting join membership.*

Think Tanks in China



Degree Centrality	Board Member	Primary Occupational Title	Board Memberships	Year Born	Educational background
2	Cui Liru	President of China Institute of Contemporary International Relations	Center for International and Strategic Studies at Peking University, China Institute of Contemporary International Relations	N/A	Fudan University, 1976
2	Wang Jisi	Dean of School of International Studies, Peking University, and Director of Center for International and Strategic Studies, Peking University	Center for International and Strategic Studies at Peking University, Carnegie-Tsinghua Center for Global Policy	N/A	Peking University, 1983
2	Wang Yu	N/A	One Country Two Systems Research Institute, Cathay Institute for Public Affairs	N/A	New York University, PhD 2008
2	Yang Jiemin	Senior Fellow and President of Shanghai Institute for International Studies	Center for International and Strategic Studies at Peking University, Shanghai Institute for International Studies	1951	Shanghai Institute for International Studies, PhD
2	Yang Yi	Professor at Center for International and Strategic Studies at Peking University	Center for International and Strategic Studies at Peking University, China Institute of International Studies	N/A	N/A

Think Tanks in the United States



Degree Centrality	Board Member	Primary Occupational Title	Board Memberships	Year Born	Educational Background
2	Andreas C. Dracopoulos	Director and Co-President of Stavros Niarchos Foundation	Center for Strategic and International Studies, Peterson Institute	1964	B.S. from University of Pennsylvania (Wharton School of Business)
2	Ann M. Fudge	Board member of General Electric, Novartis, Unilever, and Infosys	Council on Foreign Relations, The Brookings Institution	1951	B.A. from Simmons College (1973); MBA from Harvard Business School (1998)
2	Barbara Barrett	President and CEO of Triple Creek Ranch	Hoover Institute, RAND	1950	Arizona State University
3	Brent Scowcroft	President of the Scowcroft Group	Council on Foreign Relations, Atlantic Council of the United States, Center for	1925	M.A. from US Military Academy at West Point (1947); Ph.D.

			Strategic and International Studies		from Columbia University (1967)
3	Carla A. Hills	CEO of Hills & Company	Council on Foreign Relations, Center for Strategic and International Studies, Peterson Institute for International Economics	1934	LL.B. from Yale Law School (1958)
2	Chas W. Freeman	Co-Chair of the US-China Policy Foundation	Atlantic Council of the United States, Carnegie Endowment for International Peace	1943	Harvard Law School
2	Colin L. Powell	Founder of the Colin Powell Center for Leadership and Service at the City College of New York	Council on Foreign Relations, Atlantic Council of the United States	1937	B.S. from City College of New York (1958); MBA from George Washington University (1971)
2	David M. Rubenstein	Managing Director of the Carlyle Group	Council on Foreign Relations, The Brookings Institution	1957	University of Chicago Law School (1973)
2	Frank C. Carlucci	Honorary Board of the Drug Policy Alliance	Atlantic Council of the United States, RAND	1930	Princeton University (1952); MBA from Harvard Business School (1955)
2	George E. Moose	Former Assistant Secretary of State for African Affairs	Atlantic Council of the United States, United States Institute of Peace	1944	Grinnel College
2	George P. Shultz	Honorary chairman of the Standard Institute for Economic	Atlantic Council of the United States, Peterson Institute	1920	Princeton University

		Policy Research			
3	Harold Brown	President emeritus and life member of the California Institute of Technology	Atlantic Council of the United States, Center for Strategic and International Studies, RAND	1927	Ph.D. from Columbia University (1949)
2	Henry A. Kissinger	Chairman of Kissinger Associates	Atlantic Council of the United States, Center for Strategic and International Studies	1938	Ph.D. from Harvard University (1954)
2	J. Robinson West	Chairman of the Board and Founder of PFC Energy	Atlantic Council of the United States, United States Institute of Peace	1948	B.A. from University of North Carolina at Chapel Hill (1968); J.D. from Temple University (1973)
2	Jacob A. Frenkel	Chairman of JP Morgan Chase International	National Bureau of Economic Research, Peterson Institute	1943	M.A. & Ph.D. from the University of Chicago (1970)
2	James L. Jones Jr.	Member of the Board of Boeing, Chevron, and Invacare	Atlantic Council of the United States, Center for Strategic and International Studies	1943	B.S. from Georgetown University (1966)
2	James R. Schlesinger	Chairman of the MITRE Corporation	Atlantic Council of the United States, Center for Strategic and International Studies	1929	B.A, M.A, & Ph.D. from Harvard University (1959, 1952, 1956)
2	James W. Owens	Member of the Board of Alcoa, Caterpillar,	Council on Foreign Relations, Peterson Institute	1946	B.S, M.S, & Ph.D. from North Carolina

		FM Global, and IBM			State University
2	Jessica Einhorn	Trustee of the Rockefeller Brothers Fund; Member of the Board for the Institute for International Economics	National Bureau of Economic Research, Peterson Institute	1945	B.A. from Barnard College (1967); Ph.D. from Princeton University (1974)
2	Joseph S. Nye Jr.	Former Dean of the John F. Kennedy School of Government at Harvard University	Council on Foreign Relations, Center for Strategic and International Studies	1937	Ph.D. from Harvard University (1964)
2	Karen Elliott House	Former Senior Vice President of Dow Jones & Company and Publisher of the WSJ	Center for a New American Security, RAND	1947	B.A. from University of Texas at Austin (1970)
2	Leonard D. Schaeffer	Chairman and CEO of WellPoint	The Brookings Institution, RAND	1945	B.A. from Princeton University (1969)
3	Madeleine K. Albright	Chair of Albright Stonebridge Group	Council on Foreign Relations, Atlantic Council of the United States, Center for a New American Security	1937	B.A. from Wellesley College; M.A., Ph.D. from Columbia University
2	Marina v.N. Whitman	Professor of Business Administration and Public Policy at the University of Michigan	National Bureau of Economic Research, Peterson Institute	1935	B.A. from Harvard University; M.A. and Ph.D. from Columbia University

2	Maurice R. Greenberg	Chairman and CEO of Starr Insurance Holdings, Inc	Center for Strategic and International Studies, Peterson Institute	1925	LL.B. from New York Law School
2	Michele Flournoy	Senior Advisor at the Boston Consulting Group	Center for a New American Security, Atlantic Council of the United States	1960	Harvard University; Master's degree from Oxford University
2	Mohamed A. El-Erian	CEO and Co-CIO of PIMCO	National Bureau of Economic Research, Carnegie Endowment for International Peace	1958	Queens' College, Cambridge; Masters and Doctorate Degree from Oxford University
2	Muhtar Kent	Chairman and CEO of the Coca-Cola Company	Council on Foreign Relations, Center for Strategic and International Studies,	1952	MBA from Cass Business School
3	Peter G. Peterson	Chairman and Co-founder of the Blackstone Group	Council on Foreign Relations, National Bureau of Economic Research, Peterson Institute	1926	Northwestern University (1947); MBA from the University of Chicago (1948)
2	Philip Lader	Chairman of the Board of WPP PLC	Atlantic Council of the United States, RAND	1946	Duke University; M.A from University of Michigan; J.D. from Harvard Law School
2	Richard E. Salomon	Managing Partner of East End Advisors, LLC	Council on Foreign Relations, Peterson Institute	1942	B.A from Yale University (1964); MBA from Columbia University

					(1967)
2	Richard J. Danzig	Member of the Defense Policy Board and The President's Intelligence Advisory Board; Trustee of Reed College	Center for a New American Security, RAND	1944	B.A. from Reed College; J.D. from Yale Law School
2	Richard L. Armitage	President of Armitage International	Atlantic Council of the United States, Center for a New American Security	1945	United States Naval Academy (1967)
2	Richard M. Scaife	Owner of the Pittsburg Tribune-Review	The Heritage Foundation, Hoover Institute	1932	University of Pittsburg (1957)
2	Robert H. Malott	Director of Sovereign Specialty Chemical, Inc	Hoover Institute, American Enterprise Institute for Public Policy Research	1926	A.B. from Kansas University (1948); MBA from Harvard Business School (1950); New York University Law School (1955)
2	Shirley Ann Jackson	Board of Director for NYSE, IBM, and FedEx Corporation	Council on Foreign Relations, The Brookings Institution	1946	Ph.D. from MIT (1973)
2	William E. Simon Jr.	Executive Director of the William E. Simon Foundation	The Heritage Foundation, Hoover Institute	1951	B.A. from Williams College (1973); J.D. from Boston College (1982)

3	William J. Perry	Senior Fellow of the Freeman Spogli Institute of International Studies	Atlantic Council of the United States, Center for a New American Security, Hoover Institute	1927	Ph.D. from Pennsylvania State University (1957)
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Exhibit 5

Date of Establishment and the source of Mission Statements of top think tanks in the three countries (US, Korea, and China)

Think Tank Name	Year Established	Type
American Enterprise Institute for Public Policy Research	1943	Mission
Atlantic Council of the United States	1961	Mission
Carnegie Council for Ethics in International Affairs	1914	Mission
Carnegie Endowment for International Peace	1910	Mission
Cato Institute	1977	Mission
Center for a New American Security	2007	Mission
Center for American Progress	2003	Mission
Center for Strategic and International Studies	1962	Mission
Council on Foreign Relations	1921	Mission
Hoover Institution on War, Revolution and Peace	1919	Mission
National Bureau of Economic Research	1920	Mission
Peterson Institute for International Economics	1981	Mission
Pew Research Center	2004	Mission
RAND	1946	Mission
The Brookings Institution	1916	Mission
The Earth Institute	1995	Mission
The Heritage Foundation	1973	Mission
United States Institute of Peace	1984	Mission
Woodrow Wilson International Center for Scholars	1968	Mission
World Resources Institute	1982	Mission

Chinese Think Tanks

Think Tank Name	Year Established	Type
Asian Pacific Economic Cooperation *	1989	Description
Brookings Tsinghua Institute for Public Policy	2006	Description
Carnegie Tsinghua Center for Global Policy	1994	Description
Cathay Institute for Public Affairs	2004	Mission

Center for International and Strategic Studies at Peking University	2007	Mission
Central Party School	1933	Description
Centre for Asian Pacific Studies	1986	Description
China Center for International Economic Exchange *	2009	Mission
China Development Institute	1989	Mission
China Institute of Contemporary International Relations	1980	Description
China Institute of International Studies	1956	Description
Civic Exchange	2000	Description
Hong Kong Centre for Economic Research	1987	Mission
Hong Kong Institute of Asia Pacific Studies	1990	Mission
Hong Kong Policy Research Institute	1995	Description
Shanghai Institute for International Studies	1960	Description
The Chinese Academy of Social Sciences	1981	Description
The Development Research Center of the State Council *	1977	Description
The One Country Two Systems Research Institute	2008	Description
The Unirule Institute of Economics	1993	Description

** refers to think tanks whose mission statements were translated to English*

Korean Think Tanks

Think Tank Name	Year Established	Type
Center for Free Enterprise	1996	Mission
Financial Research Center of Korea *	2009	Description
Hana Institute of Finance	1986	President's Message
Korea Development Institute	1971	Mission
Korea Economic Research Institute	1981	Mission
Korea Energy Economics Institute	1986	Mission
Korea Information Society Development Institute	1985	President's Message
Korea Institute for Industrial Economics and Trade	1976	Vision
Korea Institute for International Economic Policy	1990	President's Message

Korea Institute for National Unification	1990	Mission
Korea Institute of Public Administration	1991	Mission
Korea Labor Institute	1988	Description
Korea Legislation Research Institute	1989	Description
Korea Research Institute for Human Settlements	1978	Vision/Mission
LG Economic Research Institute	1986	President's Message
POSCO Research Institute	1994	Description
Samsung Economic Research Institute	1986	Mission
Seoul National University Institute of Economic Research *	1961	Purpose
The Institute for Industrial Policy Studies	1993	Vision & Values
The Institute for the Future of State *	2010	Description
The Sejong Institute	1983	Description

** refers to think tanks whose mission statements were translated to English*

Appendix

US Think Tanks – Mission Statements

1. American Enterprise Institute for Public Policy Research

The American Enterprise Institute is a community of scholars and supporters committed to expanding liberty, increasing individual opportunity, and strengthening free enterprise. AEI pursues these unchanging ideals through independent thinking, open debate, reasoned argument, facts, and the highest standards of research and exposition without regard for politics or prevailing fashion. We dedicate our work to a more prosperous, safer, and more democratic nation and world.

2. Atlantic Council of the United States

The Atlantic Council promotes constructive U.S. leadership and engagement in international affairs based on the central role of the Atlantic community in meeting the international challenges of the 21st century. The Council embodies a non-partisan network of leaders who aim to bring ideas to power and to give power to ideas by:

- stimulating dialogue and discussion about critical international issues with a view to enriching public debate and promoting consensus on appropriate responses in the Administration, the Congress, the corporate and nonprofit sectors, and the media in the United States and among leaders in Europe, Asia, Africa and the Americas;
- conducting educational and exchange programs for successor generations of U.S. leaders so that they will come to value U.S. international engagement and have the knowledge and understanding necessary to develop effective policies.
- Through its diverse networks, the Council builds broad constituencies to support constructive U.S. leadership and policies. Its program offices publish informational analyses, convene conferences among current and/or future leaders, and contribute to the public debate in order to integrate the views of knowledgeable individuals from a wide variety of backgrounds, interests and experiences.

Important contributions by the Council include:

- identifying and shaping responses to major issues facing the Atlantic Alliance and transatlantic relations;
- building consensus on U.S. policy towards Russia, China, Japan, Korea, and Taiwan;
- promoting balanced responses to growing energy needs and environmental protection;
- drafting roadmaps for U.S. policy towards the Balkans, Africa, Cuba, Iraq, Iran and Libya;
- engaging students from across the Euro-Atlantic area in the processes of NATO transformation and enlargement

3. Carnegie Council for Ethics in International Affairs

Carnegie Council for Ethics in International Affairs is a nonprofit 501(c)(3) institution serving as a nonpartisan, educational resource for international affairs professionals, journalists, educators and students, business people, and the public worldwide.

Founded by Andrew Carnegie in 1914, the Council is a forum for the world's leading thinkers, experts, and decision-makers. Through videos, audios, and publications, the Council reaches a

global audience, and embodies Andrew Carnegie's two great philanthropic interests: educational opportunity and the peaceful resolution of conflict.

Our work is rooted in the premise that the incorporation of ethical concerns into discussions of international affairs will yield more effective policies both in the United States and abroad. By ethics, we mean standards by which policy choices are made and defended, with attention to these guiding principles: pluralism, fairness, and rights and responsibilities. For more on the Council's approach to ethics, [click here](#).

Using our convening power, our core educational mission is to enlarge the audience for the simple but powerful message that ethics matter, regardless of place, origin, or belief.

4. Carnegie Endowment for International Peace

The Carnegie Endowment for International Peace is a private, nonprofit organization dedicated to advancing cooperation among nations and promoting active international engagement by the United States. Founded in 1910, its work is nonpartisan and dedicated to achieving practical results. The endowment – currently pioneering the first global think tank – has operations in China, the Middle East, Russia, and Europe.

5. Cato Institute

"The Cato Institute seeks to broaden the parameters of public policy debate to allow consideration of more options that are consistent with the traditional American principles of limited government, individual liberty, and peace. Toward that goal, the Institute strives to achieve greater involvement of the intelligent, concerned lay public in questions of policy and the proper role of government.

The Cato Institute undertakes an extensive publications program dealing with the complete spectrum of policy issues. Books, monographs, and shorter studies are commissioned to examine the federal budget, Social Security, monetary policy, natural resource policy, bioethics, foreign affairs, military spending, regulation, NATO, international trade, and myriad other issues. Major policy conferences are held throughout the year, from which papers are published thrice yearly in the Cato Journal. The Institute also publishes the quarterly magazine *Regulation* and a bimonthly newsletter, *Cato Policy Report*.

Since its founding in 1977 by Edward H. Crane, the Institute has grown to be an internationally recognized institution of research and policy. Its 2009 budget is \$20 million, and it has approximately 120 full-time employees, 72 adjunct scholars, and 33 fellows, many of whom are among the country's leading advocates of individual liberty, free markets, peaceful international relations and limited government. Cato holds frequent conferences and forums in Washington, which are usually broadcast live on the web and then archived for on-demand viewing. It also holds conferences in cities around the country, and information on those can be found on the Cato Events page. In the past the Institute has held major conferences in London, Moscow, Shanghai, Leningrad, Tbilisi, and Mexico City.

The Cato Institute maintains the following Web sites: www.cato.org, www.elcato.org (Spanish), www.socialsecurity.org, www.freetrade.org, www.libertarianism.org, www.individualrights.org, and www.cato-university.org, and created others now managed by the Atlas Foundation in a joint venture, www.cato.ru (Russian), www.misbahalhurriyya.org (Arabic), www.cheraghezadi.org (Persian), www.chiraiyazi.org (Kurdish), www.tiandaocn.org (Chinese),

www.Unmondelibre.org (French), www.Africanliberty.org (Swahili), www.Ordemlivre.org (Portuguese).

In order to maintain an independent posture, the Cato Institute accepts no government funding. Contributions are received from foundations, corporations, and individuals, and other revenue is generated from the sale of publications. The Institute is a nonprofit, tax-exempt educational foundation under Section 501(c)3 of the Internal Revenue Code."

6. Center for a New American Security

The mission of the Center for a New American Security (CNAS) is to develop strong, pragmatic and principled national security and defense policies. Building on the expertise and experience of its staff and advisors, CNAS engages policymakers, experts and the public with innovative, fact-based research, ideas and analysis to shape and elevate the national security debate. A key part of our mission is to inform and prepare the national security leaders of today and tomorrow.

7. Center for American Progress

The Center for American Progress is an independent nonpartisan educational institute dedicated to improving the lives of Americans through progressive ideas and action. Building on the achievements of progressive pioneers such as Teddy Roosevelt and Martin Luther King, our work addresses 21st-century challenges such as energy, national security, economic growth and opportunity, immigration, education, and health care. We develop new policy ideas, critique the policy that stems from conservative values, challenge the media to cover the issues that truly matter, and shape the national debate. Founded in 2003 by John Podesta to provide long-term leadership and support to the progressive movement, CAP is headed by Neera Tanden and based in Washington, D.C. CAP opened a Los Angeles office in 2007.

8. Center for Strategic and International Studies

The Center for Strategic and International Studies is a public policy research institution dedicated to analysis and policy impact. The goal of the center is to inform and shape selected policy decisions in government and the private sector to meet the increasingly complex & difficult challenges that leaders will confront in the next century.

9. Council on Foreign Relations

The Council on Foreign Relations, founded in 1921, is a national membership organization and think tank with headquarters in New York, offices in Washington, DC, and programs that extend across the country. Its widely respected and influential research staff - - with backgrounds in government and scholarship in most international subjects - - regularly meets with Council members and other leaders and thinkers. These exclusive sessions, known as study groups or roundtables, form the Council's intellectual core. The aim is to provide insights into international affairs and to develop new ideas for US foreign policy, particularly national security and foreign economic policy. Council Fellows produce books, articles, manuscripts, and op-ed pieces and regularly contribute expert commentary on television and radio. The Council also publishes FOREIGN AFFAIRS, the leading periodical in the field. This magazine has been host to the most important articles about world affairs in this century.

10. Hoover Institution on War, Revolution and Peace

"Now more than five decades old, Herbert Hoover's 1959 statement to the Board of Trustees of Stanford University on the purpose and scope of the Hoover Institution continues to guide and define its mission in the twenty-first century:

"This Institution supports the Constitution of the United States, its Bill of Rights and its method of representative government. Both our social and economic systems are based on private enterprise from which springs initiative and ingenuity.... Ours is a system where the Federal Government should undertake no governmental, social or economic action, except where local government, or the people, cannot undertake it for themselves.... The overall mission of this Institution is, from its records, to recall the voice of experience against the making of war, and by the study of these records and their publication, to recall man's endeavors to make and preserve peace, and to sustain for America the safeguards of the American way of life. This Institution is not, and must not be, a mere library. But with these purposes as its goal, the Institution itself must constantly and dynamically point the road to peace, to personal freedom, and to the safeguards of the American system."

The principles of individual, economic, and political freedom; private enterprise; and representative government were fundamental to the vision of the Institution's founder. By collecting knowledge, generating ideas, and disseminating both, the Institution seeks to secure and safeguard peace, improve the human condition, and limit government intrusion into the lives of individuals."

11. National Bureau of Economic Research

NBER conducts unbiased, non-partisan economic research and communicates the findings of that research to academic researchers, policy-makers, and business professionals. Its research activities span a wide range of topics and employ many different research methods and strategies. These activities focus on estimating quantitative models of economic behavior, evaluating historical experience with various public policies that affect economic activity.

12. Peterson Institute for International Economics

The Peterson Institute for International Economics is a private, nonprofit, nonpartisan research institution devoted to the study of international economic policy. Since 1981 the Institute has provided timely and objective analysis of, and concrete solutions to, a wide range of international economic problems. It is one of the very few think tanks that are widely regarded as "nonpartisan" by the press and "neutral" by the US Congress. Its research staff has been cited by the quality media more than that of any other such institution. It was voted "best think tank in the world" in 2008 by the first global survey of over 5,000 such institutions and again in 2011 by the British magazine Prospect, whose selections are called "the Oscars of the think tank world" by the BBC.

The Institute, attempts to anticipate emerging issues and to be ready with practical ideas, presented in user-friendly formats, to inform and shape public debate. Its audience includes government officials and legislators, business and labor leaders, management and staff at international organizations, university-based scholars and their students, other research institutions and nongovernmental organizations, the media, and the public at large. It addresses these groups globally from its base in Washington, DC.

The Institute's staff of about 50 includes 20 senior researchers, all distinguished for their combination of research productivity and policy experience. The Institute's agenda emphasizes

global macroeconomic policy, international finance and exchange rates, trade and investment, energy and the environment, and area studies of key economic regions. Institute staff and research cover all key regions—especially Asia, Europe, Latin America, and the Middle East, as well as the United States itself and with special reference to China, India, Korea, and Russia.

Current priority is attached to the global financial and economic crisis and especially its European component; debt and recovery; the growing role of China in the world economy; the economic dimensions of the Arab Spring; globalization and its political controversies; global imbalances and exchange rates; national and international financial regulations; export competitiveness; reform of the international economic and financial architecture; sovereign wealth funds; and trade negotiations at the multilateral, regional, and bilateral levels.

Institute studies have helped provide the intellectual foundation for many of the major international policy initiatives of the past three decades: reforms of the International Monetary Fund (IMF), including those initiated by the G-20 in 2009¹⁰; adoption of international banking standards and broader financial regulatory reforms; the Asia Pacific Economic Cooperation (APEC) forum and Trans-Pacific Partnership; the restoration and then extension of trade promotion authority in the United States; the development of the World Trade Organization; the North American Free Trade Agreement (NAFTA) and other US free trade agreements (including with Korea notably); initiation and implementation of the Strategic and Economic Dialogue between the United States and China; a series of United States–Japan negotiations; reform of sanctions policy; liberalization of US export controls and export credits, and specific trade issues such as permanent normal trade relations (PNTR) for China in 2000 and Russia in 2012, import protection for steel, and Buy American legislation in 2009.

Other influential analyses have addressed economic reform in Europe, Japan, the former communist countries, and Latin America (including what became known as the Washington Consensus), the social impact of globalization and policy responses to it, outsourcing, corruption, foreign direct investment both into and out of the United States, global warming and international environmental policy, measures of currency manipulation and of equilibrium exchange rates, and the sources and growth of services trade.

13. Pew Research Center

Pew Research Center is a nonpartisan fact tank that informs the public about the issues, attitudes and trends shaping America and the world. It conducts public opinion polling, demographic research, media content analysis and other empirical social science research. Pew Research does not take policy positions. It is a subsidiary of The Pew Charitable Trusts.

14. RAND

"The RAND Corporation is a nonprofit institution that helps improve policy and decision making through research and analysis. RAND focuses on the issues that matter most, such as health, education, national security, international affairs, law and business, energy and the environment, and more. RAND has been expanding the boundaries of human knowledge for more than 60 years.

As a nonpartisan organization, RAND is widely respected for operating independent of political and commercial pressures. RAND disseminates its findings and recommendations as widely as possible to benefit the public good."

15. The Brookings Institution

The Brookings Institution, an independent, nonpartisan research organization, addresses current and emerging policy issues while offering practical approaches to solving them to policymakers as well as the general public. It is devoted to improving the performance of American institutions and the quality of the policies they make. Through its research, Brookings operates as an analyst and a critic that is committed to disseminating its findings. In its conferences, publications, and other activities, Brookings serves as a vital catalyst between scholarship and policymaking, bringing new knowledge to the attention of decision-makers and affording scholars greater insight into public policy issues.

16. The Earth Institute

The Earth Institute brings together the people and tools needed to address some of the world's most difficult problems, from climate change and environmental degradation, to poverty, disease and the sustainable use of resources.

Facing the Global Challenge

Much of humankind is vulnerable to natural disasters, extreme poverty, infectious disease and a host of other challenges. One in six people on the planet subsists on less than \$1 a day. The world's population is expected to increase to nine billion by 2050. Human activity is straining the planet's resources, threatening the health of our environment and ability to thrive.

By blending scientific research, education and practical solutions, The Earth Institute, Columbia University, is working to help guide the world onto a path toward sustainability.

The Institute, under the direction of Professor Jeffrey D. Sachs, comprises more than 30 research centers and some 850 scientists, postdoctoral fellows, staff and students. Working across many disciplines, we study and create solutions for problems in public health, poverty, energy, ecosystems, climate, natural hazards and urbanization.

At our largest research unit, the renowned Lamont-Doherty Earth Observatory, some of the world's leading scientists study geology, oceans, freshwater systems, climate and atmosphere. Our scientists map the ocean floor and measure the movements of ice sheets; they bore into ancient trees and pull cores of mud from the sea bottom to uncover secrets of past climate; they chart the flow of ocean and the swirl of atmosphere around the planet. Millimeter by millimeter, they measure the movements of the earth's crust as it thrusts up from far below or dives down into subduction zones. This fundamental knowledge about the dynamics of the earth is key to addressing our biggest challenges.

Earth Institute experts work hand-in-hand with academia, corporations, government agencies, nonprofits and individuals. They advise national governments and the United Nations on issues related to sustainable development and the Millennium Development Goals. They are educating the next generation of leaders in basic sciences and sustainable development.

We focus on the protection of earth's environment and the spread of social and economic opportunities for all people. We believe that dealing with issues such as extreme poverty must involve tackling issues such as environmental degradation, and lack of access to health care and education. Our work reflects the fundamental belief that the world possesses the tools needed to effectively mitigate climate change, poverty and other critical issues.

17. The Heritage Foundation

"The Heritage Foundation is a research and educational institution whose mission is to formulate and promote conservative public policies based on the principles of free enterprise, limited government, individual freedom, traditional American values, and a strong national defense.

As policy entrepreneurs, we believe the most effective solutions are consistent with the principles and ideas of the American Founding. Our vision is to build an America where freedom, opportunity, prosperity, and civil society flourish.

Heritage's staff pursues this mission by performing timely, accurate research on key policy issues and effectively marketing these findings to our primary audiences: members of Congress, key congressional staff members, policymakers in the executive branch, the nation's news media, and the academic and policy communities. "

18. United States Institute of Peace

The United States Institute of Peace is an independent, nonpartisan institution established and funded by Congress to increase the nation's capacity to manage international conflict without violence.

The United States Institute of Peace (USIP) is transforming approaches to international conflict. USIP draws on a variety of resources in fulfilling its congressional mandate: staff, grantees, fellows, research, education, training, innovation, outreach, publications, and national and international partnerships.

USIP's Strategic Goals

- To help prevent, manage, and resolve violent international conflict both within and between states
- To promote post-conflict stability and development
- To increase peace building capacity, tools, and intellectual capital worldwide
- To build and shape the field of international conflict prevention and management and to professionalize its practice
- To build knowledge and create innovative tools for peace building
- To bridge research and practice in preventing, managing and resolving violent conflicts
- To teach, train, inform policymakers, practitioners, students and the public about the challenges of conflict prevention, management and resolution and how to respond to those challenges

19. Woodrow Wilson International Center for Scholars

The Woodrow Wilson Center was established by legislation in 1968 to symbolize and strengthen the "fruitful relation between the world of learning and the world of public affairs." Created within the Smithsonian Institution, the Center has an independent Board of Trustees and administration. By bringing Fellows from around the world to Washington, encouraging discourse among disciplines and professions, and publishing the results of these activities, the Center enriches the quality of knowledge and debate in the nation's capital and throughout the world. We sponsor hundreds of conferences and lectures which are open to the public, and publish books and working papers; our journal is "The Wilson Quarterly." "Dialogue" a weekly radio interview show, is nationally syndicated.

20. World Resources Institute

"WRI is a global environmental think tank that goes beyond research to find practical ways to protect the planet and improve people's lives.

Our mission is to move society to live in ways that protect Earth's environment and its capacity to provide for the needs and aspirations of current and future generations. "

Chinese Think Tanks – Mission Statements

1. Asian Pacific Economic Cooperation

Asian-Pacific Economic Cooperation was founded in 1989 to capitalize on the trend of tightening economic connection. At its early stage, APEC was not a facilitator in trade dialogues, (but) it has become an engine and platform to broaden free trade and push for substantial entry level economic cooperation. The fundamental purpose of APEC is to cultivate the economic cooperation in the Asian-Pacific area and strengthen the notion of oneness. Since the economic turbulence (“shake-up”), the Asian-Pacific area is so far still the world’s fastest growing region economically, contributing significantly to the prosperity and stability around the globe. As of today, the major Asian-Pacific economic entities and the fastest growing countries are all members of APEC. In 1998, the total GDP of the 21 APEC nations exceeded 16 trillion dollars — about 42% of the global GDP, and Brunei was the host of the 2000 annual APEC conference.

Even though there have been regional differences and different levels of economic prosperity among APEC members, the notion of cooperation inside APEC has been growing, aiming to achieve sustainable regional and global (economic) expansion.

APEC has come a long way since its founding in 1989, the path that. Adding to the previous efforts, APEC is still tirelessly striving and hoping for a better future with steady footing. In the beginning years of APEC’s operations, the focus was put on the exchange of bilateral trade talks and planned/ coordinated joint efforts. APEC’s emphasis early on was to speed up the organizational cooperation, and putting a conclusion to the Uruguay Round negotiated by the General Agreement on Tariffs and Trade (GATT). To meet the needs of the members, APEC has improved in reforming itself to be a stronger, high-aiming platform for dialogues to happen. The purpose is to cultivate a balanced growth inside the organization through trade and economic cooperation, therefore establish the spirit of cooperation in Asian-Pacific region.

In November 1993, the leaders of APEC members had their first conference in Blake Island near Seattle. As informal talks, (the APEC members) sketched a blue print for a future Asian-Pacific region that would be more open, cooperative, connected and committed to each other amongst members to overcoming the challenges posed by economic transformation. In addition, (the goal is to achieve) lower barriers for trading of goods, services and investments, broader economic growth, higher quality of life and education, and sustainable development while protecting our environment.

In the following conferences, APEC ministers and leaders further made the goals clearer, and started implementing these goals. In the 1994 annual conference held in Indonesia, APEC leaders adopted the Bogor Goals that aim for free and open trade and investment in the Asia-Pacific by 2010 for industrialized economies and by 2020 for developing economies.

In the annual conference in 1995 in Osaka, Japan, APEC established the Osaka Action Agenda — APEC Economic Leaders’ Declaration for Action, paving the foundation for “three pillars”: free open trade and investment, facilitation of trade and cooperation in terms of economic and equipment (infrastructure). In November 1996, the leaders adopted the Manila Action Plan for APEC (MAPA), by combining all individual members’ particular action plan, (APEC) was determined to accomplish the goals proposed in previous conferences. In addition, APEC leadership signaled that the following six areas must be emphasized in terms of cooperation of economic and equipment (infrastructure): development of human resources, assurance of security and efficiency of the investment market, strengthening of the infrastructure, cultivation for future

technology, sustainability of the environment alongside of economy growth, encouraging and assisting the growing and expansion of small and medium-sized businesses.

In 1997, APEC leaders recognized the efforts put forth by individual members with regard to their particular action plans in the annual conference in Vancouver, as well as the increasing participation year by year. The leaders also came into agreement with the Ministers that actions needed to be taken to implement the Early Voluntary Sectoral Liberalisation (EVSL) in 15 sectors, 9 of the which would push for this plan aggressively in 1998. In 1999, (APEC) commenced the implementation of the plan (liberalisation). The leaders welcomed the level of development and progress the APEC dialogues/ platform were able to achieve in trading, academia, human resources, youth and women (development), and encouraged for continuous efforts. Because of the fundamental connection between infrastructure and the stability of the financial sector that APEC mentioned earlier, the leaders also agreed upon the Vancouver framework in which the cooperation between the public and private sectors are led by infrastructure development.

In the Kuala Lumpur conference in 1998, APEC leaders re-emphasized their confidence in a steady and stable economic foundation, and reiterated their belief that the economic entities in the Asian-Pacific region could recover very soon. The leaders also concurred that (they should) seek mutually beneficial growth strategy to power through the financial crisis, claiming that they would put much more efforts into strengthening the safety net and the financial system, the flow of trade and investment, scientific foundations, development of human resources, economic foundation, commercial trade ties, and with that make a firm foundation for the 21st century sustainable development and steady growth. In addition, the leaders accepted the resolution adopted by the ministers to seek EVSL agreements with non-APEC members in the World Trade Organization.

Leaders also adopted one aspect of the Kuala Lumpur action plan to develop technology, striving for sustainable and balanced long term growth, at the same time narrow the gap of economic disparity, focusing on innovation and technological advancement and raising the quality of life.

2. Brookings Tsinghua Institute for Public Policy

Founded in October 2006, the Brookings-Tsinghua Center for Public Policy (BTC) is a partnership between the Brookings Institution in Washington, D.C. and China's Tsinghua University. Based in Tsinghua's School of Public Policy and Management, the BTC seeks to produce high quality and high impact policy research in areas of fundamental importance for China's development and for U.S.-China relations. The BTC provides research by Chinese and American scholars on economic and social issues in China's development, hosts visiting researchers, and holds seminars, panels and conferences that bring together leading policy experts and officials from China and abroad.

-Increasing Focus on a Growing China

China's astonishing economic growth has propelled its emergence as a global power. To sustain growth, China must meet soaring energy demands, develop sound macroeconomic policy and financial institutions, and build a modern legal system. Being the world's most populous nation, China also faces challenges in balancing rural and urban development, modernizing its health and social welfare systems, and addressing environmental degradation. All of these issues motivate the work of the BTC. As Brookings's first international facility, the BTC leads Brookings's evolution into a global public policy and research institution.

Critical Issues for Research

U.S.-CHINA RELATIONS

ECONOMIC TRANSFORMATION: China's economic restructuring, public finance, income distribution and inequality.

SOCIAL SAFETY NET: China's health care delivery and financing, pension system reform, and efforts to managing social discontent.

URBANIZATION: reforms of China's land ownership and utilization system and household registration system; formation and expansion of mega cities; public policies and lessons learned for China's urbanization process.

CLEAN ENERGY AND CLIMATE CHANGE: U.S.-China cooperation in the development and deployment of clean energy technologies.

Center Activities

PUBLICATIONS: The Brookings-Tsinghua Center scholars publish a wide variety of written works in both English and Chinese, ranging from op-eds in major newspapers and on-line commentary on current events to full-length books and scholarly monographs.

PUBLIC PROGRAMS, ROUNDTABLES AND SEMINARS: The Brookings-Tsinghua Center hosts public presentations, roundtables, and panel discussions that serve as venues for officials and experts to discuss policy issues.

3. Carnegie Tsinghua Center for Global Policy

Through its platform at Tsinghua University, the Carnegie–Tsinghua Center for Global Policy in Beijing brings together top scholars and experts from China and around the world to engage in collaborative dialogue and research on today's common global challenges. The Carnegie–Tsinghua Center draws on the successful experience of Carnegie's Moscow Center, established in 1994, and follows the launch of Carnegie's operations in Beirut and Brussels.

The Carnegie–Tsinghua Center is also part of Carnegie's well-established Asia Program, which provides clear and precise analysis to policymakers on the economic, security, and political developments in the Asia-Pacific region. The Carnegie–Tsinghua Center works with Carnegie's other global centers to host conferences, roundtables, seminars, and closed-door briefings and to publish timely and incisive analysis on the most pressing global issues, including international economics and trade; energy and climate change; nonproliferation and arms control; and security threats in North Korea, Iran, South Asia, and the Middle East.

An advisory council composed of distinguished leaders from the policy, business, and academic communities in China provides the Carnegie–Tsinghua Center with advice and support.

4. Cathay Institute for Public Affairs

About China Institute for Public Affairs

The China Institute for Public Affairs (“CIPA”) (<http://chinaipa.org>) is created for Chinese students, scholars and professionals with genuine interest in China. With great pride in Chinese cultural heritage and traditions, CIPA is devoted to facilitating and improving understanding and practice of public affairs in China. The goal of CIPA is to use social science to analyze public affair issues, to offer practical approaches and solutions to those issues, and to serve as a bridge between scholarship and policymaking. CIPA is actively engaged in research, analysis, education, publication and related activities.

MISSION STATEMENT OF CHINA INSTITUTE FOR PUBLIC AFFAIRS

We, the founders and members of China Institute for Public Affairs (“CIPA”), are organized to further our common goals -- promoting independent and serious thinking on public affairs concerning China and overseas Chinese communities, seeking a healthy and sustainable development mode for Chinese society, improving the quality of life of Chinese people and enhancing the world’s understanding of China and Chinese culture. To fulfill these goals, we intend to organize events and develop projects and programs to promote public service, participate in intellectual debates and policymaking concerning public affairs and to seek practical solutions for the reform of China’s political, legal, economic and social systems.

CIPA hereby adopts the following guiding principles:

I. To serve as a bridge between professionals and academics: Recognizing the professionals’ strength in identifying pressing issues and formulating practical solutions and the academics’ ability in developing and applying theories, CIPA is dedicated to being a primary platform for the cooperation and mutual growth of the academics and the professionals.

II. To serve as a bridge between a civil society and the government: Appreciating the critical balance of liberty and national interest, CIPA is determined to channel the debates and voices in the public arena into the process of governmental policymaking.

III. To serve as a bridge between the homeland and the overseas Chinese: Recognizing the fact that all Chinese share the same roots and utilizing the diverse background and broad network of our founders and members, CIPA is committed to facilitating the communication and cooperation between the homeland and the overseas Chinese and bringing together the efforts of Chinese worldwide in developing a prosperous China, improving the welfare of Chinese people and fostering the renaissance of Chinese civilization.

5. Center for International and Strategic Studies at Pecking University

The Center for International and Strategic Studies, Peking University, is aimed at enhancing academic and policy research in the fields of world politics, international security, and national strategies. Its emphasis is to provide analyses of China’s changing international environments and the major powers’ international strategies, and to publish or submit policy-relevant, future-oriented works based on these analyses. CISS attempts to offer intellectual support to China’s international strategy formulation, to enrich teaching, and to help the general public understand national security and global issues in a more comprehensive, accurate, and rational way. CISS publishes occasional papers entitled International Strategic Studies Report, monographs, and the yearly China International Strategy Review.

Under the tides of globalization, political, economic, military, technological, cultural, religious, and social issues worldwide are increasingly cross-cutting and interacting with each other.

Problems related to ecological environment, public health, natural calamity, and other non-traditional security issue areas have come onto the horizon of international strategists. CISS gives priority to multi-disciplinary studies of these practical issues while encouraging theoretical and methodological innovations.

Founded in May 2007 and administered by Peking University, CISS has its Executive Council as the decision-making body, which is headed by a vice-president of Peking University and whose members are well-established scholars and specialists from various Chinese institutions. The Academic Committee of CISS is responsible for running its research projects and coordinating its activities. Its office is located in Peking University's School of International Studies (SIS).

CISS is an open, nonprofit institution that promotes exchanges and strengthens cooperation with scholarly institutions, think tanks, corporations, media, and individuals. Raising its funds independently, CISS appreciates spiritual as well as financial support from home and abroad.

6. Central Party School

The Party School of the Central Committee of the CPC (The Central Party School) is the highest institution of learning charged with the task of training senior and middle-ranking leading cadres of the Party and fostering Marxist theoretical cadres. As an important organ directly under the Central Committee of the CPC, it is an important bastion for studying and publicizing Marxism, Mao Zedong Thought and the System of Theories of Socialism with Chinese Characteristics and a furnace for tempering the Party spirit. It is also a research institute of philosophy and other social sciences of the CPC.

The predecessor of the Central Party School was the Marxist-Communist School founded in Ruijin, Jiangxi Province, in the Central Revolutionary Base Area in March, 1933. It marched to northern Shaanxi together with the Chinese Workers and Peasants Red Army in 1936, and then it was renamed the Party School of the CPC Central Committee. Afterwards, it moved to Yan'an in 1937. Mao Zedong was President of the Central Party School along with his other positions after 1942. It was withdrawn from Yan'an in 1947. The CPC Central Committee decided to found an advanced Party school in July, 1948, which was named the Marxism-Leninism Academy, and Liu Shaoqi worked concurrently as President of the Academy. The Marxism-Leninism Academy moved to Beijing after its liberation and it was renamed the Advanced Party School of the CPC Central Committee in 1955. The Advanced Party School suspended during the Cultural Revolution after 1966. It was re-opened in 1977 and renamed the Party School of the Central Committee of the CPC. Around the Third Plenary Session of the Eleventh Central Committee of the CPC, when Hu Yaobang presided over its work, the Central Party School promoted the well-known discussion on the criterion of truth, and played a significant role in restoring the Party's ideological line of seeking truth from facts and shifting the focus of the Party's work.

Liu Yunshan, member of the Standing Committee of the Political Bureau of CPC Central Committee, works as President of the Central Party School. Li Jingtian is the Vice President in charge of the routine work. Other Vice Presidents are Chen Baosheng, Li Shulei, Zhang Boli and Xu Weixin. The School Committee is the leading body of the Central Party School, under which there are eight teaching and research departments of Marxist Theory, Philosophy, Economics, Scientific Socialism, Political Science and Law, the History of the CPC, Party Building, and Culture and History, and there is one institute, namely the Institute for International Strategies. There are functional departments in charge of teaching affairs, scientific research, organization and personnel, administration and logistics, etc. In the management of student affairs, there are

three departments: the Further Training Department is responsible for the training of cadres at the ministerial or provincial and prefectural levels as well as secretaries of county (or city) Party committees on a rotating basis; the Training Department takes charge of the training of young and middle-aged reserve cadres and cadres of ethnic minority groups from Tibet and Xinjiang; and the Graduate School is engaged in the education of graduate students for doctor's or master's degrees in the disciplines of Marxist theory and in the training of teachers from nation-wide Party schools as well. Attached to the Central Party School are the Branch of the departments directly under the CPC Central Committee, the Branch of the Central Government Organs, the Branch of the Chinese People's Liberation Army (the PLA), the Branch of State-owned Assets Supervision and Administration Commission of the State Council (SASAC) and other branches, which train cadres at corresponding levels. There are more than 1,100 staff members working at the Central Party School now, and there are around 1,600 students at school for each semester.

The Central Party School focuses on the study of the System of Theories of Socialism with Chinese Characteristics and aims to improve the theoretical quality of students, widen their world vision, enhance their strategic thinking and strengthen their Party spirit. Its curriculum includes such courses as "Fundamental Issues of Marxism", "Fundamental Issues of Mao Zedong Thought", "Fundamental Issues of the System of Theories of Socialism with Chinese Characteristics", "Contemporary World Economy", "Science and Technology in the Contemporary World", "Legal Systems in the Contemporary World", "Military Affairs in the Contemporary World", "Ideological Trends in the Contemporary World", and "Ethnic Groups and Religions in the Contemporary World". The Central Party School makes great efforts to guide students into the study and discussion of major domestic and international issues of practical and strategic significance, and attaches much importance to enhancing their Party spirit by conducting the education about the Party spirit and working style throughout the training process. Leaders of the CPC Central Committee and central departments as well as experts in various fields are invited regularly to deliver speeches on the domestic and international situations, the national conditions of China and the policies of the Party and the state.

In undertaking scientific research, the Central Party School concentrates on the study of practical and strategic issues that are vital to building socialism with Chinese characteristics, bases the researches on investigations, and strives to make theoretical innovations according to the development and change of the domestic conditions and the international situation. Since 1995, a large number of high-quality books, research papers and telefilms published by the Central Party School have won the national prizes of "Five-One Project" for spiritual civilization construction and other prizes. During the period of the Seventh to the Tenth Five-Year Plan, the Central Party School undertook over 100 national research projects, and fully played its role as a think tank and an ideological and theoretical bastion of the Party.

In order to undertake more efficiently the task of training senior and middle-ranking leading cadres of the Party in the new century, the Central Party School pays great attention to the application of information technology. At present, the students district, the office district and the living district are linked by the campus network. Teachers may give lectures through the campus network, and students may conduct self-study on the line. The Distance Education Network of Nation-wide Party Schools, which has over 2,700 websites throughout the country, preliminarily accomplishes the functions of online education, online interaction, online monitoring, network course on demand and information inquiry.

The Central Party School has fine infrastructural facilities, including the complex building, the auditorium, the student dorm buildings, the cafeteria and the gymnasium. The complex building covers a total floor space of 31,200 square metres, with a conference center that can hold

680 people and 10 classrooms. It is an important place for daily teachings and various meetings, and also for the reception of the leaders of the central authorities and foreign guests. The student dorm buildings, which cover a total floor space of 36,000 square metres, can meet the requirement of training about 2,000 students at the same time. The gymnasium, which covers a total floor space of 23,348 square metres, contains a swimming pool and special rooms for tennis, table tennis, squash and fitness exercise.

The Central Party School publishes several newspapers and periodicals, such as *Study Times*, *Theory Forum*, *Chinese Cadres Tribune* and *Journal of the Party School of the Central Committee of the CPC*, and runs a book publishing house and an audio-visual publishing house. The school library's printed collection amounts to more than 1.3 million copies of books of 320 thousand titles. The website of the school digital library possesses a number of large databases, including China National Knowledge Internet (CNKI), Index to Chinese Newspapers and Periodicals and the Database of EBSCO, and it also has the Database of Basic Documents of Marxism and other special databases established by its own staff.

The Graduate School of the Central Party School offers academic graduate education, which is integrated into the national education system. Now it has three national key disciplines, namely Philosophy of Marxism, Scientific Socialism and the International Communist Movement, and the History of the CPC (including the Doctrine of China Party and Party Building); three primary disciplines which are authorized to confer doctor's degree and four post-doctoral mobile work-stations. Among its faculty, there are 148 doctoral candidate supervisors and 164 master supervisors, including a group of experts and scholars who are well-known at home and abroad in the fields of philosophy and other social sciences, and a group of young and middle-aged leading figures in various disciplines. Up to December, 2011, 3,280 graduate students graduated and received their academic degrees, and nearly 700 graduates are studying at school now.

In recent years, the Central Party School has been increasingly open to the outside world and established academic cooperative relations with many government organs, research institutes and educational institutions of higher learning of nearly 30 countries. Political leaders and famous scholars from numerous countries have come for visits and exchanges. The Central party School sends some students and faculty members abroad for visits or advanced studies every year.

7. Centre for Asian Pacific Studies

Introduction

The Centre for Asian Pacific Studies (CAPS) was established in 1986 to further enrich and enhance the quality of research on issues related to the Asia-Pacific region. Drawing from the University's experts in social sciences and related disciplines, the Centre aims to stimulate greater general interest and understanding of the Asia-Pacific region through the promotion of collaborative projects amongst scholars and experts. The Centre is committed to build a wide-ranging network of research contacts specialised in the Asian Pacific.

Objectives

1. To support and enhance the University's research productivity, especially in interdisciplinary studies focused on the Asia-Pacific region;
2. To focus research on practical policy issues which are important to governments, businesses, and the public;
3. To build and develop research networks for scholars and institutions specialised in the Asia-Pacific region.

Seminars and Conferences

CAPS periodically organises lectures and seminars with other research centres and academic

departments of the University. Scholars, experts, and leaders are invited to share their ideas, findings, and opinions on issues relevant to the Asia-Pacific region. These interactions provide Lingnan staff and students with opportunities to exchange ideas with specialists on Asian Pacific studies.

CAPS also holds academic workshops throughout the year, and traditionally sponsor an annual conference on Asian Pacific themes. Past conferences covered issues related to Korea, China, Taiwan, and Hong Kong. The Centre is constantly examining timely topics that warrant further studies and aim to use these workshops, seminars, and conferences as a medium to facilitate the exchange of ideas between Hong Kong scholars and their international counterparts.

Publications

CAPS publishes a Working Paper series to showcase the updated research findings of its Centre Fellows, Honorary Fellows, and visiting scholars. The Centre also regularly produces proceedings from its conferences.

8. China Center for International Economic Exchange

China Center for International Economic Exchange is an international economic research, exchange, and consulting institution certified by the Chinese state government. It is an all-inclusive association that gathers high-end talents in the field of economic research and widely connects a broad range of economic research strengths. CCIEE is supervised by National Development and Reform Commission, and is registered through Ministry of Civil Affairs.

The current president Peiyan Zeng is the previous prime minister of the state council.

The main business functions and service areas of CCIEE include:

1. Research on economic issues. CCIEE provides services for the government, society, and enterprises. Its major research areas include: global economic development trend, international finance, international trade, international investment, heated and pertinent topics in the field of global economics, as well as major issues and policies related to national macro-economic, finance, foreign investment and trade, regional economy, industrial development, and operational management.
2. Organize economic exchanges. CCIEE seeks to promote understanding and reach consensus. It organizes exchange programs and conferences for think tanks internationally to discuss major economic issues. CCIEE also hosts activities such as forums and seminars to provide platform and channel for governments, research institutes, and corporates to communicate situations, exchange information, and share results.
3. Promote economic cooperation. CCIEE is dedicated to the establishment and development of good partnerships with foreign governments, corporations, research institutions, social groups, and international organizations. CCIEE provides cooperation information and recommends partnership projects for enterprises internationally and governments of all levels. By doing so, CCIEE serves as the bridge and connecting point to promote economic cooperation domestically and internationally.
4. Provide consulting service. CCIEE provides policy-related advice and analysis for the state government on macroeconomic regulations, mid-term and long-term development project designs, and major economic policies. CCIEE provides intellectual supports to local governments for designing regional developmental plans, as well as to industry associations for designing industrial developmental plans. CCIEE also provides consulting services to corporates regarding information, policy, and regulation. The services include development strategy, operation decision, international and domestic investment, merger and acquisition, technological innovation, and market expansion.

CCIEE is comprised of a series of divisions including a human resource office, research department, exchange department, information department, and cooperation department. CCIEE publishes editorials include Research Report, Think Tank Talk, and Information Reflection.

9. China Development Institute

China Development Institute (CDI), a think tank based in Shenzhen, Guangdong Province, was founded in 1989 with the approval of the State Council to promote China's reform and opening-up, and to expand international academic exchange and cooperation.

The mission set by its founders is to conduct high-quality and independent research to provide innovative insight and practical recommendations for business and public policy leaders. Since it was established, CDI has been committing to the exploration of a new route for Chinese research and consultation organizations through reform and institutional innovation that fits China's actual conditions. CDI has grown to become one of the leading think tanks in China for its problem-solving research and consulting service.

CDI gathers together 100 full-time staff and with a network of affiliated scholars and experts. Mr. Xiang Huaicheng, Former Minister, Ministry of Finance, is the Chairman and Prof. Fan Gang, a noted economist in China, is the president.

10. China Institute of Contemporary International Relations

China Institutes of Contemporary International Relations (CICIR) is a comprehensive research institution for international studies. In compliance with the directive of the State Council to set up a series of new institutions for international studies, the predecessor, China Institute of Contemporary International Relations, announced its official establishment in 1980. In 2003, the Institute was renamed and upgraded to China Institutes of Contemporary International Relations. CICIR consists of 11 institutes, 2 research divisions under direct supervision of CICIR leaders, 8 research centers and several administrative departments, e.g. the President's Office. CICIR has now a staff of 380, including researchers, administrative and logistic personnel, among whom 150 are research professors or associate research professors.

11. China Institute of International Studies

China Institute of International Studies (CIIS) is the think tank of China's Ministry of Foreign Affairs. It conducts research and analysis on a wide range of foreign policy issues.

The Institute was founded in 1956 under the name of Institute of International Relations, and assumed the present name in December 1986. In 1998, China Center for International Affairs, formerly a research institution of China's State Council, was incorporated with CIIS. Successive presidents of the Institute include Meng Yongqian, Yao Zhongming, Li Huichuan, Zheng Weizhi, Wang Shu, Du Gong, Yang Chengxu, Song Mingjiang, Ma Zhengang. The current president is Qu Xing.

Research at the Institute is focused primarily on medium and long-term policy issues of strategic importance, particularly those concerning international politics and world economy. It also includes comments and policy recommendations on the world's major events and hot-spot issues. The Institute hosts various seminars and conferences to discuss latest international developments and advance issue-specific studies. It has constructed a world-wide scholarly and second-track exchange network, holding regular meetings with some foreign research institutions and running

collaborative research projects with both domestic and foreign scholars on issues of shared interests.

Research findings at CIIS are presented in reports to the country's foreign policy makers and institutions, as well as in published books and articles. In both cases, the views expressed in the writings are those of the authors, not representing CIIS.

The staff of CIIS consists of nearly one hundred researchers and other professionals. Among them are senior diplomats, leading area-study specialists, and preeminent experts in major fields of foreign affairs. Young scholars at CIIS all have advanced university degree in I.R. or related disciplines.

The Institute consists of the Departments of Department of Global Strategy, Information and Contingencies Analysis, American Studies, Asia-Pacific Security and Cooperation, EU Studies, Developing Countries Studies, Shanghai Cooperation Organization Studies, World Economy and Development Studies. Besides, there are Research Centers focused respectively on the study of European Union, the Middle East, the South Pacific, China's Energy Strategy, Periphery Security and World Economy and Security.

CIIS has its own Library and Information Center. The Library holdings include over 300,000 books. The collection on international affairs is among the best in the country.

International Studies is the Journal of CIIS. Its contributors include CIIS researchers and outside foreign affairs experts. The journal provides an influential forum for the discussion of important international issues and China's foreign policy. It has an English edition for foreign readers.

12. Civic Exchange

Mission

Civic Exchange is an independent Hong Kong-based public policy think tank that was established in September 2000. It is a company with limited liability and a registered charity in Hong Kong.

Its mission is to:

- (1) Promote civic education amongst members of the community and for such purpose to conduct research and publicise the results so as to provide objective and balanced information to the public concerning economic, social and environmental issues; and
- (2) Undertake research on development of economic, social and political policies and practices to help shape the breadth and depth of public policy debate and so to provide well-founded and reasoned argument on the issues identified above.

What We Are

Inventing A Cooperative Social Enterprise

Every organisation needs a business concept. Civic Exchange's concept is to create a think tank that can add intellectual capital using a cooperative structure.

The idea of a cooperative social enterprise is new for Hong Kong. In traditional commercial enterprises, the motive is financial return. In a cooperative social enterprise, the motivation is to meet social needs. Civic Exchange is a network of people working together for common goals through the structure of an enterprise.

In 2000, we started working before we had the finances sorted out for Civic Exchange. Indeed, on day one, the co-founders had the concept, a wealth of knowledge, a wide social network of

contacts, but little financial capital. Things would have become bogged down if we had looked at things from the financial end first rather than from the work that we wanted to do. It was like starting our journey on a small path that we felt comfortable with before branching out onto the main road. Using commonsense and intuition was essential to keep walking forward.

The idea of a cooperative reflects our desire for people to work together to promote social change. We respect individual ability and believe in its multiplication through working with each other. We want to run an equitable organization, where the benefits produced are fairly distributed. We want decisions to be taken democratically. We believe that we need to remain open-minded and flexible at all times so as to be sensitive to social needs as well as to new ideas.

What We Do

“Thinking”, Research & Dialogue

As a public policy think tank, much of our work is thinking about public policies and how we can help to make sense of complex issues and find better solutions to challenges and problems.

We would like our research papers to help reframe policy debates and help policy makers make the right choices by providing the tools and information they need. Very often, it is important and useful to be able to provide solid background information on specific subjects for general and stakeholder groups so that they could have in one place a comprehensive document about the issue at hand. From that base, it becomes possible to introduce alternative perspectives and solutions. While much of our effort is on original research, we also synthesize other people’s good ideas since there is no need to reinvent the wheel each time. We look for worldwide examples to find good ideas, which may be adapted for local and regional conditions.

We also integrate stakeholder-learning as well as consensus-building workshops as part of our “thinking”, research and dialogue process since it is vital to leverage everyone’s ability to make better choices. These processes also help people to focus and reflect on the most critical issues.

Strategic Influence

For social change to take place, we need to operate on many levels. Whilst our research papers and workshops are important, it is also essential to be able to put ideas directly to decision-makers in the public and private sectors. Our influence comes through long cultivated connections with public sector officials, politicians, business leaders, NGOs, educators and decision-makers in other fields.

Our strategy is to influence them directly. We have provided private briefings to them as well as to leaders on the international stage. Our work and activities are designed to produce multiple results. Firstly, they enable us to see how things work, or don’t work, in practice, which enables us to give better policy advice on how to do things better. Secondly, the way we design our research projects give us opportunities to work with many organizations, which is an effective way of influencing them. Thirdly, they are excellent public education projects in themselves.

Dialogue Facilitation

We are often invited to create dialogue processes for specific issues as well as sectors. We apply a set of skills, which we call ‘Sustainability Tools’ designed to enhance communication. Those who wish to involve us understand our mission and strengths and wish to involve us in developing private and public dialogue processes or to use us to generate new ideas for change. These experiences help us enormously to refine our ideas and methodologies. Indeed, they have helped to spark new ones on several occasions.

Civic Exchange has designed and facilitated multistakeholder dialogue processes on transport, urban design, conservation, sustainable development, and competition issues, and has worked with many sectors focussing on specific matters.

Education

We use our research and projects to educate and outreach to a wider audience. A project aimed at decision makers could be simplified and re-packaged for students. For example, Civic Exchange has produced numerous pamphlets on a variety of issues for general distribution.

Student Internship Programme

We have an active student interns programme. We welcome local students as well as those from overseas. We encourage our interns to take up a piece of research that interests them and we act as their supervisors. Their finished work is then published on our website in a section devoted to the interns' work. We have had some incredible bright, positive and energetic young folks with us during the first year.

Workstyle

Thinkers, researchers and facilitators of Civic Exchange work independently and communicate mainly via the use of modern telecommunication means. They do not have to share the same work space and work the same office hours. Civic Exchange's office is more like a clubhouse for people to meet to exchange ideas and share experiences. The wireless system enables anyone to go there and plug-in to work.

13. Hong Kong Centre for Economic Research

To enhance knowledge of economic affairs and develop alternative policy choices.

The aim of the Centre is to support research and to publish and promote authoritative studies on important public policy issues which enhance public understanding of economic affairs and provide government with alternative policy choices. It does not undertake private consulting work for individuals or business organizations and does not seek to advance the business or political interests of any particular individual or organization.

The Hong Kong Centre for Economic Research was founded in 1987. It is an independent, non-profit, educational, and research institution incorporated as a tax exempted charitable trust under the laws of Hong Kong. It is supported by sales of publications and donations from individuals, foundations, and corporations. The Centre is affiliated with the School of Economics and Finance of The University of Hong Kong, with convenient access to the academic world and numerous opportunities for interaction with local and international scholars. Administratively and financially, the Centre is independently governed by its own Board of Trustees. The research program is administered by the Director with advice from an international Board of Academic Advisors.

14. Hong Kong Institute of Asia Pacific Studies

Mission

The mission of the HKIAPS is to promote high quality research on social, political, and economic development of Hong Kong, China and the Asia-Pacific Region in line with the growing importance of the area.

Objectives

The objectives of the HKIAPS are:

To develop the CUHK into a research and academic centre of excellence in the interrelated study of Hong Kong, China, and the Asia-Pacific region;
 To enable Hong Kong to better adjust to and make best use of the changes taking place in China and the Asia-Pacific region;
 To serve as a “think-tank” for the Hong Kong government, the Chinese government, and policymakers in public and private sectors;
 To broaden the intellectual horizon of the policymakers and to develop policy alternatives for the community.

15. Hong Kong Policy Research Institute

Background

Hong Kong’s return to China on 1 July 1997 has been an important milestone in the development of both Hong Kong and Greater China. Hong Kong is a successful international financial centre and a modern, free society governed by the rule of law. To maintain its strength and vitality, the government of Hong Kong would need correct and appropriate policies to address the political, social and economic issues facing the community.

In response to the important changes facing Hong Kong and its unique contribution to the development of Greater China, 17 people from various business, professional and academic backgrounds, including individuals from different political parties, came together to form Hong Kong Policy Research Institute in 1995. The Institute was officially registered in June and came into full operation in October of the same year.

Our Belief: Pluralism and Impartiality

The Institute’s primary purpose is to participate in the long-term development of Hong Kong and of the Chinese community. The Institute believes that Hong Kong’s changing environment should and can be turned into an advantage, and that rational policy research, taking into consideration the various views of our community, can be employed as an instrumental tool in this process. The Institute is committed to harnessing its resources to assist Hong Kong and its neighbouring governments to cope with the changes facing Hong Kong and to enhancing regional co-operation and communication between Hong Kong and its neighbours. In this way, the confidence of public and international investors in the system of Hong Kong can be maintained, and Hong Kong’s stability and flourishing economy will be safeguarded.

Our Position: Public Think-Tank

Non-government think-tanks are well established overseas but this think-tank concept has yet to take root in Hong Kong.

From the point of view of financial resources, government is certainly in the best position to finance research on public policies. The Hong Kong Government does have its own think-tank but its role is to provide advisory service to the Government. The Government also allocates substantial funds to tertiary institutions for research but these funds are mostly channelled into academic purposes.

From time to time, private organisations may fund research projects on specific topics. However, these projects usually serve a particular point of view or the interests of a particular sector of society.

As a non-government independent think-tank, the Hong Kong Policy Research Institute broke new ground when it was established in 1995. It operates with the support of the community and aims at serving the whole community. The Institute believes that there is ample room for the development of a public think-tank in Hong Kong. It upholds the following principles in serving the community:

- To promote the development of Hong Kong based on the concept of “One Country, Two Systems” and the premises of Hong Kong’s return to China;
- To take into consideration the development of Greater China;
- To liaise with neighbouring governments and related research institutions;
- To take root in the community, promoting public discussion on social policies, and proposing forward-looking ideas which are independent of the government and of political parties;
- To be “non-partisan”, “non-pressure group type”, and “non-profit-making” in nature, and to be a policy research institution receiving funding from commissioned research projects;
- To maintain independence, openness and a high degree of transparency in research process and results.

16. Shanghai Institute for International Studies

Founded in 1960, Shanghai Institutes for International Studies (SIIS) is a comprehensive research organization for studies of international politics, economy, security strategy and China's external relations. The SIIS is dedicated to serving for China's modernization drive, and for Shanghai's opening-up and economic development. It mainly studies the United States, Japan, Europe, Russia and the Asia-Pacific region, focusing on relations among major powers and China's periphery environment. Based on its studies of theories of international relations and dynamic changes of international affairs, the SIIS pursues both mid-term and long-term comprehensive research on significant issues in contemporary international politics, economy and security, providing relevant governmental departments and institutions with research reports and other research findings for reference, and presenting journals and magazines to the public for popularizing knowledge of international affairs. After unremitting efforts of several generations of its researchers, SIIS has gained renowned reputation both domestically and internationally. In November 2006, SIIS was elected as one of the “Top 10 Think Tanks in China” in the “First Forum on China’s Think Tanks” held in Beijing. And in a research report released in the end of 2007 by Foreign Policy Research Institute (FPRI) based at Philadelphia, USA, SIIS was listed in the “Top 10 Think Tanks in the world (non-U.S.)”.

The SIIS has about 80 full time staff members including 30 senior fellows. Main publications of the SIIS include 《SURVEY OF INTERNATIONAL AFFAIRS》, 《INTERNATIONAL REVIEW》, 《WORLD OUTLOOK》, 《SIIS JOURNAL》, etc.

The SIIS maintains academic exchanges and cooperative relations with hundred prestigious universities and leading research institutions both in China and in 30 other countries and areas, sponsors various workshops and seminars, invites foreign scholars and leading figures for academic exchanges, sponsors international conferences, sends fellows abroad for academic tours and lectures or for international conferences, and develops cooperative projects. The SIIS is authorized by the Degree Committee of the State Council to confer M.A. degree. Beginning from 1979, the SIIS has admitted postgraduates for two- and half-year study on international politics and international organizations. Relevant specialties involve politics, economy, domestic and foreign policies of the United States, Japan, Asia and Europe as well as international strategic issues.

17. The Chinese Academy of Social Sciences

The Chinese Academy of Social Sciences (CASS) is the highest academic research organization in the fields of philosophy and social sciences as well as a national center for comprehensive studies in the People's Republic of China.

1. Short History

CASS was established in May 1977 growing out of the Department of Philosophy and Social Sciences, Chinese Academy of Sciences. Professor Hu Qiaomu was the first President accredited to CASS, and Professor Ma Hong was the second and Professor Hu Sheng was the third and Professor Li Tieying is the fourth. Prof. Chen Kui-yuan is the current President. Before the establishment of CASS, the Department of Philosophy and Social Sciences of the Chinese Academy of Sciences was composed of 14 research units: Institute of Economics, Institute of Philosophy, Institute of World Religions, Institute of Archaeology, Institute of History, Institute of Modern History, Institute of World History, Institute of Literature, Institute of Foreign Literature, Institute of Linguistics, Institute of Law, Institute of Nationality Studies, Institute of World Economy and Research Division of Academic Information and Materials. The staff members totaled more than 2,200.

From 1977 to 1981, a batch of new research institutes and some other institutions were established one after another in CASS. They are: Institute of Industrial Economics, Institute of Rural Development, Institute of Finance and Trade Economics, Institute of Journalism (now the Institute of Journalism and Media), Institute of Marxism-Leninism and Mao Zedong Thought, Institute of Sociology, Institute of Population Studies, Institute of Ethnic Minority Literature, Institute of World Politics (later it and the Institute of World Economy were amalgamated into the Institute of World Economics and Politics), Institute of American Studies, Institute of Japanese Studies, Institute of West European Studies (now the Institute of European Studies), Editorial Office of Social Sciences in China, China Social Sciences Publishing House, Graduate School, and Office of Committee for Compilation and Publication of Guo Moruo's Works (now the Guo Moruo Museum). The Institute of Soviet Union and East European Studies (now the Institute of East European, Russian and Central Asian Studies), Institute of West Asian and African Studies and Institute of Latin-American Studies were also incorporated into CASS during this period. Since 1981, the Institute of Quantitative and Technical Economics, Center for Documentation and Information, Research Center for Chinese Borderland History and Geography, Institute of Political Sciences, Institute of Taiwan Studies as well as Institute of Asia-Pacific Studies have been established in succession.

CASS is now made up of 31 research institutes and more than 50 research centers, which carry out research activities covering about 260 sub-disciplines of different grades, among them 131 are key ones. Now CASS has 3,767 on-the-job staff members in all, of which 2,975 are professional workers. Among the professional workers, 1,538 persons are with senior professional titles, and 1,437 with intermediate and junior professional titles. There are many scholars and experts of great attainments and high prestige both at home and abroad. There are also some middle-aged and young scholars being the backbone of their respective institute and showing their brilliant capabilities in scientific researches.

Giving full play to its own advantages of having complete disciplines and an abundance of capable people in the fields of social sciences and the humanities, and being rich in materials, CASS has been creatively carrying on theoretical exploration and policy studies, undertaking the mission of raising the overall level of the studies in social sciences and the humanities in the course of China's reform and opening-up and the socialist modernization drive.

2. Basic Goals and Tasks

The basic goals of the development of CASS are to prosper and promote the development of social sciences, and fully pursue the strategy of invigorating the nation through science and education, devote great efforts to construct a number of research institutes with international

reputation, foster a number of scientific scholars enjoying great prestige both at home and abroad, put out a batch of scientific research achievements which are valuable towards nation's significant policy decisions and the development of disciplines; build the CASS into the highest academic research organization in the fields of philosophy and social sciences, which will rely on basic theoretical research and will be characteristic of multi-disciplinary and comprehensive studies with emphasis on a macroscopic, strategic and foresighted nature. The CASS will gradually become a research center for Marxism-Leninism, Mao Zedong Thought and Deng Xiaoping Theory, a research center for economic reform and development, a research center for socialist democracy, legal system and social development, a research center for Chinese nation's civilization and socialist culture, and a research center for the theory of international issues and strategy, as well as an important base for training and bringing up first-class talents in social sciences and the humanities and highly-qualified personnel in management.

The basic tasks of CASS are to promote the development of social sciences while put emphasis on basic theory research; actively conduct countermeasure and application research with a macroscopic, strategic and foresighted nature; stick to the policy of "making the past serve the present and foreign things serve China", critically carry on the excellent cultural heritage of the Chinese nation, and bravely absorb and use for reference all the useful achievements of human civilizations; arm people's mind with scientific theory in order to raise the ideological and moral levels and improve the scientific and cultural quality; and to train talents of the high attainments in social sciences and highly-qualified management personnel.

3. Academic Exchanges

Establishing extensive foreign academic exchanges is a long-term principle of CASS. The academic exchanges between CASS and foreign countries have been continuously increased over recent years. The annual flow of exchange has been expanded from several dozens of persons-times (in some ten batches) in 1978 to about 2,378 persons-times (in 942 batches) in 1998. At present, CASS has already established academic exchanges with more than 200 social sciences research institutions, academic groups, universities, foundations and government departments of 80-odd countries and regions of the world. Exchange agreements have been signed with over 30 academic institutions and universities across boundaries. Among the exchange partners, there are both developed countries and developing countries. Leaders of many countries including state presidents, government premiers, senior cabinet officers as well as the well-known figures from political and academic circles, often pay visits to CASS and deliver their speeches. The officials of foreign embassies in China, representatives of international organizations, and the overseas journalists as well, also come to CASS for academic discussions and interviews. These frequent contacts between CASS and foreign institutions and individuals promote not only the development of China's social sciences undertakings but also furthered the mutual understanding and friendly cooperation.

The various forms of external academic exchanges of CASS are as follows: visiting scholars exchange, joint research, long-term training, conferences, seminars and lectures. In recent years, all the disciplines, whether the traditional ones like history, archaeology, linguistics, nationality studies and world religions, etc., or those ones closely related to the development of China's economy, construction of the socialist market economy and the legal system as well as the creation of a peaceful stable international environment such as economics, law studies, sociology and international relations, have been developed in the course of academic exchanges, and the research activities have been developed and enlivened in the course of academic exchanges. The increasingly expanded external academic exchanges are playing an important role in flourishing China's social sciences undertakings, promoting the development of various branches of learning, and training qualified personnel. CASS closely combines academic exchanges with its research projects and brings about a great advance in major projects researches and all disciplines in social sciences and the humanities through external exchanges. Benefiting from going abroad for advanced studies and academic visits, large numbers of researchers have widened their

research fields of view and improved their abilities. Many of them have become the backbone in scientific studies or leading researchers in their respective branches of learning.

4. Research Activities Management and Documentation and Information Services

The implementation of CASS' scientific research planning is in conformity with nation's Five-Year Plans for social sciences. CASS undertakes a number of research projects sponsored by the National Social Sciences Fund. Besides, the CASS itself defines a certain number of key projects at academy-level and institute-level according to the nation's demands for socio-economic development and development of various branches of learning. At the same time, CASS also actively conducts research projects, entrusted by the Party Central Committee and government departments. The CASS' major projects aim at researches on vital theoretical and practical problems in China's reform and opening-up and modernization construction as well as topics of high academic value in the development of social sciences. In the researches, scholars' group advantages in comprehensive and multi-disciplinary studies can be brought into full play so as to produce more scientific research achievements of great academic value and social benefits. The CASS' major projects are conducted usually by research teams respectively and managed directly by the CASS. And institute's key projects are set up and managed by the institute itself. A researcher undertakes research tasks assigned by the CASS or his /her institute in accordance with his/her professional skills or interests. Of course, he/she can also engage in his /her own studies.

The accumulation and utilization of documents and materials are essential preconditions of research work. The Center for Documentation and Information, or CASS Library, has both the function of library and the function of information studies. Now it has a collection of some 5,500,000 volumes and annually increases over 100,000 volumes. It is a library system that has the largest special collection in the humanities and social sciences in China, possessing a basic range of books and documents, ancient and modern, Chinese and foreign, including a considerable number of rare and precious ones. The CASS library carries out literature exchanges with academic institutions both at home and abroad. It also provides researchers with documentation and information services through publication of various information journals and establishment of databases in social sciences.

The information network of CASS is under way. Its backbone has been opened and connected to the Internet, which promotes the exploration and utilization of information resources and speeds up the process of information industrialization.

5. Research Achievements and Publications

Since the founding of CASS, its researchers have got remarkable achievements in the fields of the humanities and social sciences. According to the statistics, from 1977 to 1998, the CASS has published 5,400 academic works, 66,000 papers, 9,000-odd findings and research reports, as well as a considerable number of translations, classical books with punctuated, collated and annotated texts, various dictionaries, reference books, and books of popular edition. Annually some 300 academic works, 3,800 papers, 500 findings and research reports are published. These research achievements contribute greatly to the following aspects: research on Marxism, especially Deng Xiaoping Theory, on the establishment of system of the socialist market economy and strategy of economic development, on socialist democracy and legal system and social development, on socialist new culture with Chinese characteristics, and on the theory of international relations and international strategy. Many excellent achievements have exerted a great influence on the academic circles both at home and abroad.

Social Sciences in China (a bimonthly in Chinese and quarterly in English), Historical Research, Archaeology, Economic Research Journal, Philosophical Research, Journal of Law, Literary Review and World Economy are the representatives of the 82 CASS journals. These journals put emphasis on introducing the latest achievements and academic developments and reflect the level of the research of social sciences in China. With a purpose to publish academic works, China Social Sciences Publishing House, Publishing House of Social Sciences Documentation, and

Economic Management Publishing House, affiliated to CASS, have also published a large number of works on social sciences and have contributed greatly to the development of social sciences in China.

18. The Development Research Center of the State Council

The Development Research Center of the State Council is a policy analysis and advisory department directly under the State Council. The Development Research Center's major responsibility is to study the overall, comprehensive, strategic, long-term, forward-looking, heated and difficult issues in the process of the national economic and social development, and the reform and opening-up, so as to provide policy suggestions and consultative advice for the Party Central Committee and the State Council.

Since its foundation in the early days of the reform and opening-up, the Development Research Center of the State Council embraces closely around the central tasks of the Party Central Committee and the State Council, and has been serving the overall situation of the nation's development, carrying out in-depth investigations, providing a large number of high-quality researches and practical policy recommendations, as well as contributing to the historical development of China's economy and society.

At present, China has entered the critical historical stage of transforming economic developing mode and striving to practice sustainable development. We will continue our exploration and innovation and forge ahead, and contribute our strength and wisdom to further scientific and democratic policy making, to carry out the scientific view of development, to build a harmonious socialist society, to promote fast yet steady economic development, and to build a well-off society in an all-round way.

The Development Research Center of the State Council has a number of well-known economists and a team of highly qualified experts, and its national and international influence rises continuously. We will continue to maintain and develop our broad connection and close cooperation with government departments, research institutions and the business community, and serve the government and the society with our high level of research results and consultative advice.

The Development Research Center will continue to maintain and develop its broad connection with the international society, and to actively develop the exchange and cooperation with important international organizations and national research and consultative institutions.

Our sincere thanks go to all the internal and international organizations and personnel that concern and support the work of the Development Research Center.

19. The One Country Two Systems Research Institute

The One Country Two Systems Research Center (CEUPDS) was established in 12 August 2008 which designated by the Despatch of the Chief Executive No. 218/2008, as an academic research institute with project team nature. Further by the Despatch of the Chief Executive No. 198/2010 was extended for two years to 11 August 2012.

According to the Despatch of the Chief Executive No. 246/2012, center was revoked the project team nature since 12 August 2012, and the existing duties transferred to the Macao Polytechnic Institute and turn into a subordinate academic research units. Our objective still is "to form a reference basis of strategic information relative to 'One Country, Two Systems' principle".

Fostering the full implementation of “One Country, Two Systems” and the promotion of administration according to law so as to suit the needs of the development of the Macao SAR is the basic principle that guides our academic activities.

Being the first academic research unit of our kind in Macao, our legal orientation and social function has been very clear. However, in order to adapt to the needs of situation as well as expectations from the society, we are always dependent on the support and cooperation from Macao SAR government and the society. We are firmly committed to fostering the correct understanding and implementation of the Basic Law by means of probing into systematic theory topics, organizing various conferences, conducting social researches and publishing academic journal and monographs.

Our current focal issues are:

To undertake researches on basic theory and practice of the “one country, two systems” principle;
To conduct researches on issues directly related to administration according to law; and
To study on significant topics in the Macao SAR.

Major Research Tasks

Editing and publishing the Academic Journal of "One Country, Two Systems" (Chinese version is quarterly published every January, April, July and October), with the aim of turning it into one of the nationally recognized and leading platforms for academic exchanges and communications in this field;

- Ensuring the correct implementation of the “One country, Two Systems” policy through the study of the “One country, Two Systems” principle;
- Publishing the One Country Two Systems Series, so as to enlarge the database of the related field;
- Organizing academic conferences, and different types of forms, seminars and talks of related topics;
- Self-activating research projects or processing the projects in cooperation with well-known research institutions or the law schools of key universities in the Mainland;
- Conducting telephone surveys of various topics occasionally;
- Cooperating with local and overseas key university in student training and communication activities, aiming at developing our Center into a big-scaled and influential platform for the researches on the “One Country, Two Systems” policy and the Basic Law;
- Conducting the Advanced Level Basic Law Course for promoting the correct understanding of the Basic Law.

20. The Unirule Institute of Economics

“Unirule” (or “Tianze” in Chinese), originates from words in Shi Jing, an ancient Chinese scripture, which says: “As the universe is created by the God, there have to be rules for it.” Thus, “Unirule” stands for universal rules that, in reality, govern all fields, encompassing economic and political as well as social and cultural institutions.

Background

The Unirule Institute of Economics was founded in July of 1993 by five economists, Dr. Hong Sheng, Professor Yushi Mao, Professor Shuguang Zhang, Dr. Gang Fan and Dr. Shouning Tang, and Beijing Universal Culture Co, Ltd. The Institute, currently directed by Professor Hong Sheng, with Prof. Yushi Mao as chairman of the Board, and Professor Shuguang Zhang as the chairman of the Academic Committee, is by nature a private, non-profit research institution.

In late 1999, the Institute underwent its first organizational restructuring after six years of growth and separated into two divisions. The consulting division was renamed as the Unirule Consulting Firm (UCF) and was fully commercialized from then on, while the organization's academic division remained as the Unirule Institute of Economics (Unirule), a private non-profit research institution. The two organizations now keep an "arm's length market relationship," that keeps separate all operations and financial relationships while under the direction of its respective board of directors.

Finance

Unirule does not receive financial assistance from any government entities, and instead, is dependent upon social donations and provisional grants for projects from institutions in China and abroad. Projects include research proposals entrusted to Unirule, training programs, and other services provided. Unirule aims for transparency and sound accounting practices and provides financial information regarding all of the organization's activities open to public scrutiny.

Social contacts

Unirule has, since the outset of its establishment, gathered the country's top economists, jurists, and sociologists, who come from various universities (e.g. Peking, Tsinghua, Renmin, Fudan, etc.), institutes, and government departments (e.g. Development and Research Centre for State Council, State Development and Planning Commission, State Economic & Trade Commission, People's Bank of China, State Bureau of Administration for Foreign Exchanges, China Securities Supervisory Commission, Customs Office, State Information Centre, etc.). Not only does Unirule frequently exchange views with these scholars, but it also maintains close relationships with their organizations.

Unirule also has extensive connections with the media, such as Xinhua News Agency, China Central Television, Central People's Broadcasting Station, Economic Daily, China Daily, People's Daily, Xinhua News Agency, China Securities, Time, The Economist, Reuters, the Financial Times, and others. During the past few years, Unirule has established close cooperative relationships with them.

In addition, Unirule has, in recent years, built up various types of cooperative relationships with many international private institutions, such as the Center for International Private Enterprises (CIPE), the Ford Foundation, Alton Jones Foundation, US-China Chamber of Commerce, International Institute of Economics (IIE), and others, as well as with international public institutions, such as the World Bank, International Monetary Fund, Asian Development Bank, and African Development Bank. Unirule also maintains relationships with many foreign embassies in Beijing, such as embassies from America, Australia, Canada, Germany, India, Israel, Japan, New Zealand, Russia, and Singapore.

Korean Think Tanks – Mission Statements

1. Center for Free Enterprise

The Republic of Korea is a small nation. For Koreans to live dignified lives amidst the space in between the large nations, strong competitiveness is required. When freedom of economic activity is granted, when the attitude that we intend to depend on the intervention of the government to solve all problems is discarded, and when citizens stop demanding that the government give them this and that, Korea then will be able to bring about strong competitiveness.

Center for Free Enterprise hopes that the Republic of Korea becomes the best country on earth to do good business in. Therefore, it wants to bring about strong competitiveness so that all Koreans can live upright lives as part of the world village. That is why the following principles must be maintained.

1. The principle of the Rule of Law must be followed.
2. Government intervention must be minimal, and the hindrance of interfering in the economic freedoms of the individual and business must be eliminated.
3. All people must pursue self-reliance.
4. We need to actively strive for deregulation, privatization and market opening in all areas.
5. The political majority rule must not overrule economy principles.
6. It must be possible to actually understand the international political order accurately in order to flexibly cope with it.
7. Korea must have a liberal democratic government that adheres to market economy principles after its unification.

2. Financial Research Center of Korea

The Financial Research Center of Korea was established to provide researchers who have specialized knowledge in the financial sector and working professionals to analyze in an objective and balanced view the financial and economic problems, and to propose policy alternatives for the economic and political realms and the long-term direction of development.

FRCK, established in February, 2009, has been modeled on the Financial Research Center that has been operating since 1990. It has also been designated as an incorporated association from the government in March, 2009.

FRCK serves as a research network for researchers and specialists by publishing working papers and holding monthly discussions and symposiums. In addition, FRCK plays an active role in research related to the finance sector by publishing long-term research reports.

3. Hana Institute of Finance

Amid the ever-changing global economic environment and increasing competition, demand for accurate market information and swift analytic research is growing steadily. Established in 1986, the Hana Institute of Finance has leveraged 20 years of prior experience in research and its pool of specialized researchers to provide exceptional foresight and comprehensive research on Korea's evolving financial landscape and emerging economic issues. The Hana Institute of Finance has served as a catalyst for the growth and strength of the Hana Financial Group.

Our research institute will continue to serve as a think-tank for the Hana Financial Group, assisting in the group's efforts to be the leading financial group contributing to the growth of the financial industry in Korea and Asia in the 21st century. We will also strive to be Korea's premier financial research institute.

By sharing our accumulated knowledge with Korea's leading economic organizations through our institute's website, we hope to contribute to the economic recovery and gain recognition as a leading knowledge powerhouse in an era of e-finance and 'finance 2.0'.

Thank you for visiting our institute's website. We will strive to provide quality information and insights. We hope for your continued support and encouragement for our efforts.

4. Korea Development Institute

KDI will uphold its mission to make substantive contributions to the government and society as well as to the public and private sectors by providing timely and effective policy alternatives. By continuously executing the mission, KDI will propose policy recommendations that will become the core foundation for the nation's economic growth. In addition, KDI will maximize its organizational capacity to become an international policy institute that serves as a compass for economic policymakers.

5. Korea Economic Research Institute

Our main purpose is to contribute to growth and development of the national economy through the building of an efficient free-market economy and the nurturing of healthy corporate growth.

KERI is vigorously working to become a world-class think tank. Our researchers conduct integrated research in both the entirety of the Korean economy and long-term and short-term prospects for corporate growth.

The founding principles and basic philosophy of KERI are Free Market, Free Enterprise, and Free Competition

6. Korea Energy Economics Institute

A research institute, KEEI utilizes world-class expertise specializing in the energy sector to take the lead in understanding changing circumstances in the energy industry both at home and abroad. KEEI achieves this goal by reinforcing its function to lead energy policy, stabilize research infrastructure, and strengthening organizational capacity with expanded responsibilities.

7. Korea Information Society Development Institute

We aim to become a world class institute in broadcasting and telecommunications research.

Since its foundation in 1985, KISDI has contributed to Korea's growth into 'ICT Powerhouse' with in-depth policy research on knowledge economy, information-telecommunications broadcasting industry, broadcasting-telecommunications convergence, fair competition, and postal management.

KISDI, which has explored and presented core growth engines for Korea's economic development, lays a foundation for expanding information-communications infrastructure, enhancing users' welfare, improving the competitiveness of the broadcasting market, and

promoting ICT service industry. Furthermore, KISDI shows its global leadership, providing a road map for the development of the broadcasting-telecommunications convergence industry and strengthening global cooperation.

KISDI, as a 'Broadcasting-Telecommunications Think Tank' consisting of best experts in Korea, aims to pursue a substantial and proactive transformation based on its accumulated experience, capability, and accomplishment, KISDI will make an endeavor to support better decision making of the government and market participants by providing response strategies and solutions with effective forecasting and analysis on changes. Moreover, KISDI will strive to become a world class institute contributing to Korea's advancement in broadcasting and telecommunication.

KISDI promises to offer diverse and useful information and research materials on its website. Thank you for your support and encouragement.

8. Korea Institute for Industrial Economics and Trade

KIET aspires to be one of the world's leading research institutes. As a guide to Korea's industrial economy, we will do our best to support the nation's economic advancement through pre-emptive and creative research.

9. Korea Institute for International Economic Policy

The Korea Institute for International Economic Policy (KIEP) was founded in 1990 as a government-funded economic research institute. It is a leading institute concerning the international economy and its relationship with Korea. KIEP advises the government on all major international economic policy issues and serves as a warehouse of information on Korea's international economic policies. Further, KIEP carries out research by request from outside institutions and organizations on all areas of the Korean and international economies by request.

KIEP possesses highly knowledgeable economic research staff. Now numbering over 163, our staff includes 51 research fellows with PhDs in economics from international graduate programs, supported by more than 61 researchers. Our efforts are augmented by our affiliates, the Korea Economic Institute of America (KEI) in Washington, D.C. and the KIEP Beijing office, which provide crucial and timely information on local economies. KIEP has been designated by the government as its Center for International Development Cooperation and the National APEC Study Center. KIEP also maintains a wide network of prominent local and international economists and business people who contribute their expertise on individual projects.

KIEP continually strives to increase its coverage and grasp of world economic events, and expanding cooperative relations has been an important part of these efforts. In addition to many joint projects in progress KIEP is aiming to become a part of a broad but close network of the world's leading research institutes.

Considering the rapidly changing economic landscape of Asia, which is leading to further integration of the world's economies, we are confident that KIEP's win-win proposal for greater cooperation and sharing of resources and facilities will increasingly become standard practice in the field of economic research.

10. Korea Institute for National Unification

*To contribute valuable advice to policy-makers

*To shape broad national consensus

*To conduct research promoting peace and prosperity on the Korean Peninsula

11. Korea Institute of Public Administration

The KIPA's mission is to systematically research all matters related to the development of an overall administrative system and the improvement of administrative operation in social and human sciences. It is also to collect and manage information and data related to administration. It aims to contribute to national administrative development by promoting an exchange of information among domestic and overseas research institutes.

12. Korea Labor Institute

The KLI is a government-funded research organization whose founding mission is to support the government's labor policy-making and to contribute to the development of Korean society by studying and analyzing issues of employment and industrial relations.

Since its founding in 1988, the KLI has firmly established itself as a public research institute that leads labor policy research. The KLI has made significant contributions, based on empirical studies on the labor market and industrial relations, to the government's labor policy-making, and is recently broadening its input by taking part in policy discussions on employment welfare.

At a time when the Korean economy needs to overcome the aftermath of the global financial crisis and make another leap, there is an urgent need to address employment issues and review the current employment safety net. The KLI strives to preemptively present effective policy alternatives, based on an interdisciplinary approach, that can help mitigate the employment crisis.

With a firm awareness of our role and responsibility, we will work even harder to ensure the excellence of its research and a closer alignment with reality so as to present labor market and industrial relations policies that can make meaningful contributions to our society.

13. Korea Legislation Research Institute

The Korea Legislation Research Institute works for the purpose of supporting national legislative policies, and promoting timely and accurate dissemination of legislative information, as well as assisting the general legislative activities by systematically collecting and managing the legislative information, and investigating or researching juristic and legislative issues with extensive expertise.

14. Korea Research Institute for Human Settlements

KRIHS works to become the world's leading think tank in the field of spatial policy to create new territorial values of the future.

15. LG Economic Research Institute

The world is changing fast. And every morning we wake to a different economic and business environment. Because of these changes, businesses are constantly present with new challenges and put to test. Only those businesses that preemptively understand and respond are able to survive soundly.

The same applies to our society, the space where businesses survive. A society will ultimately face a crisis if it fails to follow the direction the world is headed. In the global era

where national boundaries are becoming blurred, such threats are growing more and more serious.

LG Economic Research Institute is the think-tank of the global company LG. We make best efforts to be the first in grasping the changes in the world that affect Korean businesses and economy, and provide suitable countermeasures.

Furthermore, we disseminate the fruits of our efforts to Korean society through various channels.

LG Economic Research Institute promises to perform research indispensable for ensuring the success of Korean businesses in global business competition and making Koreans the happiest people in the world. It is also our promise to perform research that we can only do to create the greatest value.

I ask for your unsparing encouragement and constructive criticism, and for your keen interest in us.

16. POSCO Research Institute

POSRI contributes to the growth of the POSCO Family and the development of Korean society by presenting optimal strategies and policies based on collective intelligence.

17. Samsung Economic Research Institute

To be Korea's leading provider of economic insights by building and sustaining world class resources in knowledge creation.

1) Create strategies and information that enhance business competitiveness.

*Publish timely analysis on business trends and changing management conditions

*Devise strategies for sustaining competitive advantage

2) Become Korea's leading business opinion maker

*Set nationwide agendas for a growing economy

*Provide analysis on policies for an increasingly complex market

18. Seoul National University Institute of Economic Research

The goal of Seoul National University Institute of Economic Research (SNUIER) is to contribute to the stability and development of the Korean economy while conducting theoretical and empirical research. To achieve this goal, we compile data regarding domestic and international economic situations and publish our results in the Seoul Journal of Economics. In addition to contributing to the development of the economic research and economic policies in Korea by holding symposiums and academic conferences, we also promote international collaboration on research by inviting foreign researchers and holding exchange programs. Also, our organization has contributed to the Korean society by giving the "Advanced Strategy Program for Global Economy" public lecture twice a year since March, 2001.

19. The Institute for Industrial Policy Studies

We aspire to engage ourselves in Interesting activities that are Pioneering in nature, in order to deliver Satisfying service to our clients/stakeholders and to assist those who need us. Our values serve as basic criteria to determine what we believe and what we do as well as driving force to unify us under the same vision Our values are as follows:

- Interesting: meaning service we offer should interest us.

- Pioneering: meaning service we offer should be new and pioneering.

- Satisfying: meaning service we offer should satisfy not only our clients but also the society that we belong to.

20. The Institute for the Future of State

Why is there no private, independent, and collective think tank like the Heritage Foundation and the Brookings Institute in Korea? Our society lacks think tanks that are independent of the government and large corporations, and work to solve problems in the perspective of the normal citizens.

We plan to satisfy this need by conducting research in the perspective of normal citizens and propose clear and easy-to-understand policies that benefit the Korean citizens.

The Institute for the Future of States conducts research on policies that would enhance the quality of life for the general public based on innovative yet conservative values.

Our vision is to grow into a platform for policymakers and provide the optimum solution to various national problems.

21. The Sejong Institute

The Sejong Institute of the Sejong Foundation is a private non-profit research institute in the areas of security, national unification, and foreign affairs that is dedicated to suggesting a future map of the Republic of Korea.

Established in 1983, the Sejong Institute is a private think tank located in the Republic of Korea that is dedicated to conducting researches and making analyses on the past, present and future mid- and long-term national policies in the areas of security, national unification, and foreign affairs. As an affiliated organization of the Sejong Foundation, it has been active in developing policy alternatives for the promotion of security, peace, and prosperity on the Korean Peninsula. In collaboration with numerous research fellows and experts from both domestic and international organizations, the Institute focuses its research programs and analyses mainly on security, inter-Korean relations, regional studies, and international political economy. Moreover, the Institute not only carries out various independent researches and analyses on these issues but also provides quality educational training services to related officials from both private and public sectors.