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# A Research on the Dilemmas of Faculty Founded Agencies

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### ABSTRACT

Faculty founded social work agency is something with “Chinese characteristics”, also a unique phenomenon appearing in the special development process of social work in China, moreover, such a phenomenon has been widely recognized, and it will sustain for a long time. However, faculty founded social work agencies face not only the dilemmas which are common for all social work agencies, but also a variety of unique dilemmas. This paper analyzed such dilemmas from several aspects including censure of the society, lack of resources, treatment dilemmas, time and energy dilemmas, it is a thorough summary and overview on the current dilemmas of faculty founded social work agencies. Based on the analysis over the dilemmas of faculty founded social work agencies, and the present situation of social work education, practice and sector development, this paper addressed the dilemmas of faculty founded social work agencies from three aspects. i.e.: thinking and orientation, understanding and mutual-aid, mission and persistence, in turn proposed their development direction for the future, which is also the conclusion of the paper.

**Keywords:** Faculty, founded, social work agencies, dilemma

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Faculty founded social work agency is something with “Chinese characteristics”, also a unique phenomenon appearing in the special development process of social work in China. Such a phenomenon is related to our country’s economic and social development, national system, the thinking and methodology of our country toward social issues, also closely related to the development actuality of social work education in China. In May 2007, the first faculty leading social work agency of its kind in China was born in Shenzhen, and it not only became a milestone event in the development history of social work, but also became an important propulsion to the professional development of social work, especially the practice teaching of social work in China. In October 2009, Ministry of Civil Affairs issued *the Notice of Ministry of Civil Affairs on Promoting the Development of Non-governmental Social Work Agencies*, encouraging the teachers of social work programmes to found non-governmental social work agencies depending on the resources of their programmes, as a result, university-founded social work agencies emerge like the bamboo shoots after Spring rain. Back on the support of Central and local governments, non-governmental social work service agencies were born in every part of China centered on Guangzhou, Shenzhen, Shanghai, Beijing, etc.

Among the ever-increasing social work service agencies, quite a lot are led by faculties. Due to the limit of current economic level and development status of civic society in China, non-governmental social work service agencies face a lot of difficulties in developing themselves, for faculty founded social work agencies, in addition to these difficulties, they also faced other unique dilemmas and treatment. As faculty founded social work agency is an “interdisciplinary” and “mash-up” practice, it spans sectors, professions,

education and social services, involves the relationship with government, the relationship with schools, the relationship with service objects, and the relationship with social service agency peers, such intricacy, complexity led to the unique dilemmas of faculty founded social work agencies.

### **I. Faculty founded social work agencies have to withstand incessant censure**

At every stage, from start-up, arduous development, sustained growth, steady running, the agencies had to hear various censure, but it is impossible for our faculties to give each critic an explanation, or rather, they are afraid such explanation would be understood as a disguise, as a result, they could say nothing but withstand it, hope everything would be vindicated by time.

#### **(I) Ignore proper duties**

The loudest critique is that faculties are unmindful of their proper duties. There are mainly two types of faculty founded social work agencies, one is led by department, college of universities and co-founded by a few teachers; the other is founded by social work teachers individually. Accordingly, there are possibly more than one social work agencies in one university. Things would be better if the founder is a group, since the agency is co-founded by a few teachers, normally it will obtain the support of department leaders, and the teachers working in such agencies will hear less critique. However, if the founder is a teacher individually, it will provoke the censure of leaders and colleagues. In their opinions, the bounden duty of a teacher is teaching, the energy of a person is limited, since you run an agency, it will inevitably distract a lot of your energy and therefore affect the normal teaching, research work. The founders are usually regarded as reversed in order, double-minded, negligent in proper duties.

Even your immediate families may comment you

negatively: do you have to quit the job of teacher to found such an agency? You are walking yourself into trouble. You will have to do a lot more which will not count in your pay. They may use a string of idioms to describe your behavior: give a lark to catch a kite, go round the sun to meet the moon, take the sauce better than the fish, and so on.

## (II) Goal for money

As the proverb goes, “no bird would get up early if not for insects”, this is also a common rule for us to judge, analyze a man’s behavior, no wonder others had similar perception on the phenomenon of faculty founded social work agencies.

The reasons for which faculties found social work agencies vary, but they can be classified as two: 1. Direct reasons: the faculties hope to provide their students with a steady and professional practice and internship base, the class is no longer filled with just case analysis, because merely from cases students couldn’t obtain too much genuine experience; they don’t hope the students they taught with hardship waste what they have learnt due to career transition, and even enter other sectors or fields depending on their social resources, and are offered a marginalized job disgracefully. As teachers, they are grieved toward such unfair treatment to their students; 2. Indirect reasons: the faculties hope to promote the development of the programme of social work, even though it may be called narrow egoism, but when somebody asked what programme you are teaching, you don’t hope they look astonished because they knew little about the programme you told them; Market requirements would attract capital, all in all social work agency is a professionalism-based agency, faculties hope the development orientation of the agencies could be led by professionals, in order to found truly professional social work agencies.

However, all these reasons are hard to be understood by outsiders, most people might regard faculty founded social work agencies as a means of making profit, no wonder they often ask the founders the following questions: “how much the profit margin is for a government purchase service project”, “to achieve the break even point, how many services you need undertake a year”, and so on. Nearly nobody believed that the objective of faculty leading social work agencies is to promote the development of social work or build a teaching platform and make preparations for the future. Although some teachers took out his own salary to pay for the emolument of social workers, somebody still said their house, car were funded from the profit of the agencies.

## (III) Doubt themselves

Faculty founded social worker is a unique phenomenon of China. An environment incubated a phenomenon, accordingly, such phenomenon take root in the soil of such environment. China has a dregs culture inherited from our ancestors, that is: “scarcity is not a problem, but inequality is”. Even though social work teachers get due pay from social work agencies for their social contributions and hard work, however, they would be attacked due to “jealousy”, disturbed by various stigmas, censure or “gossips” such as “Ignore proper duties”, “crazy about money”.

“A rumor may be regarded as truth when everybody talks about it”. Hearing so much censure, social worker teachers may start to doubt themselves, start to hesitate, start to suspect whether their efforts and offering deserve, and suspect whether they keep their original aspiration. Meanwhile, they would receptively question themselves, some may choose to quit, actually, quite a lot of agency founders have the experience of suspension at intervals.

## **II. Faculty founded social work agencies universally lacked of resources**

As a social organization having independent corporate capacity, social work agency needs relevant software and hardware sources at every stage from startup, operation, development. However, in general, such resources are in short, especially for faculty founded social work agencies.

#### (I) Hardware resources

Unlike the social work agencies founded by enterprises and foundations, faculty founded social work agencies generally lack of hardware resources. First, as a private non-enterprise having independent corporate capacity, it needs startup capital, RMB30,000 in general. Capital contribution is an indispensable step at preparation stage, the contribution percentage represents the respective responsibilities of each stake holders. As mentioned above, there are mainly two types of faculty founded social work agencies, even if the agency is led by department, college of universities and co-founded by a few teachers, neither the college nor the university would provide the startup capital, let alone the agencies founded by the teachers individually, because all the funds of the college or university have specified purposes. That is to say, basically, faculty founded social work agencies were invested by social work teachers themselves, fortunately, the amount is modest, and this figure in some cities is no more than \$10,000 as local governments wish to encourage, support the development of professional social work agencies. In other words, it is not a big problem for the founders to raise registered capital. The biggest difficulty lies in premise, especially for the newly founded agencies, without the support of project source, leasing premises will increase the cost by folds. Nevertheless, if they apply for premises from government, communities or universities, they have to spend a lot of energy in communicating with them, even though they

luckily obtain the premises, they need share with other agencies. For this reason, quite a number of agencies indeed have no fixed premises, they are indeed the genuine “briefcase company”, the briefcase taker is our faculties. Perhaps nobody but social work teachers know how bitter this experience is and how hard the road is.

#### (II) Software resources

Compared to hardware resources, software resources is a hotter potato for social work teachers if it is in shortage.

The first is manpower problem, as project source is scarce at initial stage after startup, the founders have no money to afford full-time employees, no full-time employees means no initial performances, no initial performances means it is difficult to obtain project, it is indeed a dead-end circle. The only hope for this problem lies in the student resources in hands of faculties, they can integrate student practice into their projects. However, students are just part-time employees, the teachers can't set mandatory requirements for them, furthermore, students are all novices, many jobs are impossible missions for them, no other way, the teachers have to turn themselves into an all-rounder: frontier social worker, supervisor, manager, accountant, and PR Department Head...

The second is a problem of internal management, indeed it is a problem related to the first one. In general, as an independent third-party agency, faculty founded social work agency has independent corporate capacity, the startup capital is contributed by the founding teacher, as the only shareholder, the teacher has the ownership and final decision-making power of the agency. The members of board of directors and board of supervisors are usually nominal as required by registration procedures, and normally they don't assume any affair of the agency. Accordingly, there are no clear mechanism and systems for

board of directors and board of supervisors, they can only limited roles in the agency. In addition, the agency needs a very long time to establish and improve its internal management systems including personnel system, accounting system, archive management. Without the support of system, the agency has to rely on personal management, but personal management may lead to a lot of potential problems.

### (III) Reasonable resource allocation

The foundation and development of social work agencies require reasonable allocation of various resources, for example, who provides fund, premise, who supports human resources, who acts as the service principal, etc. Normally, for a faculty founded social work agency, different resources are provided by different stakeholders. They have common interest, but also have divergence due to the difference in objectives. How to allocate such resources reasonably, realize growth in synergy, how to promote the development of the agency while fulfilling the requirements of all stakeholders is a difficult problem waiting for social workers to overcome.

Facing such a difficult problem, many faculties may think over a question: while at preparation stage they may think, should I enter? It seems to be a dilemma for them, if they step back, students have nowhere to practice; if they go ahead, there are so many difficulties in the way; after startup they may think, should I continue, should I invest more; while in a steady growth stage, they may think, which is the way to the future?

### **III. Various treatment dilemma of faculty founded social work agencies**

Faculties have brought themselves to a new, interdisciplinary workplace since they founded the agencies, they will have to face many different treatment while need assume the social roles they have never played before, and every treatment will definitely has respective difficulties.

#### (I) Poor social competitiveness

As faculties found social work agency, naturally they are the founders of agencies, but they are still quite different from the founders of enterprises or some professional executives, and such difference is decided by occupational background; by the way, after all, the agency is a part-time job of faculties, this is different from fulltime running of an agency. For the above two reasons, faculties have lower social competitiveness. Now most projects of social work agencies are purchased by government, whether they can obtain projects to a great extent depends on their relations with government, although most local governments have turned to purchase projects by means of bidding, the opinions of the purchaser plays a very important part in the bidding process. However, generally speaking, compared to professional executives, teachers are less skilled in the interaction with government. In addition, they are less sensible in discovering, mining social resources, have greater difficulties in finding chances and resources, lack of marketing insight and techniques in dealing with the affairs of the agency. These problems are especially prominent for the newly incorporated faculty founded social work agencies in less developed regions, even in Guangdong where the earliest incorporated faculty social work agencies which are good in size and benefit also face such problems, compared to the social work agencies founded by other groups, faculty founded social work agencies are much lower in social competitiveness, and the ability and skills of communication with the purchasers.

#### (II) Conflict of professional authority and administration power

“Professor & Department Head”, all the faculty founders of social work agencies nearly have the same experience: before running the agency, they have good social status, and are in a

position equal to governmental authorities, and enjoy due respect, however, since they founded the agency, things have got worse and worse, great changes have taken place in the relationship between them and government, they are now a purchaser-bidder relationship. Before founding the agency, they are experts, now they become the customer of government. As a professional teacher, when mission and responsibility conflict with expertise and administration power, he doesn't know which side to take. If I were a professional teacher, I would insist my professional position, even though the other party is government, teacher will still play the role as an intelligence supporter. However, if one plays the role as professional teacher and agency principal at the same time, in order to obtain the project, in order to sustain the agency, he may have to yield to the resource owner. As in our country most project resources are controlled in hands of officials. In such a context, when professional authority conflicts with administration power, different founding teachers of the agency may make different choices, but whichever choice they made, they would repetitively contend with their occupation and profession, this is also a confusion and hesitation for faculty founded social work agencies. It is a unique phenomenon in China, because in our country social work agencies depend on the services which are mostly purchased by government, government controls principal resources, the part allocated to civil agencies is too small to sustain their operation.

### (III) Incapable of adapting role changing

Faculty found social work agencies, this phenomenon decided that the teacher had to play multiple roles in it. Since the teacher founds the agency, he is naturally the principal of the agency. Unlike common companies or social organization, social work organization is a professional

agency, in which the teacher plays the role as professional counselor. Ignoring the roles in life first, merely these roles in workplace are quite different from each other. If one switches between these different roles frequently, he would be prone to role confusion, and get maladjustment due to frequent switching. For example, as manager of the agency, he may treat his employees as teachers treat their students, take personal management in lieu of institutional system, take employee growth in lieu of employee incentive. This would probably turn agency into a family workshop, and impose a lot of adverse effect on the development and benefit of the agency. Some teachers copied their way of life in campus to their social intercourse, naturally putting on the labels "scholastic", "stubborn", "hard to get along with", etc., this impresses the society with stereotyping on teachers. Some teachers got in sharp conflicts with project purchaser regarding the project evaluation system in guarding the professionalism of the project, therefore affecting the continuity, however, if they pander the purchaser just in order to obtain better comments, they may get confused about the compromise of professionalism, above all, most projects of faculty founded agencies are implemented in presence of their students, as professional teachers, they can't accept this scenario in their heart. Frequently changing and adapting different roles consume a lot of their energy, and sometimes they felt too tired to deal with such things very well.

### (IV) Dilemmas

"I'm afraid you would retain the clothes if I lend them to you, and I'm afraid you would feel cold if I don't", faculty founded social work agencies, especially the new ones nearly all fall in such dilemma - "become a zombie agency" and "unable to start obtained project". The agencies obtaining no projects is known as "zombie agency", no

agency founder hopes his agency become a zombie agency, so he would do what he can to project since the start up, but after obtaining projects, they would probably fall in another dilemma – obtain a small project. Although it is a small project, it means at least the agency is no longer a zombie agency. However, probably the projects they obtained at initial stage are so small that they couldn't afford full-time employees, so they have to hire part-time employees, but part-time employees are deficient in working ability, stability and sense of responsibilities, which make them unable to start quite a number of projects. In order to complete a project, teachers have to act as frontier social worker, otherwise the projects will remain on paper, in turn affect the progress of the subsequent projects, and so on. Since you can't complete a small one, who is willing to give you a big one? That is to say, when an agency is small, it may fall in a dilemma, the moment they may start to suspect whether it deserve their more efforts, this also many potential agency founding teachers hesitate to take this step.

#### (V) Difference in geographical environment

There are faculty founded social work agencies in every part of China, including developed coastal cities, and less developed inland regions and Central and Western regions, even in the regions of minority ethnic groups. Although some difficulties are common for all faculty founded agencies, some vary with geographical regions. The biggest variation is due to the different policy environment in different regions, and even for the same central or ministerial policies, the implementation may vary with different regions by combining it with local policies and regulations enacted according to actual condition. The development of social work in China follows the guideline Education First, and the development of the social work in China is mainly promoted by

government, for this reason, the social work of China has close connections with social policies, accordingly, faculty founded social work agencies are largely affected by policies. Some regions hardly issued any definite policies to support the development of social work and professional social work agencies. Second, there is cultural difference between different regions. Culture affects the attitude of leaders and residents toward new things, some culture is conservative, some culture is aggressive, the population living in different culture will unconsciously influenced accordingly, the social work agencies founded in different cultural environment will naturally face different problems, furthermore, this will directly decides whether the project landing is easy or not, because some culture is inclusive, some is exclusive. Finally, also the most important is the difference in local economic development level. To a large extent the task of social work agencies is to solve livelihood issue. Whether a region concern livelihood or not, or the extent to which it concerns livelihood, or more exactly, how much they can spend on the concern of livelihood, will directly decide the investment in and propensity to the development of social work.

#### **IV. The dilemma of time and energy of faculty founded social work agencies**

Faculty founded social work agencies would inevitably face the problem of time and energy, because a teacher have to play multiple roles at the same time after he founds the agency, this will necessarily lead to the conflict of time and energy allocation, how to allocate the time, and play well all the roles, and organically gather energy to focus on one direction, is another dilemma for the social work teachers who found agencies.

#### (I) Stress of professional title and job

The first is the stress of professional title, the

national faculty evaluation system in force decides the importance of faculty research, besides, it requires the organic combination between teaching and research. However, those teachers who have founded agencies must spend a part of energy on the routine management of the agency, and this is not a big problem after everything runs well. The bigger problem is, the teacher need spend too much energy in practice in the development stage of the agency, and the practice of social work is time- and energy-consuming, so the teachers will naturally reduce the time and energy spent on research and teaching, this has no impact on research, because practice can improve teaching level significantly. But it has severe impact on research, and research directly affects the assessment of professional title. Professional title is of great influence and significance for the career of a teacher, in addition, it will exert great impact on the development of the teacher in the future. The second is job stress, it is indeed a knock-on problem of the first problem. The programme of social work values the development of practice ability, and practice consumes plenty of energy. In China social science circle which stresses theoretical research, this will necessarily affect research, and assessment of professional title. Some universities already launched the personnel policy of "either raise or leave" within five years. Social work teachers faced heavy job survival pressure, nevertheless, few universities implemented differentiated personnel policies according to actual conditions, some universities even don't count the practice class of a teacher in his workload, and some teachers even take money out of their own pocket to pay the intern's transportation cost.

(II) Time conflict between career planning and the marketization development of the agency  
Teacher is not a teach-book-smith. Serving as a

teacher, especially university teacher, one must have reasonable career planning, otherwise it will be difficult for him to do well this job, also difficult to provide students with more guidance, thus difficult to showcase the attraction of education, and eventually he will turn himself into a teaching machine. As a social organization having independent corporate capacity, social work agency is charity- and service-oriented in nature to a great extent, however, to achieve sustainability, it must withstand the test of the market, which we mean, not only economic market, but also service object market, indeed an integrated market. How to pass the test of the market, a good strategic planning is naturally essential. However, the career planning of a university teacher and marketization development of an agency lie in two separate system, and the only cross between them is the professionalism of social work. For this reason, the time and energy of social work teacher are divided into two parts, which, at two different directions, this naturally lead to the time and energy allocation conflict between the two, how to make a reasonable allocation is a challenge for social work teachers.

(III) The conflict between job and life

Among other things, university teacher is a tensioned, high-risk job, relative to the halo it wears, this job represents more dedication and offering. It sounds free, but indeed more hours they spent are informal rather than formal, implicit rather than explicit. As social work teachers found agencies on the job of teacher, they will need to spend more time on work. But the total time a day is limited, the more on job, the less on life, this will exert impact on the quality of personal life, children education, family, etc.. How to reasonably arrange time, how to balance the two is a big problem. Notably, as most social worker teachers are female, accordingly a majority of founders of faculty founded social work agencies



are women, but in our traditional culture, women need assume more tasks in family and daily life, this further sharpens the conflict between job and life.

## **V. Re-discussion on faculty founded social work agencies**

It is true we saw various dilemmas in faculty founded social work agencies, some used to appear, some are ongoing, some are contingent in the future. On the one hand, compared to ordinary entrepreneurs, the faculty founders are advantageous, because they have leeway to step back, have a certain resources. However, also for this reason, they get stick in dilemma, thinking of the leeway, they are not willing to pay due diligence to go ahead, back on the base of resources, they are not willing to lose face and dignity. As a sworn has two sides, advantages go in parallel with disadvantages, you have to take the good along with the bad. Even though we have known some of the above dilemmas, and we can also foresee some dilemmas for the future, can we stop now? No. What we need do is to further discuss and clarify them on current basis.

### **(I) Thinking and orientation**

Since the first faculty founded social work agency was born in 2007, we have witnessed its 10-year development. After a decade of development, it's the time for us to ponder it, more importantly, thanks to continuous development, we have the basis for thinking and analysis. Why do faculties found agencies, what are our original intention; what have faculties obtained from the agencies they founded, and what are lost; what are the advantages, disadvantages of faculty founded agencies; what is the way out for faculty founded agencies? What is the way out for the teachers.....set a clearer orientation based on these thinking, for the agencies, for our own growth and development. As long as we have a clear orientation for the agencies and ourselves,

some problems will collapse before we do anything. This is also the best solution to the dilemmas listed above. "Never trouble trouble till trouble troubles you"? Some dilemma is caused by the limit and deviation of our perception toward problems, for this reason, we should first solve our own problems before settling dilemmas. The thinking and orientation mentioned here, are the first step and logic start for us to solve the dilemmas listed above. Certainly, we didn't mean this can address all the dilemmas and problems, but it can solve some problems caused by ourselves, and the settlement of these problems will directly relate to the settlement of subsequent problems.

### **(II) Understanding and mutual-aid**

Although sounding a little hyperbolic, the saying "social work is a family" absolutely reflects a landscape. Social work agencies are relatively weak compared to other social organizations, and even weaker compared to enterprises. In such a special historic period, we need to support each other, huddle like penguins. However, due to limit of resources, most agencies face high survival stress, this forced them to compete with each other fiercely. As we know, competition is a normal atmosphere in every sector, and it is the source for players to stay alive, however, as a profession or an industry, social work is rather weak, both the academic and marketing atmosphere have not come into being, the moment it is more imperative for our agencies to unite as a whole to improve the popularity and recognition of this profession in the society, as to promote social work as a sector, social worker as a social status. To this end, for now, all social work agencies, all social work teachers shall rule out the gain and loss of their own, make concerted efforts to promote the development of social work as a profession and sector. "Tributaries will not get dry when there is water in the big river", unless and until this profession, sector grows

robustly, will our social work teachers, the founders of social work agencies have wider survival space. Therefore, our faculty founded agencies shall take the profession as the bond, help the agencies put up a better platform for exchange and mutual aid, promote common growth while achieving self-development, “dog does not eat dog”. In the meantime, each social work teacher shall contend for the understanding of the society on the agency of his own, he shall also endorse the entire profession, entire sector of social work, obtain the understanding and recognition of the world, that’s the truth the following proverb tells: “A big river is full when its tributaries are filled with water; and tributaries must be dry when there is no water in the big river”.

#### (II) Mission and persistence

At present, the national restructuring of China mainly embody in economic fields, but economic reform is only a part of such restructuring, the more important restructuring will take place in social fields, otherwise the restructuring will probably come to a successful end, and the restructuring in social fields will be a slower, and more complicated process, in which social work can serve as an important drive, whilst social work agencies will serve as an important carrier. In current economic and social development context in China, it is difficult for governmental social work organizations and pure civil grass-root social work agencies to play genuine role as social organizations, the special status and role of faculties decide faculty founded social work agencies can remedy the deficiency of the aforesaid two types of social organizations, that’s also the reason why faculty founded agencies were born, and why they were irreplaceable. This has become a consensus of all stakeholders. In current situations, faculty founded social work agencies must carry on for a certain time.

However, according to the foregoing analysis,

faculty founded social work agencies face a variety of dilemmas. Lying in such dilemmas while having the mission of teacher on shoulders, how can the social work teachers do well both his career and the development of agencies – the professional mission of local social work, how can they accomplish the two missions at the same time, they need find the balance point between the two. The point is the perfect integration between mission and persistence, in other words, they need accomplish the mission as social work teachers, meanwhile, they need keep the original intention as social work teachers and founders of the agencies. In order to accomplish the mission on shoulders, no matter how hard the road is, they should continually walking ahead, while adhering to their code of conduct, keeping the courage to awaken the conscience of the society and defend the justice of the society, and perform the proper duties of passing on expertise and training professional talents – regress the mission of teachers; facing the executive power of government or purchasers, the service rights of service objects and the realistic survival pressure of the agency, how do faculties adhere to their scholarism, professional value and ethics, never bow to the pressure of government, maintain professionalism of services, provide students with more professional training, regress the role as teachers; take the agencies as a platform for students to practice, improve self-practice ability instead of servant of agency, convert the projects, practice of the agencies into teaching and research as appropriate, make them complementary to each other, take their time to accomplish the mission as university social work teachers, remain true to their original aspiration as social work teachers.

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