

## Countermeasures for the development of industry-based university foundations in the new era



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### ABSTRACT

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The report of the 20th National Congress of the Communist Party of China points out that education, science and technology, and talent are the basic and strategic support for the construction of a modern socialist country in all respects. It has pointed out the direction and development path for the development of universities as well as university foundations. Starting from the history, current situation and future development of university foundations, this paper proposes to fully understand the great significance of the new era and enhance the sense of mission in the work of university foundations; to deeply understand the connotation of the work and continuously deepen the understanding of the regularity of university foundations; to accurately grasp the development trend of the industry and continuously create a new situation for the development of university foundations. The industry-based university foundations should take the spirit of the 20th National Congress as the guide, combine the characteristics and discipline advantages of the university, focus on improving the quality of talent cultivation, scientific research and innovation level, and social service capacity, take multiple measures to comprehensively improve the governance capacity and contribute to the construction of a leading education country.

**Contribution/ Originality:** There has been limited research on industry foundations in the past. This article focuses on the historical mission of industry-based foundations and conducts innovative research from policy guidance, independent governance, and characteristic development, promoting the scientific and orderly development of industry-based university foundations.

### 1. INTRODUCTION AND OBJECTIVE

The report of the 20th National Congress of the Communist Party of China is far-sighted, rich in connotation, profound in thought and inspiring. It has set higher goals and requirements for the development of charitable organizations and university foundations. This paper, through studying the spirit of the meeting and taking into account the actual situation of industry-based university foundations, proposes that the mission of university foundations should be clearer, the scope and field of services broader and the service methods more diversified. The industry-based university foundations should focus on the high-quality development of education, aim at the key difficulties, weak links and groups in difficulty in education, clarify the development approaches of educational philanthropy, optimize educational public service projects, and write a new chapter on multi-faceted service to socialist modernization.

## 2. LITERATURE REVIEW

The report of the 20th National Congress of the Communist Party of China pointed out that education, science and technology, and talent are the basic and strategic support for the construction of a modern socialist country in all respects (Jinping, 2022). The colleges and universities is the integration of education hub, science and technology hub, and talent hub, therefore, the modernization of higher education is an important element and a way to become a leading country in education, science and technology and talent, and is the precursor and foundations for the promotion of national rejuvenation through a Chinese path to modernization. This paper also explores and examines the future development of the foundations on the basis of previous research and in the spirit of the 20th National Congress.

### 2.1. Foreign Research and Status

The earliest research on philanthropy dates back to the ancient Greek period and has gone through several stages of development which is germination, development and maturity. Most of the early research on foundations was conducted under the non-profit organization system and three major theoretical foundations were developed.

#### 2.1.1. Current Status and Trends in the Development of Foreign Foundations

Philanthropic organizations play a very important role in the governance of society in Western countries. The development of philanthropy in the West first originated in the ancient Greek period, and the word "philanthropy" is derived from the Greek words "Philein" and "Anthropos".

The first foundations in the world was founded by Plato as the Platonic Academy. In medieval times, the Church had absolute power which had a significant impact on philanthropic fundraising. The Innocent Friars, for example, received their collections mainly through the Pope, and the followers even considered giving to the Church to be a duty rather than a "voluntary" one; the scholar Douglas Nours also suggested that religion acted as an informal constraint, which further increased public giving. In 1601, *The Charities Act* ended the struggle between royal and ecclesiastical powers over the management of charitable foundations, and the 19th century saw the rapid growth of American foundations and the emergence of the Rockefeller Foundations and the Ford Foundations. Moreover, three theoretical cornerstones of the non-profit sector emerged-the theory of government failure, the theory of contractual failure and the theory of voluntary failure. The theory of government failure was first developed by Weisbrod (1979) who argued that the limitations of government in providing public goods and services led to the creation of government failure (Weisbrod, 1979). Contractual failure was first proposed by Henry B. Hansmann and refers to a failure in a market economy due to asymmetric information (Hansmann, 1980). Lester M. Salamon first proposed the theory of voluntary failure, also known as "Third-party management", which argues that non-profit organizations is equal to governments and markets, also suffer from failure, which consists mainly of insufficient charity, charitable exceptionalism, charitable paternalism, and charitable amateurism (Salamon, 1981).

#### 2.1.2. Sources of Funding for Foreign Foundations

A review and analysis of the fundraising methods and factors influencing foreign foundations facilitate us to better understand the fundraising patterns of foundations, and therefore break through the fundraising dilemma. According to John Hopkins, the main sources of funding for non-profit organizations are membership revenue, such as service charges and membership fees, in addition to donations from individuals and companies and financial support from the public sector (Salamon, 2002). However, Letter Salamon argues that the highest proportion of foundations fundraising is in the form of government or public sector support and revenue fees, and highlights the shift from a traditional monolithic model to a commercially fundraising model that has significantly improves the ability of charities to raise funds (Salamon, 2008). Michele-Symantec argues that fundraising is a prerequisite and a guarantee for the growth and reduced dependency of charitable organization (Norton, 2005). Brooks finds that

government grants have a crowding-out effect on individual giving, with government subsidies reducing individual giving (Brooks, 2004). In addition, some scholars argue for a marketing approach to fundraising. Frumkin argues that the process of fundraising should learn from corporate and use marketing concepts to proactively raise resources (Peter, 2002). Blazek suggests that charitable foundations can make an appropriate profit to promote themselves while fulfilling their mission and vision.

## 2.2. Domestic Research and Status

While the overall situation of foundations in China is relatively well, the difficulty of fundraising remains the most pressing problem faced by charitable organizations, which is the result of a combination of factors. At present, various domestic scholars' studies on the fundraising dilemma of foundations mainly focus on insufficient fundraising capacity, single fundraising channel, low information transparency, low self-generated income and insufficient credibility, which would be introduced in detail.

The first dilemma is in terms of fundraising capacity. Deng Xueli believes that both government-run and private foundations suffer from a lack of fundraising capacity. The high degree of dependence of government-run foundations on the government makes them less autonomous and independent, and their development capacity is limited, which naturally presents a lack of fundraising capacity; while private foundations further limit their fundraising capacity due to a lack of opportunities, unscientific management mechanisms and a lack of resources (Xueli, 2017). Ma Yingxian believes that fundraising capacity is also related to an organization's social network, and it is generally admitted that the better the organization's social network, the stronger the fundraising capacity and the more effective the fundraising (Yingxian, 2005). The second is funding channels. Chen Zhao believes that at present foundations in China have a single funding channel, with government-run foundations mainly based on government financial allocations and subsidies, while privately-run foundations are mainly based on independent funding, with narrower funding channels (Zhao, Xuehong, Yuexin, & Jinsheng, 2019). Wu Xiaoxue suggests that China's non-profit organizations have not yet formed a standardized funding system, and that funding channels are irregular and even full of loopholes (Xiaoxue, 2020). In addition to fundraising channels, You Chunhui also analyzed the fundraising dilemma from the perspective of public and non-public foundations, and found that non-public charities are more effective fundraisers than public foundations (Chunhui & Guowei, 2015). Thirdly, in terms of information disclosure and openness. Liu Lilong and Lin Donghai used data analysis to demonstrate the relationship between information disclosure and organizational performance, and found that the higher the quality of organizational information disclosure, the better the effect on the fundraising and management of the foundations (Liu & Lin, 2019). The fourth is in self-generated income. Chang Guanghui believes that the weak capital operation ability of foundations makes it difficult to add value to idle funds, so self-generated income is relatively small (Guanghui, 2019). Fifthly, in terms of credibility, Wang Limin stressed the importance of credibility in fundraising for charitable organizations. She believes that the higher the credibility of an organization, the stronger the public's willingness to donate. Charities also face legal difficulties in raising funds, such as a dual management system and limited eligibility for public funding, which actually exacerbate the difficulties in raising funds (Limin, 2020).

## 2.3. Review of Related Literature

After combing through the relevant literature at home and abroad, it is found that scholars have conducted a large number of studies on the current situation of fundraising dilemma of charitable organizations, tactics research on fundraising dilemma, and the influencing factors of donation. The existing studies on the analysis of the policy environment of charitable organizations and the analysis of the situation faced by industry-based universities are not sufficient, and the current study mainly presents the following deficiencies. First, there is less research on its impact on fundraising from the perspective of the relationship between the foundations and the government. Most

of the existing studies analyze the impact on fundraising at a macro level, ignoring the fact that the government-foundations relationship is also a key variable affecting fundraising activities.

Second, there is a lack of analysis from the perspective of the organization itself. Most studies on fundraising for charities have been conducted from both internal and external dimensions, with scholars generally agreeing that state governance structures and strategies are fundamental factors influencing fundraising for charities. However, it is difficult to explain the phenomenon with the existing perspective of how university foundations, especially industry-based university foundations, can achieve sound governance in the absence of a change in the structural context. The shortcomings of the above studies happen to provide some research space for this paper. This paper will focus on the historical mission of industry-based foundations in the new era, and conduct research on policy guidance, autonomous governance and scientific investment to promote the scientific and orderly development of industry-based university foundations.

### 3. DISCUSSIONS AND RESULTS

Since the 1990s, China's higher education has gradually shifted from elite education to universal education, with the scale of the universities expanding, the number of students enrollment increasing, the demand for funds increasing and the pressure on university funds growing. In recent years, due to the downward adjustment of the economic growth rate and the impact of the epidemic, the growth rate of financial investment in higher education has been significantly reduced. Widening the sources of funds, establishing and developing university education foundations has become an important way for universities to raise social funds and solve financial difficulties.

In 2004, China promulgated the *Regulations on the Administration of Foundations*, which further regulated and promoted the development of educational foundations in colleges and universities. In 2009, *Interim Measures for the Administration of financial matching funds for Donation Income of ordinary institutions of Higher Learning at the Central level*, jointly issued by the Ministry of Finance and the Ministry of Education, resolved that the central finance shall set up matching funds to reward and subsidize the monetary donation income accepted by central universities. In March 2016, the Fourth Session of the Twelfth National People's Congress adopted the *Charity Law of the People's Republic of China*, which further regulated the ways of charitable donations and provided more favorable policy support for universities to expand social funding channels. In January 2017, the Ministry of Education, the Ministry of Finance and the National Development and Reform Commission stated in the *Implementation Measures for Coordinating and Promoting the Construction of World-class Universities and First-class Disciplines (Provisional)* that the construction of universities included in the "double world-class project" should actively strive for resources from all parties in society and form a long-term mechanism for diversified support. In November 2018, the Ministry of Finance and the Ministry of Education formulated the "Measures for the Management of Special Funds for the Donation Ratio of Central Universities", which adjusted the previous method of "annual total control, annual application by colleges and universities, and school-by-school approval" to "implement total volume control, measure the quota of branch schools according to the factor method, fully consider the actual situation of different types of schools, select objective factors, and focus on the excess and regressive ratio of different levels". While reflecting the positive incentive of "more donations, more matching", the central universities in difficult areas, weak development and relatively weak donations will be given an appropriate inclination. This has created conditions for regulating the management of project funds in universities in China, balancing regional development and providing policy support to further promote the high-quality and comprehensive development of China's university education foundations. The 20th report proposes that "put the people and their lives above all else", "achieve solid progress in promoting common prosperity", "resolve the pressing difficulties and problems that concern them most" and "improving the people's wellbeing", which is the direction for the development of public charity.

The report makes a very important and distinctive adjustment to the structure and layout, and for the first time made overall arrangements and integrated arrangements for education, science and technology, and talents, and

elaborated them in separate chapters, which was of great strategic significance and far-reaching impact. The report proposes that “Education, science and technology, and human resources are the foundational and strategic pillars for building a modern socialist country in all respects” (Jinping, 2022). The report also emphasizes “We will fully implement the strategy for invigorating China through science and education, the workforce development strategy, and the innovation-driven development strategy”, and “We will speed up work to build a strong educational system, greater scientific and technological strength, and a quality workforce. We will continue efforts to cultivate talent for the Party and the country and comprehensively improve our ability to nurture talent at home. All this will see us producing first-class innovators and attracting the brightest minds from all over”. For the first time, the report included “Education is of critical importance to the future of our country and our Party” into the report of the party congress, and reiterated that “give high priority to the development of education”.

The colleges and universities are the integration of education hub, science and technology hub, and talent hub, therefore, the modernization of higher education is an important element and a way to become a leading country in education, science and technology and talent, and is the precursor and foundations for the promotion of national rejuvenation through a Chinese path to modernization. The university foundations have the advantages of pooling school resources, enhancing social exchanges and strengthening the underpinnings for school-running conditions, and therefore it plays a pivotal role in promoting the modernization of higher education.

According to relevant data, by the end of 2021, there were 901,900 social organizations nationwide, an increase of 0.86% over 2020, of which 8,877 foundations, an increase of 5.28% over 2020, as shown in Figure 1 and Table 1 (Xiaoyong, 2022). According to statistics, as of June 15, 2020, 623 university education foundations have been established in China (China University Foundation Annual Development Report Editors, 2020). It is pioneering for the university foundations to focus on the high-quality development of education, target the key points, weak links and groups in need of education, clarify the development of education philanthropy, optimize education public service projects, and write a new chapter on multi-faceted service to socialist modernization.

Table 1. Development of foundations in China between 2003 and 2021.

Units: Pcs, %				
Year	Number of foundations	Total number of social organizations	Percentage of foundations	Foundations growth rate over previous year
2003	954	266612	0.36	-
2004	892	289432	0.31	-6.50
2005	975	319762	0.31	9.30
2006	1144	354393	0.32	17.33
2007	1340	386916	0.35	17.13
2008	1597	413660	0.39	19.18
2009	1843	431069	0.43	15.40
2010	2200	445631	0.49	19.37
2011	2614	461971	0.57	18.82
2012	3029	499268	0.61	15.88
2013	3549	547245	0.65	17.17
2014	4117	606048	0.68	16.00
2015	4784	662425	0.72	16.20
2016	5559	702405	0.79	16.20
2017	6307	761539	0.83	13.46
2018	7034	817360	0.86	11.53
2019	7585	866335	0.88	7.83
2020	8432	894162	0.94	11.17
2021	8877	901870	0.98	5.28

Source: Statistical report on civil affairs development 2004–2009, China civil affairs statistical yearbook 2010–2022.

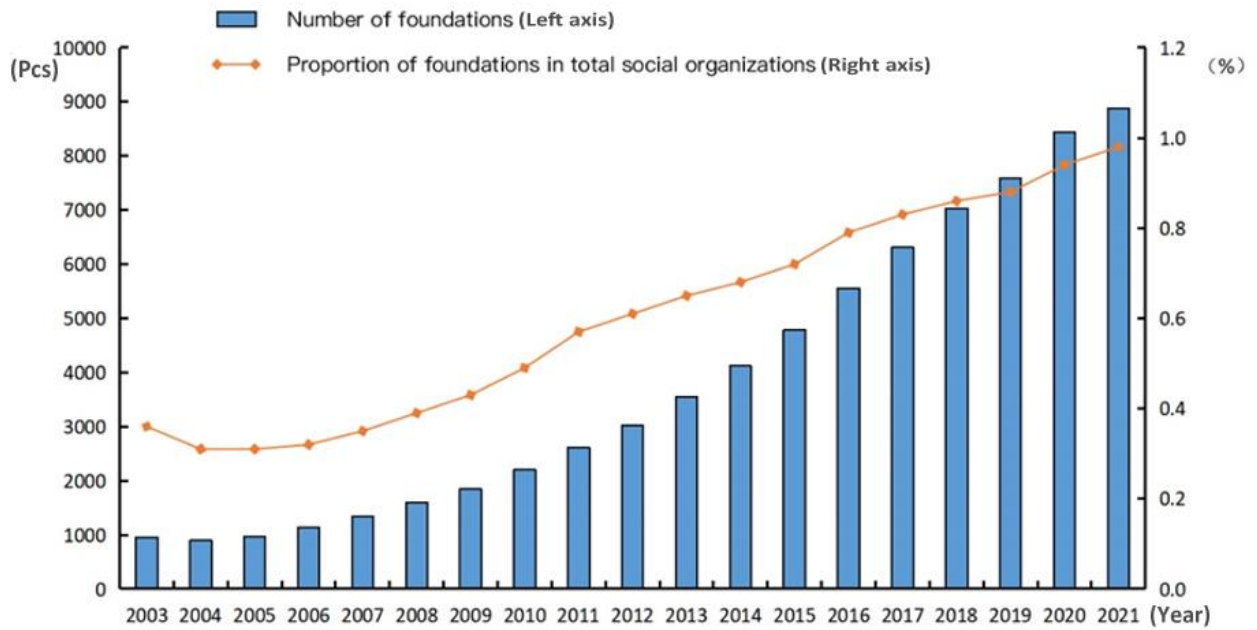


Figure 1. Growth in the number of foundations in China, 2003-2021.

Source: Statistical report on civil affairs development 2004-2009, China civil affairs statistical yearbook 2010-2022.

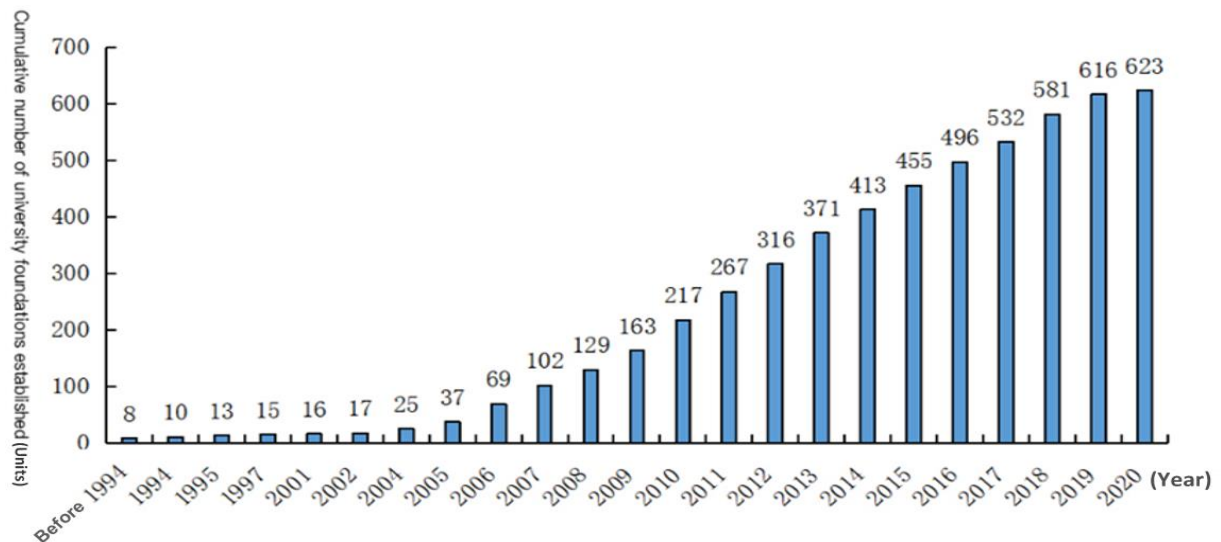


Figure 2. Trends in the launch of foundations in higher education.

Source: China social organization network.

According to the data shown in Figure 2 (China Social Organization Network), as of June 22, 2020, the number of university foundations in China increased from 8 in 1994 to 623 in 2020, forming a distinctive and differentiated university foundation system as a whole.

### 3.1. Fully Understand the Significance and Enhance the Sense of Mission of the Works of University Foundations in the New Era

The 20th National Congress of the Communist Party of China is of great importance. It takes place at a critical time as the entire Party and the Chinese people of all ethnic groups embark on a new journey to build China into a modern socialist country in all respects and advance toward the Second Centenary Goal. The report of this meeting also puts forward new requirements for charitable and public-interest initiatives (Jianwei, 2022) one of which is a clearer mandate for public-interest initiatives. The report proposes that Chinese modernization is the modernization of common prosperity for all. This requires that university foundations should take the promotion of education as their goals, adhere to the correct political orientation, continue to foster virtue through education, cultivate the

culture of charity, serve the public welfare of education, build cultural confidence and strength, uphold fundamental principles and break new ground, and strive to build a modern socialist country in all respects and advance national rejuvenation on all fronts. The second requirement is a broader scope of philanthropy. The Report states that “improve the system of consultative democracy”, “enhancing civility throughout society and the system and working mechanisms for volunteer services will be improved”, “further improve the multi-tiered social security system” and “advancing rural revitalization across the board”, this requires university foundations to adapt to local conditions and explore differentiated, distinctive and branded development on the basis of the three main themes of talent cultivation, teaching and research as well as serving the society, which will be the key and focus of the future development of university foundations (China University Foundation Annual Development Report Editors, 2020). The third requirement is a more diverse platform of resources for philanthropy. The 20th Tenth Report proposes, “Guiding and supporting enterprises, social organizations and individuals with the will and ability to actively participate in the cause of public welfare and charity”. This requires university foundations to take the practice of the past 30 years as the basis, actively plan the layout, improve the resource collection and management system, raise resources for school operation in multiple dimensions and channels, make good use of the endowment funds, enhance the reputation and social image of universities by raising endowment funds, drive more social resources to inject into the field of higher education and promote the development of higher education (China University Foundation Annual Development Report Editors, 2020).

### *3.2. Deepening the Understanding of the Work and the Regularity of the University Foundations*

The report profoundly explains a series of major theoretical and practical issues on adhering to and developing socialism with Chinese characteristics in the new era, depicts a grand blueprint for comprehensively building a modernized socialist country and comprehensively promoting the great rejuvenation of the Chinese nation, and points out the direction for the development of the Party and the State in the new era and the achievement of the second 100-year goal, which is the Party’s political declaration and action program for uniting and leading the people of all nationalities to win a new victory in socialism with Chinese characteristics. The university foundations should focus on the core requirements and transform the study of the spirit of the 20th National Congress into a powerful motivation to advance into a new journey and build a new era of success. Firstly, using Party building initiatives to lead diversity. Improving the system of party leadership of social organizations is the primary principle to promote the healthy and orderly development of social organizations. It is even more important for university foundations to closely focus on university development strategies, strengthen the leadership of the university Party Committee in the work of the foundations, consolidate the construction of the primary-level party organization of foundations, deeply integrate the Party construction with the daily business of foundations, and promote the Party organization’s effective participation in the foundations decision-making and management (Xiaoyong, 2022). Secondly, professionalize the organizational construction. The university foundations should break the traditional administrative management model and work on the standardized management of the system, the professional level of personnel and the internal governance mechanism. Establish an organizational structure with clear division of responsibilities, rules and regulations for standardized management and scientific and effective financial monitoring, highlighting the decision-making role of the council as the highest authority (Yujun, 2017). Thirdly, the fundraising mechanism should be long-term. The university foundations should closely follow the major needs of the country, the development of society and the university, and determine a clear theme and an innovative form of long-term fundraising plan, which can learn from the fundraising campaigns of the world’s top universities, such as Stanford University’s “Stanford Challenge” and Cambridge University’s “Dear World, Your Cambridge” (Gang & Sihui, 2021). Fourthly, scientific investment and operation. The university foundations should actively learn from the experience of domestic and international foundations, improve the management system of value preservation and appreciation, establish a reasonable internal organizational structure, strict approval

processes, make risk control through professional teams and institutions, and sound asset allocation and investment strategies to achieve sustainable development of the foundations.

### *3.3. Accurately Grasp the Development Trend of the Industry, and Constantly Create a New Situation for the Development of University Foundations*

The report proposes to move faster to build a high-quality educational system, advance students' well-rounded development, and promote fairness in education. As an important part of higher education system, universities should deeply implement the spirit of the 20th National Congress of the Communist Party of China, highlight their own characteristics and advantages, accelerate the construction of first-class disciplines and high-level universities, so as to provide more high-level professionals for the high-quality development of regions and industries. Industry-based university foundations should closely integrate with the development needs of industries and schools, and continuously enhance the ability to serve higher education and society. First, focus on national and local strategic needs to enhance the influence of the foundations. The foundations should adhere to the guidance of national strategic needs, strengthen top-level design, focus on ecological civilization construction, and optimize industrial structure, energy structure, transportation structure, etc. Second, focus on the advantages of disciplines and enhance the ability of independent innovation. The foundations should give full play to the leading role of industry-based universities in professional fields, adhere to the advantages of their own discipline characteristics in project design, to the discipline service industry, to the discipline development mechanism innovation, to the discipline cross-fertilization, to the discipline service region, and continuously enhance the independent innovation ability (Sun, 2022). Third, focus on innovative talent training to form the internal and external cooperation. To build a world-class university with Chinese characteristics, the ultimate foothold and the most fundamental test criterion is the quality of talent training. Industry-based foundations should take teachers and students as the basis, gather social forces, especially industry resources, effectively integrate into the curriculum system and practical teaching system, and the talent training system that integrates professional education and innovation and entrepreneurship education, and comprehensively implement the cultivation of high-quality innovation and entrepreneurship talents.

The report has drawn an overall vision of the blueprint of education in the next five years and even a longer period from the aspects of foundations, fundamentality, people, autonomy and digitalization. With new opportunities, new challenges and new development, the industry-based university foundations should take the spirit of the 20th National Congress as their guide, combine the characteristics and disciplinary advantages of the schools, take multiple measures to improve the quality of talent training, the level of scientific research and innovation, the capacity of social services, and the construction of high-level universities, so as to comprehensively enhance their governance capacity and contribute to the construction of a leading country in education, science and technology, talent.

## **4. METHODS**

### *4.1. Literature Analysis Method*

Through the literature review study, drawing on previous studies on related contents, to draw some meaningful contents. The main topics include the learning theory related to the 20th National Congress of the Communist Party of China, the development history of foundations at home and abroad, the current situation of research, from which we can find areas worthy of reference and further in-depth research, and lay the theoretical foundations for this paper.

### *4.2. Survey and Research Method*

In view of the current situation of university foundations work, the author visited and researched more than ten universities, such as Beijing Institute of Technology and University of Science and Technology Beijing, to



understand the governance situation, collection of donations and investment income of these universities, laying the foundations for the next step of work and countermeasure suggestions.

#### 4.3. Case Study Method

Taking the special deeds that we came into contact with and accessed as examples, we extracted the universality from the particularity of the contradiction and compared it with other typical examples.

#### 4.4. Comprehensive Analysis Method

A comprehensive analytical research method combining qualitative analysis with quantitative analysis, literature research with survey, practical case and comparative method is used in the research process.

### 5. CONCLUSION

The 20th National Congress of the Communist Party of China is a very important conference held at a critical moment when the whole Party and all nationalities are embarking on a new journey of building a modern socialist country and marching towards the Second Century Goal. The study and implementation of the spirit of the meeting will be the primary political task of charitable organizations and even foundations in the current and future period. As a platform for universities to gather resources, university foundations should seriously understand and accurately grasp the new ideas and new assertions put forward by the meeting, and new arrangements and new requirements made by the meeting. Firstly, fully understand the significance of the new era, and enhance the sense of mission to do well in the work of university foundations in the new era; secondly, deeply understand the connotation of work, and constantly deepen the understanding of the regularity of university foundations; thirdly, accurately grasp the development trend of the industry, and constantly create a new situation for the development of university foundations. Thirdly, to accurately grasp the development trend of the industry, continuously create a new situation for the development of university foundations, take multiple measures to comprehensively improve the governance capacity and contribute to the construction of a strong education system.

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