



## A Study on the Development of Non-Profit Youth Sports Clubs in Shanxi Province

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### Abstract

This paper has investigated the current situation of the non-profit youth sports clubs in Shanxi province by means of questionnaire, documentary analysis, interview, field investigation and mathematical statistics. The results have shown that the non-profit youth sports clubs in Shanxi Province are all private non-profit organizations, most of which take the responsibility system of the board of directors and are mainly supported by the education departments. Their membership systems are more open to the public and most of their charge on a yearly basis and at a cheap rate. The non-profit youth sports clubs rarely carry out propaganda and hire fewer outside coaches. This study has investigated the present situation of the non-profit youth sports club in Shanxi province, and explored the corresponding countermeasure to promote the healthy development of the non-profit youth sports clubs, hoping to provide some valuable references for the development of other non-profit youth sports club in Shanxi province and in the whole country.

**Key words:** Non-profit; Sports; Club; Development

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### INTRODUCTION

Youth sports club is a new form of mass sports organization during the period of social transformation in

China. With the advocacy of the General Administration of Sport of China, youth sports club has been established by relying on existing schools, sports schools, sports venues, community and grass-roots single sport associations and funded by the sports lottery public welfare fund since 2000. It is characterized by socialist public welfare and is a non-profit sports organization. In China, youth sports club is non-profit, but this is not equivalent to not-making-profit but emphasizes the purpose of not-for-profit. As sport volunteers in China have not yet become popular, social donation is very limited and government support fund and time limit is also limited, youth sports clubs, as non-profit organizations, may offer some business services to broaden the sources of funds for development. Since March 2000 when the General Administration of Sport of China issued a notice to establish pilot youth sports clubs, Shanxi Province has formulated *The Implementation Plan to Found the Second, Three, Four Batches of National Youth Sports Clubs in Shanxi Province* and *The Interim Measures to Manage Youth Sports Clubs in Shanxi Province* to clarify the nature, tasks, use of funds, activity requirements of youth sports clubs. At present, 72 youth sports clubs in Shanxi Province have been named and funded by the General Administration of Sport, and have offered a variety of sports such as athletics, basketball, football, table tennis, martial art, aerobics, badminton, sports dance, taekwondo, gymnastics and trampoline, etc. However, youth sports club is an exploratory measure in China's sports system reform and has no established model to learn from. With the gradual expansion in scale and increase in number throughout the country, youth sports clubs have shown some problems during the process of establishment and operation.

This study has identified the present situation of the non-profit youth sports clubs in Shanxi Province, found out some new problems of the clubs at current stage, and put forward some pertinent countermeasures to provide some theoretical references for their development.

## 1. SUBJECTS AND METHODS OF STUDY

### 1.1 Subjects of Study

31 non-profit middle and primary school youth sports clubs, 6 non-profit college youth sports clubs, 7 non-profit sports school youth sports clubs, 9 non-profit amateur sports school youth sports clubs, 10 non-profit swimming center youth sports clubs and 9 non-profit stadium youth sports clubs in Shanxi Province have been randomly selected for the study.

### 1.2 Methods of Study

#### 1.2.1 Documentary Analysis

This study has examined the *Youth Sports Club Administration System and Operational Mechanism in China*, *Youth Sports Club Regulation Model*, *The Interim Measures for the Administration of Youth Sports Clubs in Shanxi Province*, *The Interim Regulations for the Registration and Administration of Private Non-Profit Organizations* and other related books and documents. The study has also searched CNKI database and found more than 20 related articles to lay a theoretical basis for the study.

#### 1.2.2 Interview

In this study, we have visited some youth sports clubs in primary and middle schools, swimming centers, sports schools and amateur sports schools, etc. in Shanxi Province. We have listened to the views and suggestions of the coaches and members, categorized and summarized their opinions to lay a reliable theoretical foundation.

#### 1.2.3 Mathematical Statistics

We have used EXCEL-2013 to process statistical analysis of the investigation results, and have made charts to provide a visualized data demonstration.

#### 1.2.4 Logic Induction

According to the investigation data and interview results, this paper has made a logical analysis and induction and put forward some new views on the development of youth sports clubs. At last, it has analyzed and discussed the present situation of youth sports clubs in Shanxi province.

## 2. RESULTS AND ANALYSIS

### 2.1 Analysis on the Registration of Youth Sports Clubs in Shanxi Province

Any group or organization in China that wants to run its business must be formally registered with the state in order to obtain a legal status. In the beginning, youth sports clubs performed registration in chaotic channels. Some registered in the industrial and commercial department, some registered in civil affairs department, some registered in the sports department, and some registered in the Education Department. Further more, each place and each registration administration department have different conditions for the establishment

of a sports club. Some departments set relatively lower conditions, but some set many unnecessary restrictions which increase the difficulty of the establishment and dampen the enthusiasm of civilian capitals to set up sports clubs. Since 2003, the General Administration of Sport of China has required the clubs to register in civil affairs department in accordance with *the Interim Regulations on the Registration and Administration of Private Non-Profit Organizations*, and some clubs have also registered in the industrial and commercial department. Up to now, 72 youth sports clubs in Shanxi Province have completed the registration and have all been registered as “private non-profit organizations” (see Table 1).

**Table 1**  
**Registration of the Youth Sports Clubs**

Registration of the youth sports clubs	Number	%
Private non-profit organization	72	100
Private enterprise	0	0
Enterprise	0	0

### 2.2 Analysis on the Organization Forms of Non-Profit Youth Sports Club in Shanxi Province

China’s non-profit youth sports clubs usually adopt board of directors responsibility system, general manager responsibility system and director responsibility system as the organizational forms. The investigation has found that 72.2% of the non-profit youth sports clubs in Shanxi Province adopt board of directors responsibility system, 15.3% of them adopt general manager responsibility system under the leadership of board of directors, and only 12.5% of them adopt director responsibility system (Table 2). From the perspective of management system, board of directors responsibility system is more democratic and has a higher decision-making level, but it is inflexible in management, sometimes can not make timely decisions on emergencies, and is more likely to lose opportunities. Director responsibility system is more power-centralized, more decisive in decision-making and more flexible in management, but is less democratic and vulnerable to personal preferences.

**Table 2**  
**Organization Forms of the Non-Profit Youth Sports Clubs**

Organization type of the non-profit youth sports clubs	Number	%
Board of directors responsibility system	52	72.2
General manager responsibility system	11	15.3
Director responsibility system	9	12.5

### 2.3 Analysis on the Support Units of the Non-Profit Youth Sports Clubs in Shanxi Province

Chapter 1, Article 2 of *The Interim Measures to Manage Youth Sports Clubs in Shanxi Province* clearly states that,

Club is a new type of community-oriented social sports organization which has been founded on the strength of the founder's own resource or existing sports facilities, personnel and other social sports resources from neighboring areas. It is characterized by the nature of social welfare and aims to meet the needs of teenagers from surrounding areas.

Due to tense sport resources and funding and in order to fully make use of existing venues, non-profit youth sports clubs have generally been established by being affiliated to other units. Seeing from the support units of 72 non-profit youth sports clubs in Shanxi Province, 37 clubs are subordinate to education department, 25 are subordinate to sports department and 10 are subordinate to grass-roots government, showing that the majority of the clubs are affiliated to education department, followed by sports department. This is because the number of students under educational system is the largest and school playground area is big, which are conducive to the development of non-profit youth sports clubs. Seeing from the investigation results, the affiliation of the majority of clubs to educational department corresponds to the characteristics and reality of the non-profit youth sports clubs (Table 3).

**Table 3**  
**Support Units of the Non-Profit Youth Sports Clubs**

Support units of the non-profit youth sports club	Number	%
Middle and primary school	24	33.4
Senior high school	7	9.7
University and college	6	8.3
Amateur sports school	9	12.5
Swimming center	10	13.9
Stadium	9	12.5
Sports school	7	9.7

### 2.4 Analysis on the Membership System of the Non-Profit Youth Sports Clubs in Shanxi Province

Member is the backbone of a club, and the establishment of membership system is the basic requirement of the implementation plan of youth sports clubs. Club membership is mainly in two forms: The first is individual member, and the second is collective member. From the investigation results it can be seen that, most of the non-profit youth club membership systems are open to outsiders, with only a few not open. From the interviews, we have been informed that the clubs whose memberships are not open to the public used to open in the first few years, but with the increasing number of outsiders

entering and exiting the schools, many unexpected things happened. For example, some outsiders made use of the training opportunities in the clubs to extort and fight, and some outsiders randomly threw garbage, resulting in difficulties in management, which is one of the reasons that some club membership systems are not open any more. In the investigation we have also learned that the youth club membership fees in Shanxi Province are mostly charged on an annual basis, but some of the primary and secondary school and swimming pools' membership fees are charged on a semester basis. As can be seen from Table 4, the majority of the non-profit youth clubs in Shanxi Province charge reasonably, and only a small number of the youth clubs charge costly. We have learned that the high fees of the youth clubs are due to the frequent equipment replacement in these schools or units. Coupled with the dubious quality of the current sports equipment, annual replacement of a batch of sports equipment is inevitable. A cheap charge would lead to a financial loss, which is the main reason for the high charge in a small number of youth sports clubs.

**Table 4**  
**Membership System of the Non-Profit Youth Sports Clubs**

Membership system	Non-profit youth sports clubs	%
Open to outsiders	63	87.5
Not open to outsiders	9	12.5
Charge on a yearly basis	60	83.3
Charge on a semester basis	12	16.7
Charge at an expensive rate	21	29.2
Charge at an ordinary rate	43	59.7
Charge at a cheap rate	8	11.1

### 2.5 Analysis on the Advertising Campaign of the Non-Profit Youth Sports Clubs in Shanxi Province

In the investigation we have found that almost all the non-profit youth clubs in Shanxi Province have set up a publicity organization or have designated special staff to take charge of publicity. However, from the investigation results it can be seen that, the non-profit youth sports clubs which regularly advertise in Shanxi Province account for only 5.6% of the total, those which occasionally advertise account for only 19.4%, and those which rarely advertise accounted for 75% (Table 5), indicating that advertising of the non-profit youth sports clubs in Shanxi Province has not been implemented effectively. From the investigation we have learned that the non-profit youth sports clubs only advertise in billboards and bulletin boards within their clubs, and rarely advertise for a long time in television, radio, newspaper or other mass media. A lot of non-profit

youth sports clubs strengthened advertising in the early days, but as time went on, they did not attach importance to advertising any more. This is the main reason for the unsatisfactory publicity of the clubs.

**Table 5**  
**Advertising Campaign of the Non-Profit Youth Sports Clubs**

Advertising campaign	Non-profit youth sports clubs	%
Frequently	4	5.6
Occasionally	14	19.4
Rarely	54	75

**2.6 Analysis on the Sources of Coaches of the Non-Profit Youth Sports Clubs in Shanxi Province**

From the investigation results (Table 6) we have found that the majority of school youth sports clubs designate their P. E. teachers to be the coaches, but there are some schools which hire substitute P. E. Teachers to be the part-time coaches. Many coaches from sports to school or amateur sports school also serve as the part-time coaches in the youth sports clubs. Only a few of stadiums and swimming pools would hire professional coaches or sports instructors from outside because of different kinds of sports. Few schools would hire coaches from outside. Seeing from the background of the coaches, most undergraduates would work as the coaches in the non-profit youth sports clubs, but less postgraduates would do so. Most of the coaches lack teaching experience, but have a positive teaching attitude.

**Table 6**  
**Sources of the Coaches in the Non-Profit Youth Sports Clubs**

Sources of the coaches	Non-profit youth sports clubs	%
P. E. teacher	37	51.4
Coach of the unit' sown	16	22.2
Professional coach hired from outside	10	13.9
Sports instructor hired from outside	9	12.5

**3. COUNTERMEASURES FOR THE DEVELOPMENT OF THE NON-PROFIT YOUTH SPORTS CLUBS IN SHANXI PROVINCE**

**3.1 Strengthen Team Building of the Non-Profit Youth Sports Clubs**

As a result of different kinds of sports offered by the clubs and the large number of coaches, in order to improve teaching quality, the clubs may recruit coaches on an annual or a semester basis, and reserve talents for the positions which are temporarily not vacant.

**3.2 Pay Attention to the Publicity of the Non-Profit Youth Sports Clubs**

From the extensive publicity in the beginning to the deserted publicity at present, it can be seen that the publicity of the non-profit youth sports clubs need to be strengthened. They should carry out publicity in local radio, local television station and local newspaper for each quarter or each semester. If the publicity stops, the clubs will gradually reduce influences and loss members, which are not conducive to their development. Therefore, for a long time in the future, publicity is the work focus of the youth sports clubs.

**3.3 Broaden Channels to Increase the Number of Non-Profit Youth Sports Clubs**

At present, non-profit youth sports clubs in Shanxi Province have mainly resided in primary and middle schools, stadiums and other venues. There are many colleges and universities in Shanxi Province, but few colleges or universities have set up a non-profit youth sports club. Non-profit youth sports club can be opened in the higher educational institutions. In addition, large stadiums in different cities in Shanxi Province can also be used as the venues for youth sports club. If the non-profit youth sport clubs can develop in association with the large stadiums, it is also a good choice for the clubs' own development.

**3.4 Strengthen Safety Management of the Non-Profit Youth Sports Clubs**

At the beginning of establishment of the non-profit youth sports clubs, it is hoped that more and more young people would participate in physical exercise. However, when students from different schools and at different ages took part in physical exercise in one place, there would inevitably be some problems. Most students are in the puberty. 13-18-year-old adolescent students are mostly more rebellious, more irritable and easy to challenge a fight. If safety management of the clubs is not implemented effectively, there may be a safety risk. This requires the clubs or schools to take necessary measures, such as implementing a security patrol mechanism or installing monitors in the corner to avoid safety risks.

**CONCLUSION**

- (a) 72 non-profit youth sports clubs in Shanxi Province are all registered as private non-profit organizations.
- (b) The non-profit sports clubs mainly adopt the board of director's responsibility system, followed by the general manager responsibility system under the leadership of board of directors, and finally the director responsibility system.
- (c) Among the 72 non-profit youth sports clubs in Shanxi Province, 37 clubs are affiliated to education department, 25 are affiliated to sports department and 10

are affiliated to basic-level government, indicating that education department has always been the major position for youth sports clubs.

(d) Most of the non-profit youth sports clubs in Shanxi Province have an open membership system, and few of them have a closed membership system. Most of them charge on a yearly basis, and few of them charge on a semester basis. Most of them charge at an ordinary or cheap rate, and few of them charge at an expensive rate.

(e) The non-profit youth sports clubs in Shanxi Province carry out little publicity. Most of the clubs perform insufficiently in publicity.

(f) The non-profit youth sports clubs in Shanxi Province rarely hire coaches from the outside. Most of the clubs or schools designate the P. E. teachers or coaches to be the part-time coaches in the non-profit youth sports clubs.

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