

COLLEGE GYMNASIUM UNDER THE TEACHING BACKGROUND

Xu Haibo^{1 a}, Ahmad Albattat*, Jeong Chun Phuoc^{2 b}, Wang Baogui^{3 c}

^{1,2} Graduate School of Management, Post Graduate Centre, Management and Science University, University Drive, Off Persiaran Olahraga, Section 13, 40100, Selangor, Malaysia.

³ College of Biological and Environmental Engineering, Binzhou University, Binzhou 256600, Shandong, China.

Emails: ^a 012020092251@gsm.msu.edu.my; ^b jeong@msu.edu.my; ^c wangbaogui168@163.com

ARTICLE INFO

ABSTRACT

Corresponding Author:

*Ahmad Albattat,

Email; dr.battat@msu.edu.my

The operation and development of sports venues in colleges is in the early stage of reform. Since the sports venues in colleges not only have basic teaching functions, but also have the functional characteristics of serving the public, how to achieve effective operation is the key to this research. By analyzing the actual situation of college gymnasiums at this stage, find out the dilemma of operation. The dilemma of the reform of the operation and management of sports venues in colleges and universities mainly exists in the management department and the sports venues. From the perspective of management departments, while reducing management functions, the level of supervision should be improved accordingly, and various policy standards of colleges and universities should be improved; In terms of sports venues, while ensuring basic functions, professional

operations will be enhanced to improve operating income and public service levels.

Keywords: stadiums, physical education, operation management, operation mode, operation reform,

INTRODUCTION

The development of sports venues in colleges and universities is not only related to the economic development of the city, but also has a great correlation with their specific teaching and fitness purposes. However, under the same conditions, the construction of sports venues in American colleges can cultivate many outstanding talents for professional sports. For example, in the official draft list announced by the NBA in 2022, more than 90% of the college students participated in the draft. On the contrary, according to the Tsinghua University Sports Activity Survey, which is the top sports facility in China, 75.9% of boys and 79.8% of girls exercise less than 3 times a week¹, not to mention the ability to participate in professional competitions and drafts. It is undeniable that the success of American professional sports is inseparable from the hardware facilities built by stadiums. The first "Foner"² ushered in the US economic development in 1920 indirectly promoted the development of university stadiums. According

to the data of the sixth national census of sports venues, the ratio of the number of sports venues in colleges and universities to the number of colleges and universities in China is 16.53. It shows that Chinese colleges have sufficient teaching and sports venues and facilities.

With the popularization of national fitness, the state has gradually begun to pay attention to the development of the sports industry. It is possible to rely on sports venues and build sports service complexes to promote the development of the sports industry. Robertson mentioned in the urban renewal theory that large stadiums can be used as SAGs (Special Activity Generators), which can drive the economic development and urban renewal of surrounding areas⁴. At the same time, stadiums also have the attributes of non-economic effects, such as promoting urban social effects, image effects, political effects and development effects⁵. It is worth noting that there is a "honeymoon period" effect in the early stage of sports venues' operation⁶, and the number of spectators increases sharply based on the advantages of facility comfort and wide field of vision. However, different sports have different "honeymoon period" cycles, such as the standard MLB stadium cycle is about 8 years⁷, the North American Hockey League stadium is 5 years⁸, therefore, in general, the "honeymoon period" of stadiums is roughly 5-10 years, and then it will tend to a stable state. However, for urban

economic development, the overall impact of the operation of large stadiums during the "honeymoon period" cycle far exceeds the overall impact of the stadium itself, such as surrounding housing prices, with a radiation radius of at least 5 kilometers⁹. Therefore, the continuous impact of extending the "honeymoon period" should be added to the scope of consideration of the current stage of the stadium operation reform.

Some studies have pointed out that the indistinguishable property rights system and property relationship of stadiums will affect the operational efficiency of large stadiums, and the loss and idleness of state-owned assets¹⁰. However, based on the special functional attributes of university sports venues, each university has the absolute right to use the sports venues. On the contrary, this has also led to an increase in the operational difficulties of college sports venues. At this stage, college gymnasiums are in a period of operational reform. From an economic point of view, regional economic diversification will increase economic stability, and the reduction of the existence of various economic activities in the region will lead to the instability of employment in the region¹¹, increasing the operation mode can improve the utilization efficiency of sports venues. Moreover, there is a positive relationship between the coverage of sports programs and the consumption of sports products¹², which not only improves the school's reputation, but also increases the income generated by the school.

OPERATION MANAGEMENT DILEMMA

Insufficient Operating Power

The main function of sports venues in colleges and universities is teaching. The physical education department of each school directly or indirectly manages and uses them. The nature of the venue management personnel is also similar to that of security. There is no professional sports venue management department, resulting in an extreme lack of sports venue management talents. Some studies have pointed out that cultivating strategic management talents with high potential and high performance¹³, is the fundamental solution to the lack of talents. However, based on the administrative color of the managers of the sports department, it is easy to violate the rules of market development and operation and over-management.

During the operation reform of university sports venues, the role of functional departments is very important. Some studies have pointed out that after the government's role has been transformed into a supervisory function, the operation and management of large stadiums has been weakened, resulting in poor performance¹⁴. The lack of public service price supervision has led to excessive marketization of public sports service pricing; the interests of functional departments and operating units are converging, and there is opportunism¹⁵, The supervision and service capabilities of functional

departments are low, especially in terms of public sports service demand confirmation, product or service price¹⁶, quality¹⁷, maintenance¹⁸ and other aspects, which lead to the failure of the supervision function.

SINGLE SOURCE FUNDING

The source of funds for the operation of sports venues in colleges and universities mainly relies on the form of financial appropriation, and the operating income is generally low. Relying on financial allocations for operation is not only because of the teaching purpose of the stadium, but also takes into account social benefits. Social benefits refer to the broader non-financial impacts of programs, organizations, and interventions, including individual and community well-being, social capital, and the environment¹⁹. In the course of operation of college sports venues, in addition to the necessary teaching tasks, it also provides fitness places for college students and residents to promote the fitness needs of college students and residents. This kind of public service is a social benefit. Therefore, when estimating the overall operating benefits of college sports venues, the health value of public services to college students and residents should also be measured.

Subsidies are a key tool used by governments to achieve a variety of policy objectives, including promoting certain sectors, attracting investment, promoting economic transformation, developing poor areas, and promoting socioeconomic adjustment²⁰. Financial subsidy is an important way to solve the development of sports venues in colleges and universities. Compared with large urban sports venues, its main function is to realize physical education, cultivate college students' talents, and create benefits for the society from another perspective. In contrast, foreign governments subsidize sports venues mainly in the form of taxes and tax-exempt bonds, and the subsidies also exist in stages²¹. Financial subsidies for college sports venues are continuous, but it cannot be denied that there is excessive dependence and it is difficult to achieve self-sufficiency.

DEGRADED QUALITY OF PUBLIC SERVICE

Sports venues in colleges and universities have social attributes, and their main function is to provide public services for students²². After the implementation of the national free and low-cost opening policy, college sports and stadiums must be opened regularly. For the sports venue management department, the burden of using the venues that already have daily teaching functions has increased, and the regular market-oriented operation of some sports venues has resulted in a decrease in the quality of public services.

The level of informatization is also a key factor affecting services. By adapting to user needs and optimizing internal and external information resources, information management enables more

convenient and personalized access to information, improving productivity and competitiveness²³. Informatization not only affects the level of public welfare services, but is also highly related to the development of the sports industry. Business development is not only for profit, but also for long-term development. Public welfare and business complement and

support each other²⁴. College gymnasiums also have commercial functions and can also be used as an independent operating unit while having specific uses. Some studies have pointed out that social enterprises must further develop their commerciality in order to maintain a balance between sociality and commerciality and achieve sustainable development²⁴. However, relying too much on market allocation to provide public services can easily lead to the marketization of public services, which will be far from the operation concept of college sports venues, and ultimately lead to a decrease in the quality of public services.

OPERATIONAL REFORM STRATEGIES

Operational Specialization

In the course of operation of university sports venues, some rights should be transferred to the market, and the operation of university sports venues should be guided by market rules. It is possible to enrich the operation methods and increase the operation channels, such as joint venture and cooperation²⁵, entrusted operation²⁶, and lease operation²⁷. At the same time, strengthen cooperation with professional institutions at home and abroad, and cultivate strategic management talents of stadiums on the basis of independent operation and the advantages of professional institutions in terms of human resources, material resources, activity resources, and operation experience¹³. Talent management is about attracting, selecting, developing, and retaining the best employees in strategic roles²⁸, to improve the operational management of university sports venues.

In the reform of the operation and management of large stadiums, government functions must be redefined, adjusted and transformed to realize the separation of government and enterprise¹⁰. Therefore, the functional transformation of management is crucial, especially the supervisory function¹⁸. The management department should strengthen the accountability mechanism; implement the information disclosure system, especially when implementing free and low-fee policies; build a mechanism for the public, professional evaluation companies and experts to participate in the evaluation²⁴, and implement multiple supervision methods. It should be noted that in different stages of the reform of stadiums, the system standards and measures are not the same to ensure the scientific, feasible and reasonable supervision.

ENRICH FUNDING SOURCES

At this stage, after the sports venues in colleges and universities have played their basic teaching functions, the basic revenue model is leasing. The revenue model is single, and its own development has reached a bottleneck period, making it difficult to achieve breakthroughs. Some scholars have proposed that large urban stadiums can use the operation model of sports service complexes to solve the operation bottleneck of large stadiums. However, it is not entirely suitable for university sports venues to copy this model, but it also provides a reference for the operation of university sports venues. Therefore, it is necessary to develop a service complex that conforms to the university model to adapt to the development of university sports venues.

COMBINATION OF PUBLIC SERVICES AND INFORMATIZATION

It should be pointed out that, in view of the fact that national policies cannot be very detailed, it is easy to lead to excessive marketization in the operation process. During the reform of stadium operation and management, stadiums are the channel for the government to provide public sports services, which are highly political²⁹, and the management department has a key regulatory role. It is necessary to improve and implement the government procurement service system to assist the market-oriented operation of college sports venues. Therefore, to scientifically plan the financial subsidy mechanism, the subsidy standards need to be differentiated at different stages of reform; on the basis of ensuring basic teaching and public services, formulate corresponding subsidy methods and subsidy targets; improve supporting plans and increase the level of informatization.

The timely introduction of the "Internet + stadiums" model will help to further expand the demand for sports consumption. This model creates a new sales platform, realizes the sharing and communication of product information and customer needs, and improves the utilization of venues and the diversified service needs of fitness groups³⁰. This model organically combines the simple online or offline marketing models of large stadiums at this stage to promote the development of the sports industry³¹. Through the integration of platform information, college sports venues can make the operation level and public service more accurate and the rate of colleges and universities. It is worth noting that in order to innovate the strategy of "Internet + stadiums", it is necessary to have corresponding supporting policy conditions, such as financial subsidies, compound management talents, and operation strategies. Otherwise, it will not only lead to waste of resources, but also lead to the failure of the reform of stadium operation and management.

CONCLUSION

This research mainly analyzes the current situation and difficulties in the operation of sports venues in Chinese universities. Through the analysis, it is found that there are mainly two problems in the current operation. From the perspective of the management department, while reducing management

functions, the level of supervision should be correspondingly improved, and various policy standards of colleges and universities should be improved; from the perspective of sports venues, while ensuring basic functions, professional operations should be enhanced to improve operating income and public service levels.

REFERENCES

1. Wang J. The association between physical fitness and physical activity among Chinese college students. *Journal of American College Health*. 2019;67(6):602-609.
2. Foner E. Give Me Liberty!: An American History: Give Me Liberty!: An American History.
3. Economics DotSSGAoS. The Sixth National Census Data Compilation Sports. 2013; <http://www.sport.gov.cn/pucha/index.html>.
4. Robertson KA. Downtown Redevelopment Strategies in the United States: An End-of-the-Century Assessment. *Journal of the American Planning Association*. 1995;61(4):429-437.
5. Chapin TS. Identifying the real costs and benefits of sports facilities 2002.
6. Noll RG, Zimbalist A. Sports, Jobs, and Taxes: Sports, Jobs, and Taxes; 1997.
7. Kahane L, Shmanske S. Team roster turnover and attendance in major league baseball. *Applied Economics*. 1997;29(4):425-431.
8. Zygmunt ZX, Leadley JC. When is the honeymoon over? Major League Baseball attendance 1970-2000. *Journal of Sport Management*. 2005;19(3):278-299.
9. Charles, C., Tu. How Does a New Sports Stadium Affect Housing Values? The Case of FedEx Field. *Land Economics*. 2005;81(3):379-395.
10. He Y, Hu N. The Research on Management Model of Public Stadiums and Gymnasiums in Shanghai City. presented at: 2017 International Conference on Education Science and Economic Management (ICESEM 2017) 2017.
11. Dissart, J. C. Regional Economic Diversity and Regional Economic Stability: Research Results and Agenda. *International Regional Science Review*. 2016;26(4):423-446.
12. Maguire JA. The global media sports complex: Key issues and concerns. *Sport in Society*. 2011;14(7-8):965-977.
13. Collings DG, Mellahi K. Strategic talent management: A review and research agenda. *Human resource management review*. 2009;19(4):304-313.
14. Chen Z, Feng J, Yan H. Project supervision model of PPP based on the effect of the market mechanism. presented at: International Conference on Logistics Engineering, Management and Computer Science (LEMCS 2015) 2015.
15. Gao R, Liu J. Selection of government supervision mode of PPP projects during the operation stage. *Construction management and economics*. 2019;37(10):584-603.

16. Li C, Li X, Wang Y. Evolutionary game analysis of the supervision behavior for public-private partnership projects with public participation. *Mathematical problems in engineering*. 2016;2016.
17. Marques RC. Why not regulate PPPs? *Utilities policy*. 2017;48:141-146.
18. Marques RC. *Regulation by contract: overseeing PPPs*: Elsevier; 2018.
19. Mulgan G. Measuring social value. *Stanford Social Innovation Review*. 2010;8(3):38-43.
20. Horlick G, Clarke PA. Rethinking Subsidy Disciplines for the Future: Policy Options for Reform. *Journal of International Economic Law*. 2017;20(3):673-703.
21. Drukker AJ, Gayer T, Gold AK. Tax-Exempt Municipal Bonds and the Financing of Professional Sports Stadiums. *National Tax Journal*. 2020;73(1):157-196.
22. Hou P, Yu S, Song Y. Research on the Information Management of University Stadiums Based on Digital Twin Technology. *Journal of Higher Education Research*. 2020;1(3).
23. Dias C. Corporate portals: a literature review of a new concept in Information Management. *International Journal of Information Management*. 2001;21(4):269-287.
24. Liu XPG, Zhang J. Research on the Balance Between Commonweal and Commerciality in the Development of Social Enterprises. *development*. 2018;9(8).
25. Wei-Dong H. China's Guangxi and Vietnam Laos and Cambodia in Stadiums Investment Cooperation Study. presented at: 2011 International Conference on Future Computer Science and Education 2011.
26. Ge X, Feng S. Research on the Application of PPP Mode in the Operation of Large-Scale Stadiums and Gymnasiums. presented at: 2018 International Symposium on Social Science and Management Innovation (SSMI 2018) 2019.
27. Song H. Chinese Large-Scale Stadium Development Influence Factors Exploration. *Journal of Computational and Theoretical Nanoscience*. 2016;13(12):10068-10071.
28. Rabbi F, Ahad N, Kousar T, Ali T. Talent management as a source of competitive advantage. *Journal of Asian business strategy*. 2015;5(9):208.
29. Boyne GA. What is public service improvement? *Public administration*. 2003;81(2):211-227.
30. Zhou D, Yan X. Management and Operation Strategy of Stadiums in the Context of the Internet Plus Sports. presented at: International Conference on Judicial, Administrative and Humanitarian Problems of State Structures and Economical Subjects (JAHP 2016) 2016.
31. Wang T. Study on intelligent stadiums system and development trend based on the internet of things. *Revista Ibérica de Sistemas e Tecnologias de Informação*. 2016(E8):80.