

# Current Situation and Optimization Path of University Tennis Clubs

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**Abstract:** University tennis clubs, as an important component of university sports culture, not only carry the functions of imparting sports skills and improving physical fitness but also play a unique role in promoting students' physical and mental health, social interaction, and autonomous development. With the diversification of university student demographics and the evolution of the functions of sports clubs, tennis clubs exhibit complex and multidimensional characteristics in organizational forms, member composition, and resource allocation. Based on a systematic analysis of the current development status of university tennis clubs, this paper deeply analyzes the structural dilemmas existing in their organizational structures, member motivations, and resource allocation. It proposes optimization paths centered on collaborative mechanisms, refined management, and cultural reshaping, aiming to promote the diversification and sustainable development of the functions of university tennis clubs, and to provide theoretical reference and practical guidance for the construction of university sports clubs.

**Keywords:** University Tennis Clubs; Organizational Structure; Member Motivation; Resource Allocation; Functional Optimization; Cultural Construction

## 1. Introduction

University sports clubs, as important carriers of students' informal organizations, bear rich social and educational functions, and their development level directly affects the quality of university sports culture construction. Tennis clubs, due to their combination of competitive and recreational characteristics, have become representative research subjects among university sports clubs. However, with the continuously growing diversified needs of university students and the ongoing evolution of campus cultural ecology, current university tennis clubs face many challenges in organizational structure, resource allocation, and member management. In-depth research on the development status of university tennis clubs and exploration of their optimization paths not only help enhance organizational efficiency and member experience but also promote the innovative development of university sports culture and the comprehensive improvement of students' overall qualities. Therefore, this paper systematically analyzes the development characteristics and structural problems of university tennis clubs, aiming to provide theoretical basis and practical insights for the scientific management and sustainable development of university sports clubs. This research holds important practical significance and application value.

## 2. Development Characteristics and Organizational Form Evolution of University Tennis Clubs

### 2.1 The Academic Connotation of Club Functions and the Evolution of University Sports Clubs' Positioning

University sports clubs, as an important part of the informal organizational system in universities, possess complex and diversified social functions. They not only undertake the mission of promoting physical fitness through sports practice but also serve as important platforms for students' social interaction and identity recognition. Due to its unique combination of competitiveness and leisure, the tennis club holds an irreplaceable strategic position within the university sports culture system. Its functional positioning has gone beyond the single dimension of traditional sports skill training and physical enhancement, focusing more on building micro-community structures linked by shared interests. This strengthens social identity and belonging among members, facilitating the satisfaction of

individuals' psychological and social needs.

With the increasing diversity of university student demographics, the functional goals of sports clubs have also shown a significant transformation trend. They have gradually shifted from a "competition-oriented" mode focused on competitive results to a composite mode emphasizing "experience optimization" and "development support" focused on quality of experience and personalized growth. Specifically, university tennis clubs, while meeting competitive demands, gradually expand their roles to promote students' physical and mental health, enhance social interaction abilities, cultivate autonomous organization and leadership skills, and stimulate career interests. This composite functional positioning reflects the dynamic balance and innovative practice of sports clubs' dual missions in education and society <sup>[1]</sup>.

Furthermore, the evolution of club functions is also profoundly reflected in the redefinition of organizational missions and renewal of development philosophies. Tennis clubs no longer regard training achievements and competition awards as the sole evaluation criteria but emphasize process-oriented value realization, highlighting the coordinated development of personal growth and team cooperation. They are committed to creating comprehensive platforms combining competitive spirit and humanistic care. The multidimensional construction of functions makes tennis clubs innovative carriers of interdisciplinary integration, incorporating theories from sports science, sociology, psychology, and promoting deep integration of educational concepts and social practice.

This transformation places higher demands on the role of university tennis clubs in the campus ecosystem. Internal operation logic needs to shift from traditional hierarchical management to flat and collaborative management, enhancing organizational adaptability and innovation capacity. External cooperation models need to expand to integrate diverse on-campus resources and intercollegiate exchanges, achieving resource sharing and collaborative development. In summary, the academic connotation of tennis club functions is developing from a single dimension toward systemic, multidimensional, and dynamically adaptive directions, which broadens the theoretical horizon of university sports club research and provides new practical paths and theoretical support for university sports culture construction and comprehensive student development.

## ***2.2 Current Models of Tennis Club Organizational Structure and Operational Mechanisms***

The organizational structure of university tennis clubs generally exhibits a composite characteristic combining hierarchical differentiation and functional division. Typically, there are core functional modules such as club president, vice president, event planning, external liaison coordination, and technical guidance, ensuring systematic and continuous club operation. In terms of operational mechanisms, most clubs rely on campus resources to arrange activities, constructing institutionalized internal operation paths through offline training sessions, exchange matches, and member sharing. However, the current operational models still face structural bottlenecks in professional guidance, resource flow, and information feedback <sup>[2]</sup>.

Specifically, some clubs show a "functional dependency concentration" phenomenon, relying heavily on certain key members to complete organizational tasks, which weakens overall operational risk resistance. Moreover, vertical communication efficiency and horizontal collaboration levels within the club also affect its responsiveness to changes in member needs and service adaptability. Although some clubs have tried to introduce modern operational mechanisms such as project-based management and group responsibility systems to improve organizational flexibility, their standardization and systematic feedback capabilities still need optimization.

As student organizations with self-organizing attributes, the evolution of tennis clubs' organizational structures reflects the development trend of students' autonomous governance abilities and indicates the potential adjustment space of university support systems regarding recognition of club functions and resource intervention methods. How to improve institutional efficiency and dynamic management capabilities while maintaining organizational autonomy is the key issue in optimizing university tennis club organizational forms.

## ***2.3 Diversity Characteristics of Member Composition and Participation Motivation***

The composition of university tennis club members generally shows significant heterogeneity, reflected in broad distributions across gender ratio, grade level, major background, and athletic foundation. This composition pattern directly impacts the design logic and organizational strategies of

club activities. Students from different majors and grades have significantly different perceptions, interests, and ways of engaging with tennis, resulting in dual challenges for clubs in integrating functions and harmonizing values to meet diverse needs<sup>[3]</sup>.

Regarding participation motivation, individual willingness to participate is influenced by multiple factors, including interest in tennis itself, social needs, self-efficacy construction, and pursuit of informal learning opportunities. Research shows that club members' motivations have expanded beyond mere technical improvement and competition opportunities, emphasizing participation oriented towards social connection, self-reconstruction, and extracurricular cultural experience. Particularly in clubs with frequent cross-grade and cross-major interactions, networked relationships among members have become key mechanisms for maintaining club cohesion.

It is worth noting that the dynamic changes in participation motivation impose higher adaptability requirements on club activity design. In scenarios where a single goal orientation cannot cover multi-level needs, clubs need to design flexible activity modules, offer differentiated participation pathways, and enhance members' internalized identification with club culture, thus ensuring the sustainability of participation behaviors. This shift from static composition to dynamic adaptation reflects the structural adjustment tasks faced by tennis clubs in functional construction and value integration.

### **3. Structural Dilemmas in the Development of University Tennis Clubs**

#### ***3.1 The Tension Between Resource Allocation and Functional Realization***

The effective performance of university tennis clubs largely depends on the rational allocation and optimized management of resources. However, the contradiction between limited resource availability and the increasingly diverse functional demands of clubs creates significant tension. The category of resources includes not only material aspects such as venues and equipment, but also human capital, including professional coaching teams and management personnel, as well as informational resources such as training materials, communication platforms, and digital support tools. In practice, resource allocation tends to prioritize core training and competitive events, which results in inadequate investment in recreational experiences, cultural development, member psychological support, and social activities. This leads to a structural imbalance in the realization of club functions<sup>[4]</sup>.

The uneven distribution of resources not only restricts the full expression of the club's multidimensional value but also limits the fulfillment of the personalized needs of different member groups, thereby impeding the inclusiveness and sustainability of overall club development. In addition, the contradiction between resource utilization efficiency and allocation equity represents a deeper obstacle to functional implementation. Limited resources compel management to make trade-offs between core operations and extended services. Resource concentration can cause some members to feel marginalized, weakening the club's overall cohesion and sense of belonging. The lack of diversified funding and partnership mechanisms further aggravates the issue, as single-channel resource acquisition leads to a rigid allocation system that cannot dynamically adapt to changes in club functions or the external environment—resulting in a clear structural bottleneck.

To address this tension, it is urgent to establish a scientifically grounded resource allocation mechanism, strengthen the integrated and innovative use of resources, and promote a shift from single-purpose investment to multidimensional support. Simultaneously, it is necessary to foster cross-boundary integration of internal and external resources, broaden access to financial, technical, and human capital through multiple channels, and enhance the flexibility and adaptability of resource distribution—thereby ensuring the comprehensive realization and sustainable development of university tennis club functions.

#### ***3.2 Structural Conflicts Between Internal Organizational Coordination and Member Cohesion***

The efficiency of organizational coordination within university tennis clubs is a key factor in maintaining member cohesion. However, uneven internal task distribution, poor communication, and inadequate management mechanisms often result in declining member engagement. The absence of functional synergy disrupts activity planning and resource allocation, thereby undermining members' trust and satisfaction. Over-reliance on core members for certain roles increases the organizational burden and hampers the formation of member responsibility and role awareness, ultimately

compromising organizational stability.

The weakening of member cohesion is not only reflected in reduced participation frequency, but also in the erosion of emotional identification and sense of belonging. This phenomenon primarily stems from low operational efficiency, information transmission barriers, and inadequate interactive experiences. As a result, the conflict between organizational coordination and member cohesion forms a structural bottleneck that limits the sustainable development of clubs [5].

To optimize organizational coordination mechanisms, it is essential to enhance both procedural standardization and operational flexibility while increasing member involvement. This will help foster sustained identification and active interaction among members, thereby promoting the healthy and stable development of the club.

### ***3.3 The Blurred Interface Between Club Identity and Campus Cultural Integration***

The construction of identity within university tennis clubs relies not only on the cultivation of internal culture but also on effective integration with the broader campus culture. However, the current interface between clubs and campus culture remains vague, resulting in unclear positioning within the overall campus cultural ecosystem. Club culture often exists in a relatively isolated state, lacking effective communication and connection mechanisms. This impairs member identity and sense of belonging and limits the club's ability to accumulate social capital and realize its development potential.

This vagueness arises from a misalignment between the internal values of club culture and the mainstream value system of campus culture, as well as from insufficient support from campus cultural resources. Club cultural development lacks systematic strategies and ongoing innovation, making it difficult to form recognizable cultural symbols and spiritual carriers. This, in turn, restricts both external recognition and the deepening of internal cultural consensus.

To enhance a sense of identity, it is necessary to construct a clear path for cultural integration that promotes mutual adaptation between club culture and mainstream campus values. Strengthening multi-channel cultural dissemination and resource sharing is also essential. By establishing institutionalized mechanisms for cultural exchange, clubs can be more effectively embedded within the campus ecosystem, thereby enhancing organizational cohesion and sustainable development capacity.

## **4. Exploring Structural Pathways for Optimizing the Functions of University Tennis Clubs**

### ***4.1 A Resource Allocation Optimization Model Based on a Collaborative Mechanism***

Optimizing resource allocation should be grounded in a systemic perspective of multi-agent collaboration, breaking the constraints of traditional isolated and fragmented resource distribution. It is essential to build an integrated resource management framework with dynamic adaptability. The collaborative interaction among diverse resource providers is key to improving resource utilization efficiency. By integrating venue facilities, professional coaching teams, training equipment, and information resources, it is possible to achieve complementarity and sharing, form cross-disciplinary and cross-departmental collaboration networks, and enhance the overall effectiveness and value creation capacity of resources.

The application of digital management tools and big data analytics provides technological support for intelligent and precise resource allocation. By gaining deep insights into and monitoring members' needs in real time, resource distribution can respond more flexibly and specifically to various levels and types of demands, promoting optimized allocation and dynamic scheduling, thus improving the scientific and efficient operation of the club. Resource collaboration should not be limited to the material level; it must also focus on the integration and optimization of human capital, encouraging efficient collaboration among professional coaches, student leaders, and management teams, thereby enhancing the quality of instruction and organizational effectiveness [6].

During the allocation process, it is particularly important to introduce a scientific feedback loop mechanism that enables dynamic monitoring and adjustment of allocation outcomes, ensuring the timeliness and adaptability of resource provision while avoiding waste and imbalance. Furthermore, establishing inter-club or even inter-university resource-sharing platforms can break the bottleneck of individual club limitations, pool more abundant material and intellectual resources, and promote

intensive utilization and innovative development. This provides a solid foundation for the diversified and innovative growth of tennis clubs.

In summary, the resource allocation optimization model based on a collaborative mechanism not only enhances resource utilization efficiency but also propels university tennis clubs toward a more scientific and efficient stage in terms of management performance, member services, and function realization.

#### ***4.2 Organizational Restructuring Strategies Under a Refined Management Framework***

The refined management framework emphasizes balancing systemic structure and operational flexibility. Through scientific role division and process optimization, it promotes efficient internal collaboration within the organization. The restructuring of university tennis clubs should focus on clarifying job responsibilities and detailing task distribution. A multi-dimensional management network that combines vertical hierarchy and horizontal coordination must be established to achieve effective integration of management levels and functional modules. By building a modular management system, it is possible to enhance the specialization of each functional department, increase the organization's overall responsiveness and operational stability, and meet the demands of a complex and evolving campus sports environment.

The introduction of a performance management system is an essential approach to motivating member enthusiasm and enhancing organizational vitality. By setting clear and quantifiable goals and evaluation standards, the implementation of individual responsibilities and capacity building can be promoted, fostering a performance-oriented culture within the club. In addition, the development of multi-channel communication and feedback mechanisms not only improves management transparency but also increases members' sense of engagement and belonging, ensuring that decision-making processes are scientific, democratic, and inclusive. The adoption of modern management approaches such as project management and agile management helps standardize and add flexibility to event implementation, enabling effective adaptation to a rapidly changing environment and promoting the club's steady development toward greater professionalism and institutionalization.

Moreover, organizational restructuring must prioritize member development and leadership pipeline building by establishing a sustainable talent development mechanism. Through systematic training programs and rotational job assignments, members' diverse skills can be cultivated, and the overall quality of the team can be enhanced, ensuring long-term stability and continuously strengthening the club's core competitiveness.

#### ***4.3 Innovative Directions for Reshaping and Disseminating Club Culture***

As a core bond of member identity and the foundation for behavioral norms, club culture must be reshaped by deeply integrating the unique competitive spirit of tennis with the diverse characteristics of university culture. This cultural transformation should fully explore the values embedded in tennis, such as cooperation, perseverance, and self-discipline, and combine them with campus cultural traits to build a cultural symbol and value system with both cohesion and influence. Through systematic cultural planning, cultural values can be embedded throughout the organizational structure, activity design, and members' daily practices, generating a comprehensive and multi-level cultural diffusion effect.

In terms of dissemination mechanisms, it is necessary to move beyond traditional one-way information transmission and build a culture ecosystem centered on interactive participation. By fully utilizing digital tools such as new media platforms, multimedia content creation, and virtual communities, an integrated online and offline communication network can be established to ensure extensive and in-depth cultural outreach. By adopting diverse forms of cultural expression—such as member stories, event documentaries, and themed cultural activities—members' initiative and creativity in cultural development can be enhanced, stimulating ongoing innovation within the club.

Diversified cultural dissemination strategies not only strengthen internal cohesion but also promote deeper integration between tennis clubs and the overall campus culture. Systematic and continuous cultural construction and dissemination will serve as core drivers for enhancing the social capital and sustainable competitiveness of tennis clubs, providing a strong cultural foundation and spiritual support for function optimization.

## 5. Conclusion

The development of university tennis clubs is trending toward increasingly diversified organizational structures, complex member compositions, and multi-functional demands. However, structural issues such as imbalanced resource allocation, inadequate organizational coordination, and a lack of cultural identity have constrained sustainable growth. In response, this study proposes: building a collaborative resource optimization model to promote multi-agent resource sharing and dynamic management; implementing a refined management framework to strengthen functional division and performance assessment, achieving both systematic and flexible organizational structures; and innovating mechanisms for cultural reshaping and dissemination to deepen the integration between the club and the broader campus culture, thereby enhancing member belonging and participation. Future research may further explore the application of digital tools in club management, as well as inter-university collaboration mechanisms among tennis clubs, to advance resource and knowledge sharing. This will support the coordinated development of university tennis clubs in the direction of diversification and specialization, and contribute to the overall enhancement of campus sports culture and the holistic development of students.

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