

# Realistic Dilemmas and Optimization Paths for High-Quality Development of Youth Sports from the Perspective of Multi-Subject Collaboration

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## Abstract

High-quality development of youth sports is a cornerstone for building a leading sports nation and a Healthy China, with multi-subject collaboration serving as a core pathway to achieve this goal. From the perspective of collaborative governance, this study adopts the literature review method and logical analysis method to systematically examine the practical dilemmas confronting multi-subject collaboration in the high-quality development of youth sports in China. The results reveal that influenced by factors such as divergent stakeholder interests, fragmented departmental governance, imbalanced resource allocation, and inadequate institutional supply, current collaborative governance in youth sports still faces prominent challenges, including difficulties in forming collaborative consensus, inefficient operation of collaborative mechanisms, insufficient resource integration capacity, and limited effectiveness of policy support. Accordingly, it is imperative to further strengthen value identification among multiple subjects, promote the establishment of cross-departmental collaborative governance mechanisms, improve resource sharing and benefit linkage systems, and enhance institutional safeguards through legal and digital means, so as to boost the effectiveness of collaborative governance in youth sports. The research indicates that multi-subject collaboration is not only a vital driving force for transforming youth sports from quantitative expansion to qualitative improvement, but also a significant direction for modernizing the governance system of youth sports. Future research should further deepen differentiated collaborative governance practices and international comparative studies, taking into account the characteristics of different regions and population groups.

## Keywords

Youth Sports; High-Quality Development; Multi-Subject Collaboration; Realistic Dilemmas; Optimization Paths.

## 1. Introduction

### 1.1. Research Background and Significance

#### 1.1.1. Research Background

In recent years, the state has issued a number of sports policies targeting all members of society, all of which place youth sports in a pivotal position. Policy documents such as the National Fitness Regulations and the Outline for Building a Leading Sports Nation have created a favorable environment for the development of youth sports at the macro level [1,2]. As an important component of building a leading sports nation and a Healthy China, the high-quality development of youth sports has attracted widespread attention [3]. The governance of youth sports should closely align with the country's overall strategy and development goals,

formulate policies in stages and adjust them dynamically according to actual conditions; meanwhile, scientific and rational governance strategies should be formulated with the help of new theories and methods. Effective multi-subject collaboration is a crucial way to promote the high-quality development of youth sports. Multi-subject collaboration to support youth sports development refers to building a multi-participation pattern, establishing benign interactive relationships, standardizing cooperative orders, and pooling systematic development synergy in the process of youth sports construction; and clarifying scientific positioning and division of responsibilities, optimizing the allocation of various resources, and balancing benefit distribution are the core keys to promoting efficient collaborative development among all subjects [4]. However, there is still a gap between policy dividends and implementation effects, rooted in insufficient multi-subject collaboration.

### **1.1.2. Research Significance**

From the perspective of multi-subject collaboration, this study analyzes the development issues of youth sports, further enriches and improves the theoretical connotation of collaborative governance in youth sports, expands the research horizon of high-quality development of youth sports, and enriches the theoretical research achievements in this field. This study responds to the academic call put forward by Chen Linhui for "promoting the high-quality development of youth sports through multi-subject collaboration" [5], and draws on Chen Zuosong's conceptual model to deepen the mechanistic interpretation of collaborative dilemmas [6]. At the same time, clarifying the practical obstacles existing in current multi-party collaborative development and defining the responsibilities and positioning of each subject can provide feasible ideas and practical references for local governments to coordinate multi-party forces to promote youth sports construction, and help the steady improvement of youth sports undertakings.

## **1.2. Research Status**

Current academic research on the high-quality development of youth sports has shifted from a single policy or technical perspective to systematic governance. It is generally believed that multi-subject collaboration is a key pathway to solve the complex governance problems of youth sports [5,7], emphasizing the linkage of the government, schools, society, the market and other subjects in concepts, goals and resources [8]. Meanwhile, digital technologies such as artificial intelligence are regarded as important means to empower collaborative governance and achieve precise intervention [9]. However, although existing research attaches importance to the value of collaboration, it lacks in-depth analysis of specific dilemmas such as interest games, blurred responsibilities, data barriers, and poor policy coordination in the collaboration process, and the design of targeted and operable collaborative paths remains to be improved.

## **1.3. Research Methods and Ideas**

### **1.3.1. Research Methods**

**Literature Review Method:** As the basic research method of this study, it systematically retrieves domestic and foreign academic databases such as CNKI, Google Scholar and Web of Science with keywords including "youth sports", "high-quality development", "multi-subject collaboration", "integration of sports and education", and "sports health promotion". It collects and sorts out journal articles, dissertations and conference papers related to youth sports governance, policy evolution, collaborative mechanisms and high-quality development paths in recent years. Relying on the collection resources of Southwest University Library, it systematically reviews academic works and high-level journal articles in the fields of sports sociology, educational policy studies and institutional economics, laying a solid theoretical foundation for this study. In addition, it deeply interprets policy documents and government work reports issued by official departments such as the General Administration of Sport of China and the Ministry of Education, including the Opinions on Deepening the Integration of

Sports and Education to Promote the Healthy Development of Young People and the Youth Sports Activity Promotion Plan [10,11], ensuring that the research has solid policy basis and practical guiding significance.

**Inductive and Deductive Method:** By collecting research on problems and countermeasures in the high-quality development of youth sports, combined with specific situations, it uses logical analysis methods such as induction and deduction, comparison and synthesis to deduce and demonstrate the causes of dilemmas and optimization paths, ensuring the authenticity and effectiveness of this study.

### 1.3.2. Research Ideas

Propose the importance of collaboration → Analyze realistic dilemmas → Formulate optimization paths

Multi-subject collaboration is an inevitable requirement for the high-quality development of youth sports. Starting from the policy background and practical needs, the research clarifies the starting point and direction of the study. In recent years, policy documents such as the Outline for Building a Leading Sports Nation and the Opinions on Deepening the Integration of Sports and Education to Promote the Healthy Development of Young People have been issued successively, elevating youth sports to a national strategic height [1,2]. However, problems such as myopia, overweight and obesity, and poor posture among young people remain prominent. Chen Linhui [5] clearly points out that effective multi-subject collaboration is an important way to promote the high-quality development of youth sports.

Systematically deconstruct the realistic dilemmas of multi-subject collaboration from four dimensions. On the basis of raising questions, the research conducts a systematic analysis of realistic dilemmas. This study sorts out the context of realistic dilemmas from four dimensions: subject collaborative awareness, power and responsibility division mechanism, resource allocation and supply, and policy guarantee support.

Construct an optimization path system for multi-subject collaboration. Corresponding to the four dilemmas summarized in the analysis stage, the research proposes targeted optimization paths, forming a closed-loop response of "dilemma-path". In path design, the research fully absorbs domestic relevant experience and theoretical achievements, strengthens the feasibility of paths, enriches the hierarchy of paths and consolidates the legal basis of paths.

## 2. Definition of Core Concepts

### 2.1. High-Quality Development of Youth Sports

The high-quality development of youth sports refers to adhering to the all-round development of young people as the fundamental orientation, guided by the concept of sustainable development, realizing the fundamental transformation of youth sports from "scale expansion" to "quality improvement" and from "quantity availability" to "quality optimization" through innovation-driven development, structural optimization and efficiency improvement [6]. Its connotation is polysemous, multi-dimensional and historical, covering two core fields: youth health promotion and training reserve talents for competitive sports, involving various forms such as school sports, social sports and competitive sports. From the perspective of system theory, the high-quality development of youth sports is a systematic project with multi-factor coupling and multi-mechanism linkage, emphasizing integrated, coordinated and balanced development, pursuing a sustainable development state with priority given to quality and efficiency, improved governance system, and unity of fairness and efficiency [7,12]. Its core characteristics are reflected in: taking the all-round development of people as the value orientation, multi-subject collaboration as the mechanism guarantee, innovation-driven development as the core driving force, and scientific evaluation system as the quality criterion.

## 2.2. Multi-Subject Collaboration

Multi-subject collaboration refers to a process and state in which heterogeneous subjects such as the government, schools, youth amateur sports schools, social sports clubs, enterprises, communities and families, based on a common development vision and institutionalized rules, form a multi-participation pattern, benign interactive relationships, good cooperative order and systematic development synergy through clear functional positioning, rational resource allocation and fair benefit distribution in the development of youth sports [6]. Essentially different from general simple cooperation or temporary coordination, it emphasizes deep integration, continuous interaction and structural coupling among subjects. The core mechanisms of multi-subject collaboration include: scientific division of labor and cooperation to achieve complementary advantages, effective resource allocation to consolidate collaborative order, and reasonable benefit distribution to promote in-depth coordination. This concept reflects the inherent requirement of youth sports governance transforming from "single government dominance" to a pattern of "co-construction, co-governance and shared benefits", and is an important path to realize the high-quality development of youth sports. This definition echoes the theories of "governance innovation empowerment" proposed by Si Liang [3] and "co-production" by Lyu Chennan et al. [13].

## 3. Realistic Dilemmas of High-Quality Development of Youth Sports from the Perspective of Multi-Subject Collaboration

### 3.1. High-Quality Development of Youth Sports

Multi-subject collaboration to promote the high-quality development of youth sports is first confronted with deep-seated obstacles of weak collaborative awareness and biased cognitive concepts among subjects. From the perspective of parents, some parents lack sufficient understanding of the value of artificial intelligence, digital technology and other means empowering youth sports health promotion, and even hold a negative attitude [9]. From the perspective of teachers, physical education teachers generally have low digital literacy, fear the introduction of intelligent terminals into classrooms, and find it difficult to adapt to the teaching method changes brought by technology empowerment [14]; Wang Xianmao et al. [15] point out that academic subject teachers should assume important responsibilities in the development of youth sports, but their actual role in collaborative education is seriously weakened due to vague role cognition and lack of institutional incentives. From the social perspective, the public has concerns about safety, privacy and other aspects regarding technology empowering youth sports, and a cultural atmosphere for collaborative governance has not really taken shape [14]. In addition, there is a lack of effective communication mechanisms and collaborative consensus among multiple subjects such as the government, schools, society and families, and a fragmented state of "each acting on its own" is widespread, restricting the overall effectiveness of youth sports governance [7].

### 3.2. Administrative Fragmentation and Institutional Barriers Restrict the Operation of Collaborative Governance

The key to multi-subject collaboration lies in clear power and responsibility boundaries and effective operation mechanisms, while the current youth sports field in China is precisely faced with prominent problems of blurred power and responsibility division and lack of collaborative mechanisms. Chen Linhui [5] points out that the functions of administrative departments such as sports, education and health tend to be fragmented, the allocation of power and resources among departments at the same level is divided, and the value concepts, policy formulation and institutional system of youth sports development are disconnected. From the perspective of system theory, Hu Zhiting et al. [12] analyze that the high-quality development of youth sports

involves multi-factor coupling, but the linkage mechanism among various subjects has not been truly established, and structural friction within the system makes it difficult to give play to collaborative effects. In the field of training reserve talents for competitive sports, there has been a long-term fragmented pattern between the sports system and the education system, leading to a lack of effective connection between the sports school system led by the sports department and school sports managed by the education department in terms of talent training objectives, competition systems and evaluation standards [4]. A survey on primary and secondary school sports coaches conducted by Lin Yuqing and Yang Guoqing [14] finds that unclear definition of power and responsibility in terms of coaches' employment, evaluation and promotion, salary incentives, etc., and the lack of a collaborative governance mechanism between the sports department and the education department are the main restrictive factors. Through international comparison, Si Liang [3] points out that the power and responsibility boundaries between the government, the market and society in China's youth sports governance have not been clarified, and the institutional channels for multi-subject "co-production" are unsmooth.

### **3.3. Imbalanced Resource Allocation Weakens the Effectiveness of Collaborative Governance**

The effective operation of multi-subject collaboration requires sufficient resource guarantee and balanced resource allocation, while the current resource supply and allocation status in the youth sports field are still insufficient to support the in-depth promotion of collaborative governance. Chen Zuosong [6] points out that there are significant resource differences between urban and rural areas, regions and different school stages in China's youth sports, and the prominent imbalance in the allocation of physical education teachers, venue facilities and funding investment seriously restricts the fairness of high-quality development. An empirical study on Chinese sports schools conducted by Huang Chenxin et al. [16] finds that resource allocation is one of the key driving factors affecting the high-quality development of sports schools, but currently there are large gaps in human, material and financial resources among sports schools in different regions and at different levels, making it difficult to form a collaborative ecosystem for balanced development. Lyu Chennan et al. [13] point out that there is a lack of effective social participation mechanisms in the planning, design and delivery of youth sports public services, and the pattern of government investment dominance and insufficient participation of social forces has not been fundamentally changed, resulting in uneven coverage and quality of public services. Introducing British experience, Wang Xueshuang et al. [17] point out that the high-quality development of extracurricular sports activities for young people in Britain benefits from in-depth resource collaboration and complementarity among multiple subjects such as the government, schools, communities and enterprises, while there is still a large gap in this aspect in China. In addition, Li Mingda and Yang Hua [18] propose to promote the high-quality development of sports with new productive forces, but currently the driving force of scientific and technological innovation for youth sports development has not been fully transformed into resource increments, and there is also a structural imbalance in the allocation of technical and data resources.

### **3.4. Inadequate Policy Support Insufficiently Strengthens Collaborative Guarantee**

A sound legal and policy system is the institutional foundation for multi-subject collaboration, while the current policy support in the youth sports field is still imperfect, and the intensity of collaborative guarantee is obviously insufficient. Zhou Aiguang [19] points out that although the Sports Law revised in 2022 sets up a special chapter on "Youth and School Sports", providing a legal basis for multi-subject collaboration, there are still obvious deficiencies in law popularization, law enforcement intensity and implementation, and the guarantee function of

the law has not been fully exerted. A quantitative analysis of policy documents from 2012 to 2022 conducted by Wang Yan et al. [8] finds that there are problems such as imbalanced policy tool structure, obvious tension between policy objectives and low policy synergy in the diffusion process of youth sports policies in China, and the systematicness and coordination of the policy system need to be strengthened. From the perspective of legislation, Jiang Xi [20] points out that legislative work in key areas, emerging areas and foreign-related areas in the development of sports undertakings is still relatively lagging behind, and the institutional supply for guaranteeing youth sports collaborative governance with high-quality legislation is insufficient. Further, Wang Jiahong and Dong Hong [9] point out that artificial intelligence empowering youth sports health promotion faces problems such as imperfect special policy standards, unclear division of regulatory responsibilities and unsound data monitoring mechanisms, resulting in a lack of clear basis for the compliance and security of technology application. Lyu Ke and Tang Yan [21] also emphasize that the policy guidance and institutional guarantee for digital technology helping the high-quality development of youth sports have not formed a closed loop, and policy gaps in data privacy protection, technology access standards and other aspects restrict the depth and breadth of technology empowerment. Lin Jun and Wang Liu [7] call for accelerating the construction of a systematic, standardized and effective youth sports policy and regulation system to provide a solid institutional guarantee for multi-subject collaboration.

#### **4. Optimization Paths for High-Quality Development of Youth Sports from the Perspective of Multi-Subject Collaboration**

In response to the realistic dilemmas of weak collaborative awareness, blurred power and responsibility division, imbalanced resource allocation and insufficient policy guarantee existing in the current multi-subject collaboration to promote youth sports development, systematic measures should be taken from four dimensions: strengthening collaborative awareness, clarifying power and responsibility division, optimizing resource allocation and improving the policy system, so as to build a new pattern of high-quality development of youth sports with government leadership, school implementation, family participation and social collaboration.

##### **4.1. High-Quality Development of Youth Sports**

Collaborative awareness is the ideological foundation for effective cooperation among multiple subjects. To solve the problems of cognitive deviation and fragmented governance among subjects, efforts should be made from three aspects: concept guidance, concept transformation and atmosphere creation.

The government should play a leading role, establish a "comprehensive sports outlook" and collaborative governance concept, and incorporate youth sports work into the overall planning of economic and social development. The development of youth sports requires forming a multi-participation pattern and benign interactive relationships. The government should clarify the value orientation of collaborative development through top-level design. Secondly, schools should take the initiative to transform educational concepts, fully recognize that the high-quality development of youth sports cannot be separated from the in-depth participation of families and society, and actively build a "home-school-society" linked sports education model.

Strengthen publicity and guidance for families and society. Targeting the cognitive limitations of parents on technology empowering sports, media publicity, community activities, parent classes and other forms can be used to enhance families' understanding of the importance of

youth sports, and guide parents to shift from "valuing intelligence over physical fitness" to "valuing both intelligence and physical fitness".

Improve incentive policies. Through preferential tax policies, government procurement of services, evaluation and recognition and other means, mobilize the enthusiasm of social sports clubs, enterprises and other social forces to participate in youth sports governance, and form a good atmosphere in which the whole society cares about, supports and participates in youth sports.

#### **4.2. Clarify Power and Responsibility Division and Build an Efficient Collaborative Mechanism**

A clear and smoothly operating collaborative mechanism is the key guarantee for multi-subject collaboration to move from "formal cooperation" to "substantial collaboration". In response to the current problems of blurred power and responsibility division and lack of collaborative mechanisms among subjects, solutions should be proposed at the institutional design level.

Clarify the core power and responsibility boundaries of the government, schools, families, social institutions and other subjects. The sports administrative department is responsible for overall planning and policy supply, the education administrative department is responsible for the organization, implementation and quality supervision of school sports, the health department is responsible for physical fitness monitoring and health guidance, schools bear the main responsibility for physical education teaching and activity organization, families are responsible for cultivating and supervising daily exercise habits, and social sports institutions provide professional training and event services. Avoid overlapping functions and buck-passing through list-based management.

Establish a regular communication and coordination mechanism. Drawing on multi-party experience, rely on the inter-ministerial joint meeting system for youth sports work, regularly hold coordination meetings involving multiple departments such as sports, education, health and the Communist Youth League, build an information sharing platform, and timely solve contradictions and problems in the collaboration process.

Innovate resource sharing and benefit win-win mechanisms. Encourage school sports venues to open to society and social professional coaches to enter schools to carry out after-school services, forming two-way resource flow. At the same time, establish a reasonable benefit distribution mechanism to ensure that all subjects achieve a win-win situation between their own values and public interests in collaboration. Balanced allocation of policy tools and goal coordination are key to improving governance efficiency, and mechanism innovation should be used to promote policy collaboration from "formalization" to "substantialization".

#### **4.3. Optimize Resource Allocation and Enhance Collaborative Guarantee Capacity**

Effective supply and balanced allocation of resources are the material foundation for multi-subject collaboration. In response to the realistic bottlenecks of insufficient collaborative resource supply and imbalanced allocation, efforts should be made to increase resource input and activate existing resources.

Increase government investment in youth sports resources, with a focus on rural areas, weak schools and underdeveloped regions.

Integrate resources of all subjects to realize co-construction and sharing of venue facilities, teachers, information and data resources. Encourage schools to sign resource sharing agreements with communities and sports clubs, promote public sports venues to be free or low-cost open to young people; explore a multi-teacher sharing model of "physical education teachers + professional coaches + social instructors" to alleviate the shortage of school physical education teachers.

#### 4.4. Improve the Policy System and Strengthen Collaborative Guarantee

A sound legal and regulatory system is the fundamental guarantee for the steady progress of multi-subject collaboration. In response to the current problems of imperfect policy support and insufficient collaborative guarantee, improvements should be made from three aspects: refining policies, improving mechanisms and strengthening implementation.

Refine policies related to collaborative governance and formulate specific and operable implementation rules. Although the Sports Law revised in 2022 has set up a special chapter on "Youth and School Sports", there are still shortcomings in law popularization and implementation, and supporting regulations and normative documents need to be followed up urgently. It is recommended to issue special regulations focusing on key links such as access standards, service quality evaluation and safety responsibility division for social sports clubs participating in school sports services.

Establish and improve incentive, supervision and assessment mechanisms. Incorporate the effectiveness of collaborative development of youth sports into the performance assessment system of local governments and schools, commend and give resource preference to units and individuals with remarkable collaborative governance effectiveness; at the same time, establish a third-party evaluation mechanism to regularly supervise and notify the implementation of policies.

Strengthen policy publicity and implementation. Through policy interpretation, typical demonstration, case promotion and other means, improve the awareness and recognition of all parties on collaborative governance policies, ensure that all policies are implemented to the letter, and provide a solid institutional guarantee for multi-subject collaboration to promote the high-quality development of youth sports.

In summary, promoting the high-quality development of youth sports through multi-subject collaboration is a systematic project. Only by making concerted efforts and persistent efforts in the four dimensions of collaborative awareness, power and responsibility mechanisms, resource allocation and policy guarantee can we truly realize the governance transformation from "single subject dominance" to "multi-subject co-governance and shared benefits", and promote China's youth sports to a new stage of development with higher quality, greater efficiency, more fairness and sustainability.

### 5. Conclusion and Prospect

#### 5.1. Conclusion

From the perspective of multi-subject collaboration, this study systematically examines the realistic dilemmas and optimization paths for the high-quality development of youth sports in China. The research finds that the current multi-subject collaboration to promote youth sports development mainly faces four core dilemmas: weak collaborative awareness and biased cognition among subjects; blurred power and responsibility division and lack of collaborative mechanisms among subjects; insufficient supply and imbalanced allocation of collaborative resources; and imperfect policy support and insufficient collaborative guarantee. In response to the above dilemmas, this paper proposes corresponding optimization paths: strengthen collaborative awareness and build consensus among multiple subjects; clarify power and responsibility division and build an efficient collaborative mechanism; optimize resource allocation and enhance collaborative guarantee capacity; improve the policy system and strengthen collaborative guarantee. The research shows that as the development of youth sports gradually shifts from quantitative expansion to quality improvement, whether a stable, continuous and efficient collaborative relationship can be formed among multiple subjects has

become an important factor affecting governance effectiveness. Only by making concerted efforts in the four dimensions of awareness, mechanism, resources and policy can we truly realize the pattern of government leadership, school implementation, family participation and social collaboration, and provide lasting impetus for the high-quality development of youth sports.

## 5.2. Prospect

Future research can pay more attention to regions such as central and western China and urban-rural fringe areas, as well as groups such as rural left-behind children and young people with special physical conditions, and explore tailored and categorized collaborative governance models. At the same time, international comparative research can be carried out to draw on mature experience of developed countries in multi-subject collaboration of youth sports, so as to enrich the theoretical basis and practical paths of youth sports governance in China.

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