

Instructor's Notes

Chapter 2: Sustainable Development of Sport (SDoS)

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Overview

Chapter 2 begins by outlining the learning objectives and glossary of terms, followed by a discussion on the SDoS. This discussion highlights a definition of SDoS, the key features, and suggested future directions. Accordingly, the concept of SDoS is explained as it relates to how sport can adopt sustainable development (SD) practices and plans. Readers are encouraged to conceptualize mechanisms that advance sustainability within sport, including the development of strategies and tools that aid sport to adopt sustainable development processes. Working towards sustainability supports sport today and into the future.

Learning objectives

Upon completion of this chapter, learners should be able to successfully:

1. Define and explain sport and sustainable development (S&SD) stage 1: sustainable development of sport (SDoS)

For instructor's reference:

Sustainable development of sport (SDoS) refers to the sustainable practices taken by sport regarding the management of sport products, services, and sport consumer behaviors to achieve sustainability within the world of sport that encompasses six perspectives, including the personal, social, economic, ecological, technological, and political (McCullough, Orr, & Kellison, 2020; Szathmari & Kocsis, 2020; Triantafyllidis & Darwin, 2021).

2. Identify the analytical and normative concepts of SDoS

For instructor's reference: *When sport is broken down into sub-sections or the six perspectives, an examination of each offers insights regarding the level of sustainability, including the current state, the issues, and barriers to successful sustainable development into the future, and can be determined for the multiple levels of sport, from amateur to elite and professional, and the different regions around the world. This type of examination uses the analytical viewpoint to explore the state of sport. When insights from each sub-section are pieced together, they provide a full expression of SDoS. Another way to examine the current state and trends in SDoS involves using the normative concept to optimize sport's ethical, moral, ecological, and humanitarian actions. Finally, we offer a vision as a starting point to encourage debate to generate a movement towards building options and a consensus on the topic.*

3. Describe the mission, goals, and objectives of SDoS across the six perspectives of sport and sustainable development (S&SD), including the personal, social, economic, ecological, technological, and political aspects

For instructor's reference:

To adopt sustainable living through their involvement with active and sustainable sport participation and to promote health and well-being.

To build sport communities that enhance sportsmanship and inspire healthy partnerships that improve quality of life at the personal and community levels.

To develop opportunities for economic stability at the sport level.

To transform the sport operations globally in a way that limit their negative impacts on the natural environment.

To advocate modern sport technologies with environmentally sustainable standards as the new era of practicing sport.

To enhance long-term opportunities for those who seek careers in sport.

To formulate new entities/agencies/organizations that measure, track, and control the unsustainable practices in sport.

To build a sport system worldwide that encourages a transition to sustainable development.

4. Discuss sustainable programs (what-is) and plans (what-if) for SDoS

For instructor's reference:

Academia has illustrated an effort to bridge the span between theory to practice. A recent publication discussed how the partnering of universities and colleges could occur worldwide to support the successful completion of projects that require the involvement of both scholars and practitioners (Darling-Hammond et al., 2020). Our vision suggests that leadership in sport builds on previous research and collaborations. Accordingly, our vision encourages sustainability planning to establish goals programs designed to implement an SDoS plan of action.

5. Propose new ways for sport to strategically manage to embrace sustainable development and achieve internal sustainability (endo-sustainable progress)

For instructor's reference:

Our vision involves embedding the following foundational framework from which to operate:

That sports accept that the task of transitioning to sustainable development is complex and that they agree to avoid working in silos. The goal of joint efforts will see the sharing of data and plans become commonplace to guide all sports sectors to transition. This is necessary as sport organizations should not transition to sustainable practices alone for all six perspectives, personal, social, economic, ecological, technological, and political. Sharing, supporting, and cooperating within particular sports and between sports offers synergies that can lead to efficient and effective progress. Reaching our capacity in SDoS involves embedding the concept of sustainability, or the safeguarding of sport for participants today and into the future, into all aspects of sport. This includes all sport levels from the amateur to professional and elite levels of sport, infrastructure development, competitions/events throughout the youth to the senior ranks, and programming, including human resource development (such as game officials/referees and volunteers). Capacity means all aspects of sport are saturated with the characteristics of SDoS.

Glossary and Topics

After reading this chapter, learners should be able to define each of the following elements as they apply to SDoS:

- **Antifragility**

- *Antifragility involves developing robust systems that help increase individuals and organizations' capability to thrive despite stressors, shocks, volatility, noise, mistakes, faults, attacks, or failures (Taleb, 2012).*

- **Endo-sustainable progress**

- *The term derives from the endo- (within) (Dictionary.com, 2021) and sustainable- (able to maintain the use of the resource at a certain level that the resource is not depleted) (Mirriam-Webster.com, 2021). According to endo-sustainable progress reflected in the sustainable development of sport (SDoS), sports are actions to advance all aspects, such as the sport organizations, operations, manufacturing, and events.*

- **Sport**

- *"Sport means all forms of physical activity which, through casual or organized participation, aim at expressing or improving physical fitness and well-being, forming social relationships or obtaining results in competition at all levels" (Szathmári & Kocsis, 2020, p. 4).*

- **Two stages of sport and sustainable development (S&SD), including Sustainable development of sport (SDoS) and Sport for sustainable development (S4SD)**

- *Sport and sustainable development (S&SD) is the process that includes two stages: sustainable development of sport (SDoS) and sport for sustainable development (S4SD) that, together, enhance the development that meets the needs*

of current generations without compromising future generations to meet their own needs at the personal, social, economic, ecological, technological, and political levels (Millington et al., 2021; Szathmari & Kocsis, 2020; Triantafyllidis & Darwin, 2021).

- **Sustainability**

- *The term refers to “the integration of environmental health, social equity, and economic vitality to create thriving, healthy, diverse and resilient communities for this generation and generations to come” (UCLA Sustainability, 2021, para. 2).*

- **Sustainable development (SD)**

- *The term encompasses the initiatives and progress in pursuit of sustainability. According to the Brundtland Commission (2001), sustainable development is defined as the "development that meets the needs of the present without compromising the ability of future generations to meet their own needs"... [including] "the narrow notion of physical sustainability [that] implies a concern for social equity between generations, a concern that must logically be extended to equity within each generation" (p. 82).*

- **The analytical concept for sustainable development of sport (SDoS)**

- *A theoretical approach for analyzing sport as a platform to understand the world as a complex interaction of personal, social, economic, ecological, technological, and political systems. Understandings of the individual parts can be combined to*

determine the overall SDoS (McCullough, Orr, & Kellison, 2020; Szathmari & Kocsis, 2020; Triantafyllidis & Darwin, 2021).

- **The normative concept as applied to sustainable development of sport (SDoS)**
 - *Defining the objectives for a well-functioning community of sport establishes a code of ethics underscoring practices. For example, the normative concept of SDoS includes guiding the production and consumption of sport events, sport organizations, and their operations to be delivered in a manner that provides for transparency, encourages well-being, and fairness for its sport-involved individuals, today and in the future. Ultimately, SDoS sets the foundation for a good sporting society (McCullough, Orr, & Kellison, 2020; Szathmari & Kocsis, 2020; Triantafyllidis & Darwin, 2021).*

- **Six perspectives of sustainable development of sport (SDoS)**
 - The personal perspective of SDoS:
 - *To adopt sustainable living through their involvement with active and sustainable sport participation and promote health and well-being.*
 - The social perspective of SDoS
 - *To build sport communities that enhance sportsmanship and inspire healthy partnerships that improve quality of life at the personal and community levels.*
 - The economic perspective of SDoS
 - *To develop opportunities for economic stability at the sport level.*
 - The ecological perspective of SDoS

- *To transform the sport operations globally in a way that limits their negative impacts on the natural environment.*
- The technological perspective of SDoS
 - *To advocate modern sport technologies with environmentally sustainable standards as the new era of practicing sport.*
- The political perspective of SDoS
 - *To build a sport system worldwide that encourages a transition to sustainable development.*

Defining and explaining sustainable development of sport (SDoS)

Both sides for each of SDoS' six perspectives can be subdivided. For instance, sub-sectors involve programming, infrastructure, competition opportunities for youth, community, and seniors, along with further delineations involving support concerning gender and disabilities. On the other hand, the SDoS encompasses actions for sustainability within each perspective and sub-sector. For example, an application of SDoS promotes practices that can lead the sport world to achieve many sustainability goals and objectives, including the following:

- To enhance long-term opportunities for those who seek careers in sport
- To formulate new entities/agencies/organizations that measure, track, and control the unsustainable practices in sport
- To build a sport system worldwide that encourages a transition to sustainable development

Learning activities

Instructors can use the following review questions, activities, and S&SD plan project in class and an online environment in the next section. The review questions are highly recommended for instructors because they can evaluate students' learning outcomes from each chapter and lecture. In addition, the review questions reflect on each chapter's learning objectives for facilitating the learning outcomes. The S&SD plan is suggested to be a semester-long project.

Review questions

For instructor's reference:

The review questions are reflected in the learning objectives of chapter 2.

1. In your own words, define the sustainable development of sport (SDoS).
2. What is the purpose of exploring the analytical concept of SDoS across the six common perspectives (i.e., personal, social, economic, ecological, technological, and political) of S&SD?
3. What are the implications of the normative concept of SDoS across the six common perspectives of S&SD? How does the analytical concept influence the normative concept of SDoS? Why?
4. List five goals derived from the SDoS.
5. Provide a synopsis of the vision outline in the chapter for achieving SDoS.

Class activities

1. Using two groups of students, one group is tasked with supporting a given sport organization's sustainable transformation. The second group argues that moving to sustainable practices will cost money and bring problems concerning sport affordability

in the future. For this activity, the instructor can act as the moderator, and the two groups will role-play in a political debate for each side.

2. If sport is a business tool, what are your perspectives for transforming other businesses (industrial sectors – non-sport related) more sustainably? Please indicate three examples that you specify how this transformation can occur. First, you are the CEO of a sport organization. Second, as a concerned and responsible leader of your people, community, and sport organization, you decide to make a radical decision concerning your agency's traditional operations. Third, after studying this chapter, what changes would you make in your organization, and what procedures would you change to establish a foundation for your sport entity's sustainable development?
3. Based on learning activity #2 response, you should write a two-page business plan about the goal and measurable objectives for the sustainability of your sport organization's critical operations for next season.
4. You are part of the management group of a sports team that does not incorporate sustainable practices. The government has instituted new policies for SDoS, and you disagree with the policy changes. Write a one-page rebuttal about the new state law that mandates sustainable practices in your sport business.
5. Please work in groups and identify three-sport organizations. For each sport organization, please visit its website and explore if they are involved in sustainability efforts. Please notice that actions of sustainability are considered the sustainable development process of the sport organization.
6. Again, make two groups of students - one group represents a sustainable sport organization in a developed country. The second group of students represents a

sustainable sport organization in a developing country. Again, generate open dialogue on the different issues (and determine the problems and impacts) in applying sustainability in a developed country and sport versus a developing country and sport.

7. You have just acquired a new role at the Sustainable Athletic Union (SAU) that requires you to write a sustainable plan for the minor league soccer team named "Kentavros."

First, as a planner, you have to develop the goal (the overall result you are seeking to achieve) and multiple objectives to reach the goal (the objectives should be S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time-bound)). Next, design the strategies and outline any tactics you believe will help the team succeed concerning sustainability. This team is located in two places: 1) a city/town in a developing country, and 2) a city/town in a developed country. Accordingly, your employer asks you to write a 2-page proposal of a sustainable sport plan for Kentavros based on each team location. Next, outline the SDoS utilizing the six perspectives (personal, social, economic, ecological, technical, and political); what is your team's normative concept? (your vision of a well-functioning sustainable team).

8. How can sport eliminate working in silos? Will new applications with technology be the key to sharing successes and missteps in the transition to sustainable development? How can sport ensure a process of sharing is established to aid all sporting bodies to learn from each other in the process of transitioning to SDoS?
9. Generate a graphic to visually illustrate the objectives outlined in #5 above based on how they relate to the six sports perspectives, including the personal, social, economic, ecological, technological, and political perspectives. The graphic should illustrate the priorities and the gaps in the plan. Evaluate the leadership skills needed for achieving the

goal and objectives. How can you advance your leadership skills to aid in achieving the goal and objectives?

Developing your sport and sustainable development (S&SD) plan

After the completion of each chapter, students will work on their S&SD project. Specifically, the S&SD project encourages students to think critically about how S&SD can move forward and contribute to global sustainability soon. Accordingly, for this chapter, students should complete the following items as the initiation of their S&SD strategic planning process with focusing only on Stage 1: Sustainable Development of Sport (SDoS):

1. Envision and write your perspective of sustainable sport management at the global sport industry from the sustainable development of sport (SDoS) and how sport can be internally developed for sustainable development and, ultimately, global sustainability. To aid in considering various aspects within your vision, see Figure 2.1.
2. Next, write your vision on SDoS. Vision should be a statement on how you envision SDoS. For example, “Make sport a carbon-neutral industry globally” is considered a vision. However, do not use this example for your vision. Instead, use the resources of this chapter and develop your vision statement.
3. Outline specific areas where during the debates and your vision for a sustainable sport world. Accordingly, start writing your mission statement under your ONE vision. Your mission statement for SDoS should capture ALL the six perspectives, namely, personal, social, economic, ecological, technological, and political.