Sustainability in Athletics

Strategic Plan for:
2018-2021

Developed on:
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Purpose
The purpose of this document is to provide Swarthmore’s Department of Athletics with sustainability aims and objectives to complete in the next 1-3 years. This document also provides background research and information regarding sustainability in athletics at Swarthmore College and other colleges and universities across the country.

Background
Swarthmore’s athletic program can be traced back to its first football game in 1878. Since then, Swarthmore’s Department of Athletics has grown to include 22 varsity athletic teams competing in the Centennial Conference since 1983. Adam Hertz has been Athletic Director since 2001 and Nnenna Akotaobi has been the Associate Athletic Director since 2012. Hertz and Akotaobi have administrative oversight of 22 intercollegiate sports, eight club sports, the campus intramural athletics program, and the physical education program. Hertz also oversees the sports medicine and athletic communications offices as well as the Matchbox and Mullan Tennis Center operations. The following organizational chart indicates how the Department of Athletics is structured.

1A Swarthmore College Timeline
http://swat150.swarthmore.edu/swarthmore-timeline.html#event-first-football-game.

2Swarthmore Department of Athletics Staff Directory
http://www.swarthmoreathletics.com/staff.aspx?staff=1
As a top-tier academic institution, Swarthmore College strives to be a leader in social and environmental issues. In order to accomplish its sustainability goals, Swarthmore requires an engaged and active student body to unite, act, and educate. Over 40% of Swarthmore’s student population is connected to the Department of Athletics by participating in varsity, club and/or intramural sports. Athletes comprise a sizeable student group with the influence to create change on campus. In its day-to-day operations, the Department of Athletics requires a large amount of resources and generates a great deal of waste. With the creation of Garnet Go Green\(^3\) in 2013, Swarthmore’s Department of Athletics has made strides towards reducing its waste and integrating green solutions as a community.

A chief goal for the Department of Athletics is to be more sustainable, but a well-defined and focused plan for sustainability has yet to unite the Department’s efforts. In order to progress, the Department of Athletics was in need of a Resource Audit to identify the key areas of improvement. The Resource Audit informed many of the recommendations in this Strategic Sustainability Plan document.

The key stakeholders are all those associated with the Department of Athletics, which include but are not limited to Department of Athletics faculty and staff, visiting teams and officials, parents and alumni of the student athletes, the athletics community (youth teams, community members), and fans (including Swarthmore College non-athlete students). This document, however, will only directly influence decisions made by administration in the Department of Athletics like Adam Hertz and Nnenna Akotaobi. It is possible that this document will be seen by coaches and other athletic faculty and staff, but the recommendations described in this Strategic Plan are principally directed toward those at the top of the organizational chart. The person or organization who carries out the recommendations in this plan will be informed and guided by the other sections of this document in order to be successful.

\(^{3}\) Garnet Go Green is a group of student-athletes, coaches, and staff from the Swarthmore College Department of Athletics that work together to reduce the environmental impact of the Garnet athletics programs 
Mission
It is important that the mission statements of all related organizations and departments be recorded in this section in order to understand how the mission of this project fits into already existing structures and initiatives.

Swarthmore College’s mission is as follows:
Swarthmore students are expected to prepare themselves for full, balanced lives as individuals and as responsible citizens through exacting intellectual study supplemented by a varied program of sports and other extracurricular activities. The purpose of Swarthmore College is to make its students more valuable human beings and more useful members of society. Although it shares this purpose with other educational institutions, each school, college, and university seeks to realize that purpose in its own way. Swarthmore seeks to help its students realize their full intellectual and personal potential combined with a deep sense of ethical and social concern.4

The Department of Athletics’ Mission is as follows:
The Swarthmore College athletics program is guided by the philosophy that the intercollegiate athletics experience is integral to the educational mission of the College and that student athletic experiences contribute to, and benefit from, experiences in the classroom and other extracurricular venues. A founding member of the National Collegiate Athletic Association (NCAA), Swarthmore supports 22 intercollegiate varsity sports at the Division III level. Swarthmore is also a member of the Eastern Collegiate Athletic Conference (ECAC), a conference comprising Division I, II, and III institutions across the East Coast. Locally, Swarthmore is a charter member of the prestigious Centennial Conference whose members include Bryn Mawr, Dickinson, Franklin & Marshall, Gettysburg, Haverford, Johns Hopkins, McDaniel, Muhlenberg, Ursinus, and Washington College. Swarthmore teams have been competing since the 1870s, challenging local, regional, and national programs in a variety of sports. In that time, teams have garnered eight national championships, 359 All-American awards, many additional Academic All-American honors, and 11 former Swarthmore athletes have been inducted into national Halls of Fame. Some athletes have been Nobel Prize winners, Rhodes Scholars and Fulbright Scholars. All have worn the “S” proudly.5

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4 College Mission, Goals, and Planning
https://www.swarthmore.edu/assessment/college-mission-goals-and-planning

5 Athletics Mission & Philosophy
The mission of this project is as follows:
This project’s mission is to create a more sustainable Department of Athletics at Swarthmore College by creating a focused Strategic Sustainability Plan for the next 1-3 years. There has always been a significant amount of enthusiasm surrounding sustainability in athletics, but the Department as a whole had little direction on how to move forward effectively. The Strategic Sustainability Plan is meant to outline achievable short term and long term solutions and make recommendations for improved sustainability. The Plan is informed by a Resource Audit completed in October of 2017, which assesses the resource usage and waste the Department of Athletics produces each year. This project is also meant to provide background research and information regarding sustainability in athletics at Swarthmore College and other colleges and universities across the country. Small improvements with regards to sustainability can make a large impact, which in turn allows the college to come a step closer in accomplishing its larger mission to lead in a positive environmental direction.
**Values**

**Partnership**
To achieve all that is necessary of this project, a strong partnership between Athletics, the Office of Sustainability, Facilities, and other branches of the college is crucial. Solutions to sustainability issues are holistic and multifaceted, and so strong support from departments outside Athletics will be extremely effective.

**Community**
Athletics is a uniting force that builds strong communities through a shared love of sport. If sustainability were a core value for all members of this community, then small behavior changes and would have a powerful effect. Using an already established, influential, and driven department to achieve and spread sustainability goals is valuable.

**Growth**
Growth in the Department of Athletics is clearly seen when examining the recent past, but a commitment to continuing growth in the future is vital. Maintaining a vision of improvement will make this project better, and will make the department’s sustainability goals more achievable.

**Responsibility**
The Department of Athletics’s responsibility to limit its impact and improve its sustainability practices is not enforced by a larger body, but is instead self regulated. Holding itself to the highest standard is a challenge the department must be ready to take on in order for this project to be successful.

**Education**
Education is the key driver and purpose of Swarthmore College as an institution. Including an educational component to this project is both integral to the college and important in the world of sustainability.
Aims & Objectives, Years 1 - 3

Action Plan Document
This document is meant to provide the Department of Athletics with a set of detailed and specific aims and objectives to carry out over the next three years. The recommendations made here were informed by the Resource Audit and research completed in the Fall of 2017. The following link is a Google Doc to the Action Plan with interactive links to research reports:
https://docs.google.com/document/d/1yZJ3lhHdho51rwNuQyV3u8e4Dennvl2CtmNLKo-DJ8k/edit#heading=h.26in1rg

Alternatively, screen shots of the Action Plan are provided in the following pages. The Research Reports referenced in its table can be found in the Appendix.
**Gantt Chart for Year 1**
This document provides a detailed Gantt Chart for the completion of the recommendations outlined in Year 1 in the Action Plan. A Gantt Chart is simply a color-coded, visual representation of tasks that are meant to be completed in a given time frame. The following link is a Google Doc to the Gantt Chart for Year 1:

https://docs.google.com/spreadsheets/d/11FXCFVV9Fwm_dsMocEnPB7g0lwcUl1WsgyLszVVz5iI/edit#gid=0

Alternatively, a screenshot of the Gantt Chart for Year 1 is provided below.
**SWOT Analysis**

**Strengths**
- Enthusiastic support for sustainability from leadership
- Strong and wide-reaching influence across campus
- Fluid and established relationships with other departments like facilities, the Office of Sustainability etc
- Garnet Go Green support

**Weaknesses**
- Sustainability is not inherently a priority for coaches or student athletes
- Changes in behavior regarding sustainability are challenging
- Some facilities require large renovations, and so small changes can not be made
- Lack of education about sustainability

**Opportunities**
- Green Sports Alliance membership could help achieve and support our sustainability goals
- Strong relationship with other PSRFs, GAs, clubs and organizations across campus
- Alumni engagement
- Sustainability institutionalized in the department
- Tri-Co and Centennial Conference strong networks

**Threats**
- Not enough funding to complete projects
- Not enough support/willing volunteers to achieve working goals
- Poor communication between departments related to athletics or sustainability
- Changes in staff
- No PSRF to take on sustainability plan projects
- Waning lack of department interest and support for sustainability

**Risk Register**

<table>
<thead>
<tr>
<th>Risks Identified</th>
<th>Controls in place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changes in staff</td>
<td>Established mission statement and Garnet Go Green Student Group</td>
</tr>
<tr>
<td>No PSRF to take on sustainability plan projects</td>
<td>Other student groups on campus to carry out above objectives, Garnet Go Green, GAs etc</td>
</tr>
<tr>
<td>Waning lack of department interest and support for sustainability</td>
<td>PSRF, GAs, Garnet Go Green to motivate</td>
</tr>
</tbody>
</table>
People Development Plan

<table>
<thead>
<tr>
<th>Area of Development Needed</th>
<th>What will be done</th>
<th>When</th>
<th>Cost of this development (Both in terms of time and money)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSRF to better understand sustainability in other Department of Athletics</td>
<td>Attend an Department of Athletics meeting, or Centennial Conference meeting</td>
<td>TBD</td>
<td>1 day, transport</td>
</tr>
<tr>
<td>Waste Training</td>
<td>Attend a waste training session</td>
<td>TBD</td>
<td>1 hour</td>
</tr>
<tr>
<td>Green Sports Alliance</td>
<td>Summit Conference or conversation with Green Alliance Rep</td>
<td>July 2019/Sept 2018</td>
<td>1 Weekend, free ticket with membership/ 30 min call with rep</td>
</tr>
</tbody>
</table>

The next student or organization to carry out the recommendations outlined in this plan will carry most of the responsibilities. Coaches and student athletes will follow the programs and recommendations put in place, but they are not the ones spending extra time and money to develop personal skills. It is the expectation of the next student or organization to become educated, and spread the knowledge of sustainability in athletics throughout the Department. It is likely that a PSRF, GA, or Garnet Go Green member member will be the main person responsible for taking on this role.

Areas that may need to be developed for next year’s PSRF (or other student) to effectively complete the recommendations made in this Strategic Sustainability Plan are outlined in the table above. Familiarity with all of the coaches and staff and faculty in the Department of Athletics and the workings of the Centennial Conference is important to understand how much Swarthmore’s Department of Athletics knows about sustainability. Additionally, it is important to understand how much each member of the Department of Athletics is willing to contribute initially in order to increase their willingness to change unsustainable behavior. Attending a waste training session is essential in order to teach athletes how to sort waste and host athletic waste training events for teams. Finally, attending the Green Sports Alliance Summit or having a conversation with a Green Sports Alliance representative is important to understand how Swarthmore can get the most out of its membership.

Operating Budget Year 1

<table>
<thead>
<tr>
<th>Expected Expenditure</th>
<th>Estimated Amount</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

14
<table>
<thead>
<tr>
<th>Aims/Objective Costs</th>
<th>TOTAL:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aim 2 (Aim 2.2 and 2.4): Event costs (food etc)</strong></td>
<td>$700</td>
</tr>
<tr>
<td><strong>Aim 3 (Objective 3.1): Green Sports Alliance membership cost</strong></td>
<td>$100 each $200 total</td>
</tr>
<tr>
<td></td>
<td>$500</td>
</tr>
</tbody>
</table>
Works Cited

“A Swarthmore College Timeline: Swarthmore College Sesquicentennial.” Swarthmore Sesquicentennial, Swarthmore College.

“Athletics Mission & Philosophy.” The Official Athletic Website of Swarthmore College, Swarthmore Department of Athletics.


“Garnet Go Green.” Garnet Go Green - Swarthmore College, Swarthmore College Department of Athletics.

“Staff Directory - Swarthmore College.” The Official Athletic Website of Swarthmore College, Swarthmore Department of Athletics.
Appendix

Research Report 1: Athletics Program Resource Usage (interviews with all varsity coaches)
https://docs.google.com/document/d/1v24lGmPPOI-I-UnI2C66m2RMpcsYNan5dwIUNsQv3EI/edit
Research Report 2: Green Sports Alliance (membership details)
https://docs.google.com/document/d/1j9HcNh1QMVAyEez9bh9h-paFQW9KEzecl9kunmuoY9Y/edit
Research Report 4: Carbon Offset Model for Peace and Conflict Studies Department (meeting with Professor Lee Smithey)
https://docs.google.com/document/d/1INQtocMd-mSoYO6XwCeE9DYKXOBwTLAepJxyQVqU/edit
Research Report 5: Athletics Estimated Travel Mileage for Potential Carbon Offset Program
https://docs.google.com/document/d/1WUMbvONbcV_qYnde5FaGg_2okh8GzTQiq0wZpg8XRI
M/edit
Research Report 6: LED Lighting Retrofit for Tarble Pavilion and Lamb-Miller Field House (work with Nathan Graf)

https://docs.google.com/document/d/1jem7HhF7SLbDwmMBVzfsSXJL80MU42Mq6MNlS_1T4Kk/edit