

Sustainable Leadership in the Norwegian Police Education: Experiencing an Almost Complete Lack of Research and Curriculum Literature Creating Unforeseen Challenges for Education and Learning

By Benja Stig Fagerland^{}, Ole Boe[±] & Søren Obed Madsen[°]*

The Norwegian Police University College (NPUC) is introducing sustainability leadership as a part of its police leadership studies. At present, the NPUC has no curriculum that contains any literature on sustainable leadership in the police. Thus, our two research questions were: 1. What has been written in the research literature about sustainable leadership in the police? 2. How is the concept of sustainable leadership in the police used in learning and education of police students? We decided to conduct a systematic literature review using the search terms sustainable leadership and police. We searched the databases Academic Search Premier, Criminal Justice Abstract with Full Text, PsycInfo and Scopus as they seemed to be the most relevant databases in order to answer our research questions. The results from this search were only eight unique studies that dealt with our topic of interest. The identification of studies via databases and registers was conducted in accordance with the Preferred Reporting Items for Systematic reviews and Meta-Analyses (PRISMA) statement. We draw the conclusion that there is an almost complete lack of research and curriculum literature on sustainable leadership in the police that probably will lead to unforeseen challenges for education and learning for NPUC's students.

Keywords: sustainable leadership, police, learning, education, systematic review

Introduction

In this study, we embark on a comprehensive exploration of sustainable leadership within the Norwegian Police University College (NPUC), a concept crucial yet underexplored in the realm of police education. Our investigation is structured around two pivotal research questions: Firstly, what existing literature addresses sustainable leadership in the policing context? Secondly, how is sustainable leadership integrated into the education and training of police students?

This study conducts an in-depth exploration of sustainable leadership at the NPUC, a key but underexplored concept within police education. Centered on two main research questions, this investigation seeks to determine what existing literature covers sustainable leadership in policing, and how this type of leadership is integrated into the education and training of police students.

*Associate Professor, University of South-Eastern Norway, Norway.

±Professor, University of South-Eastern Norway, Norway.

°Associate Professor, University of South-Eastern Norway, Norway.

Our approach begins with a comprehensive literature review to evaluate the current state of research. Employing a systematic review methodology, we meticulously sift through academic databases such as Academic Search Premier, Criminal Justice Abstracts with Full Text, PsycInfo, and Scopus. This phase culminates in the identification of only eight articles directly relevant to sustainable leadership in policing, revealing a significant research void and a lack of curriculum development in this area.

The discussion section of our paper delves into interpreting these findings, considering their implications for educational practices and policy making at NPUC. We analyze the potential challenges in embedding sustainable leadership into curricula, essential for preparing police leaders to ethically manage modern policing complexities.

We conclude by summarizing our critical findings, reflecting on the limitations of our study, and proposing directions for future research. This paper emphasizes the urgent need for scholarly attention and curriculum innovation to equip future generations of police leaders with sustainable and ethical leadership skills.

Research Questions

Thus, our two research questions were: 1. What has been written in the research literature about sustainable leadership in the police? 2. How is the concept of sustainable leadership in the police used in learning and education of police students?

Paper Outline

To address these questions, our paper unfolds as follows: After a thorough literature review that assesses the current state of knowledge, we delineate our methodology, which is grounded in a systematic literature review. We then present our findings, which highlight a significant gap in the existing literature. This leads us to a discussion that not only interprets these findings but also considers their implications for educational practice and policy within the NPUC. Finally, we summarizing our key findings, make a conclusion, and then reflects upon the study's limitations, and suggesting avenues for future research.

Literature Review

Sustainable Leadership

Sustainable leadership within the realm of policing distinguishes itself by promoting long-term, innovative solutions that aim to improve the world. This leadership style is characterized by strategic decision-making focused on systemic innovation, workforce development, and ethical practices. Effective sustainable leaders cultivate skills such as emotional intelligence, an inclusive management

style, and a commitment to fostering organizational culture around shared values (Gutterman, 2023).

Key initiatives for sustainable leadership within the realm of policing include implementing training programs, developing staff retention strategies, and enhancing customer loyalty through responsible business practices. Research suggests that sustainable leadership can significantly enhance long-term business performance by improving brand integrity, customer satisfaction, and financial stability, thus providing resources for continuous innovation (Gutterman, 2023).

However, transitioning towards sustainability within the realm of policing can be challenging and costly, with external factors like mergers, economic downturns, and changes in leadership potentially disrupting established sustainable practices. Despite these challenges, the benefits of sustainable leadership in fostering a resilient, ethically-driven organization are clear. In the context of sustainability leadership, Visser and Courtice (2011) define a sustainability leader as one who inspires actions toward a better world.

The Cambridge Institute for Sustainability Leadership Institute identifies these leaders as individuals driven to make a difference by deepening their self-awareness and adopting innovative perspectives that lead to sustainable solutions. This concept of leadership integrates into broader leadership theories, suggesting that while distinct, sustainability leadership may become more intrinsic to organizational practices over time, similar to the integration of quality focuses in past decades (Wisser & Coutice, 2011).

Avery and Bergsteiner's (2011) and Hutton's (2003) research across fifty global firms reveals that sustainable leadership entails a long-term decision-making perspective, systemic innovation to enhance customer value, development of a committed and skilled workforce, and provision of high-quality products. They align sustainable leadership with humanistic management principles, emphasizing economic returns through innovation, valuing personnel, and contributing to social well-being. This approach, often termed "Rhineland" or "honeybee" leadership, views the firm as part of a cooperative system involving various stakeholders—including employees, customers, suppliers, and even future generations—who influence the firm's ethical, environmental, and social behaviors (Druckrey, 1998).

Moreover, Avery and Bergsteiner (2011) illustrate how sustainable leadership practices can foster long-term relationships with stakeholders for mutual benefit. Unlike traditional practices where suppliers might be selected and discarded based on cost, sustainable leaders prioritize long-term partnerships, support during challenging times, and ethical practices (Hall & Soskice, 2001; Hutton, 2003). This approach not only sustains the business but also enhances stakeholder loyalty and support, exemplified by investors who reinvest dividends, customers who remain loyal to trusted brands, and employees willing to make sacrifices during economic downturns to support the firm's long-term viability and competitiveness (Hall & Soskice, 2001).

The Norwegian Police University College

Sustainable leadership within the realm of policing represents a transformative approach that integrates environmental stewardship, social responsibility, and ethical governance into the fabric of leadership practices (Politihøgskolen, 2023). This concept transcends traditional leadership paradigms by emphasizing long-term thinking, resilience, and adaptability in addressing the complex challenges faced by law enforcement agencies in the 21st century. The NPUC's initiative to weave sustainability into its police leadership studies is both pioneering and timely, given the current absence of a structured curriculum or academic literature on this critical topic (Politihøgskolen, 2023).

The introduction of sustainable leadership into police training programs is not merely an academic exercise but a necessary evolution in preparing future police leaders to navigate and lead within an increasingly complex and interconnected global landscape (Politihøgskolen, 2023). This shift towards sustainability in leadership practices within policing is imperative for several reasons. First, it aligns law enforcement agencies with broader societal values and expectations concerning environmental protection, social equity, and ethical governance. Second, it equips police leaders with the mindset and tools necessary to foster a culture of accountability, resilience, and innovation within their organizations. Finally, sustainable leadership practices in policing have the potential to significantly enhance community relations by demonstrating a commitment to principles that resonate deeply with the public ethos.

This paper aims to shed light on the concept of sustainable leadership within the context of policing, exploring its implications, potential benefits, and the challenges associated with integrating such practices into police education and training (Politihøgskolen, 2022). Through a comprehensive review of the scant literature available and a critical examination of the current state of police leadership training, we seek to contribute to the nascent dialogue on this important subject. By identifying and discussing the evident research gap, this paper also aims to stimulate further academic inquiry and curriculum development efforts that can bridge this gap, ultimately enhancing the effectiveness and societal alignment of law enforcement leadership in the modern era.

In a groundbreaking initiative, The NPUC is pioneering the integration of sustainability within its police leadership studies (Politihøgskolen, 2023). This strategic move marks a significant departure from traditional law enforcement education paradigms, which have historically overlooked the critical intersection between sustainable leadership practices and effective policing. Notably, NPUC's curriculum, until now, has lacked specific literature or dedicated courses that address sustainable leadership within the context of law enforcement. This absence underscores a broader gap within the academic and professional training frameworks for police officers, where the principles of environmental stewardship, social responsibility, and economic sustainability have not been systematically incorporated into leadership development programs.

The introduction of sustainability into police leadership studies at NPUC signifies an acknowledgment of the evolving responsibilities of law enforcement

agencies in addressing the challenges of the 21st century (Politihøgskolen, 2023). By embedding sustainability into the core of its leadership curriculum, NPUC is setting a new precedent for law enforcement education. This initiative not only aims to fill the existing curricular void by incorporating cutting-edge literature and case studies on sustainable leadership but also to foster a new generation of police leaders who are equipped with the knowledge and skills to implement sustainable practices within their organizations and communities.

This academic innovation reflects a broader recognition of the critical role that sustainability plays in enhancing the effectiveness and legitimacy of law enforcement operations. Sustainable leadership in the police force involves a commitment to ethical practices, community engagement, and a long-term perspective on resource management and operational strategy (Politihøgskolen, 2022), which are essential for addressing contemporary societal challenges. Through this curricular enhancement, NPUC is leading by example, demonstrating the feasibility and benefits of integrating sustainability principles into the foundational training of law enforcement officers.

As NPUC ventures into this uncharted territory, the institution's approach to incorporating sustainability into police leadership studies offers a valuable blueprint for other law enforcement education programs worldwide. This initiative not only enriches the academic discourse on sustainable leadership in policing but also contributes to the practical development of more responsive, responsible, and resilient law enforcement agencies. Through this lens, NPUC's strategic update to its curriculum is not merely an educational reform but a transformative step towards redefining the essence of leadership within the realm of law enforcement.

Sustainable leadership within the sphere of policing extends far beyond traditional leadership paradigms, encapsulating a vision that integrates environmental stewardship, social responsibility, and ethical governance into the very fabric of law enforcement practices (Politihøgskolen, 2023). In the context of our research, sustainable leadership emerges not only as a theoretical ideal but as a pragmatic necessity for the evolving landscape of police work. This necessity is driven by increasing societal demands for accountability, transparency, and community-oriented policing practices that honor and protect the ecological and social fabrics of the communities they serve. As our systematic literature review starkly reveals, the current scarcity of academic discourse and curricular content on this topic presents a critical challenge for the NPUC and similar institutions worldwide. Addressing this gap is imperative for preparing future police leaders who are not just proficient in the operational aspects of law enforcement but are also adept at leading their organizations in a manner that promotes sustainability. This involves nurturing a leadership ethos that prioritizes long-term ecological balance, social equity, and the well-being of both the community and the police force. In essence, integrating sustainable leadership into police education is about equipping future leaders with the insight and skills to make decisions that are not only effective in the short term but also sustainable for generations to come, thereby ensuring a legacy of ethical, community-centered policing.

Method

Review Process and Identification of Databases

The apparent lack of literature related to police sustainable leadership mentioned in the introduction thus motivated a systematic review of the academic literature. In this systematic review we followed the Non-Interventional, Reproducible, and Open (NIRO) Systematic Reviews protocol as advised by Topor et al. (2020).

Our review process was further inspired by Petticrew and Roberts (2006) outline of the rationale and methods of systematic reviews in the social sciences. Petticrew and Roberts define systematic literature reviews as "...a method of making sense of large bodies of information..." and "...of mapping out areas of uncertainty, and identifying where little or no relevant research has been done, but where new studies are needed" (Petticrew & Roberts, 2006, p. 2).

Furthermore, the identification of studies via databases was done in accordance with the Preferred Reporting Items for Systematic reviews and Meta-Analyses (PRISMA) statement (Page et al., 2021).

We developed a review protocol and pre-registered this protocol at the Open Source Framework (OSF) (Boe et al. 2024). Postulated by Munn et al. (2018), the Cochrane handbook (Higgins & Albrecht, 2022) refers to a systematic review as a review that "...uses explicit, systematic methods that are selected with a view to minimizing bias, thus providing more reliable findings from which conclusions can be drawn and decisions made" (Munn et al., 2018, p. 2).

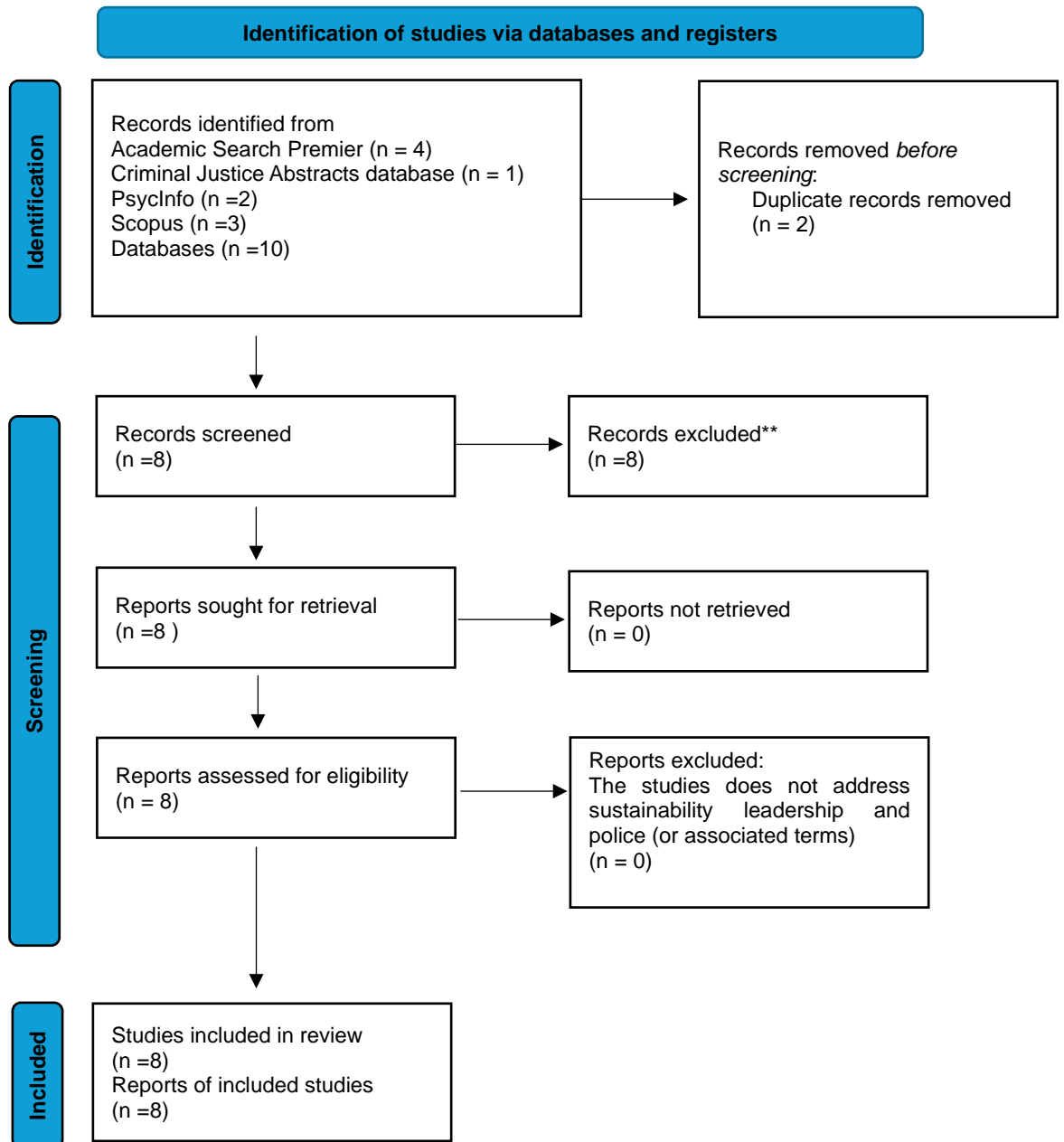
Systematic Search

The search and selection of studies was completed in two steps. In the first step, we carried out a keyword search in four databases: Academic Search Premier, Criminal Justice Abstracts with Full Text, PsychInfo and Scopus. The development of the search strategy, queries, compilation and de-duplication of results were done by a specialist librarian working at the NPUC library's systematic search service. Controlled terms, synonyms and related terms for the concepts of 'sustainable', 'leadership', 'police officer', 'law enforcement', 'cop', 'military', and 'armed forces' were mapped by the librarians and reviewed by the authors. The search strategy was adapted to each database and their thesauri. Years for inclusion were set to 2018–present, and all languages were included. The search strategy was peer-reviewed according to the PRESS guidelines (McGowan et al., 2016) by a second librarian. The final literature search was conducted in January 2024 (see Appendix 1 for an overview of detailed search terms for each of the databases). The literature search was based upon the following keywords illustrated in Table 1. Table 1 shows an overview of the keywords used in the search strategy adapted to the Academic Search Premier syntax and the search history. The same keywords were also used for searching the other databases used in our study.

Table 1. Keywords Used in the Search Strategy Adapted to the Academic Search Premier Syntax and the Search History

#	Searches	Results
1	(sustainable leadership)	128
2	(sustainab* leade*)	290
3	(sustainab* manage*)	8219
4	(police officer*" OR "law enforcement" OR police)	227457
5	(militar* OR "armed force*")	540257
6	2 AND 4	2
7	2 AND 5	2
8	2 AND (4 OR 5)	4

Figure 1. PRISMA Flow Chart



The search yielded 10 studies, of which four were retrieved from Academic Search Premier, one from the Criminal Justice Abstracts database, two from PsycInfo and three from Scopus. Studies were imported into EndNote, where duplicate studies ($n = 2$) were removed. The eight remaining studies were imported into the reference screening and data extraction tool Covidence (Covidence, n.d.), resulting in a final number of eight studies from the first step. Figure 1 shows the PRISMA flow chart for our systematic review.

In a second step, we checked the level of inter-rater reliability (IRR) amongst the reviewers. The authors served as reviewers and screened the same titles and abstracts of the eight identified references. The IRR was at 100%, the rating was done based on an ordinal scale: yes, maybe, or no, indicating a total agreement between the reviewers as to whether a study should be included or not (Cohen, 1960; O'Connor & Joffe, 2020). The following reason for exclusion were used: 1) the study did not address sustainability leadership and police (or associated terms).

Results

Our systematic literature review yielded the following results. Our search strategy resulted in eight studies that could be relevant in order to answer our research problem.

We used the journal names and the names of the publishing companies associated with the eight studies and put these into the Norwegian Register for Scientific Journals, Series and Publishers database to investigate whether they were published in scientific journals or books. This database has three different levels. Level 0 refers to a non-scientific publication. Level 1 refers to a scientific publication, and level 2 refers to the 20% top-level publications (Norwegian Register for Scientific Journals, Series and Publishers, 2024). Table 2 reveals the status of the eight studies. In addition, if a journal or publishing company is not found when searching the database, it has not been registered and therefore it is assessed as level 0, i.e. non-scientific.

Table 2. The Eight Studies Scientific Value and Level in the Norwegian Register for Scientific Journals, Series and Publishers Database

Article	Journal/Publishing company	Author/s and year	Level
1	FBI Bulletin	(Hood, 2015)	0
2	American City & County	(Prall, 2015)	0
3	De Gruyter	(Bentz & Marlatt, 2021)	2
4	Social Marketing Quarterly	(Greenfield & Verissimo, 2019)	1
5	Army Sustainment	(Hurley, 2018)	0
6	Journal of the Indian Ocean Region	(Juutinen, 2018)	1
7	University of la Verne	(Martin, 2008)	0
8	ITELMS 2011	(Smaliukiene & Bekesiene, 2011)	0

Reading through the abstracts, the following information emerged from the eight studies shown in table 2. The eight studies consisted of one level 2 article, one level 1 articles, and one level 2 book, indicating that these three studies had scientific merit. The remaining five studies consisted of three level 0 articles, a PhD dissertation and a conference proceeding, which in the Norwegian Register for Scientific Journals, Series and Publishers database yields zero scientific merit. Table 3 gives an overview of the eight references related to sustainable leadership and police.

Table 3. Overview of the Eight Studies Related to Sustainable Leadership and Police

Article and topic	Journal/Publishing company	Author/s and year
Sustainable leadership	FBI Bulletin	(Hood, 2015)
The police department's reputation as a sustainable leader	American City & County	(Prall, 2015)
Revolves around that Death worlds are places that can no longer sustain life	De Gruyter	(Bentz & Marlatt, 2021)
Illegal wildlife trade is a global threat to biodiversity	Social Marketing Quarterly	(Greenfield & Veríssimo, 2019)
Growing talent in tactical sustainable leaders	Army Sustainment	(Hurley, 2018)
Evaluates and interprets an ancient Sanskrit treatise on statecraft and foreign	Journal of the Indian Ocean Region	(Juutinen, 2018)
A Christian mission program	University of la Verne	(Martin, 2008)
Development of sustainable leadership in statutory organizations	ITELMS 2011	(Smaliukiene & Bekesiene, 2011)

As can be seen from table 3, when scrutinizing the eight studies, only two studies seemed to be directly relevant in relation to our search terms sustainability leadership and police. We therefore decided to further scrutinize the eight studies by reading the full studies in addition to the abstracts found in our systematic literature search.

Contents of the Studies

The following information emerged from the eight full studies when an analysis of content and relevance to sustainability leadership and police was conducted.

Study 1 Analysis of Content and Relevance

The Carver and the Planter (Hood, 2015). This is a webpage that explores the concept of sustainable leadership through a critical lens, questioning the legacy leaders leave through their actions and the unforeseen consequences that may arise. Hood argues that true leadership should not only focus on the immediate impact of one's achievements but also consider the long-term effects these actions have on future generations and the environment. The author contends that leaders should

strive for accomplishments that bring pride without subsequent shame, emphasizing the significance of planting seeds for new ideas rather than merely carving a mark on the present. Hood posits that such leaders, who focus on nurturing growth and innovation for the future, are the ones who truly achieve a form of eternal legacy.

Study 2 Analysis of Content and Relevance

Policing with propane (Prall, 2015). This is a webpage that provides an insightful examination of the Sandy Springs Police Department in Georgia's innovative use of propane autogas amidst disasters. Highlighting the department's stature as a pioneer in sustainability within the state, the webpage delves into the cost-effectiveness and minimal environmental footprint associated with propane gas. It further explores the role of the Southeast Propane Autogas Development Program (SPADP) in facilitating this transition, alongside the implications of the U.S. Clean Air Act on such initiatives. Additionally, the conversion of Crown Victoria police cruisers to utilize propane autogas bi-fuel systems is discussed, underscoring the practical steps taken by the department towards achieving greater sustainability and operational efficiency.

Study 3 Analysis of Content and Relevance

Deathworlds to Lifeworlds: Collaboration with Strangers for Personal, Social and Ecological Transformation (Bentz & Marlatt, 2021). This is a scientific book that delves into the concept of "Deathworlds," defined as regions on Earth that have become inhospitable to life, a phenomenon increasingly prevalent globally. The authors argue that traces of these Deathworlds permeate our everyday "Lifeworlds," manifesting through the lasting impacts of war, genocide, and oppression. The book critically examines how various practices and policies contribute to the creation of Deathworlds, thereby eroding the vitality of communities, exacerbating health issues, driving climate change, and leading to the extinction of species. Through the exploration of personal narratives and shared experiences, the authors propose that writing and open dialogue can pave the way for practices that foster social and environmental justice, effectively countering the proliferation of Deathworlds. Utilizing phenomenology, the book uncovers the intricate links between individual suffering and the broader distress faced by Earth and its inhabitants, advocating for the power of sharing stories to build collaborative relationships among individuals from diverse cultural, political, and linguistic backgrounds, all united in the pursuit of social and environmental justice.

Study 4 Analysis of Content and Relevance

To what extent is social marketing used in demand reduction campaigns for illegal wildlife products? Insights from elephant ivory and rhino horn. *Social Marketing Quarterly*, 25(1), 40-54 (Greenfield & Veríssimo, 2019).

This is a scientific article that examines the critical issue of the illegal wildlife trade, a significant threat to biodiversity, public health, and governance worldwide.

Despite legislative and enforcement efforts, the protection of numerous wildlife species remains inadequate, prompting conservationists to increasingly leverage demand reduction campaigns. This scientific article investigates the application of social marketing techniques in these campaigns, an area that has received limited research attention. Through interviews with conservation practitioners, the study assesses how well these campaigns align with the benchmarks set by the UK's National Social Marketing Centre, specifically focusing on the illegal trade of rhino horn and elephant ivory in China and Vietnam, which are principal consumer markets. The research also explores the perspectives of conservation practitioners on the potential and challenges of employing social marketing to diminish the demand for illegal wildlife products. Findings reveal significant discrepancies between the ideal practices of social marketing and the methods currently employed in campaign designs. Nonetheless, the research indicates that foundational elements of social marketing are present, offering a basis for developing more effective behavioral change campaigns. Future directions, as identified by practitioners, include the need for independent consumer research to generate deeper insights into target audiences, expanding the focus to broader audience segments beyond direct consumers, and enhancing inter-institutional collaborations.

Study 5 Analysis of Content and Relevance

Growing Talent in Tactical Sustainment Leaders. *Army Sustainment*, 50(4), 6-8 (Hurley, 2018). This is a webpage that offers a comprehensive overview of strategies for developing skilled leaders within the realm of tactical sustainment. This webpage delves into a variety of career paths that are integral to this effort, including optometry, physical therapy, genetic counseling, and wind turbine services, showcasing the diversity of roles that contribute to effective leadership in sustainment operations. The discussion is particularly timely, as the possibility of the U.S. Army engaging in large-scale combat operations in the near future underscores the critical importance of refining the leader development process. This piece highlights the urgency and necessity for the U.S. armed forces to prioritize and enhance the preparation of its leaders, ensuring they are equipped to navigate the complexities of modern military engagements with competence and strategic foresight.

Study 6 Analysis of Content and Relevance

Kautilyan foreign policy analysis: Sino-Indian dynamics in South Asia and the Indian Ocean region. *Journal of the Indian Ocean Region*, 14(2), 206-226 (Juutinen, 2018).

This is a scientific article that critically assesses the ancient Sanskrit text, the Arthashastra by Kautilya, renowned for its insights on statecraft and foreign policy, to explore the intricate dynamics between China and India within South Asia and the Indian Ocean region. This scientific article seeks to bridge the gap in international relations theory by incorporating a non-Western perspective, thus responding to the call for a more inclusive understanding of global politics. By applying Kautilya's

principles, the study sheds light on the strategic interplay between these two dominant powers, emphasizing the potential for even lesser powers to assert leadership on the international stage, contingent upon the governance principle that the welfare of the governed is paramount. Kautilya's work is posited as a valuable yet underexplored resource for navigating the contemporary post-hegemonic world order, offering normative guidance on conflict resolution. Empirically, the article navigates through China's contentious role in the South Asian Association for Regional Cooperation (SAARC) and analyzes the Belt and Road Initiative's economic, military, and political ramifications for India and the broader Indian Ocean Region. It advocates for strategic Indian responses, including a SAARC + 1 formula, engagement with the Bangladesh-China-India-Myanmar Economic Corridor, and proactive participation in the Quad through initiatives focused on investment, connectivity, and infrastructure.

Study 7 Analysis of Content and Relevance

A qualitative study of the mission program of the Church of Jesus Christ of latter-day Saints as a leadership learning experience (Martin, 2008).

This is a dissertation that aims to uncover and articulate how the mission program of The Church of Jesus Christ of Latter-day Saints fosters leadership qualities, such as vision, communication, integrity, and self-awareness, among its participants. This dissertation investigates whether these leadership traits, once cultivated during the mission, continue to be applied by former missionaries in their subsequent community, career, and family life. The study surveyed and interviewed 136 former missionaries who served in the Chile Concepcion Mission from January 1996 to January 1998, utilizing an 18-item questionnaire to assess leadership learning perceptions and semi-structured interviews to gather in-depth insights into the leadership experiences both during and post-mission. Results reveal that the mission program significantly contributes to leadership development, with former missionaries actively applying these skills beyond the mission context. The research identifies specific aspects of the mission that could serve as benchmarks for creating new leadership training programs, emphasizing the importance of modeling, coaching, and hands-on leadership practice. The findings suggest that participants of the mission program are poised to assume leadership roles within their communities, careers, and families, and advocate for leadership training models that include practical skill application. The dissertation recommends further comparative studies with other leadership development programs, such as the Peace Corps, other religious mission programs, and military training, to identify universal leadership learning elements. Additionally, it suggests investigating other Church structures that may facilitate lifelong leadership development among its members.

Study 8 Analysis of Content and Relevance

Intelligent applications in the development of sustainable leadership in statutory organizations (Smaliukiene & Bekesiene, 2011). Intelligent Technologies

in Logistics and Mechatronics Systems, ITELMS 2011 - Proceedings of the 6th International Conference.

The is a conference proceeding focuses that delves into the critical role of developing a robust infrastructure to support sustainable leadership within statutory organizations, moving beyond the confines of traditional leadership development paradigms. The research presented in the conference proceedings argues that fostering sustainable leadership extends beyond the execution of a singular program or developmental experience; it necessitates a systematic approach due to its specific, task-oriented nature and the requirement for development over time. The paper introduces a framework for a Sustainable Leadership Development System (SLDS) tailored for military officers, grounded in the best practices of e-learning and leveraging intelligent applications to facilitate shared decision-making across organizational learning environments. The proposed SLDS framework emphasizes the importance of computer-mediated collaborative learning to enhance social interaction and support institutional objectives across diverse decision-making contexts. Technically, the study recommends integrating a workflow engine within an internet-based e-decision making system to produce personalized and adaptable learning pathways. This approach enables access to extensive databases of resources and services, fostering an environment of continuous organizational learning. The architecture of the SLDS is envisioned to be both simple and autonomously manageable, relying on a networked infrastructure with robust internet connectivity and multiple databases to support various processes, including task and scenario management, peer review, and computer-supported collaborative learning (CSCL). This comprehensive system aims to provide customized services to different user types through an internet portal, ensuring a dynamic and interactive learning experience that promotes sustainable leadership development.

Summary of Analyses of the Content and Relevance to Sustainability Leadership and Police

As can be seen from the abovementioned content analysis of the eight studies, our exploration into sustainable leadership within the police framework has thus unveiled a notable research gap. Only two studies seem to be directly relevant to answer our two research questions. This gap not only highlights the novelty of our inquiry but also emphasizes the urgent need for scholarly attention in this area. The implications of our findings extend beyond academic interest, touching on practical aspects of curriculum development, pedagogical strategies, and policy formulation within police education. As we conclude, we acknowledge the limitations of our review, particularly our focus on specific databases and the recent timeframe. We advocate for future research to broaden the scope of inquiry, incorporating diverse databases and historical perspectives to enrich understanding and application of sustainable leadership in police education.

Discussion

As can be seen from table 2 in the results section, the eight studies consisted of one level 2 article, one level 1 articles, and level 2 book, indicating that three of the studies had scientific merit. The remaining five studies consisted of three level 0 articles, a PhD dissertation and a conference proceeding, which in the Norwegian Register for Scientific Journals, Series and Publishers database yields zero scientific merit. However, only two studies (Hood, 2015; Prall, 2015) fulfilled our search criteria that the reference should address sustainability leadership and that the study should address police (or associated terms).

Despite the apparent necessity and benefits of integrating sustainable leadership into police education, our systematic literature review reveals a stark gap in academic research and curriculum development on this topic. This discrepancy underscores a critical need for scholarly attention and academic inquiry into how sustainable leadership can be effectively incorporated into police training and education programs. The absence of relevant literature and established curricula on sustainable leadership in the police poses significant challenges for NPUC and similar institutions aiming to pioneer this essential integration. However, it also presents an unparalleled opportunity for these institutions to lead the development of innovative and impactful training programs that prepare police leaders for the multifaceted demands of their roles in contemporary society.

In addressing the critical inquiry of sustainable leadership within the police force, our research pivots around two fundamental questions that seek to illuminate the current academic landscape and its practical applications in police education. Firstly, we probe into the existing body of research literature concerning sustainable leadership in policing. This inquiry is driven by an urgent need to understand how contemporary scholarly discourse frames sustainable leadership within the unique context of law enforcement—a realm where the principles of sustainability intersect with the imperatives of justice, public safety, and community well-being.

Our exploration reveals a striking void in the academic narrative: a profound scarcity of research directly addressing sustainable leadership in the police force. This absence is not merely academic but indicative of a broader gap in our understanding of how sustainability principles are—or are not—integrated into the leadership models of law enforcement agencies. The implications of this gap are manifold, suggesting that while the concept of sustainability has permeated various sectors, its infiltration into policing leadership remains nascent at best.

Secondly, we delve into the utilization of the concept of sustainable leadership in the education and training of police students. This aspect of our research is crucial for unveiling how, if at all, current educational paradigms within police academies like the NPUC are preparing future police leaders to navigate the complexities of modern policing with a sustainability mindset. The integration of sustainable leadership principles into police education is not merely an academic exercise but a practical necessity. It reflects an evolving societal expectation that police officers not only enforce the law but also contribute to the social and environmental well-being of the communities they serve.

Our investigation into the educational application of sustainable leadership in policing seeks to uncover the extent to which these principles are embedded into the curriculum, pedagogies, and learning outcomes of police training programs. Given the paucity of literature found in our initial inquiry, this exploration further aims to highlight the educational practices currently in place and to identify areas where significant development is needed. The goal is not only to map the current landscape but also to pave the way for future advancements in integrating sustainability into the core of police leadership education.

In sum, our research questions serve as a dual lens through which we scrutinize both the academic and practical realms of sustainable leadership in policing. They guide our exploration through the sparse landscape of existing literature and educational practices, driving us towards a deeper understanding of where we stand and what needs to be done. The findings and insights gained through this inquiry are intended to catalyze further academic exploration and practical innovations in the field, ultimately contributing to the development of a more sustainable, ethical, and community-oriented approach to policing.

The integration of sustainable leadership within police education represents a critical and timely evolution in law enforcement training, particularly at the NPUC. This research paper delves into the pressing need for incorporating sustainability principles into police leadership studies, amidst the notable absence of such content in existing curricula and academic literature. Our investigation employs a systematic literature review to explore two fundamental questions: the current state of research on sustainable leadership within the police force and its application in the educational and training processes of police students.

Despite a thorough search across multiple academic databases including Academic Search Premier, Criminal Justice Abstracts with Full Text, PsycInfo, and Scopus, our findings reveal a stark paucity of literature on this vital subject. The initial search resulted in only eight articles directly relevant to sustainable leadership in policing, with a subsequent expanded search adding no additional relevant findings. This alarming scarcity underscores a vast research gap, indicating a significant shortfall in academic exploration and curriculum development in this area.

This paper articulates the urgent need for scholarly attention towards sustainable leadership in policing, highlighting the potential challenges and implications for NPUC's curriculum development. It calls for a concerted effort among academia, law enforcement agencies, and educational institutions to foster a new generation of police leaders equipped with the knowledge and skills to navigate the complexities of modern policing with a sustainable and ethical approach. Our study not only sheds light on the critical gap in research and education on sustainable leadership in the police but also sets the stage for future inquiries and curriculum development to address this pressing issue.

The introduction of sustainability into the curriculum of the NPUC, specifically within the context of police leadership studies, marks a pioneering step towards integrating environmental and social responsibility into the core training of future law enforcement officers. This initiative emerges against the backdrop of a notable absence of formal curriculum or literature focusing on sustainable leadership within

the police force, as highlighted by the systematic literature review conducted in this study.

This paper embarked on an exploration of sustainable leadership within the context of police education, guided by the NPUC's innovative integration of sustainability into its police leadership curriculum. Through a meticulous systematic review, we sought to uncover the extent of existing academic discourse on sustainable leadership practices in policing, as well as how these concepts are being incorporated into the education and training of police students. Our findings reveal a striking scarcity of research and literature on this pivotal topic, underscoring a significant knowledge gap within both the fields of sustainability and law enforcement leadership.

The implications of our study are twofold. Firstly, for academic institutions and police training colleges like NPUC, the lack of foundational research necessitates a pioneering approach to curriculum development. These institutions are positioned to lead the charge in cultivating a new generation of police leaders who are not only adept in police tactics but are also champions of sustainability and social responsibility. Secondly, for the broader academic and professional community, our findings highlight a pressing need for scholarly inquiry into sustainable leadership in policing. Such research can provide the empirical foundation necessary to inform effective training programs, policy development, and leadership practices within police agencies globally.

Conclusion

In conclusion, this paper not only illuminates the substantial academic void regarding sustainable leadership in policing but also serves as a critical call for rigorous future research in this crucial field. As the world contends with increasingly complex social and environmental challenges, the imperative for sustainability-oriented leadership within law enforcement has escalated significantly. It is our earnest hope that this study catalyzes a wave of both scholarly and practical exploration, ultimately forging a path towards a future wherein police leaders are as deeply committed to the principles of sustainability as they are to ensuring the safety and well-being of the communities they serve.

This review rigorously addressed two pivotal research questions: firstly, the extent and nature of existing research literature on sustainable leadership within the police force, and secondly, the practical application of sustainable leadership concepts in the education and training of police officers. The methodological rigor of this study, adhering to the Non-Interventional, Reproducible, and Open (NIRO) protocol (Topor et al., 2020), underscores our methodical and objective approach to identifying relevant literature. However, despite this comprehensive methodology, our initial search yielded only eight articles directly relevant to the research questions, highlighting a significant gap in the literature.

This alarming finding underscores the critical role of leadership in fostering sustainable practices within any organization, including law enforcement agencies. The varied scientific merit among the identified studies—from non-scientific to

those published in high-impact journals—reflects a broader issue: the field's lack of thorough, academically rigorous research into sustainable leadership within the police force. This gap is not merely academic but has profound practical implications for developing effective, sustainable leadership practices in policing.

The introduction of sustainability leadership into the NPUC's curriculum, specifically within the context of police leadership studies, represents a groundbreaking step towards embedding environmental and social responsibility into the core training of future law enforcement officers. This initiative is particularly significant, emerging against the backdrop of a marked absence of formal curriculum or literature on sustainable leadership within the police force, as highlighted by our systematic literature review.

For the broader field of police education and training, this study underscores an urgent need for focused research into sustainable leadership in the police. Such research could significantly inform the development of training programs that not only equip future police leaders with the skills required for effective law enforcement but also imbue them with the awareness and capabilities to lead in a socially responsible and environmentally sustainable manner.

This paper not only sheds light on the existing academic void regarding sustainable leadership in policing but also serves as a clarion call for future research in this critical area. As the world grapples with complex social and environmental challenges, the role of sustainability-minded leadership in law enforcement has never been more crucial. It is our hope that this study sparks a wave of scholarly and practical exploration, paving the way for a future where police leaders are as committed to the principles of sustainability as they are to the safety and well-being of the communities they serve. This review aimed to address two critical research questions: firstly, the extent and nature of existing research literature on sustainable leadership in the police, and secondly, the utilization of the concept of sustainable leadership in the education and learning of police students.

The methodology employed in this study—a systematic literature review following the Non-Interventional, Reproducible, and Open (NIRO) protocol (Topor et al., 2020) — underscores a meticulous and objective approach to identifying relevant literature. Despite this rigorous methodological framework, the initial search yielded a mere eight articles directly relevant to the research questions, underscoring a significant gap in the literature on this topic. This finding is alarming, considering the critical role of leadership in driving sustainable practices within any organization, including law enforcement agencies.

The results from the review are telling. Among the eight studies identified, the scientific merit varied, with a mix of articles ranging from non-scientific to those published in journals of high scientific standing. This diversity in quality and scope reflects a broader issue in the field: a lack of comprehensive, academically rigorous research into sustainable leadership within the police force. Such a gap is not just an academic issue but has practical implications for the development of effective, sustainable leadership practices in policing. It is mind-blowing that we found only two studies that were relevant in order to answer our two research questions.

The aim of introducing sustainability leadership into the curriculum of the NPUC, specifically within the context of police leadership studies, marks a pioneering

step towards integrating environmental and social responsibility into the core training of future law enforcement officers. This initiative emerges against the backdrop of a notable absence of formal curriculum or literature focusing on sustainable leadership within the police force, as highlighted by the systematic literature review conducted in this study.

For the broader field of police education and training, this study highlights an urgent need for research into sustainable leadership in the police. Such research could inform the development of training programs that equip future police leaders not only with the skills necessary for effective law enforcement but also with the awareness and understanding to lead in a manner that is socially responsible and environmentally sustainable.

Further Research and Limitations

While our study provides a substantial contribution to the field of sustainable leadership within law enforcement, it is imperative to acknowledge its limitations and the pressing need for expanded research.

The scope of our systematic literature review was restricted to a select few databases—Academic Search Premier, Criminal Justice Abstracts with Full Text, PsycInfo, Scopus, and Business Source Elite. This selection, while encompassing, inadvertently limited the breadth and diversity of our findings and potentially excluded critical research available in less mainstream, yet equally pertinent, academic repositories.

The implications of this limitation are significant; it suggests a gap in the current academic landscape where essential perspectives on sustainable leadership practices within policing might remain unexplored. This oversight not only constrains the depth of our understanding but also limits the applicability of our findings across different geographical and cultural contexts. To address this, there is a compelling and urgent need to broaden the research framework.

We advocate for future studies to extend beyond the conventional databases to include a wider array of sources, such as international journals, sector-specific repositories, and multilingual publications. Incorporating gray literature—such as technical reports, white papers, and government documents—into the research corpus is crucial. These sources often contain cutting-edge practices and real-time data that are not yet available in peer-reviewed journals, offering fresh insights and practical implications that are vital for advancing sustainable leadership in policing.

Moreover, expanding the linguistic and geographical scope of the research would provide a more comprehensive global perspective, revealing how sustainable leadership is conceptualized and implemented across different policing cultures and administrative frameworks. This approach would enrich the academic discourse with a diversity of viewpoints and practices, enhancing the generalizability and relevance of research outcomes.

In summary, while our findings mark a significant advancement in the study of sustainable leadership in law enforcement, they also highlight an acute need for a more extensive and inclusive research agenda. There is a critical and immediate demand for broader scholarly engagement to fully understand and integrate sustainable

leadership within the complex fabric of global law enforcement practices. This expanded research effort is not just academic in nature but essential for the evolution of policing strategies that align with contemporary societal values and challenges.

We would like to propose future directions and recommendations for future research on sustainability leadership in the police. Our suggestions can be seen in table 4. We propose a 2x2 table where we divide sustainability leadership on internal versus external focus and task-oriented sustainability leadership versus people-oriented sustainability leadership, ending up with four combinations of future possible research streams. These are respectively: task-oriented sustainability leadership with internal focus, people-oriented sustainability leadership with internal focus, task-oriented sustainability leadership with external focus, and people-oriented sustainability leadership with external focus. We do not favor any specific stream before another, as we simply think they all are important and that future research should be able to balance these streams well.

Table 4. Future research streams related to sustainability leadership in the police

Task-oriented sustainability leadership with internal focus	Task-oriented sustainability leadership with external focus
People-oriented sustainability leadership with internal focus	People-oriented sustainability leadership with external focus

Examples of the four different research streams are as follows:

- task-oriented sustainability leadership med internal focus (how to align organizational tasks and processes with ESG requirements; e.g. use electric cars)
- people-oriented sustainability leadership with internal focus (how to facilitate development of sustainability competences in employees, how to embed sustainability in organizational culture; e.g. supporting employees' sustainability decisions in their personal lives)
- task-oriented sustainability leadership med external focus (how to prioritize between crimes given their impact on sustainability; e.g. placing higher weight on environmental crimes)
- people-oriented sustainability leadership with external focus (how to contribute to educating general population in sustainability; e.g. participation in Pride)

Acknowledgment

We extend our heartfelt gratitude to specialist librarian Camilla Pellegrini Meling at the NPUC for her invaluable contributions to this study. Her expertise and guidance were instrumental in navigating the complexities of the systematic literature search, providing a solid foundation for our research efforts. Her dedication not only enriched our study but also underscored the collaborative spirit essential for

advancing academic inquiry into uncharted domains. We also thank her for her very professional and valuable help with the systematic literature search. Finally, we would like to express our sincerest gratitude towards Professor Seidali Kurtmollaiev at Kristiania University College in Norway for his very valuable contributions to the research streams, directions and recommendations for future research.

References

- Avery, G. C., & Bergsteiner, H. (2011). Sustainable leadership practices for enhancing business resilience and performance. *Strategy & Leadership*, 39(3), 5–15. <https://doi.org/10.1108/10878571111128766>
- Bentz, V. M., & Marlatt, J. (Eds.). (2021). *Deathworlds to Lifeworlds: Collaboration with Strangers for Personal, Social and Ecological Transformation* (1st edition). De Gruyter.
- Boe, O., Fagerland, B. S., Madsen, S. O., & Sillerud, H. (2024, October 9). *Sustainability in the Norwegian police and in programs at the Norwegian Police University College*. Open Source Framework. Retrieved from osf.io/6ms5f
- Cohen, J. (1960). A coefficient of agreement for nominal scales. *Educational and Psychological Measurement*, 20, 37–46. <https://doi.org/10.1177/001316446002000104>
- Covidence. (n.d.). *Covidence*. Better Systematic Review Management. <https://www.covidence.org/>
- Druckrey, F. (1998). How to Make Business Ethics Operational: Responsible Care – An Example of Successful Self-Regulation? *Journal of Business Ethics*, 17(9), 979–985. <https://doi.org/10.1023/A:1006002928810>
- Greenfield, S., & Veríssimo, D. (2019). To What Extent Is Social Marketing Used in Demand Reduction Campaigns for Illegal Wildlife Products? Insights From Elephant Ivory and Rhino Horn. *Social Marketing Quarterly*, 25(1), 40–54. <https://doi.org/10.1177/1524500418813543>
- Gutterman, A. S. (2023). *Sustainable Leadership* (SSRN Scholarly Paper 3833957). <https://doi.org/10.2139/ssrn.3833957>
- Hall, P. A., & Soskice, D. (Eds.) (2001). *Varieties of Capitalism: The Institutional Foundations of Comparative Advantage* (1st edition). Oxford University Press.
- Higgins, J., & Albrecht, J. (2022). *Cochrane Handbook for Systematic Reviews of Interventions* (6.22). Cochrane Training.
- Hood, B. M. (2015). *Leadership Spotlight: The Carver and the Planter*. FBI: Law Enforcement Bulletin. <https://leb.fbi.gov/spotlights/leadership-spotlight-the-carver-and-the-planter>
- Hurley, P. C. (2018). Growing Talent in Tactical Sustainment Leaders. *Army Sustainment*, 50(4), 6–8.
- Hutton, W. (2003). *The World We're In*. Abacus.
- Juutinen, M. (2018). Kautilyan foreign policy analysis: Sino-Indian dynamics in South Asia and the Indian Ocean region. *Journal of the Indian Ocean Region*, 14(2), 206–226. <https://doi.org/10.1080/19480881.2018.1472859>
- Martin, T. P. (2008). *A qualitative study of the mission program of The Church of Jesus Christ of Latter-day Saints as a leadership learning experience* [University of La Verne]. https://researchworks.laverne.edu/esploro/outputs/991004155680006311?institution=01UOLV_INST&skipUsageReporting=true&skipUsageReporting=true&recordUsage=false&recordUsage=false
- McGowan, J., Sampson, M., Salzwedel, D. M., Cogo, E., Foerster, V., & Lefebvre, C. (2016). PRESS Peer Review of Electronic Search Strategies: 2015 Guideline Statement. *Journal of Clinical Epidemiology*, 75, 40–46. <https://doi.org/10.1016/j.jclinepi.2016.01.021>

- Munn, Z., Peters, M. D. J., Stern, C., Tufanaru, C., McArthur, A., & Aromataris, E. (2018). Systematic review or scoping review? Guidance for authors when choosing between a systematic or scoping review approach. *BMC Medical Research Methodology*, 18(1), 143. <https://doi.org/10.1186/s12874-018-0611-x>
- . List | Norwegian Register. https://kanalregister.hkdir.no/publiseringsskanaler/Forside.action?request_locale=en
- O'Connor, C., & Joffe, H. (2020). Intercoder Reliability in Qualitative Research: Debates and Practical Guidelines. *International Journal of Qualitative Methods*, 19, 1609406919899220. <https://doi.org/10.1177/1609406919899220>
- Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., ... Moher, D. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. *BMJ*, 372, n71. <https://doi.org/10.1136/bmj.n71>
- Petticrew, M., & Roberts, H. (2006). *Systematic reviews in the social sciences: A practical guide* (pp. xv, 336). Blackwell Publishing. <https://doi.org/10.1002/9780470754887>
- PolitiHøgskolen. (2022). *Strategi 2022-2025*. <https://www.politihogskolen.no/globalassets/om-oss/organisasjon-og-ledelse/strategi/strategi-2022-2025-politihogskolen.pdf>
- PolitiHøgskolen. (2023). *PolitiHøgskolen innfører bærekraft i sine studier i Politiledelse—PolitiHøgskolen*. <https://www.politihogskolen.no/etter-og-videreutdanning/nyheter-evu/politihogskolen-innforer-barekraft-i-sine-studier-i-politiledelse/>
- Prall, D. (2015). *Policing with propane—American City and County*. <https://www.americacityandcounty.com/2015/05/20/policing-with-propane/>
- Smaliukiene, R., & Bekesiene, S. (2011). Intelligent Applications in The Development of Sustainable Leadership in Statutory Organizations. *Proceedings of the 6th International Conference ITELMS 2011*, 87–93.
- Topor, M., Pickering, J., Mendes, A. B., Bishop, D., Büttner, F. C., Elsherif, M., Evans, T. R., Henderson, E. L., Kalandadze, T., & Nitschke, F. (2020, April 28). *Non-Interventional, Reproducible, and Open (NIRO) Systematic Review guidelines*. Open Source Framework; OSF. <https://osf.io/f3brw/>
- Wisser, W., & Coutice, P. (2011). *Sustainability Leadership: Linking Theory and Practice* [Text]. <https://www.cisl.cam.ac.uk/resources/sustainability-leadership/sustainability-leadership-linking-theory-and-practice>