

1 culminates in the identification of only eight articles directly relevant to
2 sustainable leadership in policing, revealing a significant research void and a lack
3 of curriculum development in this area.

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

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

16 **Research Questions**

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

24 **Paper Outline**

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

36 **Literature Review**

38 **Sustainable Leadership**

40 Sustainable leadership within the realm of policing distinguishes itself by
41 promoting long-term, innovative solutions that aim to improve the world. This
42 leadership style is characterized by strategic decision-making focused on systemic
43 innovation, workforce development, and ethical practices. Effective sustainable
44 leaders cultivate skills such as emotional intelligence, an inclusive management
45 style, and a commitment to fostering organizational culture around shared values
46 (Gutterman, 2023).

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

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

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

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

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

42 43 **The Norwegian Police University College**

44
45 Sustainable leadership within the realm of policing represents a
46 transformative approach that integrates environmental stewardship, social

1 responsibility, and ethical governance into the fabric of leadership practices
2 (Politihøgskolen, 2023). This concept transcends traditional leadership paradigms
3 by emphasizing long-term thinking, resilience, and adaptability in addressing the
4 complex challenges faced by law enforcement agencies in the 21st century. The
5 NPUC’s initiative to weave sustainability into its police leadership studies is both
6 pioneering and timely, given the current absence of a structured curriculum or
7 academic literature on this critical topic (Politihøgskolen, 2023).

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

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

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

41 The introduction of sustainability into police leadership studies at NPUC
42 signifies an acknowledgment of the evolving responsibilities of law enforcement
43 agencies in addressing the challenges of the 21st century (Politihøgskolen, 2023).
44 By embedding sustainability into the core of its leadership curriculum, NPUC is
45 setting a new precedent for law enforcement education. This initiative not only
46 aims to fill the existing curricular void by incorporating cutting-edge literature and

1 case studies on sustainable leadership but also to foster a new generation of police
2 leaders who are equipped with the knowledge and skills to implement sustainable
3 practices within their organizations and communities.

4 This academic innovation reflects a broader recognition of the critical role
5 that sustainability plays in enhancing the effectiveness and legitimacy of law
6 enforcement operations. Sustainable leadership in the police force involves a
7 commitment to ethical practices, community engagement, and a long-term
8 perspective on resource management and operational strategy (Politihøgskolen,
9 2022), which are essential for addressing contemporary societal challenges.
10 Through this curricular enhancement, NPUC is leading by example, demonstrating
11 the feasibility and benefits of integrating sustainability principles into the
12 foundational training of law enforcement officers.

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

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

41

42

43

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.

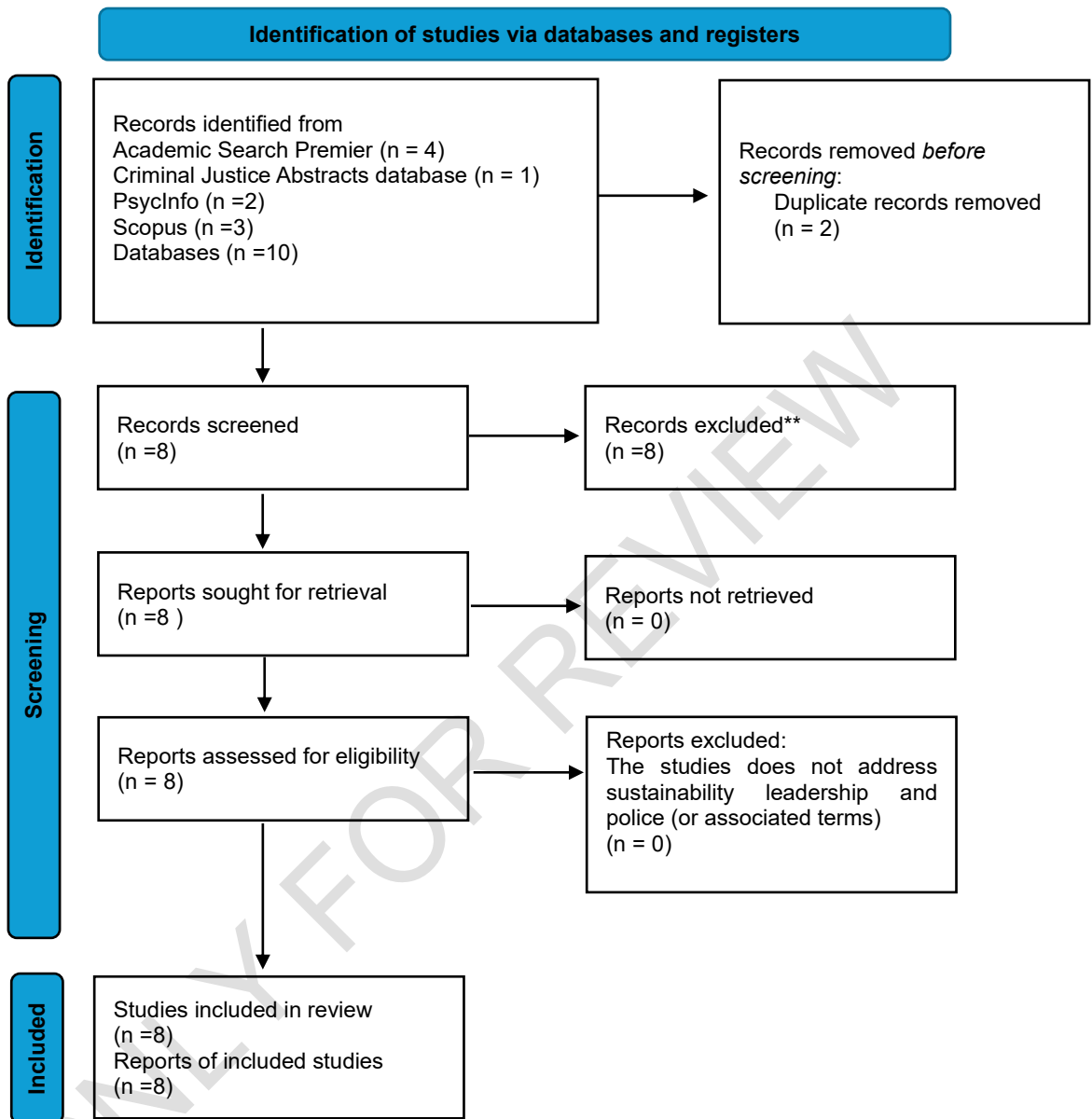
1 *Table 1.* Keywords Used in the Search Strategy Adapted to the Academic Search
 2 Premier Syntax and the Search History

#	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

3
 4 The search yielded 10 studies, of which four were retrieved from Academic
 5 Search Premier, one from the Criminal Justice Abstracts database, two from
 6 PsycInfo and three from Scopus. Studies were imported into EndNote, where
 7 duplicate studies (n = 2) were removed. The eight remaining studies were
 8 imported into the reference screening and data extraction tool Covidence
 9 (Covidence, n.d.), resulting in a final number of eight studies from the first step.
 10 Figure 1 shows the PRISMA flow chart for our systematic review.

11
 12

Figure 1. PRISMA flow chart



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 & Veríssimo, 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
1. Sustainable leadership	FBI Bulletin	(Hood, 2015)
2. The police department's reputation as a sustainable leader	American City & County	(Prall, 2015)

1			
2	3. Revolves around that		
3	Deathworlds are places		
4	that can no longer		
5	sustain life	De Gruyter	(Bentz & Marlatt,
6	2021)		
7			
8	4. Illegal wildlife trade is a		
9	global threat to		
10	biodiversity	Social Marketing Quarterly	(Greenfield &
11	Verissimo, 2019)		
12			
13	5. Growing talent in tactical		
14	sustainable leaders	Army Sustainment	(Hurley, 2018)
15			
16	6. Evaluates and interprets		
17	an ancient Sanskrit treatise		
18	on statecraft and foreign		
19	policy	Journal of the Indian Ocean	
20		Region	(Juutinen, 2018)
21			
22	7. A Christian mission		
23	program	University of la Verne	(Martin, 2008)
24			
25	8. Development of sustainable		
26	leadership in statutory		
27	organizations	ITELMS 2011	(Smaliukiene &
28	Bekesiene, 2011)		
29			

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

35

36 **Contents of the Studies**

37

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

41

42 **Study 1 Analysis of Content and Relevance**

43

44 The Carver and the Planter (Hood, 2015).

45

1 This is a webpage that explores the concept of sustainable leadership through
2 a critical lens, questioning the legacy leaders leave through their actions and the
3 unforeseen consequences that may arise. Hood argues that true leadership should
4 not only focus on the immediate impact of one's achievements but also consider
5 the long-term effects these actions have on future generations and the environment.
6 The author contends that leaders should strive for accomplishments that bring
7 pride without subsequent shame, emphasizing the significance of planting seeds
8 for new ideas rather than merely carving a mark on the present. Hood posits that
9 such leaders, who focus on nurturing growth and innovation for the future, are the
10 ones who truly achieve a form of eternal legacy.

11 12 **Study 2 Analysis of Content and Relevance**

13
14 Policing with propane (Prall, 2015).

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

25 26 **Study 3 Analysis of Content and Relevance**

27
28 Deathworlds to Lifeworlds: Collaboration with Strangers for Personal, Social
29 and Ecological Transformation (Bentz & Marlatt, 2021).

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

46

1 **Study 4 Analysis of Content and Relevance**

2
3 To what extent is social marketing used in demand reduction campaigns for
4 illegal wildlife products? Insights from elephant ivory and rhino horn. *Social*
5 *Marketing Quarterly*, 25(1), 40-54 (Greenfield & Veríssimo, 2019).

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

27
28 **Study 5 Analysis of Content and Relevance**

29
30 Growing Talent in Tactical Sustainment Leaders. *Army Sustainment*, 50(4), 6-
31 8 (Hurley, 2018).

32 This is a webpage that offers a comprehensive overview of strategies for
33 developing skilled leaders within the realm of tactical sustainment. This webpage
34 delves into a variety of career paths that are integral to this effort, including
35 optometry, physical therapy, genetic counseling, and wind turbine services,
36 showcasing the diversity of roles that contribute to effective leadership in
37 sustainment operations. The discussion is particularly timely, as the possibility of
38 the U.S. Army engaging in large-scale combat operations in the near future
39 underscores the critical importance of refining the leader development process.
40 This piece highlights the urgency and necessity for the U.S. armed forces to
41 prioritize and enhance the preparation of its leaders, ensuring they are equipped to
42 navigate the complexities of modern military engagements with competence and
43 strategic foresight.

44
45

1 **Study 6 Analysis of Content and Relevance**

2

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

6 This is a scientific article that critically assesses the ancient Sanskrit text, the
7 Arthashastra by Kautilya, renowned for its insights on statecraft and foreign policy,
8 to explore the intricate dynamics between China and India within South Asia and
9 the Indian Ocean region. This scientific article seeks to bridge the gap in
10 international relations theory by incorporating a non-Western perspective, thus
11 responding to the call for a more inclusive understanding of global politics. By
12 applying Kautilya's principles, the study sheds light on the strategic interplay
13 between these two dominant powers, emphasizing the potential for even lesser
14 powers to assert leadership on the international stage, contingent upon the
15 governance principle that the welfare of the governed is paramount. Kautilya's
16 work is posited as a valuable yet underexplored resource for navigating the
17 contemporary post-hegemonic world order, offering normative guidance on
18 conflict resolution. Empirically, the article navigates through China's contentious
19 role in the South Asian Association for Regional Cooperation (SAARC) and
20 analyzes the Belt and Road Initiative's economic, military, and political
21 ramifications for India and the broader Indian Ocean Region. It advocates for
22 strategic Indian responses, including a SAARC + 1 formula, engagement with the
23 Bangladesh-China-India-Myanmar Economic Corridor, and proactive participation
24 in the Quad through initiatives focused on investment, connectivity, and
25 infrastructure.

26

27 **Study 7 Analysis of Content and Relevance**

28

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

31 This is a dissertation that aims to uncover and articulate how the mission
32 program of The Church of Jesus Christ of Latter-day Saints fosters leadership
33 qualities, such as vision, communication, integrity, and self-awareness, among its
34 participants. This dissertation investigates whether these leadership traits, once
35 cultivated during the mission, continue to be applied by former missionaries in
36 their subsequent community, career, and family life. The study surveyed and
37 interviewed 136 former missionaries who served in the Chile Concepcion Mission
38 from January 1996 to January 1998, utilizing an 18-item questionnaire to assess
39 leadership learning perceptions and semi-structured interviews to gather in-depth
40 insights into the leadership experiences both during and post-mission. Results
41 reveal that the mission program significantly contributes to leadership development,
42 with former missionaries actively applying these skills beyond the mission
43 context. The research identifies specific aspects of the mission that could serve as
44 benchmarks for creating new leadership training programs, emphasizing the
45 importance of modeling, coaching, and hands-on leadership practice. The findings
46 suggest that participants of the mission program are poised to assume leadership

1 roles within their communities, careers, and families, and advocate for leadership
2 training models that include practical skill application. The dissertation
3 recommends further comparative studies with other leadership development
4 programs, such as the Peace Corps, other religious mission programs, and military
5 training, to identify universal leadership learning elements. Additionally, it
6 suggests investigating other Church structures that may facilitate lifelong
7 leadership development among its members.

8 9 **Study 8 Analysis of Content and Relevance**

10
11 Intelligent applications in the development of sustainable leadership in
12 statutory organizations (Smaliukiene & Bekesiene, 2011). Intelligent Technologies
13 in Logistics and Mechatronics Systems, ITELMS 2011 - Proceedings of the 6th
14 International Conference.

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

40 41 **Summary of Analyses of the Content and Relevance to Sustainability** 42 **Leadership and Police**

43
44 As can be seen from the abovementioned content analysis of the eight studies,
45 our exploration into sustainable leadership within the police framework has thus
46 unveiled a notable research gap. Only two studies seem to be directly relevant to

1 answer our two research questions. This gap not only highlights the novelty of our
2 inquiry but also emphasizes the urgent need for scholarly attention in this area.
3 The implications of our findings extend beyond academic interest, touching on
4 practical aspects of curriculum development, pedagogical strategies, and policy
5 formulation within police education. As we conclude, we acknowledge the
6 limitations of our review, particularly our focus on specific databases and the
7 recent timeframe. We advocate for future research to broaden the scope of inquiry,
8 incorporating diverse databases and historical perspectives to enrich understanding
9 and application of sustainable leadership in police education.

11 12 **Discussion**

13
14 As can be seen from table 2 in the results section, the eight studies consisted
15 of one level 2 article, one level 1 articles, and level 2 book, indicating that three of
16 the studies had scientific merit. The remaining five studies consisted of three level
17 0 articles, a PhD dissertation and a conference proceeding, which in the
18 Norwegian Register for Scientific Journals, Series and Publishers database yields
19 zero scientific merit. However, only two studies (Hood, 2015; Prall, 2015) fulfilled
20 our search criteria that the reference should address sustainability leadership and
21 that the study should address police (or associated terms).

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

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

42 Our exploration reveals a striking void in the academic narrative: a profound
43 scarcity of research directly addressing sustainable leadership in the police force.
44 This absence is not merely academic but indicative of a broader gap in our
45 understanding of how sustainability principles are—or are not—integrated into the
46 leadership models of law enforcement agencies. The implications of this gap are

1 manifold, suggesting that while the concept of sustainability has permeated
2 various sectors, its infiltration into policing leadership remains nascent at best.

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

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

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

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

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

44 This paper articulates the urgent need for scholarly attention towards
45 sustainable leadership in policing, highlighting the potential challenges and
46 implications for NPUC's curriculum development. It calls for a concerted effort

1 among academia, law enforcement agencies, and educational institutions to foster
2 a new generation of police leaders equipped with the knowledge and skills to
3 navigate the complexities of modern policing with a sustainable and ethical
4 approach. Our study not only sheds light on the critical gap in research and
5 education on sustainable leadership in the police but also sets the stage for future
6 inquiries and curriculum development to address this pressing issue.

7 The introduction of sustainability into the curriculum of the NPUC,
8 specifically within the context of police leadership studies, marks a pioneering step
9 towards integrating environmental and social responsibility into the core training
10 of future law enforcement officers. This initiative emerges against the backdrop of
11 a notable absence of formal curriculum or literature focusing on sustainable
12 leadership within the police force, as highlighted by the systematic literature
13 review conducted in this study.

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

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

33 34 35 **Conclusion** 36

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

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

10 This alarming finding underscores the critical role of leadership in fostering
11 sustainable practices within any organization, including law enforcement agencies.
12 The varied scientific merit among the identified studies—from non-scientific to
13 those published in high-impact journals—reflects a broader issue: the field's lack
14 of thorough, academically rigorous research into sustainable leadership within the
15 police force. This gap is not merely academic but has profound practical
16 implications for developing effective, sustainable leadership practices in policing.

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

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

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

42 The methodology employed in this study—a systematic literature review
43 following the Non-Interventional, Reproducible, and Open (NIRO) protocol
44 (Topor et al., 2020) — underscores a meticulous and objective approach to
45 identifying relevant literature. Despite this rigorous methodological framework,
46 the initial search yielded a mere eight articles directly relevant to the research

1 questions, underscoring a significant gap in the literature on this topic. This finding
2 is alarming, considering the critical role of leadership in driving sustainable
3 practices within any organization, including law enforcement agencies.

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

13 The aim of introducing sustainability leadership into the curriculum of the
14 NPUC, specifically within the context of police leadership studies, marks a
15 pioneering step towards integrating environmental and social responsibility into
16 the core training of future law enforcement officers. This initiative emerges against
17 the backdrop of a notable absence of formal curriculum or literature focusing on
18 sustainable leadership within the police force, as highlighted by the systematic
19 literature review conducted in this study.

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

26 **Further Research and Limitations**

27
28
29 While our study provides a substantial contribution to the field of sustainable
30 leadership within law enforcement, it is imperative to acknowledge its limitations
31 and the pressing need for expanded research.

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

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

44 We advocate for future studies to extend beyond the conventional databases
45 to include a wider array of sources, such as international journals, sector-specific
46 repositories, and multilingual publications. Incorporating gray literature—such as

1 technical reports, white papers, and government documents—into the research
 2 corpus is crucial. These sources often contain cutting-edge practices and real-time
 3 data that are not yet available in peer-reviewed journals, offering fresh insights and
 4 practical implications that are vital for advancing sustainable leadership in
 5 policing.

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

12 In summary, while our findings mark a significant advancement in the study
 13 of sustainable leadership in law enforcement, they also highlight an acute need for
 14 a more extensive and inclusive research agenda. There is a critical and immediate
 15 demand for broader scholarly engagement to fully understand and integrate
 16 sustainable leadership within the complex fabric of global law enforcement
 17 practices. This expanded research effort is not just academic in nature but essential
 18 for the evolution of policing strategies that align with contemporary societal values
 19 and challenges.

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

31
 32 *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

33
 34 Examples of the four different research streams are as follows:

- 35
 36
- 37 • task-oriented sustainability leadership med internal focus (how to align
 38 organizational tasks and processes with ESG requirements; e.g. use electric cars)
 - 39 • people-oriented sustainability leadership with internal focus (how to
 40 facilitate development of sustainability competences in employees, how to

- 1 embed sustainability in organizational culture; e.g. supporting employees’
2 sustainability decisions in their personal lives)
- 3 • task-oriented sustainability leadership med external focus (how to
4 prioritize between crimes given their impact on sustainability; e.g. placing
5 higher weight on environmental crimes)
 - 6 • people-oriented sustainability leadership with external focus (how to
7 contribute to educating general population in sustainability; e.g. participation
8 in Pride)
- 9

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12

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24

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