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Using Complexity Leadership Theory to Improve Holistic Sustainability

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My research explores how to include holistic sustainability in university decision making. Specifically, I examine how leaders may integrate lenses of social equity, economic efficiency, and environmental stewardship throughout curriculum, research, operations, and community outreach units in the university. Drawing on critical pragmatism philosophy, I discuss using deep reflection to evolve the status quo of university systems toward improved processes and outcomes using that intersectional lens. Based on the organizational analysis, I propose to generate holistic sustainability improvement using a three-phase approach that leverages existing university structures, internal and external networks, and participatory approaches to implement, assess, and communicate this level of university change. Typically, sustainability literature draws on western worldviews and methodologies, therefore intentional and thoughtful dialogue and collaboration with the university's regional Indigenous partners is essential for authentic integration of holistic sustainability in university decision making practices and space.