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## Sustainable Leadership in Education between Concept and Implementation

Ramona AIDanaf

Ph.D. Student, Kaposvar University, Hungary

### **Abstract:**

*Sustainable Leadership in Education is an essential element for Schools and University Success and role, where we notice nowadays a big shift in University role and Concepts from Graduating Students into manufacturing Future Leaders who are Responsible Socially, Ethically, Environmentally, and Legally of Society matters. As a result, Universities Draws a new Vision conveys the Educational Growth and Development, Managers has adopted new practices that lasts for a longer Period, Moreover, Teachers foster a Fashionable educational Ways in teaching. This article talks about the Sustainable Leadership in Education, its Definition, Concept, History, furthermore discuss its Values and Principles, in addition to giving examples about its implementation process.*

**Keywords:** Sustainable leadership, education, university, future leaders

### 1. Introduction

The Sustainable Leader can be defined as someone who is committed to protecting and sustaining the societal resources, we all depend on. The leader is skilled in decision making that serve both the immediate and long term needs of the community or organization (Georgie Bishop 2017).

Now days, Society pyramid of needs has changed, where many Secondary needs has become an essential and basic one, from this perspective Organization started searching for new methods and techniques to satisfy those needs. The Phenomenon of Sustainability spread in all types of Business and Organization that sets long term target for Future build upon the past Founding and Experience. Sustainable leadership respects future, present and past and builds on the past in its quest to create a better future. Yet educational change theory and practice have No place for the past. The arrow of change moves only in a forward direction. ThePast is a problem to be ignored or overcome in the rush to get closer to the future(Hargreaves & Goodson, 2004; Goodson, 2001).

The Russian Biogeologist Vladimir Vernadsky has talked in his book "Biosphere "in 1926 about the correlation between life and earth resources, and the importance of Preserving our resources. There are limits to earth natural resources, where all Country economic growth depends on its resources, and this leads to difficulty in assuming our needs in parallel with future generation need's, in another word maintaining Sustainability. This is another main reason rather than the change in Pyramid of needs that leads to searching for Sustainable strategies and resources in all Fields, Economy, Socially, Environmentally, Educationally...

In the United Nations Conference on Environment and Development in Rio de Janeiro in 1992, they recognized that: "Education is an essential element to generate awareness and cultivate understanding on issues prevalent to our earth at the first". As many NGP's and Organizations are trying to fulfill the ambitious of UN Sustainable Development Goals, "Green Schools for Alliance", has stated that:"The plan of action for people, planet, and prosperity cannot met without acknowledging the important connection between educational development and a sustainable learning environment." Thus, the society key for Sustainable Development will start from Education itself and from Schools and Universities in specific.

### 2. Methodology

The qualitative case study approach is particularly useful when concepts and contexts are ill defined, because it enables the derivation of in-depth understanding and explanation (Blaikie, 1993; Eisenhardt, 1989), as well as when change in the study context is radical and unpredictable (Matthyssens & Vandembemt, 2003).

Thus, our research is inductive and qualitative, we started researching the roots of CSR and USR, and analyzing the traits of USR, and what reasons barriers the USR implementation, to end up with a set of Procedures and Programs, with the help of essential of primary researches and websites.

### 3. Literature Review

Leadership differs from one Decade to another in concept and traits, where the Aristocratic think that Leadership depend on person new blood and genes. Unlike the Aristocratic the Monarchy related it to divine sanction. The leadership definition has continued too many decades, where Plato and Plutarch in their books Republic and Lives talked about "What Qualities distinguish individual as a leader? They shed the lights on the importance of leadership. Sanskrit literature talked

about ten types of leaders mentioning their methodology, history with examples. On the Confucianism point of view of leadership to traditions the ideal of male Scholar thinking and his benevolent rule.

In the 16<sup>th</sup> century Machiavelli in his book the "Prince", set a manual for rulers to gain and keep power, while Stogdill and Mannin 19<sup>th</sup> studied the leadership situations, where they suggested that it is not important for a person to be a leader in all situations. From Different Religious thinking, Christian thinking on leadership has opposite sense of servant leadership providing resources human and material. De Vries (2001) relates Leadership to Anglo-Saxon roots, where he defines leadership to the one who walks ahead forward, and he study the impact of effectiveness strategy. Tom Peters (1989) defines leadership as: "Discovering the passion, persistence and imagination to get results, to be able to find the Wow factor and to be able to think the weird thoughts necessary to learn and thrive in a disruptive age". After a while Peter suggests a new definition of leadership relating it to Sustainability: "A leader is someone who can craft a vision and inspire people to act collectively to make it happen, responding to whatever changes and challenges arise along the way." The term of Sustainability has first coined in 1980 by Lester Brwon (Founder of the World Watch Institute), then Brundtland in 1987 wrote a report about "The World Commission on Environment and Development" defining Term "Sustainable development". In 1992, Rio de Janeiro has talked about Sustainable Development in the 21 United Nations Conferences on Environment and Development. After a while, the Practical goals for sustainable Development have been developed in 2002 by the United Nations Johannesburg Summit. By 2005, it begins the period of UN Decade of Education for Sustainable Development (DESD).

After many theories defining leadership, the new attempts relate Leadership to Sustainability, Where Sustainable leadership has independent door in concept, theory, traits. According to a survey of 766 United Nations Global Compact (UNGC) member CEOs (Accenture & UNGC, 2010), 93% of CEOs see sustainability as important to their company's future success (Wayne Visser, Polly Courtice 2011). Where the Sustainability Leadership Institute's (2011) has presented a new definition for Sustainable leadership: "Individuals who are compelled to make a difference by deepening their awareness of themselves in relation to the world around them. In doing so, they adopt new ways of seeing, thinking and interacting that result in innovative, sustainable solutions" (CISL 2011).

Sandy Ogg (2010), Chief Human Resources Officer for Unilever, explains this contingency approach when he says, "I don't think there's any difference between character or timeless elements [of leadership], whether you're leading sustainability or whether you're leading for profit. But when it comes to the differentiators, why is it that Paul Polman [CEO of Unilever] stands out? It's because he understands the context and he understand leading with empathy in a multi stakeholder environment." (Wayne Visser, Polly Courtice 2011). The Concept of Sustainability has become a top priority and necessity now days in all government departments and divisions for achieving long term targets and development. At the educational level, Managers and Deans start searching for different long-term Strategies involving society and environment, Andy Hargreaves and Dean Fink in 2006 defined "Sustainable educational leadership and improvement preserves and develops deep learning for all that spreads and lasts, in ways that do no harm to and indeed create positive benefit for others around us, now and in the future".

A report by UNICEF (2007) of children's wellbeing in 22 countries ranked two of the world's wealthiest economies — the UK and the US — at the very bottom of the league table of all industrial nations covered by its survey. In their single-minded, headlong pursuit of economic competitiveness and development at any price, one-dimensional knowledge economies are destroying the planet and eating their young, The First author who talked about the importance of Sustainability in education and discuss its matters, and changing concepts to reality was Daniella Tilbury, who has settled his opinions to the UNESCO in able to be emerged in the educational system. There is interesting book regarding "Educational Leadership and Change" for the same Author Andy Hargreaves in 2007-"Teaching in the Knowledge Society", where this book emphasizes of the importance of participating Young in transforming their countries into creative Knowledge economies and to have opportunities to be employed at the highest Levels of these economies. The knowledge society's state how information and Ideas are created, used, circulated and adapted to produce and circulate new knowledge. Andy suggests the idea of "Group Teaching Teachers" need to work and inquire into Teaching profession that needs to develop dispositions of taking risks and welcoming Change rather than staying with proven procedures and comfortable routines. According to Fullan he defines Sustainability: Is the capacity of a system to engage in the complexities of continuous improvement consistent with deep values of human purpose.

In the public sector for example, where incurs a significant likeness to the other sector such as social, Parry and Proctor-Thomson discovered the influence of leadership styles on the organizational performance and effectiveness in the public sector. On the other hand, Thach and Thompson studied different skills of leadership according to the interviews they made with many leaders in both profit and non-profit industry (Ibrahim Mkheime, 2018).

#### 4. Sustainable Leadership Definition and Concept

Sustainable leadership matters, spreads and lasts. It is a shared responsibility, that does not unduly deplete human or financial resources, and that cares for and avoids exerting negative damage on the surrounding educational and community environment. Sustainable leadership has an activist engagement with the forces that affect it, and builds an educational environment of organizational diversity that promotes cross-fertilization of good ideas and successful practices in communities of shared learning and development (Andy Hargreaves and Dean Fink 2003). Rauch and Behling in 1984 leadership, investigate in company characteristics, it tries to predict company fate and its future as well drawing a pathway to follow this desired track. Jaworski (2011) analyzed the leadership concept as interpersonal skill focus in affecting in a particular situation and organized by series of communication process towards the strategic organizational objectives.

Many terms try to explain the practice of teaching for Sustainability like "SE: Sustainability education ", "EFS: Education for Sustainability ", "ESD: Education for Sustainable Development", all are essential tools for achieving development. The term 'Sustainable Development ' is defined by the Brundtland Commission that is the World Commission on Environment and Development created in 1983: Meeting the needs of the present generation to come in meeting their own requirements.

Other than the Organizations movement, there were Many Conferences held in order to explain the Concept of Sustainability in education as the "United Nations World Commission on Environment and Development 1987", and the "United Nations Conference on Environment and Development 1992". For UNESCO education for sustainable development involves: Integrating key sustainable development issues into teaching and learning. For example, instruction about Climate Change, Disaster risks reduction, Poverty Reduction, and Sustainable Development. On the Educational level changing teaching and learning methods in to participatory one that motivate learners to change their behavior in to more Sustainable development one. For that reasons, we find that UNESCO has launched many International Programs related to Education and Sustainability, as the "DSED: United Nations Decade of Education for Sustainable Development", "GAP on SED: Global Action Programme on Education for Sustainable Development", "Awards for education programs aimed at promoting sustainability programs such as EFS", "UNESCO Prize: Education for Sustainable Development". When UNESCO has marked for the importance of Sustainable Development, Many Countries merged the Sustainability in Education in their Curriculum, as Germany that launched the Program "Education for Sustainable Development in Germany", and also Canada started with Sustainable Development Programs. If we want to identify the main Reason towards Sustainable thinking, we should start from the World-wide Problems that are affecting our society starting from the Poverty, Pollution, Scarcity of Resources, Diseases, Working Children and UN educating them, more over other Ethical and Cultural problems like Inequality, Violence, Non-Justice... All those problems lead governments to search seriously for Sustainable Solutions in all Society Departments especially the Educational one, caused as we mentioned before "Education is the most essential factor for Sustainable development". The First author who talked about the importance of Sustainability in education and discuss its matters, and changing concepts to reality was Daniella Tilbury, who has settled his opinions to the UNESCO in able to be emerged in the educational system. Many other Social Scientists, Researchers, has searched also for the roots of Leadership in education and sustainability as Bety Boze , Jaimie Cloud, Betsy boze, Victoria Waters( Green Education Foundation), Debra Rowe(US Partnership for Education for Sustainable Development), Sara Bourque (Algonquin College of Applied Arts and Technology in Ottawa, ON, Canada – Sustainability Educator). On the other side , in addition to individuals there is also Professional Educational Institutions that played a role in the Sustainable world as the North American Association for Environmental Education, that has a detailed "Guidelines for Excellence" in educational programming, also the Association for the Advancement of Sustainability in Higher Education , London South bank University that has a master program in Sustainable Education, Cloud Institute for Sustainability Education, Prescott College(PhD in Sustainability Education ), Creative Change Educational Solutions, Marlboro College Graduate School , Maharishi University of Management, Green Education Foundation, Centre for Alternative Technology's Education Department, Baltic University Programmed, Uppsala University(Uppsala, Sweden), Centre for Environment Education,(Ahmedabad, India ), International Curricula Educators Association(ICEA-Cairo, Egypt), CCLP Worldwide (an international NGO having Special Consultative status with United Nations ECOSOC)Education for sustainable development (Wikipedia).

## 5. Sustainable Leadership in Education Skills, Principles, Keys, Styles

This aim of the article is to be a Door for Sustainable Leadership Program in Education, it will introduce the author for the Concept of Sustainability and leadership, is to show how to be implemented in Schools and Universities, thus in this paragraph we will mention the essential Leadership Skills, Behavior, Principles that must be existed in Educational institutions to attain Sustainable Leadership program. In Figure 1, we mention The Effective Educational Skills settled down by EFS (Education for Sustainability), ESD try to correlate the people needs and their sustainable resources, and try to engage them with sustainable activities and future. It focuses on environmental, social, economic, and human skills that are needed in the educational environment in order to grow and Succeed, and from that concept, it focuses on the importance of Sustainable Skills in education that need to be characterized in Every Leader in the Educational Sector.

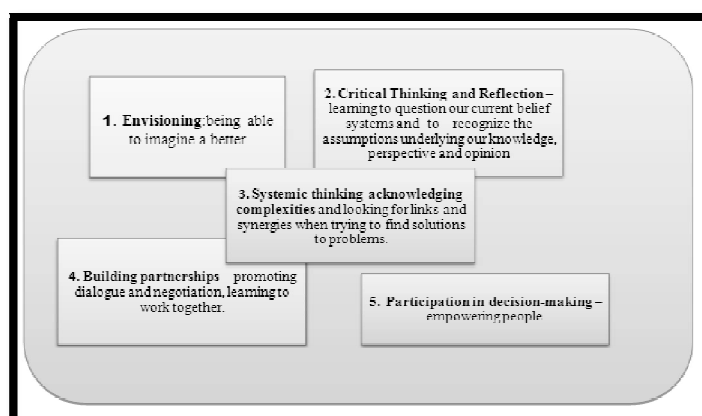


Figure 1: Sustainable Educational Skills According to EFS

On the other hand, many Associations started searching for the roots of sustainable Leader, what Characteristics form the Sustainable Leader and the influence of its behavior in Society. Business Leaders have important Strategic Choices to take, and essential role to play. Therefore, in Figure 2 there is a set of essential Sustainable Leadership Samples of behaviors needed to be act by each leader, Environmentally, Socially and governmentally, done by Russell Reynolds Association. Those Behavior Sample, if implemented well in organization will success in attaining short-term gains and long too, and meet the needed performance at all levels.



Figure 2: Sustainable Leadership Behavior -by Russell Reynolds Association - 2015

Sustainable Leaders must meet basic requirements for leadership and carry out good management practices such as creating, leading team, making decisions, (Russel Reynolds Associates,2015), therefore here figure 3 sets of the “Key Competencies for Sustainable Leaders” that has a strong sense of purpose and mission within the organization.

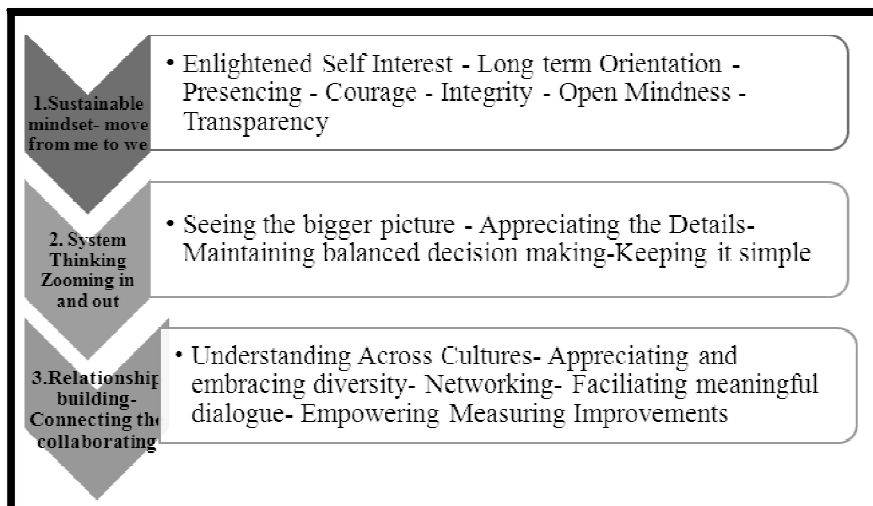


Figure 3: Key Competencies of Sustainable Leaders- by Russell Reynolds Association – 2015

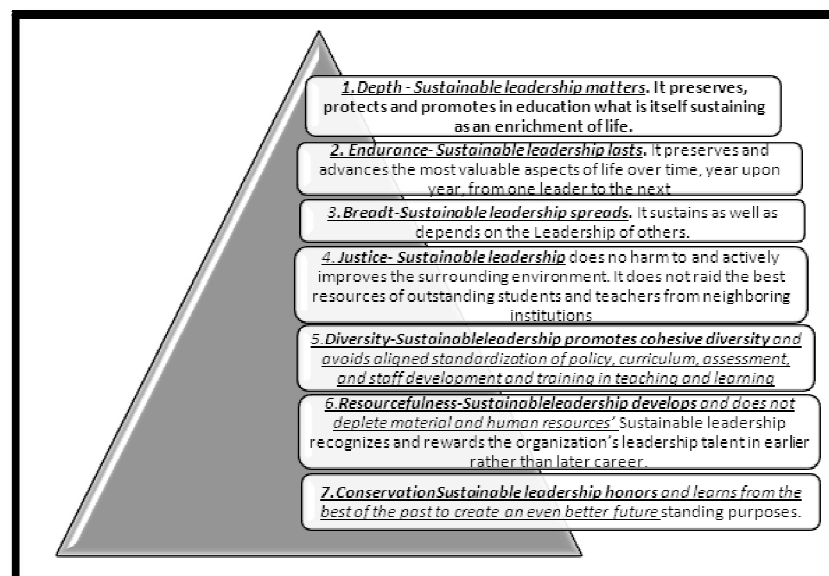


Figure 4: Seven Principles of Sustainability in Educational Leadership by Andy Hargeaves and Dean Fink in 2004

Andy and Dean, summarized from their Long study Seven Principles of sustainability in 2004, they search for new Concept of educational Leadership, they found deeper and exception one, their study shows a long-term change which is Leadership Sustainability, based on 30 years of educational leadership in eight US and Canadian high schools, as well as engagement with the literature on environmental and corporate sustainability.

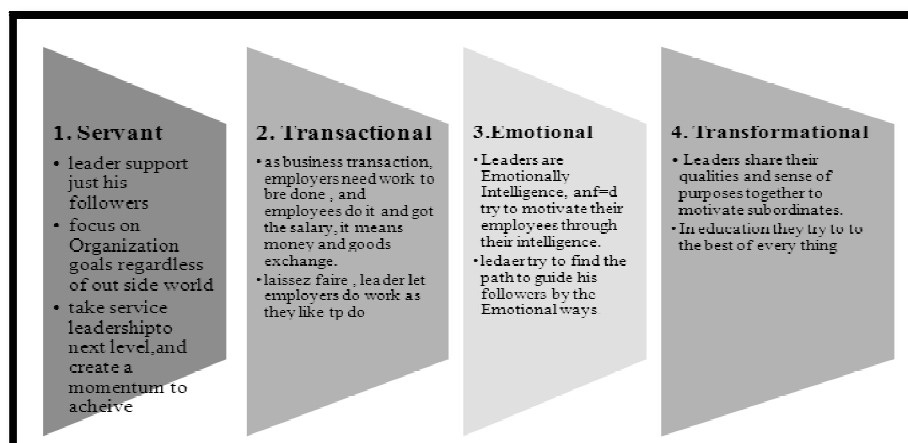


Figure 5: Four Major of Sustainable Leadership According to Mathew Lynch (The Advocate)

At the end, and after mentioning the necessary Sustainable Leadership skills and behavior, more over the Principles of Sustainability in Educational, that all must be introduced in all Schools and Universities, and also be briefed for their Staff and teachers. Educational Institutions have to build an Effective Educational Structure based on Sustainable Values, and also figure out their Leadership Style applied and how to be developed. Mathew Lynch has mentioned four important Sustainable Leadership styles in Education, the servant, the transactional, the emotional, the transformational, where each type has a specific characteristics and dimensions (Figure 5).

## 6. Sustainable Leadership Practices and Models

After we have mentioned the essential leadership traits and skills and behavior that must be implemented in Schools and Universities, we will introduce some of applied Sustainable Leadership models mentioned below:

### 6.1 Sustainable Leadership Model Done by Russell Reynolds Association in 2015

Russel Association in their study in 2015, start searching for the essential behaviors and competencies of sustainable leaders, that must be implemented for leadership development activities for all levels of leadership across an organization. Those behaviors are needed in order to implement corporate sustainability,

Russel First, identified the demographic characteristics for CEO, at four levels, then set out the basic competency requirements for leadership (Sustainable mindset, System thinking, and Relationship building) based on many researches and also using the KSAs derived from these studies, after that he identified the sustainable leadership behavior, such as

develop operationalization strategy, empower and nurture stakeholders, use ethics and integrity (figure-6) to end up with the Sustainability outcomes.

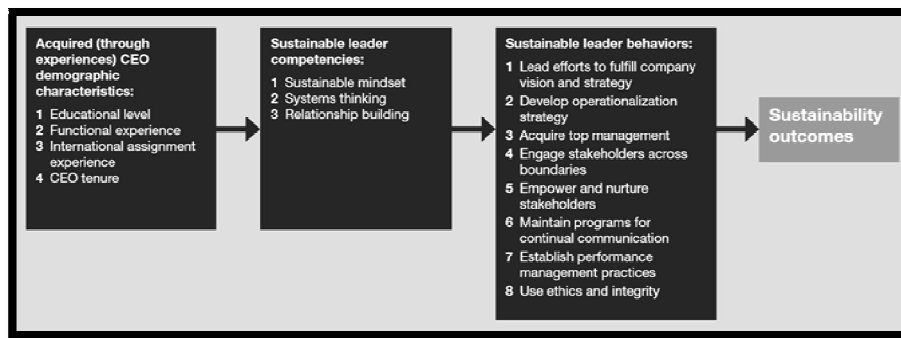


Figure 6: Sustainable Leadership Model by Russell Reynolds Association in 2015

6.2. Sustainable Leadership Development Model Done by Linda D. Grooms (Regent University), Kathaleen Reid-Martinez (Mid-America Christian University)

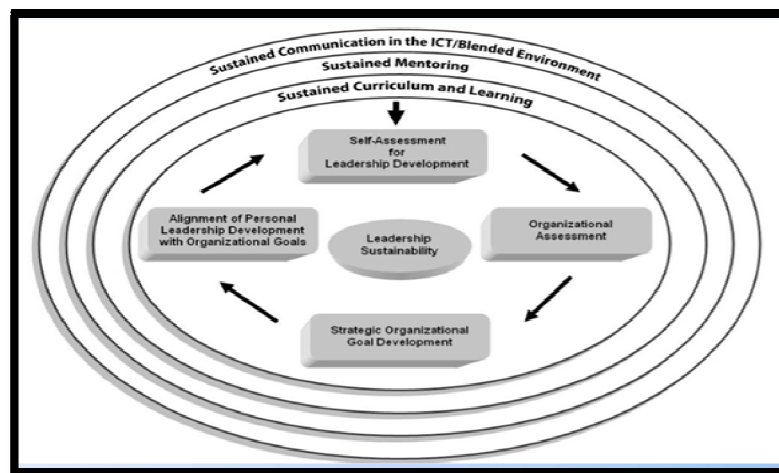


Figure 7: Sustainable Leadership Development Model by Linda Grooms and Kathaleen Martinez

In the world of Sustainability and Education, we found another interesting research, of Universities of Regent and Mid-America Christian University, discussing the sustainable leadership development. The authors Linda Grooms and Kathaleen Reid-Martinez, try to illustrate the synergistic relationship that facilitates sustained leadership in educational programs. In Figure 7 the model shows a strong leadership program, that focuses in individual development and empowerment, and on the other hand it supports sustained leadership through sustained communities of learning.

6.3. Cambridge University Sustainable Leadership Model CISL

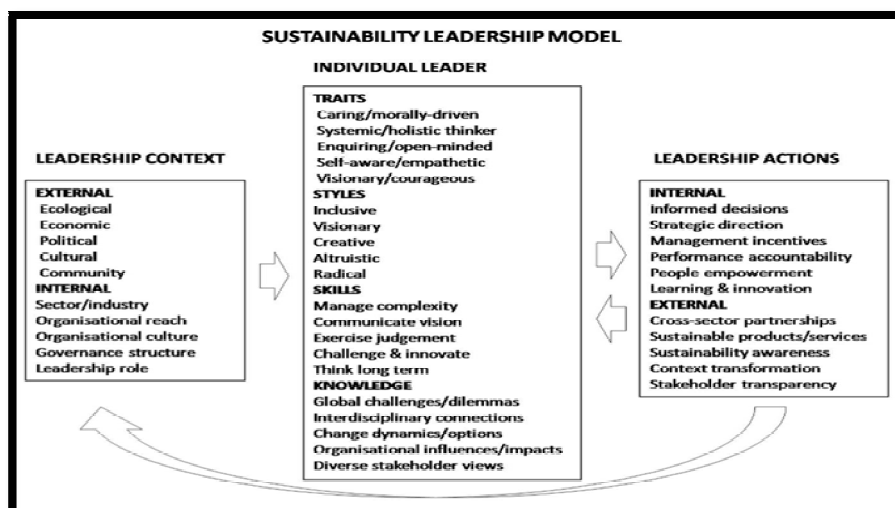


Figure 8: Cambridge University Sustainable Leadership Model CISL

At last, the third important model is related to Cambridge University, where it sets an interesting model related to our Field research, mentioning the conditions or environment in which leaders operate, which have a direct or indirect bearing on their institutions and on their decision making in figure 8. It is divided in to external to their institution and have a less influence and distance degree (e.g. ecological, economic, political, cultural and community contexts), and internal to their institution or sector (e.g. the organizational culture, governance structure or role of leadership) that has a big influence in the institution.

## 7. Conclusion

This article is an initiative introduction in the world of Sustainable Leadership in the educational Field, we have first recited the history of Sustainable leadership, and then we discussed its characteristics and traits, after we mentioned the Necessary behavior of Sustainable leader. In the other hand we identify the major Sustainable leadership styles, to end up with three different and interesting applied model of Sustainable Leadership in Education.

Sustainable Leadership differs from one country to another, from one generation to another, from one organization to another, and from one Leader to another. Sustainable Leadership depends on the leader commitment to promote and support their learning. They must start from the past legacy to set down new visions and targets in their educational institutions, and adapt a strategically ecology. University Deans, CEO, Professors, must support the overall University Sustainable targets. As Unilever's Chief Executive Paul Polman has said: "Capitalism needs to evolve, and that requires different types of leaders from what we've had before. Not better leaders, because every period has its own challenges, but leaders who are able to cope with today's challenges" (McKinsey #2, 2014). They must focus on personal transformation, and sustained learning structures starting from information to the creation of reservoirs of knowledge and wisdom, further deepening and sustaining leadership. This system of continuous leadership growth supplies an important step in the Sustainability world.

We must talk about sustainability in as a serious and paramount issue in all fields and in everywhere, from the door of Survival and continuity, we have the right to use the awarded and natural resources, and human one too and create business and companies, but we don't have the right to destroy our planet. Also, Ogg (2010) has talked about this critical issue "Will not get the right to grow, and even worse, will not have the right to be in business, if we create a big environmental disaster. The world won't put up with it. There's too much awareness and amplification. You think about the impact a blogger can have when they choose to amplify their message".

At the end, The Output of Sustainable Leadership, are the Students, Student must have the suitable educational program, healthy physical place, organizational culture, to implement the sustainable standards; it must support them with the source of courage and inspiration, and build their sense of awareness and responsibility towards society, environment and mother earth ...

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