

Facilitating inclusive leadership on a diverse campus: Systemic perspectives and practices

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#### Summary of Research

This project is concerned with understanding how inclusive leadership is practiced and develops over time in the physical, digital, and conceptual space that is occupied by APU. Utilizing a systems-thinking approach, the investigation assumes that the university exists in a complex arrangement of inter-related systems, actors and stakeholders that engage dynamically, relationally and in complex ways to maintain and extend itself. In this context, and given the unique character of APU, the notion of inclusive leadership is seen as an organizing principle that has potential to shape and change people's ideas and practices. The question at the core of the study is to understand *how inclusion is performed* in this context. Taking the view that each element and/or actor in APU's system may express a unique and valuable perspective, the investigation aims to give voice to these various elements by collecting, for instance, opinions, interviews, institutional artefacts, media, policies and the observed practices of actors and groups. An analysis of the patterns, flows, exchanges, and inherent relations of power that these (and other) elements display over time will be utilized to conceptualize inclusion as a systemic principle and to help characterize and direct inclusive leadership at APU.