



CONGRESO IBEROAMERICANO DE EDUCACIÓN PARA LA SUSTENTABILIDAD UNIVERSITARIA

Barreras y factores de éxito en la sustentabilidad universitaria

Norka Blanco-Portela
Colombia

Organizan



Patrocinan



Barreras y factores de éxito: ¿En qué contexto?



CONGRESO IBEROAMERICANO
DE EDUCACIÓN PARA LA
SUSTENTABILIDAD UNIVERSITARIA



UNIVERSITARIA AGUSTINIANA
UNIAGUSTINIANA

Blanco-Portela et al., 2017



Review

Towards the integration of sustainability in Higher Education Institutions: A review of drivers of and barriers to organisational change and their comparison against those found of companies



Norka Blanco-Portela ^{a,*}, Javier Benayas ^b, Luis R. Pertierra ^c, Rodrigo Lozano ^{d,e}

- ^a Department of Environmental Management, Universitaria Agustiniana, Colombia
- ^b Department of Ecology, Universidad Autónoma de Madrid, Spain
- ^c Department of Biology, Geology, Physics and Chemistry, Universidad Rey Juan Carlos, Spain
- ^d Faculty of Engineering and Sustainable Development, University of Gävle, Gävle, Sweden
- ^e Organisational Sustainability, Ltd. 40 Machen Place, Cardiff, CF11 6EQ, UK

ARTICLE INFO

Article history:
Received 4 February 2017
Received in revised form
20 June 2017
Accepted 25 July 2017
Available online 7 August 2017

Keywords:
Higher education institutions
Organisational change management
Sustainability
Drivers of change
Barriers to change

ABSTRACT

In recent years, there have been a considerable number of efforts to integrate sustainability into Higher Education Institutions (HEIs); however, there are still challenges that need to be overcome. A process that has received an increasing attention has been the Organisational Change Management for Sustainability. This article is aimed at reviewing the main drivers of the integration of sustainable practices and the barriers to change slowing or stopping it. A systematic literature review was carried out using Web of Science de Thomson Reuters and in Scopus databases focusing on retrieving all papers on sustainability in HEIs published between 2000 and 2016. The drivers of and barriers found for the integration of sustainability in HEIs were compared to those previously described for companies. The similarities on drivers to change found in HEIs and companies were greater for external ones. A lower number of barriers to change were reported in the literature for HEIs than those reported for corporations, nonetheless, it was found that HEIs and companies have several common barriers to change. The article proposes a list of main drivers of and barriers to change, some general and others context specific. The findings on the drivers of the integration of sustainable practices in HEIs can serve to identify additional good practices at companies and vice versa. The barriers to change detected for the process of integration can help into anticipating, preventing and overcoming them. This knowledge can help institutions better plan and use their resources in working to becoming more sustainable.

© 2017 Elsevier Ltd. All rights reserved.

Blanco-Portela et al., 2018



Article

Sustainability Leaders' Perceptions on the Drivers for and the Barriers to the Integration of Sustainability in Latin American Higher Education Institutions

Norka Blanco-Portela ^{1,*}, Luis R-Pertierra ², Javier Benayas ^{3,*} and Rodrigo Lozano ^{4,5}

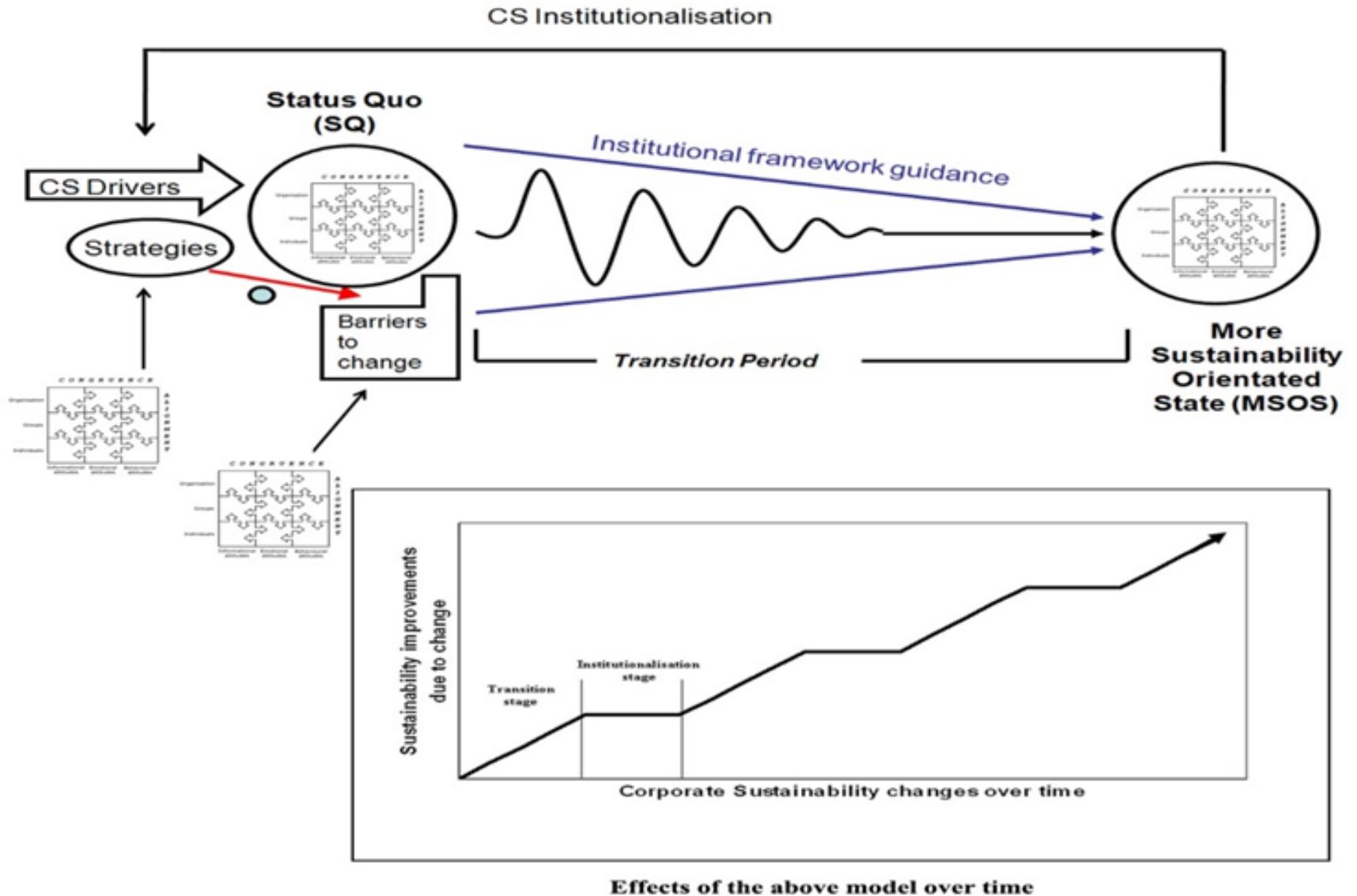
- ¹ Department of Environmental Faculty of Engineering, Universidad EAN, 110221 Bogotá, Colombia
 - ² Department of Biogeography and Global Change, National Museum of Natural Sciences, 28021 Madrid, Spain; luis.pertierra@gmail.com
 - ³ Department of Ecology, Universidad Autónoma de Madrid, 28049 Madrid, Spain
 - ⁴ Department of Engineering and Sustainable Development, University of Gävle, 80176 Gävle, Sweden; rodrigo.lozano@hig.se
 - ⁵ Organisational Sustainability, Ltd. 40 Machen Place, Cardiff CF11 6EQ, UK
- * Correspondence: nblanco@universidadean.edu.co (N.B.-P.); javier.benayas@uam.es (J.B.)

Received: 6 July 2018; Accepted: 14 August 2018; Published: 20 August 2018



Abstract: Higher education institutions (HEIs) have been steadily progressing towards the integration of sustainable practices in their structures and operations. Several studies have reported the variety of drivers of change and the barriers to change that universities have found in the integration process. The present investigation is aimed at further characterizing and ranking the drivers for,

Barreras y factores de éxito en el cambio institucional



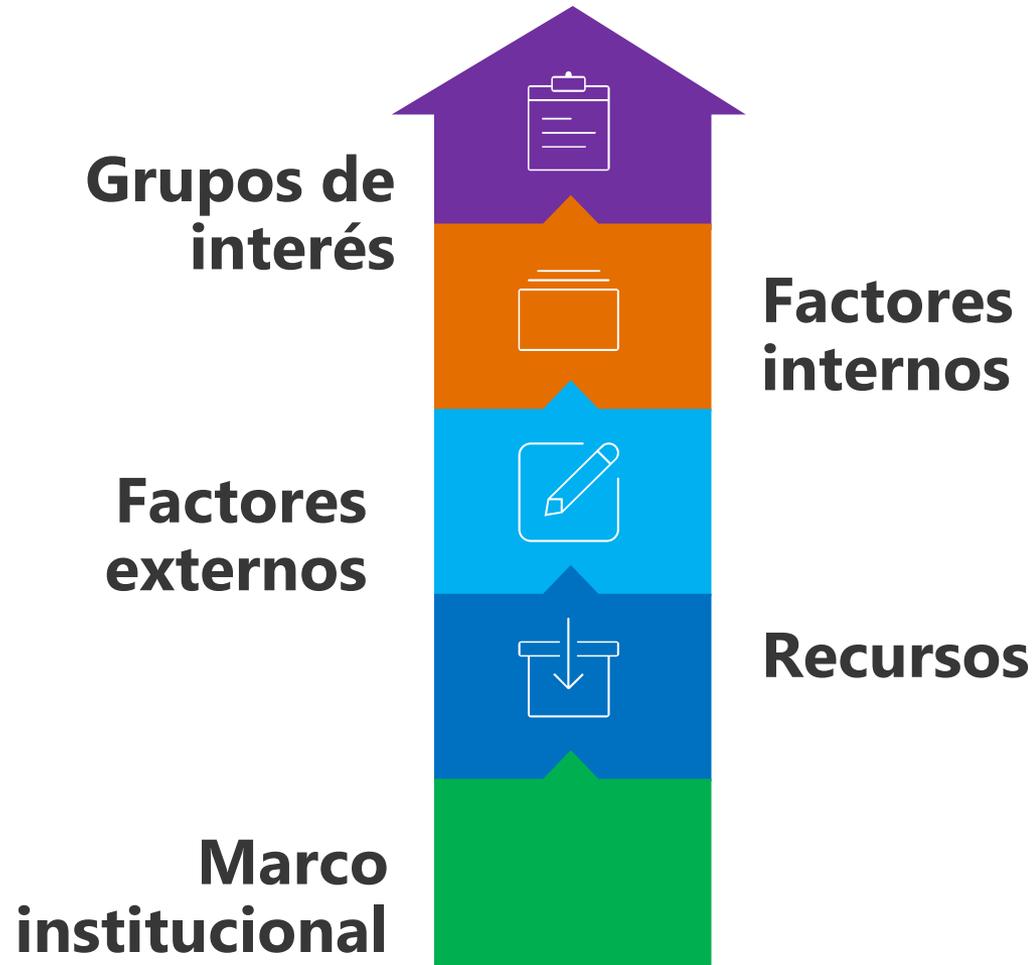
Fuentes del estudio

Table 3
List of selected articles.

Number for this research	Years	Reference
1	2000	(Leal Filho, 2000)
2	2001	(Dahle and Neumayer, 2001)
3	2004	(Thomas, 2004)
4	2005	(Haigh, 2005)
5	2005	(Moore, 2005)
6	2005	(Sammalisto and Arvidsson, 2005)
7	2005	(Velazquez et al., 2005)
8	2006	(Lidgren et al., 2006)
9	2006	(Lozano, 2006)
10	2006	(Steiner and Posch, 2006)
11	2007	(Franz-Balsen and Heinrichs, 2007)
12	2007	(Richardson and Lynes, 2007)
13	2008	(Ferrer-Balas et al., 2008)
14	2009	(Ferrer-Balas et al., 2009)
15	2009	(Sibbel, 2009)
16	2009	(Thomas, 2009)
17	2010	(Corcoran and Chacko Koshy, 2010)
18	2010	(Wright, 2010)
19	2011	(Brinkhurst et al., 2011)
20	2011	(Djordjevic and Cotton, 2011)
21	2012	(James and Card, 2012)
22	2012	(Krizek et al., 2012)
23	2012	(Wright and Wilton, 2012)
24	2013	(Barth, 2013)
25	2013	(Chiappeta et al., 2013)
26	2013	(Exter et al., 2013)
27	2013	(Lee et al., 2013)
28	2013	(Karatzoglou, 2013)
29	2013	(Wright and Horst, 2013)
30	2014	(Ralph and Stubbs, 2014)
31	2015	(Fernández-Manzanal et al., 2015)
32	2015	(Hoover and Harder, 2015)
33	2015	(Ceulemans et al., 2015)
34	2015	(Figueiró and Raufflet, 2015)
35	2015	(Verhulst and Lambrechts, 2015)



Las Barreras y los factores de éxito

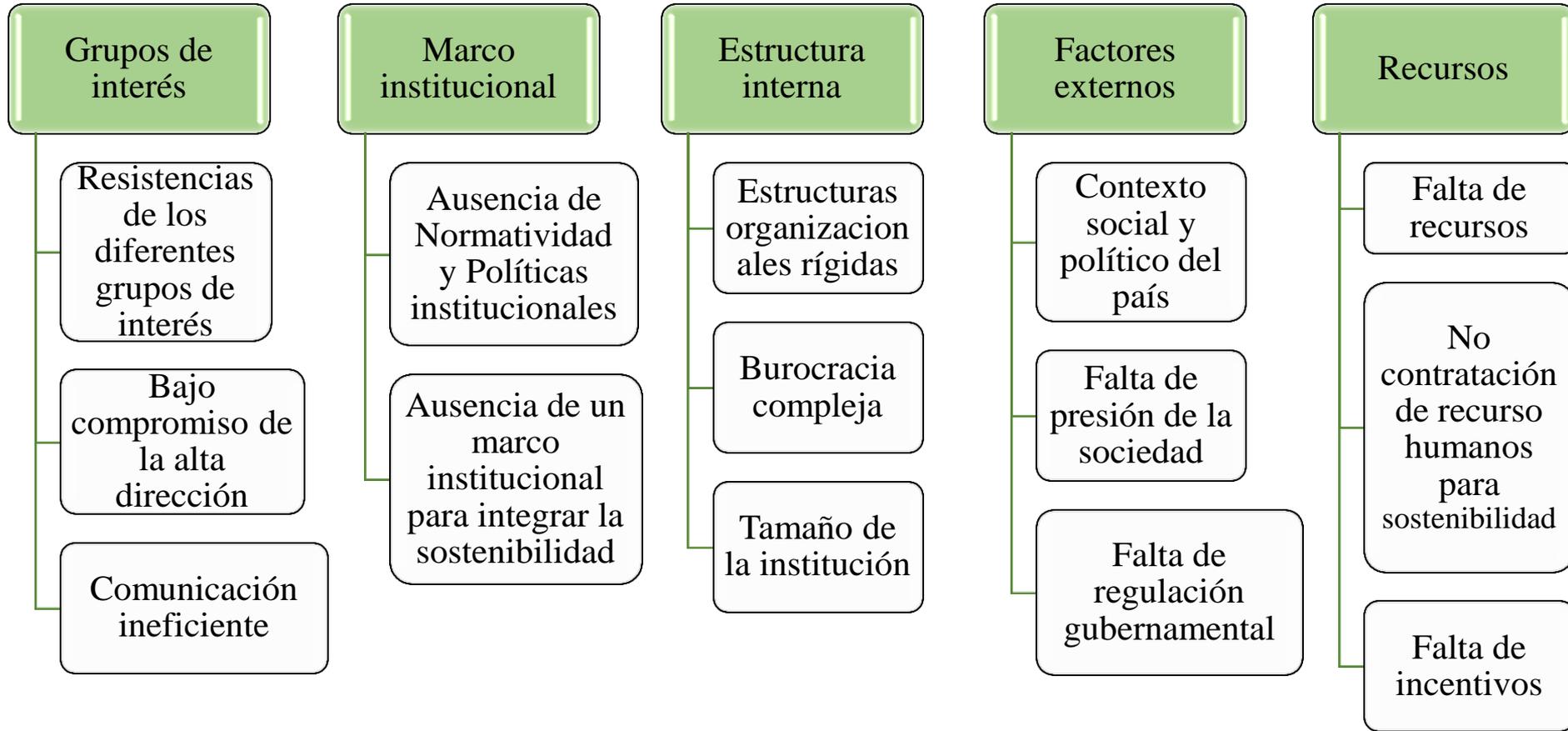


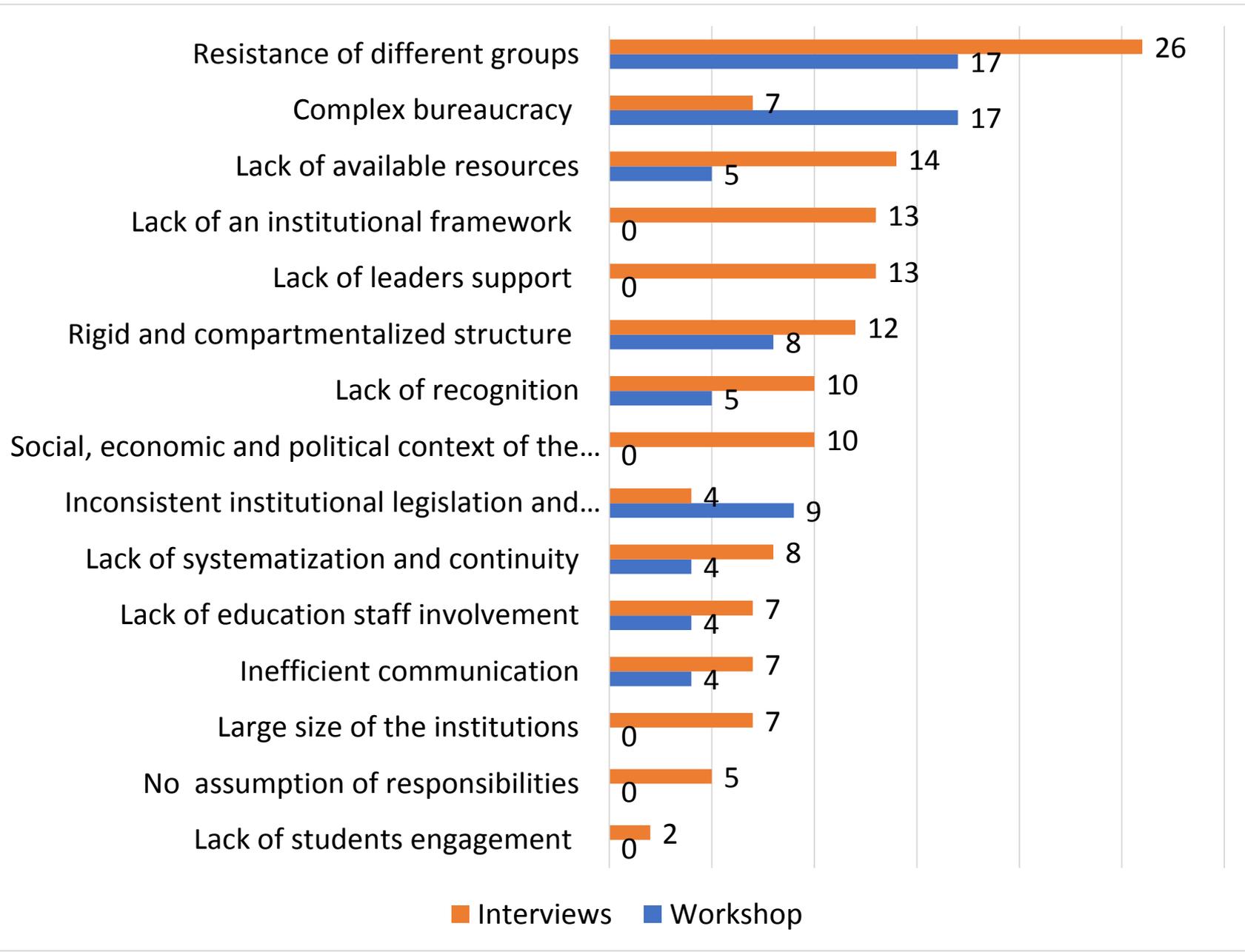
CONGRESO IBEROAMERICANO
DE EDUCACIÓN PARA LA
SUSTENTABILIDAD UNIVERSITARIA



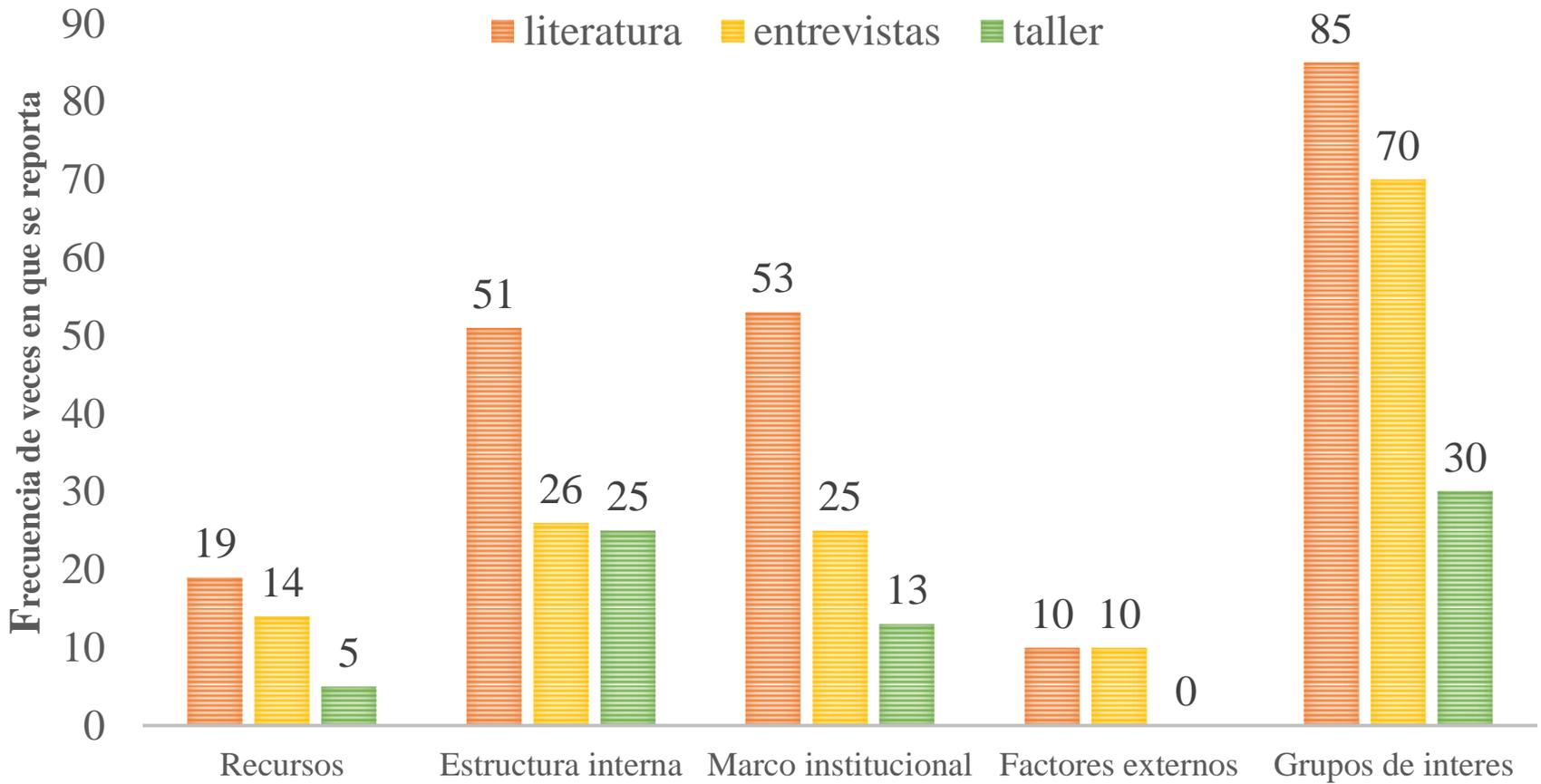
UNIVERSITARIA AGUSTINIANA
UNIAGUSTINIANA

Resultados barreras para el cambio

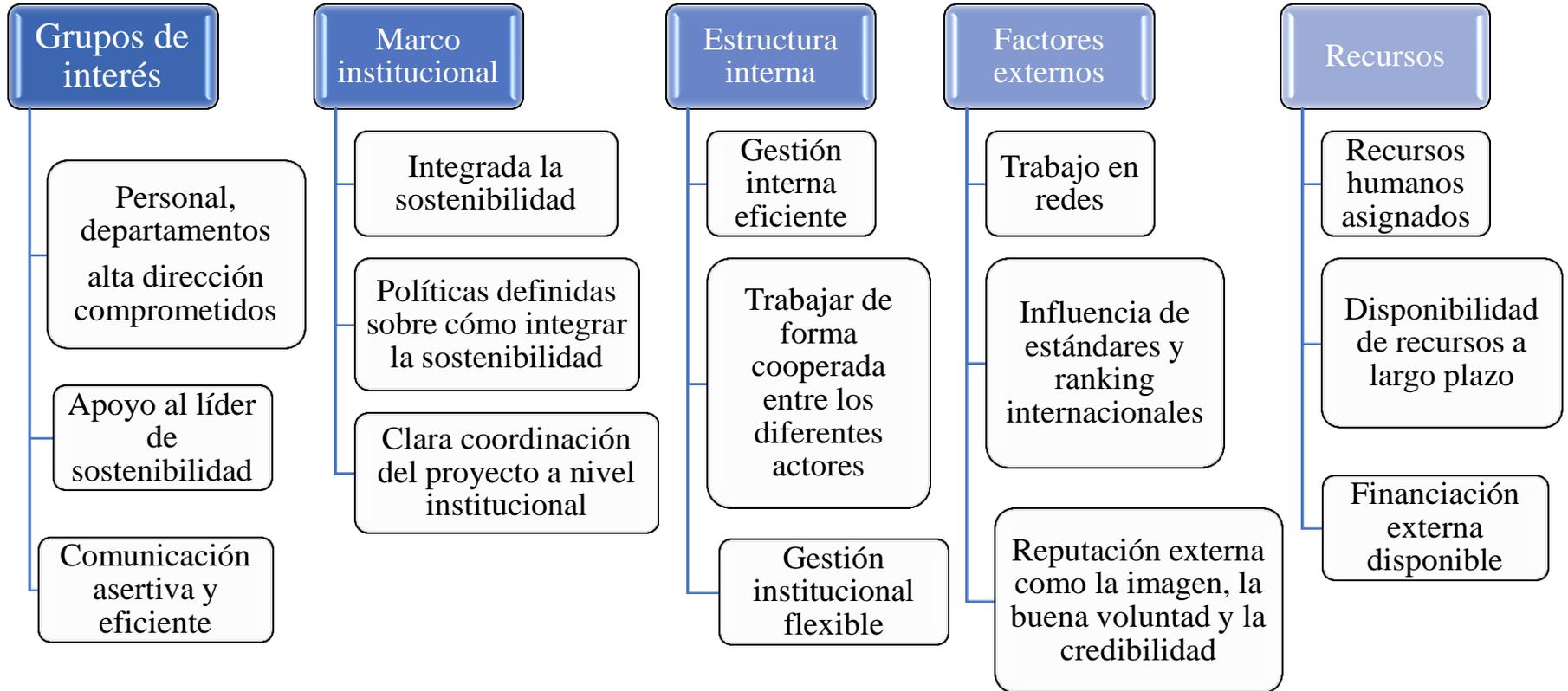


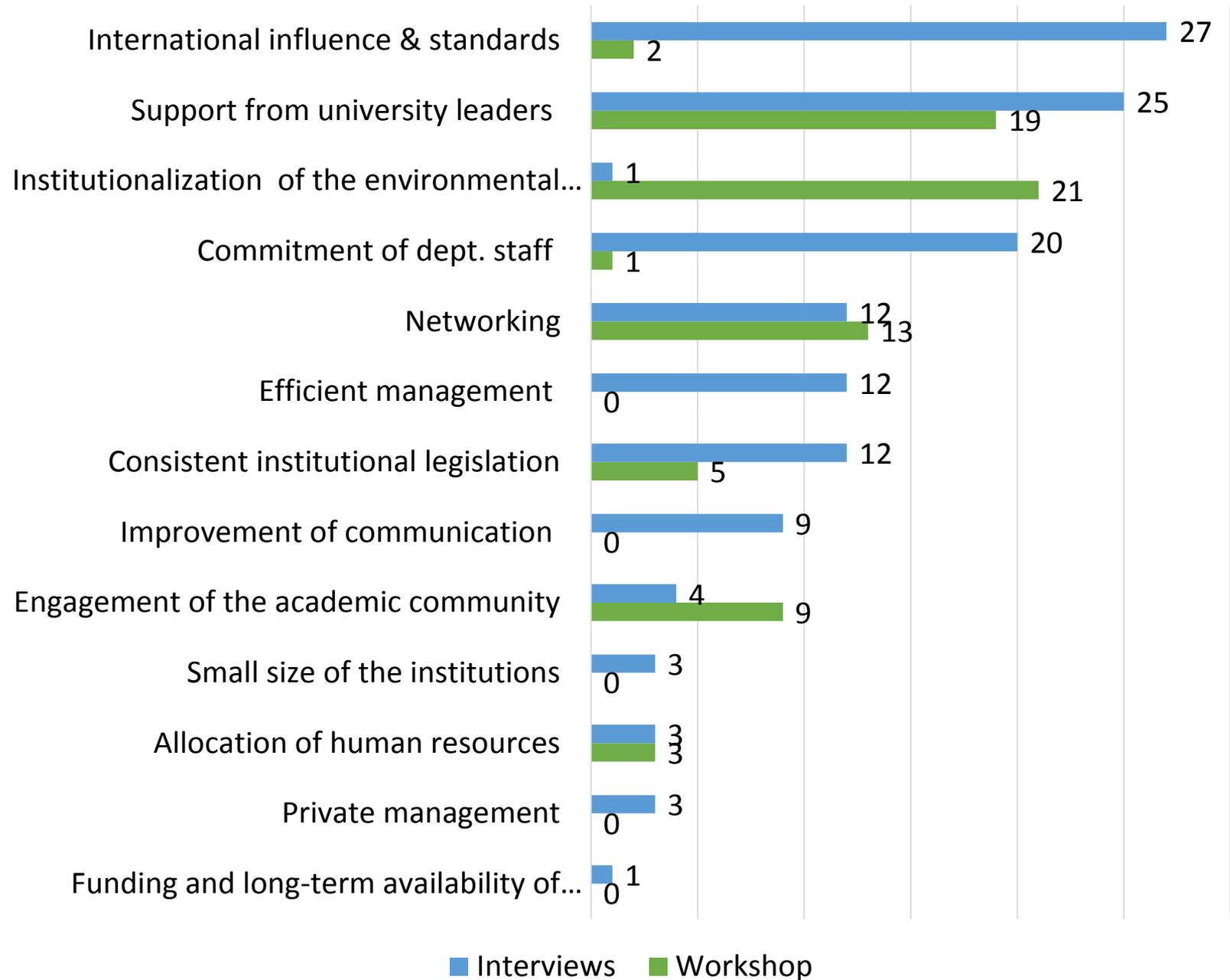


Resultados comparados de barreras para el cambio

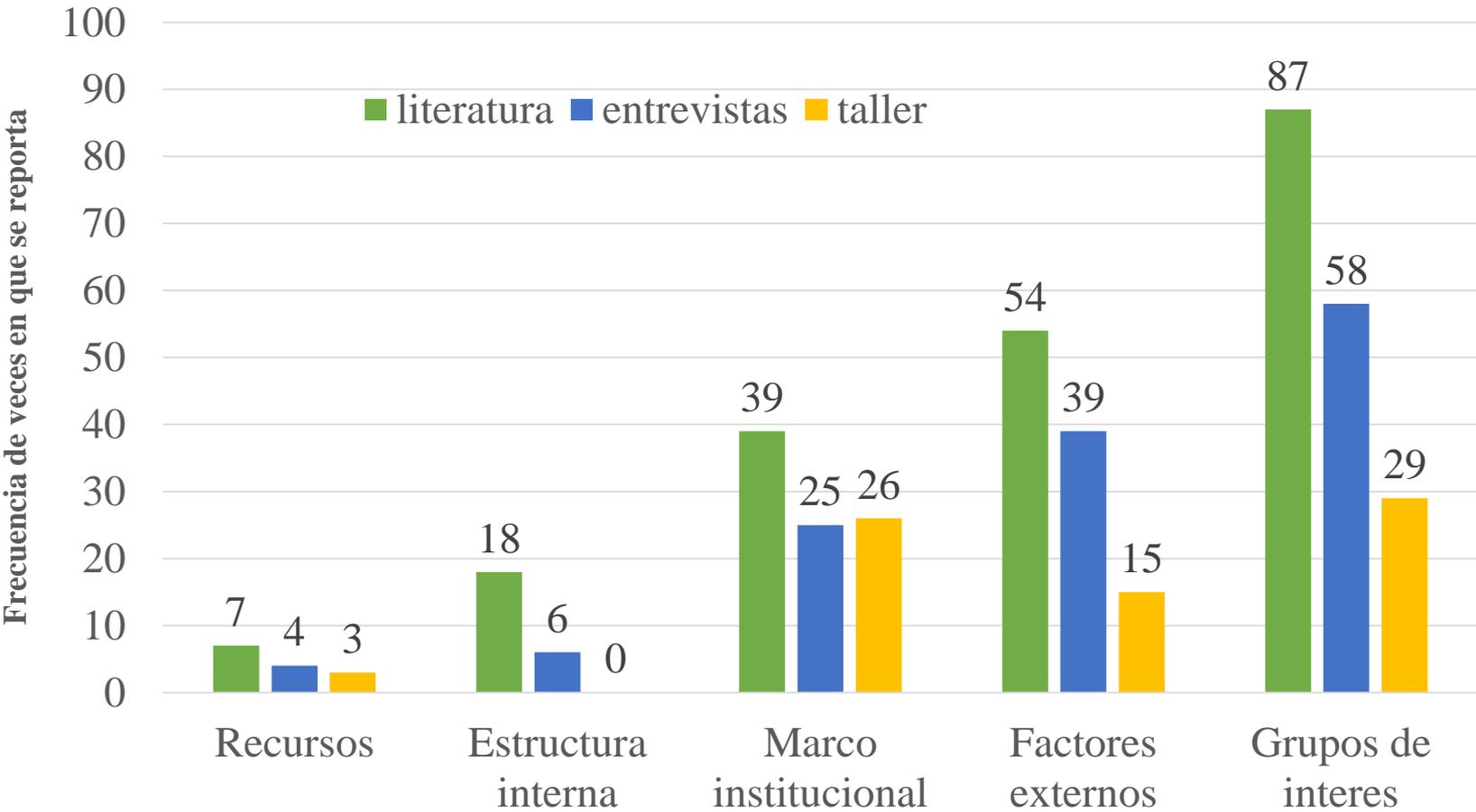


Resultados factores de éxito para el cambio

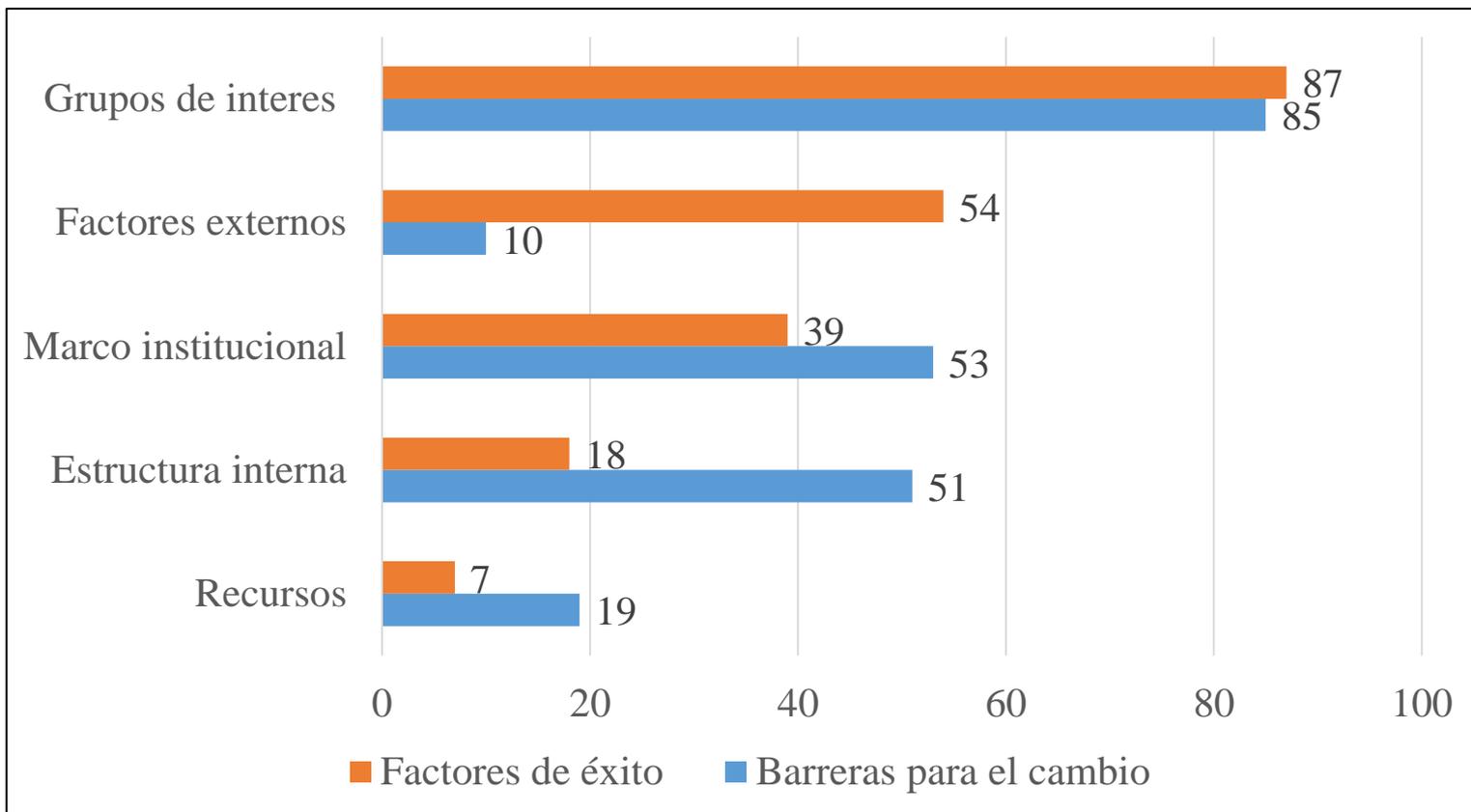




Resultados comparados de factores de éxito para el cambio

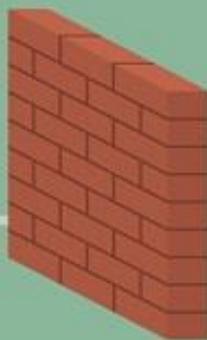


Resultados comparativos de factores de éxito y barreras



Barreras

para el
cambio



Factores
de éxito
para el
cambio