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

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**Abstract:** In recent years, there have been a considerable number of efforts to integrate sustainability into Higher Education Institutions; however, there are still a number of 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 focussing on retrieving all papers on sustainability in higher education institutions (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.

### **1. Introduction**

During the last three decades, universities and colleges have been working towards the integration sustainability into their systems (Ferrer-Balas et al, 2008; Shiel, & Williams, 2015). An increasing number of Higher Education Institutions (HEIs) have been engaged in integrating sustainable development (SD) in their practices, including education, research, community outreach, operations, assessment and reporting, university collaboration, institutional framework, educate-the-educator programmes,

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