Building Internal Quality Culture in Higher Education Institutions HEI

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"Towards a Comprehensive System for Quality Assurance of Higher Education in Lebanon"
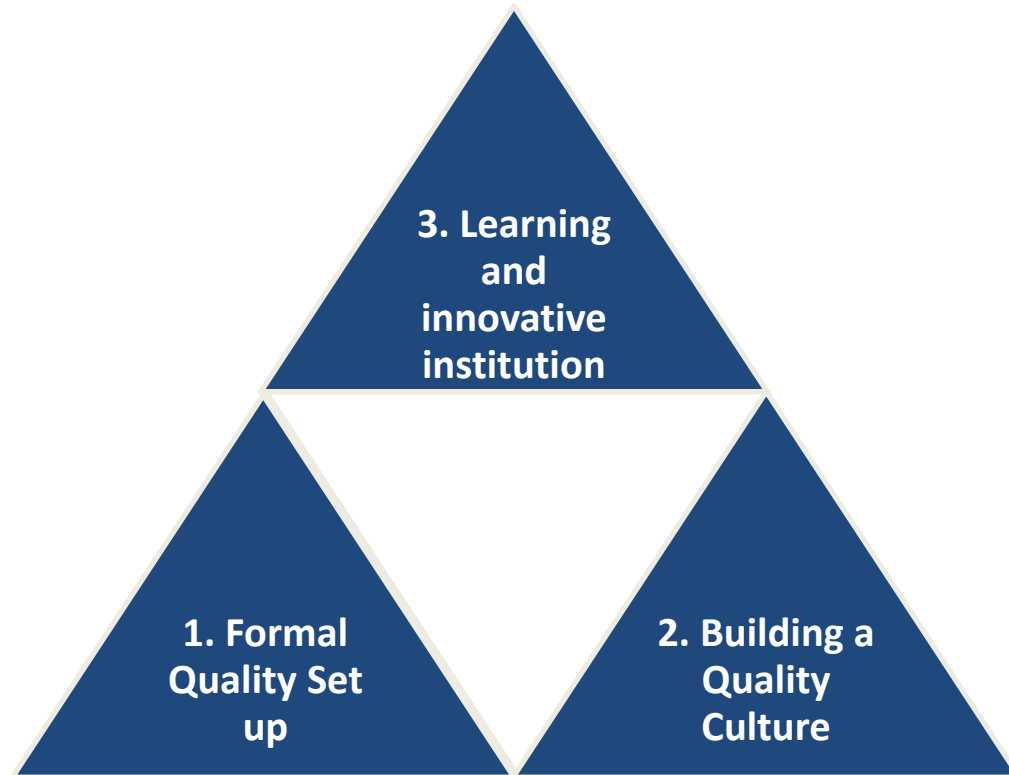
Unesco Palace , 29 & 30 April 2011

Quality Assurance vs. Quality Culture

Good Quality Assurance System	Not necessarily →	Good Quality Culture

"Quality culture refers to an organizational culture that intends to **enhance quality permanently** and is characterized by two distinct elements (EUA 2006: 10):

- a cultural/psychological element of shared values, beliefs, expectations and commitment towards quality

- a structural/managerial element with defined processes that enhance quality and aim at coordinating individual efforts

Mature internal quality culture: 3 stages-process

Stage 1: Introducing a formal quality setup

What should an institution do?	Why?
Focus more on its governance and organizational structure and on policies and procedures	To consolidate the institutional identity
Seek for an **external evaluation**	To have an independent review of its practices ; To assure its compliances to international standards (ESG); To open the doors for a **dialogue inside the institution between all stakeholders** To push the institution for more transparent practices.

Stage 1: Introducing a formal quality setup

What should an institution do?	Why?
Use indicators and **data gathering**	To measure different aspects of performance (programs, teaching, quality, etc.)
Have a **rational decision making process** based on a better use of the information collected	To be qualified as **a learning institution** integrating data gathering in its decision making process.
Reach a productive **balance between centralisation and decentralisation**	Have a **strong administrative support** that develops synergy with academic units

Stage 2: Building a quality culture

- Promote a culture of **accountability**, a **rational decision making** process, and **an ongoing dialogue**

- **Rethink also budgeting and investment strategies**

- Give priority to **Investment in people**

Investment in people

•Providing people with continuous education to improve and to benefit from the continuous improvement process;

• Creating incentives for learning and continuous education to people, scholarship for Ph. D. Studies, providing adequate funding for research, etc.

•Empowering people: The model of teacher-researcher is not enough: Experience shows that sharing managerial responsibilities is rewarding for faculty members;

•Managing people attitudes with training that will positively impact student life on campus;

•Investing in Public Relations to consolidate the interaction with stakeholders: alumni, professionals, competitors, etc.

Stage 3: Creating an innovative institution

Creativity

Give solutions to different challenges facing the institution in its specific context (historical, social, etc.)
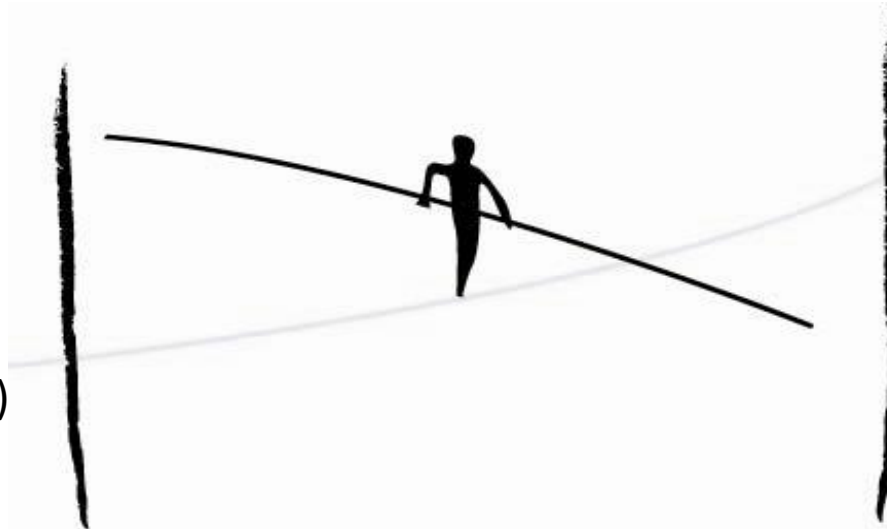
Standardization

Assure conformity and standardization

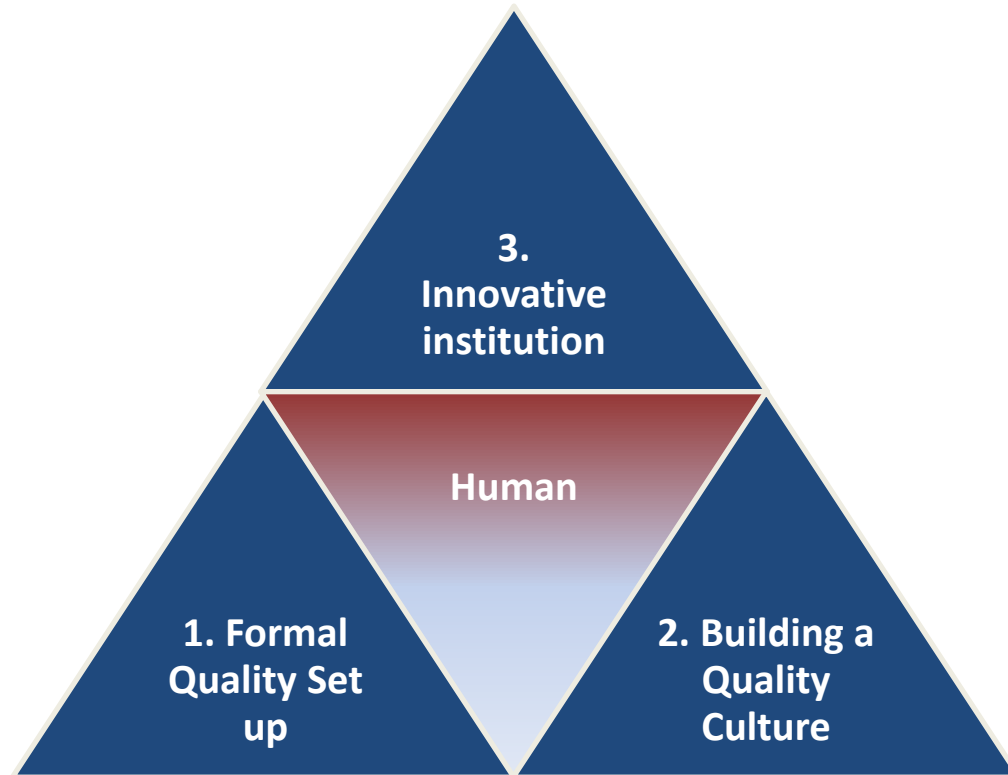⚠️ Disconnect to environment & stakeholder expectations

When an institution finds a good balance between standardisation and creativity:
it guarantees the realization of its mission

Stage 3: Creating an innovative institution

Innovation can be seen at different levels in HEI:

- Governance structure
- Programs development
- Student life and activities
- Research
- Quality standards and processes

Human tailored Institution

Thank you!