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”
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“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

1. Formal Quality Set up
2. Building a Quality Culture
3. Learning and innovative institution
# Stage 1: Introducing a formal quality setup

<table>
<thead>
<tr>
<th>What should an institution do?</th>
<th>Why?</th>
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</thead>
<tbody>
<tr>
<td>Focus more on its governance and organizational structure and on policies and procedures</td>
<td>To consolidate the institutional identity</td>
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<tr>
<td>Seek for an <strong>external evaluation</strong></td>
<td>To have an independent review of its practices;</td>
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<td></td>
<td>To assure its compliances to international standards (ESG);</td>
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<td>To open the doors for a <strong>dialogue inside the institution between all stakeholders</strong></td>
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<td>To push the institution for more transparent practices.</td>
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### Stage 1: Introducing a formal quality setup

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<td><strong>Use indicators</strong> and <strong>data gathering</strong></td>
<td>To measure different aspects of performance (programs, teaching, quality, etc.)</td>
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<tr>
<td>Have a <strong>rational decision making process</strong> based on a better use of the information collected</td>
<td>To be qualified as a <strong>learning institution</strong> integrating data gathering in its decision making process.</td>
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<td>Reach a productive <strong>balance</strong> between <strong>centralisation</strong> and <strong>decentralisation</strong></td>
<td>Have a <strong>strong administrative support</strong> that develops synergy with academic units</td>
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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
Building Internal Quality Culture in HEI – Yahchouchi, G.
Thank you!