

Towards the Lebanese Quality Assurance Agency- TLQAA



WP2

Standards

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The following is a synthesis of the standards reviewed in the American and European experiences and adopted for the Lebanese case, taking into consideration the Lebanese context and based on the discussed options available for Lebanon.

The core standards are nine in total, the first seven relate to various elements of the institution, and the last two relate to principles. Each standard has a title, followed by a standard statement (in bold). For each of the nine standards, a set of sub-standards are listed.

#	CORE STANDARD
<i>Elements</i>	
1.	Mission/Goals and Objectives
2.	Governance
3.	Teaching and Learning
4.	Academic Programs
5.	General Resources
6.	Human Resources
7.	Students
<i>Principles</i>	
8.	Public Disclosure
9.	Integrity

1. Mission/Goals and Objectives:

The institution publishes its educational mission, goals, and objectives reflecting its distinctive character and articulating institutional values. The institution describes its purpose and rationale in the context of Lebanese higher education.

- 1.1 Institutional mission, goals, and objectives are clearly articulated and communicated to all students, faculty, staff, and the broader public.
- 1.2 Goals and objectives guide the institution’s over-all direction, the establishment of academic programs and curricula, and administrative practices. They are used to evaluate the overall institutional performance.

1.3 Goals and objectives are periodically reviewed by the institution and developed with the participation of the academic community and its governing body.

2. Governance:

The institution's system of governance promotes a climate of administrative effectiveness, teaching and learning excellence, and professional development including faculty research and creative activity. The governance structure establishes quality control measures and fosters continuous quality improvement.

2.1 The institution's governance system reflects the institution's organizational structure, autonomy, and public role in accordance with its mission, goals, and objectives, and ensures its effectiveness and integrity.

2.2 The institution's system of governance publishes internally the roles of institutional constituencies in decision-making and policy development, and integrates faculty members in the decision-making process at all levels.

2.3 The governance structure includes an active governing body with sufficient autonomy to fulfill responsibilities of efficient planning, policy-making and resource allocation.

2.4 The institution develops and publishes policies and procedures for the carrying out of effective university business by its governing structure, including evaluation and promotion, needs assessment, data gate keeping and access, and to ensure that data is analyzed and used for decision-making and for the enhancement of the quality of teaching and learning,

2.5 The institution, through its governing structure, undertakes strategic planning that involves analysis of constraints and opportunities, and implements plans of action with the aim of continuous improvement of its teaching and learning goals.

2.6 The institution has a research strategy, described, justified, monitored, reviewed, and developed regularly. The institution allocates adequate resources to implement the strategy.

2.7 The institution manages its financial resources to ensure long-term stability by budgeting and forecasting based on the institutional strategic plans.

- 2.8 The institution includes institutional assessment or institutional research or similar forms of auto-evaluation which assesses its resources, weaknesses and strengths, provides trustful information, and undertakes periodic review of its programmes, in light of its goals and objectives, and the quality of teaching and learning.
- 2.9 The institution shall consolidate a quality culture based on a known and publicly available quality policy, and shall ensure a continuous improvement of the quality.
- 2.10 The institution should have a policy and procedures for assurance of quality.
- 2.11 The institution uses the results from quality assurance processes to revise and improve structures, processes, curricula.
- 2.12 The institution takes deliberate steps to engage faculty and students as partners in the assurance and enhancement of their educational experience.
- 2.13 The institution has fair, effective and timely procedures for handling faculty and students' complaints and academic appeals.
- 2.14 The institution demonstrates that it ensures the governance of all of its campuses and branches according to the same rules and academic standards.
- 2.15 The institution should make its decision making “impersonal” supported by written rules and regulation.
- 2.16 The institution encourages the community service activities within all its faculties and units.

3. Teaching and Learning

The institution promotes and offers adequate support for teaching and learning effectiveness. The institution promotes active learning, articulates goals, and evaluates student learning based on accepted practices.

- 3.1 The institution provides evidence for effective teaching in line with academic requests and learning outcomes.
- 3.2 The institution ensures a climate conducive to teaching and learning effectiveness through qualified faculty, facilities, support units, and administration of institutional affairs.

- 3.3 The institution develops procedures regulating academic decision-making affecting learning, including service learning, internships, and employment, so as to safeguard the centrality of learning to the institution.
- 3.4 The institution systematically evaluates student learning and provides evidence of success rates and weaknesses.
- 3.5 Assessment of student learning is continuous and embedded. Assessment provides evidence that students have met the knowledge, skills, and competencies consistent with institutional goals and program outcomes at the time of graduation.
- 3.6 The institution provides evidences on the impact of faculty staff research and their teaching content and methodology,
- 3.7 The institution provides evidence of student learning opportunities and demonstrates it is achieving its objectives and reaching a good quality of learning.
- 3.8 The institution shall have procedures whereby it can check that the purpose of any action that it undertakes, including outside work experience, community service, and mobility, is to encourage learning by the student,
- 3.9 The institution uses of the most appropriate assessment approach for each course and learning outcome.

4. Academic Programs

The institution's academic programs reflect institutional mission, goals, and objectives. Academic programs offer a course of study that address the broad knowledge base and accepted methods of inquiry of the relevant discipline or subject area.

- 4.1 The institution's various programs display knowledge content, rigor methods, and coherence appropriate to good quality of effective teaching and learning.
- 4.2 The institution has in place effective processes for program administration, program design and approval of new programs. The institution works systematically and effectively to ensure the quality and integrity of its academic programs and the credits and degrees awarded.
- 4.3 The institution has in place mechanisms to sustain, review and update its programs and to approve, manage, evaluate and periodically enhance

- their quality. These mechanisms include the participation of all concerned stakeholders.
- 4.4 Academic programs articulate student learning goals and objectives, including foundational knowledge, skills, and competencies. The institution evaluates the degree to which programs meet goals and objectives.
 - 4.5 The institution identifies expected outcomes (of learning and employment), assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.
 - 4.6 Program goals and objectives and learning outcomes are reviewed periodically for continuing validity and relevance.
 - 4.7 The institution ensures overall compatibility of the programme in terms of core knowledge, specialized knowledge and transferable personal skills.
 - 4.8 The institution diversifies learning opportunities through non-traditional forms of learning such as certificate programs, blended programs, non-credit offerings, distance learning, and remedial courses, etc.
 - 4.9 Graduate degrees are awarded in a research environment that provides secure academic standards for doing research and learning about research approaches, methods, procedures and protocols.
 - 4.10 The institution practices similar procedures and equality of access to effective learning across different campuses and branches.

5. General Resources

The institution sustains its operations and supports the achievement of its educational objectives through sufficient capacity in academic, fiscal, physical, technological and library and information resources.

- 5.1 The academic, financial, technological, and physical infrastructure necessary to meet institutional goals are sufficient and accessible.
- 5.2 The institution manages its financial resources effectively and with full disclosure.
- 5.3 General institutional resources are dedicated to the academic mission and objectives and promote a quality environment for teaching and learning.

- 5.4 The institution's allocation of resources and its processes for evaluation and planning demonstrate its capacity to improve the quality of its education, and respond to future challenges and opportunities.
- 5.5 The effective and efficient uses of institutional resources are analyzed as part of ongoing institutional and academic program evaluation.
- 5.6 The institution makes available open library and information resources to support teaching and learning and demonstrates their effectiveness in fulfilling its goals.

6. Human Resources

Faculty and staff qualifications, numbers, and performance are sufficient to accomplish the institutional and program goals and objectives and ensure quality teaching and learning.

- 6.1 The institution has policies and procedures for staff recruitment that are equitable, transparent, and explicit in their implementation.
- 6.2 The institution has mechanisms to ensure that the hiring, administration and training of its teaching staff is carried out with the necessary guarantees to ensure they can fulfill their corresponding functions, and clearly specify the working condition of faculty staff (such as working hours, teaching load, etc.)
- 6.3 The institution's instructional, research, and service support units are developed, implemented and monitored by qualified professionals.
- 6.4 The institution provides appropriate institutional support for the advancement and development of faculty, including support for teaching, research, creative scholarship, and professional service, as well as through faculty exchange programs.
- 6.5 Faculty mobility and exchange are governed by clear agreements and policies so as to guarantee equity and boost institutional human capacity.
- 6.6 The institution provides an adequate framework and resources to promote research and innovation, and to involve faculty in research projects at the local, regional and international levels.
- 6.7 The institution demonstrates provision of basic rights for faculty, including academic freedom and work conditions, within the context of sound teaching and learning.

6.8 The institution develops staff rules and regulations in collaboration with concerned staff (faculty members, assistants, administrators). These rules and regulation are made public and reviewed regularly.

6.9 The faculty members are encouraged to get involved in community services.

7. Students

The institution recruits, admits, and enrolls students through common policies and procedures. The institution formulates policies to protect students and ensure their success. The institution provides sufficient resources and services to achieve student learning of academic programs.

7.1 The institution's interaction with enrolled and prospective students is characterized by integrity.

7.2 The institution has in place policies and procedures for the recruitment and admission of students to tertiary education that are equitable, clear, explicit and are implemented consistently.

7.3 The institution provides sufficient student support services to enable students to achieve competitive results. The institution has effective arrangements in place to support students in their learning.

7.4 The institution supports student life on campus, grants freedom of expression and association and participation in decision-making. The institution provides channels of information to students to help them better making their educational and professional strategies.

7.5 The institution has in place measures that strengthen student diversity in terms of religion, gender, socio-economic background, ethnicity, and regional origin, in order to contribute in social integration.

7.6 The institution publishes accurate and up-to-date information addressed to enrolled and prospective students to allow for informed decision-making about the institution and learning pathways.

7.7 Student assessment uses published criteria, regulations and procedures which are applied consistently.

7.8 The institution demonstrates an acceptable level of internal effectiveness regarding students' progress (recruitment, retention, promotion and graduation).

- 7.9 The institution provides career education, information, advice and guidance to students and ensures that information regarding grants, scholarships, proposals and mobility are available to all students.
- 7.10 The institution provides structures of interaction between institutional offer and labor market demand, involving students.
- 7.11 The institution maintains active contact with alumni and involves them in decision-making.
- 7.12 The institution ensures that in all its policies, procedures and activities consideration is given to enable students with special needs and disadvantaged students to participate in all aspects of the academic and student life of the institution.
- 7.13 The students provide input and participate to most of the institution committees including those in charge of the quality of education.

8. Public Disclosure

The institution documents and publishes data and information to ensure transparency.

- 8.1 Public disclosure and transparency are driving institutional principles and are acknowledged clearly in institutional bylaws.
- 8.2 The institution produces and regularly provides information to stakeholders that is complete, accurate, timely, accessible, clear and sufficient for informed decision-making about institutional performance.
- 8.3 The institution documents all activities, programs, rules and regulations related to different institutional and program procedures, and preserves them systematically to ensure institutional memory.
- 8.4 The institution maintains an official website that is updated continually.
- 8.5 The institution is responsible for the quality of its provisions, and has in place policies and procedures to ensure that its responsibilities, and those of its partners, are clearly identified and met.

9. Integrity

The institution commits to high ethical standards in dealing with its governing board, students, prospective students, faculty, staff, external agencies and organizations, and the general public. The institution

promotes democratic values, sense of dialogue, communication, respect of diversity, sense of belonging and social integration.

- 9.1 The institution develops and publishes, through the consensus of its multiple constituencies a code of ethics that is official and adhered to.
- 9.2 The institution recognizes the participatory nature of learning process and respects a wide range of opinions and ideas.
- 9.3 The institution upholds accountability at all levels.
- 9.4 The institution has active academic integrity assessment procedures.
- 9.5 The institution fosters to develop in all its educational programmes courses, modules or part of courses dedicated to democratic values, sense of dialogue, communication, respect of diversity, sense of belonging and social integration.
- 9.6 The institution demonstrates support for academic and intellectual freedom.