



The TLQAA Book

A Guide to Action in Higher Education

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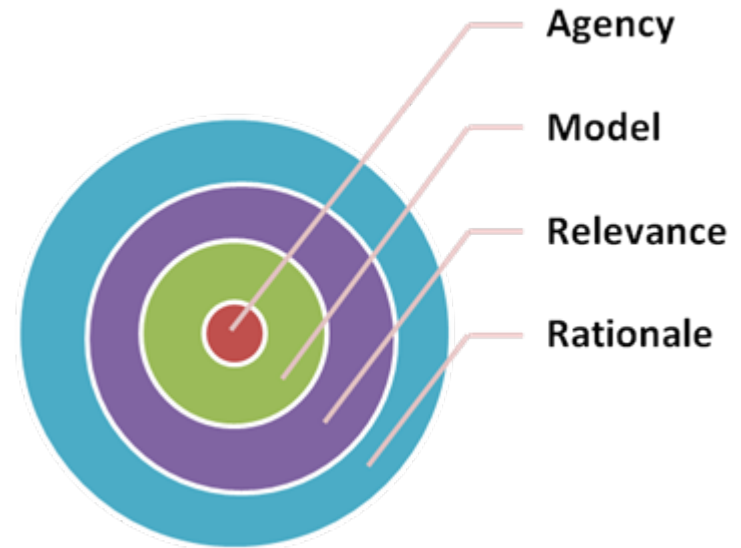
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The Core Message

- **“Guide to Action”** for improving higher education
- Audience
 - Educators
 - University Leadership
 - Government officials in higher education
 - Socio-economic stakeholders
 - Students and their families
- Target of TLQAA Project
 - Establish a National Evaluation Agency

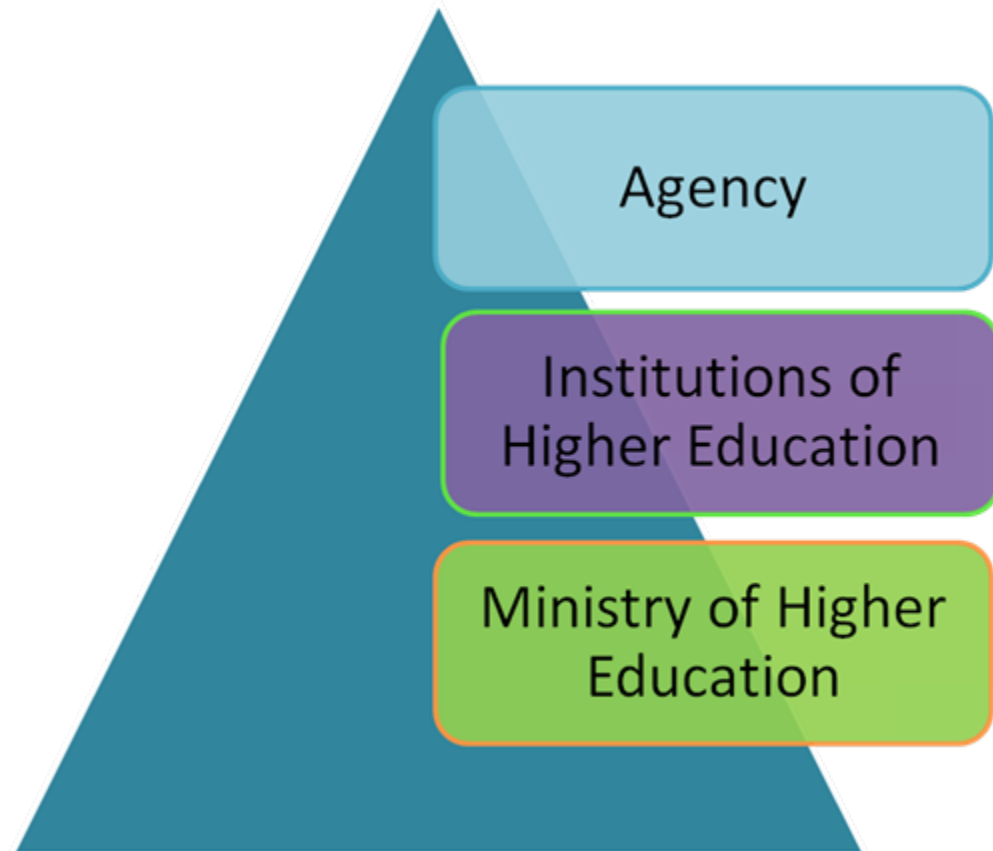
Why Lebanon Needs an Evaluation Agency?

- Driving Forces
 - Ministry of Higher Education: Decision Maker of Policies and investments
 - Institutions of Higher Education
- Transformation Force
 - Vision for continuous improvement
 - Formative with explicit recommendations



Legitimacy of the Agency

- Stakeholders Analysis
 - Values
 - Expectations
 - Interests
- Mechanisms
 - Dialogue
 - Engagement
 - Commitment
 - Trust
 - Professionalism



Values of Practice



- Rigorous Accountability Systems
 - Application of Methodological Principles
 - Systematic approach to external evaluation
 - Availability of Information about of the inner workings of the Agency

TLQAA Experience

- TLQAA Experience = Case Study
- Organizational change triggered by external evaluation
 - Authorizing environment
 - Independence of evaluation
 - Externality of evaluation
 - Quality of the external evaluation report

Reflective Management Approach

