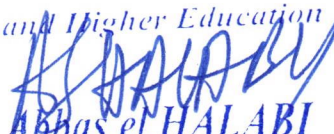# LEBANON FIVE-YEAR HIGHER EDUCATION PLAN 2023-2027
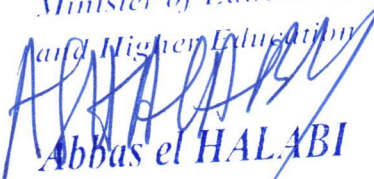
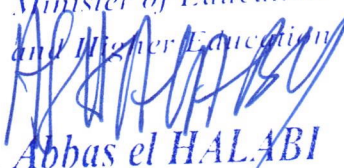| |
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| STRATEGIC PILLAR 1: STEERING THE HIGHER EDUCATION SYSTEM |
| **PRIORITY AREA 1: Strengthen Governance and Accountability.**

Establish an effective governance and accountability system for Lebanese Higher Education at national and institutional levels, setting out the legal norms and organisational arrangements for all key actors across the Lebanese HE system. |
| **Programme 1.1.** Implement a new governance framework for Lebanon Higher Education system. |
| **Programme 1.2.** Strengthen the role of the DGHE towards Higher Education Institutions (HEIs) at the level of framing and organisation of Higher Education and at the level of controlling, following-up and monitoring. |
| **Programme 1.3.** Strengthen the role of the DGHE with respect to university-based research, and Establishing cooperation and partnership between DGHE and LNCSR. |
| **Programme 1.4.** Review the constitution of the Council for Higher Education as an intermediary body and its function and autonomy. |
| **Programme. 1.5.** Establish Lebanese Quality Assurance Agency (LQAA) (same as Programme 2.1). |
| **Programme 1.6.** Review Law 285/2014 in order to develop and modernise the Lebanese Higher Education sector. |
| **Programme 1.7.** Develop an integrated and diversified post-secondary education system. |
| **Programme 1.8.** Review and modernise governance in HEIs in order to instore new governance arrangements in line with those implemented internationally. |
| **PRIORITY AREA 2: Enhance Quality and Quality Assurance.**

Develop an internationally recognised quality assurance system to assure the quality of the student experience and the outcomes from individual HEIs and collectively across the higher education system. |
| **Programme 2.1.** Establish Lebanese Quality Assurance Agency (LQAA). |
| **Programme 2.2.** Develop and implement Quality Assurance Framework (QAF) and regulations. |
| **Programme 2.3.** Establish Quality Assurance operational process. |
| **Programme 2.4.** Establish Lebanese Register of Quality Assurance. |
| **Programme 2.5.** Produce sector report on the Quality of Lebanese HE. |
| **Programme 2.6.** Increase participation in International and Arab Network for Quality Assurance in Higher Education (ANQAHE). |
| **Programme 2.7.** Conduct external review for HEIs in Lebanon. |
| **Programme 2.8.** Develop and implement Lebanese Qualifications Framework (LQF). |

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Programme 2.9. Establish sustainable system for continuous revision and development of Higher Education Qualifications in relation to job market.

Programme 2.10. Establish process for Recognition of Professional Qualifications.

Programme 2.11. Review and develop higher education programs based on the Quality Assurance Framework, the National Qualifications Framework and related procedures.

Programme 2.12. Ratify Arab States Convention on Mutual Recognition of Qualifications and promote bilateral and multilateral conventions on Mutual Recognition of Qualifications and Diplomas.

Programme 2.13. Join ENIC-NARIC Network.

PRIORITY AREA 3: Increase Funding and Monitor Performance.

Develop a policy approach to funding higher education in Lebanon along two dimensions – the immediate needs of the sector and a longer-term policy direction.

Programme 3.1. Reform the funding model for the Lebanese University.

Programme 3.2. Introduce a model of Performance Based Funding for the Lebanese University.

Programme 3.3. Establish a strategic fund for all Universities.

Programme 3.4. Introduce measures to support the Higher Education system through the current crises.

PRIORITY AREA 4: Higher Education Information and Data.

Develop a comprehensive higher education management information system (HEMIS) to foster informed decision making processes.

Programme 4.1. Develop the parameters and system architecture of a HEMIS system for Lebanon.

Programme 4.2. Develop a Student Record System (SRS).

Programme 4.3. Develop and Implement a Graduate Outcomes Survey and an Employer Survey.

Programme 4.4. Design and implement a platform to connect Higher Education to employment sector, to enhance labour market skills and employability, and to forecast skills for new and future jobs and professions.

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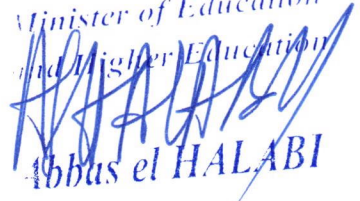*and Higher Education*

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STRATEGIC PILLAR 2: IMPROVING RELEVANCE AND QUALITY OUTCOMES
PRIORITY AREA 5: Education, Skills and Relevance. **Put in place structures and processes to ensure that the higher education system, individual HEIs and education programmes contribute significantly to the skills needs of the Lebanese economy.**
Programme 5.1. Establish a National Taskforce to review all programmes based on an exhaustive study of current degrees.
Programme 5.2. Establish a Universities-Economic stakeholders Forum.
Programme 5.3. Establish a national system for academic and vocational guidance.
Programme 5.4. Establish a University/Institutional Research Unit.
PRIORITY AREA 6: University-based Research, Development and Innovation (RDI). **Develop a strong university-based research, development and innovation system at the national and institutional level.**
Programme 6.1. Develop a National University-based Research Policy and Strategy supporting innovation and development.
Programme 6.2. Establish National Centres of Excellence.
PRIORITY AREA 7: Doctoral Education. **Develop a National Framework for Doctoral Education.**
Programme 7.1. Develop a National Framework for Doctoral Education.
Programme 7.2. Develop a Research Cooperation Platform between the concerned Stakeholders, in particular between DGHE and LNCSR, and establish Collaborative Doctoral Schools.
PRIORITY 8: Teaching and Learning. **Establish structures and processes for continual improvement of teaching and learning, curriculum development and assessment.**
Programme 8.1. Establish Centres for Improvement and Development in Teaching and Learning in HE institutions.

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STRATEGIC PILLAR 3: STRENGTHENING SOCIAL RESPONSIBILITY AND COMPETITIVENESS
PRIORITY AREA 9: Service-to-Society and Civic Engagement. **Make service-to-society and civic-engagement a requirement for all higher education institutions in Lebanon.**
Programme 9.1. Develop a regulatory framework for involvement of higher education institutions in society services and civic engagement.
PRIORITY AREA 10: Internationalisation and Strategic Partnerships. **Strategically position Lebanon as a regional and international leader in higher education and research.**
Programme 10.1. Develop a national framework and regulations for internationalisation and global partnerships.
Programme 10.2. Each University to develop a university strategy for internationalisation and global partnership.
Programme 10.3. Embrace the opportunities of digital internationalisation.
Programme 10.4. Put in place appropriate policies based on highest standards to protect the rights of international students and to ensure that they have a good learning experience in high quality provision.
PRIORITY AREA 11: Equality, Diversity and Inclusion (EDI). **Ensure equity of access to and participation in higher education, and that the values of EDI are mainstreamed**.
Programme 11.1. Set a framework and regulations to ensure equality and justice in terms of parity in equity of access, participation, diversity and inclusion.

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30 September 2022