

P N Q A H E | Q A A - H E C | K M U | L U M S | P O K

MICRO-CREDENTIAL PROGRAM

Higher Education Governance & Quality Assurance

— EMPOWERING INSTITUTIONS —

*Fostering System-Centric, Institutionalized Governance
and Enduring Quality Culture through PSG-2023*

GOVERNANCE BY DESIGN. QUALITY BY CULTURE

TARGET AUDIENCE

Vice Chancellors, IQC
Members,
QA Directors & HE
Change Agents

PROGRAM DURATION

July – September 2026
Blended Learning Format

REGISTRATION FEE

**\$1,000 USD/
300,000/ PKR**
Pilot Cohort: 30
Participants

SECTION 01 | THE VISION & OBJECTIVES

What is it we are trying to do?

The fundamental objective of this exclusive micro-credential is to catalyse a critical transition within Pakistani Higher Education: moving decisively away from person-centric decision-making toward resilient, sustainable, and system-centric governance.

We are not merely mapping readiness; we are operationalizing the Pakistan Precepts, Standards, and Guidelines (PSG-2023) framework. The goal is to establish Quality Assurance Framework, PSG-2023 not as a metric for compliance, but as the definitive blueprint for institutional self-actualization. By empowering leadership, we aim to foster intellectual autonomy and promote an effectiveness mindset, ensuring that quality becomes the driving force of institutional strategy.

“Transitioning from superficial compliance to genuine system-centric ownership.”

A Shift in the Governance Paradigm

True governance excellence requires a transition to system-centric leadership. Where individual champions once carried the weight of quality culture, this program instils structures — delegated powers, policy frameworks, and Internal Quality Assurance (IQA) mechanisms— that perpetuate quality independent of any single actor.

This is a well thought transformation by engaging critically with international QA frameworks and contextualizing them within Pakistan's higher education landscape, participants are invited to rethink the inherited administrative mindsets and exercise authentic intellectual autonomy. Quality assurance becomes not a borrowed template, but a locally owned, globally informed practice.

Intellectual Autonomy in Governance: Institutions that critically adapt global standards to local realities build more durable quality cultures than those that merely replicate external models.

Strategic Objectives

- Operationalize PSG-2023 as a living governance framework embedded in institutional policy, not a periodic compliance exercise.
- Equip Institutional Quality Circles (IQCs) to function as autonomous engines of continuous quality improvement.
- Cultivate data-driven leadership competencies among senior academic administrators and change agents.
- Build a National Quality Assurance Ecosystem through Training of Trainers (ToT) and a Virtual Community of Practice (VCP).
- Foster intellectual independence — enabling institutions to critically evaluate, contextualize, and own their quality journeys.

SECTION 02 | THE METHODOLOGY & MODULES

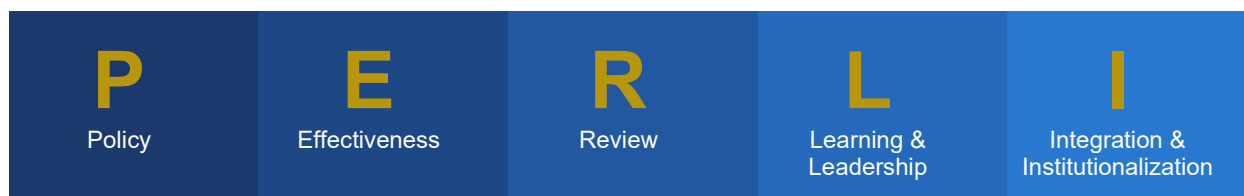
How are we going to do it?

A Blended, Context-Sensitive Methodology

This program adopts a blended learning architecture that integrates synchronous online masterclasses, asynchronous self-paced modules, and in-person collaborative workshops. All case studies and applied exercises are drawn directly from the Pakistani higher education landscape, ensuring contextual resonance and immediate institutional applicability.

Central to the pedagogical design is the Training of Trainers (ToT) model — ensuring that knowledge does not remain siloed within individual participants, but cascades throughout institutions and across regional higher education communities.

The PERLI Approach

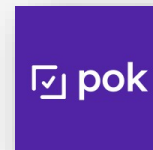
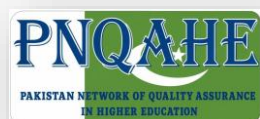


Program Modules

#	MODULE	FOCUS AREA
01	Foundations of QA Governance	PSG-2023 architecture, regulatory landscape, and the QA ecosystem in Pakistan.
02	System-Centric Leadership	Transitioning from person-centric to governance-by-design models; delegation frameworks.
03	Data-Driven Decision Making	Generating & utilizing institutional data for evidence-based governance and strategic planning.
04	PERLI Dimensions in Practice	Applying Policy, Effectiveness, Review, Learning & Leadership, and Integration cycles.
05	IQC Empowerment & ToT	Operationalizing Institutional Quality Circles; building in-house training capacity.
06	Strategic Quality Action Planning	Capstone: Designing institution-specific quality action plans for measurable impact.

Implementation Timeline

PHASE 1 JULY	PHASE 2 AUGUST	PHASE 3 SEPTEMBER
<ul style="list-style-type: none"> • Program Orientation • Modules 01–03 • Pre-Assessment 	<ul style="list-style-type: none"> • Modules 04–05 • Case Study Workshops • Peer Learning 	<ul style="list-style-type: none"> • Module 06 – Capstone • Post-Assessment • Digital Badge Award



SECTION 03 | THE EVIDENCE & OUTCOMES

How do we know it works?

An Evidence-First Approach to Quality

This program is not built on aspiration alone — it is grounded in a rigorous evaluation architecture that tracks measurable shifts in governance competency, leadership behavior, and institutional systems change. Every module is designed with clear, observable outcome indicators.

30**Pilot Cohort**

Senior HE Leaders &
Administrators

6**Program Modules**

Structured Learning Units

3**Evaluation Points**

Pre, Mid & Post Competency
Assessment

The Evaluation Framework

01	Pre-Training Competency Mapping	Baseline assessment of participants' current governance knowledge, QA familiarity, and leadership competencies before program commencement.
02	Formative Feedback Loops	Structured reflection exercises, peer reviews, and facilitator observations after each module to enable real-time learning adjustments.
03	Capstone Action Plan	Each participant designs an institution-specific Quality Action Plan — a concrete governance intervention mapped to the PERLI framework and PSG-2023 standards.
04	Post-Training Competency Assessment	Comparative measurement of pre- and post-program competency levels to quantify knowledge transfer and behavioral shifts.
05	Institutional Impact Tracking (90-day)	Follow-up review of actual governance changes implemented at participants' home institutions, providing real-world evidence of program efficacy.

Evidence is the language of accountability. This program does not ask participants to trust the process — it demonstrates results.

SECTION 04 | SUSTAINABILITY & IMPACT

How do we ensure capacity for change & CQI?

Building Institutional culture for Continuous Quality Improvement

The most durable quality cultures are those that outlive any individual. This program's sustainability strategy is designed around vertical institutionalization — embedding quality standards permanently into the governance architecture of participating institutions through empowered Institutional Quality Circles (IQCs) and formally delegated authority structures.

By equipping IQC members /HE Leadership to utilize Tables of Delegated Powers, this program ensures that quality assurance is horizontally integrated across all departmental levels — not confined to a central QA office but woven into the everyday decisions of academic leadership at every tier.

The CQI Cycle — Built to Last

THE CQI LOOP

- **PLAN** Governance frameworks & policy design aligned to PSG-2023
- **DO** Operationalize through IQCs and delegated authority
- **CHECK** Evidence-based review against competency benchmarks
- **ACT** Learning integration and institutionalization via PERLI

WHAT CHANGES PERMANENTLY

- IQCs empowered with formal governance mandates & mindsets
- Tables of Delegated Powers integrated into policy architecture
- Data-informed decision-making embedded as standard practice
- A self-sustaining ToT ecosystem generating internal trainers
- Quality standards horizontally owned at all institutional levels

Excellence is not a fixed state. CQI embodies the philosophy that quality lives in the courage to question, learn, and evolve.

Professional Pathways for Program Graduates

Completion of this program is not a conclusion — it is an opportunity and entry point into a national quality leadership community. The following opportunities are available to graduates:

1

Verifiable Digital Badge / Certificate

A blockchain-verified digital credential (NFT) awarded upon successful program completion — internationally portable, tamper-proof, and instantly shareable.

2

QA Reviewers Pool

Future opportunity to serve as a National & International QA Reviewer with higher education ecosystem.

3

Institutional Leadership & Cascade Training

Opportunity to spearhead and cascade similar quality training programs within your own institution and across your regional HE network.

4

Elite Networking — Virtual Community of Practice

Opportunity to participate in Virtual Community of Practice (VCP) for strategic consultation and meaningful contributions to national QA policies and HE governance guidelines.

LEADING IMPACT & TRANSFORMATION

Consortium Team Lead



Prof. Dr. Zia-ul-Haq

Designation: Executive Director HEC, Pakistan

Message

In today's rapidly evolving higher education landscape, strong governance and robust quality assurance are essential for institutional excellence and global competitiveness.

This Micro credential on Governance and Quality Assurance has been thoughtfully designed for Vice Chancellors, Deans, Directors, and academic leaders to strengthen strategic leadership, institutional effectiveness, and quality culture within

universities. I encourage higher education leaders to benefit from this timely initiative and contribute towards building resilient, accountable, and future-ready institutions.



Mr. Nasir Shah

Designation: Director General, Quality Assurance Agency (QAA), HEC Pakistan

Message

Institutionalizing quality assurance is essential for building resilient, accountable, and high-performing universities. A strong quality culture ensures that governance, academic processes, and decision-making are aligned with national and international standards.

This Micro Credential on Governance and Quality Assurance, aligned with PSG-2023, is designed to equip academic leaders and IQAE/QEC teams with the knowledge and tools needed to

embed quality assurance practices across their institutions. I encourage universities to take advantage of this important initiative and strengthen their commitment to continuous improvement and institutional excellence.



Dr. Syeda Asiyah Bukhari

Designation: President PNQAHE

Message

PNQAHE is proud to launch Pakistan's first Micro credential on Quality Assurance aligned with PSG-2023, developed in collaboration with Higher Education Commission, Quality Assurance Agency, Lahore University of Management Sciences (LUMS), and Khyber Medical University (KMU).

This pioneering programme aims to strengthen quality culture and institutional excellence in higher education.

We invite universities and institutional leaders to nominate faculty members and QEC teams for this valuable professional development opportunity. Together, let us advance internationally aligned quality assurance practices and shape the future of higher education in Pakistan.

DESIGNING NATIONAL TRANSFORMATION

NATIONAL EXPERTS



Prof. Dr. Sohail Naqvi

Former Executive Director, HEC Pakistan & CEO, Knowledge Stream

Prof. Dr. Syed Sohail Hussain Naqvi is a distinguished academic and higher education leader who served as Executive Director of the Higher Education Commission (HEC), Pakistan, for eight years. He played a leading role in major higher education reforms in Pakistan. He holds a PhD in Electrical Engineering from Purdue University, USA, and has extensive teaching and research experience in Pakistan and the United States. He also served as Vice Chancellor of LUMS and is internationally recognized for his

contributions to higher education policy, governance, and innovation.



Mr. Agha M. Raza

Deputy Director, Quality Assurance Agency (QAA), HEC Pakistan

Mr. Agha M. Raza is a Fulbright Fellow in Higher Education Administration, Policy, and Planning, with advanced studies at the University of California, Davis and Pennsylvania State University, USA. As a quality professional, he has played a central role in shaping Pakistan's quality assurance framework, including the development of PSG-2023, associated quality assurance tools, and innovative institutional effectiveness approaches such as the PERLI Dimensions (Golden Thread) model. His expertise spans higher education policy, governance, quality assurance, institutional effectiveness, and systemic reform. He also serves as a national resource person, leading capacity-building initiatives for university leadership across Pakistan to advance quality enhancement and institutional transformation.

GLOBAL EXPERTISE, COLLABORATION & INTEGRATION

INTERNATIONAL EXPERTS



Dr. Susanna Karakhanyan

Expert in Higher Education Governance and Quality Assurance

Dr. Susanna Karakhanyan is an internationally recognized expert in higher education governance, policy, and quality assurance. She served as President of the International Network for Quality Assurance Agencies in Higher Education (INQAHE) and has extensive experience in accreditation, institutional evaluation, and higher education regulation across multiple countries. She currently works in higher education policy and regulation in Abu Dhabi and has collaborated with UNESCO and the World Bank.



Dr. Wesley Teter

Senior Specialist, Higher Education Section, Division for Policies and Lifelong Learning Systems, UNESCO

Dr. Wesley Teter is a Senior Specialist at UNESCO with expertise in higher education policy, sustainability, academic freedom, digital credentials, and lifelong learning. He has extensive international experience in education reform, governance, and higher education development initiatives.

READY TO LEAD THE QUALITY TRANSFORMATION?

Apply now and become part of Pakistan's foremost executive quality assurance cohort.

APPLY NOW

Registration & Payment Details

REGISTRATION FEE

\$1,000 USD/ 300,000/ PKR

Pilot Cohort: 30 Participants Only

BANK PAYMENT DETAILS

Bank: Bank of Punjab

Account Title: KHYBER MEDICAL UNIVERSITY /PNQAHE Account

Account# PK57 BPUN 6540 1854 3830 0016

SCAN TO APPLY

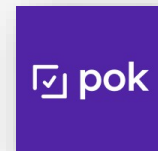


For enquiries, contact:

PNQAHE

<https://www.pnqahe.org>

Venue: HEC Islamabad



Governance by Design. Quality by Culture.