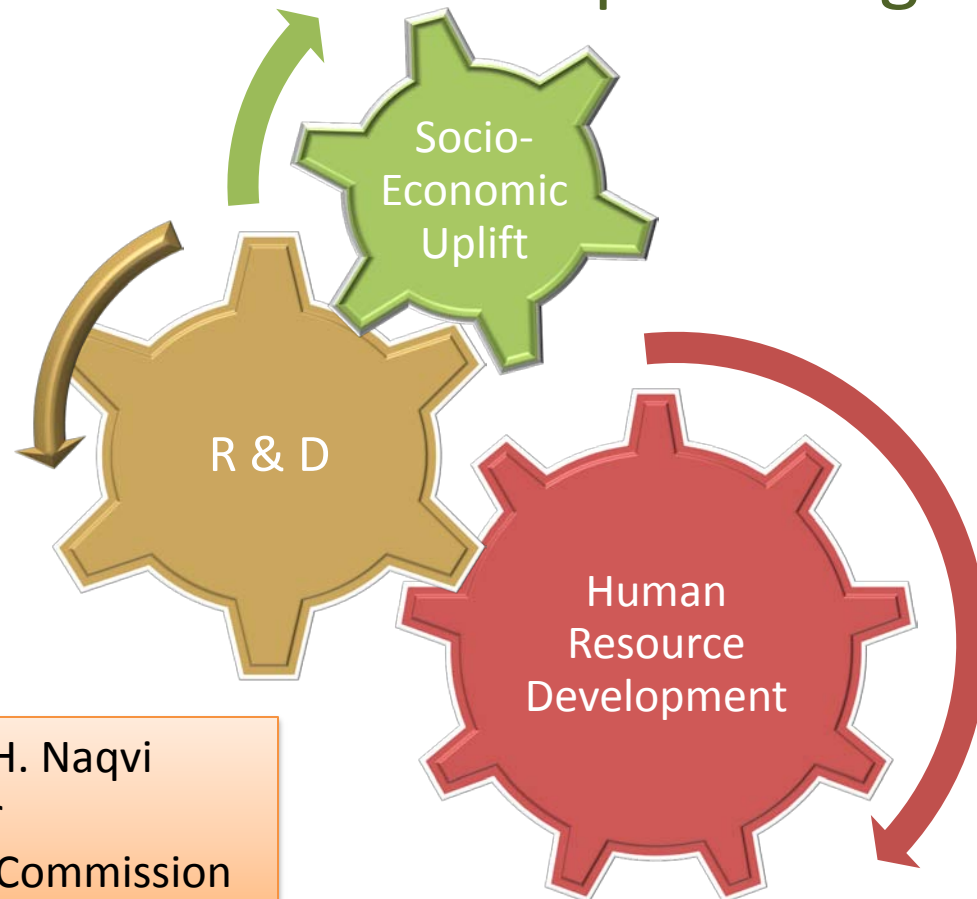


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Education Group

Higher Education Commission

Empowering Pakistan



Prof. Dr. S. Sohail H. Naqvi
Executive Director
Higher Education Commission



Higher Education Reform in Pakistan

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Task Force on Higher Education (April 2001)

- Reform Report (Dec. 2001)
- Key Recommendation: Create HEC

Implementation of Recommendations

- Steering Committee on Higher Education
- Report & HEC Law (Sep. 2002)

Decisions by the President (Aug 2002)

- Double financial allocation in 2 Years
- New pay structure for faculty members linking performance & reward

Higher Education Commission (Sep 2002)



Higher Education Commission

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Autonomous body

- Prime Minister of Pakistan: Controlling Authority
- One line budget

17 Member Diverse Commission

- Representative from each Province
- Representatives from Ministries of Edu, S&T
- 10 Eminent Educationists
- Chairman HEC has status of Federal Minister

Executive Director, HEC

- Federal Secretary status
- Principal Accounting Officer
- May submit cases to Cabinet directly



Functions of the HEC

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Higher Education Policy

Financing

Academia – Industry linkages

Promotion of Research

Accreditation of Institutions & Programs

Recognition of Degrees

Faculty Appointment Criteria



Key Challenges in Higher Education

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Quality

- Standards
- Structure
- Ownership

Access

- 20 Million Young (17-23)
- Enrollment
- Equity
- Spread

Relevance

- Stakeholder Response
- Economic Linkage
- Innovation



Responding to Challenges

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Core

**Faculty
Development**

**Improving
Access &
Learning**

**Excellence in
Research**

**Relevance to
National
Priorities**

Support

Quality Assurance: Standards, Assessment, Accreditation

Good Governance & Management

Infrastructure Development: Physical, Technology



Policy Fundamentals

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Academics understand
university management
best

- Building HEC Capacity
- Merit & Transparency

Faculty is the heart and
soul of a university

- Faculty development scholarships

Quality is International

- Gradual Implementation

Creation of new
knowledge is a core
university function

- Science & Engineering focus
- International Standards



Revolution

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1st Phase Implementation

- 150 New Initiatives
- Mega Scholarship Programs
- Model University Law
- Publish or Perish
- University Support
 - Centrally developed programs
 - Generous funding
 - IT & Equipment support, Minimal new structures
 - Build a good model:- Replicate it



Paradigm Shift

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2nd Phase Implementation

- Tenure Track System
- 4 Year Undergraduate Program
- Teaching → Learning Centered
- Development of University Vision
- HEC Capacity Development



Quality & Equity

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3rd Phase Implementation

- Quality is job one
 - Quality Assurance Structure
 - Faculty Appointment Criteria
 - MS / PhD Program Criteria
- Governance
 - Vice Chancellor Appointment Mechanism
 - Financial Management
- Reaching Out: Ensuring Equitable Access



Institutionalization

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4th Phase Implementation

- Sustainable Processes
- HEC Capacity Building
 - Transferring ownership to the University
- Understanding Communication
 - Community / Local Ownership
- Addressing Gaps
 - Arts, Humanities & Social Sciences
- Understanding Financing
 - Not sustainable without fees



The Modern University

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5th Phase Implementation

- Implementing the first 4 Phases (All together)
- University Management
- Diversified funding
- Political Ownership: Reaching Out
- There is more to academics than publications
 - Responding to local needs of technology



Managing Change

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Hands on Process

Gradual: Timing is crucial

Communication & Trust

Need flexibility: One size does not fit all

Celebrating Successes

More difficult than straightening a dog's tail!



Higher Education Reform in Pakistan

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Equitable Access

- Public University ↑ 275 %
- Women enrollment ↑ 38 % → 47%
- Scholarships for Needy Students
- 10,000 PhD Faculty Scholarships

Research Output

- PhD Output ↑ 240 %
- International Journal Output ↑ 500 %
- Research Grants & Conference Travel Support



Higher Education Reform in Pakistan

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Quality

- 4 Year Undergraduate Program
- International Standard MS/PhD Program
- Quality Assurance Agency
- Quality Enhancement Cell

Funding

- Recurring Budget ↑ 600 %
 - Formula Based
- Development Budget ↑ 500 %



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Thank You