Policies are fundamental to the effective functioning, governance, and sustainability of Soran University. They provide a structured framework that guides decision-making, defines roles and responsibilities, and ensures that all academic and administrative activities are aligned with the university's mission and strategic objectives. In higher education institutions, policies act as the backbone of governance, enabling transparency, accountability, and consistency across all operations.

Moreover, well-defined policies are essential for quality assurance and accreditation, as they demonstrate that the university meets established academic and institutional standards. They support continuous improvement, enhance institutional credibility, and build trust among stakeholders such as students, staff, employers, and regulatory bodies.

In addition, policies play a critical role in risk management and operational efficiency by establishing clear procedures for handling academic, administrative, and safety-related issues. They help create a safe and productive learning environment while ensuring compliance with legal and regulatory requirements.

No	Policy	Purpose	Status	Responsible office/ committee	Approval Aurhority	Alignment with Vision, Mission and Strategic Plan	Timeline (2026–2028)	Expected outcomes	Links
1	Policy for the Preparation and Development of Policies	Designed to create a framework for developing, implementing, and managing university policies at Soran University. It defines procedures for creating, reviewing, and updating policies to ensure they are clear, appropriate, and aligned with university values. The main goal is to provide guidance on the drafting process and promote transparency, accountability, and effective communication among stakeholders.	Approved	Steering Committee for strategic plan	Council of University	Aligns 'Policy for the Preparation and Development of Policies' with mission by enhancing education quality, research capacity, and labour market readiness.	Established	Improved effectiveness of policy for the preparation and development of policies with measurable gains in quality, efficiency, and stakeholder satisfaction.	
2	Departmental Advisory Council Policy for Academic Programs	Establishes advisory councils to connect scientific departments and strengthen Program Educational Objectives (PEOs). It defines membership structure, roles, responsibilities, meeting procedures, and decision-making documentation. It ensures stakeholders participate in ensuring program relevance, career opportunities, and academic quality.	Approved	Steering Committee for strategic plan	Council of University	Aligns 'Departmental Advisory Council Policy for Academic Programs' with mission by enhancing education quality, research capacity, and labour market readiness.	Established	Improved effectiveness of departmental advisory council policy for academic programs with measurable gains in quality, efficiency, and stakeholder satisfaction.	
3	Student Dormitory Policy	Aimed at organizing and unifying procedures for student dormitories at Soran University to provide a healthy, organized, and suitable living environment for both male and female students. it defines rights, duties, and responsibilities, as well as oversight and organizational procedures.	Approved	Steering Committee for strategic plan	Council of University	Aligns 'Student Dormitory Policy' with mission by enhancing education quality, research capacity, and labour market readiness.	Established	Improved effectiveness of student dormitory policy with measurable gains in quality, efficiency, and stakeholder satisfaction.	
4	Awarding Postgraduate Degrees	To establish clear and consistent procedures for awarding Master's and PhD degrees, ensuring that candidates satisfy the approved academic, research, examination and administrative requirements before the award is authorised and recorded.	Approved	Steering Committee for strategic plan	Council of University	Supports the mission's emphasis on developing knowledgeable, skilled graduates and expanding knowledge through research. Aligns with Objective 4 (accreditation, academic integrity and assessment quality), Objective 5 (effective administration), and Objective 7 (advancement of scientific research).	Established	Consistent and transparent award decisions. Verified completion of degree requirements. Accurate, auditable graduate records. Graduates who demonstrate the required research and professional competencies. Greater confidence in the quality of postgraduate qualifications.	
5	Conducting Postgraduate Thesis Defences (Master's and PhD)	To organise fair, rigorous and transparent examination of Master's and PhD theses through suitably qualified examiners, clear assessment criteria, documented defence decisions and verification of required corrections, while protecting academic integrity and candidates' rights.	Approved	Steering Committee for strategic plan	Council of University	Supports the mission's commitment to knowledge creation, research skills and informed research for national development. Advances Objective 4 through transparent assessment, approved rubrics and academic integrity, and Objective 7 through rigorous evaluation of scientific research.	Established	Consistent assessment of research quality and candidate competence. Clear examiner reports and decisions. Completion of required corrections before final approval. Improved thesis quality, critical thinking and academic communication. Reliable evidence for postgraduate quality assurance.	
6	Institutional Accreditation Committee (IAC)	To coordinate institutional self-evaluation and accreditation preparation by organising evidence, assessing performance against accreditation standards, identifying gaps, coordinating improvement actions and supporting communication with the accrediting body.	Approved	Steering Committee for strategic plan	Council of University	Directly supports the vision of becoming an accredited institution and the mission's emphasis on developing knowledgeable, skilled graduates and conducting research. Primarily advances Objective 4 (obtaining KAAE accreditation), supported by Objective 5 (effective administration and documented decision-making).	Established	A complete and coherent self-evaluation report. Verified and accessible supporting evidence. Documented action plans for identified gaps. Better coordination across faculties and administrative units. Readiness for external review and progress towards accreditation.	

7	Steering Committee for Quality Assurance	To provide university-wide oversight of quality assurance in teaching, assessment, research and administration by coordinating monitoring, analysing performance and stakeholder feedback, and following up improvement actions across faculties, departments and supporting units.	Approved	Steering Committee for strategic plan	Council of University	Supports the mission by improving the quality of learning, graduate skills and research. Advances Objective 2 (contemporary pedagogical practices), Objective 3 (continuous programme review), Objective 4 (quality assurance, self-evaluation and accreditation), and Objective 5 (effective administration).	Established	Consistent quality assurance procedures. Regular performance reports and programme reviews. Documented improvements arising from student and staff feedback. Better assessment practices and targeted staff development. Evidence that agreed actions improve academic and administrative performance.	
8	Steering Committee for strategic plan	To coordinate development, implementation, monitoring and review of the university strategic plan, translating its objectives into faculty and departmental action plans with clear responsibilities, indicators, timelines, resource requirements and risk responses.	Approved	Steering Committee for strategic plan	Council of University	Connects the mission's commitments to knowledge creation, graduate development, labour-market needs and national development with implementation of all ten strategic objectives. Particularly supports Objective 5 (effective administration) and addresses the SWOT finding that faculty and departmental strategic planning needs strengthening.	Established	Aligned university, faculty and departmental plans. Clear priorities and accountable action owners. Regular reports against agreed indicators and milestones. Better alignment of resources with strategic priorities. Timely responses to delays and risks. Documented plan revisions informed by results and stakeholder feedback.	
9	Student Information System (SIS) Policy	To govern the use of a reliable student information system for admission, registration, assessment results, progression and graduation records, with defined responsibilities for data entry, verification, authorised access and reporting.	In Process	Steering Committee for strategic plan	Council of University	Supports the mission by providing dependable information for student learning, progression and graduate development. Advances Objective 5 through database management and e-management, Objective 2 through effective administration of the Bologna Process, and Objective 4 through reliable quality assurance and assessment evidence.	Oct-26	Accurate and consistent student records. More efficient registration and results processing. Traceable changes and authorised access. Timely reports on progression and achievement. Better coordination between departments, registry and quality assurance units.	
10	Bologna System Study Instructions at Soran University	To provide consistent academic instructions for operating programmes under the Bologna Process, including course information, student workload, credits, assessment, progression and academic support, while clarifying the responsibilities of students and academic staff.	Active / In Use			Supports the mission's development of knowledge, skills and labour-market readiness. Directly advances Objective 2, which prioritises student-centred learning and implementation of the Bologna Process, alongside Objective 3 on programme review and Objective 4 on transparent learning outcomes and assessment.		Consistent implementation across programmes. Clear course requirements and assessment information. Better understanding of credits and workload. Reliable progression decisions. Improved student participation and evidence that teaching and assessment support intended learning outcomes.	
11	Alumni Activation Policy	To establish sustained engagement with graduates through updated alumni contacts, professional networks, mentoring, career activities and feedback on programme relevance, creating practical opportunities for alumni to support students and university development.	In Process	Steering Committee for strategic plan	Council of University	Supports the mission's labour-market focus and contribution to society. Advances Objective 6 through university-community cooperation, Objective 3 through alumni participation in departmental advisory boards, and Objective 2 through employment support. It also addresses the SWOT finding of limited alumni engagement.	Nov-2026	An active and reliable alumni network. Greater graduate participation in mentoring and advisory activities. Better information on employment and skills needs. More placement and career connections. Documented alumni feedback informing programme improvement.	
12	Grievance and Complaint Policy	To provide accessible and impartial procedures for raising, investigating and resolving grievances and complaints, with clear responsibilities, confidentiality, protection against retaliation and opportunities for review under approved university procedures.	In Process	Steering Committee for strategic plan	Council of University	Supports the mission's social values and a respectful environment for developing talent. Advances Objective 4 through accountability, feedback and self-evaluation, and Objective 5 through transparent administration and documented decisions. Complaint trends can inform improvements in services and academic practice.	Nov-2026	Clear reporting and review routes. Fair and timely handling of concerns. Consistent records of decisions and follow-up. Greater confidence in institutional responsiveness. Identification and correction of recurring problems in learning, employment and university services.	
13	Laboratory Policy	To govern laboratory access, supervision, scheduling, equipment use, training, maintenance and incident reporting so that teaching and research activities are conducted safely, responsibly and with reliable facilities and materials.	In Process	Steering Committee for strategic plan	Council of University	Supports the mission's development of practical skills and informed research. Advances Objective 1 through suitable laboratory infrastructure, Objective 4 through quality of laboratories and learning resources, Objective 7 through reliable research, and Objective 8 through practical learning and applied sciences.	Dec-2026	Clear laboratory responsibilities and access arrangements. Trained users and documented equipment checks. Fewer preventable disruptions and incidents. More dependable practical teaching and research results. Better use and maintenance of laboratory resources.	

14	Policy for Memoranda of Understanding (MoU) with External Entities	To establish a consistent process for proposing, reviewing, approving, implementing and evaluating external cooperation agreements, with clear objectives, responsibilities, resource commitments, reporting arrangements and provisions for renewal or closure.	In Process	Steering Committee for strategic plan	Council of University	Supports the mission's knowledge creation, skills development and national contribution. Advances Objective 6 through external cooperation, Objective 7 through research partnerships and activities with MoU partners, and Objective 2 through exchanges, training and links with employers.	Dec-2026	A clear register of active agreements. Defined responsibilities and deliverables for each partnership. More purposeful joint research, training and student opportunities. Regular review of partnership results. Renewal decisions based on demonstrated relevance and benefit.	
15	Soran University Auditing and Oversight Policy	To establish coordinated oversight of university governance, academic and administrative processes, internal controls and use of resources through planned reviews, impartial reporting and follow-up of identified weaknesses and agreed corrective actions.	In Process	Steering Committee for strategic plan	Council of University	Supports the mission by strengthening responsible management of the resources and processes needed for education and research. Advances Objective 4 through responsibility, self-evaluation and financial and administrative analysis, and Objective 5 through accountable administration and documented decision-making.	Jan- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Documented oversight plans and findings. Earlier identification of control weaknesses and institutional risks. Clear responsibility for corrective actions. Evidence of follow-up and closure. Greater transparency and confidence in governance and resource stewardship.	
16	Information Management and Data Security Policy	To govern the creation, classification, storage, use, protection, retention and disposal of university information, assigning data ownership and security responsibilities and establishing arrangements for backup, recovery and reporting information-security incidents.	In Process	Steering Committee for strategic plan	Council of University	Supports the mission by protecting the information needed for teaching, student services and research. Advances Objective 5 through dependable database management and e-management, and Objective 4 through reliable evidence, accountability and responsible handling of institutional information.	Jan- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clearly assigned information responsibilities. More reliable and accessible authorised records. Reduced risk of data loss and unauthorised disclosure. Documented backup and recovery arrangements. Consistent incident handling and stronger continuity of university services.	
17	Soran University Email Retention Policy	To define how official university emails are classified, retained, retrieved and securely disposed of according to approved retention schedules, while preserving messages needed for institutional business, reviews, complaints and continuing obligations.	In Process	Steering Committee for strategic plan	Council of University	Supports the mission through dependable communication and continuity of academic and administrative work. Advances Objective 5, which promotes use of university email and systematic documentation, and Objective 4 through transparency, accountability and accessible evidence of institutional decisions.	Jan- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Consistent retention and disposal practices. Easier retrieval of important correspondence. Better continuity when staff roles change. Reduced unnecessary storage and inappropriate retention. Reliable email evidence for institutional reviews and resolution of concerns.	
18	Soran University Events and Activities Management Policy	To coordinate the planning, approval, budgeting, delivery and evaluation of university events and activities, with clear responsibilities for facilities, accessibility, participant wellbeing, communication and documentation of results.	In Process	Steering Committee for strategic plan	Council of University	Supports the mission's development of talents, skills and social values. Advances Objective 6 through cultural events and community engagement, Objective 2 through student innovation and scientific activities, and Objective 5 through coordinated administration and effective use of resources.	Jan- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Well-organised events with clear responsibilities and approved resources. Broader student and community participation. Fewer scheduling and operational problems. Documented attendance, expenditure and feedback. Evidence that activities support educational and community objectives.	
19	Academic Program Evaluation	To establish regular, evidence-based evaluation of academic programmes using learning outcomes, curriculum content, assessment, student progression, resources and stakeholder feedback, and to translate findings into documented programme improvement actions.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's preparation of knowledgeable and skilled graduates for the labour market. Directly advances Objective 3 on continuous programme review, Objective 4 on quality assurance and self-evaluation, and Objective 6 on responsiveness to societal and employer needs.	Feb- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Regular programme evaluation reports. Clear identification of strengths and improvement needs. Curricula better aligned with learning outcomes and employment needs. Assigned improvement actions and follow-up. Stronger evidence of programme quality and relevance.	
20	Academic Excellence & Enhancement	To promote continuous improvement in teaching, learning and research through review of academic performance, sharing effective practice, targeted staff development and coordinated enhancement activities with clear objectives and evaluation arrangements.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's creation of knowledge and development of graduate capabilities. Advances Objective 2 through academic staff development and contemporary teaching, Objective 4 through evaluation-led improvement, and Objective 7 through stronger research capability and quality.	Feb- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Documented academic enhancement priorities. Wider adoption of effective teaching and research practices. Targeted professional development. Improved evidence of student learning and academic performance. Regular evaluation of whether enhancement activities achieve their intended benefits.	
21	Data Confidentiality & Access	To define confidentiality classifications and rules for granting, reviewing and removing access to university information, ensuring that sensitive data are shared only with authorised persons for a clear institutional purpose.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by maintaining trust in the handling of student, staff and research information. Advances Objective 5 through responsible information administration and Objective 4 through accountability and integrity. It enables appropriate access while protecting information that should remain confidential.	Feb- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear access permissions and confidentiality responsibilities. Regular review of access rights. More consistent handling of sensitive information. Traceable authorisation and disclosure decisions. Reduced inappropriate access and better protection of confidential records.	

22	Ethical Standards for Animal Research	To establish ethical review, approval and oversight of research involving animals, requiring scientific justification, attention to alternatives, responsible animal care, trained personnel and monitoring of welfare throughout approved research activities.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's commitment to informed research and social values. Advances Objective 7 through credible and responsibly conducted scientific research, and Objective 4 through academic integrity, accountability and appropriate oversight of research facilities and practices.	Mar- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Documented ethical review and research approvals. Clear animal-care and researcher responsibilities. Better consideration of alternatives and welfare risks. Consistent monitoring and reporting of concerns. More accountable and ethically defensible animal research.	
23	Anti-Discrimination & Inclusion	To promote fair treatment and inclusive participation across university study, employment and activities by identifying barriers, clarifying expected conduct, providing appropriate support and establishing accessible routes for reporting discriminatory behaviour.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's development of talents and social values across the university community. Advances Objective 9 through equal opportunities and inclusive education, Objective 1 through supportive learning and working environments, and Objective 5 through fair administrative practices.	Mar- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear expectations for equitable treatment. Better identification and removal of participation barriers. More accessible support and reporting routes. Consistent responses to discrimination concerns. Improved inclusion, participation and sense of belonging among students and staff.	
24	Generative AI Academic Usage	To clarify acceptable use of generative AI in teaching, assessment and research, including disclosure of assistance, verification of outputs, protection of confidential information and preservation of independent learning, authorship and academic responsibility.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's development of informed, skilled graduates and trustworthy research. Advances Objective 2 through responsible use of contemporary learning methods, Objective 4 through assessment quality and academic integrity, and Objective 7 through careful evaluation of research information and outputs.	Mar- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear expectations for permitted and restricted AI use. Better disclosure and verification practices. Assessment that demonstrates students' own achievement. Reduced misuse of generated material and confidential data. More informed and responsible academic use of AI tools.	
25	Learning Outcomes Assessment	To establish systematic assessment of course and programme learning outcomes through suitable assessment methods, clear criteria, evidence analysis and follow-up actions, ensuring that assessment results guide improvements in learning and teaching.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by demonstrating whether graduates acquire the intended knowledge, skills and professional capabilities. Advances Objective 4 through published learning outcomes, assessment tools and rubrics, Objective 2 through student-centred learning, and Objective 3 through evidence-led programme review.	Mar- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear links between learning outcomes and assessment. Consistent assessment criteria and evidence of achievement. Identification of learning gaps. Documented changes to teaching and curriculum. Stronger evidence of graduate competence and programme effectiveness.	
26	Institutional Asset Management	To govern the identification, registration, allocation, maintenance, transfer and disposal of university assets, with clear custodianship and regular verification to support effective use and protection of institutional resources.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by maintaining the facilities and equipment needed for education and research. Advances Objective 1 through suitable infrastructure, Objective 5 through accountable administration, and Objective 9 through maintenance, repair and responsible consumption of resources.	Apr- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation	Accurate asset registers and assigned custodians. Better maintenance and utilisation of facilities and equipment. Traceable transfers and disposal decisions. Reduced avoidable loss and duplication. More reliable information for replacement and resource planning.	
27	Attendance & Engagement Standards	To define clear expectations for attendance and active participation, consistent recording and follow-up, and arrangements for approved absence and academic support so that students can engage effectively with their learning.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's development of knowledge, skills and responsibility. Advances Objective 2 through active, student-centred learning and the Bologna Process, and Objective 4 through transparent academic expectations, consistent monitoring and evidence-informed support for student achievement.	Apr- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation	Clear and consistently communicated engagement expectations. Reliable attendance information. Earlier identification of students needing support. Fair handling of approved absences. Better participation in learning activities and stronger follow-up of disengagement and progression concerns.	
28	Honorary Degree Conferral	To establish transparent procedures for nominating, evaluating and approving honorary degrees in recognition of exceptional contributions, while clearly distinguishing honorary recognition from qualifications earned through completion of an academic programme.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's recognition of contributions to knowledge, social values and national development. Advances Objective 6 through engagement with distinguished contributors to society and Objective 5 through accountable approval processes, while supporting the academic integrity and transparency emphasised in Objective 4.	Apr- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation	Clear nomination and selection criteria. Documented evaluation and approval decisions. Appropriate recognition of distinguished contributions. Consistent use of honorary titles. Protection of the distinction between honorary and earned qualifications and of the university's academic reputation.	
29	University Identification Protocols	To standardise the verification of identity and the issue, use, renewal and cancellation of university identification credentials, including arrangements for lost credentials and changes in student or staff status.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by enabling dependable access to education, research and university services. Advances Objective 5 through accurate records and efficient administration, and supports Objective 1 by helping manage access to shared learning and working environments.	Apr- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation	Reliable identification of authorised university members. Consistent credential issue and cancellation. Fewer identity and service-access errors. Clear handling of lost credentials. Better coordination between registration, human resources and facilities responsible for access.	

30	Student Data Update Procedures	To provide clear procedures for students to request corrections and updates to personal, contact and other relevant records, with verification, approval, traceable changes and timely notification of affected university units.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by maintaining accurate information for student support and academic progression. Advances Objective 5 through reliable database administration and Objective 4 through dependable quality assurance records. It helps ensure that decisions and communications use current student information.	May- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	More accurate and current student records. Clear responsibilities for verifying updates. Traceable records of corrections. Fewer errors in communication and academic documents. More timely access to services and decisions based on reliable information.	
31	Lecture & Classroom Recording	To define when and how teaching sessions may be recorded, with clear permissions, communication to participants, appropriate access and reuse arrangements, and safeguards for privacy, intellectual contributions and inclusive learning needs.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's development of knowledge and skills by enabling responsible access to learning materials. Advances Objective 2 through contemporary, student-centred teaching, Objective 4 through transparent academic practices, and Objective 9 through more inclusive educational access.	May- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear recording and reuse permissions. Better access to approved learning materials. Consistent protection of participant privacy and academic contributions. Fewer unauthorised recordings or disclosures. More effective support for students who benefit from reviewing teaching sessions.	
32	Ethics & Professional Conduct Code	To set shared expectations for honesty, respect, responsibility and professional behaviour in teaching, research, administration and university relationships, with clear responsibilities for seeking guidance, reporting concerns and addressing departures from the code.	In planned	Steering Committee for strategic plan	Council of University	Directly supports the mission's emphasis on social values and responsible national contribution, together with the university values of responsibility and academic integrity. Advances Objective 4 through integrity and transparency, Objective 5 through accountable administration, and Objective 7 through responsible research practice.	May- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	A common understanding of ethical and professional expectations. More consistent decisions and conduct. Accessible guidance and reporting routes. Documented responses to concerns. Greater trust in academic work, institutional services and relationships within the university community.	
33	Graduation Ceremony Protocols	To organise graduation ceremonies through clear responsibilities for invitations, verified participant lists, accessibility, academic dress, order of proceedings, facilities and communication, ensuring that ceremonial participation is accurately distinguished from formal degree approval.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by recognising graduate achievement and strengthening social values and university-community connections. Advances Objective 6 through purposeful public and cultural engagement and Objective 5 through coordinated administration, accurate records and clear communication with graduates and guests.	May- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Orderly and inclusive graduation ceremonies. Accurate participant lists and award announcements. Clear responsibilities and event arrangements. Better communication with graduates and families. Consistent recognition of achievement without confusion about formal degree status.	
34	Official Degree Conferment	To establish a verified process for formally conferring earned degrees after confirmation that approved programme and graduation requirements have been met, with authorised decisions and accurate preparation, recording and verification of award documents.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by ensuring that qualifications represent the knowledge and skills graduates have achieved. Advances Objective 4 through academic standards, assessment integrity and transparent decisions, and Objective 5 through reliable administration and documented approval of academic awards.	May- 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Consistent verification of eligibility for earned degrees. Clear approval records and accurate award documents. Fewer errors or premature awards. Reliable qualification verification. Greater confidence among graduates, employers and academic partners in the meaning of university qualifications.	
35	Conflict of Interest Management	To identify, disclose and manage actual, potential or perceived conflicts of interest in academic and administrative decisions, using documented assessment, proportionate management measures and recusal where required by approved procedures.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by protecting fair decisions in learning, research and institutional service. Advances Objective 4 through transparency and academic integrity, Objective 5 through accountable governance, and Objective 7 through independence and credibility in research decisions and collaborations.	Jun. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear disclosure requirements and records. Earlier identification of conflicting interests. Consistent management and recusal decisions. More impartial assessment, recruitment and resource allocation. Greater confidence that university decisions serve institutional and academic objectives.	
36	Enrollment & Course Registration	To provide consistent procedures for enrolment and course registration, including eligibility checks, academic advice, prerequisites, approved study loads, changes to registration and accurate confirmation of each student's programme and course choices.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's development of student knowledge and skills through coherent study pathways. Advances Objective 2 through effective administration of student-centred study and the Bologna Process, Objective 5 through reliable registration systems, and Objective 4 through clear academic requirements.	Jun. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Accurate enrolment and registration records. Clear guidance on course selection and requirements. Fewer registration errors and avoidable delays. Better coordination of teaching capacity and student demand. Improved monitoring of progression and completion requirements.	
37	Digital Communication Standards	To establish expectations for clear, professional, accessible and responsible communication through university digital channels, including appropriate use of official accounts, protection of sensitive information and identification of authorised institutional communications.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by enabling effective exchange of information, knowledge and social values. Advances Objective 5 through university email and e-management, Objective 2 through information platforms for students, and Objective 4 through transparent communication of academic requirements and university policies.	Jun. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Consistent and recognisable official communication. Clearer and more accessible information for students and staff. Reduced confusion from unofficial or conflicting messages. More responsible handling of sensitive content. Better coordination and responsiveness across university units.	

38	Staff Discipline & Appeal Process	To provide clear and fair procedures for addressing alleged staff misconduct, including notification, impartial investigation, opportunity to respond, proportionate decisions, confidential documentation and review or appeal through approved institutional channels.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's social values and a responsible working environment for education and research. Advances Objective 5 through consistent administration and documented decisions, and Objective 4 through accountability, integrity and fair evaluation of institutional practice.	Jun. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Consistent handling of misconduct allegations. Clear communication of findings and reasons for decisions. Accessible appeal routes. Reliable records and protection against arbitrary treatment. Greater confidence in fair employment processes and professional conduct standards.	
39	Academic Excellence Awards	To recognise outstanding academic achievement and contributions through transparent nomination, evidence-based assessment and approval procedures, with clear award categories, eligibility criteria and arrangements for managing conflicts of interest.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's identification and development of talent and creation of knowledge. Advances Objective 2 through recognition of learning and teaching achievement, Objective 7 through incentives for research excellence, and Objective 4 through fair, transparent and documented assessment.	Jun. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear and consistently applied award criteria. Verified evidence supporting award decisions. Fair recognition of achievement. Greater visibility of effective academic practice. Encouragement of sustained excellence in student learning, teaching and research.	
40	Faculty Performance Review	To establish regular and balanced review of academic staff contributions to teaching, research, supervision and service, using appropriate evidence and feedback to identify achievements, agree development needs and support improvement.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by strengthening the staff capabilities needed to develop graduates and conduct research. Advances Objective 2 through continuous academic development, Objective 4 through annual teaching-staff evaluation and targeted training, and Objective 7 through stronger research performance.	Jul. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Consistent academic staff review records. Clear feedback on achievements and development needs. Individual development plans linked to evidence. Better targeting of training and support. Documented follow-up of teaching, research and service improvements.	
41	Faculty Duty & Workload Allocation	To allocate academic staff duties transparently across teaching, supervision, research, administration and service, taking account of expertise, programme requirements and available capacity, with documented assignments and arrangements for review.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by providing staff capacity for quality learning and knowledge creation. Advances Objective 5 through effective management and clear responsibilities, Objective 2 through appropriate teaching provision, and Objective 7 through planned opportunities for research and collaboration.	Jul. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear and documented duty assignments. More balanced and explainable workloads. Better matching of expertise to teaching and supervision needs. Improved coordination of staffing capacity. More predictable support for research, professional development and institutional service.	
42	Internal Financial Audits	To provide systematic review of financial transactions, records and controls, including income, expenditure and authorisation practices, and to report findings and follow up corrective actions to strengthen financial accountability.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by protecting the resources needed for education, research and public contribution. Advances Objective 4 through financial transparency, analysis and self-evaluation, and Objective 5 through accountable administration, reliable documentation and effective decision-making.	Jul. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Reliable audit reports and supporting evidence. Earlier identification of financial errors and control weaknesses. Clear responsibilities for corrective actions. Better traceability of income and expenditure. Stronger assurance that resources are used for approved institutional purposes.	
43	Academic Record Access Restrictions	To define authorised access to grades, transcripts, examination records and other academic records, including identity checks, approved release and verification procedures, and records of access or disclosure where appropriate.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by protecting the accuracy and confidentiality of evidence of student achievement. Advances Objective 4 through integrity in assessment and academic documentation, and Objective 5 through controlled, dependable administration of records and qualification verification.	Jul. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear responsibilities for access and disclosure. More consistent handling of transcript and verification requests. Reduced unauthorised access or alteration. Traceable release decisions. Greater student and institutional confidence in the protection of academic records.	
44	IT Compliance & Auditing	To assess whether university IT systems and practices meet approved requirements for access control, security, software use, backup, service continuity and change management, with documented findings and follow-up of corrective actions.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by maintaining dependable digital services for learning, research and administration. Advances Objective 5 through IT capability and effective e-management, and Objective 4 through reliable institutional information, accountability and regular evaluation of supporting services.	Agu. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation	A clearer record of IT systems and control responsibilities. Documented reviews of access, software and security practices. Prioritised corrective actions. Improved service reliability and recovery readiness. Evidence that identified IT weaknesses are addressed.	
45	Library Facility & Resource Access	To provide clear and equitable arrangements for access to library spaces, collections, digital resources and support services, including borrowing, responsible use and assistance in locating and evaluating academic information.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's creation and expansion of knowledge and development of informed graduates. Advances Objective 1 through library and reading facilities, Objective 4 through learning resources, and Objective 7 through research support. It also responds to the SWOT concern about access to global academic resources.	Agu. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation	Clear and equitable library access arrangements. Better availability and responsible use of learning resources. Stronger information-search and evaluation skills. More effective support for teaching and research. User feedback informing improvements in collections and services.	

46	Lost Property & Recovery	To establish a consistent process for reporting, recording, securely holding and returning lost property, with verification of ownership and clear arrangements for handling unclaimed items through approved university procedures.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's social values and students' and staff members' ability to participate in university life. Advances Objective 5 through clear service procedures and accountable records, and supports the quality of the campus environment sought under Objective 1.	Agu. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation	A clear point of contact and reliable lost-property records. More successful return of belongings to verified owners. Consistent custody and handling of unclaimed items. Fewer disputes over recovered property. Improved confidence in campus support services.	
47	Multimedia Production Support	To organise support for producing and using educational, research and institutional multimedia, with clear request procedures, technical standards, accessibility considerations, permissions and responsibilities for quality review and approved publication.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by improving communication and access to knowledge. Advances Objective 2 through contemporary teaching and student information resources, Objective 7 through dissemination of research findings, and Objective 6 through clear communication of university activities and contributions to society.	Agu. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation	Clear access to multimedia support. More consistent quality and accessibility of learning and communication materials. Documented permissions and publication approvals. More effective presentation of research and student work. Better coordination of production time, equipment and expertise.	
48	Property Liability & Damages	To establish fair procedures for reporting and assessing damage to university property, identifying relevant responsibilities, arranging repair and considering recovery of costs only through documented findings and approved decision and review procedures.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by protecting resources needed for learning and research and promoting responsibility. Advances Objective 1 through maintenance of facilities, Objective 5 through fair and documented administration, and Objective 9 through repair and responsible use of material resources.	Sep.2027(0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation	Prompt reporting and documentation of damage. Clear evidence supporting responsibility and repair decisions. More consistent handling of disputes. Timely restoration of facilities and equipment. Reduced avoidable damage and better awareness of responsible property use.	
49	Tobacco-Free Campus Standards	To define the scope of tobacco restrictions on campus, communicate expectations to students, staff and visitors, and establish consistent implementation, reporting and cessation-information arrangements that protect shared learning and working spaces.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's social values and the development of a healthy university community. Advances Objective 9 on physical health and Objective 1 on the campus environment. The plan specifies designated smoking locations, so a comprehensive tobacco-free standard would extend that stated approach.	Sep.2027(0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation	Clear tobacco-use restrictions and signage. Better awareness of responsibilities and available cessation information. Reduced exposure to tobacco smoke in protected spaces. Consistent handling of reported breaches. A healthier and more comfortable campus environment.	
50	Student Behavioral Conduct	To define expected student behaviour in learning activities and university life, including respect for others and shared resources, and provide fair procedures for addressing misconduct, offering support and reviewing disciplinary decisions.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's development of social values, responsibility and professional readiness. Advances Objective 1 through a supportive learning environment, Objective 2 through constructive participation in learning, and Objective 5 through consistent and accountable administration of student affairs.	Sep.2027(0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation	Clear expectations for student behaviour. More respectful and constructive participation in university life. Consistent records and handling of misconduct concerns. Appropriate support and corrective measures. Greater confidence in fair disciplinary and review processes.	
51	Administrative Staff Evaluation	To establish regular, fair evaluation of administrative staff against clear responsibilities and service expectations, using evidence and feedback to recognise effective performance, identify development needs and agree improvement actions.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by improving the services that enable education, student development and research. Directly advances Objective 4 through annual administrative-staff evaluation and Objective 5 through professional development, clearer responsibilities and effective administrative performance.	Sep.2027(0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation	Consistent evaluation criteria and records. Clear feedback and individual development priorities. Training linked to demonstrated service needs. Better timeliness, accuracy and responsiveness of administrative work. Documented follow-up of agreed performance improvements.	
52	Information Privacy Rights	To explain how the university handles personal information and provide clear routes for individuals to seek access, correction and review of privacy concerns, with responsibilities for transparent, proportionate and respectful information practices.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's social values and trust in university relationships. Advances Objective 5 through responsible information administration and Objective 4 through transparency and accountability. It complements the development of digital services by making their use of personal information understandable and reviewable.	Oct. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear information about the use of personal data. Accessible request and complaint procedures. More consistent handling of correction and privacy requests. Better awareness of privacy responsibilities. Greater trust in student, staff and institutional information services.	
53	Purchasing & Vendor Procurement	To establish transparent procedures for identifying purchasing needs, evaluating suppliers, authorising expenditure and confirming delivery, using clear selection criteria, conflict-of-interest controls and documented consideration of quality, value and institutional requirements.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by obtaining suitable resources for teaching, research and student services. Advances Objective 5 through accountable administration, Objective 1 through provision of facilities and equipment, Objective 4 through expenditure transparency, and Objective 9 through responsible purchasing and resource use.	Oct. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Documented purchasing needs and supplier-selection decisions. Better value and suitability of purchased goods and services. Clear approvals and delivery checks. Reduced avoidable delays and conflicting interests. More dependable provision of resources for academic and administrative work.	

54	Research Instrumentation Standards	To define requirements for selecting, installing, operating, checking, calibrating where applicable, maintaining and documenting research instruments, with trained users and clear responsibilities for equipment performance and the reliability of generated data.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's commitment to informed research and advanced skills. Advances Objective 4 through review of laboratory equipment and research facilities, Objective 7 through dependable scientific research, and Objective 8 through practical expertise and stronger capacity for applied sciences.	Oct. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Documented instrument status and operating procedures. Trained and authorised users. Traceable maintenance and performance checks. Fewer preventable equipment failures and invalid measurements. More reproducible data and better planning of instrumentation needs.	
55	Scholarly Publication Ethics	To establish expectations for honest reporting, appropriate authorship, accurate citation, responsible handling of research data and disclosure of relevant interests, with procedures for addressing publication concerns and correcting the scholarly record when necessary.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's creation and expansion of trustworthy knowledge. Directly advances Objective 7 through original research and responsible publication, and Objective 4 through academic integrity and transparency. It strengthens the credibility of the university's research partnerships and dissemination activities.	Oct. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear authorship and reporting expectations. Better documentation of research contributions and sources. More transparent disclosures. Consistent handling of publication-ethics concerns and corrections. Greater reliability and credibility of scholarly outputs associated with the university.	
56	Degree Rescission & Revocation	To establish a fair process for reviewing circumstances that may justify withdrawal of a previously awarded degree, with evidence assessment, notification, opportunity to respond, authorised decisions, appeal arrangements and accurate updating of records under approved requirements.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by protecting the credibility of qualifications and the knowledge and skills they represent. Advances Objective 4 through academic integrity and trustworthy assessment, and Objective 5 through accountable decisions, clear responsibilities and reliable academic records.	Nov. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Carefully documented and impartial reviews. Clear reasons for any decision to retain or withdraw an award. Accessible review or appeal procedures. Accurate records following final decisions. Protection of academic standards and valid qualifications from unsupported or arbitrary action.	
57	Sexual Harassment Prevention	To prevent sexual harassment through clear conduct expectations and awareness, provide accessible reporting and support routes, and establish impartial response procedures with appropriate confidentiality, protection against retaliation and fair treatment of those involved.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's social values and the ability of all individuals to develop their talents. Advances Objective 9 through equal opportunities, empowerment and wellbeing, Objective 1 through supportive learning and working environments, and Objective 5 through fair and accountable institutional responses.	Nov. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Better understanding of unacceptable conduct and reporting options. More accessible support for affected individuals. Consistent and impartial handling of reports. Documented prevention and follow-up actions. Greater confidence in respectful, inclusive and responsive university environments.	
58	Mental Wellbeing & Counseling	To promote mental wellbeing and establish accessible, confidential pathways to qualified counselling and appropriate referral, with clear service responsibilities, awareness activities and arrangements for recognising and responding to concerns affecting university participation.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by helping students and staff sustain participation and develop their capabilities. Directly advances Objective 1 through the proposed student counselling centre and health unit, and Objective 9 through mental-health support and activities promoting mental and physical wellbeing.	Nov. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear information about support and referral routes. Earlier access to appropriate help. Better coordination of wellbeing services. Greater awareness and reduced stigma. Improved support for participation, study continuity and a healthy learning and working environment.	
59	Student Equal Opportunity	To promote equitable access to admission, learning, assessment, student services and development opportunities through transparent criteria, identification of barriers and appropriate support or adjustments within approved academic requirements.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's identification and development of student talents and preparation for the labour market. Directly advances Objective 9 through equal educational opportunities, alongside Objective 2 on student-centred learning and Objective 4 on clear, consistent assessment practices.	Nov. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear and fairly applied criteria for student opportunities. Better identification of participation and achievement barriers. More accessible support and appropriate adjustments. Improved participation across student groups. Evidence informing continued improvements in equitable learning and assessment.	
60	Student Club & Org Governance	To establish transparent arrangements for recognising and governing student clubs and organisations, including constitutions, leadership, membership, financial accountability, approval of activities and inclusive participation with appropriate university support and oversight.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's development of talents, leadership, communication skills and social values. Advances Objective 2 through student participation and skill development, Objective 5 through student involvement in relevant administrative activities, and Objective 6 through cultural, voluntary and community engagement.	Nov. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clearly recognised clubs with accountable leadership. Inclusive membership and participation arrangements. Better planning and documentation of activities and resources. More opportunities for student leadership and teamwork. Stronger links between student activities and community needs.	
61	Charter of Student Rights	To set out students' institutional rights and related responsibilities in accessible terms, covering clear academic information, fair treatment and assessment, participation, support services and routes for raising concerns and seeking review.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's development of informed individuals with skills and social values. Advances Objective 2 through student voice and access to information, Objective 4 through transparent learning and assessment requirements, and Objective 9 through equal educational opportunities.	Dec. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	A clear and accessible statement of student rights and responsibilities. Better awareness of academic expectations and support. More informed student participation. Consistent handling of concerns. Greater accountability for the quality and fairness of the student experience.	

62	Substance Use & Recovery Framework	To provide a coordinated framework for substance-use prevention, education, reporting and referral to appropriate support, while defining proportionate responses to conduct concerns and arrangements that support recovery and continued participation where appropriate.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's social values and the development of individuals able to participate in learning and work. Advances Objective 9 through physical and mental wellbeing, and Objective 1 through health and counselling support and a suitable learning environment.	Dec. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear prevention messages and support pathways. Earlier referral to appropriate professional help. Consistent handling of related conduct and welfare concerns. Better coordination between support services and academic units. Reduced barriers to seeking help and supported return to participation.	
63	Academic Honesty & Integrity	To define honest practice in learning, assessment and research, clarify expectations for independent work and acknowledgement of sources, and establish fair procedures for preventing, investigating and responding to suspected academic misconduct.	In planned	Steering Committee for strategic plan	Council of University	Directly supports the mission's creation of knowledge and development of capable, responsible graduates and the university value of academic integrity. Advances Objective 4 through trustworthy assessment and transparency, and Objective 7 through original and authentic scientific research.	Dec. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear guidance on honest academic practice. Better understanding of citation and independent work. More credible assessment of student achievement. Consistent and fair handling of misconduct concerns. Greater confidence in the integrity of qualifications and research outputs.	
64	Campus Safety Prohibited Items	To define categories of prohibited or restricted items on campus, clarify any authorised academic exceptions, and provide clear communication, reporting and response arrangements that protect people and facilities while supporting legitimate teaching and research activities.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission by protecting the conditions needed for learning, talent development and research. Advances Objective 1 through protection of learning and working spaces, Objective 9 through physical wellbeing, and Objective 5 through clear responsibilities and consistent administrative procedures.	Dec. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear understanding of prohibited and restricted items. Documented authorisation for legitimate exceptions. More consistent reporting and handling of concerns. Reduced preventable safety incidents. Better protection of people, facilities and continuity of academic activities.	
65	Visitor & Guest Access Policy	To establish proportionate procedures for hosting, identifying and admitting visitors and guests, with clear host responsibilities, access permissions, relevant safety information and appropriate handling of visitor records and restricted spaces.	In planned	Steering Committee for strategic plan	Council of University	Supports the mission's exchange of knowledge and engagement with society. Advances Objective 6 through well-managed access for external partners and community members, Objective 5 through clear administrative responsibilities, and Objective 1 through protection of learning spaces and facilities.	Dec. 2027 (0–6 months: planning; 6–18 months: implementation; 18–24 months: evaluation)	Clear and welcoming visitor arrangements. Identified hosts and appropriate access permissions. Better communication of relevant campus requirements. More reliable handling of visitor records. Safer, better-coordinated visits that support academic collaboration and community engagement.	