

Kurdistan Regional Government - Iraq
Ministry of Higher Education & Scientific Research
SORAN UNIVERSITY

Consolidated Policy Package

Overview

This package brings together nine Soran University policies covering policy preparation and development, academic governance, postgraduate qualifications and examinations, student accommodation, institutional accreditation, quality assurance, strategic planning and the Student Information System. Together, they define responsibilities, operating procedures and oversight arrangements across the University.

The first policy establishes the framework for drafting, reviewing, approving and implementing University policies. The advisory board policy provides a formal route for stakeholder advice on academic programmes. The two postgraduate policies govern the defence of research and the subsequent award of qualifications. The dormitory policy sets out accommodation eligibility, management duties, student responsibilities and disciplinary procedures. The IAC, SCQA and SCSP policies define the committees that coordinate accreditation, quality assurance, strategic planning and policy development. The SIS regulation governs digital registration, attendance, assessment and student progression.

Contents

1. Policy for the Preparation and Development of Policies
2. Departmental Advisory Board for Academic Programmes
3. Awarding Postgraduate Qualifications: Higher Diploma, Master's and Doctorate
4. Management of Soran University Student Dormitories
5. Institutional Accreditation Committee (IAC)
6. Conduct of Postgraduate Thesis Defences: Master's and Doctorate
7. Steering Committee for Quality Assurance (SCQA)
8. Steering Committee for the Strategic Plan (SCSP)
9. Student Information System (SIS) Regulation Source document register

1. Policy for the Preparation and Development of Policies

Purpose of the Policy

This policy has been formulated to create a framework for preparing and developing policies at Soran University. It defines the procedures for drafting, reviewing, and amending policies, ensuring they are clear, appropriate, and aligned with the university's goals and values. The main objective of this policy is to establish the necessary principles and guidelines regarding the policy drafting process, promote transparency and accountability, and foster effective communication among relevant stakeholders.

Responsible Office

The Strategic Planning Office and the Steering Committee for Strategic Plan (SCSP) are responsible for maintaining and amending this policy. The responsible office actively manages operations, ensuring compliance and resolving issues related to this policy.

Executive Officer

Office of the Steering Committee for Strategic Plan (SCSP).

Policy History

Approval date and revision date: [blank in source].

Scope of Policy Application

This policy applies to all administrative and academic units, academic staff, and other personnel within the university who are involved in drafting, developing, implementing, and adhering to university policies. In other words, it applies university-wide and ensures that a standard and proper procedure is adopted when dealing with policies at different levels and stages across the university.

Framework of the Policy

The Policy for the Preparation and Development of University Policies sets out the necessary guidelines and principles for drafting, approving, implementing, and managing policies at Soran University. Furthermore, it clearly outlines all expectations and responsibilities falling upon the stakeholders involved in the drafting and preparation phases, ensuring transparency, accountability, and alignment with the university's mission and values.

Definitions

Policy: An official document containing all rules, guidelines, and procedures established by the university to govern management, operations, and transactions within the university.

SCSP: Steering Committee for Strategic Plan.

Stakeholders: Individuals, departments, and units within the university that are relevant to or involved in the development and implementation of university policies.

Phases of Policy Drafting and Preparation: The stages a policy passes through, from identifying the need to drafting, approval, implementation, monitoring, and review.

Policy Details

The Policy for the Preparation and Development of University Policies specifies the following guidelines and principles:

1. The need for a new policy or the revision of an existing policy must be clearly identified based on internal needs, changes in regulations, or feedback and suggestions from stakeholders.

2. The involvement of stakeholders, including the Steering Committee for Strategic Plan (SCSP) and the Strategic Planning Office, in the preparation and development process.

3. The use of designated policy templates and forms when proposing and submitting a draft for any policy.

4. Ensuring that during the drafting stage of any policy, thorough research is conducted, detailed information is collected, and necessary consultations are held with stakeholders.

5. Sharing draft policies with the Steering Committee for Strategic Plan (SCSP) for general review, as well as addressing any comments and corrections suggested.

6. Submitting revised policies to the Steering Committee for Strategic Plan (SCSP) for re-review, and subsequently submitting them to the University Council for final approval.

7. Maintaining an accessible record of the policy's history, including version number, author, approvals, and amendments.

8. Conducting a biennial (every two years) evaluation of all Soran University policies to determine their level of use and implementation. Feedback from units, departments, and stakeholders must be collected and used to enrich the policies.

B) The Policy for the Preparation and Development of University Policies outlines the following steps and actions:

1. Identifying the Need for a Policy:

- University units or the University Policy Office identify the need for a new policy or a review of an existing one.
- Proposals for new policy drafts must be submitted using the designated form ("Policy Proposal Form") via the University Policy Office website or via email to the SCSP Office (strategicplanning@soran.edu.iq).

2. Drafting the Policy:

- Policies specific to a Faculty/Department must use the assigned template designated for them. Policies relevant only to specific units and departments apply solely to those areas. Conversely, policies affecting the entire institution will be drafted by a dedicated drafting team to prepare the final draft, as these apply university-wide.
- Draft policies are sent to the SCSP Office for review.

3. Review and Feedback:

- The SCSP Office reviews policy drafts and provides comments and recommendations.

4. Policy Approval by SCSP:

- The Steering Committee for Strategic Plan (SCSP) reviews and approves the policies, then forwards them to the Institutional Effectiveness Committee for further review and approval.

5. Approval by the University Council:

- The University Council reviews the policies and approves them after verifying their alignment with the university's goals.

6. Implementation and Publication:

- The SCSP Office publishes approved policies according to established procedures and takes necessary steps for implementation and enforcement.
- Policies are distributed to all relevant stakeholders.

7. Approved policies will undergo periodic review cycles based on regulatory changes, internal needs, or feedback and suggestions from stakeholders.

Policy Disclaimer Statement

Any deviation from or violation of this policy will be handled in accordance with the State and Public Sector Discipline Law No. 14 of 1991 (as amended).

For inquiries or special approval requests to SUPO, please contact via email: su.supo@soran.edu.iq

Appendices

English Translation [heading only in source]

Arabic Translation [heading only in source]

2. Departmental Advisory Board for Academic Programmes

Purpose

This policy establishes departmental advisory boards for academic programmes at Soran University. The boards assist academic departments in developing and reviewing programme educational objectives (PEOs) and ensuring that these objectives remain aligned with the University's mission, labour-market needs, community expectations, and national and international quality standards. The policy defines the boards' composition, membership, roles and responsibilities, meeting procedures, decision-making processes, and documentation requirements. It ensures meaningful stakeholder participation in maintaining programme relevance, graduate employability and academic quality.

Policy statement

Soran University is committed to developing and maintaining high-quality academic programmes that are relevant, sustainable and responsive to society and the labour market. To achieve this, the University establishes departmental advisory boards as formal advisory bodies within each academic department. The boards provide structured advice, review and continuous improvement of PEOs and contribute to programme development, quality assurance and accreditation preparation. They shall operate transparently, inclusively and with stakeholder participation, using evidence to support decisions.

Policy summary

This policy establishes departmental advisory boards as bodies incorporating relevant stakeholders to assist academic departments in developing, reviewing and continuously improving PEOs. It defines board composition, membership requirements, terms of appointment, meeting frequency, documentation, recommendation mechanisms, and arrangements for follow-up and feedback. These procedures help ensure that programmes remain aligned with institutional priorities, stakeholder expectations and accreditation requirements.

Responsible office: Institutional Effectiveness Office (IEO), in coordination with the relevant academic department.

Implementation oversight: President of Soran University.

Policy history: Approval date [blank in source]; revision date [blank in source].

Implementing parties

The policy shall be implemented by all departmental advisory board members; academic departments and programme-related committees; faculty deans and heads of departments; the IEO; the Directorate of Quality Assurance (DQA); and external stakeholders, including employers, graduates and community representatives.

Scope

The policy applies to all academic departments and programmes at Soran University. It covers the establishment and operation of departmental advisory boards and all academic and administrative staff participating in programme planning, programme review, PEO assessment and departmental quality assurance. It also applies to department heads, deans, programme coordinators, quality assurance representatives and external stakeholders participating in the boards.

Establishment and membership

Each academic department shall establish a programme advisory board to contribute to the development and review of PEOs and strengthen stakeholder participation in programme planning.

Internal members (3–5 members):

- Head of Department – Chair of the Advisory Board.
- Programme Coordinator or Departmental Quality Assurance Coordinator – Board Secretary/Coordinator.
- One or two academic staff representatives covering the principal academic specialisms.

External members (4–6 members):

- Two or three employer/industry representatives whose positions are relevant to the specialism.
- One or two graduates currently working in their professional field.
- One internship supervisor, field professional or departmental partner, where applicable.
- One community, government, non-governmental organisation or professional association representative, where appropriate.

Chair of the advisory board

The Board shall be chaired by a member nominated by the department and approved by the dean. At the establishment stage, the Head of Department shall chair the Board to ensure close coordination between the Board's work and the University's institutional mission. At later stages, depending on institutional readiness and with the dean's consent, an experienced academic or knowledgeable external advisory member may be appointed, provided that the person's expertise and relevant experience are appropriate to the programme's objectives and professional needs.

Eligibility and professional conduct

External members shall have professional or academic experience relevant to the programme; act impartially in an advisory capacity and without conflicts of interest; and observe confidentiality and professional ethical standards.

Term of membership

All Board members, other than the Head of Department serving ex officio, shall serve a two-year term. Membership may be renewed according to participation and departmental needs. External membership shall be reviewed every two years to ensure continuing relevance and effectiveness.

Appointment and replacement

Members shall be nominated by the Departmental Council and approved by the dean. External members shall receive formal letters confirming their appointment to the Advisory Board.

Objectives

1. To take responsibility for developing PEOs and, after drafting and approval by the Advisory Board, submit them to the departmental quality assurance committee for final approval.

2. To improve programme relevance to labour-market needs.

3. To strengthen stakeholder participation.

4. To support quality assurance and accreditation preparation.

5. To encourage a culture of continuous review and improvement.

Advisory role

The Board shall advise academic departments on PEOs and programme improvement. It shall not replace the department's academic governance structures; instead, it shall strengthen the department's institutional role through advice and continuing feedback from external stakeholders.

Board responsibilities

The Board shall prepare an annual report; develop and review PEOs; provide stakeholder feedback on programme relevance to the labour market; recommend programme improvements; and undertake follow-up and feedback activities.

Responsibilities of the department and Board Secretary/Coordinator

The Secretary shall prepare agendas and circulate them to members; send relevant documents one week before meetings; arrange meeting times and venues; record and distribute minutes; retain records; ensure confidentiality; and maintain a tracking log of recommendations and departmental responses.

Communication

All Board communications, document circulation and member correspondence shall use official Soran University communication channels and University email addresses.

Meetings and agendas

Frequency: The Board shall meet at least once each academic semester.

Agenda approval and circulation: The Chair shall approve the agenda. The Secretary shall send it to members two weeks before the meeting.

Notice: Written notice of regular meetings shall be sent two weeks in advance. Ad hoc meetings shall require at least 48 hours' prior notice.

Absence: Members shall notify the Board of their absence 48 hours in advance. A member absent without justification from two consecutive meetings may have their membership reviewed. Justification for absence shall be submitted formally.

Quorum and decisions: A meeting shall be quorate when more than 50% of the internal and external membership is present. Recommendations shall be approved by a simple majority of those present.

Minutes: Minutes shall be recorded and retained in the University's approved format and shall contain the essential meeting information. They shall be approved by Board members and signed.

Circulation of minutes: Minutes shall be circulated within one week. Members shall have one week to submit corrections. Final minutes shall be archived and copies provided to the relevant stakeholders.

3. Awarding Postgraduate Qualifications: Higher Diploma, Master's and Doctorate

Purpose

This policy regulates, standardises and clarifies the legal and administrative procedures following the thesis defence, completion of corrections, and formal award of Master's and doctoral qualifications at Soran University.

Policy statement

Postgraduate academic qualifications (Higher Diploma, Master's and Doctorate) shall be awarded only after the required level of academic quality has been achieved, all examining committee requirements have been fulfilled, and all legal stages have been completed transparently and equitably.

Policy summary

This policy explains how postgraduate students shall complete corrections and implement the examining committee's recommendations after successfully defending their research. It covers final verification of corrections by the committee; assessment of the dissertation or thesis format by the Directorate of Postgraduate Studies before printing; submission of departmental and faculty council minutes to the University Council/President for approval; issue of the University award order; and receipt of the formal qualification after the required procedures and University library deposits have been completed.

Responsible office and implementation

Review: Strategic Planning and Policy Office. Approval and implementation: Soran University Council.

The policy shall operate at University level, involving the Vice-President for Scientific Affairs, Directorate of Postgraduate Studies, faculties and academic departments, and at the level of postgraduate students undertaking Higher Diploma, Master's and doctoral studies.

Relevant parties

- University Presidency/Vice-President for Scientific Affairs: overall oversight, final approval and issue of the University order.
- Faculties and academic departments: organisation of the process and submission of departmental and faculty council minutes.
- Directorate of Postgraduate Studies: formal oversight, plagiarism review, dissertation/thesis formatting and administrative follow-up.
- Supervisor: guidance, monitoring and support throughout the student's final stages.
- Examining committee: assessment and final approval of corrections.
- Student: completion of all corrections, recommendations and required administrative and financial procedures.

Scope

The policy covers all postgraduate programmes (Higher Diploma, Master's and Doctorate) in all faculties and academic departments of Soran University. Its legal and administrative framework begins after successful completion of the research defence. It defines how corrections and recommendations shall be implemented and verified; the final approval procedure involving the examiners; formatting requirements before printing; the application process; and the issue of the University's award order and the final qualification. Responsibilities are assigned to the student,

examining committee, supervisor, departmental council, faculty council, Directorate of Postgraduate Studies and University Presidency.

Part One: Higher Diploma

The award procedure for a Higher Diploma differs from that for a Master's or doctorate. It does not involve writing a Master's dissertation or doctoral thesis or undergoing a research defence; it involves successful completion of one academic year. Academically, a Higher Diploma may be used to improve the Bachelor's degree average for the purpose of applying for a Master's programme.

Part Two: Corrections and final review

1. A student who has successfully defended a Master's dissertation or doctoral thesis shall implement all corrections recorded in the defence minutes by the examining committee. After completing them, the student shall send an electronic copy to the Directorate of Postgraduate Studies through its official email and the Student Information System (SIS). The Directorate shall then email an electronic copy to every examining committee member to verify that the corrections have been made.

2. The student shall complete the corrections within the period specified by the examining committee and shall obtain all committee members' approval. If the student cannot complete them within that period, an extension shall be requested. The student shall submit a written application to the dissertation/thesis examining committee, explaining the reasons and supporting evidence for the extension.

3. Once the committee has confirmed completion of the corrections, it shall notify the Directorate of Postgraduate Studies of the outcome. The student shall then become eligible for completion of the award process.

4. A student receiving a Higher Diploma or doctorate shall obtain clearance from the library for the return of books and the Directorate of Student Affairs for return of the graduation gown, where used. The student shall also clear all financial liabilities, including dormitory charges, parallel-study fees and any other financial obligations. A completed clearance form covering the library, accommodation and finance shall be submitted to the Directorate of Postgraduate Studies.

Part Three: Administrative procedures and printing for Master's and doctoral students

1. Before printing, the student shall email an electronic copy of the dissertation or thesis to the Directorate of Postgraduate Studies for a further review of its format and layout.

2. For the award of a Master's or doctorate, the student shall submit an electronic dissertation/thesis copy through the Directorate's email and SIS. Two hard copies, bound in accordance with the Directorate's prescribed format, shall be delivered to the University's central library. One copy on CD shall be submitted to the Directorate of Postgraduate Studies.

Part Four: University order and award of the qualification

1. After the procedures have been completed, the Directorate of Postgraduate Studies shall notify the relevant academic department. The department shall prepare a council minute containing a recommendation to award the qualification. It shall be submitted through the faculty dean to the University President. Following the President's approval, the University award order shall be issued.

2. After issue of that order, the graduate may request a transcript or graduation certificate directly from the Directorate of Postgraduate Studies. The qualification shall be issued after the Vice-President for Scientific Affairs has approved it.

4. Management of Soran University Student Dormitories

Purpose

To organise and improve the procedures and regulations governing Soran University dormitories, providing a healthy, orderly and suitable residential environment for male and female students. The policy defines their rights, duties and responsibilities and the procedures for monitoring, follow-up and enforcement of accommodation rules.

Policy statement

Soran University is committed to providing suitable, appropriate accommodation for its students, including students admitted under the Zankoline system, who live outside the city. Accommodation shall promote health, cleanliness, protection of property and appropriate conduct, provide a suitable environment for study, and require compliance with the law and protection of public safety.

Policy summary

The policy defines students' rights and obligations; the male and female dormitory sections; management responsibilities; eligibility requirements, including distance from the University and enrolment at Soran University; prohibited conduct, including weapons, narcotics and noise; disciplinary penalties; and student liability for property and damage.

Responsibility and scope

Policy owner: Directorate of Student Dormitories. Review: Strategic Planning and Policy Office. Approval and implementation: Soran University Council.

The Vice-President for Student Affairs is the senior administrative authority. The Directorate directly supervises implementation. Other implementing parties include the Directorate of Health and Safety; University Presidency (administration and finance); dormitory supervisory staff; legal committees dealing with complaints and penalties; and students' families where necessary or in emergencies.

The policy applies to the male and female dormitory sections, all resident students, and administrative and supervisory staff.

Part One: Definitions

Directorate: Soran University's Directorate of Student Dormitories.

Dormitory: Any building or building complex, owned or rented, allocated by Soran University for student accommodation.

Resident student: A student formally registered and authorised to reside in a dormitory under the relevant conditions and procedures.

Supervisory staff: All employees, day and night supervisors, security personnel and service workers responsible for operating and monitoring the dormitories.

Financial deposit: An amount paid by the student on taking a room as security for property and building safety. It shall be returned at the end of the academic year after verification that no loss or damage has occurred.

Public morals and social values: The accepted social and academic rules of conduct, including appropriate dress, civil language, avoidance of harassment and improper behaviour, and respect for the personal space and freedoms of students and administrative staff.

Investigation committee: A committee established by the University Presidency to investigate student complaints and violations referred by the Directorate.

Part Two: Organisational structure

The Directorate reports administratively to the Vice-President for Student Affairs and comprises two sections:

A. Male section: Provides accommodation for male students; supervises and organises employees and supervisors; receives students; and addresses their problems and needs.

B. Female section: Provides accommodation for female students; supervises and organises employees and supervisors; receives students; and addresses their problems and needs.

Part Three: Operational provisions

A. General conditions and admission procedures

1. Only Soran University students admitted through Zankoline may apply for dormitory accommodation.

2. The student's residence shall be outside the boundaries of Soran Independent Administration and sufficiently distant to prevent easy daily travel. Students residing in the following locations are excluded: the centre of Soran district; the centre of Rawanduz district; the centre of Khalifan district; Mergasor district; Barzewa; Bersen; Sidakan; and Hasnan. Students from other locations may benefit from accommodation. The information card shall establish residence; if no information card exists, confirmation from the district administration and the mukhtar shall be submitted.

3. Students shall observe this policy, University laws and instructions, social customs and personal freedoms.

4. Dormitory management shall allocate rooms and buildings.

5. Students shall provide accurate information. False supporting documents or incorrect residence or relocation information shall result in cancellation of accommodation rights until graduation and legal action.

6. The student's psychological and physical health shall be verified.

B. Duties of dormitory management

1. Clearly display emergency numbers, including fire and rescue and ambulance services, on every floor.

2. Number all rooms.

3. Display identification notices on University-owned or rented accommodation buildings, indicating their names and numbers clearly.

4. At the end of each academic year, prepare a report on needs, problems and shortcomings for the Vice-President for Student Affairs so that they can be addressed before the next year.

5. Employ female staff in female dormitories and male staff in male dormitories.

6. Issue a dedicated accommodation identification card under the applicable decisions and official instructions.

7. Provide students with necessities, including electricity and hot and cold water.

8. Monitor building safety, including electrical installations, gas cylinders and other hazards; prevent risks; and provide emergency ladders on all floors in accordance with civil-defence requirements.

9. In coordination with the Directorate of Health and Safety, inspect kitchens and cafeterias, checking food safety, preparation and storage.

10. Install external surveillance cameras to monitor the general surroundings of the dormitories.

11. Know and comply with all accommodation instructions and carry out duties at the designated times.

12. Provide a health point or ambulance for necessary and emergency cases.

13. Through the Directorate of Health and Safety, verify the safety of food provided by charities or other persons and organisations for students.

14. Install fire-alarm systems in all dormitories.

15. Provide continuing student training on responses to fire.

16. Organise first-aid training for supervisors and, where requested, students.

17. Maintain clearly identified and continuously accessible first-aid boxes.

18. Display an inventory in each room signed by the responsible person. On return of the room, compare its contents with the inventory and provide clearance after checking the property. Otherwise, the student shall supply an equivalent replacement.

C. Student duties and responsibilities

1. Respect public morals, workers, supervisors and all administrative staff, and comply with instructions protecting student safety during emergencies.

2. Protect all furnishings, walls and equipment in the student's room and the dormitory and avoid damage.

3. Carry the student identity or dormitory card when entering and leaving.

4. Complete and sign the official inventory form for all property for which the student is responsible. Dormitory administration shall not be responsible for loss of or damage to the student's personal belongings.

5. Maintain cleanliness; do not spit, damage buildings, write on walls, litter, or undertake activities that damage the dormitory environment.

6. Observe dormitory entry and exit rules.

7. Obtain formal permission one week before any celebration or social activity. Submit the participants' names and identify the organiser or supervisor so that assistance can be provided in an emergency.

8. Record departure for and return from home with dormitory administration; otherwise, the student shall be recorded as absent.

9. Return the room and its contents at the end of the academic year in their original condition; otherwise, the deposit shall not be returned.

10. A student who does not comply with residence conditions shall be removed without prior notice.

11. Do not change rooms without formal permission.

12. Register any personal belongings with administration; otherwise, the student shall have no right to claim them subsequently.

13. Obtain prior formal permission for notices, advertisements, posters or announcements of any kind; otherwise, legal procedures shall apply.

14. Sign the room inventory when accepting the room, acknowledging responsibility for its contents.

15. Pay for repair or replacement of damaged dormitory property. If the responsible person cannot be identified, repair costs shall be shared by all occupants of the room or users of the affected common area, such as a kitchen, hall or corridor. For major damage, such as a fire, compensation shall cover the total loss.

16. Obtain leave from the supervisor before spending a night outside the dormitory, including family visits or travel. Permission shall be subject to notification of the student's family.

17. Complete the designated reporting form and submit it to management whenever a room or item is damaged or defective.

18. Participate in University-organised fire and emergency response training.

19. Close all doors and windows when leaving the room or dormitory.

20. Students may submit complaints through a confidential box concerning violence or inappropriate conduct against them.

21. Undergo a medical examination at the beginning of each semester to check for communicable diseases.

D. Prohibited conduct

1. Conduct that causes damage or disrupts order within the University or dormitory is prohibited.

2. Narcotic substances and alcoholic drinks are prohibited.

3. Weapons, knives, knuckle-dusters and harmful implements are prohibited.

4. Use the main entrance and designated route to rooms. Climbing fences or using roofs, courtyards or other informal routes is prohibited.

5. Students shall not enter roofs, yards or other areas unrelated to their assigned accommodation, except in emergencies or where necessary to protect life.

6. Bringing a refrigerator or electric heater, using inappropriate electrical equipment, or using a PlayStation or similar device is prohibited.

7. Sound equipment and amplification, including televisions, radios and recorders, are prohibited.

8. Political gatherings, regional divisions, discrimination, ideological disputes, and related notices or political announcements are prohibited.

9. Changing a student's room allocation or moving room contents without management's knowledge is prohibited.

10. Insults, inappropriate words or conduct towards supervisors or any dormitory staff are prohibited.

11. Bringing external guests into the dormitories is prohibited.

12. Inappropriate clothing is not permitted outside rooms or within common dormitory areas.

13. Any damage within the dormitories is prohibited.

14. Deliveries of any kind, including food, clothing and other goods, are prohibited after the gates have closed.

15. Student parents shall not bring children into the dormitories.

16. Sports involving equipment, such as badminton, exercise equipment or weights, are prohibited in the dormitories.

17. Students shall not use other students' property, bedding or possessions without permission.

18. An appropriate legal investigation committee shall consider any breach of public morals and decide the matter under the prescribed procedure.

19. To protect students and prevent fire, smoking is allowed only in designated smoking areas.

20. Vaping and electronic cigarettes are prohibited in both male and female dormitories.

Part Four: Penalties and exclusion from accommodation

A. University authority in cases of misconduct

For an incident or violation in the dormitories, especially repeated violations, the University may take administrative and legal action. After preliminary measures, including obtaining a written undertaking, drawing attention to the conduct, issuing a warning or imposing temporary exclusion, the Directorate may request that the Legal Affairs Directorate form an investigation committee under the University's student disciplinary instructions.

The procedure shall consist of obtaining evidence of the violation; forming the relevant committee; investigating the incident and collecting evidence; recommending a penalty proportionate to the violation; and securing approval and implementing the final decision of the authorised body.

B. Dormitory administration

Following preliminary measures such as an admonition, written undertaking or warning, the relevant committee may exclude a student for a period not exceeding ten days for:

1. Failure to comply with dormitory rules and instructions.

2. Failure to follow the cleaning schedule.

3. Failure to follow entry and exit rules or use of unofficial routes.

4. Misuse of equipment, or violence against students or staff.

5. Providing false information to obtain leave.

6. Negligence or failure to notify staff of a defect in accommodation equipment or facilities.

7. Entering roofs or other prohibited areas without justification.

C. Final removal and exclusion

Accommodation shall be withdrawn and the student excluded for:

1. Acts inconsistent with accepted social customs and conduct.

2. Consumption of narcotic or intoxicating substances inside the dormitories.

3. Acts of violence or aggression against dormitory employees and staff.

4. Repeated violations after warnings and temporary exclusion.

5. Exclusion from the University for any reason, which shall also result in exclusion from accommodation.

6. Conviction for a criminal offence or commission of an act contrary to honour and public morals.

5. Institutional Accreditation Committee (IAC)

Source: Institutional Accreditation Committee policy - in Kurdish.pdf, PDF pp. 1–17. The source's internal pagination runs beyond its stated total of 14 pages.

Purpose

This policy establishes Soran University's Institutional Accreditation Committee (IAC), responsible for overseeing implementation of University Council decisions concerning institutional accreditation under the Kurdistan Accrediting Association for Education (KAAE). It covers eligibility, candidacy, initial accreditation and renewal on a five-year cycle. It defines the Committee's structure, scope and responsibilities to ensure a coordinated, evidence-based and strategic approach to obtaining and maintaining accreditation. The Committee shall report to the Institutional Effectiveness Committee on progress and implementation.

Policy statement

Soran University recognises accreditation as an important mechanism for institutional confidence, continuous review and alignment with national and international standards. The University therefore establishes a dedicated accreditation committee to oversee all stages of accreditation under KAAE requirements. It shall coordinate compliance with core standards; guide the collection and submission of reports and evidence; support capacity development; and ensure timely submission of self-study reports and other required commitments. The policy promotes transparency, teamwork and sustained compliance.

Policy summary

The policy defines the IAC's authority, structure and operating procedures, including the Accreditation Office and other participants. It empowers the Committee to oversee eligibility, candidacy, initial accreditation and subsequent stages. It also governs post-accreditation requirements, including regular self-evaluation reporting during the five-year renewal period. As the institutional coordinating body, the IAC shall submit quarterly reports and plans to the Institutional Effectiveness Committee. Following University Council approval, these shall form its work programme.

Scope and responsibility

The policy applies to the IAC, its office, and all administrative units and academic departments participating in accreditation documentation and activities. The responsible office is the Institutional Accreditation Office (IAO), and the University President oversees implementation. Participants include IAC members, all University units responsible for accreditation standards, and the accreditation office, identified as IAO elsewhere in the policy.

Establishment and membership

The IAC shall comprise designated representatives of academic and administrative units responsible for the work and documentary requirements of accreditation. For each standard, a focal person or persons shall be appointed. Membership shall ensure that each accreditation stage is led by persons operationally responsible for the relevant activities.

Members shall be selected according to their institutional responsibilities, ability to work collaboratively and participate in self-evaluation, and willingness and availability to contribute actively.

The Committee shall comprise 16–18 carefully selected members, balancing inclusion and efficiency and representing academic and administrative staff, students, graduates and external stakeholders. The proposed composition is:

- Chair: a University Council member.
- Two dean representatives from different faculties.
- Two academic staff representatives from different faculties.
- An IAO member responsible for coordination and technical oversight.
- Head of the International Accreditation Unit.
- Director of Quality Assurance (DQA).
- Director of Finance.
- Director of General Administration.
- Director of the Pedagogical and Academic Development Centre.
- A statistical analysis specialist.
- Director of the Career Development Centre.
- Director of University Registration.
- One student representative nominated by the student representative body.
- One graduate representative to contribute experience of the effectiveness of University education.
- Two external stakeholder representatives.

The Committee may invite experienced specialists to provide technical advice on institutional accreditation.

Terms, participation and subcommittees

Members, including the Chair, shall serve two-year terms. After two years, performance and participation shall be evaluated. Successful members may be reappointed for a further two years; otherwise, replacements shall be selected, taking account of workload, expertise and diversity of institutional participation. The Chair shall recommend removal or appointment of members and the establishment of working groups to the University President.

For specific topics or work programmes, the Chair may invite additional members or observers. All members shall participate actively in meetings and decision-making, observing cooperation, transparency and accountability.

The IAC may propose subcommittees to the President for programme accreditation, assessment, academic and administrative systems, policy and document review, workshops, capacity development and other relevant matters. These provide focused expertise. Their members shall be nominated by the main Committee according to expertise and knowledge to support appropriate accreditation procedures across the University.

Selection shall consider knowledge of strategic planning, quality assurance and accreditation. The University Council shall appoint members to the positions defined in the composition. Student, graduate and external representation shall reflect diverse perspectives on institutional quality and effectiveness. Selection criteria shall be clear and transparent, including relevant experience, knowledge, meeting attendance and willingness to contribute. Professional development and continuing learning shall be provided to strengthen members' accreditation, assessment and quality assurance expertise.

Principal objectives

- Ensure institutional readiness for each accreditation stage.
- Identify and remedy gaps against core standards during eligibility.
- Coordinate stakeholders in developing the institutional plan during candidacy.

- Guide the preparation and submission of evidence for initial accreditation.
- Oversee five-year institutional accreditation renewal.
- Guide self-study reports in accordance with KAAE requirements.
- Develop institutional understanding and capacity in accreditation standards and procedures.

Role

The IAC shall provide strategic oversight, coordination and procedural organisation; lead institutional compliance planning; monitor progress and submission of evidence; support internal review mechanisms; prepare for external evaluation visits; and integrate accreditation into institutional planning and quality assurance.

Responsibilities

1. Oversight of accreditation stages

Oversee and organise University activity at all three principal stages: identify and meet core requirements at eligibility; supervise the development and implementation of the institutional plan at candidacy; and ensure complete, supported evidence demonstrating compliance at initial accreditation.

2. Gap analysis and action planning

Review institutional performance systematically against accreditation standards and develop corrective action plans, with specific steps and timelines, in collaboration with relevant stakeholders.

3. Evidence management

Assign responsibility for standards to designated units or teams; review and validate evidence against KAAE expectations; and retain approved evidence in a dedicated, accessible repository supporting accuracy and continuity.

4. Self-study reports

Establish procedures for preparation, review and submission of self-study reports at the various stages, ensuring that reports are accurate, comprehensive and evidence-based.

5. Capacity building

Build institutional understanding of accreditation through training, workshops and orientation programmes for participants.

6. Renewal

Oversee renewal every five years and ensure that evidence, reports and continuous-improvement actions are documented and ready for review.

7. Institutional communication

Provide the Institutional Effectiveness Committee with progress, challenges and accreditation requirements. Coordinate communication with KAAE and other external bodies as necessary.

8. Monitoring and reporting

Establish ongoing compliance-monitoring mechanisms and submit quarterly reports to the Institutional Effectiveness Committee on progress, challenges and accreditation readiness.

9. Site visits

Organise logistical and technical arrangements for KAAE and other accreditation visits; ensure evidence is available and stakeholders are ready to meet evaluators.

10. Alignment with quality assurance and strategic planning

Integrate accreditation with the University's quality assurance system, strategic objectives and institutional effectiveness framework.

Responsibilities of the Accreditation Office

The Office shall provide administrative and technical support, coordinate activities, document work and maintain continuity throughout accreditation. It shall:

- Prepare and circulate meeting agendas to all members.
- Send all relevant documents and evidence one week before meetings, allowing time for study and recommendations.
- Ensure the venue is ready and free from logistical or technical problems.
- Maintain administrative communication with members and stakeholders.
- Prepare and circulate minutes after the Chair's approval.
- Manage the IAC's official email, for example su.accreditation@soran.edu.iq, and internal and external correspondence, including shared Google Drive files.
- Coordinate communication among the Committee, University units, KAAE and external accreditation bodies.
- Provide technical support and procedural clarification to units responsible for standards, including evidence organisation, timelines, reporting and compliance with prescribed procedures.
- Organise and digitally archive meeting evidence, making documents accessible and easy to use.
- Ensure no confidential or important documents remain in the meeting room after meetings.
- Coordinate external visits, including venues, evidence access, stakeholder schedules and direct onsite support.
- Follow up timely implementation of decisions, gather feedback and verify actions.
- Keep stakeholder contact lists current each semester and provide document and stakeholder support.

Meeting agenda

1. The heading shall state whether the meeting is regular or extraordinary.
2. The IAO officer shall manage the dedicated office email and oversee relevant documentation.
3. The Chair shall be responsible for setting the agenda.
4. The prescribed Meeting Agenda Template (QF-IAC-xx) shall be used.
5. All matters to be discussed shall appear on the agenda.
6. Items shall be numbered sequentially.
7. Allocate an appropriate time to each item, for example 10:00–10:30 a.m.
8. Provide a short summary of each item.
9. Circulate the agenda to all members at least one week in advance.
10. Include follow-up of duties and assignments from the previous meeting.

Notice and attendance

Regular meetings require at least one week's notice; extraordinary meetings require at least 24 hours' notice. Notification shall be by email, with the agenda and other relevant documents attached.

Members shall respond to the IAO invitation within 48 hours. A member unable to attend owing to an emergency shall notify the Office by email headed “Leave”, providing a brief and clear explanation.

Regular meetings shall take place monthly. After establishment of the Committee, a day in the first week of each month shall be designated. The Chair may call an extraordinary meeting for urgent or emergency matters.

A member who fails to attend three meetings within a year shall lose membership. Absence without justification or authorised leave shall result in direct removal; the Chair shall nominate a replacement within one week. A member wishing to withdraw shall write to the Chair explaining the request and shall obtain formal permission before ceasing duties. After withdrawal, any authority or privileges associated with membership shall end.

Chair's responsibilities during meetings

The Chair shall start and end meetings on time; list members granted leave; follow the agenda; maintain a calm environment; encourage active participation and expression of views; prevent any participant from dominating or interrupting others; close agenda items following majority agreement; explain agreed actions; respect all opinions; resolve disagreements promptly; notify participants of the circulation date for minutes; and sign the official approved record.

Minutes

The prescribed form shall be used. Files shall be named using the sequence: meeting number – meeting title – meeting date. The Office officer shall take the minutes. All minutes shall be recorded in SU Google Workspace Drive for sharing, review and completion, then archived. Communications shall use official Soran University email accounts only. The Chair shall sign the minutes.

The minutes shall include the date, time and venue; the Chair's and participants' names; apologies, recorded as “Nil” when none; each agenda item and a brief summary of discussion; and agreed actions and procedures. A word-for-word transcript is not required. Decisions and actions shall be recorded clearly.

Draft minutes shall be circulated to all participants within one week. Participants shall have 48 hours to review and correct them before conversion to the official record. The draft shall also be sent to the Chair within one week for review and approval. The Chair shall ensure that it accurately records discussion and decisions and approve it within two working days.

After approval, the filename shall use: Approved Minutes_Meeting Title_Meeting Date. Records shall be held on the Committee server in the “SIA-Meeting Minutes” folder in the Google Drive account SU.SIA@soran.edu.iq. The folder shall be shared with members as read-only, without permission to modify or correct records.

Voting

Voting shall be transparent, accountable and democratic. Every member representing a University group shall have an equal vote. A vote shall follow presentation of all relevant information. Members may vote “Yes”, “No” or “Abstain”. Decisions shall be determined by a simple majority of members present and communicated to relevant parties for action. Members shall act honestly, respect others' views and work together to improve institutional effectiveness.

Quorum

At least 50% of members shall be present to begin a meeting. For voting, more than 50% of Committee members shall be present.

Legal responsibility

A breach or violation of this policy shall be dealt with under the applicable disciplinary procedures of the State and Public Sector Employees Discipline Law No. 14 of 1991, as amended.

Questions and requests for policy approval shall be sent to SUPO at su.supo@soran.edu.iq.

Appendices

The source lists English and Arabic translations as appendices. The attached PDF contains the appendix headings but no corresponding translated text.

6. Conduct of Postgraduate Thesis Defences: Master's and Doctorate

Purpose

To organise and clarify the academic examination of Master's and doctoral students and ensure that all procedures are implemented formally, transparently, equitably and lawfully across all faculties and departments.

Policy statement

Soran University is committed to conducting Master's and doctoral defences with transparency, fairness, equality and compliance with postgraduate standards. Students, supervisors and examiners shall carry out the process correctly and responsibly.

Summary, ownership and implementation

The policy explains formal dissertation/thesis submission and the stages of academic and language review, committee appointment, defence and marking.

Policy owner: Directorate of Postgraduate Studies. Review: Strategic Planning and Policy Office. Approval and implementation: Soran University Council.

Implementation operates at University level (Vice-President for Scientific Affairs, Directorate of Postgraduate Studies, academic department and faculty), at student level, and through the examining committee.

Relevant parties and responsibilities

- University Presidency and Vice-President for Scientific Affairs: institutional oversight.
- Faculties and academic departments: organise and maintain the integrity of the defence and record results and recommendations through the department representative.
- Directorate of Postgraduate Studies: plagiarism and dissertation/thesis format review.
- Quality Assurance and Programme Development: review compliance with Ministry decisions, instructions and applicable guidelines.
- Supervisor: guide, monitor and support the student throughout the stages.
- Student: prepare and submit the dissertation/thesis formally within the prescribed times and in accordance with University and Ministry policy.
- Examining committee: assess, mark, review corrections, approve the dissertation/thesis after corrections where required, and recommend the qualification in its field.

Definitions

Department representative: An academic in the same or a closely related specialism, nominated by the Departmental Council to monitor the defence under the relevant instructions.

Plagiarism/textual similarity: Similarity or reuse of wording, text or ideas from other sources in a dissertation/thesis without appropriate source acknowledgement, determined through the University's checking system.

Round Table Report: A departmental academic assessment seminar held several months before the defence. The student presents progress, findings, research status and difficulties before final submission. The department representative and committee participate, offering recommendations. The department representative prepares minutes for the student's formal file.

Academic review: Evaluation of the research content, methodology and data by a specialist.

Language review: Checking and correcting writing, language and consistency of the text according to the language in which it is written.

Hard copy: Printed dissertation/thesis.

Soft copy: Electronic research file, such as PDF or Word.

Closed defence: An academic assessment meeting attended only by examiners, the student and authorised academic/administrative persons. External guests, relatives and the student's family shall not attend.

Defence file: The documents and prescribed forms prepared and recorded by the Directorate of Postgraduate Studies, including minutes, mark forms, academic and language reports and administrative orders.

Scope

The policy applies to all departments and postgraduate Master's and doctoral programmes. It regulates submission, review, examination and approval, including committee establishment, assessment, marking, corrections and final award steps. It defines the responsibilities of the Vice-President for Scientific Affairs, faculty dean, Departmental Council, Directorate of Postgraduate Studies, quality assurance, supervisor and student.

Part One: Submission of the dissertation or thesis

1. A student shall submit the dissertation/thesis by email to the academic department no more than three months and no fewer than two months before the end of the authorised study period. The supervisor shall provide written confirmation that it is ready for defence. The material shall proceed through review and plagiarism checking.

2. The student shall send the dissertation/thesis and supervisor's letter through the department's official email and SIS. The Head of Department shall forward them to postgraduate@soran.edu.iq for initial review and verification that the file contains the required documents. The Directorate shall notify the department through SIS or official email of the review outcome and any deficiencies.

3. When all defence requirements have been confirmed, the Directorate shall review compliance with postgraduate instructions, including formatting and plagiarism requirements. The student may not submit independently for academic or language assessment without completing these procedures. Normally, these stages shall be completed within two months. Where problems are identified, the Directorate shall notify the department through email and SIS. Corrections shall be made in accordance with Ministry instructions and the Directorate shall review the amended version again.

4. After preliminary corrections, the student shall resubmit through the department's email and SIS. Once the Directorate has confirmed resolution of the problems, it shall formally notify the department through SIS. The department shall send the work confidentially for academic and language evaluation. The doctoral academic assessor shall receive a hard copy and the language assessor a soft copy. For a Master's dissertation, both academic and language assessors shall receive hard copies, identical to the electronically checked version and bearing the Directorate's plagiarism-check confirmation.

5. After both reviews, the Head of Department shall send the original academic and language reports to the Directorate of Postgraduate Studies.

Part Two: Appointment of the examining committee

1. The department shall propose academics specialising in the dissertation/thesis field to the Departmental Council for approval.

2. Under Article 10, paragraph 2, subparagraph 3 of Law No. 10 of 2008 governing the Ministry of Higher Education and Scientific Research in the Region, the Departmental Council shall appoint the committee and department representative from the same or a closely related specialism.

3. The department and dean shall act impartially and responsibly when requesting nominees from other universities, observing equality, fairness, transparency and specialist suitability.

4. The department shall submit nominees to the dean for approval. The dean may require amendments in consultation with the Head of Department. The dean's secretariat shall send a confidential letter to the University President's Office.

5. Following the President's approval, the dean's secretariat shall issue the administrative order appointing the committee and send copies to the Vice-President for Scientific Affairs and Directorate of Postgraduate Studies.

6. The President's Office shall forward a copy of the approval letter to the Directorate to prepare the student's defence file.

7. The Vice-President for Scientific Affairs and Directorate shall ensure conformity with Ministry requirements and review the appointment order.

8. Committee membership shall comply with Article 2 of Instructions No. 2 of 2021 issued by the Ministry of Higher Education and Scientific Research.

9. Faculty representation shall not exceed one member for a Master's defence or two for a doctoral defence. Members shall come from different universities, with two members from the student's University, excluding the supervisor.

10. Priority shall be given to the precise specialism. Where a suitable specialist is unavailable, a broader specialist may be appointed, provided the dissertation/thesis falls within the relevant department's general field. A precise specialist shall always be preferred when available.

11. Selection shall be transparent, fair and offer equal opportunities, based on academic standing. Eligible academics shall have opportunities to participate rather than restricting appointments to a small group. The University shall monitor the process and establish a mechanism to verify it.

12. Coordination with universities in the Kurdistan Region shall support academic participation under the applicable instructions.

13. Examiners shall know the language in which the dissertation/thesis is written, particularly in reading and speaking, for the purpose of examination.

14. The supervisor and student shall not nominate the Chair or members. They may only request exclusion of up to two academics at submission, giving confidential, academically justified reasons without naming a preferred replacement. The Departmental Council shall decide.

15. The Chair's academic rank shall be higher than or equal to the supervisor's.

16. Where two or more academics hold the same rank, priority shall be determined by promotion date: the more senior academic shall be invited first. The Chair need not be from Soran University.

17. The appointment order shall be confidential and shall not be disclosed to the student or supervisor.

18. After the order is issued, the Directorate shall prepare and send the complete defence file. It shall include defence minutes, marking records, academic and language reviews, committee appointment order, student's CV, pre-defence committee report, department representative's report and any other required forms, together with examiners' email addresses and telephone numbers.

19. The entire appointment process, from nomination through issue of the order, shall be confidential. The order shall be issued at least 20 days before a Master's defence and 25 days before a doctoral defence.

20. If a member cannot participate, a replacement administrative order shall be issued. Any change shall be made at least ten days after receipt of the approval letter; this period shall not count as an extension for the student.

Part Three: Student contact with the examining committee

1. The department shall send the dissertation/thesis to the Chair and members by post, or electronically where an examiner is outside the Kurdistan Region. Students shall never send their work directly to examiners.

2. Students shall not attempt personal contact with examiners to seek assistance, leniency or influence over assessment. Breaches shall be addressed under the applicable legal procedures and investigation arrangements.

Part Four: Defence arrangements

1. Notices advertising the defence shall be displayed only on the day of the defence and in coordination with the faculty's media office.

2. The defence is an academic evaluation determining graduation and the award of a qualification. It shall therefore be closed. Relatives, guests and the student's family may not attend but shall wait outside until the process concludes.

3. Ministry representatives, the University President, Vice-President for Scientific Affairs, dean, Head of Department, Directorate of Postgraduate Studies representative and department representative may attend to monitor correct conduct.

Part Five: Conduct and assessment

1. The defence shall be conducted only in the language in which the dissertation/thesis is written. Both student and examiners shall comply.

2. At the outset, the Chair shall read the administrative appointment order.

3. The supervisor shall then read the student's CV in no more than five minutes.

4. The student shall present the Master's dissertation in 15 minutes or doctoral thesis in 20 minutes.

5. Each examiner shall have 45–60 minutes to discuss the work's requirements and recommendations and ask questions.

6. After each examiner has completed all questions and comments, the student shall have ten minutes to respond.

7. Master's students shall receive one 15-minute break; doctoral students may receive two breaks of ten minutes each.

8. After the examiners, the supervisor may speak for no more than 20 minutes on the committee's observations and questions.

9. Two marking forms shall be used. Fifty per cent shall relate to the general assessment of the written work, completed by examiners before the defence; fifty per cent shall relate to the presentation and responses on the day.

10. For the defence component, each examiner shall complete a confidential separate mark sheet without consulting other members. The department representative shall take it to a room outside

the defence venue. At the end, that representative shall collect the marks and the Head of Department shall record them.

11. The department representative shall attend, monitor correct procedures and complete the report form prepared by the Directorate.

12. A dissertation/thesis requiring corrections shall not receive “Excellent”. This grade is reserved for work that fully satisfies requirements and needs no corrections.

13. The student shall not obtain examiners' signatures on the defence minutes. The Chair, in coordination with the department representative, shall arrange signatures and send the record to the Directorate. After corrections have been approved and the Directorate's review completed, the signed approval sheet shall be given to the student for inclusion in the final dissertation/thesis.

14. The Chair shall announce the result. The department representative, acting as defence secretary, shall prepare the mark form and detailed report, signed by all examiners, on the Directorate's prescribed form. It shall record all problems and corrections and specify the correction period. The Directorate shall notify the department of the time allowed for completion of the examiners' requirements.

7. Steering Committee for Quality Assurance (SCQA)

Purpose

To establish the institutional framework, composition and operating procedures of the Steering Committee for Quality Assurance at Soran University. The Committee shall coordinate, oversee and support quality assurance across academic and administrative units. The University commits to a systematic, comprehensive quality assurance framework that promotes excellence, alignment with national and international standards and continuous improvement. Transparent and effective Committee operation shall support institutional development and sustainability.

Policy statement

Soran University recognises quality assurance as a foundation of institutional excellence. The SCQA shall serve as a senior body guiding continuous improvement in academic programmes, research, administrative work and services. Its structured, evidence-based approach shall promote transparency, inclusiveness and accountability. Quality activities shall align with the University's mission and strategic objectives and with Ministry laws and instructions, fostering quality, institutional integrity and stakeholder confidence.

Policy summary

The policy defines SCQA membership, structure, roles and procedures and authorises strategic leadership and oversight of the University's quality assurance system. It covers policy development, compliance mechanisms, assessment, accreditation readiness, capacity building, stakeholder participation, teamwork, transparency, meeting procedures, decision-making, documentation and communication. It promotes effective contribution to institutional efficiency, quality improvement and alignment with internal objectives and external standards.

Scope and implementation

The policy applies to the establishment, management and operation of the SCQA and to quality assurance in academic programmes, research, administration, services and external engagement. It governs interaction among the Committee, DQA and SCQA Office and covers staff, student, graduate and external stakeholder participation.

Implementation oversight: Vice-President for Scientific Affairs and Postgraduate Studies.

Implementing parties: SCQA members, DQA, the SCQA Office, academic and administrative staff, students, graduates and other stakeholders participating in quality assurance.

Composition

Membership shall reflect institutional needs, Committee responsibilities and a balance between diversity, representation and efficiency. The Committee shall comprise 14–16 members:

1. A University Council member as Chair.

2. One dean representative as Deputy Chair.

3. Director of Quality Assurance, representing implementation of the internal quality system; a designated quality assurance officer shall coordinate SCQA activities.

4. Director of the Pedagogical and Academic Development Centre.

5. Six faculty/programme-level representatives, covering diverse programmes and broad expertise.

6. One student representative, drawn from a representative body or another mechanism ensuring the student perspective.

7. One graduate representative, providing experience of the effectiveness of education.

8. One or two external representatives providing specialist external feedback.

9. SCQA Office officer as coordinator/rapporteur.

The structure balances operational capacity and strategic oversight. The SCQA may establish subcommittees or working groups for programme review, research quality, administrative assessment, compliance or audit. These may include additional specialists for focused investigation and recommendations.

Membership principles

Members shall have suitable knowledge of quality assurance, accreditation and institutional development. Students and graduates shall be represented, and external specialists may serve in an advisory capacity. Gender balance and diverse perspectives shall be considered. Terms shall be two years, with renewal where appropriate to maintain continuity and introduce new perspectives. Training and capacity-development opportunities shall be available. Selection shall follow clear, transparent procedures reflecting the University's academic community and effective performance.

Guiding principles

Excellence: Pursue institutional excellence and continuous improvement in teaching, learning, research and administration in line with national and international standards.

Institutional alignment: Link Committee work directly to the mission and strategic objectives, supporting institutional efficiency and academic development.

Ministry alignment: Comply with Ministry laws and instructions and respond to its monitoring and quality requirements.

ESG and Bologna alignment: Maintain an integrated internal quality system consistent with the European Standards and Guidelines for Quality Assurance (ESG), stakeholder participation, evidence-based assessment, transparency and continuous improvement. Support Bologna alignment through programme review, qualifications, credit transfer (ECTS) and student-centred learning.

Collaboration: Treat quality as a shared responsibility and embed it in daily operations and planning across academic and administrative units.

Transparency: Document work, share discussions and results and communicate decisions to build confidence and openness.

Principal objectives

- Continuous improvement: Monitor, assess and improve programmes, research, administration and student services systematically.
- Accountability and effectiveness: Embed quality in institutional work and promote evidence-based decisions, transparency and outcomes-based planning.
- National and international alignment: Meet Ministry requirements, ESG and Bologna principles, including transparent programmes, stakeholder participation, student-centred learning, learning-outcome assessment and readiness for external review.
- Strategic coordination: Integrate quality assurance with mission and strategy through evidence, resource organisation and effective management.
- Stakeholder engagement: Involve students, staff, graduates, employers and external experts, fostering ownership of quality and institutional development.

- Accreditation readiness: Guide institutional and programme preparation for national and international accreditation through internal assessment, coordinated standards compliance and preservation of evidence.

Role

The SCQA shall monitor the internal quality assurance system, align it with institutional objectives and external requirements, prepare plans and submit quarterly reports to the Institutional Effectiveness Committee. Its strategic roles are:

- Lead and oversee institutional quality and coordinate improvement across academic, research and administrative areas.
- Guide strategic planning so institutional objectives align with international standards and quality requirements.
- Prepare the University for accreditation under KAAE, Ministry requirements, ESG and Bologna principles.
- Promote transparency, inclusion, evidence-based decisions and participation by leadership, stakeholders and the academic community.
- Develop institutional capacity, professional expertise, communication and stakeholder cooperation.

Responsibilities

The Committee shall develop, monitor and improve the internal quality system, prepare plans and report quarterly to the Institutional Effectiveness Committee. It shall:

1. Draft and review quality policies, obtain University Council approval and work with institutional bodies to align them with Ministry laws, accreditation requirements, ESG and Bologna principles; keep policies accessible and supportive of transparency and improvement.

2. Provide strategic oversight of quality across all units and align quality work with mission, strategy and University instructions.

3. Establish and review programme assessment strategies, including mechanisms for assessing programme educational objectives (PEOs), student learning outcomes (SLOs) and curriculum alignment; oversee implementation in Bachelor's and Master's programmes.

4. Coordinate internal and international evaluation of programmes and services through accurate, transparent reviews identifying strengths and improvement needs.

5. Use assessments, surveys and audit reports to develop procedures addressing academic quality gaps and advancing learning and institutional development.

6. Lead and coordinate national and international accreditation readiness, evidence preparation and standards compliance.

7. Build collaboration among faculties, administrative units and external stakeholders, integrating quality into academic and administrative processes.

8. Organise workshops, training, seminars and advice to develop staff and academic knowledge and skills in quality assurance and accreditation.

9. Ensure systematic documentation and timely reporting of quality activities to the Institutional Effectiveness Committee; maintain accurate, current and accessible records.

10. Ensure quality outcomes inform institutional planning, budgeting and resource allocation.

11. Address barriers and constraints affecting quality through planning and evidence-based decisions.

12. Publish policies, requirements, results and recommendations clearly, transparently and promptly to stakeholders.

13. Advise the Institutional Effectiveness Committee on quality strategy, risks, improvement opportunities and international higher education practice.

Responsibilities of the SCQA Office

The Office shall provide administrative and operational support and ensure effective work under University procedures and policies.

Meeting preparation: Circulate agendas to all members at least one week before meetings; arrange venues, technical support and supporting documents; prepare draft minutes after review and approval by the Chair.

Document management: Maintain an organised digital archive of minutes, agendas, reports and official correspondence in University Google Drive; ensure quality records are accurate, current and accessible for transparency and audit readiness.

Communication: Coordinate communication among members, University leadership, staff, administrative units and external stakeholders; manage su.SCQA@soran.edu.iq and use official channels.

Compliance and confidentiality: Monitor meeting protocols, communication procedures and documentation standards. Protect sensitive information after meetings and after members' service ends, observing information-security and confidentiality policies.

Follow-up: Track decisions and actions and manage the SCQA's activities, dates and reporting calendar.

Quality support: Assist with workshops, training, assessments and accreditation activities; support monitoring and reporting of programme assessment strategies and DQA initiatives.

Official communication

All formal SCQA communication and documentation shall use official Soran University email. The designated address is su.scqa@soran.edu.iq, administered by the Office. Members shall use their University accounts; personal email is prohibited for Committee business. Shared agendas, results and reports shall be circulated and archived on official University platforms, particularly Google Workspace.

Agenda

1. State whether the meeting is regular or ad hoc.

2. The Office officer shall manage SCQA email and related documents.

3. The Chair shall set the agenda.

4. Use the QF-DQA-xx Meeting Agenda Template.

5. Include every matter requiring discussion.

6. Number items sequentially.

7. Allocate suitable time to each item, for example 10:00–10:30 a.m.

8. Provide a brief summary of each item.

9. Circulate the agenda at least one week before the meeting.

10. Include follow-up of previous assignments.

Invitations, attendance and withdrawal

Members shall respond to invitations within 48 hours. A member unable to attend because of an emergency shall send the Office an email headed “Leave”, with a brief explanation.

The source's first meeting-schedule provision requires monthly meetings on a designated day in the second week of each month. The Chair may call additional meetings for urgent matters. Members wishing to withdraw shall write to the Chair. Withdrawal becomes effective after confirmation and the member remains responsible until formally released.

Attendance is a professional responsibility essential to effective governance. Members shall respond within two working days, provide timely valid explanations for absence and recognise that unexplained failure to answer invitations shall be recorded as an absence.

A later attendance provision states that regular meetings shall be held on the first Wednesday of each month. The Chair may call additional meetings for urgent matters. Persistent unjustified absence may be reviewed by the Chair and Directorate of Quality Assurance. [Both scheduling provisions are retained because the source contains both.]

Regular meetings require at least one week's notice; extraordinary meetings require at least 24 hours. Notices shall be emailed with the agenda and supporting documents.

Chair's meeting responsibilities

The Chair shall start on time; list apologies; follow the agreed agenda; maintain calm discussion; encourage active contribution; prevent domination or interruption; close items following majority agreement; explain agreed actions; respect all opinions; resolve disagreements promptly; announce when minutes will be circulated; sign the approved official record; and end on time.

Minutes and recordkeeping

Minutes shall use form QF-SCQA-xx. Files shall be named: Minutes – Meeting Title – Meeting Date. The SCQA Office officer shall prepare the record. Minutes shall be held in SU Google Workspace Drive for sharing, review and completion, then archived. Communication shall use official University email only. The Chair shall sign the minutes.

The record shall state the date, time, venue, Chair, participants and apologies, with “Nil” where none. It shall summarise each agenda item and discussion, without requiring a verbatim transcript, and clearly identify decisions, actions and procedures.

Drafts shall be circulated to participants within one week, allowing 48 hours for corrections before finalisation. Drafts shall also be submitted to the Chair within one week. The Chair shall verify accuracy and approve within two working days. Approved files shall be named Approved Minutes_Meeting Title_Meeting Date and stored in the “SCQA-Meeting Minutes” folder on the Google Drive account SU.SCQA@soran.edu.iq. Members shall have read-only access, without permission to revise or edit.

Voting and quorum

Voting shall be transparent, accountable and democratic. Every member shall have an equal vote. Members shall discuss all aspects of an item before voting; a vote shall follow presentation of all relevant information. Options shall be “Yes”, “No” or “Abstain”. Decisions shall be determined by a simple majority of attendees and communicated to the appropriate parties. Members shall vote honestly, respect others' views and work together to strengthen institutional effectiveness.

More than 50% of members shall attend to begin a meeting and to conduct a vote.

Legal responsibility and contact

Breaches shall be addressed under the State and Public Sector Employees Discipline Law No. 14 of 1991, as amended. Contact SUPO at the address printed in the source, su.supo.soran.edu.iq; questions and approval requests may be sent to su.supo@soran.edu.iq.

8. Steering Committee for the Strategic Plan (SCSP)

Purpose

To establish the Steering Committee for the Strategic Plan at Soran University, responsible for coordinating, managing and monitoring institutional strategic planning and policy drafting and development. The SCSP shall ensure the continuity and effectiveness of strategic plan implementation and institutional policy development. The policy defines its structure, membership, duties and responsibilities, promoting accountability, participation and alignment with the University's vision and mission.

Policy statement

Soran University is committed to an effective strategic plan and strong institutional policies. Through the SCSP, it shall oversee strategic objectives and develop, review and approve institutional policies. The policy promotes inclusive participation, evidence- and data-based decisions, and continuous improvement, ensuring that strategic decisions and policies reflect the University's needs and recognised higher education standards.

Policy summary

The policy defines the SCSP's authority and operating scope in two main areas: monitoring the strategic plan during its implementation period and overseeing the procedures and stages of institutional policy drafting, development and implementation. It clarifies composition, decisions, documentation and responsibilities throughout strategic planning and policy development. The Committee provides an organised coordinating structure to ensure continuity, openness, alignment and documentation.

Scope, ownership and implementation

The policy applies to the SCSP, its office, and all University units involved in strategic planning, proposals, policy drafting and review, and implementation.

Responsible office: Soran University Policy Office (SUPO). Implementation oversight: University President.

Relevant parties: SCSP members, SUPO and all participating academic and administrative units.

Membership

The SCSP shall include standing and non-standing members representing stakeholders, ensuring effective leadership and inclusive participation. Members shall be selected according to their institutional duties and academic and administrative responsibilities.

Standing members:

- A Vice-President of the University – Chair.
- Director of Quality Assurance.
- Director of SUPO.
- Director of Finance.
- Director of Information Technology.
- Director of Legal Affairs.

Non-standing members:

- Two deans appointed on a rotating basis every two years.
- An administrative staff representative appointed by the President.
- A student representative.

- A graduate representative.
- An external representative appointed by the President.
- A person with expertise in strategic planning.

Selection shall consider institutional role, experience and readiness to contribute. Membership, other than standing membership, shall be reviewed every four years.

Committee duties and operating principles

Strategic integration: Coordinate University policies and decisions with the mission, vision, strategic objectives and relevant national recommendations.

Clarity and transparency: Document strategic planning and policy development openly and make them available for assessment and review.

Participation: Involve different University groups in decisions.

Continuity and sustainability: Monitor, review and update plans and policies over time.

Compliance: Align institutional plans and policies with accreditation standards.

Quarterly reporting: Submit reports on work and activities to the Institutional Effectiveness Committee for information and approval of continuing activities.

Principal objectives

1. Strategic planning

Oversee the drafting, review and approval of the University's strategic plan; monitor implementation across faculties, directorates and units; and ensure alignment with the mission, vision and requirements of external authorities, including the Ministry, KAAE and ESG standards.

2. Policy lifecycle

Oversee policy proposals, drafting, review, amendment, approval, withdrawal and archiving. Ensure that policies align with strategic objectives and remain current and accessible.

3. Institutional effectiveness

Integrate strategic planning with quality assurance, budgeting, risk management and performance assessment. Promote evidence-based decisions and continuing institutional improvement.

4. Stakeholder participation and communication

Expand stakeholder involvement in strategic planning and policy development and communicate strategic and institutional developments clearly.

Roles and responsibilities

1. Strategic planning oversight

Define and approve the strategic planning framework and timelines. Guide drafting, implementation and review of the five-year strategic plan. Review progress reports from units, directorates and faculties and monitor key performance indicators (KPIs). Recommend updates in response to new developments, needs and external decisions or instructions.

2. Policy oversight

Review and approve proposals for new policies, amendments or withdrawal. Assign a team or working group to draft new policies in coordination with SUPO. Ensure that policies follow the

standard format, pass through the correct procedures and are appropriately archived. Monitor implementation, review and maintenance of current policies.

3. Coordination and integration

Ensure practical alignment among strategic objectives, policy decisions and resource allocation. Align strategy and policy with national objectives, ESG and accreditation requirements. Support institutional review and external evaluation by aligning strategy and policy with the evaluation and monitoring of University management.

4. Communication and capacity development

Raise stakeholder awareness of strategy and policies. Organise workshops, seminars and meetings on strategic implementation and policy changes. Provide guidance and training for units responsible for strategic planning and policy development.

Responsibilities of the SCSP Office

The Office shall operate under SUPO supervision and provide administrative and logistical support.

Meeting organisation: Schedule meetings in consultation with the Chair; prepare and circulate agendas using QF-SCSP-xx at least one week before meetings; and send supporting documents in an organised and timely manner.

Documentation and archiving: Record formal minutes using QF-SCSP-MM-xx; submit them to the Chair for approval within one week; archive agendas, minutes, policy drafts and reports in University Google Drive with restricted, read-only access.

Communication: Manage the Committee's official email, for example su.SCSP@soran.edu.iq, for internal and external communication; connect members, drafting teams and stakeholders.

Follow-up and reporting: Maintain a live tracking register of initiatives, proposals and approved policies; monitor assigned duties and actions and follow up decisions and strategies.

Drafting support: Assist assigned teams with draft-policy structure and procedures and ensure compliance with the University's policy-development requirements.

Meetings and agenda management

The SCSP shall hold a regular meeting at least once every two months. The Chair may call an extraordinary meeting for urgent or specific policy matters.

The Chair, in cooperation with the SCSP Office/SUPO, shall prepare the agenda. It shall identify whether the meeting is regular or extraordinary. Each item shall have a brief description, expected outcome and allotted time. Previous unresolved actions shall be included.

The Office shall circulate the agenda and all attachments at least one week before the meeting. Additions after circulation shall be reviewed and approved by the Chair.

The Chair shall ensure that discussion remains focused and that all members can contribute. The Office shall record decisions, actions and voting outcomes. Approved strategy and policy decisions shall be communicated formally to the relevant units and stakeholders.

Voting

Decisions shall reflect transparency, inclusion and institutional integrity.

Quorum: More than 50% of members shall be present to begin a meeting and conduct a vote.

Voting rights: Every member, standing or non-standing, shall have an equal vote. The Chair shall have a casting vote in the event of a tie.

Procedure: Voting may be by show of hands, email or electronic ballot. Members may approve, reject or abstain on a decision or proposal. Results shall be recorded in the minutes and communicated to all members.

Documentation: Approved decisions shall be formally recorded, signed by the Chair and retained in the SCSP archive. The Office shall follow up and communicate outcomes to relevant units and stakeholders.

Policy development lifecycle

The SCSP shall oversee all stages of policy formulation at Soran University:

1. Proposal

Any University unit or stakeholder may propose a new policy, an amendment or withdrawal. The proposal shall be submitted to the Office using form QF-SCSP-PP-xx.

2. Initial review and assignment

The Office/SUPO shall review the proposal's relevance and consistency with existing policies. The SCSP shall assign a working team including subject specialists, relevant unit representatives, and legal and quality assurance advisers. The team shall receive the policy template and drafting instructions.

3. Drafting and consultation

The assigned team shall prepare the policy and consult stakeholders. It shall submit its draft to the Office/SUPO for technical review of compliance with the drafting requirements before presentation to the SCSP.

4. Committee review and approval

The SCSP shall discuss the draft in a formal meeting and may request revisions before final approval. An approved policy shall receive a reference number, be signed by the Chair and be placed in the official policy record. Following approval by the Institutional Effectiveness Committee, it shall be circulated to all relevant units and stakeholders.

5. Implementation and monitoring

The Office/SUPO, in coordination with relevant units, shall disseminate and implement policies. The SCSP shall ensure that each policy is reviewed at least every five years, or earlier where circumstances require.

Legal responsibility and contact

Breaches shall be addressed under the State and Public Sector Employees Discipline Law No. 14 of 1991, as amended. The source prints su.supo.soran.edu.iq as a contact address and su.supo@soran.edu.iq for questions and requests.

Appendices

The source lists Kurdish and Arabic translations as appendices; no additional appendix text is included in the attached file.

9. Student Information System (SIS) Regulation

Purpose

This regulation establishes the administrative and academic framework for the Student Information System (SIS).

Primary objective

To standardise SIS procedures for academic departments, academic staff and students, ensuring transparency, data accuracy, compliance with the academic calendar and quality standards, and improvement of administrative and academic quality across the University.

Core statement

The SIS is the University's principal system for managing academic and administrative processes. Its continuity and success depend on shared responsibility and full compliance by all parties with this regulation. Everyone shall use it formally and responsibly.

Summary

The regulation governs module registration, attendance and grade recording, final semester examination registration and administrative oversight. It defines departmental, staff and student responsibilities under the semester system and the European Credit Transfer and Accumulation System (ECTS), supporting an organised, high-quality educational process.

Responsible office

The Office of the Vice-President for Student Affairs, as the principal supervisory authority, shall draft, direct, monitor and amend this regulation at University level. It shall ensure that the semester system and ECTS credits, as administered through the SIS, align with Ministry policies and instructions.

Executive supervisors and implementing parties

Executive supervisors: Vice-President for Student Affairs, faculty deans and vice-deans.

Implementing parties: Heads of academic departments; Directorates of Finance, Registration, and IT and SIS; academic staff; and students.

Scope

The regulation applies to all SIS-related academic and administrative processes, including semester module registration; timetable approval and ECTS workload determination; attendance and absence recording; grade recording and amendment; examination registration; requests processed through the system; and compliance with the University Council's approved calendar. Compliance is an academic and administrative obligation for all relevant parties.

General procedures

The University operates a semester system based on ECTS. Each academic year comprises two regular semesters, autumn and spring. Each semester lasts 20 weeks, including educational activities, registration and examinations. Actual teaching shall be no fewer than 14 weeks. The academic year begins in September and ends in June. Departments, staff and students shall comply strictly with the semester calendar approved by the University Council.

Section One: Departmental responsibilities for module and examination registration

1. At the beginning of each semester, every department shall prepare a programme catalogue fully accessible to staff and students.

2. The Head of Department shall make classes/modules available within the designated period.

3. The Faculty Council shall approve the weekly timetable. It shall then be available through the SIS, allowing students to register within the prescribed period.

4. Registration problems shall be referred by the department to the vice-dean through the SIS before registration closes. The portal shall close automatically after the deadline.

5. If a module is unavailable in one department but offered in another, the departments shall coordinate to assist interested students. The student's department shall make it available under the relevant teacher's name. A student may not take it if there is a timetable clash.

6. Where a student fails to register after formal notification and no technical problem exists, the department shall not submit a manual registration request on the student's behalf.

7. Departments shall monitor grades and absences and require teachers to record attendance on the same day. A maximum one-week grace period is allowed for absence entry. After that, departmental accountability measures shall apply.

8. Where excessive absence causes module failure, the department shall send the dean's secretariat an official document containing the student's name, email address, module code and semester.

9. Students shall register personally for final semester examinations within the prescribed period. Failure to register removes the right to sit the examination. Even if the student attends, no grade shall be calculated for an unregistered module.

10. Before examinations, the department shall generate and make available the SIS list of students who have registered successfully.

11. All departmental SIS requests shall be processed through the system and recognised as official documents.

12. Departments shall approve workloads in the SIS after teachers have specified them.

Section Two: Academic staff responsibilities

1. Before the semester begins, teachers shall verify and confirm their modules in the SIS.

2. When preparing the coursebook, teachers shall define total academic workload according to the allocated ECTS credits. This provides the basis for subsequent grade entry.

3. Teachers shall rely exclusively on the SIS attendance roster. A student whose name is absent from the roster may not continue in the class and shall be treated as unregistered.

4. Attendance shall be recorded on the same day, with a final deadline of one week. No correction shall be permitted after that period.

5. Continuous assessment/activity grades shall be entered without overlapping with or delaying final examination registration. Grade-entry errors may be corrected within a maximum of one week from initial entry.

Section Three: Student responsibilities

1. Register for modules within the officially designated SIS registration period.

2. The normal maximum is 30 ECTS per semester. Up to one additional ECTS credit may be taken with the Head of Department's approval and provided that no timetable clash occurs.

3. Add, drop or exchange modules only during the designated add/drop period. This right ends when that period closes.

4. A semester in which a student fails to register still counts towards the maximum permitted study period unless formal postponement has been requested.

5. Failure to register for any module for four consecutive semesters shall result in cancellation of enrolment and dismissal from University study, except where postponement has been officially approved.

6. Report technical registration problems formally to the Head of Department or department coordinator before registration closes.

7. A student who fails a module because of excessive SIS-recorded absence may not continue attending or studying that module.

8. Students may register for or withdraw from final examinations during the designated period.

9. Students bear full responsibility for errors they make in module or examination registration.

10. The SIS shall automatically prevent examination registration for modules in which four examination attempts have already been exhausted.

11. By the fourth semester, students shall have completed 90 ECTS. By the sixth semester, they shall have completed [credit amount blank in source] ECTS to become eligible to select or register for modules in the following two semesters.

Source document register

The following supplied documents were used for the English policy texts. Page ranges refer to the complete supplied PDFs, including covers, contents pages and blank pages where present.

Section	Source document	PDF pages
1	Policy for the Preparation and Development of Policies(1).pdf	1–5
2	Advisory board policy in kurdish.pdf	1–14
3	Awading HE Certificates policy in Kurdish.pdf	1–7
4	Dormitory management policy in Kurdish.pdf	1–12
5	Institutional Accreditation Committee policy - in Kurdish.pdf	1–17
6	Postgraduate VIVA policy in Kurdish.pdf	1–10
7	SCQA policy in Kurdish.pdf	1–15
8	SCSP policy in kurdish.pdf	1–13
9	SIS policy in English.pdf	1–6