SORAN UNIVERSITY

STRATEGIC PLANNING AND KEY PERFORMANCE INDICATORS (KPI) GOVERNANCE AND IMPLEMENTATION REPORT

Reference series: **SU-SUPO-DQA-01 / SU-SUPO-DQA-02**

Reporting cycle: **October 2025 – September 2026**

Chair, SCSP: **Asst. Prof. Dr. Rizgar Saed Hussein**

Steering Committee for Strategic Plan (SCSP)

Strategic Planning & Quality Assurance Office (SUPO)

Prepared By:Shahla Yasin Mohammed Salih, Ruwaida Farman Aziz

Soran University

September 2026

EXECUTIVE SUMMARY

This report presents a comprehensive overview of Soran University's strategic planning governance, Key Performance Indicator (KPI) development framework, and institutional readiness for continuous quality improvement. It has been prepared specifically to address the Kurdistan Accrediting Association for Education (KAAE) requirements for pilot accreditation, demonstrating how our institution aligns strategic intent with measurable outcomes, stakeholder engagement, and accountable resource management.

At Soran University, we recognize that accreditation is not merely a compliance exercise but a transformative commitment to academic excellence, transparency, and institutional maturity. This document reflects our journey from strategic formulation through implementation, review, and forward planning; llustrating a living governance system rather than a static collection of policies.

The report is organized into six core sections: (1) evidence of stakeholder participation in strategic planning; (2) documented proceedings of the Steering Committee for Strategic Plan (SCSP); (3) explicit linkage between KPIs and the 2023–2026 Strategic Plan; (4) a reflective review of the current strategic cycle and preparatory groundwork for 2027–2031; (5) a detailed resource mapping framework; and (6) evidence of formal policy approval, publication, and dissemination across the university community.

A distinguishing feature of this edition of the report is that Section 2 and Section 4.4 are now grounded directly in the signed minutes of **SCSP Meetings No. 1 (28 October 2025), No. 2 (19 November 2025) and No. 6 (5 May 2026),** together with the Committee's official membership roster. Where our evidence base is documentary rather than illustrative, we say so plainly; where figures and dates originate from the university's broader planning record rather than the minutes reviewed for this report.

SECTION 1: STAKEHOLDER PARTICIPATION IN STRATEGIC PLAN FORMULATION

1.1 Philosophy of Inclusive Planning

Soran University operates on the principle that a strategic plan gains legitimacy and viability only when it reflects the collective voice of those it serves. Consequently, the development of our 2023–2026 Strategic Plan was not confined to administrative offices; rather, it was designed as a participatory process that engaged students, faculty, administrative staff, alumni, employers, community representatives, and governing bodies in meaningful dialogue. The Steering Committee for Strategic Plan (SCSP), whose governance record is documented in Section 2 of this report, was subsequently established to institutionalize this inclusive approach and carry it through implementation, review, and renewal.

1.2 Stakeholder Mapping and Engagement Methodology

We adopted a multi-tiered stakeholder engagement model to ensure both breadth and depth of participation. Stakeholders were categorized into four quadrants based on influence and interest: (1) high influence / high interest — e.g., Advisory Board, University Council, Deans; (2) high influence / lower direct interest — e.g., Ministry of Higher Education, KRG education officials; (3) lower influence / high interest — e.g., students, alumni, local employers; and (4) broader community interest — e.g., civil society organizations, regional development bodies.

For each quadrant, tailored engagement mechanisms were deployed. Focus group discussions were held with faculty, alumni, and student representative. and formal consultations were conducted with the Board of Advisory and external advisors. All sessions were documented, and feedback was systematically coded, analyzed, and incorporated into the draft strategic objectives.

1.3 Evidence of Participation

The following evidence attests to the scope of stakeholder involvement. SUPO retains the source documentation described below in its physical and digital archive, available for KAAE inspection:

- Focus Group Documentation: focus group sessions were conducted across faculties and major administrative units, with signed attendance sheets retained in the SUPO archive. Session notes were thematically analyzed to identify recurring priorities — notably the need for stronger industry linkages, digital infrastructure upgrades, and research capacity building.
- Community Consultation Forums: open forums were held in Soran, inviting local government officials, and business owners to comment on the university's regional role, with photographic documentation, press coverage, and signed participant registers retained for review.

- Board and Council Deliberations: the Advisory Board and University Council reviewed draft strategic objectives in dedicated sessions, and formal resolutions acknowledging stakeholder input and endorsing the final plan were passed and minuted.

1.4 Impact on Final Strategic Content

The participatory process yielded tangible changes to the strategic plan. Employer feedback led to the inclusion of a dedicated objective on graduate employability and internship expansion. Student surveys prompted the prioritization of digital learning infrastructure. Faculty consultations resulted in strengthened language around research incentives and sabbatical support. These modifications demonstrate that stakeholder engagement was not perfunctory but materially shaped institutional direction.

SECTION 2: STEERING COMMITTEE FOR STRATEGIC PLAN (SCSP) — DOCUMENTATION AND GOVERNANCE RECORDS

2.1 Committee Mandate, Composition and Membership

The Steering Committee for Strategic Plan (SCSP) is the University's executive body for strategic-plan implementation and policy oversight, operating under reference series SU-SUPO-DQA (Policy Nos. SU-SUPO-DQA-01 - SU-SUPO-DQA-07). It is chaired by Asst. Prof. Dr. Rzgar Saeed Hussein, Vice President for Student Affairs of soran university, and its fourteen-member roster deliberately spans academic leadership, administrative directorates, and external, alumni and student voices — mirroring the four-quadrant stakeholder model described in Section 1.2.

#	Name	Position	Role on SCSP
1	Asst. Prof. Dr. Rzgar Saeed Hussein	Vice President for Student Affairs	Committee Chair
2	Asst. Prof. Dr. Eyad Nuri Faqi	Dean, Faculty of Science	Member
3	Asst. Prof. Dr. Rêbar Fatah Mohammed	Strategic Plan Specialist	Member
4	Dr. Ali Yousif Aziz	Dean, Faculty of Education	Member
5	Dr. Hersh Yousif Hamadamin	Director of Quality Assurance	Member
6	Dr. Saman Hassan Othman	External Party Representative	Member
7	Mr. Younis Hussein Mala	Director of Human Resources	Member
8	Mr. Jawad Sadiq Saeed	Director of Finance	Member
9	Mr. Jamal Jalal Mustafa	Director of Legal Affairs	Member
10	Mr. Mohammed Kak Ahmed Tawfiq	Administrative Staff Representative	Member
11	Ms. Roshna Taher Ali	Student Representative	Member
12	Ms. Ruwaida Farman Aziz	Alumni Representative	Member
13	Mr. Karwan Ahmed Abdullah	Director of Information Technology	Member

#	Name	Position	Role on SCSP
14	Ms. Shahla Yasin Mohammed Salih	Manager, SCSP Office	Member

✓ **SOURCE: Official SCSP membership roster**

2.2 Documentation Protocol

SCSP meetings follow a consistent documentation protocol, confirmed across the three sampled meetings reviewed for this report. Minutes are recorded in Kurdish under a controlled document reference (e.g. SU-SUPO-DQA-01, Version 01, dated 28 October 2025; SU-SUPO-DQA-02, Version 02, dated 19 November 2025...etc), opened with attendance, structured into numbered discussion axes, and closed with the date, time and venue of the next meeting. Each meeting's first substantive item is a review of the previous meeting's decisions and a formal ratification of its minutes — evidenced at the opening of both Meeting No. 2 and Meeting No. 6 — which gives the record a self-verifying, continuous chain rather than a series of disconnected sessions.

Adopted minutes are also transmitted upward: the record of Meeting No. 2 was formally forwarded to the University President under cover memo for acknowledgement of ratification, evidencing that SCSP proceedings are not self-contained but are integrated into University-level oversight.

2.3 Roles and Responsibilities Framework

At Meeting No. 2 (19 November 2025), the Chair formally defined and assigned a named owner for each governance responsibility area, on the principle that every function should have a direct representative, a defined scope of execution, and a reporting line back to the Chair and the SCSP Office. The assignment, as recorded in the minutes, is reproduced below:

Member(s)	Position	Summary of Roles & Responsibilities
Asst. Prof. Dr. Rizgar Saed Hussein	Chair, SCSP	Chairs SCSP meetings; ensures decisions align with the University's mission; holds the deciding vote in the event of a tie; oversees strategy and policy governance overall.
Asst. Prof. Dr. Rêbar Fatah Mohammed	Strategic Plan Specialist	Drafts and updates the university strategic plan and its implementing procedures; guides faculties and units to align their plans with the institutional strategy and KPIs; monitors and reports on implementation and proposes corrective action.
Dr. Ayad Nuri Faqi / Dr. Ali Yousif Aziz	Deans, Faculty of Science / Faculty of Education	Represent their faculties in strategy and policy deliberations and confirm alignment of faculty-level plans with the institutional strategy.

Member(s)	Position	Summary of Roles & Responsibilities
Mr. Younis Hussein Mala / Mr. Mohammed Kak Ahmed Tawfiq	HR Director / Administrative Staff Representative	Oversee development and updating of the strategic plan; ensure follow-up and reporting of implementation across all units; confirm effective execution by staff; align planning with national and institutional goals.
Dr. Hersh Yousif Hamadamin	Director of Quality Assurance	Confirms that plans and procedures meet QA and accreditation standards; monitors institutional KPIs and performance; advises on continuous institutional improvement.
Dr. Saman Hassan Othman	External Party Representative	Brings an industry and community perspective into decision-making; confirms that university strategy responds to labour-market and social needs; strengthens university–community partnership.
Mr. Jawad Sadiq Saeed	Director of Finance	Confirms that financial resources are aligned with strategic priorities; evaluates strategic initiatives; supports monitoring of budget-linked KPIs.
Mr. Jamal Jalal Mustafa	Director of Legal Affairs	Confirms that all procedures comply with legal requirements; reviews draft to identify legal risk; provides legal guidance during policy decisions.
Mr. Karwan Ahmed Abdullah	Director of Information Technology	Provides the digital infrastructure for strategic planning and procedure management; oversees archiving systems (e.g., Google Workspace); advises on the IT implications of strategic decisions.
Ms. Ruwaida Farman Aziz	Alumni Representative	Provides a long-term perspective on graduate outcomes and standing; links strategic goals to graduate employ-ability through alumni engagement.
Ms. Roshna Taher Ali	Student Representative	Represents student needs, experience and priorities; confirms that policies support student success and wellbeing strengthens student participation in governance.
Ms. Shahla Yasin Mohammed Salih	Manager, SCSP Office	Oversees drafting, review, approval and archiving of procedures; coordinates between members and archives documentation; confirms that all procedures follow the strategic-plan template and standards.

✓SOURCE: SCSP Meeting No. 2 minutes (19 Nov 2025), Agenda Item 2 — Roles & Responsibilities table.

2.4 Specialized Sub-Committees for the Strategic Plan Amendment

The same meeting launched a structured amendment of the University's Strategic Plan, with a target of producing a solid quality-assured plan within one month. To carry this out, six specialized sub-committees were constituted, each chaired by a named SCSP member and drawing additional expertise from across the faculties where required:

#	Sub-Committee	Chair	Size	Additional Members
1	SWOT Analysis Committee	Asst. Prof. Dr. Rêbar Fatah Mohammed	8	Dr. Ali Yousif Aziz, Dr. Hersh Yousif Hamadamin, Dr. Saman Hassan Othman, Mr. Younis Hussein Mala, Mr. Jawad Sadiq Saeed, Ms. Ruwaida Farman Aziz, Ms. Shahla Yasin Mohammed Salih
2	Internal Analysis Committee — Administrative	Mr. Younis Hussein Mala	4	Mr. Jawad Sadiq Saeed, Mr. Jamal Jalal Mustafa, Mr. Mohammed Kak Ahmed Tawfiq
3	Internal Analysis Committee — Academic	Dr. Hersh Yousif Hamadamin	7	Asst. Prof. Dr. Bahaadin Faqe Ahmed Aziz (Faculty of Engineering), Dr. Sherwan Hassan Shink (Faculty of Education), Dr. Hawal Abdullah Khidr (Faculty of Science), Dr. Salar Sewar Ismail (Faculty of Law, Political Science & Administration), Dr. Sattar Sheikh Hassan (Faculty of Arts), Dr. Aryanfar Haji Mullah Abd (Director, Research Center), Mr. Karwan Ahmed Abdullah (IT Director)
4	External Analysis Committee	Asst. Prof. Dr. Eyad Nuri Faqi	6	Dr. Amir Khalil Sheikha (Director, Career Development Center), Mr. Rekan Nimat Ola (Director, General Registration), Mr. Karwan Ahmed Abdullah (IT Director), Ms. Ruwaida Farman Aziz (Alumni Rep.), Ms. Roshna Taher Ali (Student Rep.)
5	Technical & Technology Committee	Mr. Karwan Ahmed Abdullah	3	Dr. Saman Hassan Othman, Mr. Younis Hussein Mala
6	Drafting & Development Committee	Asst. Prof. Dr. Eyad Nuri Faqi	5	Dr. Ali Yousif Aziz, Asst. Prof. Dr. Rêbar Fatah Mohammed, Dr. Hersh Yousif Hamadamin, Dr. Saman Hassan Othman

✓ SOURCE: SCSP Meeting No. 2 minutes (19 Nov 2025), Agenda Item 4 — Strategic Plan Amendment.

2.5 Meeting Register (Documented Evidence)

The following register reflects the three SCSP meeting minutes made available for this report. Sessions in between (Meetings No. 3–5) are referenced by the sequential numbering evidenced in Meeting No. 6 and will be added to the register once the corresponding signed minutes are compiled by SUPO.

Meeting	Type	Venue	Main Topics Discussed	Attendance
No. 1 — 28 Oct 2025	Normal	University Presidency, Soran University	SCSP mandate and oversight role; meeting-schedule protocol (last week of each month); directive for members to study the Committee bylaw; proposal for a strategic-planning training seminar	10 present, 2 joined online, 1 excused
No. 2 — 19 Nov 2025	Normal	University Presidency Meeting Hall	Ratification of Meeting No. 1 minutes; formal assignment of member roles & responsibilities; thesis/dissertation submission procedure referred for member review; Strategic Plan amendment launched — six specialised sub-committees formed with a one-month target	12 present, 2 excused
No. 6 — 5 May 2026	Normal	University Presidency Meeting Halls	Ratification of prior minutes; comprehensive review of the internal-responsibilities bylaw; scheduling of dedicated review sessions; final deliberation on strategic objectives and clarification of the institutional vision	Chair and Dean, Faculty of Science recorded; next meeting set for 10 May 2026, 10:00 AM

2.6 Recurring Governance Themes

Read together, the three sampled meetings show a consistent governance rhythm rather than three unrelated events:

- Institutional mandate and cadence: Meeting No. 1 established why the SCSP exists (oversight of strategic objectives and institutional policy) and how it operates (monthly cadence, defined make-up date if a session is missed).
- Delegated ownership: Meeting No. 2 converted that mandate into twelve named areas of responsibility and six resourced sub-committees, moving governance from a standing body into accountable working units with reporting lines.
- Continuous ratification and closure: every sampled meeting opens by confirming implementation of the previous meeting's decisions and closes with a fixed date, time and venue for the next session — the same discipline KAAE looks for in Section 2.2's documentation protocol.
- Progress toward a decision: by Meeting No. 6, the sub-committee work initiated in November 2025 had advanced to final deliberation on the strategic objectives and clarification of the institutional vision — the direct evidentiary link to the 2027–2031 preparatory work described in Section 4.4.

SECTION 3: ALIGNMENT OF KEY PERFORMANCE INDICATORS WITH THE STRATEGIC PLAN

3.1 Governance Framework for KPI Development

Soran University has established a formal KPI Governance guide for Preparation of Key Performance Indicators (KPIs)'. The guide mandates that every performance measure must demonstrate explicit lineage to an approved strategic objective and operationalizes the Balanced Scorecard (BSC) framework across four perspectives: Learning & Growth, Internal Processes, Stakeholders, and Financial Sustainability. Consistent with the roles formally assigned at SCSP Meeting No. 2 (Section 2.3), the Director of Quality Assurance is the named owner of KPI and institutional-performance monitoring, and the Strategic Plan Specialist is the named owner of cascading KPIs from the university level down to faculties and departments.

To ensure methodological rigor, the University integrates SMART criteria with the Performance Measurement Process (PuMP) . PuMP provides the procedural architecture — guiding units from result definition through evidence identification, measure design, selection, standard-setting, and implementation planning. SMART criteria then validate the quality of each proposed measure, ensuring it is Specific, Measurable, Achievable, Relevant, and Time-bound. This dual-framework approach prevents the common pitfall of selecting convenient metrics over meaningful ones.

3.2 The Strategy Map as a Linkage Instrument

Central to our alignment architecture is the Strategy Map — a causal diagram that visualizes how objectives in the Learning and Growth perspective drive improvements in Internal Processes, which in turn enhance Stakeholder satisfaction and Financial outcomes. Each strategic objective on the map is assigned a unique identifier (e.g., SP-IG-02 for Internal Growth Objective 2), which is inherited by all associated KPIs. This identifier system creates an unbroken audit trail from high-level ambition to departmental measurement.

For example, the strategic objective 'Enhance Teaching and Learning Quality' (SP-IP-01) cascades into faculty-level targets on curriculum modernization and department-level targets on student pass rates. The KPI 'First-Attempt Course Pass Rate' therefore carries the full lineage: University Goal → SP-IP-01 → Faculty Objective → Department KPI.

3.3 KPI-Strategic Plan Alignment Matrix

The following matrix illustrates representative linkages between strategic objectives and operational KPIs. A complete matrix covering all university-level, faculty-level and department-level KPIs is maintained as a living document by SUPO and updated quarterly.

Strategic Goal (2023–2026)	BSC Perspective	Objective ID	KPI Name	Target (2026)	Frequency
Improve Academic Quality & Student Success	Internal Process	SP-IP-01	First-Attempt Course Pass Rate	≥ 75%	Per Semester
Improve Academic Quality & Student Success	Internal Process	SP-IP-02	Graduate Employment Rate (6 months)	≥ 70%	Annual
Strengthen Research & Innovation Capacity	Learning & Growth	SP-LG-03	Peer-Reviewed Publications per Faculty	≥ 2.0/year	Annual
Strengthen Research & Innovation Capacity	Financial	SP-FI-02	External Research Grants Secured	$100,000	Annual
Enhance Stakeholder Satisfaction	Stakeholder	SP-SH-01	Student Satisfaction Index	≥ 80%	Annual
Enhance Stakeholder Satisfaction	Stakeholder	SP-SH-02	Employer Satisfaction with Graduates	≥ 75%	Biennial
Ensure Financial Sustainability	Financial	SP-FI-01	Annual Budget Utilization Rate	≥ 95%	Quarterly
Ensure Financial Sustainability	Internal Process	SP-IP-04	Cost per Student (Efficiency)	≤ $2,500	Annual

3.4 Evidence of Formal Linkage

The linkage between KPIs and strategic objectives is institutionalized through formal approval workflows. Every proposed KPI must complete a Development Form that includes: (a) the strategic objective it supports; (b) a narrative explanation of causal logic; (c) baseline data; (d) target justification; and (e) data source verification. SUPO conducts technical review for alignment accuracy, SCSP conducts strategic review for goal coherence, and the University Council provides final approval — the same three-tier review pattern evidenced in the SCSP minutes reviewed in Section 2.

SECTION 4: STRATEGIC PLAN REVIEW (2023–2026) AND ROADMAP FOR 2027–2031

4.1 Review Philosophy and Methodology

Strategic planning at Soran University is treated as a dynamic, iterative process rather than a static document. The 2023–2026 Strategic Plan has been subject to continuous monitoring, mid-cycle review, and annual reassessment to ensure it remains responsive to internal performance data and external environmental shifts. Our review methodology integrates four data streams: (1) quantitative KPI performance against baseline and target; (2) qualitative departmental self-assessments; (3) stakeholder perception surveys; and (4) external benchmarking against peer institutions in the Kurdistan Region and internationally.

4.2 Annual Review Cycle

Each academic year, the SPC conducts a structured annual review following a standardized protocol:

Stage	Timing	Description
Data Compilation	Months 1–2	SUPO aggregates KPI data from all faculties and administrative units, validates data integrity against source systems (SIS, HRIS, Financial Management System), and produces a preliminary Performance Dashboard.
Departmental Reflection	Month 3	Each unit submits a narrative self-assessment addressing achievements against KPI targets, obstacles encountered, unintended consequences observed, and resource adequacy.
SPC Review Session	Month 4	The Committee reviews aggregated data and departmental narratives, identifies systemic patterns, and formulates recommendations for the coming year.
SCSP Escalation & Council Reporting	Month 5	Significant findings requiring policy changes, budget reallocations, or strategic pivoting are escalated to SCSP and reported to the University Council with formal recommendations.

4.3 Key Findings from the 2023–2026 Review

The cumulative review of the 2023–2026 cycle reveals a mixed but instructive performance landscape. Achievements include exceeding the target for faculty professional development participation and surpassing the budget utilization goal; student satisfaction has improved over the cycle, though it remains short of the institutional aspiration, and research publication output has increased, driven largely by the introduction of faculty incentive grants.

Persistent gaps remain in graduate employability within six months of graduation. Root cause analysis conducted by the Career Center and Faculty of Business identified three contributing factors: (1) limited structured internship placements in the public sector; (2) insufficient English-language proficiency among graduates in certain disciplines; and (3) delayed labor market data availability. A corrective action plan has been activated.

Separately, the KRG's revised higher-education funding formula necessitated greater emphasis on diversified revenue. The university accelerated its international partnership agenda and established a dedicated Grants Office — an organizational adaptation not originally forecast in the 2023 plan but formally incorporated through the annual review amendment process.

4.4 Preparatory Work for the 2027–2031 Strategic Plan — Documented Evidence

Unlike Section 4.3, this sub-section is directly evidenced by the SCSP minutes reviewed for this report. Preparatory work for the 2027–2031 cycle began earlier than originally anticipated: at Meeting No. 2 (19 November 2025), the SCSP resolved to amend the 2023–2026 Strategic Plan and produce a quality-assured revised plan within one month, and immediately constituted the six specialized sub-committees described in Section 2.4 — covering SWOT analysis, internal administrative analysis, internal academic analysis, external analysis, technical/technology review, and drafting and development.

This sub-committee structure operationalizes the environmental-scanning and stakeholder-re-engagement groundwork described in the university's broader planning narrative: the Internal and External Analysis Committees correspond to the institutional and market-facing halves of a PESTLE-style scan, while the Drafting & Development Committee — chaired by the Dean of the Faculty of Science with the Strategic Plan Specialist and QA Director as members — is positioned to translate that analysis directly into the revised plan text.

By Meeting No. 6 (5 May 2026), the process had progressed to a review of the internal-responsibilities bylaw and a final round of deliberation on the strategic objectives themselves, together with clarification of the institutional vision — with dedicated follow-up sessions scheduled to complete the review. This places the SCSP's own evidenced timeline roughly in line with a mid-2026 completion of the plan's substantive content, ahead of the wider consultation and Council-adoption stages described below.

4.5 Indicative Timeline to Council Adoption

Building on the SCSP's own evidenced progress, the university's indicative timeline anticipates campus-wide consultation on the revised plan, SCSP final review, and University Council adoption in the months following the objective-setting work completed by Meeting

No. 6. SUPO will update this timeline once the minutes of the intervening sessions (Meetings No. 3–5) and any meetings after No. 6 are compiled into the full indexed volume.

SECTION 5: RESOURCE ALLOCATION FRAMEWORK FOR STRATEGIC OBJECTIVES

5.1 Resource-Strategy Integration Principle

A strategic plan without resourcing is merely a statement of intent. Soran University has institutionalized the principle that every strategic objective must be accompanied by a transparent resource plan specifying financial requirements, information technology infrastructure, faculty and staff human capital needs, and clearly assigned responsibility. This requirement is embedded in the Strategic Plan template and enforced by the Finance Office and SUPO during annual budget alignment exercises — consistent with the Finance Director's evidenced SCSP responsibility (Section 2.3) to confirm that financial resources are aligned with strategic priorities and to support monitoring of budget-linked KPIs.

The resource mapping process operates on a 'no-objective-without-resources' rule. During the annual budget preparation cycle, each Dean and Department Head is required to submit a Resource Requirements Statement for every strategic objective their unit owns. These statements are reviewed by the Finance Committee, prioritized against available funding, and integrated into the consolidated university budget. Where full resourcing is not immediately feasible, a phased implementation plan is developed with explicit milestone-based release of funds.

5.2 Financial Sustainability Mechanisms

To ensure that resource commitments are financially sustainable, the university employs a multi-source funding model. Core strategic priorities are funded through the KRG operating budget. Innovation and expansion priorities are supported by internally generated revenue (tuition differential, executive education programs). Research and internationalization priorities are funded through competitive external grants. This diversified approach reduces dependency on single revenue streams and enhances strategic flexibility.

Furthermore, the Finance Office conducts a quarterly 'Resource-Performance Reconciliation' review, comparing actual expenditure against planned resourcing for each strategic objective. Variances exceeding 15% trigger an automatic review by the Finance Committee and notification to the responsible party. This mechanism prevents resource drift and ensures accountability.

5.3 Human Capital Development

Recognizing that faculty and staff are the primary engines of strategic execution, the university has aligned its human resource planning with strategic priorities. The HR Information System (HRIS) tracks competency gaps against strategic needs, and the annual training plan is explicitly derived from strategic objective requirements — a responsibility formally held by the HR Director on the SCSP (Section 2.3). For example, the objective to enhance digital learning capacity has triggered targeted training for faculty in Learning Management System administration and instructional design.

SECTION 6: POLICY GOVERNANCE, APPROVAL, AND DISSEMINATION

6.1 Policy Architecture

Soran University maintains a hierarchical policy architecture that ensures coherent governance across all institutional domains. At the apex sits the Policy on Policies — a meta-governance document that defines how policies are proposed, drafted, reviewed, approved, published, amended, and retired. Beneath this umbrella, four categories of substantive policies govern university operations: (1) Academic Policies; (2) Administrative and Financial Policies; (3) Student Affairs Policies; and (4) Research and Ethics Policies. The KPI Policy, Advisory Board Policy, and all committee charters — including the SCSP's own procedure for drafting and ratifying its minutes, evidenced by the version-controlled reference SU-SUPO-DQA-01/02 in Section 2.2 — fall within this architecture.

6.2 Approval Authority and Documentation

Policy approval authority is clearly delineated to ensure legitimacy and compliance with KRG legal frameworks:

- Advisory Board Policies: require formal resolution by the Board, recorded in signed minutes, and ratified by the Board Chair. These typically address governance structure, presidential appointment, and strategic oversight.
- University Council Policies: require majority vote of Council members, recorded in authenticated minutes, and countersigned by the University President and Council Secretary. These address academic standards, faculty affairs, and major institutional procedures.
- Committee-Level Policies and Procedures: require approval by the respective committee (e.g., SCSP, SPC, Quality Assurance Committee), documented in signed meeting minutes, and reported to the University Council for information — as seen in the SCSP's own practice of forwarding ratified minutes to the University President for acknowledgement (Section 2.2).

All approval documentation — signed minutes, formal resolutions, and policy texts — is archived in both physical form (Office of the University Secretary) and digital form (secure document management system with version control).

6.3 Policies Approved

In compliance with institutionalization requirements, Soran University has formal approved the following critical policies and procedures:

Policy / Procedure	Scope	Approval Record
Dormitory Management Policy (پەیڕەوی بەڕێوبەرایەتی بەشە ناوخۆییەکان)	Defines the organizational structure, authority, and operating procedures of the University's internal administrative departments.	Approved by University Council Resolution No. 19, 30 August 2026 (Axis 3, Item 3 — approved by consensus vote after members' comments)
Strategic Plan Implementation Assurance Committee Policy (پەیڕەوی لیژنەی دڵنیایی جێبەجێکردنی پلانی ستراتیژی)	Establishes the mandate, membership, and working procedures of the committee responsible for assuring implementation of the University's strategic plan.	Approval date pending confirmation (distinct from the Committee's own strategic-plan output below, which was approved by Council)
Quality Assurance Committee Policy (پەیڕەوی لیژنەی پەرەپێدانی دڵنیایی جۆری)	Governs the composition and responsibilities of the committee tasked with developing and strengthening the University's quality assurance system.	Approval date pending confirmation
Procedure for the Higher Education Thesis/Dissertation Defense Process (پەیڕەوی بەڕێوەچوونی پرۆسەی تاوتوێکردنی خوێندنی باڵا)	Regulates the procedures, committees, and standards governing the discussion and defense of postgraduate (Master's and PhD) theses and dissertations.	Approved by University Council Resolution No. 19, 30 August 2026 (Axis 3, Item 3 — approved by consensus vote after members' comments)
Policy of Awarding Higher Education Degrees (پەیڕەوی بەخشینی بڕوانامەی خوێندنی باڵا)	Sets out eligibility requirements, verification steps, and the approval chain for conferring postgraduate degrees (Higher Diploma, Master's, PhD) and certificates.	Approved by University Council Resolution No. 19, 30 August 2026 (Axis 3, Item 3 — approved by consensus vote after members' comments)
Accreditation Committee Policy (پەیڕەوی لیژنەی متمانە بەخشین)	Defines the mandate and working procedures of the committee responsible for institutional and programmatic accreditation processes, including liaison with KAAE.	Approval date pending confirmation
Department Academic Program Advisory Council Policy (پەیڕەوی ئەنجومەنی ڕاوێژکاریی بەش بۆ پڕۆگرامە ئەکادیمییەکان)	Establishes the composition, role, and operating procedures of department-level advisory councils that guide and review individual academic programs.	Approved by University Council Resolution No. 8, 15 February 2026 (Axis 3, Item 7 — approved by consensus vote after members' comments)

Policy / Procedure	Scope	Approval Record
Policy Development Policy (پەیڕەوی ئامادەکردنی پەیڕەوەکان)	Meta-governance procedure defining how all university procedures are drafted, reviewed, approved, published, amended, and retired.	Approved by University Council Resolution No. 8, 15 February 2026 (Axis 3, Item 7 — approved by consensus vote after members'
Revised Strategic Plan — Vision, Mission and Core Values (دیدی، پەیامی و بەهاسەرەکییەکانی زانکۆی سۆران)	Approval of the University's revised vision, mission and core values as amended by the Strategic Plan Implementation Assurance Committee: Vision — to build and develop a trusted, forward-looking educational, academic and advisory hub engaged in driving quality transformation; Mission — to contribute effectively to knowledge production and to prepare productive graduates, equipped with scientific knowledge, social values and labour-market readiness, through capacity-building and purposeful, contemporary research in service of the homeland; Core Values — wisdom, openness, responsibility, academic	Approved by University Council Resolution No. 17, 16 August 2026 (Axis 3, Item 2). Council also directed the Committee Chair, Asst. Prof. Dr. Rzgar Saeed Hussein, to prepare a seminar presenting the plan's content at a forthcoming Council meeting.

6.4 Evidence of Publication and Dissemination

Policy transparency is a cornerstone of institutional accountability. Upon approval, every policy is published on the university's official website (www.soran.edu.iq) within the 'Governance and Policies' portal. The portal is publicly accessible, searchable by keyword, and organized by policy category. Each policy entry includes: the full text in both Kurdish and English; the approval date and authority; the version number; the next scheduled review date; and a contact email for inquiries.

Beyond web publication, the university employs a multi-channel dissemination strategy to ensure that policies reach those responsible for implementation:

- Email Distribution: upon policy approval or amendment, SUPO issues an all-staff email notification with a direct link to the policy document and a brief summary of key changes.
- Departmental Briefings: Deans and Department Heads are required to conduct briefings for their teams within two weeks of a new policy publication, with attendance recorded and summaries submitted to SUPO.

- Orientation Integration: all new employees and faculty members receive policy orientation as part of their onboarding program, with the KPI Policy and Policy on Policies as mandatory components.
- Annual Policy Awareness Audit: SUPO conducts an annual survey to assess staff awareness of key policies, with results informing refinements to dissemination strategies.

CONCLUSION:
INSTITUTIONAL COMMITMENT TO CONTINUOUS IMPROVEMENT

This report demonstrates that Soran University's approach to strategic planning and performance measurement is neither ad hoc nor superficial. It is a deliberately engineered governance system that connects stakeholder voice to strategic intent, strategic intent to measurable action, measurable action to accountable resourcing, and accountable resourcing to transparent policy oversight.

The evidence presented herein now includes, for the first time in this edition, the signed proceedings of the Steering Committee for Strategic Plan itself — its mandate, its fourteen-member roster, its formally assigned roles and responsibilities, the six sub-committees it stood up to revise the strategic plan, and its own progression from a founding meeting in October 2025 to substantive decisions on strategic objectives by May 2026. Together with the university's published policies and performance dashboards, this reflects an institution that takes quality assurance seriously.

Respectfully submitted,

Steering Committee for Strategic Plan (SCSP)
Soran University
September 2026

Ass.Prof.Dr. Rizgar Saed Hussin
Chair Steering Committee for Strategic Plan

Shahla Yasin Mohammed Salih
Manager, SCSP Office

Ruwaida Farman Aziz
Alumni Representative