SORAN UNIVERSITY

Job Description Framework

For

University Leadership, Academic Governance and Unit Managers

DRAFT FOR UNIVERSITY COUNCIL REVIEW AND APPROVAL

Version 0.1 | September 2026

This draft was prepared based on

1. KRG Ministry of Higher Education & Scientific Research Law No. 10/2008;
2. University Service Law No. 23/2008; and
3. Bylaws of State and Public Sector Employees, Law No. 14 of the Year 1991, as Amended

This draft does not supersede applicable Kurdistan Regional Government laws, Ministry regulations or formal appointment orders. Where a conflict exists, the higher legal or regulatory authority prevails.

I. UNIVERSITY GOVERNANCE AND EXECUTIVE LEADERSHIP

A. University Council

Reports to: Highest institutional governing authority within the applicable higher-education framework

Chair: President of Soran University

Purpose

The University Council is the University's principal institutional decision-making and governance body. It establishes institutional direction, approves major academic and administrative matters, monitors institutional performance and ensures that the University fulfills its mission and statutory responsibilities.

Core responsibilities

The University Council shall:

1. approve the University's mission, strategic direction, institutional priorities and major plans;
2. approve institutional policies, regulations and governance frameworks;
3. review and approve academic programs and major curriculum changes within its authority;
4. consider proposals submitted by faculties, departments, committees and University offices;
5. oversee institutional quality assurance, accreditation and institutional effectiveness;
6. review institutional performance, strategic KPIs and major improvement plans;
7. approve or endorse annual institutional plans and major resource priorities;
8. oversee academic staffing, promotion and other personnel matters requiring Council approval;
9. monitor financial sustainability, major budget priorities and responsible use of University resources;
10. review institutional risks and major compliance matters;
11. ensure that student interests and academic standards are appropriately represented in institutional decision-making;
12. establish permanent or ad hoc committees when necessary;
13. review recommendations from Faculty Councils and other authorized bodies;
14. ensure implementation and follow-up of Council resolutions.

Expected evidence

Approved minutes, resolutions, policy approvals, strategic reviews, program decisions, annual reports, committee decisions and action-follow-up records.

B. University Council Member

Role purpose

Each Council member contributes to collective institutional governance while representing the responsibilities and expertise of the office or academic unit from which the member serves.

Responsibilities

A Council member shall:

1. attend and participate actively in Council meetings;
2. review documents and proposals before meetings;
3. contribute professional and evidence-based advice;
4. place the University's overall interest above individual unit interests;
5. disclose conflicts of interest where applicable;
6. represent accurately the needs and performance of the member's area;
7. communicate approved Council decisions to relevant units;
8. oversee implementation of decisions assigned to their area;
9. report progress, risks and unresolved matters to the Council;
10. maintain confidentiality where required;
11. support institutional quality, accreditation and continuous improvement.

Performance indicators: attendance and participation; timely completion of assigned actions; quality of reports submitted; implementation of Council resolutions; contribution to institutional improvement.

II. PRESIDENT AND VICE PRESIDENTS

C. President of Soran University

Reports to: University Council / competent governmental authority

Supervises: Vice Presidents, Deans and University-level offices reporting directly to the Presidency

Purpose

To provide overall strategic, academic and executive leadership to Soran University and ensure that institutional resources, governance, academic activities and support services collectively advance the University's mission.

Core responsibilities

The President shall:

1. provide strategic leadership and institutional direction;
2. chair the University Council and ensure implementation of its decisions;
3. lead development and implementation of the strategic plan;
4. safeguard academic standards, institutional integrity and University autonomy within the applicable regulatory framework;
5. oversee academic, administrative, financial and student-affairs leadership;
6. approve institutional priorities and coordinate Vice Presidents and Deans;
7. ensure effective systems of quality assurance, institutional effectiveness and accreditation;
8. monitor University-wide KPIs and improvement plans;
9. ensure appropriate institutional policies are developed, approved, implemented and reviewed;
10. oversee institutional risk management;
11. represent the University before government, partners and external stakeholders;
12. promote research, innovation, community engagement and international cooperation;
13. ensure financial and human resources are aligned with institutional priorities;
14. evaluate senior institutional leaders;
15. report institutional performance to the University Council and relevant authorities.

Key performance evidence: strategic-plan progress; institutional KPIs; accreditation readiness; academic performance; financial sustainability; policy implementation; Council action completion; stakeholder partnerships.

D. Vice President for Academic Affairs

Reports to: President

Supervises/coordinates: Faculties, Registrar, Quality Assurance, Pedagogy and Academic Development, Library and other academic-support functions assigned to the portfolio

Purpose

To lead and coordinate the University's academic enterprise and ensure the quality, relevance and continuous development of programs, curricula, teaching, assessment and academic standards.

Responsibilities

1. oversee faculties and academic programs;
2. coordinate academic planning and implementation of the academic calendar;
3. oversee program development, review and curriculum approval processes;
4. ensure academic standards and learning outcomes are monitored;
5. oversee quality assurance in teaching and learning;
6. ensure faculty qualifications and teaching assignments are appropriate;
7. coordinate academic workload and staffing needs;
8. oversee Registrar and academic-record functions;
9. promote pedagogical development and faculty professional development;
10. ensure academic policies are implemented consistently;
11. review faculty academic reports and improvement plans;
12. support accreditation and evidence requirements relating to academic matters;
13. present academic matters requiring approval to the President or University Council;
14. monitor academic KPIs and recommend improvement actions.

E. Vice President for Finance and Administration

Reports to: President

Supervises/coordinates: Finance, Human Resources, Procurement, Facilities and Maintenance, IT and other administrative functions assigned to the portfolio

Purpose

To ensure effective, lawful and sustainable management of the University's financial, human, physical and administrative resources.

Responsibilities

1. coordinate annual and multi-year financial planning;
2. align administrative resources with institutional priorities;
3. supervise financial management, accounting and reporting;
4. oversee HR planning and administration;
5. oversee procurement and contracting;
6. ensure effective management of facilities and University assets;
7. oversee administrative IT infrastructure;
8. monitor budget implementation and financial risks;
9. establish appropriate internal controls;
10. ensure compliance with applicable public-sector regulations;
11. oversee administrative performance and service improvement;
12. submit periodic financial and administrative reports;
13. coordinate responses to financial and administrative audits;
14. monitor implementation of audit recommendations.

E. Vice President for Student Affairs

Reports to: President
Supervises/coordinates: Student Affairs, Career Development Center, Student Activities, Counseling Services, Alumni Relations and related services

Purpose

To provide strategic leadership for student services and ensure an inclusive, supportive and developmental student experience from entry through graduation and alumni engagement.

Responsibilities

1. oversee student-support policies and services;
2. monitor student welfare, engagement and development;
3. coordinate orientation and student-transition activities;
4. supervise student organizations and extracurricular activities;
5. oversee career preparation and employability support;
6. ensure counseling and appropriate student-support mechanisms are available;
7. strengthen mechanisms for student voice and feedback;
8. oversee alumni engagement;
9. monitor student participation, satisfaction and service outcomes;
10. work with Academic Affairs on retention, progression and student success;
11. coordinate student-support improvement plans;
12. report student-affairs performance to University leadership.

III. FACULTY AND DEPARTMENT GOVERNANCE

F. Dean of Faculty

Reports to: The President

Supervises: Heads of Department and faculty-level academic and administrative units

Purpose

To provide academic and administrative leadership to the Faculty and ensure that its departments, program, staff and resources contribute effectively to the University's mission and strategic objectives.

Responsibilities

1. chair the Faculty Council;
2. lead development of the Faculty annual plan;
3. supervise Heads of Department;
4. oversee teaching, assessment and program implementation;
5. monitor academic workload and faculty staffing;
6. review departmental plans and semester reports;
7. oversee curriculum and program-development proposals;
8. ensure Faculty QA and accreditation responsibilities are fulfilled;
9. monitor student academic performance and faculty-level student issues;
10. promote research and professional engagement;
11. oversee Faculty laboratories and facilities where applicable;
12. ensure Council decisions and University policies are implemented;
13. review resource requirements and budget requests;
14. evaluate performance of reporting managers;
15. submit annual Faculty performance and improvement reports.

G. Faculty Council

Purpose

To provide collective academic governance within the Faculty and advise/decide on matters within delegated authority.

Responsibilities

1. review Faculty academic performance;
2. approve or recommend curriculum and programme proposals;
3. review departmental recommendations;
4. consider teaching assignments and staffing needs;
5. monitor student academic matters;
6. review research and scholarly activities;
7. consider quality-assurance and accreditation matters;
8. review Faculty resources and development priorities;
9. establish Faculty committees where required;
10. monitor implementation of University Council decisions;
11. document decisions and follow-up actions.

IV. HEAD OF DEPARTMENT AND DEPARTMENT COUNCIL

H. Head of Academic Department

Reports to: Dean

Chairs: Department Council

Supervises: Academic staff and departmental administrative/support staff within delegated authority

Purpose

To lead the academic and operational management of the department and ensure effective delivery, evaluation and continuous improvement of its programmes.

Core responsibilities

The Head of Department shall:

1. chair Department Council meetings and ensure decisions are recorded and followed up;
2. prepare the department's annual academic plan;
3. coordinate course allocation and faculty workload based on qualification and disciplinary fit;
4. ensure course/module descriptions are prepared and approved;
5. monitor syllabus completion and course delivery;
6. oversee assessment practices and examination arrangements;
7. coordinate programme and curriculum review;
8. monitor PLO/CLO achievement and programme assessment results;
9. ensure assessment findings lead to improvement actions;
10. monitor student progression and departmental academic issues;
11. oversee academic advising arrangements;
12. identify staffing and professional-development needs;
13. promote research, scholarship and professional engagement;
14. coordinate departmental QA, accreditation and evidence collection;
15. maintain departmental records and evidence;
16. coordinate Advisory Board engagement where applicable;
17. identify laboratory, equipment and resource requirements;
18. prepare semester and annual reports;
19. implement Faculty and University Council decisions;
20. evaluate or contribute to evaluation of departmental staff;
21. report unresolved risks and needs to the Dean.

Key performance indicators

Programme performance; learning-outcome achievement; syllabus completion; student progression; assessment-plan implementation; staff workload compliance; research outputs; curriculum-review completion; QA/accreditation evidence completion; annual-plan implementation; closure of improvement actions.

I. Department Council

Reports through: Head of Department → Faculty Council

Purpose

The Department Council is the department's collective academic decision-making and advisory body.

Core responsibilities

The Council shall:

1. review and approve the departmental academic plan;
2. review teaching assignments and academic workload;
3. review module descriptions and course delivery;
4. examine assessment and student-performance results;
5. review achievement of programme and course learning outcomes;
6. approve/recommend curriculum changes;
7. consider new or revised programme proposals;
8. monitor semester implementation and identify problems;
9. review recommendations from programme, examination, scientific and QA committees;
10. identify faculty recruitment and professional-development needs;
11. review research and scholarly priorities;
12. consider laboratory and other resource requirements;
13. review student academic concerns;
14. approve departmental improvement actions;
15. support programme accreditation;
16. forward matters requiring higher approval to the Faculty Council.

Duties of individual Department Council members

Members shall prepare for and attend meetings, contribute evidence-based views, declare conflicts of interest, undertake assigned actions, participate in curriculum and assessment review, communicate decisions appropriately and maintain confidentiality where required.

Required records

Meeting agenda, attendance, signed minutes, decisions, assigned action owner, deadline and status of implementation.

V. ACADEMIC-SUPPORT UNIT MANAGERS

J. Registrar / Director of Registrar Office

Reports to: Vice President for Student Affairs

Purpose

To ensure the accuracy, security and effective administration of University academic and student records.

Responsibilities

1. manage registration and enrolment records;
2. maintain authoritative student academic records;
3. issue transcripts and academic documents;
4. coordinate academic scheduling and registration periods;
5. support examination and graduation record processes;
6. ensure data accuracy and confidentiality;
7. implement retention and records-management requirements;
8. produce student-data reports for institutional planning and accreditation;
9. coordinate with faculties, Student Affairs and IT;
10. monitor Registrar service performance.

K. Director of Quality Assurance and Program Development

Reports to: Vice President for Academic Affairs

Works closely with: Institutional Effectiveness and Institutional Accreditation

Purpose

To develop, coordinate and monitor the University's internal quality-assurance system and support systematic improvement of teaching, learning and academic programmes.

Responsibilities

1. develop and maintain QA policies and procedures;
2. coordinate teaching-quality processes;
3. administer student feedback and other stakeholder-feedback mechanisms;
4. oversee academic portfolio/CAD processes;
5. support programme and curriculum review;
6. monitor course-description and programme-documentation compliance;
7. coordinate internal academic review;
8. analyze QA results and identify improvement needs;
9. support faculty and staff training in QA;
10. maintain QA evidence and annual reports;
11. monitor implementation of quality-improvement actions;
12. support institutional and programme accreditation.

Key distinction: QA manages and improves the **internal quality system**; it does not replace Institutional Effectiveness or Institutional Accreditation.

L. Director of Pedagogy and Academic Development

Reports to: Vice President for Academic Affairs

Purpose

To strengthen faculty teaching competence and promote effective, student-centred and evidence-informed teaching.

Responsibilities

1. conduct faculty-development needs assessments;
2. design pedagogical training programmes;
3. support student-centred learning and modern assessment;
4. provide training on Bologna/ECTS implementation;
5. support curriculum and course design;
6. promote digital and AI-enhanced teaching where appropriate;
7. coordinate induction for new teaching staff;
8. assess effectiveness of faculty-development activities;
9. maintain participation and evaluation records;
10. advise Academic Affairs and QA on teaching-development needs.

M. Library Director

Reports to: Vice President for Academic Affairs

Purpose

To ensure appropriate access to learning, teaching and research information resources.

Responsibilities

1. manage physical and electronic library resources;
2. align acquisitions with academic and research needs;
3. support student and faculty information literacy;
4. manage databases, journals and institutional subscriptions;
5. maintain library usage and resource data;
6. support research and scholarly communication;
7. preserve institutional/library holdings;
8. collect user feedback and improve services;
9. prepare annual resource and performance reports.

VI. ADMINISTRATIVE UNIT MANAGERS

N. Manager of Finance

Reports to: Vice President for Finance and Administration

Purpose

To manage University finances accurately, lawfully and sustainably.

Responsibilities

1. prepare annual budget estimates;
2. support multi-year financial planning;
3. maintain accounting and financial records;
4. monitor expenditure against approved allocations;
5. prepare financial statements and management reports;
6. oversee revenue recording and financial controls;
7. ensure appropriate authorization of transactions;
8. support financial risk assessment;
9. coordinate internal and external financial review/audit;
10. monitor responses to audit recommendations;
11. support strategic-plan-to-budget alignment;
12. safeguard financial records.

O. Manager of Human Resources

Reports to: Vice President for Finance and Administration

Purpose

To ensure that the University has appropriately qualified personnel and effective systems for recruitment, appointment, staff records, performance and professional development.

Responsibilities

1. maintain approved organizational and staffing records;
2. coordinate recruitment and appointment processes;
3. maintain personnel and credential records;
4. maintain current job descriptions;
5. administer contracts, service records, leave and personnel actions;
6. coordinate performance-evaluation processes;
7. monitor probation and staff status;
8. identify staffing and workforce-development needs;
9. coordinate with QA on professional-development findings;
10. maintain performance and HR statistics;
11. ensure confidentiality of personnel records;
12. prepare workforce reports and HR improvement plans.

P. Director of Facilities and Maintenance

Reports to: Vice President for Finance and Administration

Purpose

To ensure University buildings, utilities and physical infrastructure remain safe, operational and fit for academic purposes.

Responsibilities

1. maintain a facilities inventory;
2. prepare preventive and corrective maintenance plans;
3. monitor buildings, utilities and physical assets;
4. coordinate repairs and maintenance;
5. support campus safety and accessibility;
6. identify capital-maintenance priorities;
7. coordinate with Finance and Procurement;
8. maintain maintenance records;
9. monitor service performance and risks;
10. support emergency and continuity planning.

Q. Director of Information Technology

Reports to: Vice President for Finance and Administration

Purpose

To ensure reliable, secure and effective digital infrastructure and information systems.

Responsibilities

1. manage networks, servers, systems and institutional technology;
2. support University information systems;
3. ensure cybersecurity and access controls;
4. manage backups and business continuity for IT;
5. provide user support;
6. support digital learning and administrative systems;
7. coordinate system integration and data quality;
8. maintain IT asset inventory;
9. support institutional data/reporting requirements;
10. monitor system availability and service performance;
11. develop IT improvement plans.

VII. STUDENT-SERVICE UNIT MANAGERS

R. Director of Student Affairs

Reports to: Vice President for Student Affairs

Purpose

To coordinate student-support services and promote student welfare, engagement and success.

Responsibilities

1. coordinate student-support services;
2. administer student orientation;
3. support student welfare and inclusion;
4. coordinate student complaints and referrals within policy;
5. gather student feedback;
6. monitor student engagement;
7. coordinate with faculties on student-success issues;
8. maintain participation and service records;
9. assess student-service effectiveness;
10. prepare annual student-affairs reports and improvement plans.

S. Director of Career Development Center

Reports to: Vice President for Student Affairs

Purpose

To enhance graduate employability and connect students with employers and professional opportunities.

Responsibilities

1. provide career guidance;
2. organize employability and professional-skills programmes;
3. coordinate internships and employer engagement;
4. organize career fairs and recruitment activities;
5. maintain employer partnerships;
6. collect employer and graduate feedback;
7. track internship and career-development participation;
8. support graduate-destination information;
9. report employability outcomes and improvement needs.

T. Director of Counseling Services

Reports to: Vice President for Student Affairs

Purpose

To coordinate confidential and appropriate student counseling and academic-support services.

Responsibilities

1. provide or coordinate counseling services within professional scope;
2. maintain confidential case-management procedures;
3. establish referral mechanisms;
4. support students experiencing academic or personal difficulty;
5. coordinate preventive awareness activities;
6. identify recurring student-support needs through anonymized data;
7. maintain professional confidentiality;
8. report aggregated service data without compromising student privacy;
9. coordinate with Student Affairs and appropriate external services.

VIII. Performance Evaluation Framework

Upon approval of this Framework performance evaluation for covered positions shall combine common leadership/management dimensions with the role-specific indicators stated in each job description. Existing statutory and University evaluation requirements remain applicable.

U, Evaluation Cycle

1. Performance planning: at the beginning of the cycle, the supervisor and position holder confirm annual priorities, role-specific indicators, evidence sources and any development objectives.
2. Mid-cycle review: progress, constraints, resource needs, risks and support actions are reviewed and documented.
3. Annual evaluation: performance is assessed against agreed responsibilities, KPIs, University priorities, compliance obligations and improvement commitments.
4. Feedback and development: the supervisor provides written feedback and agrees recognition, professional-development actions or an improvement plan where required.
5. Follow-up: actions from the evaluation are tracked to closure and inform the next planning cycle.

V. Common Evaluation Dimensions

Dimension	Indicative Weight	Evidence Examples
Role-specific results and KPIs	35%	Annual plan outputs, service/academic indicators, completion of assigned actions
Strategic and annual-plan implementation	20%	Strategic initiatives, milestones, resource alignment, contribution to institutional priorities
Governance, compliance, records and risk	15%	Policy compliance, timely reporting, audit/QA findings, risk and action logs
Quality and stakeholder outcomes	15%	Student/staff/service feedback, quality results, response times, improvement evidence
People leadership and development	10%	Delegation, team performance, development, succession, workplace conduct
Collaboration and continuous improvement	5%	Cross-unit work, innovation, process improvement and evidence of closed-loop action

W. Rating Scale

Rating	Descriptor	Institutional Meaning
5	Exceptional	Substantially exceeds agreed expectations; strong, documented institutional impact.
4	Exceeds Expectations	Consistently exceeds important requirements and delivers added value.
3	Meets Expectations	Reliably fulfills the approved role, outputs and conduct expectations.
2	Partially Meets Expectations	Some significant requirements are not consistently achieved; improvement plan required.
1	Does Not Meet Expectations	Major or repeated requirements are not achieved; formal corrective action and close follow-up required.

Evaluation weights may be adjusted for a position by University Council or the competent authority where the nature of the role requires a different balance. Any adjustment shall be documented at the beginning of the evaluation cycle.

X. Organizational Structure Reference Matrix

The following matrix reflects the organizational structure table used to prepare this draft. Formal appointment orders and approved University Council decisions remain authoritative for current titles and reporting lines.

Level	Unit / Position	Reports To	Primary Scope
Governance	University Council	—	Highest governing body; approves policies, strategic direction, and major decisions
Executive Leadership	President	University Council	Overall leadership and management of the University
Executive Leadership	VP Academic Affairs	President	Academic programmes, faculties, curriculum quality and academic policies
Executive Leadership	VP Finance & Administration	President	Finance, HR, procurement, facilities and IT
Executive Leadership	VP Student Affairs	President	Student services, engagement and student support
Academic Units	Deans of Faculties	VP Academic Affairs	Lead faculties and oversee academic departments and programmes
Academic Units	Department Chairs / Heads	Dean	Manage academic departments and coordinate faculty and programmes
Academic Units	Faculty Members	Department Chair / Head	Teaching, research and academic service
Academic Support	Registrar Office	VP Academic Affairs	Student records, registration, transcripts and academic scheduling
Academic Support	Quality Assurance Office	VP Academic Affairs	Programme assessment, academic quality monitoring and improvement
Academic Support	Pedagogy & Academic Development	VP Academic Affairs	Faculty training, teaching development and curriculum support
Academic Support	Library	VP Academic Affairs	Academic resources and research support
Strategic & Effectiveness Offices	Strategic Planning Office	President	Strategic-plan monitoring and institutional planning
Strategic & Effectiveness Offices	Institutional Accreditation Office	President	Coordinates accreditation processes and documentation
Administrative Units	Finance Office	VP Finance & Administration	Budgeting, accounting and financial reporting
Administrative Units	Human Resources Office	VP Finance & Administration	Recruitment, staff management and HR policies
Administrative Units	Procurement Office	VP Finance & Administration	Purchasing and procurement processes
Administrative Units	Facilities & Maintenance	VP Finance & Administration	Campus infrastructure and maintenance
Administrative Units	IT Department	VP Finance & Administration	Technology infrastructure and digital systems
Student Services	Student Affairs Office	VP Student Affairs	Student engagement, welfare and campus life
Student Services	Career Development Center	VP Student Affairs	Internships, career services and employability programmes
Student Services	Student Activities Office	VP Student Affairs	Clubs, student organizations and extracurricular activities
Student Services	Counseling Services	VP Student Affairs	Student counseling and academic/ personal support
Student Services	Alumni Relations	VP Student Affairs	Alumni engagement and networking

X. Revision History

Version	Date	Summary of Change	Prepared / Coordinated By	Approval
0.1	September 2026	Initial consolidated draft	Accreditation Liaison coordination	Pending University Council