



University of Duhok
University Policy Office

POLICY NAME: **Campus Resources Allocation and Enhancement Policy**

Policy No.: UoD-POL-UPLO-64

ISSUING OFFICE: UPLO

VERSION NO.: 01

VERSION DATE: September 8, 2026

ORIGINAL DATE ISSUED: January 23, 2025



Policy Name: Campus Resources Allocation and Enhancement Policy

POLICY PURPOSE:

The purpose of this policy is to establish a transparent, equitable, and efficient framework for allocating and enhancing campus resources at the University of Duhok (UoD). This policy ensures that all resource distribution aligns with institutional strategic goals, promotes academic and operational excellence, and fosters sustainability and innovation across the campus community.

POLICY STATEMENT:

The University of Duhok is committed to allocating and managing campus resources in a manner that optimises their use, supports institutional priorities, and addresses the diverse needs of its academic and administrative units and stakeholders. Resource allocation processes will be guided by principles of equity, transparency, accountability, and sustainability to ensure that every unit has access to the necessary tools and facilities to achieve its goals effectively. Furthermore, this policy is consistent with the role, responsibilities and supervisory remit of the Ministry of Higher Education and Scientific Research as set out under Law No. 10 (2008).

POLICY SUMMARY:

This policy provides a structured approach to campus resource allocation, encompassing financial, physical, technological, and human resources. It outlines procedures for planning, requesting, distributing, and evaluating resource usage while incorporating mechanisms for enhancement and continuous improvement. By fostering collaboration and aligning resource distribution with strategic priorities, the policy seeks to maximize institutional efficiency, effectiveness, and overall impact.



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Definitions

- **Resource Allocation Council (RAC):** A Council responsible for allocating expenditures to meet the needs of the educational process and the university's essential requirements, cover operational costs, and provide the necessary resources for its colleges to ensure continuity of learning and deliver the highest quality educational services to our students.
- **Resource allocation:** is the process of identifying and assigning available resources to an initiative.
- **Campus Resources:** All assets available for institutional use, including financial budgets, physical spaces, equipment, technology, and human resources (faculty, staff, and support personnel).
- **Strategic Plan:** A long-term institutional plan that outlines the university's vision, mission, goals, and resource priorities.
- **Enhancement Initiatives:** Projects or programs proposed by departments to improve resource utilisation, infrastructure, or operational effectiveness.
- **Key Performance Indicators (KPIs):** Metrics used to evaluate the effectiveness and impact of resource allocation decisions.

SCOPE OF POLICY:

This policy applies to all academic, administrative, and operational units within the University of Duhok. It governs the allocation of financial resources, physical spaces, equipment, and human capital, including processes for requesting, utilising, and evaluating these resources.



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RESPONSIBLE OFFICE:

The University Policy Office (UPLO), Financial Oversight Directorate at the University of Duhok (FOD) and the Resource Allocation Council (RAC) are responsible for ensuring the implementation of this policy, however, The RAC composed of all three Vices with the president and a permanent member from the president's office holds the final authority for policy approval. The UPLO shall conduct the Operational Review and maintain all official policy documents and oversee the documentation aspect, while the FOD and RAC will be responsible for the implementation of the process and ensure the policy meets all regulatory requirements. However, the main role of the FOD extends beyond implementation, monitoring and auditing to ensuring the effective, accountable, and transparent use of the University of Duhok's financial resources

RESPONSIBLE EXECUTIVE:

Office of vice president for administrative and financial affairs.

POLICY HISTORY:

- **Date of Approval:** September 8, 2026
- **Date of Amendments:**

APPLICABLE TO:

This policy applies to:

Office of vice president for administrative and financial affairs, Resource Allocation Council (RAC), Colleges and university units.



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MAIN BODY OF THE POLICY

Guiding Principles

1. **Strategic Alignment:** Resources will be allocated in accordance with UoD's long-term strategic goals, focusing on academic excellence, operational efficiency, sustainability, and innovation.
2. **Equity and Fairness:** Resource allocation will ensure that all academic and administrative units receive adequate support to achieve their goals, with special consideration for emerging needs or under-resourced units.
3. **Accountability and transparency:** Decisions related to resource distribution will be documented and shared with relevant stakeholders to ensure accountability.
4. **Data-Driven Decision Making:** Allocation decisions will be based on performance metrics, institutional priorities, and evidence-based analysis.
5. **Annual Resource Plan:** budget allocation must be based on objectives and resource schedule, covering the necessities first, resource allocation is necessary.

Types of Resources

1. **Financial Resources:** Allocation of funds will be based on departmental needs, performance metrics, and alignment with strategic initiatives.
2. **Physical Resources:** Allocation of spaces (offices, classrooms, laboratories) will prioritise accessibility, inclusivity, and effective utilisation. Requests for space will be reviewed by relevant deans in consultation with stakeholders.
3. Human Resources: Allocation of Employment ([Academic Staff Recruitment Policy](#))

Governance and Oversight



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1. Resource Allocation Council (RAC) members

Members of the Resource Allocation Council shall be selected in consultation with the University President and other stakeholders in the university, in accordance with the provisions of the Higher Education and Scientific Research Law in the Kurdistan Region No. 10 (2008).

2. Roles of the Resource Allocation Council (RAC):

- Evaluating, prioritizing, and recommending resource requests submitted by colleges, directorates, and research centers.
- Determining expenditure categories in accordance with the needs of the educational process and the university's essential requirements.
- Covering the university's financial obligations and providing necessary resources to sustain the educational process.
- Monitoring the implementation of allocations to ensure compliance with this policy.
- Providing final approval for major resource allocation decisions.
- Resolving any appeals or disputes related to resource allocations.

3. University Council:

- Review the annual reports submitted by the Resource Allocation Council (RAC) and provide strategic direction to guide future resource allocation decisions.

4. Colleges and university units:

- Develop comprehensive resource allocation proposals that are directly linked to strategic initiatives and aligned with institutional goals.



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- Ensure requests clearly outline objectives, expected outcomes, resource requirements, and a timeline for implementation.
- Submit proposals in the required format to the RAC for evaluation and approval.
- Include supporting documentation, such as projected impact assessments, alignment with strategic priorities, and any external grant applications, where applicable.
- Regularly submit detailed status reports on the usage of allocated resources, including achievements, challenges, and lessons learnt.
- Provide feedback on the allocation process to inform improvements and enhance future resource distribution practices.
- Propose adjustments or improvements as needed to maximise impact.
- Engage with relevant university units, colleges, and students to ensure proposed initiatives reflect diverse perspectives and address institutional needs.
- Maintain clear records of resource utilisation and ensure compliance with university policies and regulations.
- Participate in audits or reviews conducted by the RAC or other oversight bodies.

5. Requests for resources shall be prepared and finalized by 15 May of each academic year. All requests must be formally submitted no later than 1 June, with 15 June serving as the final and non-extendable deadline for the receipt of requests.



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Resource Allocation Process

- **Annual Needs Assessment:**

- Each administrative unit in the university will conduct an internal assessment to identify resource requirements for the upcoming academic year.
- These assessments should align with departmental goals and the institutional strategic plan.

- **Submission of Plans:**

- Units should submit detailed resource plans outlining financial, infrastructure, technology, and staffing needs.

- **Standardised Submission Process:**

- All units will use a unified template, [QF-AFO-01](#), for submitting requests to ensure consistency and comparability.
- Requests must include a justification, expected outcomes, and alignment with institutional priorities.

- **Review and Prioritisation:**

- The Resource Allocation Council (RAC) will evaluate submissions based on predetermined criteria, including strategic importance, feasibility, and resource availability.
- Requests are prioritised into categories as below to guide decision-making.

1. **High Priority (Critical/Essential):** Initiatives essential for achieving the university's core mission and strategic objectives; crucial for compliance, long-term success, or significant institutional growth and quality.



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2. **Medium Priority (Important/Beneficial):** Initiatives that enhance offerings, support innovation, or improve existing systems; contribute positively to institutional goals but are not immediately critical.
3. **Low Priority (Optional/Exploratory):** Initiatives that add value or explore emerging opportunities; implementation depends on available resources and further feasibility assessment.

- **Approval Process:**

The Resource Allocation Council provides final approval for allocations based on the needs assessments submitted by the colleges and other university units.

- **Notification:**

Departments/Units are informed of their allocations, with detailed explanations provided for approved, modified, or declined requests.

Resource Enhancement Initiatives

1. **Encouraging Innovation:**

Improving Resource Efficiency: Finding ways to make better use of available resources, such as reducing waste, optimising processes, or using technology to save time and costs.

Promoting Sustainability: Implementing practices that minimise environmental impact, conserve resources, and align with long-term sustainable development goals.

Enhancing Service Quality: Proposing changes or innovations to improve the effectiveness, reliability, and overall satisfaction of the services offered to stakeholders.



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Examples include upgrading laboratory equipment, implementing energy-efficient infrastructure, or developing digital tools.

2. Proposal Submission:

The proposal is first submitted to the **unit's leadership** (college dean, directorate head, or research center director) to ensure it meets basic eligibility and aligns with the university objectives and rules. Then, the **Resource Allocation Council (RAC) subcommittee** or a **Project Evaluation Committee** reviews the proposal for:

- Feasibility
- Budget accuracy
- Compliance with university policies

Once the above criteria are met, final approval will be granted. However, for large-scale or high-cost initiatives, the University President or University Council may provide additional approval in accordance with higher education law and regulations.

3. Funding and Support:

Approved initiatives may be supported using specific enhancement budgets or external funding. It is crucial to emphasise that resource allocation is secondary to the existence and acceptability of proposed concepts. Initiatives that have not been approved will not be considered for resource allocation, as the emphasis is on alignment and potential impact.

Monitoring, Evaluation, and Reporting



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1. Performance Monitoring:

- Resource utilisation will be tracked through periodic reports submitted by units receiving allocations.
- Key Performance Indicators (KPIs) will measure factors such as efficiency, impact, and alignment with goals.

2. Evaluation Metrics:

Metrics will include budget utilisation rates, project outcomes, resource accessibility, and user satisfaction.

3. Feedback and adjustments:

Stakeholder feedback will be collected annually to assess the effectiveness of the allocation process and identify areas for improvement.

4. Annual Reporting:

The RAC will prepare an annual resource allocation and utilisation report for submission to the University Council, highlighting achievements, challenges, and recommendations for the future.

Future Resource Planning Planning

To ensure the sustainable growth and operational efficiency of the University of Duhok (UoD), the colleges and university units should establish mechanisms for forecasting future resource needs. These mechanisms are designed to align with institutional goals and adapt to evolving academic, technological, and societal demands.



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- Regularly analyse historical and projected enrolment data to anticipate changes in student population.
- Identify resource implications, such as classroom space, faculty hiring needs, and student support services.
- Assess the resource impact of launching new academic programs or expanding existing ones.
- Include considerations for laboratory equipment, library collections, and specialised technology.
- Monitor emerging trends in educational technology and incorporate them into long-term planning.
- Allocate resources for adopting new tools, software, and infrastructure to enhance teaching, research, and administration.
- Develop a roadmap for upgrading, maintaining, or expanding campus facilities, including green initiatives.
- Integrate resource needs into multi-year budgeting processes, ensuring adequate allocation for future priorities.
- Explore opportunities for external funding, including grants, partnerships, and donations, to support long-term resource planning.
- Conduct scenario analyses to prepare for potential challenges, such as fluctuating enrolment, budget constraints, or regulatory changes.
- Establish contingency plans to manage unexpected resource demands.
- Involve faculty, staff, students, and external partners in the resource planning process to ensure diverse perspectives are considered.
- Use surveys and feedback mechanisms to identify emerging needs and priorities.
- Implement a system for annual reviews of resource plans, incorporating new data and adjusting forecasts as necessary.



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- Ensure alignment with UoD's strategic plan and external accreditation requirements.

Conflict Resolution

1. Appeal Process:

- Units dissatisfied with allocation decisions may submit an appeal to the RAC.
- Appeals must include a justification and evidence to support the claim for reconsideration.

2. Resolution Timeline:

- Appeals will be reviewed, and decisions communicated within four weeks of submission.

Records Produced by This Policy

- Resource allocation requests and approvals.
- Annual reports on resource utilisation and impact.
- Documentation of enhancement initiatives and outcomes.
- Meeting minutes from the RAC.

POLICY DISCLAIMER STATEMENT:

Deviations from policies, procedures, or guidelines published and approved by the University Policy Office (UPLO) may only be done cooperatively between UPLO and the requesting entity with sufficient time to allow for appropriate risk analysis, documentation, and a possible presentation to authorised university representatives. Failure to adhere to UPLO's written policies may result in university sanctions.



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Related Documents

[Arabic Translation](#)

[Kurdish Translation](#)