

Quest for global recognition Quest for global recognition

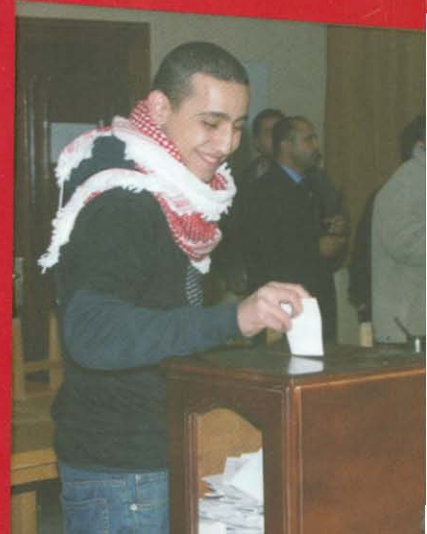


The University of Jordan

Strategic Plan

2013-2018

Quest for Global Recognition





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The University of Jordan Press

A Letter from the President:

Since the establishment of the University of Jordan 50 years ago, it has continually put mid-term plans to improve and augment its scientific and research productivity and foster its role in the community. However, the strategic plan for the period 2013-2018 differs from its predecessors with regard to its vision, goals and objectives. The ultimate goal that orients the University's procession in the upcoming five years is to accomplish a globally accepted level of excellence, enter QS World University Rankings within two years and eventually become among the top 300 universities at the end of that period.

As the University envisages its future and achieves the dreams and aspirations of Jordanian people and leadership, it will build on its long experience and its cumulative knowledge, keep abreast of the successive developments in the contemporary world of cutting-edge technology, telecommunications revolution and endless creativity and resourcefulness in all fields of science and will link its educational programs to the needs of society, the demands of relevant bodies and the recipients of the services of its graduates. The University will view the higher educational system with a spirit that combines originality and regeneration by adopting policies that stimulate scientific research and academic excellence, reviewing the educational curricula and academic programs to raise the skills and the efficiency of the standards of its graduates and improving the quality of the scientific product and educational system as a whole. This will be accompanied by a close tracking of the image of its graduates at various study stages, culminating in a image that satisfies us, achieves our goals and matches our ambitions and vision.

This plan is based on reviewing the functions of the University's academic, administrative and student bodies and will focus on a number of issues including: outlining the

outcomes of learning and key performance indicators for students in all disciplines; promoting and fostering a culture of entrepreneurship and creativity; installing an integrated computerized management system that is connected with a central information network that facilitates reaching the required information proficiently; restructuring of units, faculties and centers in a way that reduces their operational costs, increases productivity and halts the waste of human and financial resources; supporting scientific research and documenting it; improving services offered to students and the infrastructure; enhancing and enlarging academic freedoms within a safe educational environment that motivates skills and talents with quality as an overall criterion in the University's inputs, processes and outputs.

The plan that the University has set up reflects a realization of a future vision of its position in 2018, and it is the outcome of fruitful discussions and deliberations of highly-qualified and experienced academics who have contributed to the progress of Jordan's higher education over the past decades and they continue their works to enforce the University of Jordan's position as a worldwide pioneering university, bypassing local and regional limitations and hitting new skies of advancement and knowledge.

Finally, I offer my thanks to all those who contributed to preparing and improving this plan, reiterating the unqualified commitment the President of the University of Jordan and its administration to implement it to place the University of Jordan in the position it deserves among the world's most efficient and top quality universities.

May God grant us success.

Prof. Ekhlief Al-Tarawneh
President of the University of Jordan

Introduction :

As the University of Jordan celebrates its 50th anniversary, there is an urgent need to set up a strategic plan for the University in the next five years that carries a new vision which keeps abreast of the developments and needs of society in view of globalization, the intensity of competitions, the limitedness of opportunities, and the urgent need to disseminate a culture of entrepreneurship and creativity. This document includes a general framework for the University's strategy that commences in the academic year 2012/2013 and will end in the academic year 2017/2018. In addition, this document outlines the vision and the mission of the University, the expectations about the image of its graduates, the aims and the strategic goals that were recently introduced to match the standards of top-notch and globally recognized universities by 2018.

Since its foundation in 1962 and through its constructive procession, the University of Jordan has vowed a commitment to scientific research, learning and teaching and the development of the local community since these goals represent the very foundation on which the University was built. The University has also believed that coordinated scientific effort which aims at developing comprehensive knowledge and approaching issues and problems through the findings of research and scientific studies can be the best tool to direct the performance of the University, administratively and academically. This belief has enabled the University over the past fifty years to train cohorts of academically, professionally and individually distinguished graduates and to provide its students with scientific research skills. In addition, the

research outputs of the students and the academic staff of the University have constantly contributed to finding solutions for numerous social, economic, educational and political challenges and problems that face the Jordanian, Arab and international communities. Furthermore, the University of Jordan has provided these communities with highly qualified leaders, and, eventually, contributed to the foundation of a stable and safe knowledge-based community that has an apparent weight in confronting several intricate challenges nationally, regionally and universally. Through the utilization of a half-century of cumulative knowledge, the University of Jordan has managed to furnish the Jordanian, Arab and international communities with original innovations in wide-ranging fields such as research, educational process and contribution to society.

As the University celebrates its golden jubilee, and aspires to be among the top-notch globally recognized universities in the upcoming five years, it sets up this strategic plan to guide its work during the period from 2013 to 2018, giving high priority to the teaching and learning process, scientific research, contribution to society, university environment, organizational and administrative structure, quality assurance and continuous learning. While the University of Jordan persistently endeavors to adopt strategic plans for each of the above-mentioned six fields with the ultimate goal of joining the ranks of internationally renowned universities, it also intends to preserve its pioneering role in social, economic, political and educational development in Jordan and in the Arab world.

Vision :

Supervising and organizing knowledge community to become a globally recognized university by 2018.

Mission :

In its persistent endeavor to be a pioneering university among the internationally recognized universities, the University of Jordan is committed to provide distinguished teaching and learning experiences to its students, adopt research programs to produce and disseminate theoretical and applied knowledge, participate efficiently in constructing a culture of continuous education and improve the standard of living in the national, regional and international communities.

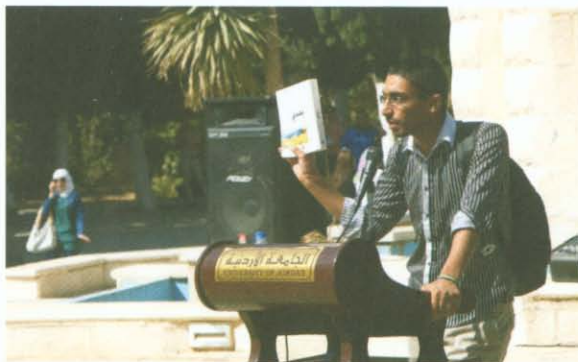


Core Values :

In pursuing the achievement of its vision, mission, and goals the University of Jordan is committed to the following values and principles:

■ - Islamic and Arabic principles and values: In its endeavor to achieve its goals and prospect plans, the University of Jordan is committed to the Islamic and Arabic cultural values.

■ - Transparency, accountability and academic freedom: The University is committed to follow an approach marked by ingenuousness, ease of communication and accountability in issues pertinent to education, scientific research, administration and when evaluating the performance of members of academic staff, administrative staff and students bodies. The University is also committed to release its thoughts and contributions in the scientific knowledge to the concerned entities in the community, specialists and those interested in a particular field.



■ - Fairness, Equity and justice: The University is committed in its relations with its community to values of justice, humanitarianism, respect of opinions, freedom of individuals, equal rights and opportunity stipulation, code of ethics, non-alignment and avoiding double standards in decision making.

■ - Innovation and excellence: The University is committed to encourage and foster innovative ideas and creative solutions in teaching and learning and carrying out research in a way that ultimately leads to excellence.

■ - Leadership and teamwork: The University is committed to strengthen the individual and institutional leading roles that contribute to realizing comprehensive development, taking into consideration profound faith in professionalism, responsibility and collective work.

■ - Response: The University is committed to cater for the requirements of the beneficiaries and their needs from its services and programs in a way that boosts its mission.

■ - Discipline: The University is committed to the professional disciplined attitude and constructive interaction with others.



The image of the University of Jordan's graduates:

1. The University of Jordan will be committed to train its bachelor's degree graduates according to the following standards:

- Open-mindedness, willingness for exploration and the awareness of the limitedness of current knowledge and the interdisciplinary nature of various fields of knowledge.
- The possession of self-learning skills and lifelong education, the persistence to acquire and implement knowledge and new skills, and the implementation of these skills to meet them to the various environmental and professional challenges that encounter him/her.
- Possessing skills related to acquiring knowledge, organizing, analyzing, evaluating and transferring it to others.
- The ability to transfer information, dialogue and analysis efficiently in written and oral forms.
- The ability to logically analyze matters, investigate theoretical hypotheses, take into consideration multiple perspectives and opinions, make decisions and show flexibility, creativity and a sense of balance in different situations.
- Respecting cultural, ethnic and religious diversity in the Jordanian community, upholding ethical standards, and translating it to a sense of responsibility at workplace and in community.
- Commitment to national belonging and respecting laws, bylaws and regulations in the community.
- The appreciation of the significance of acquiring, developing, and comprehending knowledge, including Information and Communications Technology (ICT).



- The ability to carry out research, find the required information, locate its resources, and discern methods of acquiring and evaluating it efficiently.
- The skill of working efficiently within a team either as a leader or as a member of a group.
- The commitment to contribute to society.
- Possessing a global point of view in order to understand perspectives of different cultures.
- The ability to think critically, creatively, and independently in addition to possessing skills of problem solving, imagination planning, and make decisions.
- Possessing effective skills of cooperating work based on tolerance, dignity and a sense of individual responsibility.
- Possessing professional and practical skills in various fields such as agriculture, health, industry, technology... etc.



2. With regard to its postgraduates, the University of Jordan is committed to train postgraduates according to the following standards, beside the previously-mentioned values pertinent to undergraduates:

- Possessing all the skills needed to produce knowledge (research) as well as developing analytical skills.
- Possessing modern disciplinary knowledge, both theoretical and applied across a broad disciplinary range.
- The ability to apply knowledge in advanced and specialized disciplinary contexts or solving related problems.
- The ability to develop a coherent understanding of his/her disciplinary and interdisciplinary training or those that are pertinent to possessing the ability for the critical evaluation of hypotheses, theories and dialogues and to contribute profoundly in his field of study and other related fields.
- The ability to write a thesis (or a dissertation) that contributes to knowledge in his/her field of study and to develop the practices of those working in the field.
- Knowledge of professional societies that are relevant to his/her discipline and their ethical standards.



Strategic Goals :

Through the implementation of the current strategic plan, the University of Jordan undertakes to concentrate its resources and interests on a number of goals and strategic objectives to encounter the pressing challenges that face the University in the short run. The University will utilize its personnel and financial resources to make available a high quality learning and teaching educational experience accompanied by a commitment to design academic and creative activities which enhance performing its second main role as a producer of knowledge. Simultaneously, the University will ensure that the employees in its administrative and academic units are committed to the University's core values.

As the University of Jordan looks for the future, it faces a number of external and internal challenges that need to be addressed to ensure the continuity of realizing its future vision of an internationally recognized university. These challenges are related to the socio-economic, political and educational changes that have influenced Jordan and the rest of the world regarding educational and technological facilities, quality assurance controls, accountability and accreditation.

The strategic objectives and goals of the University of Jordan are:

- 1-To place the students of the University of Jordan in a position that enables them to excel in open competitions, both professionally and academically in light of the change in the technological requirements for workplace environment.
- 2- To remain distinguished in the academic and teaching and learning programs at the undergraduate and postgraduate levels.
- 3- To foster a sense of belonging and pride to the University among its academic and administrative staff, students and graduates.
- 4- To make available a stable, safe, and healthy academic environment that inspires learning, creativity and excellence among students, academic staff and administrative staff.
- 5- To excel in research output, and employ it to serve the national, regional and international communities and to improve its learning and teaching process.

- 6- To maximize the utilization of the available personnel and financial sources and to employ them to better serve the teaching and learning process at the University and the local community in a way that achieves its vision and mission.
- 7- To improve the organizational structures of the University programs, and the academic and administrative units in a way that contributes to overcoming inefficiencies, financial wastefulness and unnecessary expenditures at the cost of the quality and improvement of its outputs and operations.



- 8- To solidify the relations with the local community as well as Arab and regional educational, research and service institutions and organizations.
- 9- To increase the efficacy of academic staff in the University to boost and improve the process of learning among the students and to augment their personal, social, academic growth and knowledge.





Dynamic Themes of The Strategic Plan:

First: Teaching and Learning Process:

In its capacity as a transmitter of knowledge, the University of Jordan will endeavor to re-construct its methods and strategies of teaching in a way that leads to graduating leaders with a robust background in liberal arts, expertise, and international outlook through improving the quality of teaching methodologies aimed at developing intellectual skills offered by the University. The University will aim at achieving the followings goals:

- 1- Creating an exemplary teaching and learning environment.
- 2- Providing its students with diverse and rich educational opportunities that help them excel.
- 3- Improving the skills and potentials of its academic staff to help them provide top quality educational experiences.
- 4- Improving the quality of its learning and teaching environment.

Second: Scientific Research:

In order for the University of Jordan to be a producer of knowledge, it should follow clear research guidelines ultimately targeting original scientific research procedures through the foundation of institutions or research centers solely dedicated for carrying out original, pioneering and creative scientific research that leads to the production of knowledge and outputs with an international value in the different disciplines. The strategic plan will focus on achieving the following goals:

- 1- Supporting current research programs and centers to become field-specific research centers.
- 2- Initiating and inaugurating key research areas such as interdisciplinary research and translational research.
- 3- Adopting the idea of collaborative research.
- 4- Employing distinguished researchers.
- 5- Providing the required research infrastructure and opening horizons of career advancement for researchers.

Third: Contribution to Society:

Contribution to society is one of the main responsibilities of the University of Jordan. Since its foundation in 1962, the University of Jordan endeavors to ensure that its programs are in harmony with the needs of the Jordanian, regional and Arab communities' various development plans. The University of Jordan does not spare effort to make available to its students the possibility of benefitting from educational, research and logistical opportunities available at various Jordanian institutions that are connected to their disciplines. The strategic plan will focus on achieving the following goals:

- 1- Elevating the standard of contributing to society to parallel that of top-notch universities worldwide.
- 2- Solidifying links with civil society institutions.
- 3- Enhancing the link between sites of production and manufacture and the University's academic programs.
- 4- Taking the necessary steps to transform The University of Jordan into a research hub that focuses on society-oriented applied research.
- 5- Publishing research and educational achievements of The University of Jordan and making them available to those in charge of Jordan's development plans.

Fourth: University Environment:

Joining the ranks of internationally recognized universities demands creating a university environment that supports research, learning and teaching activities that the University as a transmitter and producer of knowledge requires.

The University will continue to make available a healthy, safe and stable environment that supports positive learning and teaching experiences. In addition, the University of Jordan will preserve all the fundamental requirements for public safety in its buildings and will endeavor to introduce environmentally sustainable principle in its buildings and operations. The strategic plan will focus on achieving the following goals:

- 1- Providing a campus that helps the University achieve its plans to be an internationally recognized university.



- 2- Reconsidering and rehabilitating the infrastructure data storage and management systems.
- 3- Giving issues of environment and safety a special attention while modernizing campus.

Fifth: Organizational and Administrative Structure of the University:

The availability of an ordered, coherent and integrated organizational structure at the University of Jordan is fundamental for joining the ranks of top-notch universities. The successful administration of the university is the unit that creates a spirit of commitment to the vision, mission and goals of the University among its employees and the concerned entities to eventually make a change and carry out relevant strategies. The administration is also responsible for creating a culture of organization and quality assurance in its community, granting its employees a sense of identity and a belief in excellence. The administration also has the task of sustaining stability. This administration is the point of reference for all its employees since they turn to it for consultations whenever they are faced with cases that are beyond their scope. Essentially, the administration also sets up the administrative and organizational structure of the University in a way that fosters creativity and excellence among its employees, releasing their innovative potentials. At the same time, the administration is in charge of planning and administering programs, directing financial resources and managing creativity, and implementing the applicable laws, bylaws and regulations. The strategic plan will focus on achieving the following goals:

- 1- Overall improvement of its administrative and regulatory frameworks.
- 2- Solidifying the university's financial position.
- 3- Adopting new regulatory human resources frameworks that render the University of Jordan a job magnet and back up its various activities.
- 4- Setting up a new communication network.

Sixth: Quality Assurance and Continuous Learning:

The University of Jordan envisages quality assurance as a set of procedures and measures that should be taken to set criteria for performance in all operations, actions and the outputs of the afore-mentioned five dynamics (i.e. Teaching and Learning Process, Scientific Research, Involvement in Society, University Environment and Organizational and Administrative Structure of the University).



In its endeavor to be recognized as a top-notch international university, the University of Jordan will adopt a new quality assurance philosophy, and will found its own quality assurance principles that guarantee the excellence and the reinforcement of its academic and administrative units and its governance councils at large.

The elements of this quality assurance philosophy can be outlined as follows:

- 1- Disseminating and fostering the culture of quality assurance among its academic staff and administrative staff to ensure that it becomes a deeply-rooted philosophy among them.
- 2- Reconsidering and updating quality assurance and accreditation regulatory frameworks in a way that circumvents a decorative role and replaces it with a more efficient and initiative-oriented one.
- 3- Providing a system of supervision and assessment for its administrative and academic units and those in charge of them.
- 4- Ensuring the continuity of academic staff's involvement in lifelong education in all fields of teaching and their respective disciplines.



