



Al-Hussein Bin Talal University
Strategic Plan for the development of
performance and programs
2015-2019

Prepared by: Planning, Information and Quality Unit

Preface

This strategic plan comes in response to the requirements of modernization and development of the required reform in Higher Education at Al-Hussein Bin Talal University in order to ensure access to regional and global competitiveness of innovation and excellence. The plan is trying to achieve the goals and mission of the university in teaching and learning, the completion of the research, production and dissemination of knowledge, the development of the student's personality, building partnerships with the public and private sectors, excellence in its academic programs, to encourage innovation, to instill a culture of quality, and access to local, regional and global communities.

The strategic plan included a vision based on creating a high quality educational system to produce qualified human cadres and specialized in different fields of knowledge and to meet current and future needs of society in line with the economic and social sustainable development. Also included in the general objectives of this strategy is the need to improve the quality of higher education and how to make them conform to the requirements of society and the principles, criteria and standards of accreditation and quality assurance applied to all programs of study and career that are matching with international standards.

In line with the Strategic Plan for Higher Education in the Hashemite Kingdom of Jordan, Al- Hussein Bin Talal University is seeking, since its inception, to be a scientific radiation centers in the region. On the basis of this vision, the university sought, and still seeks, the formulation of strategic plans for the future to serve as the main ground that facilitate its path towards excellence as a leading academic institution. Strategic Plan at hand now is the product of a long and painstaking efforts as it is one of serious attempts to make Al-Hussein Bin Talal University avail in scientific and academic excellence sought by university administration.

This strategic plan covers the goals of the university, and operational procedures to achieve these goals, within the basic fields and according to a set of values, the most important of them is the university's commitment to excellence in teaching, scientific research, community service, and innovation and creativity while maintaining the

authenticity and identity of the Arab-Islamic culture, academic freedom, pluralism and the value of the individual, the optimal use of physical, financial and human resources, and active participation in the national economic, social and professional development.

University President

Prof. Ali.M. Qaisi

Introduction

Al-Hussein Bin Talal University experience in the preparation and development of strategic plans is considered a pioneer experience in this area for the application of standards and procedures for quality assurance on all operations at the university. This plan reflects the university understanding of the environment in which it operates changes that occur in this environment and the needs required and how to meet them.

We have used all the strategic planning tools to set goals and priorities for the next period of time and the provisions of how to achieve them, and prepared multiple ways to measure achievement, evaluate progress towards achieving the goals, and capacity building. The strategic situation that we have chosen takes into account the influence of internal and external environments as well as developments within the university, and we will assess our performance and we expect that our work will be assessed by others based on our contributions to meet the needs of our students, stakeholders and the local community.

Strategic planning is designed to draw a path expected to achieve the goals and mission of the university in terms of teaching and learning, scientific research and community service processes. And ensure the quality of the output of these processes is a pillar of the main strategic plan and an administrative tool used to draw a roadmap for the deployment of quality and the development of standards that keep pace with national and international standards as that leads to gain trust of the community and increase the university's competitiveness ability both domestically and internationally, and serve the sustainable development in Jordan. In light of this, the university is seeking to continuous development of academic, administrative and financial processes according to a set of themes that cover all areas of the university.

This strategic plan aims to orient the faculty members and staff, students, stakeholders and beneficiaries of the key fields, each field is concerned with a certain area of the university processes, goals have been set for each field, and in order to achieve goals, an action plan is in place to identify actions to be taken, the responsible party for the execution and implementation, and the required time period. To measure

the percentage of achievement and performance a set of standard indicators are developed to measure performance and evaluate it, collect feedback on performance analysis, feedback from stakeholders and then find a corrective actions, then continue implementation, evaluation and follow-up until all the objectives are achieved in each field.

Director of Planning, Information and Quality Unit

Abdullah Al- Maharmeh

Vision:

Al-Hussein Bin Talal University seeks excellence in providing qualitative programs through modern tools in education, scientific research and communities' development.

Mission:

Al-Hussein Bin Talal University, a national educational and research institution, aims to provide its achievements in the field of education and research to play a leading role in supporting national development and openness to the world. The university is committed to its social responsibility, to prepare students for an increasingly sophisticated world , to exploit its available resources and to spread the culture of excellence.

Objectives:

Stemmed from the university's mission the objectives are as follows:

1. Provide a healthy, balanced and attractive campus environment to accentuate academic and administrative processes.
2. Development of students' creative thinking skills through the optimal use of available resources.
3. Contribute to the national and local development in partnership with the private sector and the communities to invest in the future through scientific research and alumni.
4. Provide academic programs to keep abreast of development and adapt to the needs of development and labor market.

• Core values

Basic university values: Al-Hussein Bin Talal University aims to achieve its vision and mission in accordance with a set of core values that define the university's identity as an educational institution seeking to advance science, scientific research and strives to create an appropriate environment to achieve the aspirations of its students, the educational body and service our dear society in accordance with the a set of values that corresponds to Arab and Muslim society. This set includes:

1. **Social and Moral Commitment:** Al-Hussein Bin Talal University seeks to achieve higher social and moral commitment levels in line with the teachings of Islam, Arab customs, inherent traditions and humanity ideals.
2. **Affiliation:** University strives to achieve the highest levels of national belonging and loyalty for its students by strengthening the national spirit and put the public interest above all personal interests.
3. **Global Vision:** University adopts a global vision in terms of universal human principles, standards, and seeks positive interaction with all cultures and open the doors for cooperation with all international universities and research centers of excellence.
4. **Comprehensiveness:** the university is seeking to achieve comprehensiveness by the integration of the different forms of knowledge and the expansion of interdisciplinary and research that focus on them.
5. **Quality:** The University is committed to high-level of educational standards, always seeking to develop the educational process, scientific research and community service in accordance with the highest levels of quality.
6. **Creativity and Excellence:** University encourages creative initiatives and projects in order to achieve excellence in the various fields of the university concerning teaching, scientific research and community service.
7. **Transparency and Academic Freedom:** the university encourages openness and interaction with others, and confirms its interest in justice, fairness and academic freedom values.

Al-Hussein University seeks to achieve the following strategic objectives:

1. Contribute to the higher education development in various specialties and its theoretical and practical branches by adoption of modern and innovative approaches in education and training.

2. Appoint and qualify excellence academic cadres to enable the university to keep abreast of modern scientific and technical developments.
3. Strengthen scientific and cultural links with universities and research centers of excellence so as to help the university development and strengthen its scientific position locally, regionally and globally.
4. Provide and create opportunities for high achievers and talented students to complete their higher studies in various disciplines locally and globally.
5. Develop and evaluate programs, plans and curricula so that keep pace with technical and scientific development in the world on a permanent basis.
6. Focus on the scientific research development at the university through the support of research projects and interest in papers publishing locally and globally.
7. Interest in the development of the university scientific and research centers and employ them for the advancement of scientific research, authoring, translation and publishing, training and equipped them to ensure they serve workers and students at the university and the community.
8. Openness and communicate locally, regionally and globally through participation in scientific conferences, provide scientific scholarships and the convening and participation in scientific conferences and symposia inside and outside the university.
9. Interest in the of environment development, community service and develop a culture of moderation and tolerance in accordance with the principles of true

religion which calls for moderation, dialogue and to renounce violence and extremism.

10. Provide university students with educational and learning experiences with the highest quality and attention to learner cognitive and education with an emphasis on practical skills levels.

11. Promote personal, social and professional development of students by providing them with the initiative spirit, prepare and qualify them to assume leadership roles in their various locations.

12. Contribute to the cultural, social and economic progress of the community and work to meet the needs of the community, actively participate in its development, and cooperate with public and private institutions and organizations concerned.

Strategic Fields

1. University student.
2. Programs and study plans.
3. Administrative Development.
4. Admission and Registration.
5. Accreditation and Quality Assurance.
6. Establish new Colleges and Scientific Centers.
7. Scientific Research and Graduate Studies.
8. Human Resources Development.
9. Finance.
10. Legislations.

1. University Students.

General Purpose: To provide the student with the national spirit of belonging, applied skills, cognitive science and refine his character to be active and productive member of the society.

Goals	Actions	Those Responsible	Implementation Date	Performance and Achievement Indicators
<p>First: provide university students with the skills and knowledge of applied science in order to ensure readiness for the labor market.</p>	<ol style="list-style-type: none"> 1. Develop mentoring programs for new student to know the various facilities and potentialities of the university. 2. Review the study plans in order to include the applications of practical scientific knowledge obtained. 3. Provide the necessary infrastructure and facilities to enable the student to develop his practical skills. 4. Issue legislations for the formation of a Department or a Committee to follow up the graduates affairs to ensure the appropriateness of the education output for the labor market and communicate with them to identify their needs and problems. 5. Develop programs and agreements aimed at creating communication between the students and the different sectors of the labor market in order to guide the student to integrate into the labor market. 6. Allow the students in the university to train at training centers for various skills and calculating training courses as credit hours for the university optional courses. 	<ul style="list-style-type: none"> - Deanship of Student Affairs - All the university faculties - Deans Council 		<ol style="list-style-type: none"> 1. Number of study plans that have been reviewed. 2. Number of amending legislations to achieve their goals. 3. Number of studies conducted on the students satisfaction. 4. The existence of training centers for students.

<p>Second: development of student's patriotism, the spirit of belonging and refine his character to be an active and productive member of society.</p>	<ol style="list-style-type: none"> 1. Promote the concept of citizenship and patriotism in various academic programs. 2. Mandate academic body to work to raise the patriotism of the students through the allocation of part of the lecture time for this purpose at the beginning of each semester. 3. Strengthen the spirit of active participation among employees and students in national events. 4. Periodic review of the study plans and included them with courses for community service. 5. Develop and activate programs aimed at motivating students to participate in training programs and extracurricular activities. 			<ol style="list-style-type: none"> 1. Number of seminars and workshops geared at promoting a culture of belonging for students. 2. Number of student participation in national events. 3. Programs targeted to build the capacity and skills of the student.
---	--	--	--	---

2. Programs and Study Plans.

General Purpose: To keep up with the continuous development in the education sector, commensurate with the needs of the Jordanian and regional markets and develop existing programs to keep pace with scientific and technological developments at the global level to provide the society with qualified graduates who are able to contribute effectively to build Jordan's future , the sustainable development , the integration of modern technology and the preservation of patriotism spirit.

Goals	Actions	Those Responsible	Implementation Date	Performance and Achievement Indicators
<p>First: development of educational programs and study plans to the highest level through the application of local, regional and international standards, and keep up with programs introduced by the region's leading educational institutions and the world.</p>	<ol style="list-style-type: none"> 1. Conduct periodic study of the needs of the local market of manpower and align with the current plans and programs in Al-Hussein Bin Talal University to keep up with developments in the labor market and meet its needs. 2. Introduce programs that meet the needs of the Jordanian and regional market and compete with the region's leading educational institutions and the world. 3. Develop current programs to meet the Jordanian market and the region needs of qualified graduates and adjust the educational outputs for each program so that the output is determined by a set of knowledge and skills that must be acquired by the student before graduating. 4. Continuously Develop curriculum to keep pace with technology and integrated into the educational process, with focus on practical and academic skills. 5. Focus the study plans to develop student's analysis capabilities, critical and creative thinking and the use of scientific methods to solve problems and to promote the concept of comprehensive knowledge base skills, so given adequate importance of scientific knowledge, which lies outside the core of specialization for the graduate for building a scientific personality. 	<ul style="list-style-type: none"> - Planning Information and Quality Unit - All the university faculties - Deans Council 		<ol style="list-style-type: none"> 1. Number of studies to identify labor market requirements. 2. Academic programs that have been developed to meet their requirements and goals. 3. How to abandon memorization and traditional method in teaching. 4. Self-education opportunities for the students. 5. Marketing programs and plans of the university locally and regionally.

	<ol style="list-style-type: none"> 6. Conduct periodic review of programs and study plans to address the weaknesses and shortcomings points so as to ensure the continuous development of those plans and programs to keep pace with developments at the local, regional and global arenas. 7. Develop self-assessment of the educational system outputs. 8. Seek to apply domestic and international standards on academic programs at the university. 9. Apply educational packets system to new students to ensure their enrollment in basic courses in the first phase of joining the university. 10. Put financial and moral incentives for faculty members to strive towards better performance. 11. Establish the necessary programs for marketing university plans and programs, especially needed by the labor market. 12. Follow-up of alumni and get to know their problems and their views on the university programs. 			<ol style="list-style-type: none"> 6. Diversify sources of education and the creation of flexibility in the students. 7. Build a database to track alumni.
<p>Second: work to strengthen the academic excellence of the university in order to achieve a prestigious global position</p>	<ol style="list-style-type: none"> 1. Determine the basic programs and service programs at the university. 2. Periodic review of academic programs outputs and goals to reach required excellence. 3. Periodic review of the academic units and their strategic plans. 4. Review and update legislations and policies that determine educational goals, the curriculum and the mechanism of implementation and development. 5. Marketing university achievements locally, regionally and globally. 6. Develop and maintain relationships with local, regional and international universities. 	<ul style="list-style-type: none"> - Admission and Registration Unit - Planning, Information and Quality Unit - Department of International Relations - All the university faculties 		<ol style="list-style-type: none"> 1. Number of agreements with other universities in academic and scientific research fields. 2. Ways to measure academic or administrative achievements.

	<ol style="list-style-type: none"> 7. Exploit investment opportunities that will promote the university, its development and excellence at the local, regional and global levels. 8. Supplement market with efficient and eligible leadership to occupy positions in various institutions and make this issue a priority for the university. 			<ol style="list-style-type: none"> 3. Number of awards obtained by the teaching staff and students.
<p>Third: Establish and develop academic programs to suit the labor market requirements and in line with the changing needs of the Jordanian and regional communities and with national policies and efforts in the field of knowledge-economy as distinct from what is at stake in other Jordanian universities.</p>	<ol style="list-style-type: none"> 1. Retain the main themes in the study plans, namely: patriotism among students to keep abreast of developments in technology and integrate into the educational process, and focus on academic practical skills for building the graduate ability to be in line with the national and international accreditation standards requirements. 2. Focus on the complementary programs between academic units in the university. 3. Keep up with updates and compatibility with emerging developments of science and knowledge in all disciplines and to meet the needs of the community in the context of overall development. 4. Guide the student projects in the programs to serve the community and development. 5. Enhance the ability of graduates to engage in the labor market through training programs. 6. Take into account the institutional and program accreditation standards and quality assurance standards when developing the programs and the study plans. 	<ul style="list-style-type: none"> - Deans Council - Admission and Registration Unit - Planning, Information and Quality Unit - Center for Studies, consulting and community service - All the university faculties 		<ol style="list-style-type: none"> 1. Number of accredited programs nationally and globally. 2. Extent of study programs to keep pace with scientific and technological developments. 3. The number of programs to serve the community.

<p>Fourth: contribution of colleges, programs and centers in solving community problems.</p>	<ol style="list-style-type: none"> 1. Conduct surveys on the needs of society and its problems in all areas of development. 2. Open communication channels with the community institutions through mutual visits. 3. Hold practical training workshops at the university centers for workers in the local community institutions. 4. Hold seminars and educational lectures. 	<ul style="list-style-type: none"> - Center for Studies, consulting and community service - Public Relations Department 		<ol style="list-style-type: none"> 1. Number of studies and surveys on the local community. 2. Measure the impact of these studies on the community.
---	--	---	--	--

3. Administrative Development

General Purpose: To develop the administrative apparatus in the university to achieve its vision through the expansion of decentralization and delegation of authorities, and the adoption of objective criteria in the selection of leadership positions based on competitiveness, transparency and accountability

Goals	Actions	Those Responsible	Implementation Date	Performance and Achievement Indicators
First: Activate the role of the administrative apparatus in support of the university move towards achieving its vision.	<ol style="list-style-type: none"> 1. Participation of administrative leadership in the university development plan and activate the administrative role in supporting the university academic move. 2. Adopt the principle of decentralization and delegation of authorities in the conduct of administrative work with the activation of accountability to ensure the university safe march towards the implementation of its strategic plans. 3. Activate the channels of communication between administrative and academic staff which improves academic work and push the university to the best level. 4. Adopt the principle of efficiency and competition in the selection of administrative leadership. 	<ul style="list-style-type: none"> - Department of Personnel Affairs. - Department of legal Affairs - Planning, Information and Quality Unit. -University Presidency. 		<ol style="list-style-type: none"> 1. How to verify the application of the principles of justice, accountability and transparency on the staff. 2. Number of annual promotions of employees and its percentage.
Second: Reorganize and review administrative departments at the university periodically.	<ol style="list-style-type: none"> 1. Review the current organizational structure. 2. Modernize and develop the job description and the functions of departments and administrative units at the university. 3. Apply evaluation criteria to achieve job performance development. 4. Periodic review of all administrative units of the university and identifying their needs of manpower. 	<ul style="list-style-type: none"> - Department of Personnel Affairs - University Presidency. - Department of Legal Affairs -Planning, Information and Quality Unit 		<ol style="list-style-type: none"> 1. Presence of an approved organizational structure at the university. 2. Presence of a job description for each position in the university. 3. Process the results of the annual appraisals for staff and workers.

4. Admission and Registration

General Purpose: Activate of the competition principle to accept students in graduate and special programs, and alignment between the numbers of students admitted and the academic departments capacity, and the market need of competencies, as well as the financial resources of the university.

Goals	Actions	Those Responsible	Implementation Date	Performance and Achievement Indicators
First: Activate the process of student's admission as one of an input in graduate studies programs and special programs to enable the university to achieve its objectives.	<ol style="list-style-type: none"> 1. Commensurate the numbers of students admitted with the program capacity. 2. Attract Arab and foreign students because this diversity has a positive reflection on the educational and cultural process. 3. Facilitate the student's transition procedures between the disciplines according to the departments capacity. 4. Adopt performance standards or acceptance exams, such as: (IELTS, TOEFL) 5. Determine the University capacity of students admitted in conformity with accreditation standards. 	<ul style="list-style-type: none"> - Admission and Registration Unit. - Scientific Research and Graduate Studies Deanship. - Deanship of Student Affairs. - All faculties of the university. - Council of Deans. 		<ol style="list-style-type: none"> 1. Parentage of Arabs and foreign students. 2. Determine the capacity of all programs. 3. Retention ratio of registered students. 4. The existence of criteria for admission of students in graduate studies.
Second: provide incentives (financial or moral) to attract academically outstanding students.	<ol style="list-style-type: none"> 1. Support talented students academic studies through various forms of financial support. 2. Expand programs grants for graduate students. 3. Support outstanding students in many extracurricular activities. 4. Grant scholarship to the outstanding students in each Department. 	<ul style="list-style-type: none"> - University Presidency - Admission and Registration Unit. - Deanship of Student Affairs - Scientific Research - All the university faculties - King Abdullah II Fund 		<ol style="list-style-type: none"> 1. Benefits and incentives offered to outstanding students. 2. Benefits and incentives offered to attract talented and outstanding students. 3. Number of extracurricular activities

5. Quality Assurance

General Purpose: To raise the level of efficiency and effectiveness of the educational process elements at the university inputs, processes and outputs in order to meet the needs of the community, the labor market requirements, and access to all aspects of excellence at the local and international levels.

Goals	Actions	Those Responsible	Implementation Date	Performance and Achievement Indicators
<p>First: access to excellence in all works carried out by the university.</p>	<ol style="list-style-type: none"> 1. Create a Planning, Information and Quality Unit at the university aims to ensure the quality of academic programs and university services output. 2. Start the process of self-assessment and maintain its continuity. 3. Periodic review of assessment mechanisms for the academic and administrative staff. 4. Apply Accreditation standards issued by the Higher Education Accreditation Commission. 5. Develop programs to raise the employees performance at the university and improve performance. 6. Select the administrative and academic leaders on the basis of competency and outstanding performance. 7. Apply the principle of equal opportunities for all employees at the university. 8. Issue instructions that asked each college to develop strategies and plans for quality assurance which is seeking to achieve accreditation standards. 9. Apply and use of global and national standards in assessing the university performance. 10. Spread the excellence culture in research, teaching, and the community service. 	<ul style="list-style-type: none"> - Planning, Information and Quality Unit - All the university faculties - Deans Council 		<ol style="list-style-type: none"> 1. Training programs for capacity building. 2. Governance and its impact on the application of the principle of equal opportunities. 3. The existence of an internal quality assurance system at the university. 4. The extent of the quality standards application in all academic, administrative and financial operations.

	<p>11. Develop and employ programs and tools for measuring excellence</p> <p>12. Optimal use of the available potentialities and materials, technical, human and infrastructure, and develop a mechanism to evaluate the results of such use.</p> <p>13. Carry out periodic assessment of all aspects of the university's performance and take advantage of the stakeholders feedback for improvement and development at the university.</p> <p>14. Disseminate quality culture through lectures, publications and workshops.</p> <p>15. Form quality assurance committees in the faculties and departments.</p>			<p>5. The number of self-assessment for the programs and the university.</p> <p>6. The number of programs and activities for the dissemination of quality culture.</p>
--	--	--	--	--

6. Establish new Colleges, and Scientific Centers.

General purpose: the development of the university towards the overall concept of a comprehensive university and in line with the university's mission, goals, the needs of the local and regional market, and the sustainable development requirements.

Goals	Actions	Those Responsible	Implementation Date	Performance and Achievement Indicators
<p>First: Establish specialized and unique colleges different from those in other Jordanian universities such as pharmacy, medicine, dentistry and medical disciplines support</p>	<ol style="list-style-type: none"> 1. Put the necessary study plans required for disciplines in accordance with the accreditation standards, and are consistent with international scientific developments, and distinguished from similar colleges in Jordan. 2. Provide the required scientific infrastructure, equipment and educational laboratories. 3. Supplement colleges with the administrative and technical crew according to the principles of accreditation standards. 4. Provide the college by faculty members through the development of recruitment plans and scholarships. 5. Partnership with the relevant institutions to provide applied, practical and training environment for students. 	<ul style="list-style-type: none"> - Admission and Registration Unit. - Scientific Research and Graduate Studies. - Planning, Information and Quality Unit - All faculties of the university. - Deans Council. - Department of Personnel Affairs. - International Relations Dept. - University Presidency - Public Relations Dept. 		<ol style="list-style-type: none"> 1. Formation of founding councils for colleges to be established. 2. Develop plans and programs of study for the new colleges. 3. Attract new faculty members and offer scholarships. 4. Measure initial achievement in the early stages of the establishment.

7. Scientific Research and Graduate Studies.

General Purpose: Promote scientific research through the provision of infrastructure, equipment, facilities and appropriate financial support to link it, as much as possible, to graduate programs through the revitalization of research and development projects between students and faculty member while maintaining the scientific integrity in research and the conduct of applied research through partnership with the private sector to support the Jordanian economy and the creation of a creative atmosphere to ensure sustainable national development.

Goals	Actions	Those Responsible	Implementation Date	Performance and Achievement Indicators
<p>First: direct and activate scientific research to ensure excellence and necessary support is providing.</p>	<ol style="list-style-type: none"> 1. Establish Foreign Projects Dept. and it's mission: <ul style="list-style-type: none"> - Financing and supporting research programs through appropriate financial resources. - Conduct a study of the sustainable development requirements through contact with institutions, public and private bodies and convening conferences and workshops to learn about their needs in the areas of scientific research. - Establish a database that provides information on aspects of support, funding, and expertise of researchers in Jordan, the areas of required research and activate the role of electronic library for the exchange of research between the university and all those involved in scientific research. - Work to provide external resources to support scientific research from third parties. 2. Allocate of private budget from Deanship of Scientific Research budget to support and encourage new faculty member's research to help them starting high effectively research. 	<ul style="list-style-type: none"> - Scientific Research and Graduate Studies. - All the university colleges. - Centre for Studies, Consultations and community service -Computer Center 		<ol style="list-style-type: none"> 1. The number of research of external funding. 2. Research ratio to faculty members. 3. Extent of available database about funding resources and researchers capabilities. 4. The number of training sessions to build the new researchers capacities.

	<ol style="list-style-type: none"> 3. Direct research in order to serve and meet the needs of the public and private sectors. 4. Encourage scientific research that are published in the prestigious international scientific journals, giving the necessary incentives to do so. 5. Encourage joint scientific research between faculty members in the various disciplines, and between faculty members and the public and private sectors. 6. Attract and motivate talented students and graduates of the university to participate in scientific research. 7. Establish a joint follow-up committee between the university and the public and private sectors to determine the necessary research and studies and direct them to achieve university goals. 8. Marketing research and studies results locally and abroad. 			<ol style="list-style-type: none"> 5. The number of papers published in the international scientific and prestigious journals. 6. Number of research targeted to develop public and private sectors. 7. Number research for the development of teaching and learning process in the university.
<p>Second: Prepare graduate programs for the development of students research capacity and qualify them to meet the needs of the local community and comprehensive sustainable development.</p>	<ol style="list-style-type: none"> 1. Direct theses topics to meet the needs of society, sustainable development and field research in respect to community issues. 2. Re-examine current programs and scientific research programs for qualifying graduates who are able to exercise scientific research. 3. Encourage the research path in exchange for comprehensive exam path. 4. Marketing Graduate programs regionally and globally to attract foreign researchers to diversify scientific research. 	<ul style="list-style-type: none"> - Deanship of Scientific Research and Graduate Studies - Deans Council -University Presidency 		<ol style="list-style-type: none"> 1. The number of theses that meet the needs of the local community. 2. Ratio of research path versus comprehensive examination path. 3. The ratio of foreign researchers to Jordanians.

<p>Third: Cooperate with regional and international research prestigious centers.</p>	<ol style="list-style-type: none"> 1. Hold more partnerships with scientific research centers in order to benefit and exchange of experiences in the field of scientific research. 2. Invite researchers with an international reputation in scientific research centers to hold various seminars, courses and workshops at the university. 3. Encourage the exchange of visits between the university and the prestigious scientific research centers. 4. Develop appropriate actions for technology transfer and resettlement in order to serve the research work and academic programs. 	<ul style="list-style-type: none"> - Scientific Research and Graduate Studies - International Relations Dept. -University Presidency 		<ol style="list-style-type: none"> 1. Number of agreements concluded by the university with regional and international prestigious universities. 2. Number of scientific and technological incubators. 3. Ratio of entrepreneurship projects.
<p>Fourth: In the field of scientific research</p>	<ol style="list-style-type: none"> 1. Increase the number of research supported by the university and the joint and external research, which requires to coordinate and organize these researches by international standards. 2. Create a Foreign Projects Department at the Deanship of Scientific Research. 3. Establish Technology Transfer Office and attach it to the Deanship of Scientific Research and Graduate Studies. 4. Create a Special Office to help researchers to obtain external support for their projects. 5. Organize publishing, printing and editing of scientific journals that have increased steadily in previous years. 6. Split the Deanship into: Scientific Research Deanship and Graduate Studies Deanship. 7. Establish a specialized department to distribute publications and market them attached to the Deanship of Scientific Research. 			<ol style="list-style-type: none"> 1. Ratio of external research to internal research. 2. Ratio of student's research to faculty member's research. 3. Publication rate of faculty members in .international scientific journals. 4. Ratio of university research citations.

8. Human Resources Development.

General Purpose: Develop the human resources sector to keep pace with changes and developments in the academic and administrative levels, taking into account technological content, sustainable development requirements and community service through qualification and recruitment of distinctive competencies needed to achieve the university objectives and the best use of this source.

Goals	Actions	Those Responsible	Implementation Date	Performance and Achievement Indicators
<p>First: Develop and qualify the academic Cadres.</p>	<ol style="list-style-type: none"> 1. Develop qualification system for faculty members in all disciplines in line with modern developments and contexts, according to a clear and well thought out policy. 2. Encourage faculty members to use modern teaching techniques and technology. 3. Develop a plan to train all academic faculty members to use modern teaching techniques. 4. Encourage faculty members to participate in local and international conferences and seminars. 5. Encourage teamwork among faculty members in research work, and others topics. 6. Reconsider the incentives, allowances and advantages of all positions. 	<ul style="list-style-type: none"> - Planning, Information and Quality Unit - Faculty Members Performance Development Center - All the university faculties - Deans Council. 		<ol style="list-style-type: none"> 1. The existence of the qualifying programs for new faculty and administrative staff. 2. Number of conferences which faculty members participate in. 3. The existence of incentives system.
<p>Second: attract academic competencies needed to achieve university academic goals.</p>	<ol style="list-style-type: none"> 1. Develop and adopt appropriate academic standards for the selection of faculty members and a commitment to updated standards in line with the latest developments. 2. Develop an extended HR plan for five years for faculty member that identify the actual needs and how to recruit them. 3. Reconsider all incentives and benefits for the purposes of attracting outstanding talents. 			<ol style="list-style-type: none"> 1. The existence of a long-term human resources plan. 2. The existence of a scholarship program for outstanding students when needs arise.

	<ol style="list-style-type: none"> 4. Develop scholarship system by focusing on the quality of the scholars and benefits provided to them. 5. Encourage and open channels of communication between faculty members and their colleagues from Jordanian, regional and international universities. 			<ol style="list-style-type: none"> 3. The extent of the use of modern means of communication and technology.
<p>Third: evaluation of the academic apparatus performance.</p>	<ol style="list-style-type: none"> 1. Develop an integrated objective system to assess the performance of faculty members in all fields and on a regular basis. 2. Ensure the academic freedom of the faculty members and providing a climate that promotes innovation and excellence. 	<ul style="list-style-type: none"> - Academic Departments - Deans Council -University Presidency 		<ol style="list-style-type: none"> 1. Existence of an integrated system to assess the performance and encourage excellence.
<p>Fourth: develop and qualify the administrative cadres.</p>	<ol style="list-style-type: none"> 1. Employ clear and objective criteria linked to the outstanding performance and achievement in filling the administrative positions. 2. Hold training and development programs for qualifying of employees in the administrative apparatus to encourage outstanding performance and the employment of modern technology in their work. 3. Involve the employees of the administrative apparatus in local and foreign training courses. 4. Pay attention to the computerization of administrative work and make use of Management Information Systems (MIS) to improve its level. 	<ul style="list-style-type: none"> - Department of Personnel Affairs - Centre for Studies and Consultations - Deans Council - University Presidency 		<ol style="list-style-type: none"> 1. The extent of enhancing the principle of equal opportunities in appointments and promotions of employees. 2. Number of training courses for capacity building. 3. The extent of atomization at the university operations.

<p>Fifth: provide administrative apparatus with distinctive administrative competencies.</p>	<ol style="list-style-type: none"> 1. Develop and update the criteria for the selection of the administrative body. 2. Develop human resources plan that identify the actual needs and how to get them. 3. Reconsider the incentives and benefits for the purposes of attracting outstanding talents. 	<ul style="list-style-type: none"> - Department of Personnel Affairs - Deans Council -University Presidency 		<ol style="list-style-type: none"> 1. The existence of a long-term human resources plan.
---	--	--	--	---

9. Finance.

General Purpose: Optimal use of the university available funding resources and expenditure management, cost control, diversification of funding resources and increase its size to cover the university expenses and ensure the education quality.

Goals	Actions	Those Responsible	Implementation Date	Performance and Achievement Indicators
<p>First: Manage expenditures to ensure the availability of financial support for the university activities and education quality.</p>	<ol style="list-style-type: none"> 1. Cost Control. 2. Optimize of the university capacity to reduce costs and maximize revenues. 3. Reduce the administrative apparatus and limited appointment to the necessary needs. 4. Reconsider the pattern of university management of the financial resources (investment and savings funds). 5. Optimal exploitation of what is available at the University of resources and potentialities. 	<ul style="list-style-type: none"> - All university Departments. - All the University colleges - University Presidency. 		<ol style="list-style-type: none"> 1. Ratio of expenditures control annually. 2. Existence of plans to attract investment and financing for the University. 3. Percentage of utilization of available resources.
<p>Second: Increase and diversify funding resources.</p>	<ol style="list-style-type: none"> 1. Establish a Department concerned with the attracting of additional financial resources to the University (Fund Raising). 2. Provide an action plan for the university capital projects to get the necessary government support. 3. Reconsider the university fees in some disciplines, commensurate with the true cost to the student education. 4. Expand investment projects to increase the university revenues. 5. Encourage faculty members to attract external funding for research projects. 6. Expand the provision of providing consultancy and training. 	<ul style="list-style-type: none"> - Department of Legal Affairs - Finance Unit - Centre for Studies and Consultations - International Students Office - International Relations Dept 		<ol style="list-style-type: none"> 1. The number of investment projects. 2. The extent to which faculty members bring in external financing. 3. The number of partnerships with public and private sectors.

	<p>7. Marketing University regionally and internationally to attract students from Arab and foreign countries.</p> <p>8. Activate the role of the university in follow-up of alumni and launch special initiatives through which to get financial support for the university.</p> <p>9. Invite the public and private sectors to support and provide scholarships for outstanding students.</p>	<ul style="list-style-type: none"> - Deanship of Student Affairs. - Deans Council - University Presidency 		<p>4. The extent of activating the role of the committees in fundraising and attracting investment.</p>
--	---	--	--	---

10. Legislations.

General purpose: Develop legislation that can help the university to achieve its vision and objectives.

Goals	Actions	Those Responsible	Implementation Date	Performance and Achievement Indicators
First: develop legislation for faculty members.	<ol style="list-style-type: none"> 1. Reconsider promotion regulations and articles that are necessary to upgrade the performance of the faculty members. 2. Periodic review of regulations governing the specialized training courses in respect to teaching, learning delivery and make attendance mandatory for the faculty members. 	<ul style="list-style-type: none"> - Department of Legal Affairs - All university Departments - All Colleges of the university. 		<ol style="list-style-type: none"> 1. Extent of motivating faculty members to attend training courses. 2. Calculation of certain points for attending the training courses.
Second: develop legislation for academic programs and study plans.	<ol style="list-style-type: none"> 1. Issue regulations that committed the departments and colleges for periodic revision of the study plans with the help of expertise in the labor market to find out the strengths and weaknesses on them. 2. Issue regulations for the formation of specialized committees at the university and at college level to hold meetings with stakeholders in order to study the market needs and develop programs and plans in line with that. 3. Issue regulations needed to enhance the ability of graduates to engage in the labor market through training programs and practical applications. 	<ul style="list-style-type: none"> - Department of Legal Affairs - Deans Council - University Presidency 		<ol style="list-style-type: none"> 1. Number of plans and programs reviewed annually. 2. Number of meetings with stakeholders. 3. Number of self-assessments of the programs of study.
Third: develop legislation relating to scientific research and graduate studies	<ol style="list-style-type: none"> 1. Issue regulations for the establishment of a joint follow-up committee between the university and the public and private sectors to determine the necessary research and studies and direct them for the society and the labor market service. 	<ul style="list-style-type: none"> - Department of Legal Affairs - Scientific Research and Graduate Studies 		<ol style="list-style-type: none"> 1. Number of projects with the public and private sectors.

	2. Issuance of regulations that committed the academic departments to conduct periodic revision to graduate programs.	Deanship - Deans Council		2. The extent of the teaching staff contribution in joint projects.
Fourth: develop legislation for administrative development.	<ol style="list-style-type: none"> 1. Amend of legislation for the formation of the academic councils to ensure the active participation of students in the discussion of issues related to their studies. 2. Issuance of regulations that maintaining transparency in law enforcement. 3. Amend legislation to ensure the promotions of administrative personnel are linked to pass training courses to keep abreast of developments in the administrative work. 4. Develop and modernize the job description of the departments and administrative units functions at the university and issue the necessary regulations to develop a mechanism to evaluate the performance of these departments and their employees. 	<ul style="list-style-type: none"> - Department of Legal Affairs - Deanships - Administrative Units - Deans Council 		<ol style="list-style-type: none"> 1. Employees promotions mechanism and its suitability to the principle of transparency and equality. 2. Appointment and promotion requirements to meet the job requirements and job descriptions. 3. Extent to commit the administrative units to develop a job description.
Fifth: develop legislation for admission	<ol style="list-style-type: none"> 1. Amend legislation to ensure that the number of admissions fit with the university capacity and to ensure the achievement of institutional and program accreditation standards. 2. Issuance of required legislation for the adoption of performance measures or exams to accept students. 3. Amend legislation to ensure the linking of acceptance to mianieh rank instead of absolute values. 	<ul style="list-style-type: none"> - Department of Legal Affairs - Admission and Registration Unit - Deans Council 		<ol style="list-style-type: none"> 1. The existence of a plan to attract distinguished students. 2. The existence of a plan to attract Arab and foreign students.

	4. Issuance of legislations to attract outstanding students to study at the university through providing financial support.			
Sixth: develop legislations relating to quality assurance	<ol style="list-style-type: none"> 1. Issuance of legislations to promote a quality culture and excellence within the university. 2. Issuance of legislations for the periodic evaluation of the of Deans, deputies and assistants, heads of departments performance by faculty members. 3. Issuance of necessary legislations for the selection of academic and administrative leaders on the basis of competencies and outstanding performance. 	<ul style="list-style-type: none"> -Department of Legal Affairs - Deans Council - University Presidency 		<ol style="list-style-type: none"> 1. Extent of activation methods of the annual appraisals of Deans, Vice-Deans and faculty members. 2. Extent of activation of the principle of accountability and reward.
Seventh: develop legislation related to funding	<ol style="list-style-type: none"> 1. Amend the legislations to allow reconsideration of university fees in line with the real cost to the student education. 2. Amend legislations in order to ensure availability of investment opportunities to increase university revenues. 3. Issuance of legislations governing the work of the department concerned to collect additional financial resources for the university (Fund Raising). 	<ul style="list-style-type: none"> - Department of Legal Affairs - Finance Unit - Deans Council -University Presidency 		<ol style="list-style-type: none"> 1. Extent of activating the role of concerned to attract investment and the ratio of government support to investments.