



Mutah University

Strategic Plan (2015-2020)



Center for Academic Development and
Quality Assurance.



Developed version 2017



His Majesty King Abdullah II

"It is the responsibility of all Jordanian universities to focus on the quality and level of higher education, and not only on the academic and educational aspects, but on the responsibility of forming cultural and democratic awareness, and strengthening the national identity on the principle of citizenship and equal rights and duties. Students should be encouraged to achieve more creativity and excellence, engaging in voluntary work, fostering a culture of dialogue and democratic values and respect for the other opinion."

His Majesty King Abdullah II



His Royal Highness Crown Prince Hussein bin Abdullah II

"The sons and daughters of my generation are often described as dreamers, but we all know that every great work begins as a dream, and the importance of our efforts is often seen as idealism, but the pursuit of idealism is not naivety; it sharpens our hopes so as to attribute to our reality towards our ideals."

His Royal Highness Crown Prince Hussein bin Abdullah II



Professor Thafer Al-Sarayeh

Besmillah Ar-Rahman Ar-Raheem

Peace and blessings be upon the Arab prophet Mohammad

Mutah University is responsible for the generations of the nation and their future. In order to create a suitable and sustainable educational environment for them in line with the developments in the world today and in order to achieve a distinguished future for Mutah University, in addition to focusing on meaningful scientific research and social responsibility for the development of the community as a potential partner in achieving the desired goals, Mutah University has prepared a strategic blueprint in accordance with best practices and implementation that would lead to actual success which is based on planning and proper understanding and careful analysis of the reality of the university and its abilities.

In this context, the determination to formulate the strategy of the university to include the direction of leadership and innovation and develop the role of the university and its capabilities to respond to the requirements of national development and changes in the labor market and economy and the provision of new resources in order to harmonize and integration with government funding, in addition to meet the requirements of accreditation and quality control in light of the large increase in the number of students, and the modernization of academic programs to meet the needs of the community and the labor market, and focus on the aspect of making the student an

important focus of the learning process, and the dissemination of the culture of total quality at the university, both academically and administratively.

The strategic plan of Mutah University addressed many aspects of international relations through establishing the principle of relations with international academic institutions and entering into academic and research partnerships with these institutions.

We are confident that Mutah University will achieve its objectives through its strategic plan. The effective implementation of this plan will make the University at the forefront of Jordanian universities and in the ranks of prestigious international universities. We will strive to achieve the objectives of this plan. Abdullah II Ibn al-Hussein Almighty preserves and sponsors.

As we launch the revised version of the Mutah University Strategic Plan (2017), I would like to take this opportunity to express my sincere thanks and appreciation to the faculty members, members of the administrative board, students, the local community and the University's local and external partners. I ask the Almighty to realize our ambitions, goals and mission to build and continuous develop.

Professor Thafer Al-Sarayreh

President of Mutah University

Names and Occupations

Prof. Dr. Thafer Al-Sarayra (president of the university): Chairman.

Prof. Bassem Ali Hawamdeh: Director of the Center for Academic Development and Quality Assurance.

Dr. Ghazi Abu Qa'oud: Vice Dean of Business School and Director of Department of Strategies and Initiatives.

Dr. Raed Al-Adayla: Business School.

Dr. Ahmed Majali: Business School.

Ms. Salha Abu Qudiri: Faculty of Law.

Introduction

Mutah University was established in 1981 to follow the establishment of University of Jordan in the central region and Yarmouk University in the north region of the kingdom. The University occupies area of land of 2660 dunums, constituting buildings and facilities of 380,000 square meters.

The university's philosophy is based on three basic pillars: education, scientific research and community development. The university provides qualitative education, combining strengthening the connection of generations to the culture of nation', heritage and civilizations, trying to deepen knowledge about modern scientific developments, employing technology, informatics, And educational programmed. Furthermore, the university provides academic programs that aim at supplying graduates with the skills and expertise necessary to meet the requirements of the market.

The principles of the university emphasize the pivotal role of scientific research and its usefulness in creating opportunities for excellence and scientific achievements, and employing its mechanisms for the service of the country and to achieve development. This is based on the belief that scientific research is the fundamental foundation for progress and development.

The development of the local community is the third pillar in the philosophy of the university. Therefore, the impact and positive influence can be expanded to community and related issues, problems, challenges and needs of development, such as fields of agriculture, industry, commerce, medicine and education, which all can be considered as areas that deepen the University's connection with community.

The Supreme Royal Decree on the establishment of the university affirmed its national, educational, research and developmental goals. This includes providing higher education opportunities, improving its content, providing the society with specialists in fields of science, technology, literature and arts, and supplying Jordan Armed Forces with officers and leaders qualified to face contemporary and future challenges, deepening values of national pride and Arab national affiliation among students. The royal decree also affirmed the encouragement of scientific research, absorbing modern technology and spreading knowledge.

The university consists of 15 faculties, seven scientific and 7 for humanities, as well as the Faculty of Graduate Studies. The faculties are: Medicine, engineering, Science, Nursing, Agriculture, Pharmacy, Information Technology, Arts, Social, and Educational Sciences, Law, Business and Sports Sciences. The University has two deanships; Student Affairs and Scientific Research. The university has 98 academic programmes, of which 51 undergraduate, 39 master's and 8 Ph.D's.

The number of university students at the beginning of the academic year 2017/2018 reached to 16851, of whom 14019 were bachelor students and 2832 were postgraduate students. The number of non-Jordanian students at the university was 1157 students from 30 countries; Arab, Islamic and foreign. The university staff consists of 1854 employees and 616 faculty members.

Strategic Premises for the Blueprint

The first version of the strategic blueprint for the university (2015/2020) was prepared in accordance with the Strategic Blueprint for Sector of Higher Education (2014/2018) and in accordance with the results of the external and internal surveys of environment analysis.

- Governance axis.
- Financing and securing financial resources axis.
- Accreditation and quality assurance axis.
- University environment axis.
- Technical education axis.
- Scientific research axis.

As they can be useful bases for the preparation of the blueprint, the university adopted the general and private accreditation criteria for higher education institutions and standards of quality assurance issued by the Higher Education Accreditation Committee in Jordan and the criteria for universities ranking.

In light of the emergence of a set of developments that had been seen as further useful bases during the implementation of the blueprint, the University has reviewed and upgraded the blueprint in 2017, taking these developments into account, and included as strategic starting points of the formulations of the blueprint and mechanisms of work. Some of the main points are:

First: discussion papers of His Majesty King Abdullah II

The discussion papers of His Majesty are intended to protect the vision of positive change at all levels. This vision is supported by a strong political will based on a sincere desire to build a modern Jordan in accordance with the best standards that guarantee a decent life for Jordanians. The first, second, third, fourth and fifth papers of His Majesty emphasize the concepts of dialogue and democracy and their best practices. This is possible through actual reform of state institutions. The sixth

discussion paper emphasizes the responsibility of law enforcement, Sovereignty, equality, justice and fairness.

The seventh discussion paper addressed human development, capacity building and development of the educational process, which is an important theme that empowers universities and serves as a platform for guiding their role. His Majesty stressed the importance of investing the challenges facing the development of education, both general and higher, For the future of Jordan, and for the position of the kingdom a beacon of knowledge in the world. Therefore, Mutah University has also adopted the recommendations and vision of the discussion papers in its reviewed strategic blueprint 2015/2020. This includes:

- Adopting discussion papers of His Majesty King Abdullah II as starting point for the strategic blueprint of the University.
- In response to His Majesty's vision to improve education, Mutah University has developed contents of the study blueprints and the contents of the subjects in an effort to reflect the futuristic vision of His Majesty to invest in the future of our students.
- Emphasis on the vision and mission of the university on the right of students to acquire knowledge in a way that respects their minds that is based on the development of understanding, tolerance of difference, respect to other cultures, diversity and dialogue. University teaching mechanisms have been developed to ensure the implementation of methods of analysis, discussion and case study instead of indoctrination in education as stated in the seventh discussion paper.
- Mutah University believes that one of the fundamental objectives of its strategic goals is to deepen the concept of tolerance and staying away from extremism and fanaticism, which has been reflected in the contents of many of its subjects in faculties of Sharia, Law, Business, Social and Educational Sciences. On the phenomenon of university violence, the university has become a safe environment for teaching, learning and scientific research.

Second: Jordan's Vision for 2025

Jordan's vision for 2025 integrated frameworks that govern economic and social development policies based on the provision of opportunities for all. This vision highlights that achieving these goals can be through raising the level of education. Therefore, there is a need for strategic plans at the level of different sectors.

In conjunction with the adoption of the vision in 2015, Mutah University outlined its strategic blueprint for 2015/2020.

The vision, mission, goals and objectives of the University coincided with the main elements contained in Jordan's Vision for 2025, which focused on:

- Selection based on merit.
- Participation.
- Enhancing systems of institutional work.
- Competitiveness.

The university has drawn on its strategic blueprint which is reflected in the vision of the education sector, in order to invest in its success and to build on it in light of the challenges of education as a result of forced emigration to the kingdom; lack of financial allocations for the development of the educational system To cope with the rapid developments in modern education systems in developed societies; the insufficient ability of the educational system to produce qualitative outputs that meet the requirements of the knowledge economy and the labour market; the insufficient ability to balance quality control requirements and to create effective systems of Monitoring and evaluation; and the low proportion of students enrolled in vocational and technical education.

Mu'tah University perceives these challenges as a chance for improvement and development. Therefore, and as can be seen in the blueprint, the university strives to mitigate these challenges to make it a platform for excellence in terms of developing financial resources based on entrepreneurship, innovation and business incubators, or by focusing on training, or on empowering the role of the university in community development, or in terms of developing quality assurance procedures at the university.

The strategic blueprint of the University focused on addressing two issues that were reflected in Jordan's Vision 2025:

- Focusing on qualifying graduates and providing them with the skills, abilities and competencies necessary for the labour market.
- Going further forward with technical education, rather than focusing wholly on academic education.

The university seeks to improve the quality of academic output, providing students with the skills needed in the labour market, and to develop an approach to encourage as many students as possible to enroll in the university programmes. The university is working to provide operational plans to market its programmed regionally and internationally, thus increasing the number of non-Jordanian students as it stands as an important factor in university ranking according to international standards.

In the same context, the strategic blueprint of the university included a major objective which focuses on promoting the implementation of entrepreneurship and innovation, and the establishment of business incubators in response to the provisions of Jordan's Vision 2025, in support of improving the business environment, creating jobs and attracting investments.

Third: national strategy for development of human resources 2016/2025

This strategy emerged within context of Jordan's Vision 2025 to include four axes, two of which are specific to universities:

- Higher Education.
- Technical education and labour market.

The strategic blueprint of Mutah University is consistent with the terms of this strategy in several ways, mainly by:

- Focusing on achieving quality of teaching and scientific research, in accordance with the best international practices through accreditation of programmed or increasing the capacities of teaching staff, and creating a stimulating university environment in line with the second strategic objective in the national strategy.
- Emphasizing the strengthening of the concepts of governance, accountability and participation, and academic leaders empowerment at the university, and finding a specific mechanism to evaluate the performance of these leaders in line with the third strategic objective in the national strategy.
- Including items addressing issues of leadership and innovation, creating a stimulating environment for the work of business incubators in line with the fourth strategic objective in the national strategy.
- Dealing with issues of community development, social responsibility positively, and qualifying graduates to play role in expected comprehensive development.

Based on the above, the issues contained in the items of the strategic blueprint of the university were developed in in line with the items of the National Strategy for Development of Human Resources Development in many senses. The university blueprint was approved two years before the approval of this strategy. However, the University has reviewed its plan in 2017 to keep pace with developments, most

importantly the adoption of the National Strategy for the Development of Human Resources.

Methodology for preparing the strategic blueprint

The university's strategic blueprint, based on a solid scientific methodology and principles, was adopted in partnership with the Board of Trustees and university's president. The strategic thinking is a collective thought that everyone participates in, this is to stimulate the necessary flow of information, creating organizational commitment at the university level.

The process of preparation of the strategic blueprint went through three main stages:

Stage 1:

The objectives of this stage of the strategic plan were prepared to formulate the general framework of the strategic blueprint and the vision, mission and values of the university. Further, they aimed at the analysis of the internal and external environment (the axes). This stage was managed by the president of the university, the Council of Deans (governors), the strategic planning team At the university level, and the Centre for Academic Development and Quality Control.

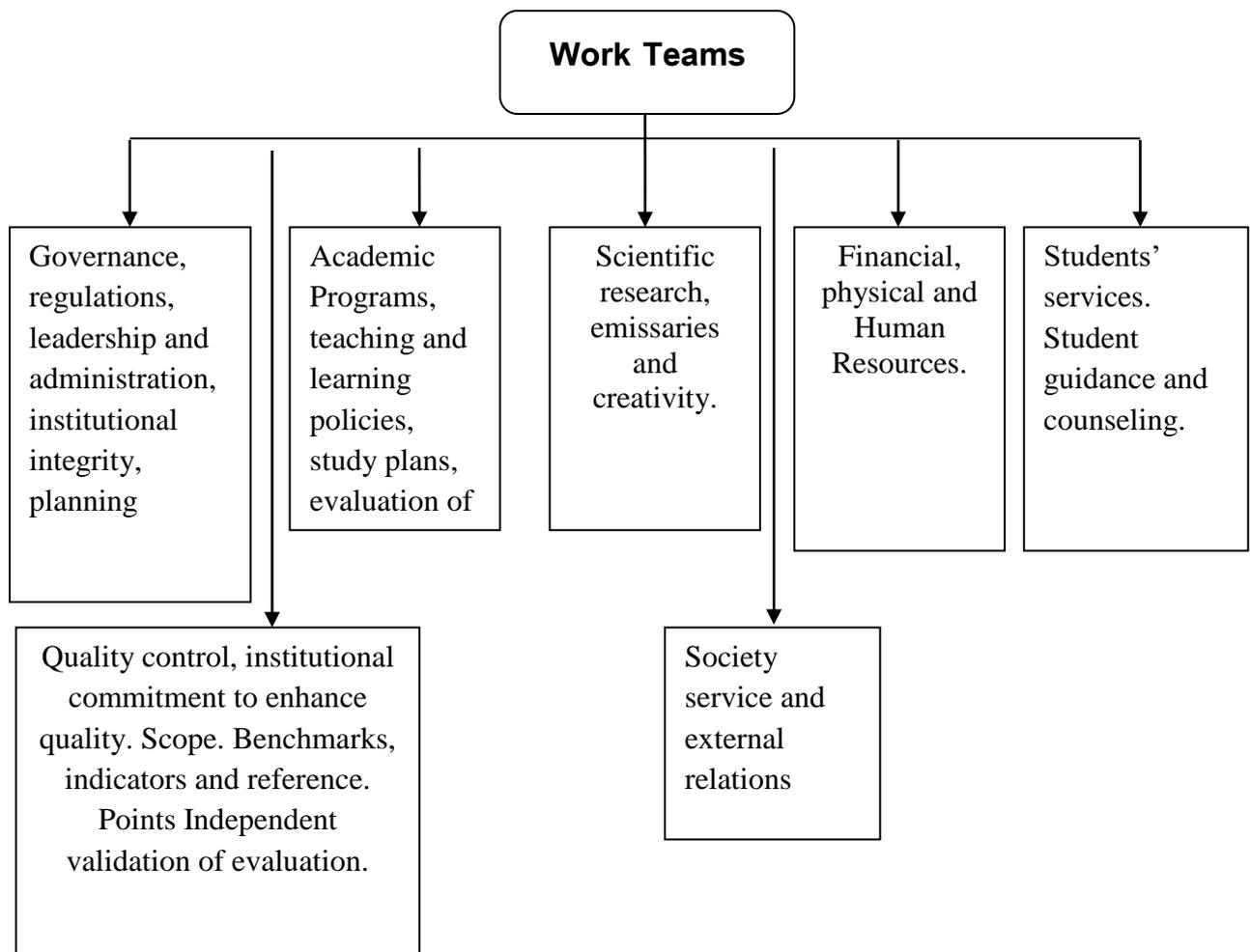
The working mechanisms for this stage involved the setup of an explanatory guide on strategic planning and its elements prepared by the Centre for Academic Development and Quality Control; presentation of the methodology of preparing the strategic plan to the Council of Deans (governors) as well as vision, mission and values of the university. This is to develop a common framework for the strategic blueprint; to identify the planning team at the university level and to determine the responsibilities, and the distribution of powers to the members of workshops held for the strategic planning team at the university level; and to determine the time required to complete the draft plan, and start collecting the required data and arranging and classifying them, and to ensure the participation of senior management and commitment to the planning process.

The task of the team is to define the vision, mission and core values of the university, as well as implementing the quadratic analysis.

Stage 2:

The aim of this stage was to define the strategic objectives that correspond to the goals of the university, to define the strategies of the university to achieve its objectives, and to prepare the procedural plans. Members responsible for conducting this stage are: university President, the university planning team, the sub-working groups as well as the Centre for Academic Development and Quality Control.

The working mechanisms for this stage involved the formation of sub-working groups at the level of faculties, units and administrative departments whose task is to define the detailed objectives that correspond to the university's strategic objectives; to adopt the policies, regulations and instructions that seek to achieve the objectives; to prepare the operational plan to implement the strategies, Technical and financial aspects; to identify key performance indicators; to identify responsibilities for the implementation of strategic programmes and activities, and to set time frame for implementing all tasks resulting from the completion of the sub-strategic blueprint; and to hold a training workshop for teams on sub-strategic planning and mechanisms of their work. The sub-teams have been formed as follows:



Stage 3:

The aim of this stage is to approve the blueprint in its final form. The responsibilities in this stage are limited to the university president, the strategic planning team at the university level, the sub-working teams, the Council of Deans, the Board of Trustees and Centre for Academic Development and Quality Control.

The working mechanisms for this stage involved the compilation, reviewing and integration of the sub-plans by the higher Committees for each of the main areas of the work; presentation of the integrated strategic plan to the Council of Deans for approval and presentation of the strategic plan to all parties involved in and contributed to the development of the blueprint. This is done possible holding several meetings for two days to discuss the main blueprint and the operational plans, and the preparation of the strategic plan guide and distributing it to the heads of departments, departments in colleges and faculty members And holding awareness campaign to explain the blueprint and introducing it to all concerned members of the faculty and administrative staff, students, graduates, employers and community in a ceremony before the start of implementation. Further, the campaign should involve the distribution of a briefing of the strategy, mission, value and objectives on a large number of stakeholders (brochures, banners, posters etc), and arranging for visits to departments and administrative bodies to communicate the concepts of the blueprint to each individual in the faculties and departments, and publishing the blueprint on the website of the University.

The preparation of the Strategic blueprint was based on a set of key tenets, including:

- Participation in the preparation of the plan.
- Inclusiveness in the axes or objectives of the plan.
- Results of analysis of internal and external environment.
- The special and general accreditation standards issued by Higher Education Accreditation Committee.
- Quality assurance standards issued by Higher Education Accreditation Committee.
- Strategic Planning for Higher Education.
- Criteria for ranking of universities.

The strategic blueprint of the University 2015/2020 and the upgraded version in 2017 are underpinned by a set of supporting plans to ensure effective and efficient implementation. Main plans are:

1. Action plan 2015 and its amendments for 2017.
2. Benchmarking matrix plan for 2018.
3. Risk Management Plan for 2018.
4. Business Continuity Plan for 2018.

**Our
Vision:**

Towards a competitive university, distinguished in pioneering academic and military education, scholarly research and sustainable development of the society.

**Our
Mission:**

Providing a university environment that fosters pioneering and creativity, supports the capacities of education and theoretical as well as applied research, and qualifies graduates able to compete in the job market at the national, regional and international levels for development of sustainable community.



**Our
Values:**

- ✓ Continuous improvement as an implementation approach.
- ✓ Active participation.
- ✓ Affiliation.
- ✓ Pioneering and academic excellence.
- ✓ Governance based on transparency and accountability.
- ✓ Continuing Education.
- ✓ Productive knowledge Industry.

**Our
Goals:**

First Goal:

Applying best global practices in strategic planning and governance.

Second Goal:

Continuous improvement of academic programs at the university in line with national and global standards.

Third Goal:

Strengthening the university's status as a hub for scientific research, scholarship and innovation.

Fourth Goal:

Improving the efficiency of financial, material and human resources.

Fifth Goal

Improving students services in an effort to meet national and international standards.

Sixth Goal:

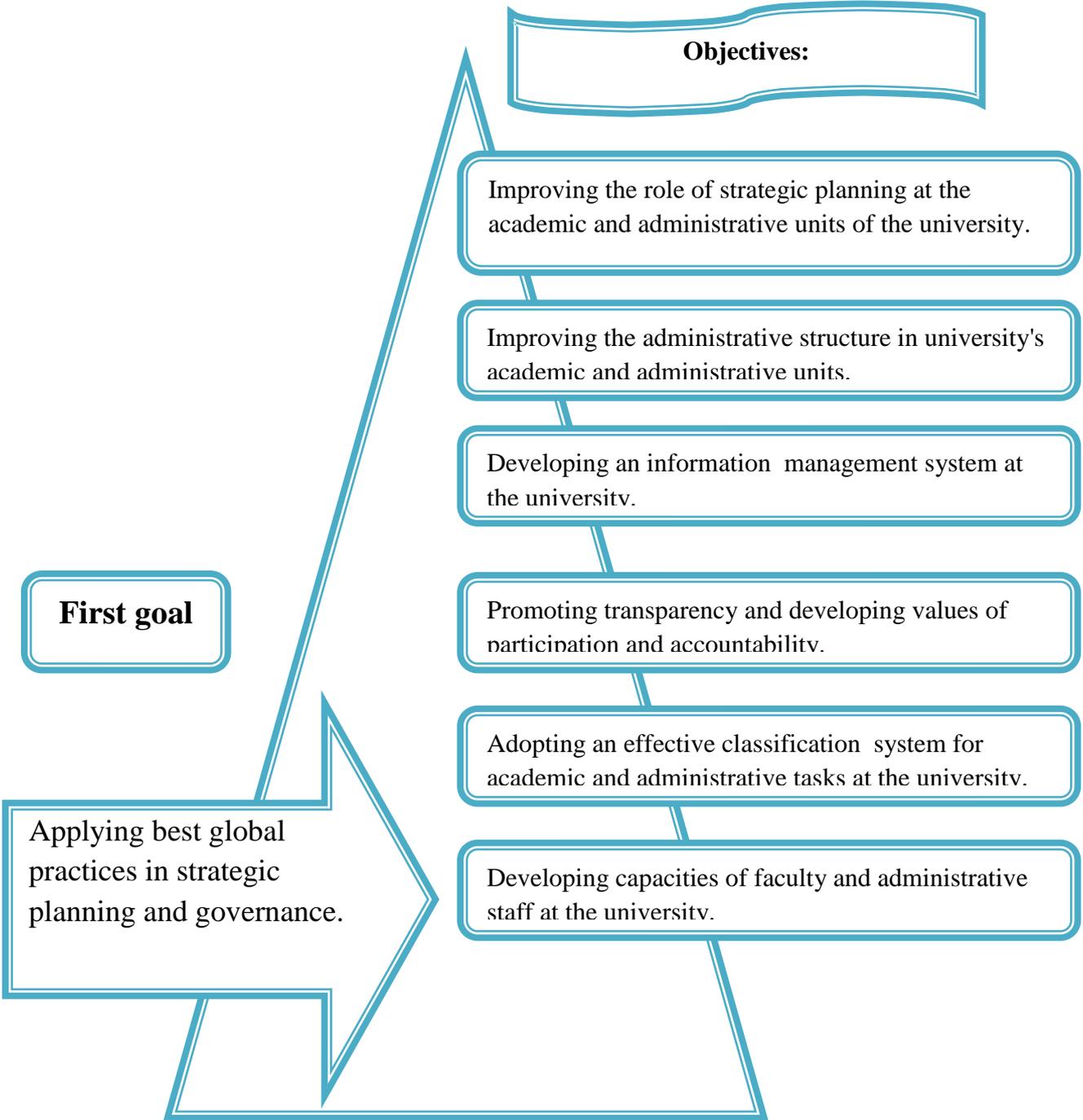
Reinforcing the role of the university to serve the community and to consolidate external relations, so as to ensure interaction of the university with the local, regional and international communities.

Seventh Goal:

Developing quality assurance procedures at the university in order to continually improve its inputs, processes and outputs.

Eighth Goal:

Enhancing the leadership and innovation at the university.



First goal

Applying best global practices in strategic planning and governance.

Objectives:

Improving the role of strategic planning at the academic and administrative units of the university.

Improving the administrative structure in university's academic and administrative units.

Developing an information management system at the university.

Promoting transparency and developing values of participation and accountability.

Adopting an effective classification system for academic and administrative tasks at the university.

Developing capacities of faculty and administrative staff at the university.

**Second
Goal:**

Continuous improvement of academic programs at the university in line with national and global standards.

Objectives:

Improving academic programs, study plans and curricula, according to the needs of the labour market, community institutions and requirements of academic accreditation and quality control.

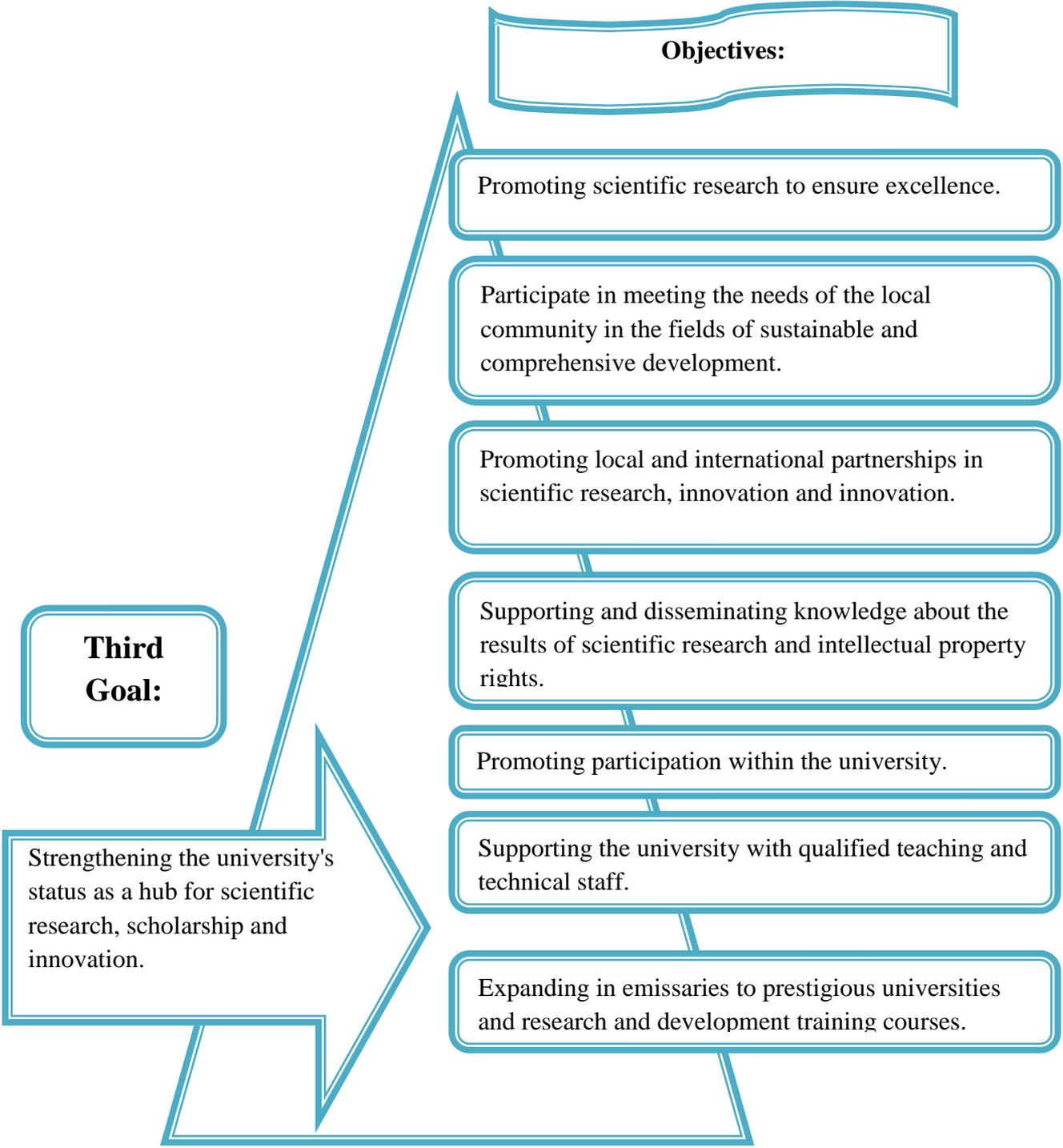
Developing academic programme (bachelor's, master's and Ph.D's>) in line with the labour market, and consistently with the national policies and efforts as well as the changing needs of Jordanian, Arab and international markets.

Providing university students with knowledge, applied and vital skills to empower them for the Jordanian, regional and international labour market.

Improving teaching methods, assessment, learning resources and learning environment.

Improving library services and learning resources to support learning, teaching and scientific research.

Improving the mechanisms of (critical) self-assessment for academic programmes offered at the university at specific intervals, and supporting evaluation and assessment studies.



Objectives:

Promoting scientific research to ensure excellence.

Participate in meeting the needs of the local community in the fields of sustainable and comprehensive development.

Promoting local and international partnerships in scientific research, innovation and innovation.

Supporting and disseminating knowledge about the results of scientific research and intellectual property rights.

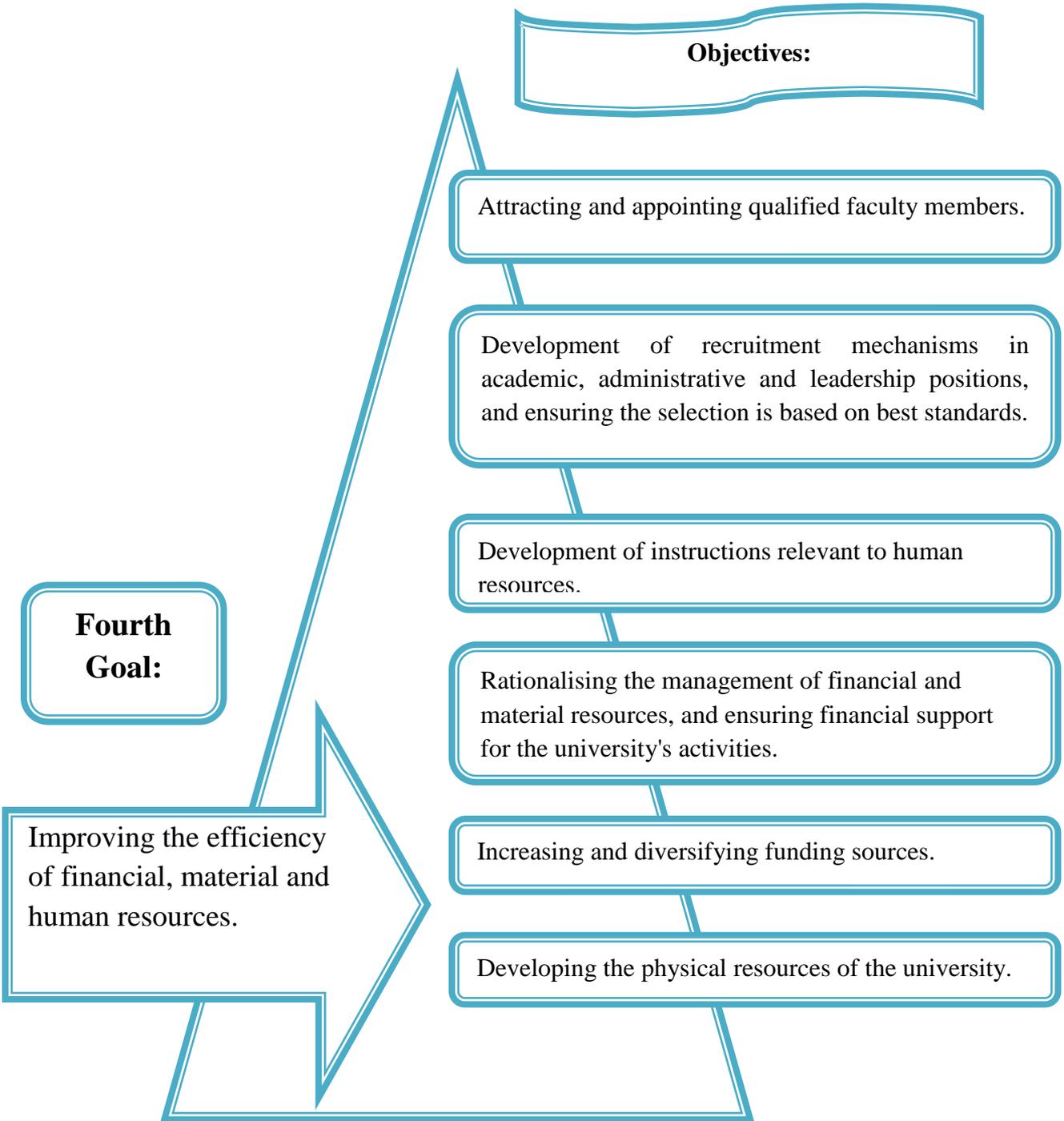
Promoting participation within the university.

Supporting the university with qualified teaching and technical staff.

Expanding in emissaries to prestigious universities and research and development training courses.

Third Goal:

Strengthening the university's status as a hub for scientific research, scholarship and innovation.



Objectives:

Focusing on students' self-learning by.

Strengthening guidance and support offered to students.

Improving channels of effective communication between students and university staff.

Adopting diagnostic and therapeutic programs for students' poor performance, and providing academic support and care.

Adopting programmed to discover creative students and providing them with academic and physical support.

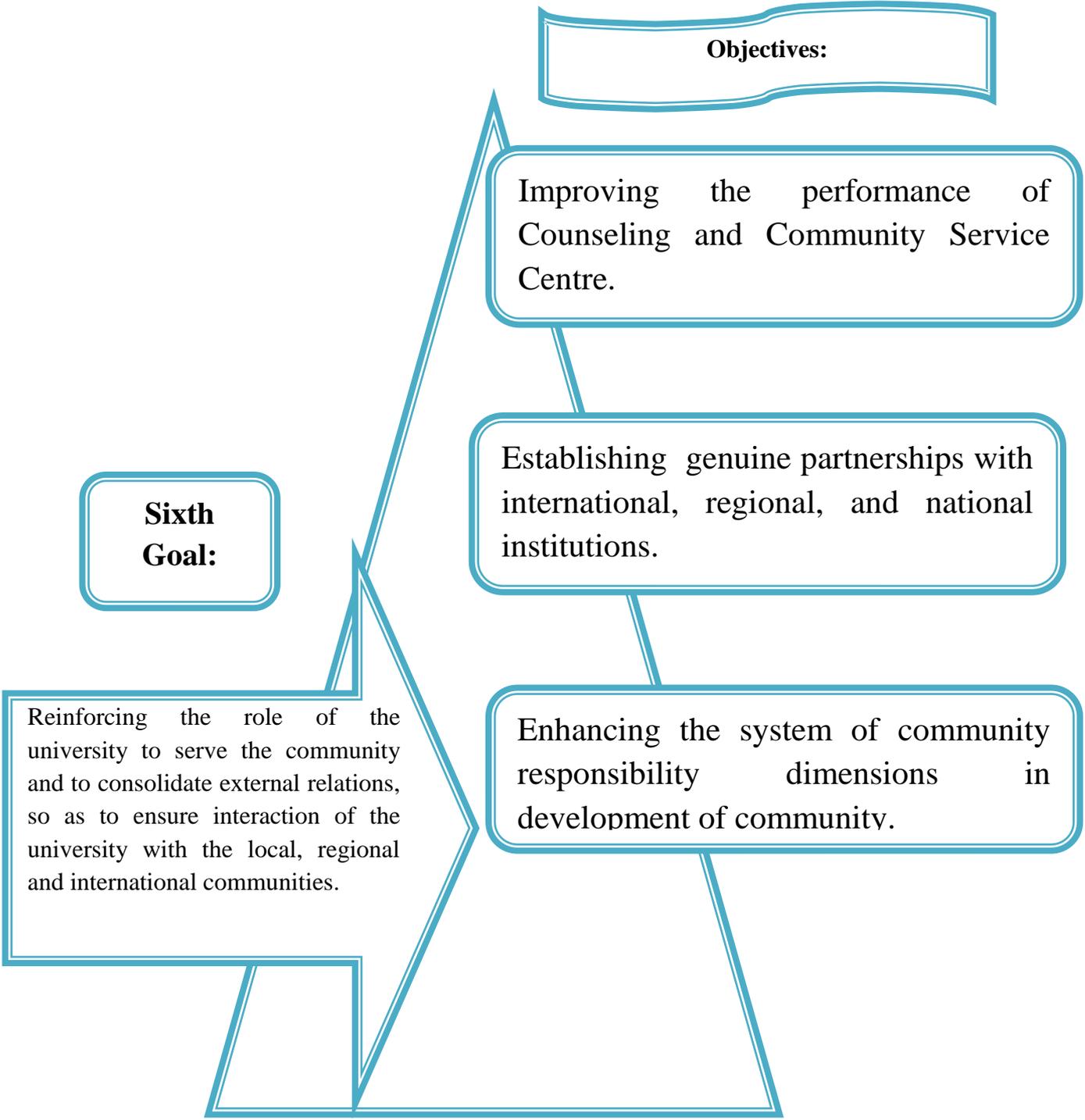
Improving student activities and required facilities as well as the required qualified technical staff.

Encouraging students and motivating them to achieve the highest academic standards.

Directing students and encouraging them to engage in the labor market.

Fifth Goal:

Improving student services in an effort to meet national and international standards.



Objectives:

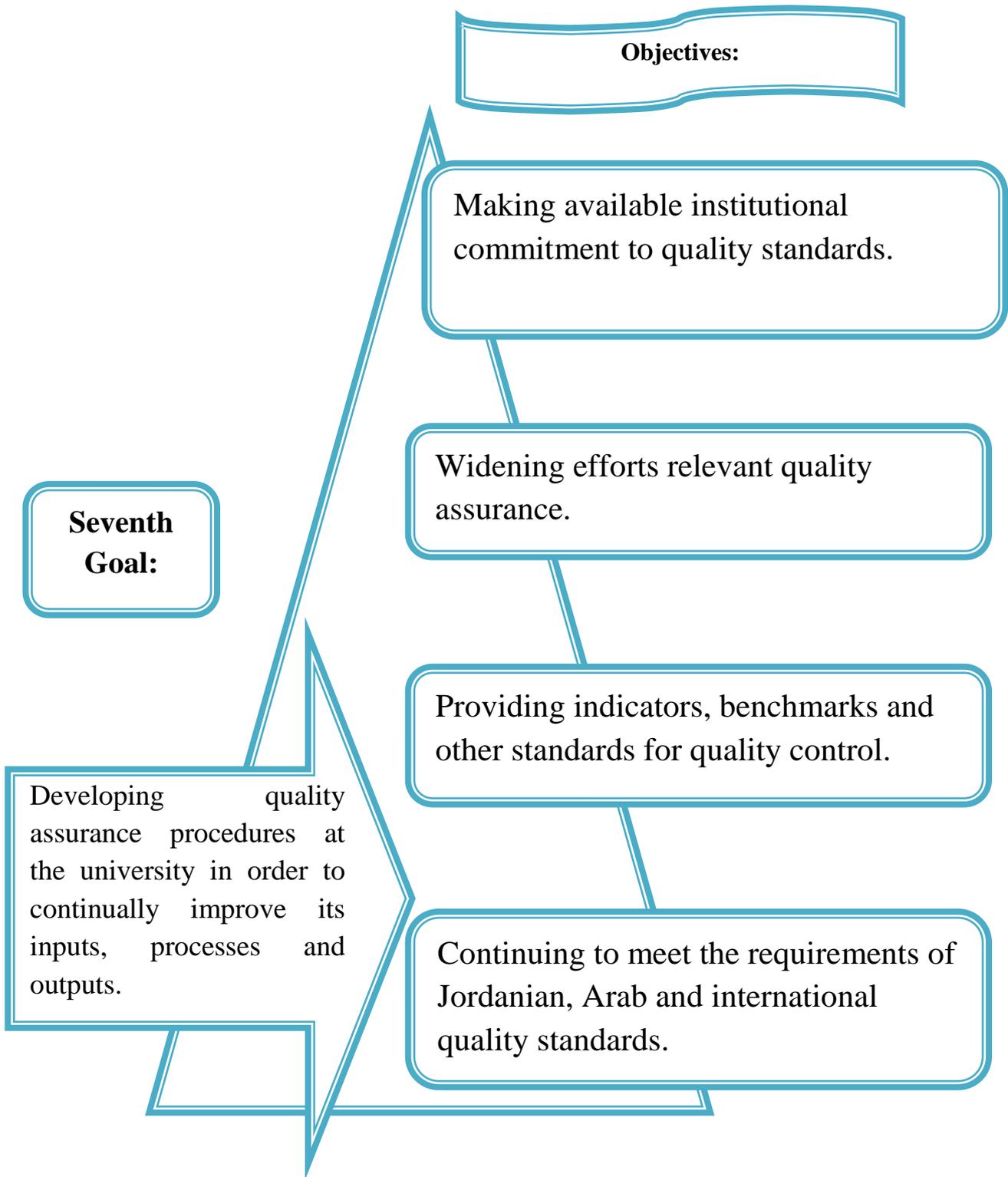
Improving the performance of Counseling and Community Service Centre.

Establishing genuine partnerships with international, regional, and national institutions.

Enhancing the system of community responsibility dimensions in development of community.

Sixth Goal:

Reinforcing the role of the university to serve the community and to consolidate external relations, so as to ensure interaction of the university with the local, regional and international communities.



Objectives:

Making available institutional commitment to quality standards.

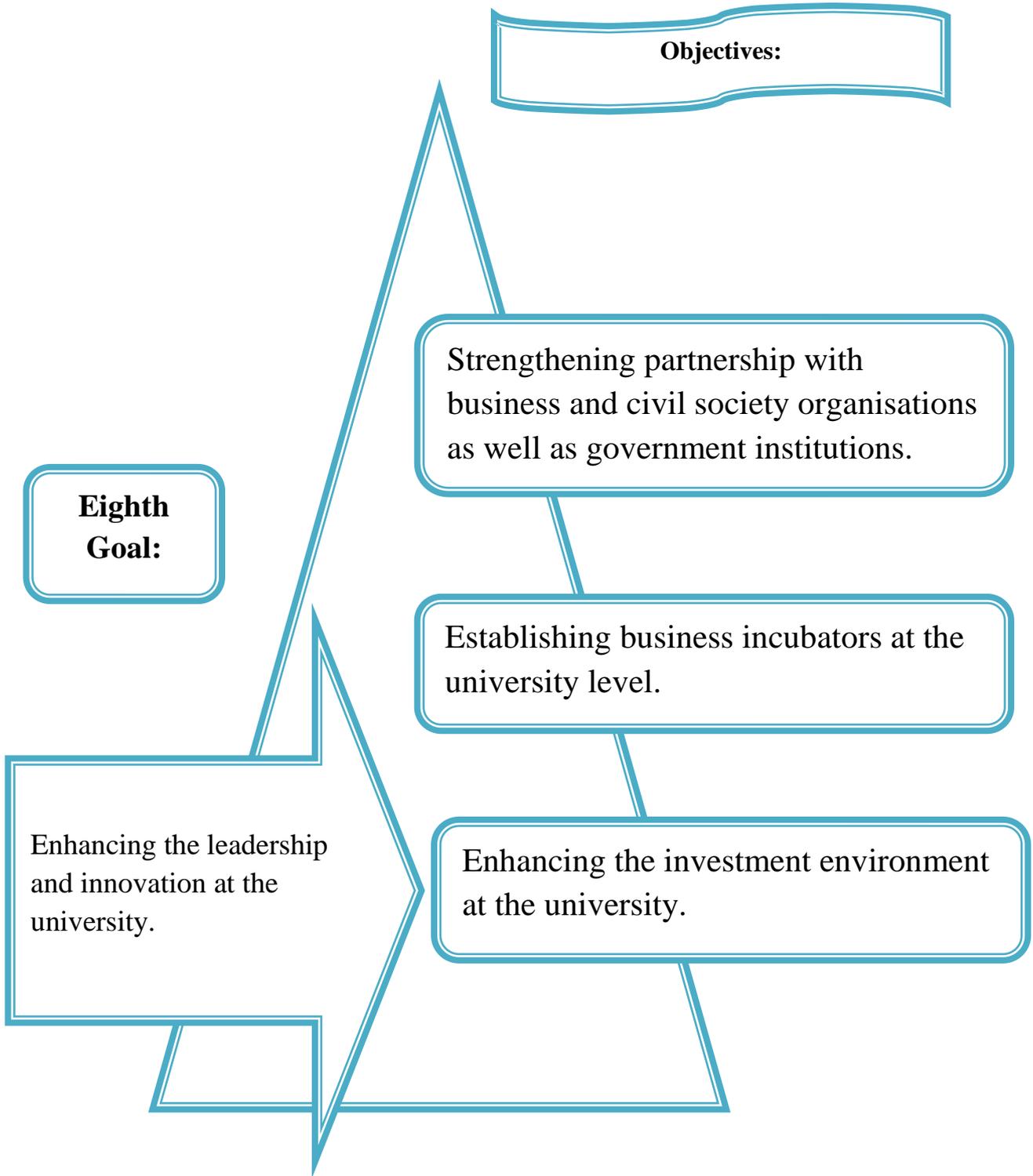
Widening efforts relevant quality assurance.

Providing indicators, benchmarks and other standards for quality control.

Continuing to meet the requirements of Jordanian, Arab and international quality standards.

Seventh Goal:

Developing quality assurance procedures at the university in order to continually improve its inputs, processes and outputs.



Objectives:

Strengthening partnership with business and civil society organisations as well as government institutions.

Establishing business incubators at the university level.

Enhancing the investment environment at the university.

Eighth Goal:

Enhancing the leadership and innovation at the university.

Committee for the Preparation of the Blueprint

Names and Occupations

Prof. Thafer Saraireh: Vice President for International Affairs and Quality Assurance.

Prof. Zuhair Amarin: Dean of the Faculty of Medicine.

Prof. Sulaiman Al-Sarayra: Dean of Student Affairs.

Prof. Bassem Ali Hawamdeh: Director of the Centre for Academic Development and Quality Control.

Dr. Na'il Al-Rashaideh: Faculty of Educational Sciences.

Dr. Ayed Al-Khawaldeh: Faculty of Educational Sciences.

Dr. Ahmed Al-Majali: Business School.

Dr. Alaa Abu Al-Hommos: Business School.

Dr. Nawaf Ahmed Samara: Centre for Academic Development and Quality Control.

Mr. Hikmat Al-Adayleh: Director of Department of Legal Affairs.

Mr. Niaz Al-Jawazneh: Director of Unit of Financial Affairs.

Mr. Nabil Qiri: Director of Department of Human Resources.

Work Teams for the Axes of the Strategic Blueprint

Work Team of Planning and Governance Axis

Dr. Samer Albashabsha: Business School.

Dr. Na'il al-Rashaideh: Faculty of Educational Sciences.

Dr. Ahmed Al-Majali: Business School.

Dr. Ayman Al-Qataweh: Business School.

Dr. Salem Al-Adayleh: Faculty of Law.

Dr.. Qublan Al-Kharsha: Centre for Academic Development and Quality Control.

Work Team for Academic Programmes Axis

Dr. Faisal Al-Kasasbeh: Faculty of Science

Dr. Sabri Al-Tarawneh: Faculty of Educational Sciences.

Dr. Bassel Al-Qaralleh: Faculty of Educational Sciences.

Dr. Mu'ath Al-Tarawneh: Faculty of Science.

Dr. Fayez Mahasneh: Faculty of Arts.

Mr. Saadoun Al-Majali: Faculty of Graduate Studies.

Mr. Mohamed Thabbah Al-Jamal: Admission and Registration Unit

Work Team for Scientific research, Emissaries and creativity

Prof. Hussein Al-Kasasbeh: Dean of Scientific Research.

Dr. Ali Al-dmour: Dean of Graduate Studies.

Dr. Khalid Nawafleh: Vice Dean of Scientific Research.

Dr. Huda Al-Rawashdeh: Faculty of Arts.

Ms. Hanan Abu Haykal: Deanship of Scientific Research.

Dr.. Naseem Shawawreh: Centre for Academic Development and Quality Control.

Work Team for Financial, Physical and Human Resources

Dr. Ayed Al Khawaldeh: Faculty of Educational Sciences.

Dr. Khalid Samara Al-Zobi: Faculty of Engineering.

Dr. Abdel Wahab Moubayedin: Library Director.

Mr. Niaz Al-Jawazneh: Director of Unit of Financial Affairs.

Mr. Nabil Qiri: Director of Department of Human Resources.

Mr. Anas Al-Turk: Director of the Monitoring Department.

Work Team for Students' Services

Prof. Sulaiman Al-Sarayra: Dean of Student Affairs.

Dr. Mukhlid Al-Tarawneh: Director of Admissions and Registration Unit.

Dr. Imran Melhem: Faculty of Sports Sciences.

Dr. Ali Al-Fawaz: Faculty of Sharia.

Dr. Ismail Habashneh: Director of Services Unit.

Work Team for Community Service and External Relations

Dr. Sami Khattatneh: Director of Centre for Counseling and Evaluation.

Dr. Osama Mohawish: Director of Prince Faisal Centre.

Dr. Alaa Abu Al-Hommos: Business School.

Mr. Walid Rawadieh: Director of Cultural and Public Relations Department.

Mr. Mohammed Al-Sarayra: South Centre for Training and Consulting.

Work Team for Quality Assurance

Prof. Bassam Hawamdeh: Director of the Centre for Academic Development and Quality Control.

Dr. Abdullah Al-Khamaiseh: Vice Dean of Faculty of Nursing.

Dr. Hamid Al-Zobi: Faculty of Medicine.

Dr. Nawaf Samara: Centre for Academic Development and Quality Control.

Dr.. Musa Magharbeh: Faculty of Pharmacy.