

## **Al-Zaytoonah Private University: statistical indicators, academic achievements and future trends in the light of the annual report for the year 2015 (descriptive analytical study).**

Dr. Aref Mohammed Mufleh Al-Sarheed  
, part-time lecturer at Jordanian universities -  
Amman - Jordan -  
Email: aref 69jo@gmail.com -  
Telephone 0776933220 -

Khalida Mohammed Mufleh Sarheed -  
Muwaqqar Educational area  
Amman- Jordan - Telephone 0790260197

### **Abstract**

This study aims to identify statistical indicators, academic achievements, and future directions of Al Zaytoonah Private University in the light of the annual report for 2015 and the strategic plan for the university (2012-2016). The researcher used the analytical descriptive method. The researcher analyzed the data to identify different statistical indicators And about the university's vision, objectives and values, and the number of students, faculty members and scientific research at the university, indicators of community service, number of foreign students, number of master's students, And the number of administrative staff. The researcher reached the following results: The university works continuously and continuously through the plans and programs that reach the university to a prestigious position locally and regionally in its programs and research activities, and the standards of international accreditation for quality assurance and upgrading. University education, local and regional market support with specialized cadres, qualified expertise capable of development, creativity and active trained leaders. The values of the university are: national integration, continuous learning, fairness in evaluation, sincerity, integrity and leadership. Innovation, and teamwork. The results of the study also found that Zaytoonah Private University of Jordan is one of the leading universities in the field of private higher education in Jordan, and it is one of the oldest universities where it was established in 1993. The university has 7 faculties, 36 academic specialties, 28 undergraduate programs, 8 master's programs, 19 universities, and 25413 graduates by the end of 2015, (70), Of the Master's degree students. The number of students was 7701 students, 210 of whom studied in master's programs and 1477 were non-Jordanians, 19.4% of them were studying in master's programs, The university has 328 faculty members of different academic levels and 555 employees in the administrative departments. The university has seven faculties and includes (28) specialized (8) specializations in the master's degree.

**.Key word:** Al Zaytoonah Private University, statistical indicators, academic achievements.

### **Introduction.**

The educational arena is witnessing a qualitative and quantitative development in the field of higher education, where the number of institutions of higher education has grown, programs and disciplines have diversified, and their techniques and educational patterns have developed. Knowledge is no longer an intellectual luxury but a necessity of life and a basis for the advancement of contemporary societies. And open systems of creative production, and there is a need to take care of knowledge development and spending. The knowledge economy has become a central focus in all scientific and cultural forums as an open economy. There are no barriers to entry, and the gates are not closed because it requires an intellectual knowledge, operational will, full awareness of its dimensions and aspects and the responsibility of technical commitment in all its aspects. Knowledge economy in many economic activities, especially in science, industrial services, education, culture, health, public

administration and others. Thus, the field of knowledge has become an axis of competition between countries and societies that compete with each other for the acquisition of sources of power and cultural superiority. In this type of society, scientists have an important and vital role in which the description they know is the description given to society as a whole. And the people of knowledge even called the knowledge society (Tarawana, 2010) In the context of the globalization trend and its potential impact on higher education, especially with regard to the consolidation of the concepts of competitiveness in open markets, and the implications of this phenomenon for the quality of institutions and programs not only at the national level but also globally, the lack of attention to the quality of programs and institutions at national levels may lead to the marginalization of these institutions and perhaps completely disappeared to be replaced by institutions of education cross-border, as is happening in some Arab countries.

The world is now facing the drivers of change that affect the lives of individuals and groups in different parts of the world: Climate change is of the highest quality to ensure access to the environment. Graduates who are able to deal with these effects, as well as the water engine, which is a real threat to the whole world, which requires the need to find specialized programs in this aspect contribute to the preparation of human cadres can think of practical solutions to this problem, The problem of food security has become one of the problems that plague peoples and individuals due to the increasing population in the world. Therefore, there is a need for specialists who have received high quality education to overcome the consequences of this problem by searching for new sources of food and maintaining the existing economic and educational resources The decision to reconsider (acceptance policies so that technical education has a wider share (Tarawana, 2010).

### **Study problem and questions:**

With the expansion of the private higher education sector in Jordan in the past years, the licensing of many universities, and the increasing number of academic programs and the preparation of students there, it became necessary to carry out statistical and descriptive studies and research to identify these private universities, the extent of development and academic and scientific achievements and their contribution to economic development. And its role in the development of human resources and labor force and provide the Jordanian and Arab market with qualified scientific, professional and human qualifications

Therefore, this study came in dealing with one of the most important Jordanian universities, namely, Al Zaytoonah Private University in Jordan, and the identification of statistical indicators, academic achievements and future directions to observe the development, development and academic progress of the university since its establishment. So this study tries to answer the following main question

What are the statistical indicators, academic achievements and future directions of

Al Zaytoonah Private University in the light of the 2015 annual report? This question has the following questions

- 1 - What are the University's goals, mission, goals, vision, philosophy and values
- 2 - What are the statistical indicators in the field of students and faculty members, study programs, scientific research, and community service?
- 3 - What are the achievements and indicators achieved by the University in 2015 .
- 4- What are the future directions that the university will undertake to improve educational outcomes and enhance the environment and student services?
- 5-What are the suggestions and recommendations that the university is seeking to develop the educational process at the private Zaytoonah University in Jordan?

### **Objectives of the study:**

- 1- To recognize the university's goals, values, goals and vision

- 2- Identification of statistical indicators related to students, professors and administrators, scientific research and community service
- 3- To recognize the academic achievements achieved at the university
- 4- identify the future directions of the philosophy of the university and vision Identify the indicators of growth in the curricula and the preparation of students and teachers and international conventions
- 5- To recognize the contribution of the university in the educational renaissance of Arab countries through the reception of students from the Arab countries

#### **the importance of studying:**

The importance of the study in response to the recommendations in research and letters, and scientific conferences in the need to publish statistical indicators of educational institutions and the university, and the definition of researchers and decision makers and local communities

- 1- Provide data for researchers, students and graduate students .
- 2- To define the extent of development and prosperity achieved by the University of Zaytuna Jordanian private through the dissemination of statistical indicators of education
- 3- The definition of the Jordanian private university institutions, and the extent of educational achievements achieved
- 4- Marketing private Jordanian universities, especially Zaytoonah University in the Arab World and Islamic communities in Western countries, through publishing this study in international scientific journals, especially in the United States of America

#### **Terminology of study:**

**Al-Zaytoonah Private University:** It is one of the private Jordanian universities established on 6/9/1993 after obtaining the license and general accreditation to start teaching under Higher Education Council resolution No. 848 at its 175th session

**Statistical Indicators:** These are the indicators related to the numbers of students, teachers and scientific research, master students, administrative and technical units, community service, and study programs

#### **Theoretical framework and previous studies:**

This century is characterized by the flow of information and knowledge in all areas of life different This century is characterized by the era of knowledge, and this is reflected on all institutions that generate knowledge and give them as universities, and must be addressed globally. Universities must compete to work hard to be a source of inspiration within their communities and to be highly responsible for helping society to develop, prosper and prosper by providing the community with graduates able to cope with the dramatic changes within contemporary societies. Institutions of higher education are expected to meet the requirements of sustainable development in light of the successive global changes, which have led to the openness of the world's societies to each other. This openness has led to higher education institutions seeking to improve and improve their outputs for competition and change (Judges and Sarhan, 2017) As a result of this tremendous progress in the age of modern technology, universities have achieved great and effective developments in the university education industry. Today, the world has become a small village due to technological advances and the information and communications revolution. The environmental, economic, political, cultural and technological systems of the different countries of the world, societies with similar cultures and characteristics, The student is no longer a citizen of his own community but has become a citizen of an international community and is living in a rapidly changing age that requires skills and information to help him adapt, live and work in the information age. The number of

universities has increased and the number of university majors has increased and a qualitative leap has been achieved in education systems and programs. Education, including research and development, has become the important criterion that makes universities competitive and changing in the world, thus promoting their community in all fields to keep abreast of (World Bank, 2010). In the last years of the last century, the world witnessed a major transformation in all activities concerning universities, whether governmental or private, in their orientation towards the international dimension, because of this dimension of interest. On the The UNESCO also urged universities to restructure their activities to keep up with the trend towards internationalization. The International Organization also recognized the principle of internationalization as one of the criteria for . (evaluating the performance of higher education institutions (UNESCO, 1998).

Hence, one researcher emphasizes the importance of market relations (students, competitors) to determine the competitive strategic choice, and the need to verify the access of these benefits to students studying in these universities, and emphasizes the importance of the strategy of excellence in complementary service, excellence in core service and cost strategy, and focus on the Pacific and stresses the importance of Scientific research and community service, and the establishment of scientific conferences continuously and taking the views of students periodically to ensure that the competitive advantages (Dahbour, 2010). The higher education sector, especially the private higher education, is important because 7% of GDP comes from educational services, health services and telecommunications services. With the increase and expansion of the private education sector in Jordan in recent years, the licensing of many private universities, the increasing number of academic programs and the preparation of students, and the great growth in investment in private higher education institutions. The first license for the establishment of a private university Her work in the academic year 90/91 and the establishment .(of private universities in 2009 (18) University (Dahbour, 2010).

Hence, it is important to focus on the creation of educational policies and strategies as necessary to provide the intellectual and informational tools that help in building and managing the future of education in the Arab world, rationalizing the administrative paths resulting from planning chaos, focusing on strategic planning and attention to the goals and alternatives available. In order to achieve its goals in the field of higher education and scientific research and contribute to the economic, social, cultural and political development of society (Qamber, 2016), it is necessary to deal with the concept of university governance. As governance is the key to access to education of high value, level and content, and the promotion of the scientific and educational function in any university requires the development of governance and institutional performance in such a way as to ensure transparency in work and accountability for the performance and results and institutional participation of all parties according to the legislative authority governing the work so that the academic decision goes according to the rules (Cumber, 2016). And focus on the overall quality and excellence in performance and choose appropriate and effective strategies to achieve the goals of the university and its strategic objectives (Khorshid and Yusuf, 2009). Salmie (2009) points out that universities with high international classifications are linked to three related factors: focus on talent and adequate funding and governance. The organizations seek to form a research base that enables them to look into a future vision to reform the mechanisms of accountability and practice and improve their performance, in order to make the necessary reform to face the international changes that drive this trend (Fares, 2007). The results showed that the governance and its applications at the university have contributed to improving the quality of graduates. The focus of building and developing a distinctive picture of the university is the axis of the most important impact among the other nine axes of the study(. Matar, Nour, 2013) The focus on the employees and their entrepreneurial characteristics in the private universities contributes to the achievement of future trends such as self-confidence, initiative, love of achievement, independence, responsibility, creativity and risk, as well as attention to the leadership characteristics of the college deans. As well as granting the deans of the faculties an area of freedom and independence in their work and the allocation of an appropriate time of freedom to meet those interested in the universities to discuss everything that is new according to a program prepared in advance to become part of the culture of the university contributes to the fold Here (Momani 2014). Self-confidence, self-motivation, seriousness of work, speed of achievement, and the risk of college deans, heads of academic departments and departmental directors have a major role in building leading universities (Momani, .(2014).

Hence, the great attention in the field of education to the management of educational institutions because of their special status in the educational process and the management process in these institutions, but the essence of this interest, as responsible for leading and directing the work to achieve its objectives. As the university is one of these important educational institutions, which is the stronghold of human thought and the source of investment and the development of human resources, a factory for the actors in society, which is responsible for the advancement of the nation and defend the gains and meet the challenges facing them, has been said in its right "university campus security and the center of radiation, The responsibility lies directly in the achievement of the goals and it must carry out continuous studies and researches in various aspects of human knowledge to suit the .(age and its requirements (Strack, 2004).

Therefore, we find that the university needs a successful university administration, which oversees all the activity of the university leading educational objective flexible, and depends on the planning, organization, guidance, control and evaluation, and through previous experiences in order to achieve the goals of the university with the highest efficiency and least effort (Al-Sawy, 1999). The strategic management is a modern method where it means "a process by which the general administration can determine the long-term directions of the institution, as well as performance through careful evaluation, implementation, mission identification, business area, strategy development, implementation and evaluation (Abu Qahf, 1999).

### **Previous studies:**

The study KAMPER (2016), aims at identifying the trends of educational governance in Libyan public universities by reviewing the relevant literature and researches which discuss some aspects related to the quality of performance, independence, and transparency. Participation and accountability, and the study found that the reality in the Libyan public universities reflects shortcomings in terms of quality of performance. The laws and regulations regulating the work of these universities do not enhance their autonomy in the administrative, financial and scientific decisions. These universities suffer from poor communication and transparency, lack of mechanisms to enhance participation with the concerned parties, and a low level of accountability. , Led to the .decline and deterioration of Libyan university education without accountability of those responsible.

The Study of Burgan and Al-Qurashi (2012) The aim of the study was to increase knowledge of the concept of - governance in general and university governance in particular and to identify the role of applying universities' governance in facing the current challenges facing them. Higher education institutions in the Arab world can not be confronted by traditional methods. Good governance at universities facilitates rational and transparent .decisions and leads to efficiency and efficiency at the functional level.

The study of the strategic plan of the University of Benha (2012 - 2022). The study showed the following: - Number of Faculties (15), College, Number of Departments (144), Number of Study Programs 115, Diploma Programs 263, The number of students at the undergraduate level (104227), the number of foreign students (4648), the number of faculty members (1638) and the number of administrators (3158). The strategic plan also aims at the University's interest in developing to meet the requirements of the labor market, gaining the trust of the community, ensuring the quality of institutional performance, sustainable development and development of ,financial resources, increasing the university's capacity.

The Strategic Plan of Al-Alok University, University of Damanhour (2012-2016), the College consists of six - scientific sections (Mathematics, Physics, Chemistry, Zoology, Plant, Geology), the number of undergraduate students (809) , The percentage of faculty members for the college students (1: 17), the number of employees (100) and the number of scholarships abroad (4), the building of the Faculty of Science contains two stadiums and five halls, and there are 64 faculty in the college. Promoting and developing teaching and learning, activating graduate programs, and developing scientific research and development of services Community based, and to strengthen the administrative and organizational capacity and development so as to achieve the vision and mission of the college, and self-development resources and to obtain academic accreditation The study aimed to identify the reality of strategic management in the Palestinian universities in the governorates of Gaza and ways to develop them and the difference based on this reality. The researcher used his descriptive approach in the

study of the Palestinian universities. (88) of the heads of the academic departments in the Palestinian universities in the governorates of Gaza (Islamic University, Al-Azhar University, Al-Aqsa University), and the study reached several results, the most important: environmental analysis whether the internal environment or the (68%), the overall degree in the practice of strategic management operations (70%), and the interest of the university administration in resources (70% -71%). (77.6%), organizational culture, administrative systems and patterns (68.1%), to 71.1%.

The study aims to identify the reality of strategic management in the Ministry of Education and build the model for its development, and identify the obstacles that prevent the implementation of strategic management and possible solutions to address and avoid those The study found the following results: 30.4% of senior management believe that the concept of strategic management means "drawing the future direction of the ministry and showing its long-term goals." 5.1% of the senior management considered that the concept of strategic management means "the processes that transform the senior management into strategic decisions directed at the future, and the existence of cooperation in the degrees of the senior management practice of the .strategic management in the ministry.

Bashewa (2007) titled "Making Educational Policies and Strategies in the Arab World" (Case Study). The - research identifies the horizons of the scientific pillars based on the outputs of the specific and predictive models of the educational policy industry and its strategy as a necessity to provide the intellectual and informational tools that help to build and manage higher education in the Arab world and guide the administrative paths resulting from the results of the planning chaos. The research aims to establish a set of principles, Planning The ability to succeed and contribute to decision-making. The study aimed to achieve operations as an accredited direction to determine trends according to strategic planning and attention to the objectives and alternatives .available from cost analysis, P objective criteria for a trade-off.

The study of Abu Naba'a (2004) The study aimed to explain the concept of modern marketing and application - in American universities and answer the question on whether universities in developing countries need to apply this concept, the study showed that American universities were working within the concept of sale during the sixties, The reduction of government aid and public support has led to the realization of the importance of marketing, better understanding of students' needs and service delivery through the adoption of the concept of marketing, and that the concept of shopping in higher education aims to identify the needs of customers (disciplines required by students and society) The study concluded that the concept of modern marketing should .be adopted in Jordanian and Arab universities for the development of higher education.

The study of the Crusades (2002) The aim of this study was entitled "The reality of the services of Al Quds - University in the West Bank." The results of the study indicate that Al-Quds University does not follow the .modern marketing philosophy in the fields of developing, distributing and promoting services.

Dajani (2006) entitled "The reality of strategic planning in the Islamic University in light of quality standards". - The study aimed to identify the reality of strategic planning in the Islamic University through the analysis of the strategic plan in light of the quality standards produced by the National Commission for Accreditation, Quality and Quality of Higher Education Institutions in Palestine. The researcher used the analytical descriptive approach and content analysis methodology. : The overall concept of strategic planning of the university .administration is very high, and 75.9% of the study community practice strategic planning.

Arfaj (2005) entitled "Higher Education in the Kingdom of Saudi Arabia: An Analytical Study from a Strategic - Perspective". The study aimed to analyze the reality of education in Saudi Arabia and evaluate its performance and make some recommendations using the theories of strategic management and modern administrative trends as a scientific reference. The researcher used the analytical method in his study. The researcher has reached a number of results, including: Higher education is urgently needed to change in order to cope with the large .resulting therefrom. There is a .changes in the environment and to seize opportunities and meet the challenges gap between the reality of higher education and aspirations.. There are several reasons for the strategic deviation

from us: rejection of new ideas and limited attention to the environment There are major forces that stand in the way of change..

Hussain (2001) entitled "Strategic Leadership and its Role in the Strategic Leadership of the Aden and Sana'a Universities in Yemen in Formulating the University Strategic Direction and Characteristics of the Role of Academic Strategic Leadership and Procedures and Formulating the Strategic Direction of the Universities." Objectives of the administrators of the University of Aden The most positive of it is the administrators of Sana'a University, the administration of the University of Aden are the most strategic guidance for the implementation of the strategic objectives of the University of Sana'a University administrators..

The study of rain and rain (2013) The study aimed to identify the concept of governance and the main pillars of their applications in organizations in general and universities in particular. By focusing on the governance axes that the university administration must achieve in its vision and mission at the Middle East University. The results of the study reached several results, including: Governance and its applications in the Jordanian universities represented by the Middle East University have an important role in improving the quality of graduates, and the focus and development of the reputation of the university is the axis of the most important impact among all the axes..

Swedish universities like other institutions in the world face the challenges of staying in the face of increasing competition, low student turnout, and universities should change their identity and image to differentiate themselves from competitors

### **Method and procedures .**

Methodology: The researcher used descriptive analytical method, which is the best and best method for such a study through monitoring, classification, analysis, arrangement of statistical data, organization and classification to answer the study questions..

The study community and its sample: This study is determined by the private University of Zaytuna University through the identification of the statistical, educational and administrative indicators of the university, its students, teachers and other indicators.

Study tool: The statistical data issued by the University of Zaytuna Jordan, especially the annual report issued by the university in 2015, as well as the strategic plan of the university (2012-2016) as well as the publications and statistics issued by the university.

### **Results.**

**First: The results of the study related to the first question: which stated the following: What are the university's goals and mission, goals and vision, philosophy and values?** The researcher found that the vision of the university is: to reach the university to a prominent place locally and regionally in its programs and research activities, and the criteria for the adoption of global quality assurance. The mission of the university is to improve the level of university education, to provide the local and regional market with specialized cadres, qualified expertise capable of development, creativity and effective trained leadership, and to keep abreast of scientific, research and knowledge the technological development in order to enhance the university's achievements and to serve the local community in order to create a fertile and attractive scientific environment. continuous learning, fairness in evaluation, sincerity, integrity, leadership, They are: national integration, innovation and teamwork. The objectives of the university are summarized as follows: Community and scientific progress, build capable and qualified experiences, prepare students and encourage them to learn, excel, research and scientific production of the team, promote learning and e-learning, and move towards the regional community in its renewed culture.

**Second: The results of the study on the second question, which reads as follows: What are the statistical scientific research and indicators in the field of students and faculty members, study programs, community service?** The researcher reached the following results.: The university was founded on 6/9/1993. The first group was received at the beginning of the year 1993/94. The first group was graduated on 10/7/1997. The university is accredited, with a general and general capacity of (10000) students. He is also active in many Arab, international and Islamic academic federations, including the Union of Arab Universities, the League of Arab Private Universities, the Federation of Islamic Universities, the International Federation of Universities, the European Union of Arab Universities and the Turkish Arab Universities Group. The university has 7 faculties, 36 academic specialties, 2.8 undergraduate programs, 8 master's programs, 19 universities, and 25413 graduates by the end of 2015. Of the master's degree students. The number of students was 7701 students, 210 of whom studied in master's programs and 1477 were non-Jordanians, 19.4% of them were studying in master's programs, The university has 328 faculty members of different academic levels. and 555 employees in the administrative departments. The university has seven faculties and includes (28) specialized (8) specializations in the master's degree. The number of subjects in the plan, which includes e-learning 31, 19%, and the number of students separated by 120 students, was 1.5%. The percentage of expenditure on scientific research was 5% The research was supported in 20 refereed scientific journals. Participation in local and foreign conferences was 71 and 28 scholarships were sent for the doctoral stage. And there are (17) continue their studies, the number of agreements signed by the university locally and with Arab universities (18) an agreement with Du For Malaysia, Egypt, Germany, America, China (66%), male (88%), female students (66%), female professors (17%), assistant professors (52%) and teachers (23% The highest number of university graduates from the Faculty of Economics and Administrative Sciences (9896) and the lowest from the College of Engineering (177). The percentage of those who default in school dropped by 25% in 2014 to 31%. Free Medical Days (Saturdays) 2014 (48), number of patients treated (6977) in 2015, and number of free courses (109) in 2015. The number of registered members of the Tres registered at the base Alb (82%), the number of promotions from the rank of assistant professor to the participant (11), the rank of participant to professor (3), the percentage of students using electronic payment and registration (70%), the number of scholarships granted to students (207) ), The number of cases of university violence (23), the expansion of buildings (570), the number of theaters and meeting rooms (3), the number of activities to serve the local community (8), the number of increase in engineering specialties reached 16.7% Colleges of Engineering and Technology in 2015 by 42.4%, and decreased in faculties of Arts by 14.8%, the number of faculty of students in scientific colleges (1:20), and in Faculties of Humanities (1:22), the University obtained the first degree in administrative sciences between public and private universities. The number of students has been reduced to (2194669) dinars, representing 10% of the budget of the University of Finance, and support was provided to outstanding academic students. The number of students was 199 students with a financial value of 4934205. The faculty members are distributed according to the faculty: Science and Information Technology (69) The College of Pharmacy (38), the Faculty of Nursing (16), the Faculty of Arts (72), the Faculty of Economics and Administrative Sciences (78), the Faculty of Law (11) and the Faculty of Engineering (44). ), Faculty of Engineering (1), Faculty of Arts (4), Faculty of Economics and Administrative Sciences (6), (210), the University includes the following disciplines: Business Administration, Accounting, Finance and Banking, Marketing, Tourism Management, Management Information Systems, Law, Mechanical Engineering, Energy Technology, English, Arabic, Translation, Mathematics, Computer Science, Computer Information Systems, Software Engineering, Multimedia Systems, Pharmacy, Pharmaceutical Sciences, Nursing, Computer Checks and Information Technology

**Third, the results of the study on the third question, which states: What are the achievements and indicators achieved by the university in 2015?** The researcher found that the most important achievements were the following: Preparing the policy document in accordance with the quality assurance standards issued by the accreditation body of higher education institutions, restructuring the university academically and administratively, and defining the tasks, responsibilities and job description. The establishment of a system of electronic control and control, the referral of the implementation of e-gates, the restructuring of the quality system at the university, the activation of the student assessment system electronically, the focus of efforts to obtain quality certificates from the accreditation body of higher education institutions, and periodic review of all study plans and all disciplines, And the establishment of new specializations in the Master's programs (nursing,

English law and literature), increasing the number of halls using smart boards by 5% To develop the process of computerization of the university's public accreditation, to develop the university's electronic site, to start the solar energy project at the university, to expand the green spaces allocated to the students and to establish a suitable place for the Deanship of Graduate Studies and Scientific Research. Scientific support within the university, and the support and rewards of publishing scientific research in scientific journals.

**Fourth: The results of the study on the fifth question, which stipulated the following: What are the suggestions and recommendations that the university seeks to develop the educational process at the private Zaytuna University in Jordan?** The researcher found out that the most important recommendations and future directions of Al Zaytoonah Private University are the following: • Disseminate the successful experience in some colleges in the university proficiency exam, review the study plans and the educational competencies and develop them to meet the needs and requirements of the labor market. Academic departments, and increasing scientific publishing in specialized scientific fields. And publishing scientific leaflets and distributing them to reduce student violence, smoking and drugs, and organizing visits to school students to visit the campus, in order to attract students, and benefit from agreements signed with Western universities, and the amendment of the regulations and instructions. The development of new master's specialties and expansion in applied education, and the rehabilitation of the role of the Office of Career Rehabilitation and follow-up graduates.

### **Recommendations and proposals**

At the end of the study, the researcher recommends the following:

- Study the needs of the Jordanian society and work to open new specialties, serving the community and keep pace with the labor market
- Link the University's strategy with the surrounding environmental conditions of the community, and take into account these conditions in the plans of the future university
- The university should have an insight into the future of the external environment, in order to take this into consideration in the process of shaping the future strategy
- .-To strengthen relations with local, Arab, Islamic and international universities
- Marketing the university abroad to bring students
- The university seeks to respond quickly to changing circumstances (the dynamics of the university
- Training and development of staff, and employment of members of the community
- Employing the local residents of the communities from the Masters and PhD holders, as they are few in the university, to improve the image of the university in the local communities, and thus send their students to study
- Involvement of the members of the local community in the Board of Trustees and the College in the future Councils
- To allocate a percentage of free university admission to the members of the local communities in the bachelor's, master's, and foreign scholarships. The focus is on holding professional courses for the unemployed to provide job opportunities for them
- Opening branches of the university in the Arab and Islamic countries, as well as the Muslim communities in the West. Work on transforming the university into a research, investment and production university.

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