

Higher Education

Private & Public Universities
National Competitiveness Team
Ministry of Planning

- **Background**
- **Diamond Hypothesis & Cluster Map**
- **Future Challenges**
- **Conclusions & Discussion**

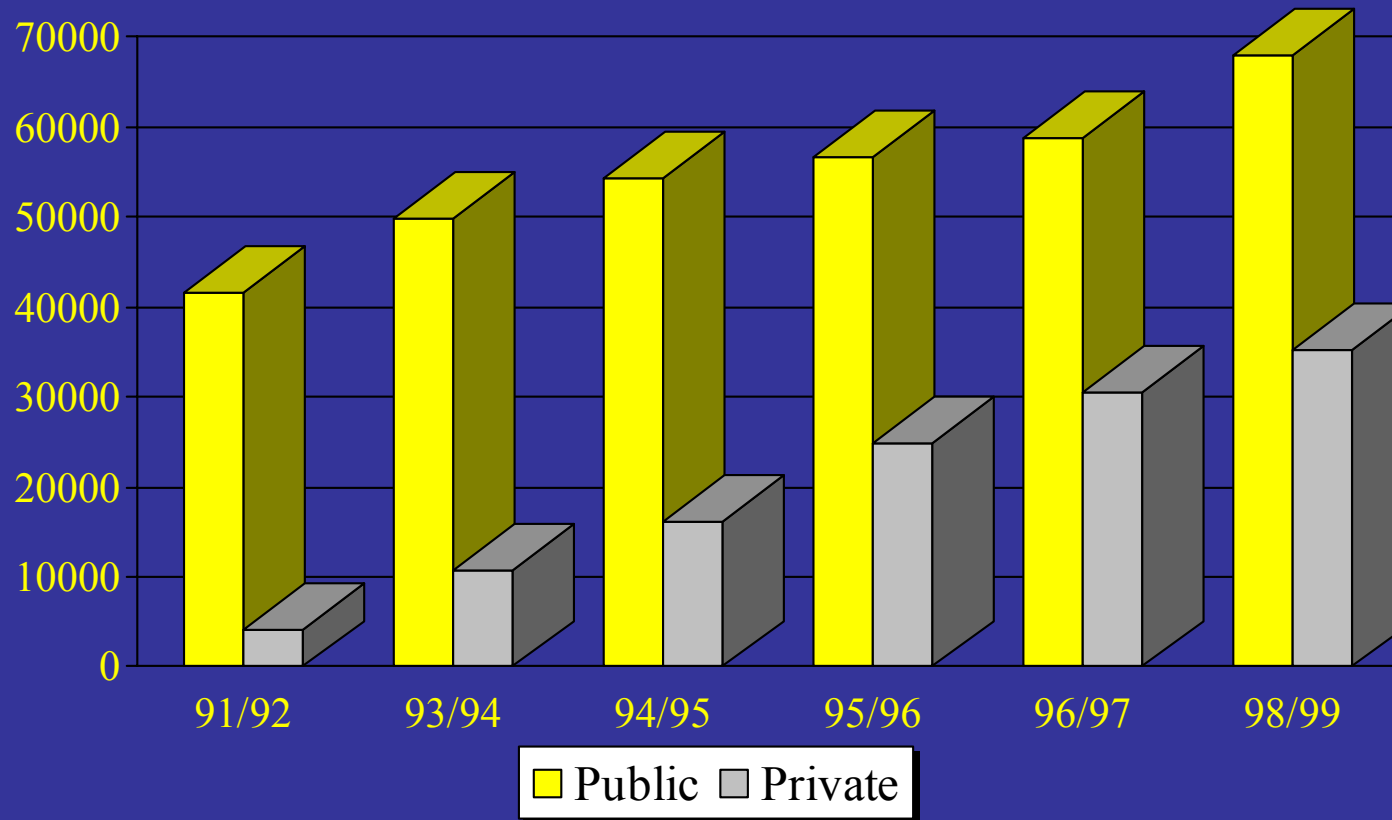
Higher Education System in Jordan

- It started in 1951 with a one-year post-secondary Teacher Training Institute.
- The First public university “University of Jordan” was established in 1962 with 167 students .
- The First private university “Amman Private University” was established in 1990 with 1324 students.



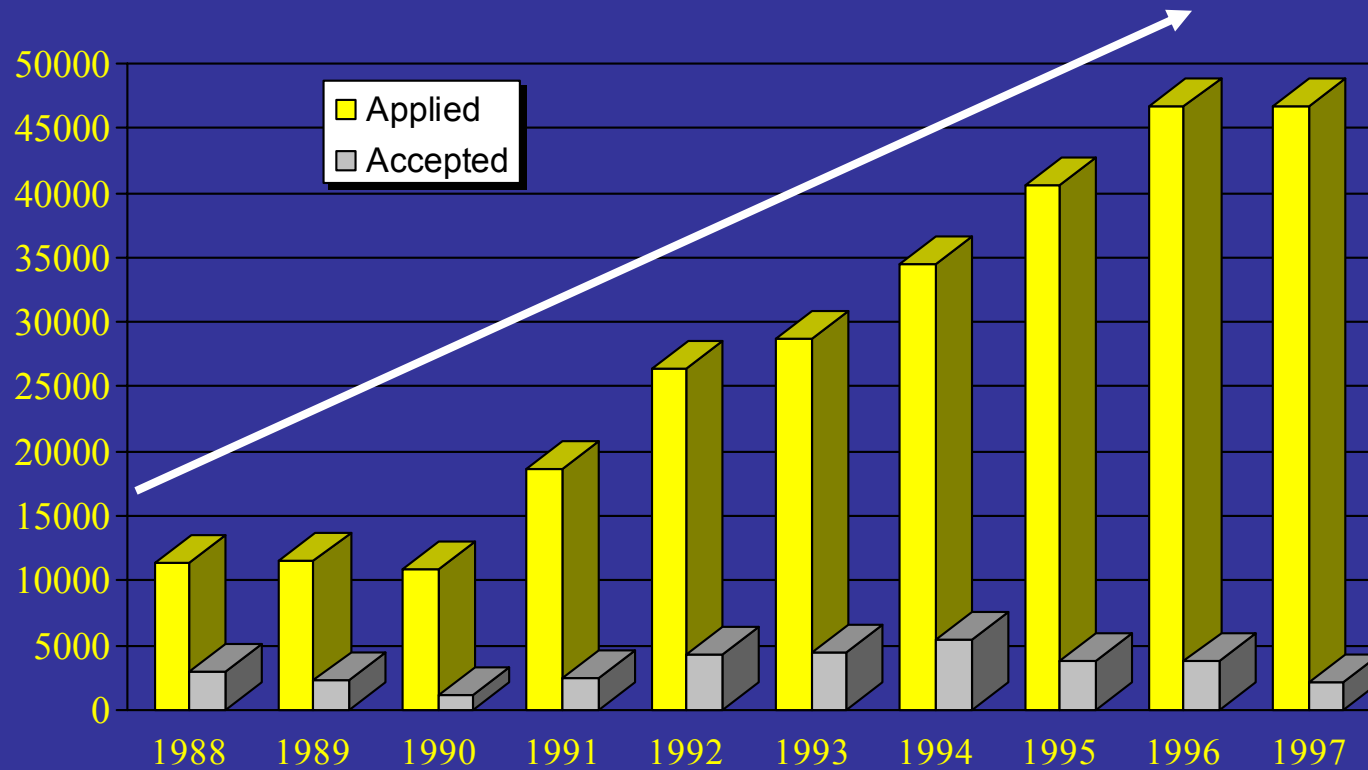
Since 1951, investments in Higher Education increased considerably

Number of Students at Public & Private Universities



When public universities were first established, their main aim was to provide the Jordanian public sector with qualified graduates.

Number of Graduates who Applied for Jobs and were Accepted in the Public Sector

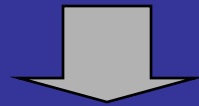


Sources : Civil Services Reports

Local Universities Graduates vs. Private Sector Needs

Most Jordanian universities graduates Lack:

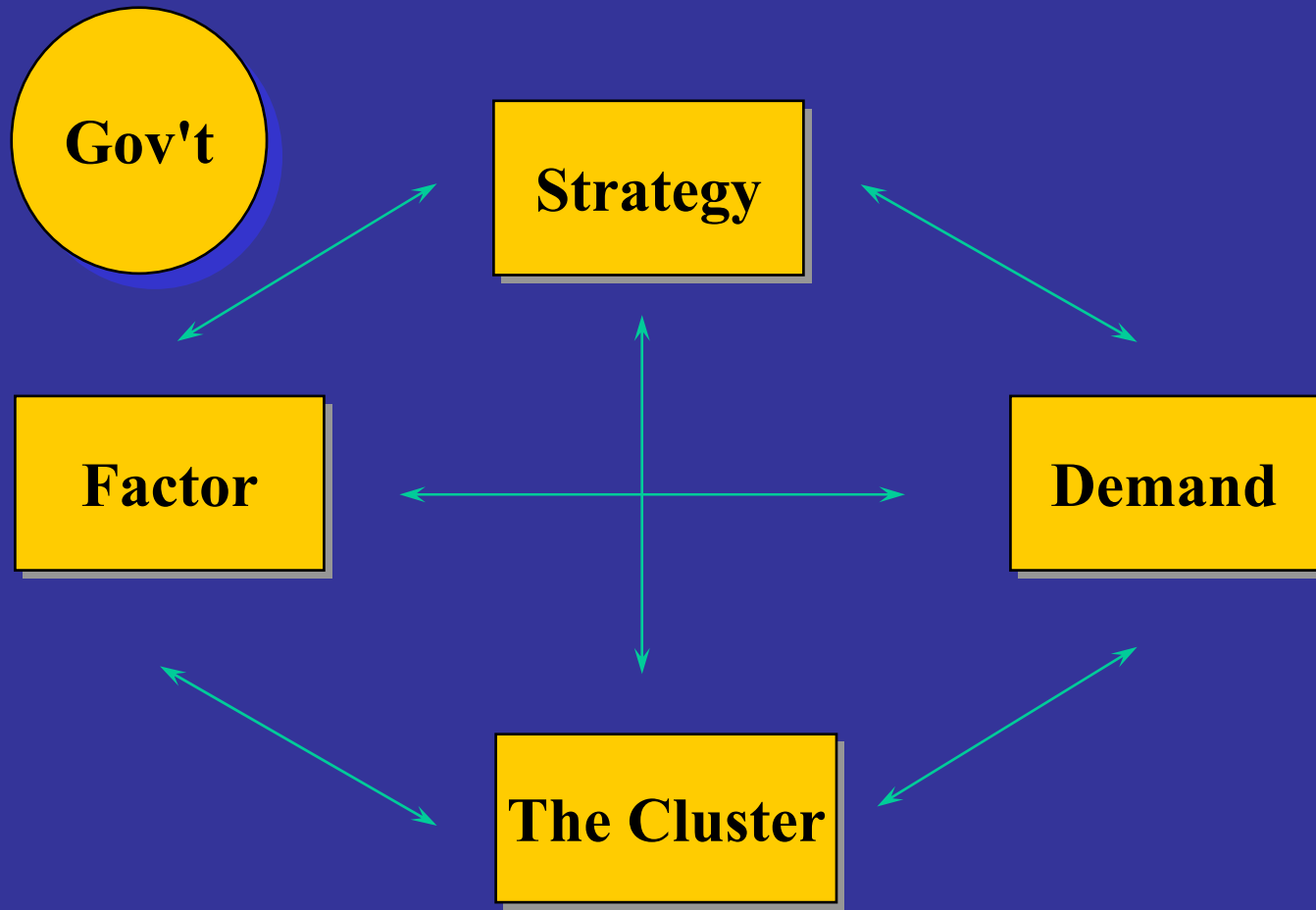
- Practical knowledge and analytical skills
- Up-to-date knowledge
- Efficient computer skills
- Strong language skills (especially English language)



“For certain vacancies, I prefer to hire Jordanian graduates from either the United States or United Kingdom”

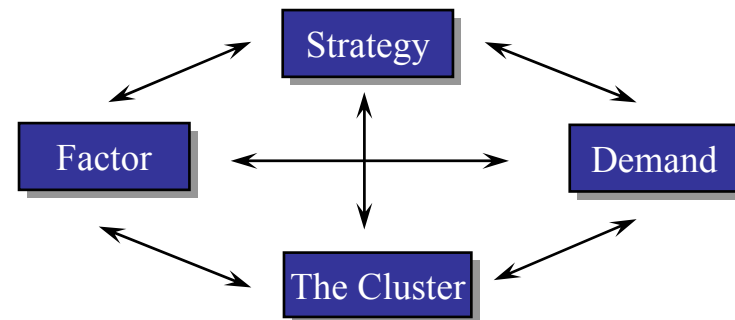
Private Bank manager

- **Background**
- **Diamond Hypothesis & Cluster Map**
- **Future Challenges**
- **Conclusions & Discussion**



Government

- + Recent government efforts in improving the education system
- +/- Gov't subsidies public universities
- Public Universities suffer budget deficit
- Gov't interfere in the process of accepting students in public universities.
- Higher education council lacks clear policy
- lack of university evaluation centers
- Tawjihi exam



Higher Education Council Lacks Clear Policies

Private universities in Jordan, in accordance to the Law of Higher Education, do not admit Jordanian students who have an average grade below 55%.

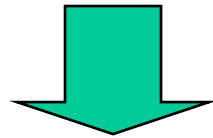
Also, Jordanian students with an average below 55%, who apply to foreign universities, are admitted and their degrees are acknowledged by the Higher Education Council.

However, non-Jordanian or Jordanian's that are holders of other nationalities, who have average below that level, are permitted to enroll.

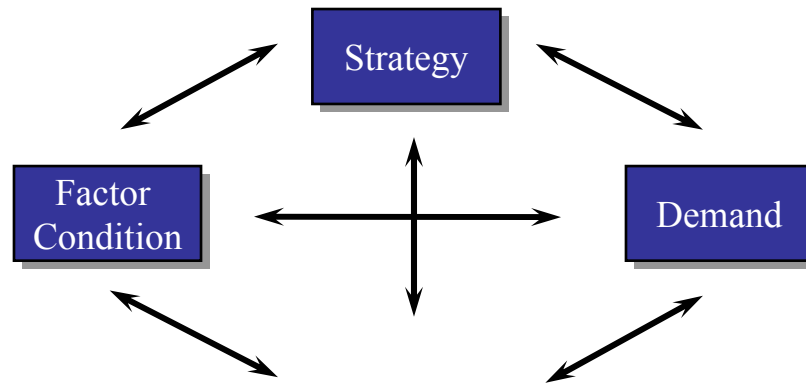
Jordanian Universities Evaluation Center

There is an urgent need to establish a Jordanian evaluation institute for local universities to rank universities according to:

- Percentage of students pursuing Ph.D. degrees,
- Job opportunities for recent graduates,
- University expenditure on R&D, and
- Successful and creative businessmen alumni.



Identifying top-ranking universities in the U.S. rely greatly on evaluation centers.



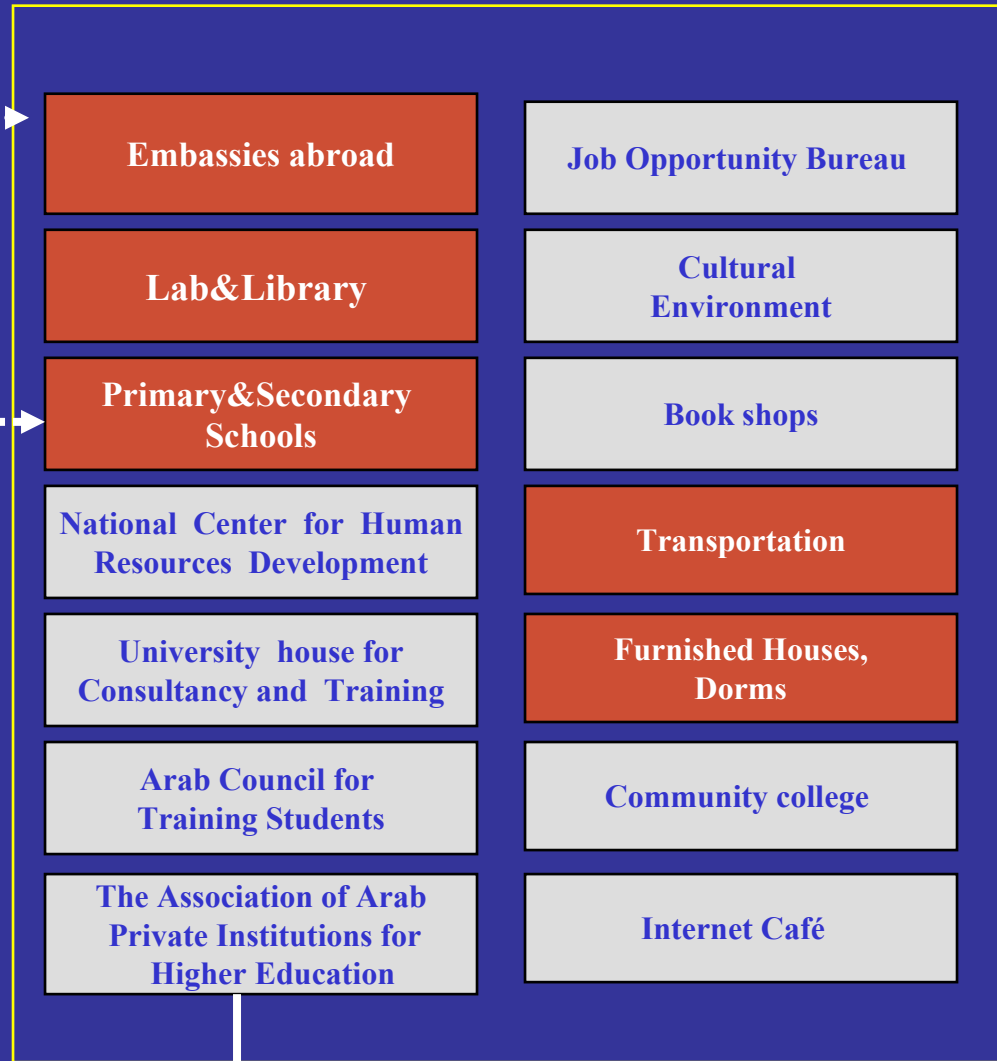
Supporting and Related Industries (The Cluster)

- + The Association of Arab Private Institutions for Higher Education
- + Arab Council for Training Students
- +/- Available facilities, transportation, restaurants, photocopying, hospitals, airlines, entertainment, housing, etc.
- +/- Primary & Secondary schools
- +/- Reputation of graduates from Jordanian universities
- + Lecturers in the Jordanian universities
- Weak role of Jordanian embassies abroad

Input

- Students
- Lecturers
- Capital
- Books
- Infras-
tructure

Related and supporting

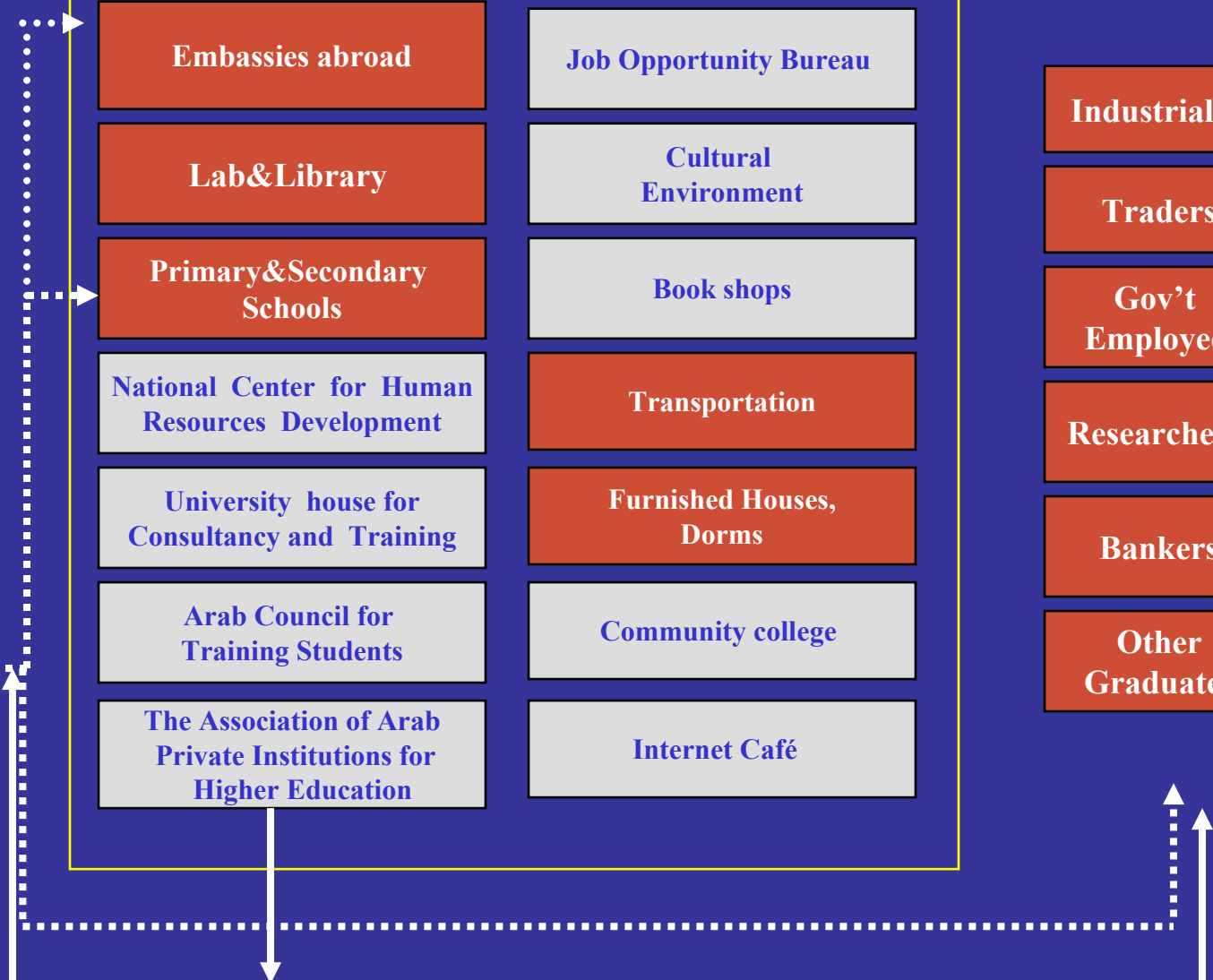


Output

- Industrialist
- Traders
- Gov't Employee
- Researchers
- Bankers
- Other Graduates

Process

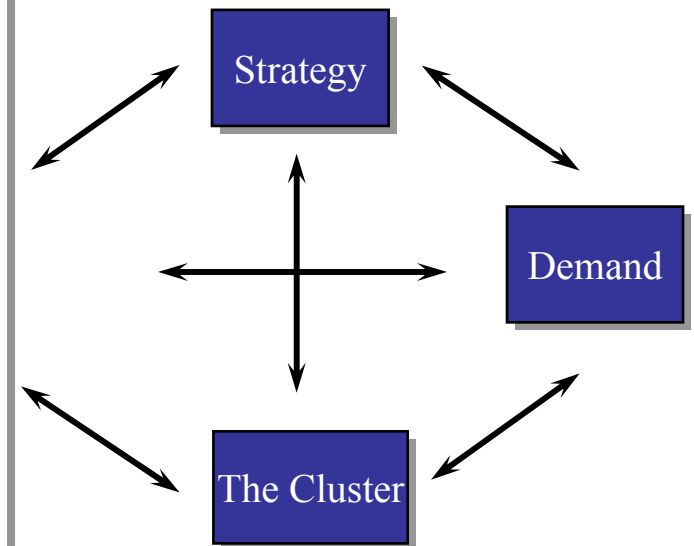
- Public Univ.
- Private Univ.
- Diplomatic Inst.
- Arab Academy for Banking..etc



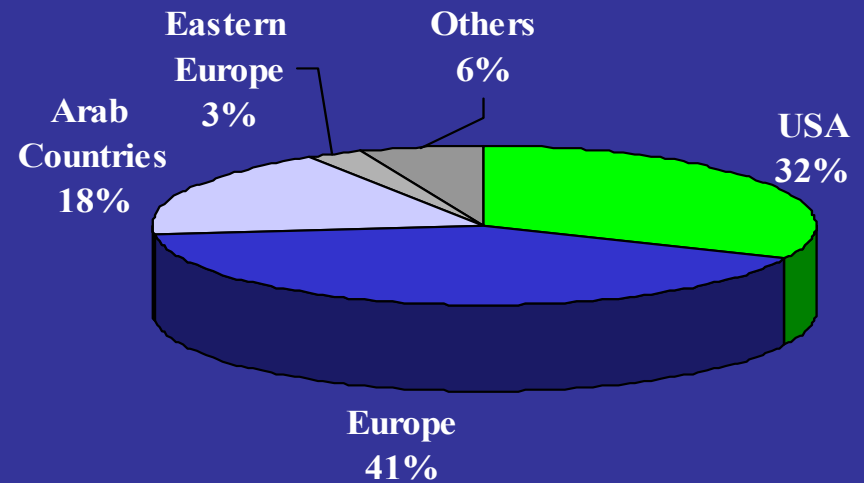
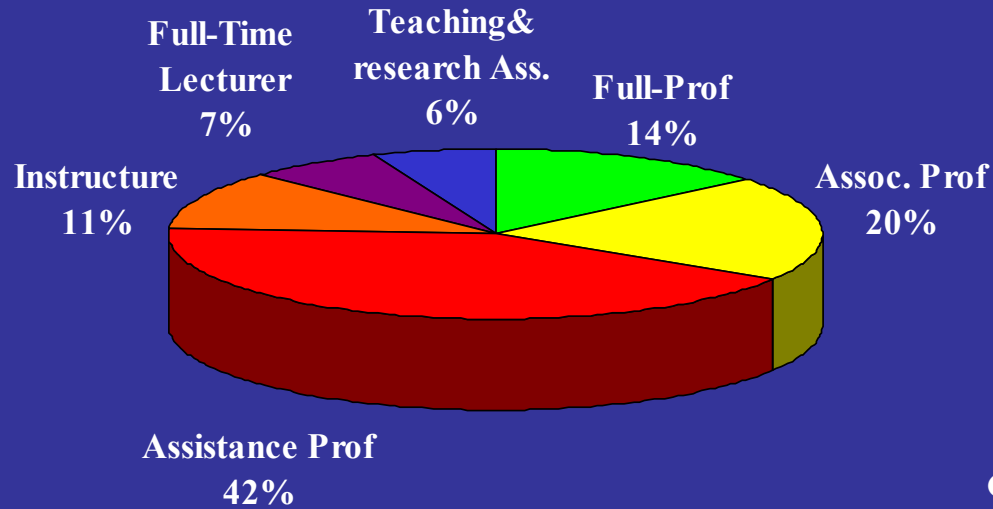
■ Room for improvement
 ■ Satisfactory
 — Strong
 ... Weak

Factor Conditions

- + High percentage of educated people
- + Professional lecturers
- + Investment in the construction of universities
- + Good climate (secure country and friendly citizens)
- + Affordable fees at universities
- Weak secondary output

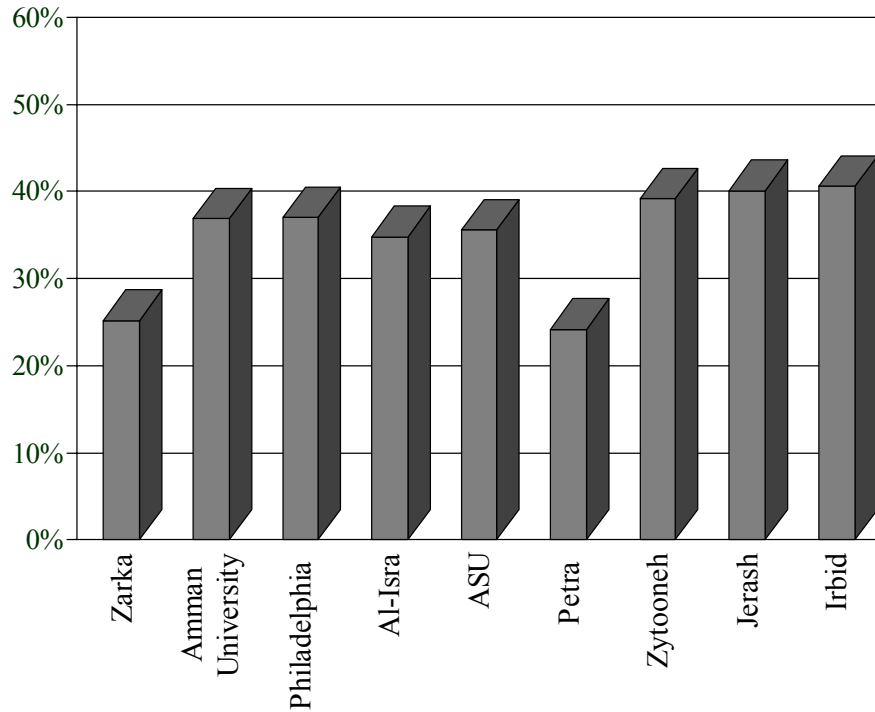


Distribution of the Academic Staff in Jordanian Universities by Academic Rank (1997/1998)

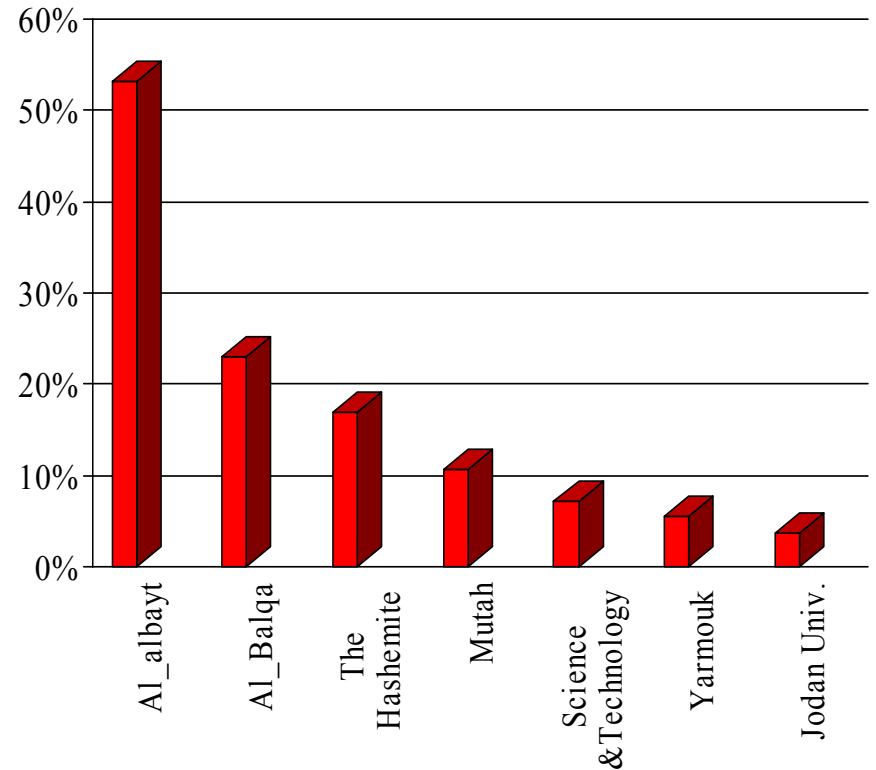


Distribution of the Foreign Teaching staff at Private & Public Universities

Private Universities

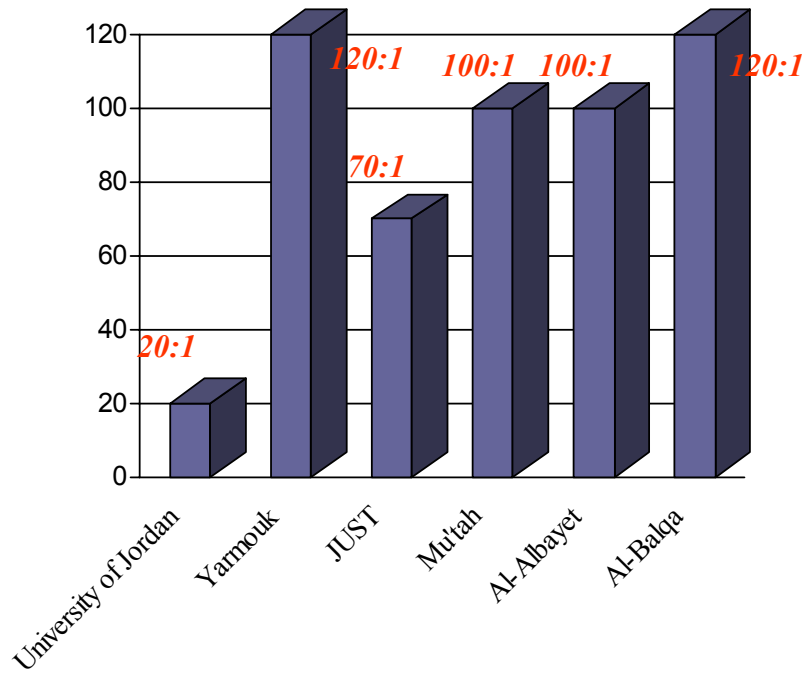


Public Universities

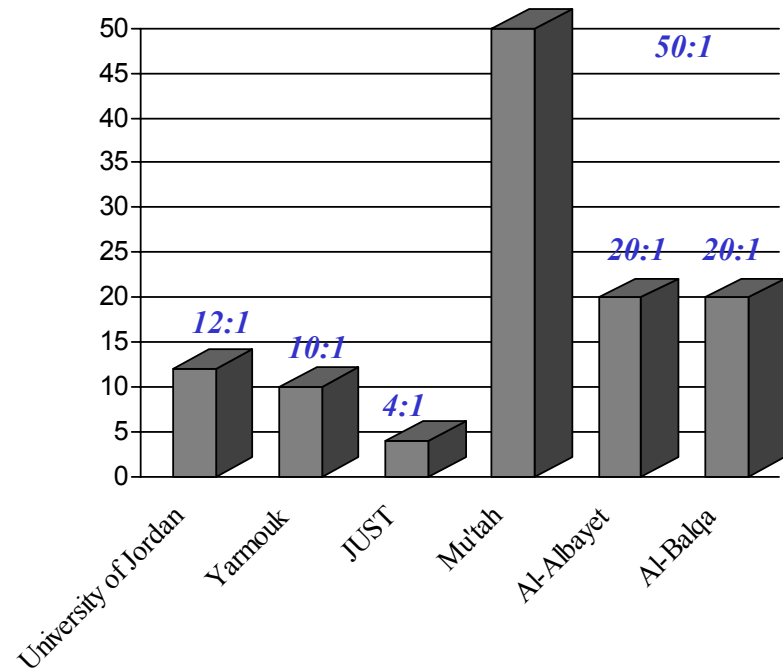


Computers

PC. per Student



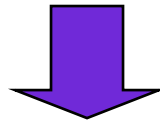
PC. per Teaching Staff



Incentives for Teaching Staff

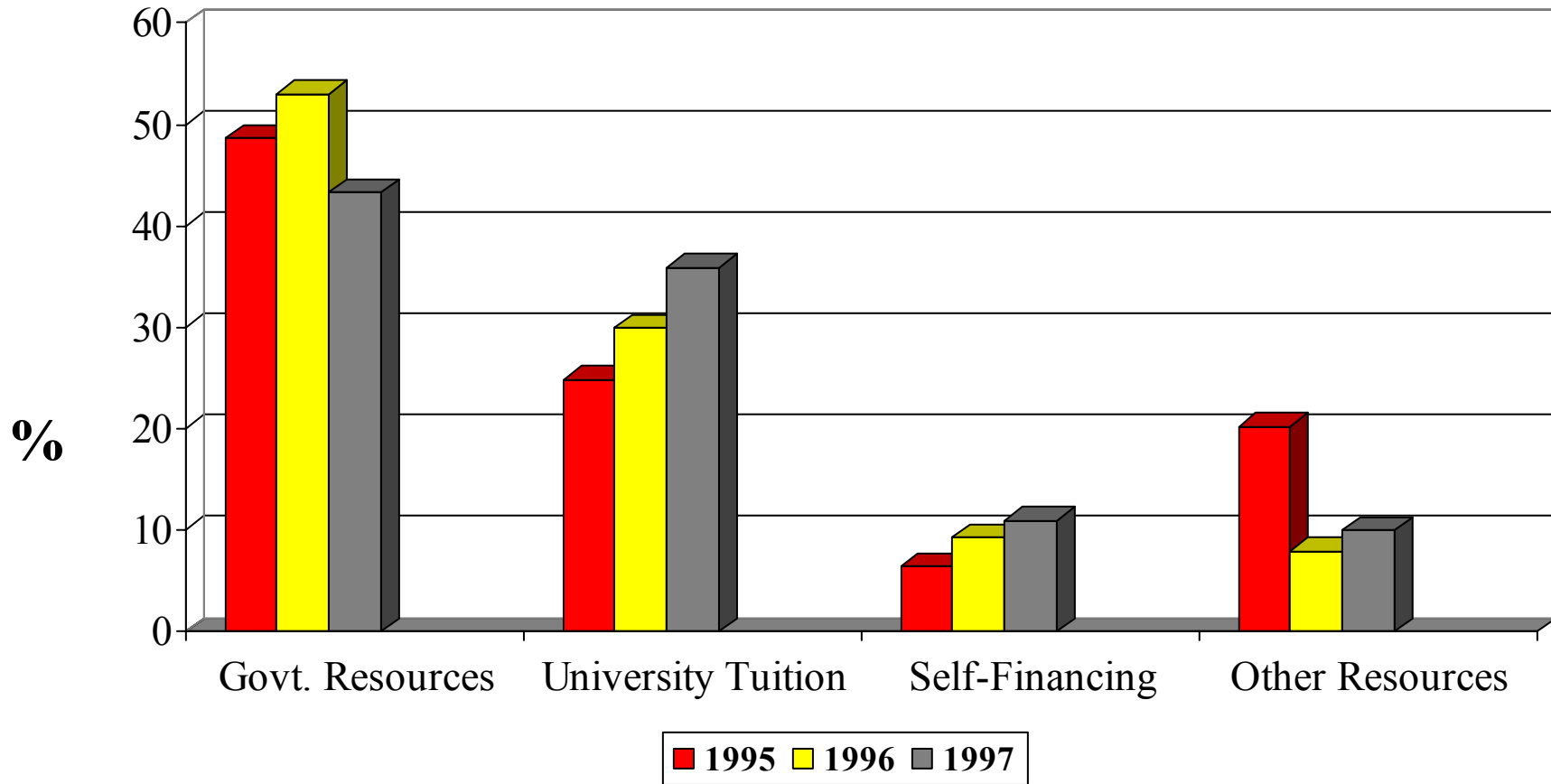
“Unfortunately, professors at Jordanian universities are only promoted according to the number of researches they conduct, and not on their abilities to link university students with private and public sectors needs”

University Professor



The long duration for each research to be published (2- 3 years) negatively effects the purpose of the research!!!!

Main Sources of Finance for Public Universities



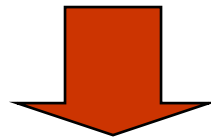
As total deficit estimated around US\$50 million, Universities should concentrate their efforts on developing other resources to enhance “self-financing”.

Parallel System

Definition:

A Parallel system is an alternative for students seeking higher education in public universities but were unfortunate in acquiring the necessary grades.

This allows students to register in public universities, but are required to pay the same amount of tuition fees similar to those of private universities.

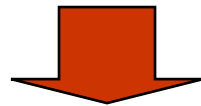


Other strategies can be used to reduce the deficit, such as investing in the vicinity of the universities.

Self-Financing

The Jordan University of Science & Technology (JUST) and the Hashemite University signed agreements with international investors to establish QIZ:

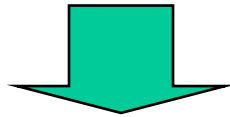
- The capital amounts to US\$135-200 million;
- Information Technology Parks will be established;
- Mutual benefit for students, staff, labs, companies;
- Priority to employ the University students.



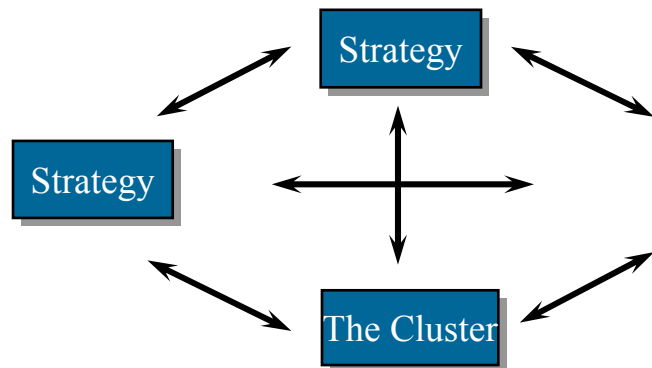
Such projects are extremely beneficial to secure financial resources and improve the educational system.

Linkages between Universities & Labor Market Needs

- Identify needs of labor market.
- Encourage R&D.



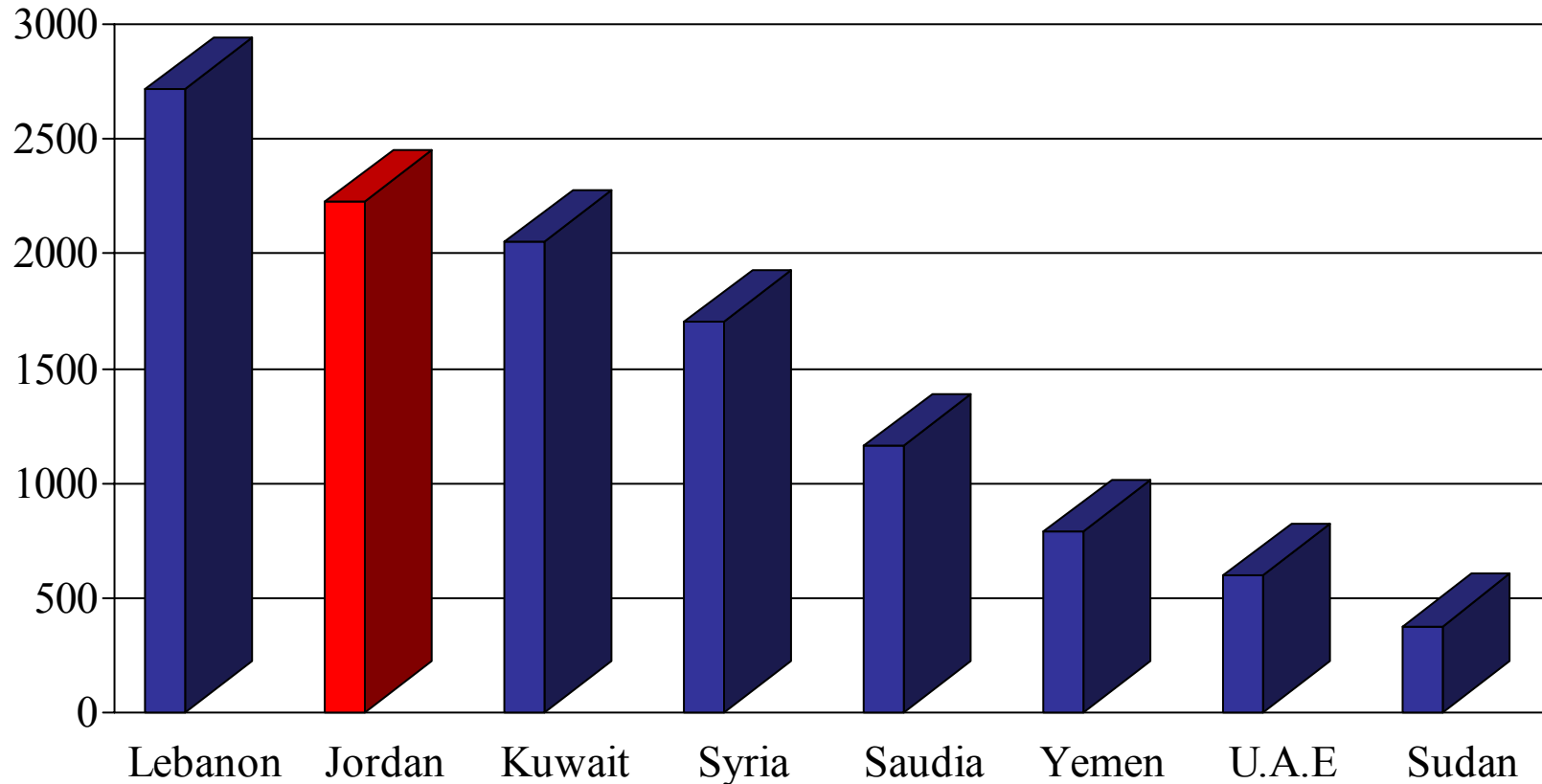
- 📄 Improve the relevance of courses and programs to labor market;
- 📄 Improve the source of data on labor trends;
- 📄 Offer opportunities to improve quality of teaching;
- 📄 Offer opportunities to generate new income sources.



Demand Conditions

- +High local demand on Jordanian universities
- +/- Most foreign demand is on the University of Jordan
- Lack of knowledge surrounding labor market demand
- 70% of specialization is chosen by families on behalf of their children

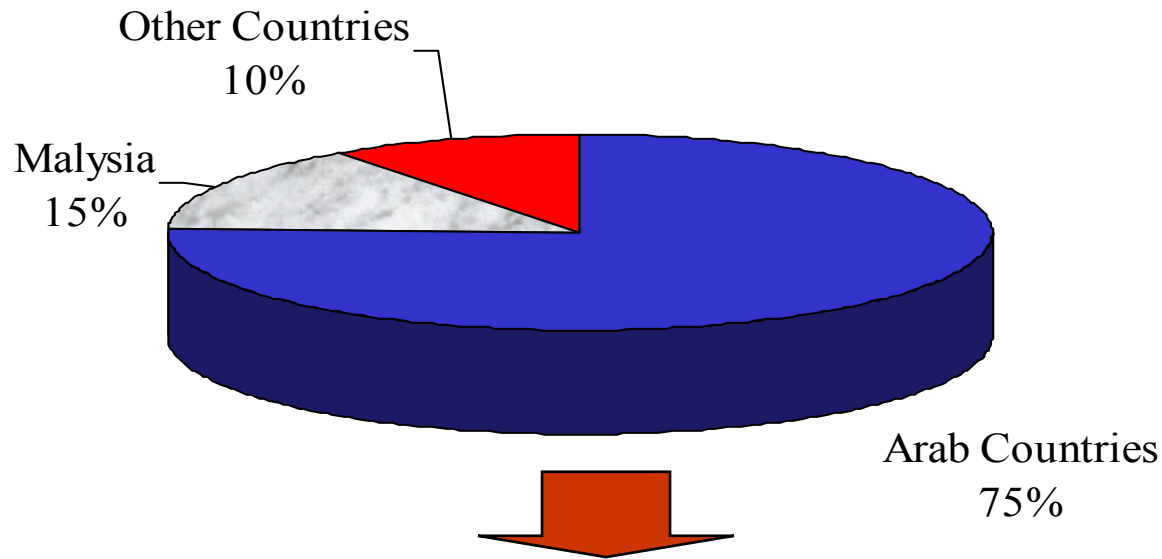
Ratio of Enrollment Per 100 Thousands in Higher Education



In Jordan, demand for higher education is relatively high

Total Number of Foreign Students in Jordan

Foreign Students in Jordan account to nearly 11.5% of total number of students (11176):



The average expenditure for a student from the Gulf per month is US\$1100, in addition to the tuition fees that are five times more than those of Jordanian students.

**We have students
from 59 Countries**

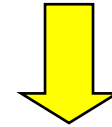
Missed Opportunity

**Total Number of Students
from Yemen, Malaysia,
Oman, U.A.E, Brunei

= 3462**

**Total Expenditure / Year
US\$ 15 million**

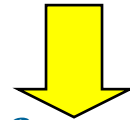
**If there is a strategy to increase total
number of students by four times then,**



**After implementing
the new strategy
of students

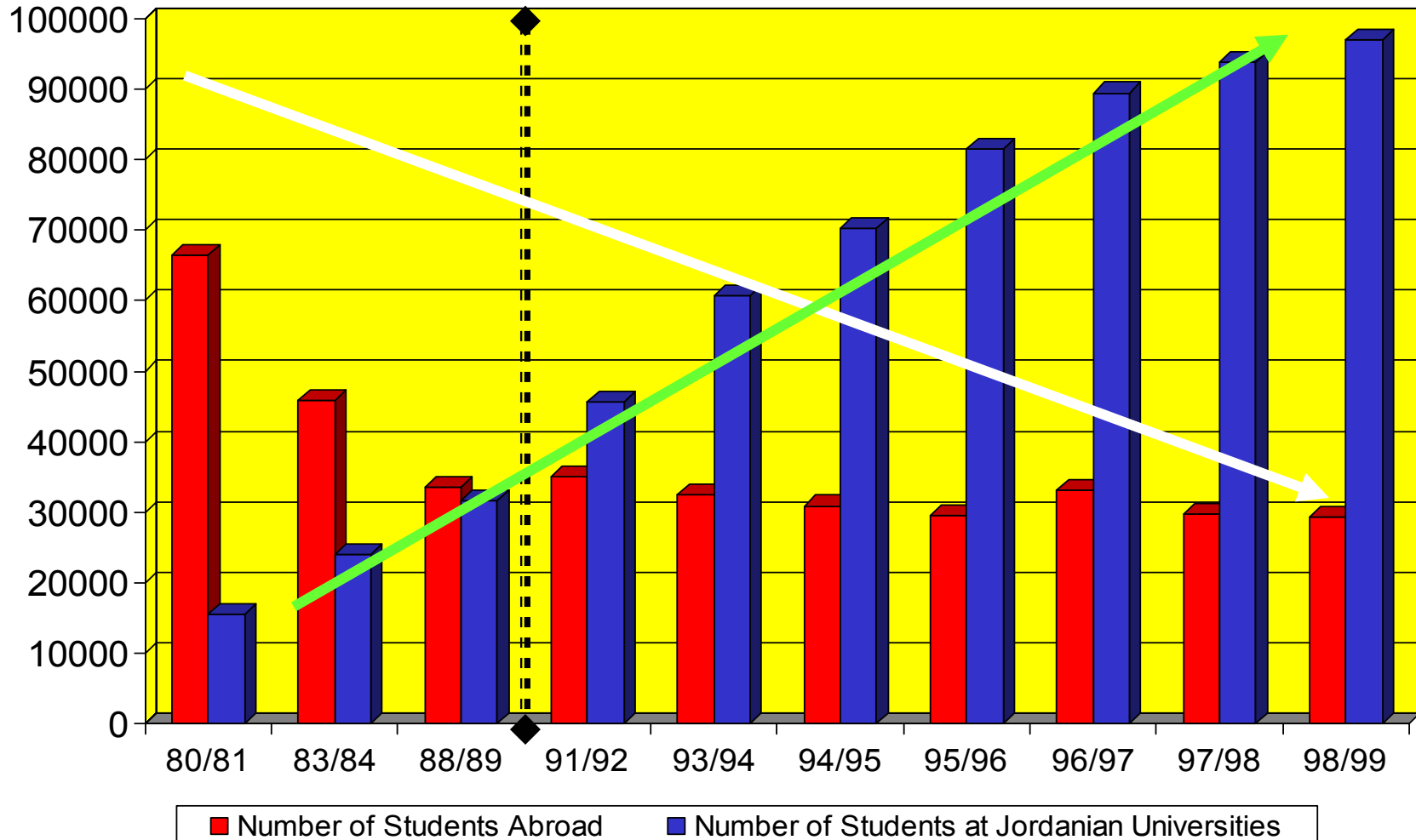
= 13848**

**Total Expenditure / Year
US\$ 60 million**



**This total expenditure is only for students studying in Jordan
and it does not include the total expenditure of their families
while visiting Jordan**

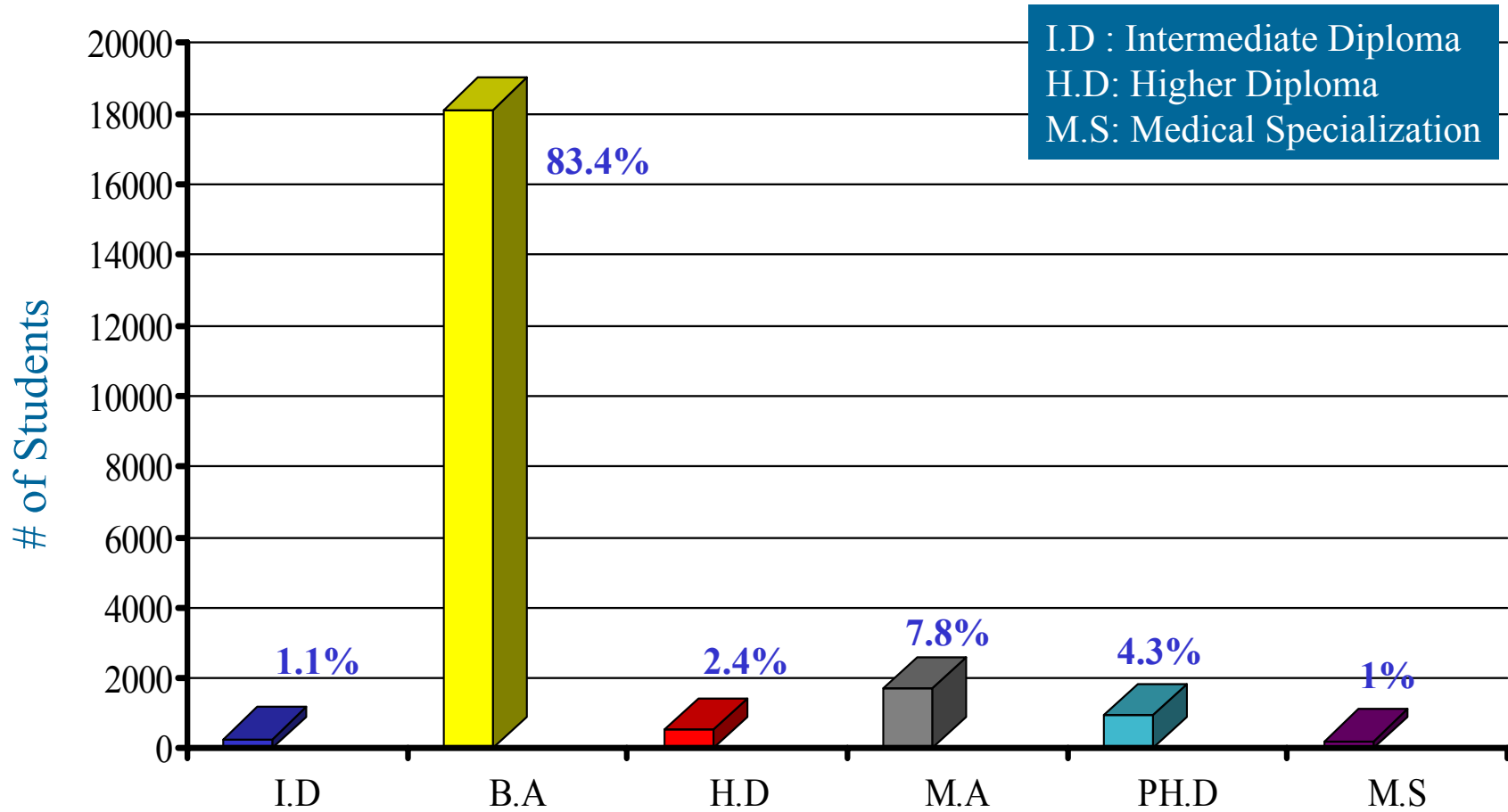
Comparison between Jordanian students studying abroad and those studying at Jordanian Universities



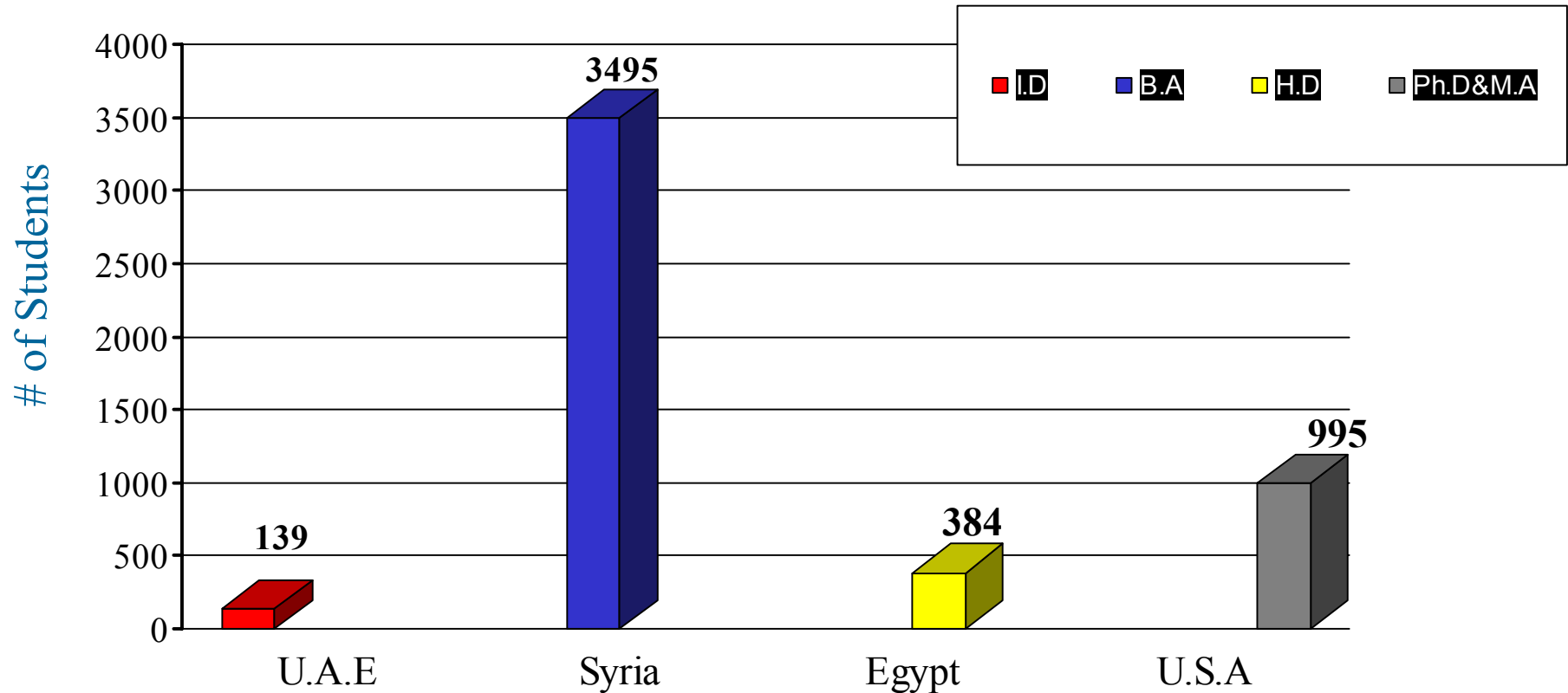
After the year 1990, number of students studying in Jordan increased due to:

- Gulf War
- Opening of Private Universities
- Devaluation of the Jordanian Dinar

Jordanian Students Abroad by Degree 1997-1998

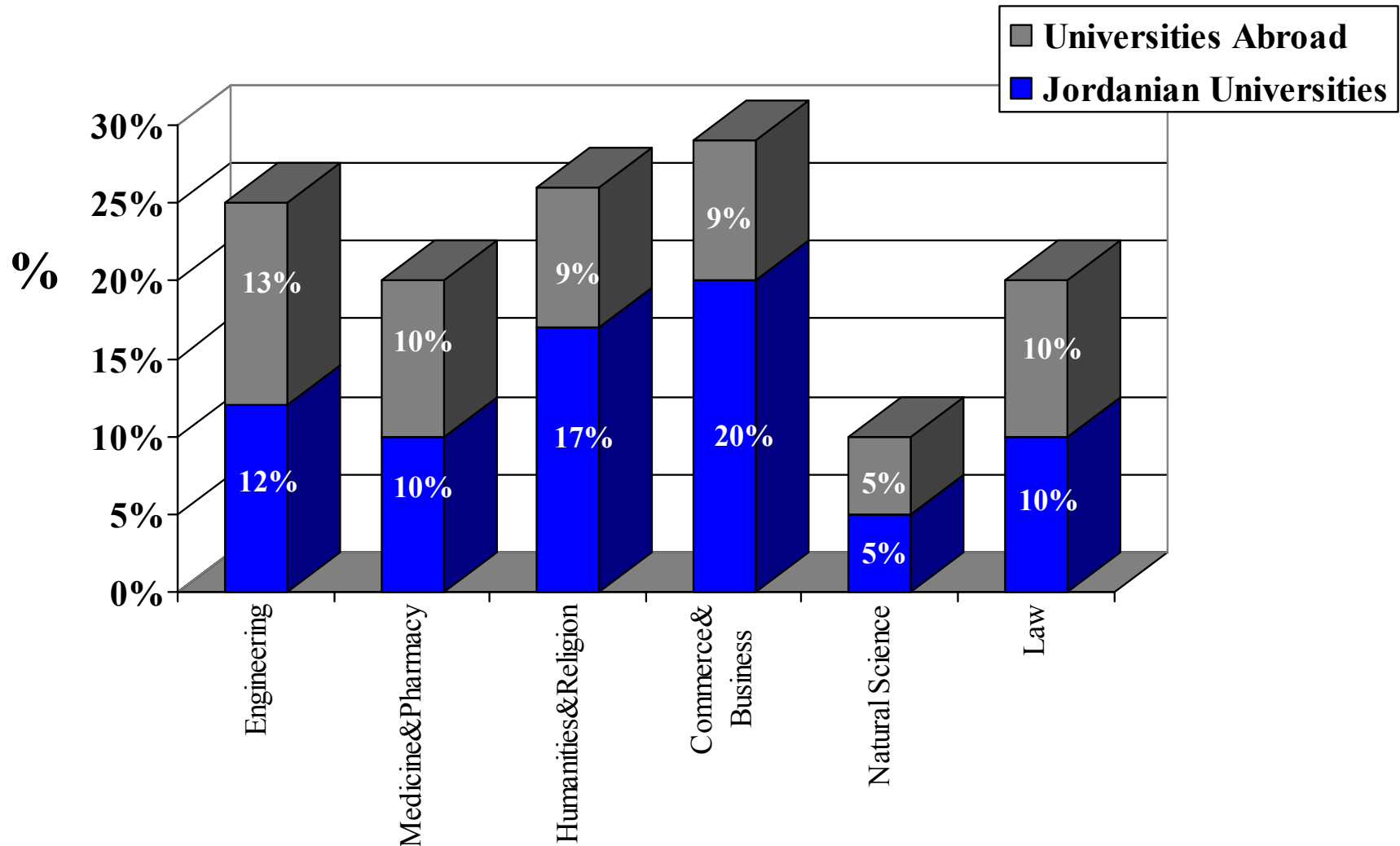


Jordanian Students Abroad by Country 1997-1998



There are no tuition fees at Syrian universities and the cost of living in Syria is about US\$ 150 per month, which is cheaper compared to Jordan.

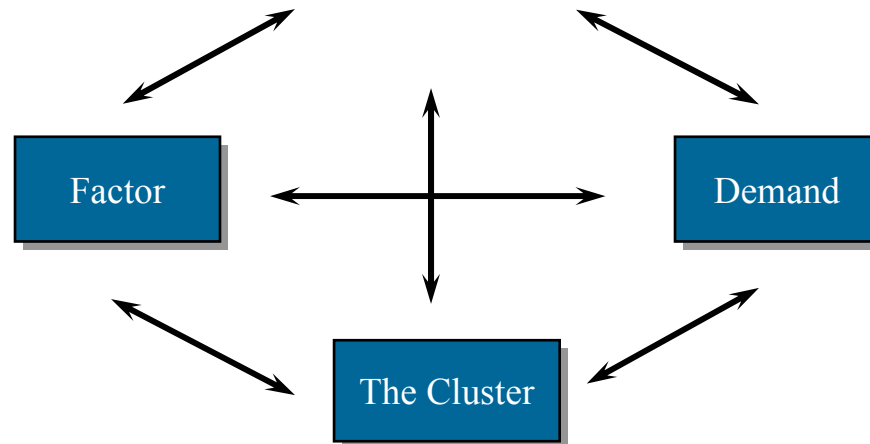
Percentage of Students according to Specialization at Jordanian Universities & Abroad



Specialization is chosen by families on behalf of their children

Strategy, Structure and Rivalry

- + Attract highly qualified lecturers
- +/-Create linkage between labor market and universities
- +/-Accept huge numbers of students every year
- +/-Reduce all kinds of expenditures
- +/-Specialization in Jordanian Universities
- Lack of scholarship opportunities
- Lack of information about market needs
- Weak relations between universities and its alumni

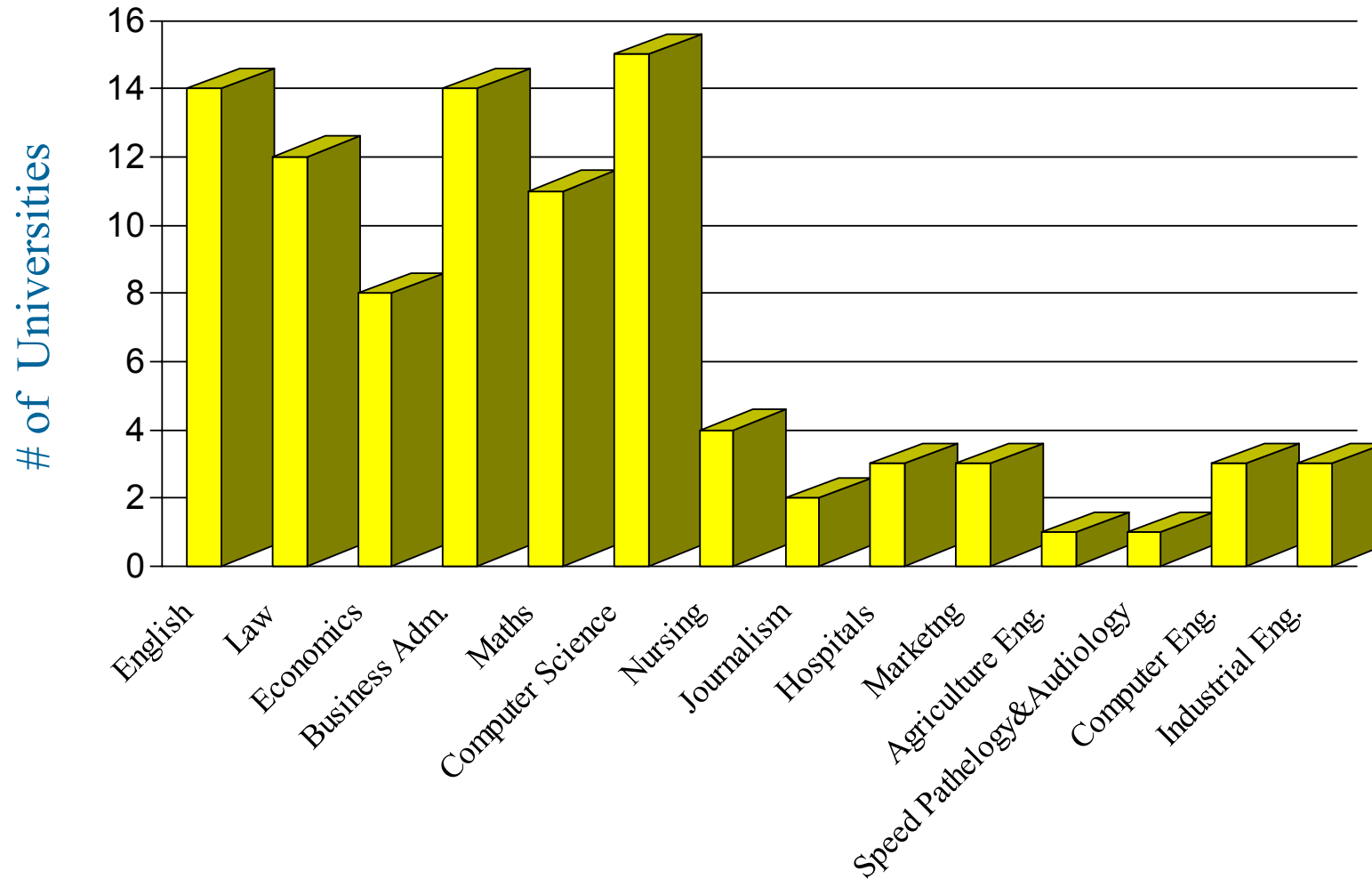


Vision

“The main point of this comprehensive initiatives is not solely focused on introducing information technology to students, but more importantly, the end goal remains enhancing the countries human resources to equip Jordan with the necessary skills needed to compete on a global scale”

Her Majesty Queen Rania Al-Abdullah

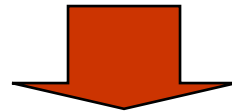
Areas of Discipline at Private & Public Universities



Graduating job creators not job seekers

How to Graduate a Job Creator not a Job Seeker?

- Encourage students to think independently;
- Enhance coordination among schools and universities for students to become more acquainted with the different specializations and hence choose freely;
- Students at Jordanian Universities have different capabilities but lack the mechanism to enhance and utilize their capabilities.



“A U.S.A Jordanian engineer graduate has a patent in telecommunications”

Potential Specialties

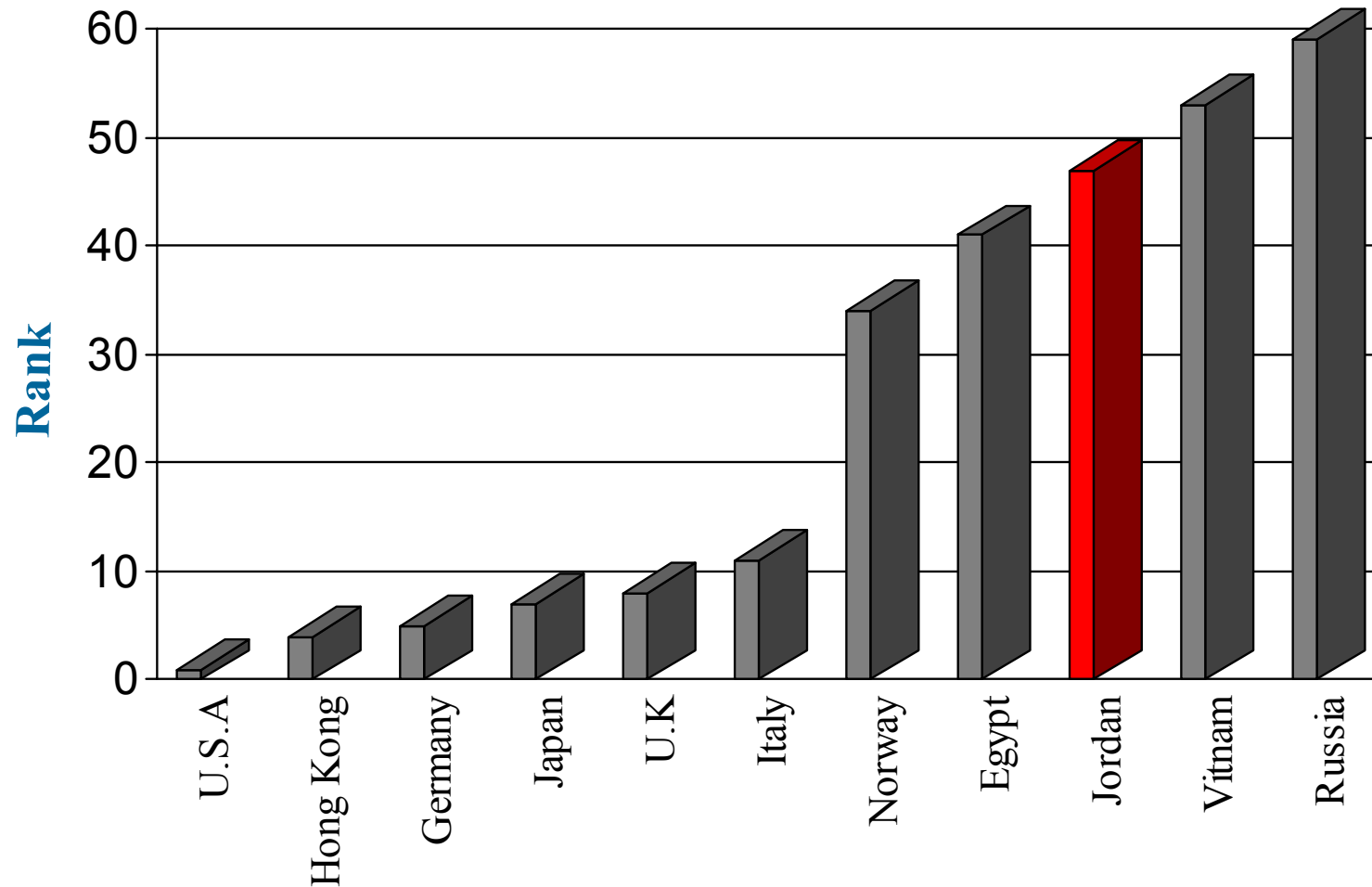
Nowadays, high demand on **Nursing** at both local and regional levels is expanding. The demand is also expected to increase due to three major factors:

- 1- The increasing number of private hospitals operating in Jordan.
- 2- The opening of King Abdullah Hospital which is expected to employ more than 1,000 nurses.
- 3- The expansion in the health services provided in the Gulf countries (more incentives than the local market).



“The demand on nursing graduates is expected to increase in the coming ten years”

As For Marketing: International Comparison in Marketing Skills, 1999



Out of fifty nine countries, Jordan ranks forty seven.

Initiating New Specialties

“We do not have enough money to cover our expenditures”

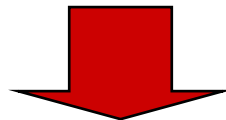
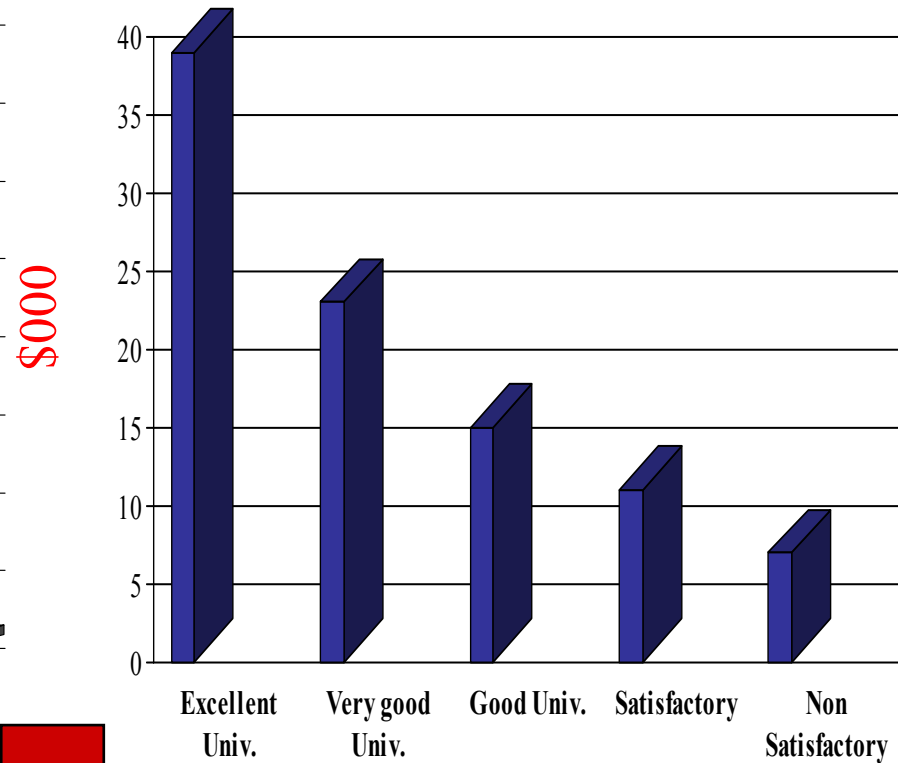
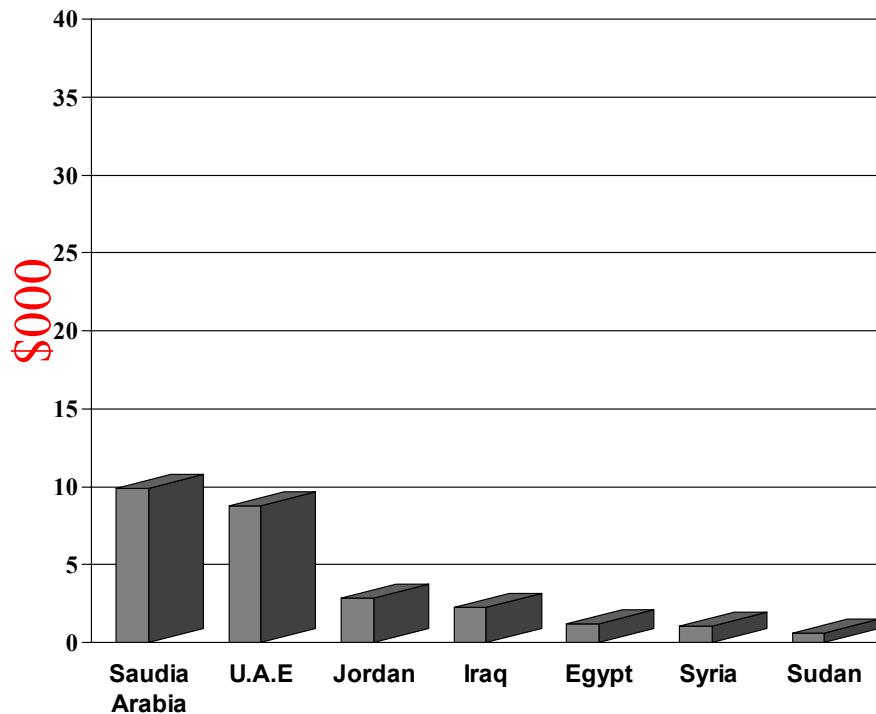
Public University

“The Higher Education Council does not allow private universities to initiate new specializations such as medicine, dentistry and postgraduate degrees. Yet, we have all the required abilities to introduce such specializations”

Private University

Future success stories should try to overcome this problem, through intensive efforts by all related parties.

Average Cost per Student in Arab and Industrial Countries



The average expenditure per student in public universities is below the expenditures required for a satisfactory level of education internationally.

Government

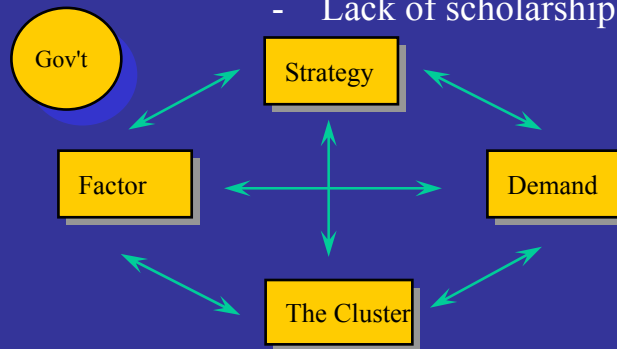
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Factor Conditions

- + High percentage of educated people
- +/- Professional lecturers
- + Investment in the construction of universities
- + Good climate (secure country and friendly citizens)
- + Reasonable fees at public universities
- Weak secondary output

Strategy, Structure and Rivalry

- + Attract highly qualified lecturers
- +/- Create appropriate linkages between labor market and universities
- +/- Accept huge numbers of students every year
- +/- Reduce all kinds of expenditures
- +/- Specialization in Jordanian Universities
- Lack of information about market needs
- Weak relations between universities and its alumni
- Weak investment activities (Huge dead space areas of land without any investment)
- Lack of scholarship opportunities



Demand Conditions

- + High local demand on Jordanian universities
- +/- Most foreign demand is on the University of Jordan
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- 70% of specialization is chosen by families on behalf of their children

Supporting and Related Industries (The Cluster)

- + The Association of Arab Private Institutions for Higher Education
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- +/- Available facilities , transport, restaurants, photocopying , hospitals, airlines, entertainment, housing, etc.
- +/- Primary & Secondary schools
- +/- Reputation of graduates from Jordanian universities
- + Lecturers in the Jordanian universities
- Weak role of Jordanian embassies abroad

- **Background**
- **Diamond Hypothesis & Cluster Map**
- **Future Challenges**
- **Conclusions & Discussion**

“We have made it a priority to address the challenges of meeting international standards in technology, education, and production in order to grasp the full benefits of globalization”

His Majesty King Abdullah II

Evaluation of Higher Education System according to International Standards

	Excellent	Very Good	Good	Satisfactory	Non Satisfactory
No. of Students/ Lecturers	5	8	16	21	More than 21 22.3
Ph.D holders/total teaching staff	98%	90%	85% 83%	75%	Less than 75%

Where's Jordan?

Public Universities

	Excellent	Very Good	Good	Satisfactory	Non Satisfactory
No. of Students/ Lecturers	5	8	16	21	23.2 23.2
Ph.D holders/total teaching staff	98%	90% 85.8%	85%	75%	Less than 75%

Private Universities

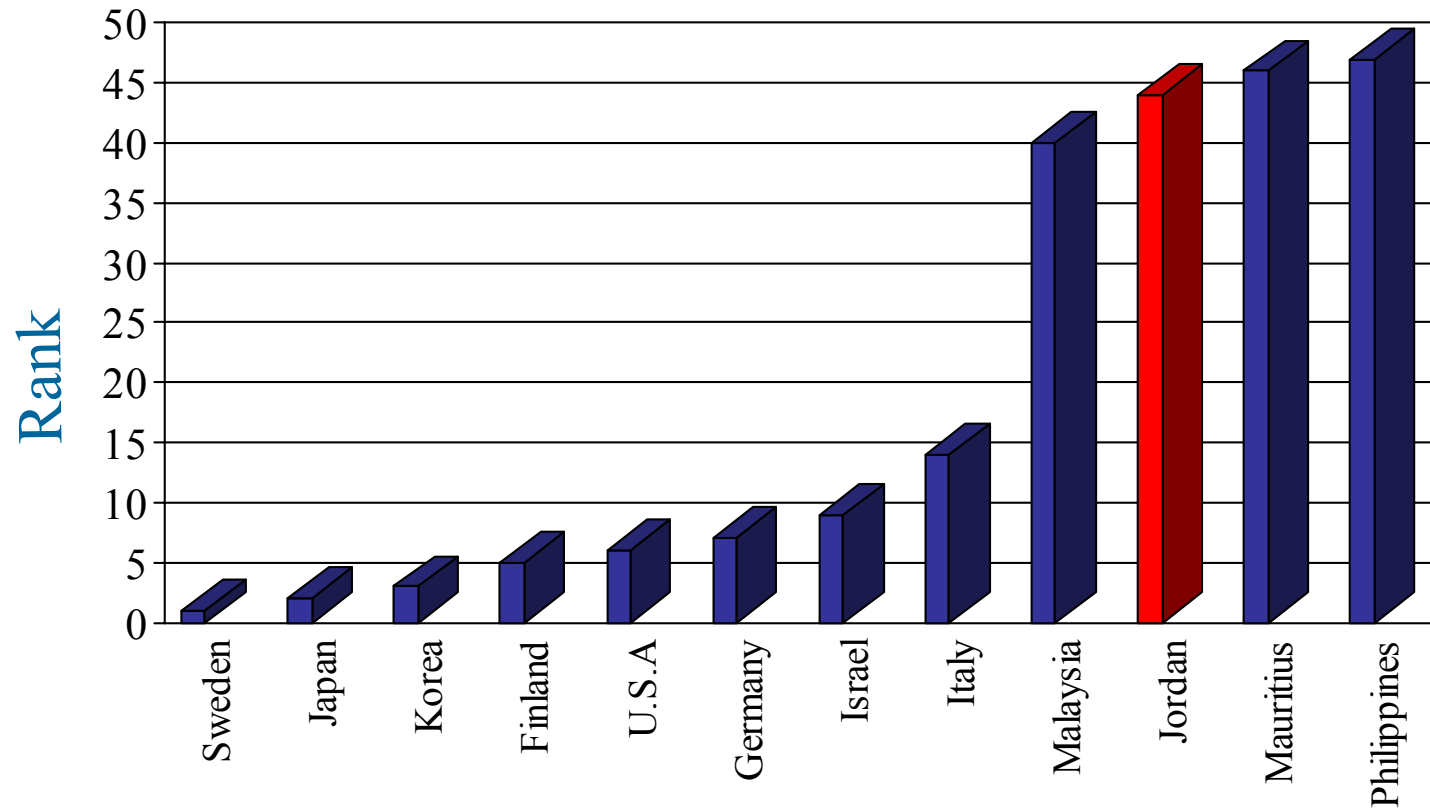
	Excellent	Very Good	Good	Satisfactory	Non Satisfactory
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The Urgency of Improving the Higher Education System to Meet Local & Global Challenges

- World IT leaders at the Dead Sea IT Forum stressed the need to introduce new curricula and IT into the higher education system.
- Globally, there are millions of unfulfilled IT related jobs (estimation: 1.7 million in Western Europe alone for computer engineers).
- Majors such as computer engineering is not a priority, e-commerce for example is not offered or introduced in curricula.

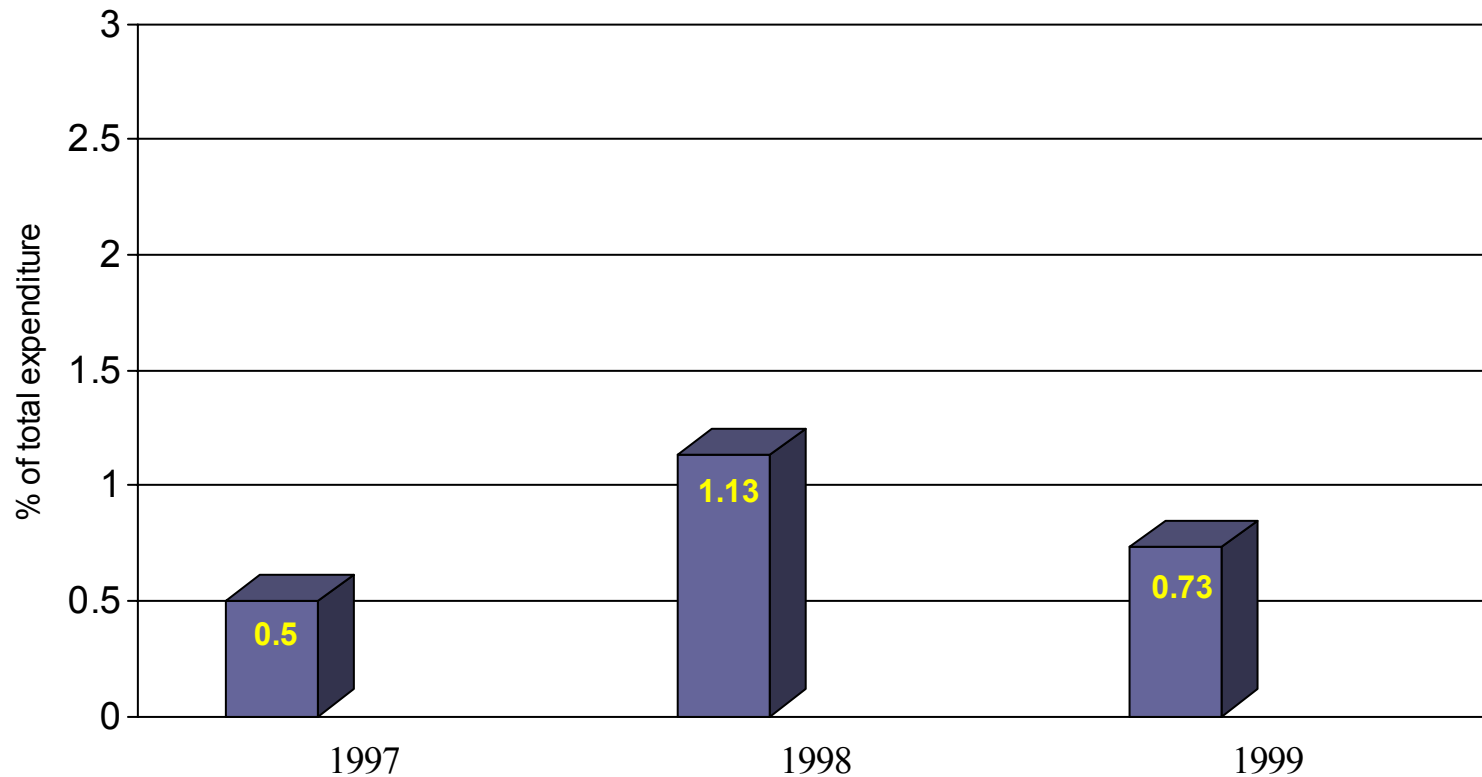
- Regionally, improved Higher Education systems are being introduced .
- Neighboring countries are encouraging Higher Education specialties in IT;
Dubai Internet City / Internet University: offering international quality courses in e-finance, e-marketing, e-design and e-management.

Spending on R&D (1999)



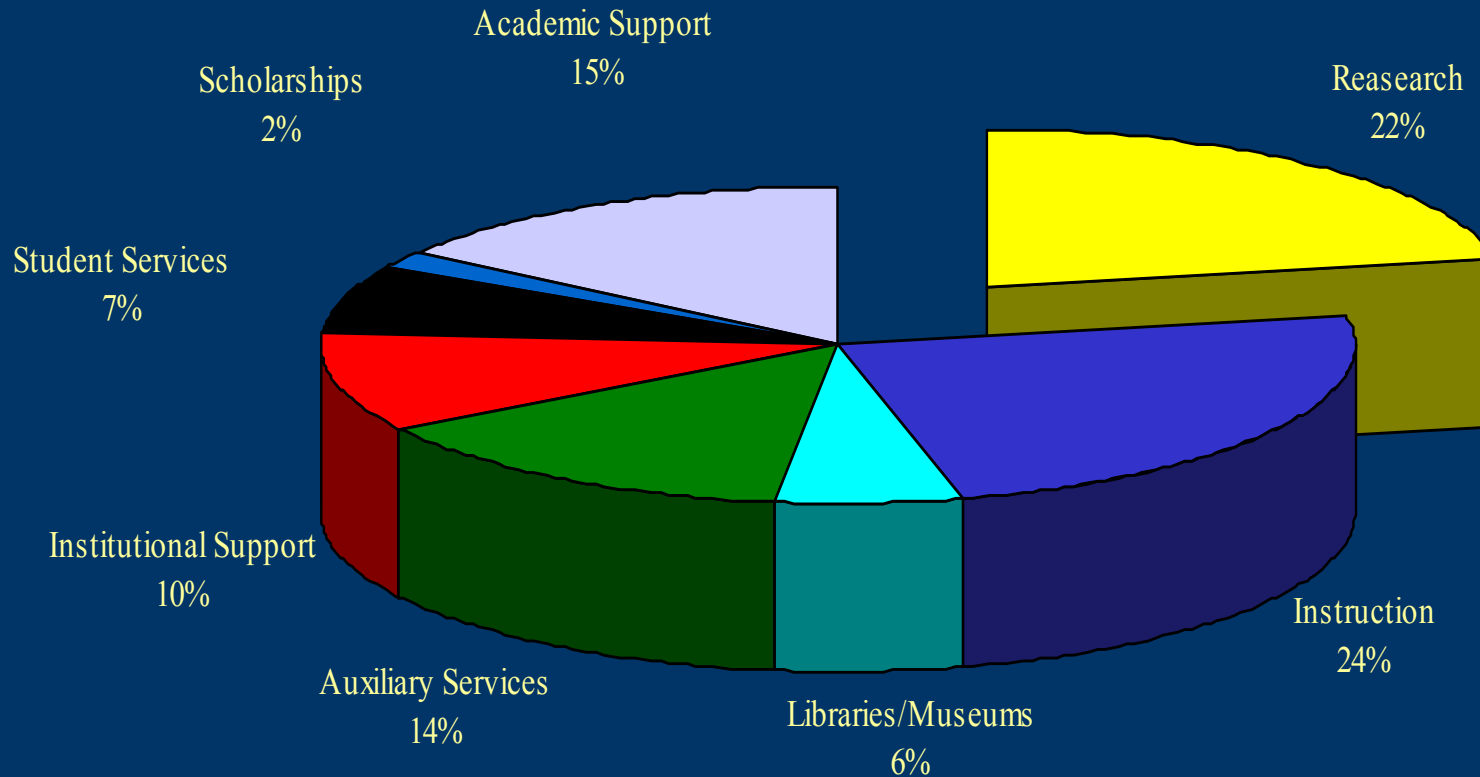
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Academic Research & Conferences Expenses at Public Universities



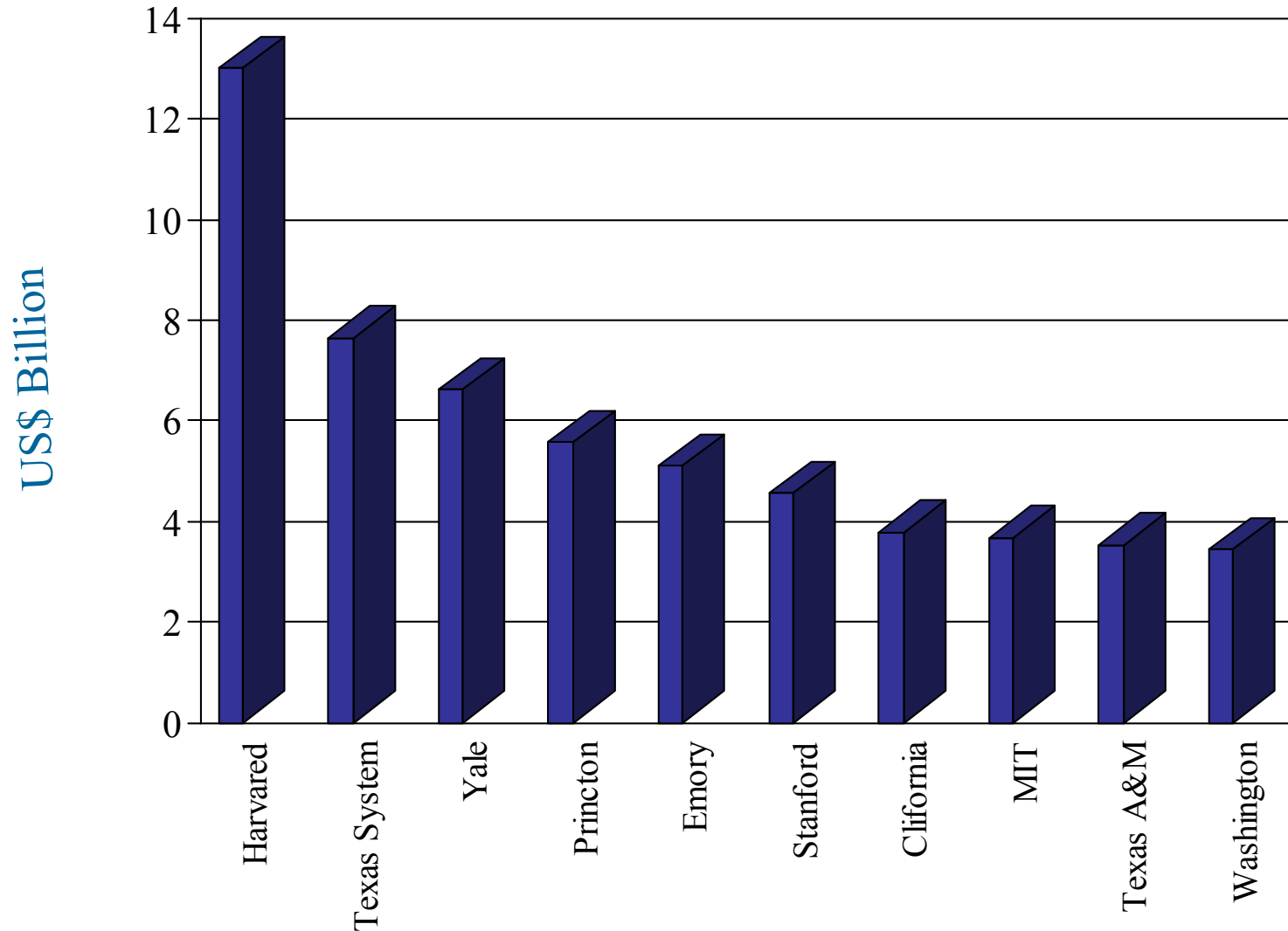
Research is important for the development of the Higher Education sector in Jordan

Expenses, Harvard University, 1997

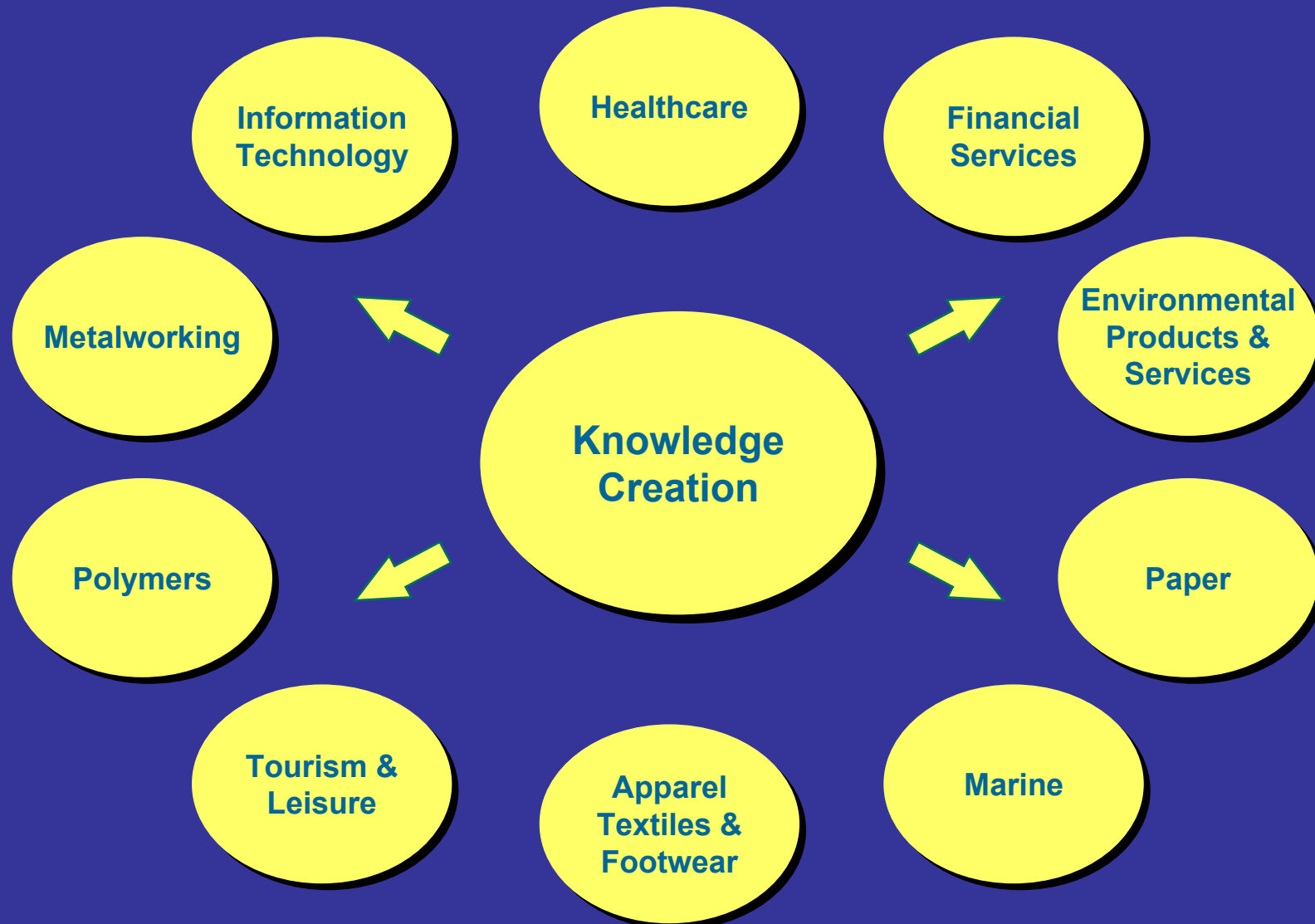


**Total Expenses for Harvard University reach as
\$ 1.531 billion**

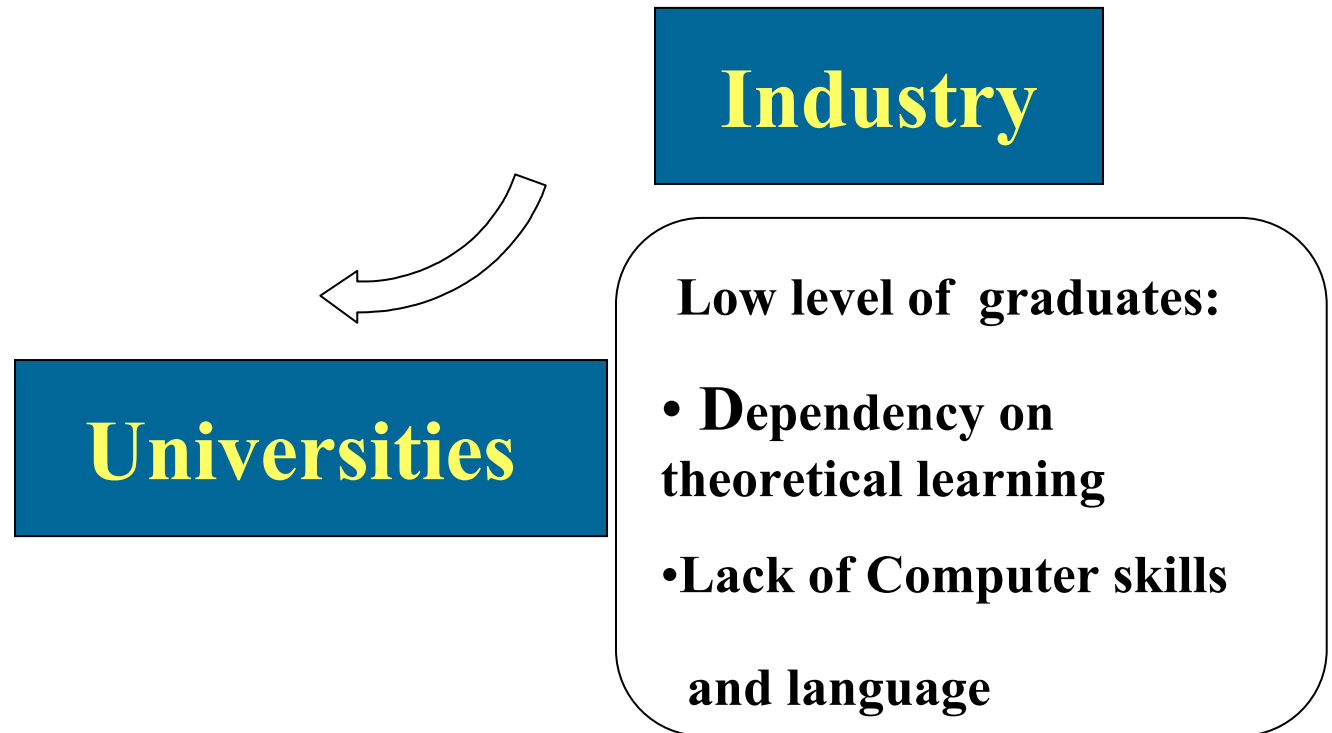
The Richest 10 US Universities, Ranked by Market Value of Endowment Assets, 1998



Knowledge Based Economy Massachusetts Clusters



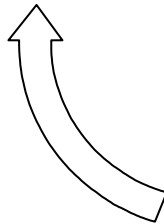
Defensiveness & the Vicious Circle



Basic Education

**Low level of output
of basic education**

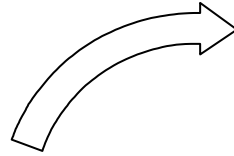
Universities

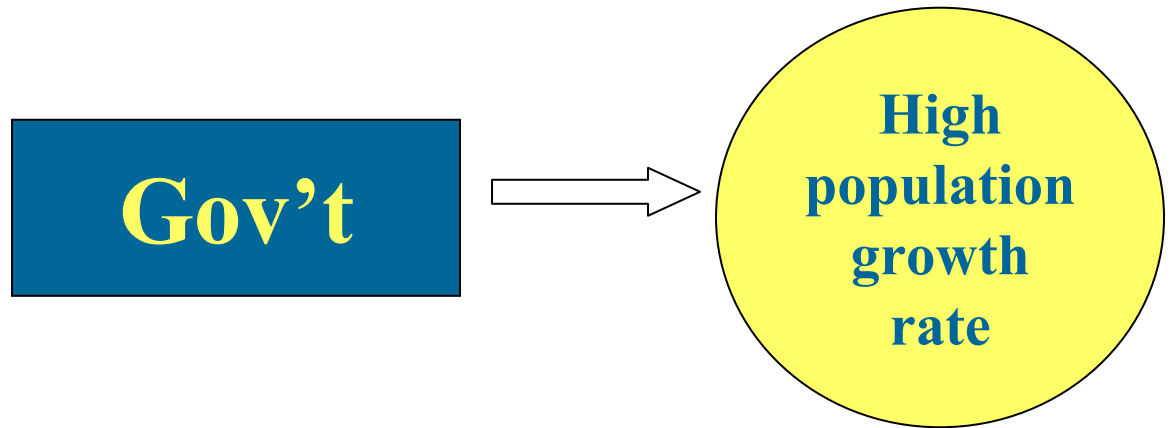


- **Limited financial resources**
- **Limited incentives offered to teaching staff**

Gov't

Basic Education





Whose to blame for the increase in the population growth rate.....?