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Gender Equality Center and Women Empowerment

Princess Sumaya University for Technology “PSUT”

Strategic Plan (2021-2024)

Under

Erasmus+ CBHE projects

[Female Academic Role Model Empowerment, Equality and Sustainability at](#)

[Universities in Mediterranean Region: towards 2030 Agenda - FREE \(2018 - 2021\)](#)

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1. About PSUT

Founded in 1991, Princess Sumaya University for Technology (PSUT) is the only private and non-profit university in Jordan. It is owned by the Royal Scientific Society (RSS), the foremost applied research center in Jordan. Like RSS, PSUT is part of El Hassan Science City located in Amman, Jordan. PSUT's main mission is to educate students and qualify them to pursue careers in the fields of information and communications technology (ICT), electronics, computer engineering, communication engineering, and business.

PSUT strives to be the leader in building the ICT and electronics sectors in Jordan and a research platform for Jordanian industry. Simply put, our goal is to have PSUT be "the University of the Future" where highly qualified and talented students are educated and ready to join competitive markets in the 21st century and beyond. We at PSUT promote excellence, scholarship, commitment, innovation and entrepreneurship that drive the private sector.

In less than twenty years, PSUT has become the leading university for the study of information and communication technology, electronics and computer engineering, and a center of educational excellence both in Jordan and the surrounding region. Graduates are in high demand and often receive job offers before they complete their degrees. Moreover, PSUT research activities are focused in the key areas of interest to EL Hassan Science City to help with Jordan's economic drive.

PSUT encourages creativity and innovation in all areas of life. Versatility, curiosity, an appetite for continual personal growth and enrichment, and the ability to look outside one's own discipline are the keys to success in the wider world, and, beyond that, to leadership and the possibility of making a unique contribution to the community.

2. Executive Summary

In recent years, Jordan has strengthened its commitment to gender equality and women's social and economic empowerment through Jordan's Renaissance Plan (2019-2020) and more recently through the preparation of the Women's Economic Empowerment Action Plan under the Mashreq Gender Facility. With an education system that ensures equal access to young men and women, Jordan boasts a highly educated female population development. At the same time, higher education in Jordan still has a gender gap as women are underrepresented in academia and leadership. Empowerment of women in higher education means to give them the power to think, the chance to think freely, a sense of self-confidence, ability to believe in their capability to make required change as equal to male leaders in higher education. For this purpose, PSUT in cooperation with EU is starting an equality and sustainability center. The center is expected to enhance the representation of women in academia and leadership by promoting a culture of gender equality and women empowerment.

3. An Overview of Strategic Planning

PSUT has followed the well-established methodology of Strategic planning. The FREE project members were keen to take the following factors in consideration while building the strategic plan:

1. Consistency of the E & S strategic plan with national women empowerment Aspirations.
2. The participation of PSUT community in the strategy building and implementation.
3. Goals are to be specific, clear and measurable

4. Smart Key Performance Indicators
5. Follow up and evaluation procedures.

The following diagram provides a general overview of the process we followed:

Strategic Planning Methodology				
Diagnosis	PSUT survey of women empowemrent		Gender Analysis of PSUT Population	SWOT Analsyis
Strategic Orientation	Vision	Mission	Values	Goals
	Objectives	Actions	KPIs	
Implemetation and Follow Up	FREE Team		Quality Assurance and Accreditation Center	

4. Strategic Plan External Resources

The process of strategic planning included a reference to the following external resources:

1. **Jordan's Renaissance Plan (2019-2020):** The plan outlines the government's priorities and addresses the country's key challenges: enhancing the Kingdom's productivity, the state of law and solidarity. This strategy fully integrates women and youth across all development objectives, while also dedicating a Development objective specifically focused on strengthening the agency and leadership of women and youth.
2. **Education Strategic Plan (ESP 2018-2022):** In 2018, Jordan Ministry of Education developed and began to implement a new five-year Education Strategic Plan (ESP) and complementary Strategy for Mainstreaming Gender Equality (GE) in education

with the support of UNESCO and funding from the Government of Canada. The ESP (2018-2022) and its GE Strategy were informed by an institutional assessment and gender-based plus analysis, and include a clear, prioritized, sequenced and costed set of activities.

3. USAID Jordan: USAID aims in all its programming in Jordan to reduce gender disparities and empower women and girls to realize their rights, determine their own life goals, and help Jordan build an economically stable, self-reliant future.

4. UN Women-Jordan: UN Women invests in women's economic empowerment as a direct path towards gender equality, poverty eradication, and inclusive economic growth. UN Women's economic empowerment framework aligns with the international commitments of the Beijing Platform for Action, the Convention on the Elimination of All Forms Discrimination against Women and a series of International Labor Organization conventions on gender equality.

5. The Jordanian National Commission for Women: Founded by HRH Princess Basma Bint Talal, the JNCW is committed to promote the role of women, young people, and local communities; all of whom have an essential role to play in shaping the world and future of Jordan.

6. The Mashreq Gender Facility -MGF (2019-2024) plan: provides technical assistance to the Mashreq countries (Iraq, Jordan and Lebanon) to enhance women's economic empowerment and opportunities as a catalyst towards more inclusive, sustainable, and peaceful societies, where economic growth benefits all. The Facility supports government-led efforts, country-level priorities and strategic regional activities that:

- Strengthen the enabling environment for relevant stakeholders to effectively identify and address constraints to women's economic participation;
- Improve women's access to economic opportunities

5. Benchmarking:

Benchmarking with equality gender centers that have a long history of women empowerment measures in Europe allows the S & E center at PSUT to evaluate its performance and provide indicators of its future destination. It is a tool the center can use to measure the progress it is making. For this purpose, the FREE team has identified two centers that inspire the S & E center at PSUT:

- Equality Unit of the University of Alicante
- Equality Unit of the Complutense University of Madrid

6. Analysis of PSUT Current Environment

The purpose of studying and analyzing the environment of PSUT is to provide an understanding of the internal and external factors that may play a role in reaching the center's strategic goals. It identifies the following factors:

1. Strengths that we may use to accomplish our strategic goals
2. Weaknesses we need to overcome.
3. Opportunities that we may make use of to reach strategic goals and overcome weaknesses
4. Threats we need to handle.

Three main tools were used to analyze the current situatoion of PSUT

1. PSUT women empowerment survey
2. Gender analysis of PSUT current population
3. SWOT Analysis

These tools provided the following good pratctices:

1. A female leadership supportive of women in academia and reserch
2. Postive attitudes of PSUT commnity to equal gender composition of PSUT population.
3. Available women facilities
4. Psitive perception of women among their male counterparts
5. Equal treatemtn of men and women
6. Immediate action upon reported sexual harrasment incedents
7. Flexible procedures with respect to legislative changes
8. Good representation of women in top management positions in Jordan
9. National bodies concerned with the empowerment of women and women rights.
10. International bodies interested in the empowerment of women in Jordan

On the other hand, the analysis identified the following poor practices:

1. Poor represenation of women in top management positions
2. Limited number of women holding Ph.Ds
3. Very limited number of women who get academic promotion.
4. Unavailable prayer and children facilities
5. No promotion legislations that facilitate promotion for academic females
6. No legislations against sexual harrassment

7. Limited flexibility of working hours
8. Unequal representation of women in academic and administrative departments.
9. Resistance to gender equality
10. No national vision for women empowerment
11. Patriarchal culture
12. The stereotype of women in society

7. Vision, Mission, and Values

- **Vision:** To be the first university in Jordan to adopt women empowerment culture.

- **Mission:** To create an institutional change that leads to a culture supportive of women in leadership and academia.

- **Values:**

- Growth and progress
- Equal opportunities
- Sustainability
- Change and development

8. Main Goals:

1. To implement capacity building of the center.
2. To promote female leadership and decision making among the university female academic and administrative staff.
3. To enhance women's representation and retention in academic career.
4. To create an atmosphere that supports women at work.
5. To disseminate E&S Culture at the Institution Level.

8. Action Plan:

The following table depicts the main goals, objectives, Responsibility and the KPI's for the strategic plan of the center:

Goals	Objectives	Responsibility	KPI
To implement capacity building of the center.	Recruitment of Staff	-HR -Director of the center	-Number of employees
	Develop Job Description and Specification for Staff Recruitment.	-Director of the center	-Job Description
	Space allocation of the center	-Administrative Director	-Number of offices
	IT Infrastructure	-Administrative Director	-Number of PCs and facilities available
	Institutionalize E&S Structure and Policies	-Quality Assurance & Accreditation Center	-Policies of the center -Organizational structure of the center

To promote female leadership and decision making among the female university academic and administrative staff.	Increase the number of women in top management positions	-President	-Number of women with top management positions
	Change of attitude to women and their role	-Training Center -Public relation Office - President -External stakeholders	-Number of workshop -Percentage of stakeholders who have positive perception of the role of women
To enhance women's representation and retention in academic career	Increase the number of women who are academics	-The center staff - President -HR	-Number of women who are academics
	Promote research activities of women	-The center staff -Deanship of research	-Parentage of women satisfaction with respect to their research activities -Number of women who get academic promotions
	Maximizing gender in teaching content	-Service Course Coordination Unit -Deans Council -Study plan Committee	-Number of courses dedicated to women empowerment
To create an atmosphere that supports women at work.	Establishing a kindergarten for the children of women working at the university	-President -Administrative Unit -Financial Unit	-Parentage of women satisfied with supportive work atmosphere
	Establishing a prayer place for women	-President -Administrative Unit -Financial Unit	-Parentage of women satisfied with supportive work atmosphere

	Creating women-supportive legislations related to recruitment and career progression	-President -Board of Trustees	-Parentage of women satisfied with recruitment and career progression -Number of women who got career promotion
	Creating measures and legislations against sexual harassment	-President -Board of Trustees	-Parentage of women satisfied with legislations against sexual harassment
To disseminate E&S Culture at the Institution Level.	Design Website for E&S Centre	-The center staff -Computer & Training Center	- Number of website visitors
	Organize Dissemination and Awareness Events (Conference, Workshop, Seminars)	-The center staff -Public Relations office	-Number of conferences - Number of Workshop - Number of Seminars
	Conduct Periodic Review on Change of female empowerment Culture and Institutional Process.	-The center staff -Stakeholders	-Percentage of the university community who has positive perception of women empowerment -Number of women in top management positions
	Build relation with national and international bodies concern with gender equality issues	-President -International Relations Office -Center Staff	-Number of agreements with national bodies -Number of agreements with international bodies

Appendix (1): SOWT Analysis

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • A female leadership of the university as it is owned by Her Highness Princess Sumaya bint Alhassan (the head of Board of Trustees) • Flexible procedures with respect to legislative changes • Strong support of the Head of Board of Trustees to women who are highly qualified academics at the university 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • The influence of stereotypes about women • Poor integration of women in research contexts • Poor representation of women in top management positions • Limited facilities that support women at work • Limited number of female academics • No legislations against sexual harassment • No legislations that facilitate promotion for academic females
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Good representation of women in top management positions in Jordan • National bodies concerned with women rights • International agencies interested in the empowerment of women in Jordan 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Resistance to gender equality • Patriarchal culture • The stereotype of women in society

Appendix (2): Gender Analysis of PSUT Population

Gender Analysis of PSUT Population 2020-2021						
PSUT Population						
Population	Male		Female		Total	
	No.	%	No.	%	No.	%
Academics	115	77%	35	23%	150	100%
Administrative Staff	97	%57	74	%43	171	100%
Students	2239	58%	1620	42%	3859	100%
Top Management						
Position	Male	Female		Total		
	No.	%	No.	%	No.	%
Vice President	1	50%	1	50%	2	100%
Dean	6	100%	0	0%	6	100%
Vice Dean	3	100%	0	0%	3	100%
Head of Academic Department	11	85%	2	15%	13	100%
Academics by Degree						
Degree	Male		Female		Total	
	No.	%	No.	%	No.	%
Ph.D. Holders	106	%83	21	%17	127	100%
MA Holders	9	%39	14	%61	23	100%
Academics By Faculty						
Faculty	Male		Female		Total	
	No.	%	No.	%	No.	%
King Hussain School of Computing Sciences	38	83%	8	17%	46	100%
King Abdullah II School of Engineering	38	79%	10	21%	48	100%
King Talal School of Business Technology	39	70%	17	30%	56	100%
Academic Rank						
Academic Rank	Male		Female		Total	
	No.	%	No.	%	No.	%
Professor	25	96%	1	4%	26	100%
Associate Professor	38	81%	9	19%	47	100%
Assistant Professor	42	82%	9	18%	51	100%
Lecturer	10	38%	16	62%	26	100%
Administrative Staff						
Position	Male		Female		Total	
	No.	%	No.	%	No.	%
Directors	11	100%	0	0	11	100%
Head of Administrative Departments	5	%45	6	%55	11	100%
Overseas Ph.D. Students						
Gender	No.	%				
Male	2	50%				
Female	2	50%				
Total	4	100%				
Administrative Staff						
Gender	No.	%				
Male	97	%57				
Female	74	%43				
Total	171	100%				

Appendix (3): PSUT Women Empowerment Survey

6/6/2021

Gender Equality & women Empowerment Center

Gender Equality & women Empowerment Center

Dear Respondents;

We would appreciate you too much for your cooperation in filling up the following survey on the "Gender Equality Center and Women Empowerment" that is a part of the FREE "Female Academic Role Model Empowerment, Equality and Sustainability at Universities in Mediterranean Region: towards 2030 Agenda" - Erasmus Plus project.

All of the information there will be dealt with a confidentiality. The purpose of this survey is to collect a feedback on how this center would foster the main target of the project and the means to approach these goals.

*** Required**

1. Email *

2. Age group: *

Mark only one oval.

☐ 18-30

☐ 31-40

☐ 41-50

☐ 51-60

☐ 61 and above

3. Gender: *

Mark only one oval.

☐ Male

☐ Female

<https://docs.google.com/forms/d/1dDTc21X6IP9bZLiY2FyrljDYYdc3o5CPxH7-RAuix3M/edit>

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Appendix (4): PSUT Women Empowerment Survey Responses

