

# Suggested Policies for Accepting PhD Students at the University of Jordan to Align Its Educational Outcomes with the Needs of the Labor Market and to Improve Its Position in the World Universities Rankings According to the Experience of Canadian Universities

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## Abstract

This study aimed to develop proposed policies for the acceptance of doctoral students at the University of Jordan to align its educational outcomes with the needs of the labor market and to improve their positions in the World Universities Rankings according to the experience of Canadian universities for the academic year 2019/2020. To accomplish the objectives of the study, the researchers used the methodology, the qualitative, quantitative, evolutionary survey research and Synthetic-Analytic Approach. A study tool has been developed in the light of the methodology, two study tools were used, the questionnaire and the interview with a sample of (20) academic leaders, and its validity and reliability were assured by scientific methods.

- The fairness of the procedures followed by the Faculty of Graduate Studies in attracting doctoral students, so that the criteria and conditions for admission are applied based on the principle of equality and equal opportunities in the recruitment procedures.
- The current admission policy for graduate students at the University of Jordan, specifically PhD, does not keep pace with rapid global changes, and is ineffective and inappropriate to contribute to sustainable development.
- The current policy aims to increase revenues as a result of increasing the numbers of those admitted to graduate studies, and therefore it focuses on quantity, not Quality.
- Lack of understanding and awareness of the heads of academic departments in choosing the appropriate admission policy to attract distinguished students for the doctoral programs that are offered by their departments.

Based on the results of the study, the researchers developed admission policies for doctoral students at the University of Jordan and made sure that they could be applied by presenting them to a committee of experts. This study has come out with a set of recommendations, including: The researchers recommend the need to apply the policies reached by this study, and the necessity of introducing academic department heads and assistant deans of faculties to the policies and procedures adopted by the Faculty of Graduate Studies to attract doctoral students at the University of Jordan in order to be fully aware and able to define criteria and the appropriate conditions for choosing an effective admission policy to attract distinguished students for the specializations of doctoral programs offered by their departments, which would improve educational outcomes and scientific research.

**Keywords:** Policies, PhD, Admission, Registration, Labor Market, The World Universities Ranking, University of Jordan, Canadian Universities Experience, Educational Outcomes

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## 1. Introduction

The process of Admitting students at Canadian universities for the PhD stage is very important, given the positive effects this process reflects on its academic reputation at the local and global levels, and determining the conditions for students' acceptance of the doctorate stage is very carefully in order to attract distinguished students and enable these universities continuing improving its advanced positions in The World Universities Rankings such as the QS, Times, Shanghai, and others, for these reasons, higher education in Canada is characterized by a very high level of quality that led to its excellence as Canada has taken an advanced position in education that qualified it to become one of The best countries in the world in terms of higher education and public education (Association of Universities and Colleges of Canada, 2014).

Canadian higher education outputs, in particular universities, have very important positive effects and results in improving the country's economic reputation, which encourages foreign investors to invest in it, which contributes to achieving economic growth on an ongoing basis, as well as advancing sustainable development and achieving the economic well-being of citizens, and higher education in Canada contributes GDP is approximately \$ 8 billion annually, indirectly serving other economic and vital sectors, such as the transportation

sector, housing, telecommunications, and others.

Because of the importance of higher education in the Canadian economy, and achieving well-being, the conditions for admission to a PhD are prepared in a planned manner, which leads to attracting distinguished and creative students, whether domestic or international students to contribute to the continuous improvement of the reputation of these academic universities as well as to improve its positions in The World Rankings Universities. So the admission process passes in most Canadian universities particularly universities that take advanced positions in The World Rankings Universities as the best 500 universities in two basic stages: the stage of achieving the minimum requirements for admission to the academic program, and the stage of achieving the requirements of the academic department, The second stage is the final step in the admission process as it results in an assessment of the knowledge and competencies of students applying to study in contributing to the enrichment of scientific research and publication in international refereed journals. Therefore,, the student's GPA in the master's degree is not the criterion in the admission process, but there are important criteria determined by the academic department such as experience, the ability to write scientific research, personal interview, research scheme, and language, which applicants must exceed to improve their chances of acceptance at the PhD stage, and transparency appears in the admission process through universities' electronic sites, and it is unified for all students regardless of being an international student or a domestic student, and the student gets an admission offer stating his/her acceptance at the university in the case of achieving a requirement the minimum admission level and academic department requirements, and an apology letter in the event of non-acceptance stating the reasons for non-acceptance (University of Toronto,2019).

There is no doubt that the official Jordanian universities have obtained a high academic reputation at the national, Arab, and Middle East level, and they also take advanced positions in university rankings at the Arab level, and they are currently seeking to improve its ranking in The World Rankings of Universities, but the academic reputation of these universities have significantly declined at the local, Arab, and international levels, and no any Jordanian university has achieved an advanced position in the World University Rankings list of the top 500 universities classification. (Battah, 2017).

The admission requirements for the Bachelor and master's degrees in general and PhD in particular are among the most important reasons for the decline in the level of education outcomes in these universities, where the focus in the admission of domestic students is on the GPA of the master's degree, and on the GPA of the bachelor degree, as it receives the lion's share in accepting students in doctoral programs, These conditions also do not take into account the practical experience of the applicants in the field of specialization, nor the leadership or supervisory experiences of the applicants, as well as there are no conditions related to the selection of students 'special knowledge and skills in scientific writing, in addition to these conditions that do not give academic departments any role in the admission process, nor Any specialization exams or interviews are conducted to choose between applicants, moreover, most of these universities adopt policies that give priority to accepting their graduates without taking into account the creators and distinguished from other local or international universities, as well as accepting international students with lower GPA, who do not have any experiences or competencies that distinguish them for admission (Jordan University, 2019) but for the purposes of achieving revenue for the university without attention to quality, from here it is clear that the current admission conditions are among the important reasons that led to a decline in the level of graduates of these universities, and thus their lack of competition to work locally, regionally and globally.

Therefore, the need to develop new conditions for the admission of doctoral students in the public Jordanian universities has become a priority for the advancement of the academic. To improve its level, reputation and development, Jordanian universities need to benefit from the experiences of advanced universities that take top positions in The World Universities Rankings. Thus, Jordanian universities need to apply new admission conditions that achieve its opportunities to improve advanced positions in The World Universities Rankings without contradict the culture of local communities. This is what justified the researchers to conduct this study, and develop proposed policies for admitting doctoral students at the University of Jordan to align its outputs with the labor market and improve its positions in The World Universities Rankings based on the Canadian Universities experience.

### **1.1 Statement of the Problem and questions**

As a result of the high demand for higher education in Jordan, public universities have attracted large numbers of students for the doctorate level, beyond its absorptive capacity and academic potential, and there is no doubt that these universities have been focusing on quantity instead of quality which led to an increase in the number of unemployed PhD degree holders, where there are approximately four thousand of the unemployed (Sawaleif, 2019), and about Three thousand five hundred students currently studying (Al-Zoubi, 2017 ) that are likely to become among the unemployed individuals. As indicated by many academic leaders, including former and current university presidents, there are reasons for retreating the level of Jordanian universities it is the official admission requirements for all stages, specifically doctoral stage, which negatively affects these universities in

improving its positions in The World Universities Rankings, such as Q.S., in addition to the inadequacy of the graduates of the local labor market, regional and global.

Through the extensive experience of researchers at work, and studying in Jordanian, American and Canadian higher education institutions, and what the results of prior studies and research have shown about the decline in the level of education outputs, determining the conditions for admission to all levels including the doctorate stage and the need to develop the conditions and criteria of admission to the doctoral stage to attract students with practical and supervisory experience in their fields of specialization, to meet the needs of the labor market from qualified and trained leaders, capable of development, creativity and innovation, it becomes an urgent necessity. In addition to developing the condition for admission to the PhD stage based on the criteria for excellence, it is considered one of the most important indicators in achieving quality and excellence in institutional performance, and one of the most important studies related to this subject is the study of Abbad (2017). It aimed to define the requirements for raising the competitiveness of King Saud University in the light of The World Universities Rankings, and it relied on an analysis of the experiences of some of the leading models at the level of the world rankings of universities. The study found that Harvard University is characterized by a number of distinctions that enable it to maintain the first position in The World Universities Rankings. Among these aspects is that students' acceptance is characterized by equality and equal opportunities regardless of the social background or financial circumstances of the applicant, as the university's distinction is an evident to select distinguished students, and even to explore them in their societies. As well as the Tokyo Research University in Japan, which takes into account the consistency of acceptance with the nature of the university, through an interest in efficiency in the disciplines of science and technology, is an evident in the cultural diversity and diversity of admission requirements according to the university level and the requirements of the department. Therefore, one of the most prominent recommendations presented by the study is that the university is concerned with developing admission policies to achieve competitive advantage and reach to the higher positions in The World Universities Rankings.

Also, the study of El-Sherbiny (2016) pointed that among the most important reasons for the decline of the position of Arab universities in the World University Rankings according to the Arab Human Development Report are the accumulation of students and the policy of an open admission and the focus on quantity. The study reached a set of conclusions, the most important of which are: interest in an advisory research on the future of Arab universities as an opportunity to develop and present through studying the reality and investing the available opportunities and faced challenges, and if the Arab universities can adopt high-quality standards and indicators that exceed the standards and indicators of The World Universities Rankings.

The Purpose of the Amani study, Shaaban (2017) was to find mechanisms to improve the ranking of Arab universities in The World Universities Rankings. The study used the descriptive approach to address the study problem, and among the mechanisms presented by the researcher to enhance the efficiency of Egyptian and Saudi universities is: attention to the quality of the educational process through the development of university admission policy, which includes developing university policy to help improve competitiveness, expand admission to graduate students, review admission policies so that they achieve the principle of equal opportunity, and link the university admission policy to the development needs in society, and commitment to the quality of the educational process in terms of the ratio of the number of students to the number of professors at the university. Among the mechanisms also is the internationalization of university education because it is considered one of the most important criteria for international classifications of universities by offering studies in English to attract foreign students, and to facilitate administrative procedures for foreign students to enroll in the university's graduate program.

Therefore, the research Problem is to present proposed policies for the admission of doctoral students at the University of Jordan to align its outputs with the labor market needs and improving its positions in the World Universities Rankings based on the experience of the Canadian universities, **by answering the following questions:**

1. What is the degree of applying the admission conditions for the PhD stage at the University of Jordan that are compatible with the experience of Canadian Universities to improve its outputs and align them with the needs of the labor market, and improve its positions in The World Universities Rankings from the perspective of academic leaders?
2. What is the importance of practicing admission conditions for the PhD stage in the University of Jordan to be compatible with Canadian Universities experience to improve its outputs and align them with the needs of the labor market and improve its positions in The World Universities Rankings from the perspective of academic leaders?
3. What is the degree of the need to practice admission conditions for a PhD stage at the University of Jordan that are compatible with the Canadian Universities experience to improve its outputs, align them with the needs of the labor market, and improve its positions in The World Universities Rankings from the perspective of academic leaders?

4. What are the policies proposed to develop the conditions for admission PhD students at the University of Jordan in line with Canadian universities standards to improve its outputs, align them with the needs of the labor market, and improve its positions in The World Universities Rankings?

5. What is the degree of appropriateness of the proposed policies to develop the conditions for admission PhD students at the University of Jordan in line with Canadian universities standards to improve its outputs, align them with the needs of the labor market, and improve their positions in The World Universities Rankings from the perspective of academic leaders?

**As for the interview questions with the academic leaders, it was as follows:**

1. through your academic experiences (leadership and teaching). What do you think of the current admission policy for graduate students at the University of Jordan?

2. What are the most important pros and cons of the current admission policy for PhD students at the University of Jordan?

3. What are the most important considerations that you think lead to improving the current policy of admission students at the University of Jordan?

4. What are the most important suggestions that you think are necessary and urgent to develop an effective admission policy?

5. How would you describe the admission policies set by Canadian universities to attract distinguished PhD students to study there?

### **1.2 Purpose of Study**

This study aimed to develop proposed policies for doctoral students at the University of Jordan that are compatible with the experience of Canadian universities to improve its outputs and align them with the needs of the labor market and improve its positions in The World Universities Rankings. Specifically, the study aimed to accomplish the following:

1. Developing admission conditions for PhD students at the University of Jordan to attract creative and distinguished students who are able to improve the image of research through publication in international scientific journals; approved global databases such as Scups, and the implications for this on improving education outcomes and the positions of these universities in The World Universities Rankings.

2. Improving the reputation of the University of Jordan in the local, regional, and global labor market by providing the market with graduates that have leadership, creative, and the ability to contribute to sustainable development and achieve the economic well-being of their communities.

### **1.3 Significance of Study**

The significance of this study highlights the developing proposed policies for doctoral students at the University of Jordan that are compatible with the experience of Canadian universities to improve its outputs and align them with the needs of the labor market and improve its positions in international sites, and it is hoped that the following entities will benefit from this study:

- Public Jordanian universities, as it enables them to view the experience of Canadian universities in the admission process for the stage of PhD to develop admission requirements that improve education outcomes and improve its rankings in The World Universities Rankings.

- The Ministry of Higher Education, as this study can be used to develop a new policy for admission to public Jordanian universities for the doctoral stage that helps universities attract distinguished local and international students who have skills such as the ability to research, creativity, innovation, and leadership, and this in turn enhances universities in The World Universities Rankings.

- Academic researchers, as this study can be a reference for them to conduct subsequent studies in this field, and to take the results of this study into consideration.

### **1.4 Definition of terms**

#### **- Educational policy**

According to Lahlop (2012) educational policy is defined as "it is the principles on which education is based and defines its general framework, philosophy, goals and systems".

Admission to higher education institutions

Battah (2017) defined admission as "the process by which students are selected to enter higher education institutions."

#### **- Proposed Expectation**

Al-Bawaza (2016), quoting Al-Ghadian (2012), defined the proposed expectation as "it is a future planning, or a vision for a specific topic based on a previous background in this topic, and previous studies and research, by adopting what is positive and avoiding what is negative".

### - The World Universities Rankings

"The World Universities Rankings is the system of universities rankings in terms of academic level, and this ranking depends on a set of statistics or questionnaires distributed to learners, faculty, experts, and arbitrators, or evaluation of the universities' website or other criteria" (Shaaban, 2017).

### - The World Universities Standards

There are many world Universities Rankings, the number of the most prominent is more than ten Rankings, and these Rankings vary according to its goals or the comprehensiveness of their standards, limitations, and international reputation, and the focus will be on the most important World Universities Rankings Q.S. Related to the University of Jordan, where this rankings is issued by a professional educational company called (Quacquareli Symonds) founded in 1990, and it consists of six criteria that give each criterion a weight of the total weight of these criteria as follows: 40% academic reputation, 10% employer reputation, 20% faculty to student ratio, 20% citations for each faculty member, 5% international faculty member, 5% International students (QS crew clerk, 2019).

### Canadian Universities Experience

It consists of admission requirements, writing centers, academic counseling and career development center, and graduate student centers, graduate study programs for employment, and the college's research index "(University of Toronto, 2020). And the dimensions of internationalization of universities:

"The institutional dimension of internationalization, partnerships and institutional activities abroad, student mobility, teaching and learning, faculty involvement, international research cooperation" (AUCC Internationalization Survey, 2014).

## 1.5 Delimitation of the study

### - Boundaries of time frame

This study is carried out during the academic year 2019/2020

### - Boundaries of Spatial

The spatial boundaries of this study are identified within the University of Jordan-The Hashemite Kingdom of Jordan.

### - Boundaries of study population

The boundaries of study population are determined to be represented by the academic leaderships at the University of Jordan, and they are divided between the Vice President of the University, the Dean of the Faculty, the Vice Dean of the faculty, and the head of an academic department.

## 2. Methodology

To implement the goal of the study, the researchers followed the methodology of qualitative, quantitative developmental survey research and Synthetic-Analytic Approach by reviewing and analyzing relevant educational, economic and social studies. With an attempt to use both Canada (which is classified within the developed countries) and Jordan (which are classified as countries The developing countries) as an example to illustrate the aspects of this study.

### 2.1 The Study population Sample

The study population consists of a sample available to the academic leaders at the University of Jordan, who are (20) academic leaders, distributed among the Vice President of the University, Dean of the Faculty, Vice Dean, Head of Department, and the questionnaire was used for the quantitative study and was applied to (10) academic leaders And, the interview tool was used for the qualitative study, and it was applied to (10) other academic leaders, as available. The study was applied to each study sample. Table No. (1) Shows the distribution of sample individuals according to the variables.

**Table No. (1) Distribution of the study sample**

	Position	Questionnaire	Interview	Total
Academic leaders	Vice President	1	1	2
	Dean of the Faculty	1	1	2
	Assistant Dean of the Faculty	4	4	8
	Head of the Department	4	4	8
	Total summation	10	10	20

### 2.2 Instruments of study

To achieve the objectives of the study, the researchers developed two Instruments of the study: the interview and the questionnaire to collect data related to this study, relying on modern theoretical literature and prior relevant studies, and this Instrument consist of a number of paragraphs distributed on the following two parts: The first part includes the Faculty of Graduate Studies requirements and represented in the minimum admission, which

contain the following items, GPA of Master's degree, the bachelor Degree, the High School certificate, the Graduates Diploma Certificate, the graduation country and the year of graduation, research papers published in peer-reviewed journals. The second part include the requirements of the academic department of the doctoral study program that are experienced from Canadian universities are represented in the following items: cognitive and skill tests in the field of specialization, supervisory and leadership experiences, samples for scientific writing skills related to the academic program, a special letter of interest in the program and the university, reference letters from professors and heads of work, presentation skills and personal interview, which will contribute in improving the outputs of the educational process in addition to achieving international standards for The World Universities Rankings. Moreover, personal data related to the job title for sample of the study population represented in the variables of the study, which is the academic leader position that is divided into four levels, a university president, vice president, dean of the Faculty, Dean's Assistant and head of a department. Likert scale was used as measure for the answers

### 2.3 Statistical standard

Likert five-point was used to correct the study instrument, by giving each of its paragraphs one degree between its five degrees (very low degree, low degree, medium degree, large degree, very large degree) and it represents digitally (1,2,3,4,5) On the order, the following scale has been adopted for the purposes of that analysis.

1.233 = weak degree

2.34-3.67 = mid-point (Medium)

3.6 3.68 = high score, and the scale was calculated by using the following equation:

Maximum metric (5) - minimum metric (1)

Number of categories required (3)

$(5-1)/3 = 1.33$

Then add the answer (1.33) to the end of each category.

### 2.4 Measurement Validity

#### Content validity

To measure the validity of the two instruments (questionnaire and interview), the Content Validity approach was implemented, where the questionnaire and the interview form were presented in its primary form to (8) arbitrators from expert university professors who hold a PhD in educational leadership, educational planning, and business administration to ensure that the two main instruments measure the target to be measured. The arbitrators did not report any notes on the paragraphs or areas of the questionnaire or the interview questions, and all the paragraphs were appropriate and belonged to the domains that were allocated to each of them, and that all of what was mentioned from some of the arbitrators related only to reword some of the paragraphs and the researchers have reformulated them.

The researchers also distributed a questionnaire to a sample consisting of (10) academic leaders from outside the study sample, to learn the extent match of the University of Jordan's admission policies for doctoral students to align its educational outputs with the needs of the labor market and improve its positions in World Universities Rankings to the experience of Canadian universities perspective of academic leaders, and the result of the surveys has achieved that it has become paramount to develop admission policies for graduate studies that are in line with global changes and meets the needs of the global labor market of trained, qualified, and capable workers capable of contributing to development. Sustainable, and achieve economic well-being locally and globally.

### 3. Display the results

The following is a presentation of the analysis as shown by the results of the questionnaire and the interview:

The academic leaders' answers to the questions related to the extent of the degree of application, significance, and the University of Jordan's need for admission policies for Ph.D students to align its outputs with the labor market needs and improve its positions in The World Universities Rankings based on Canadian universities' experience, have shown the following results:

-The result of the study related to the current policies applied by the University of Jordan to accept Ph.D students was weak, and academic leaders attributed this to several reasons. The most important of which are: Not to link the strategy of attracting (Jordanian) students to the doctorate stage with the needs of local development and the needs of the labor market from modern programs that keep rapid pace of global variables, in addition to the current polarization strategy lacking academic department participation in the decision-making process for admission to distinguished students, See table (2.)

-The results of the study showed of significance, and the University of Jordan's need to develop admission policies for doctoral students commensurate with the requirements of local development, and rapid global changes, came at a high degree, academic leaders have attributed the reason that the need has become urgent and

necessary to develop admission policies for doctoral students. It is completed by bridging the gap between the current policies of the admission strategy and the expected admission strategy, which introduces modern academic programs that are compatible with the requirements of development and rapid global changes, and meet the needs of the local, regional and global labor market from the qualified manpower and Trained for global competitiveness, the table (2) illustrates this results.

**Table No. (2) Arithmetic averages for the reality and importance of applying the policy of accepting doctoral students at the University of Jordan in descending order according to arithmetic averages**

Rank	Number	Domain	Average	Level
<b>The reality of applying admission policies (current policies)</b>				
1	2	Faculty of Graduate Studies Requirements (General Requirements)	3.561	High
2	4	International student's admission strategy	2.121	Low
3	5	Student selection decision	1.523	Low
4	3	Academic Department Requirements (Academic Program Requirements)	1.421	Low
5	1	The strategy of attracting local students for the PhD stage	1.233	Low
		<i>The Reality of the application as a whole</i>	2.0318	Low
<b>The importance of applying admission policies (proposed policies)</b>				
2	3	Academic Department Requirements (Academic Program Requirements)	4.40	High
1	2	College of Graduate Studies Requirements (General Requirements)	4.43	High
3	5	The decision to choose students based on strong competition	4.25	High
4	1	The strategy of attracting local students for the PhD stage	4.21	High
5	4	International student admission strategy	4.17	High
		<i>The importance of developing an acceptance policy as a whole</i>	4.29	High
<b>The need to develop PhD student admission policies at the University of Jordan</b>				
		Reality of the application	2.031	
		The importance of the application	4.29	
		<i>The need for new policies to accept PhD students</i>	2.26	

### 3.2 Results of discussion and analysis of the interview

1- Through your academic experiences (leadership and teaching), what do you think of the current admission policy for graduate students at the University of Jordan?

The results of this question have shown that the current admission policy for graduate students at the University of Jordan and specifically PhD do not keep pace with the rapid global changes, and does not lead to educational outcomes that meet the needs of the labor market from a qualified and trained workforce, capable of developing their local societies. So it can be said that it is ineffective and appropriate to contribute to sustainable development. Academic leaders have attributed this to several reasons, the most important of which are:

- Lack of awareness of the heads of academic departments of the inputs and admission conditions for the academic programs offered by its departments to attract distinguished students, knowing that the Faculty of Graduate Studies at the university provides four policies based on admission procedures to attract students that would provide the academic department with the choice of an effective policy for selecting distinguished students to study doctoral programs suggested by the academic department.
- The lack of clarity in the names of some PhD specializations whereas the names do not reflect sufficient knowledge of the details of these specializations, which leads to attracting students in an inaccurate and unfair manner, thus, it prevents attracting distinguished students such as master's degree holders that hold a degree with a different specialization name but have the same subjects that match the PhD specialization name. The reason is attributed that the academic departments do not clarify for the Faculty of Graduate Studies details of the specialization in order to determine the conditions of admission with precision; justice is done to all applicants.
- The current policy aims to increase revenues and profits as a result of increasing the numbers of those admitted to graduate studies, and therefore it focuses on quantity not quality, and this confirms that most of the applicants are unemployed and looking to improve their employment opportunities in the future.
- Although one of the goals of the current policy to accept doctoral students requires that the applicant has published a scientific research in a peer-reviewed journal, most of the research is published in peer-reviewed journals that do not serve scientific research at the university as it is not approved in global databases.

2- What are the most significant pros and cons of the current admission policy for PhD students at the University of Jordan?

The results of the study showed that the most important pros and cons of the current admission policy are as follows:

### **The positives of graduate student admission policies (PhD)**

The advantages of accepting graduate students for doctorate studies can be summarized from the perspective of academic standards at the University of Jordan as follows:

- The fairness of the procedures followed by the Faculty of Graduate Studies in attracting doctoral students, so that the principles and conditions for admission are applied based on the principle of equality and justice in attracting students.
- Activating scientific research by setting a condition as one of the conditions that distinguish acceptance of students who have published research in peer-reviewed scientific journals.
- Acceptance of students to be in full compliance with specific conditions by the Accreditation Commission for Jordanian Higher Education.

### **Cons of postgraduate student's admission policies (PhD)**

The disadvantages of postgraduate students' admission to the PhD stage can be summarized from the perspective of academic standards at the University of Jordan as follows:

- The lack of knowledge and awareness by the academic departments of the admission policies for the doctoral level adopted by the Graduate Studies Faculty prevents the academic department from choosing an effective and appropriate admission policy to attract distinguished students, which may result in harming some students applying to study for a doctorate in a specific program.
- Some students are affected as a result of considering the title of professional specialization is the determinant that takes into account the admission of students. The name of specialization in the master's and bachelor degrees may be different from the title of the proposed doctorate program, but it is identical to its content.
- Acceptance of student research published in scientific journals, but not approved and documented in indexes of global databases, and this affects the reputation of scientific research.
- The current policy does not provide the ability to give students great attention in the research process to complete their scientific theses as a result of accepting large numbers in doctoral programs.
- The lack of seriousness of the accepted students and their desire to study for a doctorate, but they are scrambling to register and study in order to improve their chances of finding jobs in the future because they are unemployed. Without taking into consideration the needs of the local, regional and global labor market for these programs and specialties.

3. What are the most important concerns that you think lead to improving the current policy of admission students at the University of Jordan?

- Reducing the number of students admitted to the bachelor level so that the faculty members have the opportunity to devote themselves to teaching masters and doctoral students with high efficiency. Or reduce the numbers of students admitted to graduate programs to give sufficient time for faculty members to supervise scientific research to improve learning outcomes.
- Focusing on the quality of students applying to study, not the number.

4. What are the most important suggestions that you think are necessary and urgent to develop an effective admission policy?

The results of the interviews showed that the most important proposals to develop admission policies for the PhD stage at the University of Jordan, which would improve the process's outputs are summarized as follows:

1. That computerized cognitive and skill tests be conducted for each discipline that is proposed by the academic departments for the PhD stage, specifically in the Humanity Faculty and the Faculty of Educational Sciences, and that this is considered one of the main determinants within the conditions of admission and determines a percentage of the total admission total.
2. That the numbers of students admitted to the bachelor stage to be reduced to direct the efforts of faculty members at the university to supervise the research and theses of doctoral and master's students with great efficiency, or reduce the numbers of students admitted to the doctoral level for the same purpose.
3. Reconsidering the admission policies at the University of Jordan related to the approval of refereed journals to publish scientific research, provided that these journals are among the journals listed in the indexes of global databases, in order to improve the university's reputation for scientific research in international classifications, in addition to assigning students admitted to the university to publish in such magazines as a condition for graduation.
4. That the admission policy for postgraduate studies focuses on quality, not quantity, and that the goal is not only to increase revenues and maximize profits at the expense of the quality of the educational outcomes.
5. That the academic departments are aware and understand the requirements and inputs of the programs presented by a representative by defining the conditions for accepting doctoral students that would improve educational outcomes in a studied and accurate manner, and take into account the content of the course plan that the student studied at the master's and bachelor levels for admission to the doctoral program with absolute accuracy because there are a lot of specializations and academic programs that do not match with the names but they match the content, and a good number of unacceptable and distinguished students are affected due to the



lack of understanding by the academic departments of the contents of their specializations and their focus on the name only.

6. To organize structured interviews for applicants and take their results into account for the purposes of admission.

7. That the academic departments define pre-research projects that are in line with the requirements of development, and that students who wish to study a doctorate program are required to submit their research projects that correspond to the projects of the academic departments and take it into consideration for the student's admission.

8. That the academic departments determine the availability of supervisory and leadership experiences for applicants related to the major and make it one of the admission requirements because of the importance of students' understanding of the issues and problems that need to be addressed through studying at the university.

9. To hold introductory workshops for department heads and assistant deans of colleges that explain to them the strategies and policies of the College of Graduate Studies at the university so that they can have accurate knowledge of how to choose an effective and appropriate policy to attract distinguished students.

10. That the academic departments at the University of Jordan keep abreast of rapid changes in the world and the needs of sustainable development, and that the process of accepting doctoral students is linked to the research interests of faculty members, each according to its specialization and drawn from the needs of local communities for research projects that would achieve sustainable local development and contribute to economic well-being Global.

4. How would you describe the admission policies set by Canadian universities to attract distinguished PhD students to study there?

Academic leaders have pointed that admission policies set by universities in developed countries, including Canadian universities, to attract attractive doctoral students are characterized by the following:

- Granting academic departments that offer PhD programs the powers to define specific criteria and conditions in attracting distinguished students in order to develop and improve scientific research based on the needs of local communities in projects, and according to the interests of faculty members in the relevant academic department. This provides job opportunities for graduates, as well as financial support for scientific research from the agencies for which these studies and research are prepared.

- Engaging the industrial, businesses, and service sectors in making admission policies for doctoral students, by identifying their workforce needs, so that universities can offer doctoral majors that meet those needs.

- Applicants to study PhD programs are required to submit certificates of results of cognitive and specialized tests related to their specializations such as GMAT and RG and other. With a view to determining the applicants' ability to analyze and think, solve problems during study and scientific writing, and Canadian universities conduct cognitive and skill tests for the purposes of competition between applicants. The results of these tests are important in giving the student the choice to decide. While the results of the quantitative study regarding the doctoral admission policies applied by Canadian universities came at a high degree, academic leaders attributed the reason to this to the fact that those policies are based on the needs of the local and global labor market, and the sectors of industry, business and services are also involved in developing admission policies for doctoral students through cooperation among them, to determine the programs that their sector needs to keep pace with rapid global changes, in addition, admission policies give academic departments in Canadian universities a major and important role in the decision-making process to attract outstanding students by setting effective standards and conditions for admission of students.

#### **4. Data analysis and conclusion**

After reviewing and analyzing what the results of the answers to the questionnaire and interview questions showed: the researchers concluded that there is congruence between the results of the quantitative study and the qualitative study, as well as that the current admission policies for accepting doctoral students at the University of Jordan aim to accept large numbers of students to maximize the revenue at the expense of the educational quality. In addition, the researchers also concluded that these policies do not keep pace with the rapid global changes taking place in the world from huge developments that require the introduction of modern doctoral programs, as well as the fact that current admission policies result in educational outcomes that are unable to supply a market to work with qualified and trained workforce to contribute to advancing sustainable development, and researchers believe that such policies will harm future PhD holders and increase unemployment rates, as well as the social problems this may leave behind, which may constitute a significant burden on The Jordanian state is represented in the necessity of creating new job opportunities that require large financial budgets, which the state may be unable to provide.

The researchers also concluded that Canadian universities follow doctoral admission strategies based on labor market needs, local development needs, and accelerated global changes, to help graduates find employment locally, regionally and globally, to contribute to advancing sustainable development, increasing economic growth,

and improving the living standards of Canadian citizens.

Among the conclusions reached by the researchers as well, the admission policies for the PhD stage in Canadian universities are carried out through two main stages: the stage for applicants in admission to doctoral programs to meet the minimum admission requirements (general requirements), and the stage of academic departments requirements that offer these programs of cognitive tests and the skills tests that should be available for applicants to study, where academic departments are authorized to offer doctoral programs that meet the requirements of the labor market, and keep pace with changes to the accelerating universality, and aim to provide job opportunities for graduates that contribute to achieving welfare except confronted. Therefore, the Canadian universities' reliance on the involvement of academic departments in determining conditions and criteria for accepting doctoral students is due to several reasons, the most important of which are: the ability of faculty members to attract distinguished students to study, their ability to design study programs and plans needed by the labor market, as well as their knowledge of the requirements of accelerated changes of the modern programs, this is on the one hand, on the other, is that academic departments bear their responsibilities for developing modern and unconventional programs, and that they are subject to the principle of accountability and accountability in the event of their failure to do so.

Through the foregoing, the researchers believe that the Canadian universities experience in making admission policies for doctoral students is a model that deserves reflection on the part of the University of Jordan and benefiting from it to develop admission policies that are compatible with rapid global changes, achieve economic well-being and improve the standard of living of the Jordanian citizen.

Based on the results of this study and after informing the researchers of the theoretical literature and previous studies related to the subject of the study and the experience of Canadian universities, the researchers set policies to accept doctoral students at the University of Jordan that would improve their educational outcomes and provide the labor market with human competencies to achieve sustainable development and global economic well-being This is based on the Canadian universities experience.

#### **4.1 The foundations taken into account when developing the proposed policy:**

1. Take advantage of the educational literature covered by the study.
2. The results of the current research tools and the results of previous research and studies related to admission policies.
3. The results of the questionnaire and the interview, which were aimed at studying the reality of applying and making policies to accept doctoral students at the University of Jordan from the viewpoint of educational leaders.
4. Experience of distinguished Canadian universities that take advanced positions in the international rankings of universities.
5. Researchers' conclusions through architectural analysis of the findings of the study.

#### **4.2 The proposed policies (the policies of Mousa Hamdan & Prof. Ahmed Battah)**

##### **- The goal of policy**

The policy aims to prepare proposed policies for Ph.D students at the University of Jordan that are in line with Canadian universities 'experience to improve its outputs, align them with the needs of the labor market, and improve its positions in The World Universities Ranking.

##### **- Admission requirements**

##### **The admission policy has three stages:**

*The first stage:* fulfilling the general admission requirements for the university (minimum admission requirements) and allocating 50% of the total. The Faculty of Graduate Studies assumes responsibility during this stage, and at this stage applications are evaluated and sorted according to the minimum requirements of the university to accept doctoral students, as well as making sure of the documents required for the academic department, where at this stage several things are evaluated such as certificates and degrees, then Scientific degrees are evaluated so that the minimum level of admission is determined in the Master's GPA starts from B + and allocated to it a percentage of 35%, 40% for -A, and 50% for A, and the reason for that is to give the opportunity to those who have obtained B + and A- from the competition with the rest of the distinguished students who obtained a GPA of A through the requirements of the academic department, which may be separated from these students distinguished in scientific research, and they have research projects for development and have long experiences and skills that are not available in the students who obtained a GPA of A. Thus, the average does not have the largest percentage and be the only or main requirement in the admission process. As for the rest of the degrees and certificates: the higher diploma, the bachelor, and the high school diploma. It is verified that the student has completed these stages through regular studies only, and not fulfilling them leads to rejecting the application and excluding the applicant from the competition. Appendix No. (1) Shows the details of that.

At the same stage, the Faculty of Graduate Studies reviews applicants' applications and evaluates the

requirements of the academic department to which the doctoral program belongs, and here the evaluation process is limited to review only to ensure that the student has submitted all the documents required by the academic department as shown in Appendix No. (2).

In the event that the applicant meets all the minimum requirements for the university and the academic program, his application will be transferred to the academic department for evaluation and determination of the total weight that the student obtained as a percentage of the total, and it will also be clarified in the second stage.

**The second stage: the academic evaluation stage, for which 50% of the total is allocated.**

After the Faculty of graduate Studies determines the names of students who have met the general requirements of the university, and excludes applications that do not meet these requirements, the academic department follows by evaluating the applications according to the conditions, so that they specify 20% of the cognitive and skills tests in the field of specialization applied to it, and 10% for a doctoral research project if it is within the interests of the faculty members in the department and is inspired by projects related to local development, 10% for the research published in an accredited magazine, 5% for personal interview, and for a presentation to explain the letter of interest in the specialty before the committee, and 5% for the news supervisory in the field of specialization and Appendix No (3) shows that.

*The third stage:* the decision stage. Faculty of graduate Studies undertakes the decision-making process for admission based on strong competition. This is done after sending the results of the evaluation of the second stage by the academic department, and collecting the results of the evaluation for the two stages. Official Letters are issued for the admitted, and the names are posted on the university's website, as well as official letters to apologize to students who are not accepted. Provided that the start of the study is determined, and students who were admitted to the university may be given an opportunity to join the study in the first or second semester.

5. What is the degree of appropriateness of the proposed policies to develop the conditions for admission PhD students at the University of Jordan in line with Canadian universities standards to improve its outputs, align them with the needs of the labor market, and improve its positions in The World Universities Rankings from the perspective of academic leaders?

To answer this question, the policies for accepting doctoral students at the University of Jordan were presented to (6) arbitrators of experts and specialists from university professors who take leadership positions, and after reviewing the stages of admission, foundations and conditions for each stage, and then expressing their views on the possibility of applying this policy, The arbitrators unanimously agreed on the suitability of the proposed perception to apply the proposed policies to the conditions for admission of doctoral students to the University of Jordan.

**Appendix (1): Minimum requirements for accepting doctoral students at the University of Jordan**

Degree	Graduation country	Degree Equivalent		Points GPA	Regularity		Weight (%)
		Yes	No		Yes	No	
Master's degree							
High diploma degree							
Bachelor's degree							
High School certificate							
Total point (%)							
Faculty of Graduates Studies							
<input type="checkbox"/> Minimum requirements		<input type="checkbox"/> The application is transferred to the second stage to assess the requirements of the academic department					
<input type="checkbox"/> The conditions		<input type="checkbox"/> The request is excluded from competition					
Signature							
The Dean of the Faculty of Studies				Stamp			

**Appendix (2): The documents required for the academic program by the academic department**

Academic Department requirements	Refereed scientific journal Accredited		Experience certificate		Recommendation letters		research project		Letter of Interest	
	International	Local	Yes	No	Yes	No	Yes	No	Yes	No
Faculty of Graduates Studies decision										
<input type="checkbox"/> It meets the requirements of the academic department					<input type="checkbox"/> The application will be transferred to the second stage of the academic department					
<input type="checkbox"/> It does not meet the requirements					<input type="checkbox"/> The application is rejected					
Signature										
The Dean of the Faculty of Studies					Stamp					

**Appendix (3): The documents required for the academic program by the academic department  
 Academic Department requirements for the PhD program**

Academic Department requirements	Evaluations (%)
Exams: (20%)	
Cognitive Exam (12.5%)	
Efficiency Exam (7.5%)	
Published Research (10%)	
National Journal (2.5%)	
International Journal (7.5%)	
PhD Dissertation project (10%)	
Development projects (7.5%)	
The rest of the projects (2.5%)	
Interview (5%)	
Presentation of the letter of interest in the academic program ( 2.5% )	
interview Skills ( 2.5% )	
Supervisory Experiences (5%)	
Total (50%)	
The Signature	
The Academic Program Director	Stamp

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many international training centers and Computer and Internet: This book was authored to cover a professional IC3 Certificate including three core skills: Computing, Key Applications (Word, Excel, PowerPoint and Access) and Internet (Internet Explorer, Browser), E-mail by Outlook 2010 and Social Media. This certificate was a requirement for students before entering the undergraduate studies and it was calculated as a 6-hour credit or a 3-hour credit, based on the grade of the exam.

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