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The Impact of the Governance of Private Universities in Building Partnership with NGOs Operating in Gaza Strip

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Abstract: *The aim of the research is to demonstrate the impact of private universities' governance in building partnership with NGOs operating in Gaza Strip. The researchers used the descriptive analytical method, and the research population consists of employees in the universities in Gaza Strip. It was applied on the University of Palestine and the University of Gaza. A random sample of (57) employees was selected and (52) responses were obtained with a rate of (91.2%).*

The results of the study showed that the level of availability of the principles of governance in the universities in Gaza Strip from the point of view of employees was high. The relative weight of private universities was 67%. The order of principles is as follows: (laws and regulations, academic freedom, accounting and accountability, board responsibilities, the rights of all stakeholders, transparency and disclosure). The results showed that the level of partnership in private universities from the point of view of employees was high. The relative weight of private universities was 74.5%. The results of the study also showed that there is a statistically significant relationship at the level of ($\alpha \leq 0.0.05$) between governance in all its dimensions and strengthening the partnership between universities and NGOs.

The study concluded with a set of recommendations, the most important of which is the necessity to work on the interest and benefit from the principles of governance available in the private universities in the Gaza Strip through the preparation of a document for the university governance which includes the identification of the tasks, processes and responsibilities assigned to each member, and the need to increase the level of partnership between private universities on the one hand and community organizations on the other hand, as well as the need to follow up the Ministry of Education to the extent to which universities in Palestine adhere to the principles and rules of governance. Oblige all institutions to disclose and transparency standards and to present the outcomes of their work to the beneficiaries of these services. The establishment of a special unit for partnership and community development, which will support the positive relationship between the university and community institutions. Work to remove all obstacles that limit the partnership between universities and community organizations, the most important of which is the limited powers granted to universities and the weak funding allocated to partnerships where the Ministry of Education and Higher Education can support projects based on partnership, as well as the need to link between production centers and the needs of the community through the development of a clear plan, the philosophy, goals and criteria of partnership with the participation of all parties.

Keywords: Governance, Private Universities, NGOs, Palestine.

1. INTRODUCTION

The university education is the basic foundation for building the individual scientifically, culturally, socially, cognitively, and contributes to the development of society through the support of all disciplines required by the labor market. The most recent concern among most countries is the development of university education through the application of university governance standards. The most important considerations are that governance is the framework that regulates and sets the objectives of higher education institutions and manages their resources and components according to the rules of transparency, participation and accountability in order to improve the quality of education according to the interests of students and society (Zoubi, 2012). The partnership is an important component of the economy in many countries. Inter-organizational projects contribute to the economic development of society and to employment opportunities in the public and private sectors. The growth of joint ventures reflects the human value of work, support and care as an essential element in achieving development in all sectors, to provide equal employment opportunities for every person who is capable of considering the work as a right and a

duty necessitated by the need to contribute to the building and development of society. The partnership is also a gateway to the preparation of a strategy for universities to enable them to identify the problems they face by identifying and choosing the appropriate strategic alternative, and thus to develop a sound perception of their practices and achieve the objectives and maximize the possibilities and resources for universities to achieve their goals of development, growth and continuity.

Governance is an essential platform for increasing the level of partnership between universities and NGOs so that through governance, it is possible to benefit from the strengths of some universities in the development of university education and to reduce the weaknesses of some universities. Partnership, which contributes to achieving the objectives better and increasing their viability, adaptation and growth. In this context, this paper examines the role of governance in achieving partnership between universities.

PROBLEM STATEMENT

The higher education in Palestine in general and Gaza Strip in particular suffer from several crises, the most prominent of which is the financial crisis resulting from political reasons, and the increasing number of colleges and universities in the absence of educational philosophy of the educational system, in addition to the lack of interest in scientific research. Higher education for the role that can be played by the private sector, and ignoring the reliance on research results from the most important causes of the crisis experienced by institutions of higher education. In addition to weak legislation governing partnerships and priorities of scientific research and fields and methods of follow-up and evaluation. In this sense, the main problem is how to develop and strengthen the partnership and benefit from it in the development of academic performance of universities in light of the reliance on the standards of university governance.

2. RESEARCH QUESTIONS

Q1: Is there an impact on the governance of private universities in building partnership with NGOs in Gaza Strip?
A number of sub-questions arise from this question:
1. How well are the principles of governance (laws and regulations, transparency and disclosure, accounting and accountability, the rights of all stakeholders, the responsibilities of the board of directors, academic freedom) in private Palestinian universities?
2. To what extent do private universities support partnership (partnership vision, mission and objectives, partnership organization and management, and partnership implementation) with NGOs?
3. To what extent do the principles of governance contribute to strengthening partnership with NGOs?
4. What are the obstacles that limit the application of partnership with NGOs?

3. RESEARCH OBJECTIVES

The objective of the research is to demonstrate the impact of university governance on enhancing partnership with NGOs working in Gaza Strip by achieving the following sub-objectives:

1. Identify the availability of governance dimensions.
2. Disclosure of the level of interest in partnership with NGOs.
3. Determine the nature of the relationship between governance and partnership with NGOs.
4. Identify the obstacles that limit the application of partnership with NGOs.

4. RESEARCH IMPORTANCE

The research derives its importance from its scientific subject as well as the field of its practical application. Therefore, the importance of the research can be determined by the following aspects:
1. The scientific enrichment it adds in the field of governance and partnership, which contributes to the clarification of the concepts of governance and partnership.
2. Assisting universities in adapting and reacting to rapid environmental changes and changes and intense competition through their knowledge of their level of ownership of governance principles and partnership requirements.
3. To contribute to the achievement of additional benefits for students and researchers, increase their satisfaction and achieve continuous and continuous development in the provision of services that meet their needs through partnership with NGOs.

4. He drew the attention of decision makers in universities to the need to know the role of governance in strengthening partnership with NGOs, in the light of the results of the study and to benefit from them in the field of application.

5. RESEARCH HYPOTHESIS

In order to provide an appropriate answer to the research questions presented, the research seeks to test the validity of the following hypothesis:

Ho1: There is no statistically significant relationship between university governance and partnership with NGOs.

6. RESEARCH LIMITS AND SCOPE

1. **Subject Limit (Academic)**: The objective of the study was to study the impact of private universities' governance in building partnerships with NGOs
2. **Human Limit:** The study was conducted on employees in private Palestinian universities operating in Gaza Strip except for services in the universities in question.
3. **Institutional limit:** The study was conducted on the private Palestinian universities operating in the Gaza Strip: (University of Palestine, Gaza University).
4. **The spatial limit:** The study was conducted in the State of Palestine - Gaza Strip.

7. LITERATURE REVIEW

➢ Study of (Mahrous, 2016) which aims to identify the theoretical foundations of corporate governance in contemporary universities, as well as to identify the reality of corporate governance and to know the different ways to activate corporate governance. The study found that the organization's performance of its work using the means and methods by which the institution determines its direction according to a set of foundations leads to the activation of corporate governance, and that there is a set of theoretical foundations for institutional governance in contemporary universities, namely the distribution of authority and tasks among administrative units, between the administrative entity and the surrounding environment. The study also revealed that the reality of participatory academic governance and the governance of stakeholders in the Faculty of Education, Ain Shams University, among faculty members and administrators is medium.

➢ Study of (Abdo, 2015) which aims to analyze the relationship between the strategy of partnership and the quality of educational services and achieve the development of competitive excellence in public and private universities, and to reveal the nature of the leadership of the university leadership towards the implementation of the partnership strategy, as well as to identify the constraints and obstacles facing the implementation of the partnership strategy. The study concluded that the partnership is a framework that enables universities, if they activate their components, to improve the quality of services and achieve competitive excellence.

➢ Study of (Khater, 2015), which aimed at analyzing the intellectual framework related to the nature of the partnership between the universities and productive institutions and their fields, and the bases on which they are based, in addition to presenting proposed formulas for the strategic partnership between universities and productive institutions in Egypt. The lack of awareness of the partnership culture, its areas and levels between the university institutions and the production institutions, and the weak organization and implementation of the university for partnership and management, where it obtained a middle degree, weak activation of partnership with community institutions,

➢ Study of (Al-Arini, 2014), which aims to identify the reality of applying governance from the point of view of faculty members and employees of the Imam Mohammed bin Saud Islamic University in Saudi Arabia. The study found that there were statistically significant differences between the responses of the sample of the study and the reality of applying the governance in Imam University due to the difference (scientific qualification, the nature of the current job, and the years of experience).

➢ Study of (Harkavy et al., 2014), which aims to provide an overview of institutional efforts to support Pennsylvania State University and its role as a central institution through effective governance, as well as to recognize the role of the University in building sustainable partnerships with other universities. The study found that there is an effort at the Pennsylvania State University to strengthen its role as a partner institution in civil society. The study noted that effective governance plays a major role in increasing the progress of work among faculty members. The study also shows that governance contributes to the participation of students through community service As well as working to develop many sustainable partnerships in the community.

➢ Study of (Okwelle & Wordu, 2014) which aims to explore the impact of public-private partnership on the quality of the educational process in Nigerian universities. The study aimed to identify the role of public-private

partnership in education through a strategy to improve the quality of the technical education program in Nigeria. The study found that there is a strong relationship between the partnership and the quality of educational services in sixteen universities in southwestern Nigeria. The study showed that the success of the partnership depends on the ability of the government sector to identify private sector partners and that there is a complementary role between the public and private sectors, and Effective VET system.

➤ Study of (Abdul Fattah, 2013) aimed at identifying the role of strategic direction in supporting the sustainable competitiveness of commercial banks through the application of the standards of governance and identifying the compatibility of banking practices in Egyptian commercial banks with the standards of governance. The study found that there is a role for the strategic direction in applying the standards of governance and that this environment allows care and attention to the human element in order to encourage creativity and innovation which leads to supporting the competitive competitiveness of commercial banks. The study showed that the commitment of employees to apply the standards of governance as a strategic direction for banking policies helps in support of the sustainable competitiveness of Egyptian commercial banks based on competitive and renewable competitive advantages based on the personal and behavioral characteristics of creative and innovative employees.

➤ Study of (Hristova & Klisarovska, 2013) which aims to provide an overview of the PPP projects in Europe and assess them in the current situation, as well as identify key projects that need public-private partnership. The study found that public-private partnerships in many European countries are a key tool for implementing infrastructure projects. The study shows that public-private partnerships lead to the distribution of risks to public and private sector partners as well as improving the quality of public and private services, Study that public-private partnerships lead to a change in the role of the public sector from direct participation to regulation and control.

➤ Study of (AL-Hariri, 2010) aimed at determining the nature and forms of the relationship between business organizations or the private sector and government universities in the Republic of Yemen, as well as identifying ways to strengthen and develop the relationship between the Yemeni universities. The study found that the most important elements for successful partnership between the private sector and universities is the availability of funding. The results of the study indicate that there are mechanisms that lead to positive results in the success of the partnership between the private sector and the universities.

➤ Study of (Abdul Hakim, 2010), which aims to develop a proposed strategy for developing open education management in Egyptian universities in light of the principles of governance, as well as to know if the Egyptian experience in open education depended on embracing the traditional universities of open education centers according to the principles of governance. The study found that the development of management practices and adherence to the principles of governance are working to develop open education in universities.

➤ Study of (Tetevová, 2010) which aims at identifying the obstacles of partnership between the university and the private and public sectors in the Czech Republic, as well as clarifying the importance of the social responsibility of the three sides of the university, the private sector and the public sector, and the impact of tripartite cooperation between the university and the public sector on the quality of the educational process and scientific research. The study found that the university plays a major role in supporting economic and social development in society through the transfer of knowledge. The study also showed that the public sector and the private sector have a role in increasing the level of university funding, which leads to the success of the partnership between the university and the public and private sectors. An important role for the partnership between the university and the public and private sectors, which contribute to enhance the reputation of the university and improve its image and excellence from other educational institutions competition and improve its ability to provide quality educational services and increase the efficiency and satisfaction and loyalty of employees in Here

Comment on previous studies

There is of great importance and the role of cooperation between universities and the private sector where they can be utilized to establish and strengthen a partnership relationship between effective universities and the local community.

In terms of the objective of the study varied research trends of previous studies aimed at identifying the theoretical foundations of corporate governance of contemporary universities, as well as recognize the reality of governance, as well as most of the studies focus on the knowledge of only the role of the partnership between universities and the private sector without focusing on its role with labor organizations local, which was limited in all studies on several dimensions by addressing governance dimensions of the accounting point of view, the current study will address the dimensions of governance, especially from the administrative side and on specific universities, and the statement of

opinion on the governance of universities working as an input for Aziz partnership with civil institutions through comparison between the private universities.

In terms of the variables of the study: Most studies focused on the accounting variables, especially transparency and disclosure, dealt with the dimensions of governance in a different way, where the dimensions (application of laws and regulations, transparency and disclosure, accounting and accountability, attention to the rights of all the beneficiaries, determination of the responsibilities of the board, academic freedom). The current study differed from previous Arab and foreign studies in terms of field of application, methods of analysis, period of time, and nature of the sample that were dealt with.

8. THE THEORETICAL FRAMEWORK OF THE STUDY

First: Governance:

The expansion of the size of the projects led to the separation of ownership from the administration. These projects began to seek stronger sources of management. The expansion of the size of companies and the separation of ownership from the administration led to weak mechanisms for supervising the actions of managers and many companies in financial crises. In the late 1990s, crises followed. Perhaps the most important of these was the crisis of Enron WorldCom in the United States in 2001, which prompted the world to take care of governance. The need for governance emerged in many advanced and emerging economies over the past few decades, Economic and financial crises.

A. Definition of Governance:

The concept of governance has attracted the attention of many academics, researchers, analysts and practitioners. The definitions of governance have increased and their concept has expanded over time. In this context, it has been difficult to come up with a uniform definition of this term. Some governance definitions can be presented as follows:

1. The Organization for Economic Co-operation and Development (OECD) defines it as the rules and procedures that ensure that the organization is properly and effectively managed, including that managers and employees act appropriately and in accordance with sound laws and practices (Glossary, 2004).
2. UNDP defines it as the system of policies and values in which enterprises manage their various affairs and through interactions with the environment (UNDP, 2004).
3. The World Bank considers that the behaviors that reflect the exercise of authority and achieve self-control of universities to reflect the structure, structure and function of institutions of university education as a whole and the regulatory and legislative framework for control and the roles and responsibilities of university administration and its relationship to the community and the extent of its attempt to achieve quality and excellence in university performance (World Bank, 2008).
4. Hammad (2005) defines it as the system through which the organization's work is directed and monitored at the highest level in order to achieve its objectives and to meet the standards of responsibility, integrity and openness.
5. Wang (2008) sees it as a set of laws, regulations and instructions aimed at achieving quality and excellence by selecting appropriate and effective strategies to achieve the University's goals and objectives.
6. As defined by Ali (2007), it is a set of mechanisms, procedures, laws, systems and decisions that ensure: discipline, transparency and fairness and thus aim at achieving quality and excellence in performance by activating the management's actions with regard to exploiting the economic resources available to it, stakeholders and society as a whole.

The researchers define governance in universities as a set of principles that include: laws and regulations, transparency and disclosure, accounting and accountability, attention to the rights of all the beneficiaries, the responsibilities of the board of directors, and academic freedom in universities that contribute to the achievement of strategic objectives.

B. Advantages of applying governance in universities:

Hamdouna (2016) believes that one of the most important advantages of implementing governance in universities is the following:

1. Establish an accounting system for all parties associated with universities.
2. Prevent universities from being exposed to potential crises.
3. Improve university performance, improve economic efficiency and increase economic growth by providing appropriate conditions.
4. To create incentives and motivations for the university board of directors to pursue the achievement of the goals that achieves the interest of the university through effective supervision of the universities.

5. To provide a competitive position for the university in comparison to other universities and to increase its ability to attract academics who can support financial growth.
6. Strengthening integrity and efficiency in universities.
7. Give more attention to environmental and ethical issues in the educational system.
8. Improving the rates of academic scholars and the stability of university staff.

C. Principles and Foundations of Governance:

The concept of governance is fundamentally related to the behavior of the various categories involved. Therefore, there is a set of principles that must be met in these behaviors in order to achieve the purpose of applying governance in universities. These principles constitute the basic pillars of governance. The most important are the following (Sami, 2009):

1. Transparency and disclosure: Providing a clear and true picture of everything that happens, in order to ensure the achievement of confidence, integrity and objectivity in the management procedures. It also ensures proper and timely disclosure of the important issues. This feature provides financial and non-financial accounting and disclosure information, and the information is correct, clear and complete. Transparency ensures accurate and timely disclosure of all matters related to the provision of information on financial and operating results, objectives and board members, salaries and benefits to senior officials, and structures and policies.
2. Compliance with laws and regulations The preparation and review of the application of laws and regulations in a manner consistent with quality standards and also in accordance with the requirements of regulatory processes should be prepared and reviewed in order to provide objective scrutiny of the method used in the preparation of financial statements and the preparation of financial reports.
3. Accountability and responsibility: It is intended to provide a clear organizational structure that sets the points of authority and responsibility, and to hold officials and decision makers accountable for their responsibility towards the company and shareholders. Accountability is a rule for accounting for decision makers or those who carry out business, the results of their decisions and actions towards shareholders and other stakeholders. Find a mechanism to achieve this principle.
4. Clarity: It is intended that the financial statements and reports should be clear, transparent and fair in their preparation. To do so, management and the Audit Committee should investigate the general understanding of the financial statements.
5. Independence: The mechanism that reduces or eliminates conflicts of interest. This mechanism starts from the formation of boards and appointing committees to appoint an independent, efficient and qualified external auditor who performs his work according to the requirements of professional care and assets to confirm or certify that the financial statements represent the truth of the financial position and performance.
6. Equity: The framework of governance practices should protect shareholders as they have certain property rights, namely, the right to secure property registration methods, the right to elect directors, the right to receive a share of profits, the right to vote in the general assembly of shareholders, the right to transfer or transfer ownership of shares, the right to receive the various necessary information relevant to the activity in a timely and systematic manner (Abdul Malik, 2008).
7. Equitable treatment of shareholders: Governance ensures equal treatment of all shareholders, including minority and foreign shareholders, where everyone must have the same rights, and everyone should have access to information.
8. Role of stakeholders: The governance framework should involve recognition of the rights of stakeholders that have been established in accordance with the law, and should also encourage cooperation between them and the company and enable them to access the information required.
9. Responsibilities of the Board of Directors: The corporate governance practice should provide strategic guidelines for guidance. It should ensure follow-up to the Executive Management by the Board of Directors and ensure that the Board of Directors is accountable to shareholders.

The researchers believe that these principles serve as reference points that combine a number of common elements in the light of significant changes in conditions that serve as a basis for governance. The research is limited to six principles of government in universities, which are the most appropriate for the nature of universities.

D. Constraints on Governance:

There are a number of constraints to the application of governance in organizations in general, and in universities in particular can be summarized as follows (Khurshid and Yusuf, 2009):

1. Culture in society.
2. The general political climate inside and outside the university.

3. University legislation and legislation of the Ministry of Higher Education and Scientific Research.
4. University Management Method.
5. The mechanism of selection of members of the teaching and administrative bodies.
6. Absence of faculty members from university life.
7. Non-involvement of employees in public activities within the university.

Second: Partnership:

The theme of partnership between different sectors is of great interest to governments, communities and research centers around the world, after it has become clear that the process of economic and social development depends on mobilizing and gathering the full potential of society, including the potentials, resources and expertise. Institutional organizations that establish and operate projects of various types after the separate and independent sectoral institutional organizations have encountered challenges and difficulties in achieving the development goals at the ambitious target levels. Therefore, both developed and developing countries seek to create Institutions, legislation and systems to adopt participatory organizations in which all sectors of society contribute to the direction, management, operation, development and development of projects and businesses in order to serve their purposes on the basis of cooperative participation, good governance, transparent accountability and mutual benefit.

Not only is it necessary to ensure the success of the partnership in terms of legislation and regulations, but also to create links between them and the concept of governance. Both have multiple dimensions with administrative, legal, economic and social aspects. They meet in common points based on the principles of transparency and disclosure, accountability and equal rights of stakeholders. Responsibilities to improve resource utilization, enhance competitiveness, attract sources of funding, expand projects to create new jobs, support economic stability, and partnership in universities and other sectors are still in the process of developing common principles, rules and regulations The various forms of partnerships between the public and private sectors are organized into all economic and social sectors, and we refer to the concept and principles of partnership.

A. Partnership concept:

The concept of partnership is a relatively recent concept in the field of universities. The word partnership has been used by many researchers without giving a precise definition. In this context, the partnership can be defined as:

1. Collaboration between two or more organizations aimed at reducing time and increasing information, knowledge, skills and financial resources (Reed, 2009).
2. A cooperative agreement between two or more organizations to work together for a common purpose, taking into account the sharing of risks, responsibilities, resources, competencies and benefits to all partners (Richter, 2004).
3. Partnership with universities is a series of personal relationships between community members, employees, students and faculty to achieve an advertised and beneficial goal for all parties (Gerhardt, 2009).
4. All forms of inter-institutional cooperation for a certain period aimed at strengthening the effectiveness of dealers in order to achieve the goals identified (Dealtry, 2008).
5. Interactions and cooperation between economic and social institutions to achieve a better competitive situation (Al-Rashid, 2006).

The researchers know the partnership as the establishment of universities in cooperation and the establishment of varying relations with the civil institutions so that each maintain its independence in terms of goals and interests to achieve a set of common goals.

B. Partnership Forms:

The partnership has many forms, depending on the relationship between the partners. The partnership is based on the objectives of each partner. The most important forms of partnership can be presented as follows (Mustafa, 2000):

1. **Industrial partnership**: Because of the development and complexity of the process of manufacturing through the difficulty of keeping pace with modern production methods as well as technological development emerged this type of partnership, which often takes the form of work plans, and highlights the need to establish what is known as technical cooperation from the large costs allocated to industrial projects on the one hand, It requires high technology, and the method of industrial partnership achieves the transfer of technology and modern administrative knowledge more effectively. In this context, some organizations resort to convergence and establish teams or groups specializing in advanced technological and industrial projects for several reasons. The motives for this type of partnership in various areas are:
   - The economic sphere in order to benefit from the impact of scale, research and development costs.
   - The technical field where the advantages of advanced technology and creativity are taped.
   - In order to benefit from consumer preferences and strengthen distribution networks.

2. **Business partnership**: This formula is the joint cooperation between two or more institutions that suffer from the weakness of their business and therefore resort to partnership which may be in the form of concession contracts, licensing agreements, supply agreements, which allows to reduce the costs of business transactions and the opening of new distribution networks which affects the business positively.

3. **Technical Partnership**: This form of partnership emerged as a result of changes in the technological field and increased costs of research and innovation. This type of partnership can be divided into:

   - R & D agreements: Many governments and companies allocate funds to spend on basic and applied research. This formula is used to benefit from second-party experience as well as funding and risk reduction. Among the sectors in which this type of partnership - Research, research and development centers between universities - the field of advanced industry - electronic services and products - the field of information - information technology).

   - Knowledge transfer agreements: This formula allows the partner to benefit from the transfer of knowledge of economic value that is important to help achieve maximum efficiency and profitability as well as raise its competitive level at the level of the general environment.

   - License Agreement: Under this Agreement, the Partner grants a License to the Second Party to access certain technologies or to take advantage of the technological aspect for a long but specific period. This Agreement is of a bilateral nature.

4. **Financial Partnership**: This type of partnership is related to the degree of the partner's participation in the second partner's capital through direct investment. This formula gives the right to guide the management and policies of the partner whose capital has been contributed to the interests of the partner invested in the development of his products and marketing efforts.

C. Principles of Partnership:

Sustainable and effective partnership depends on a set of principles (Medhat, 2011):

1. Honesty, trust, mutual respect, equality, transparency and accountability.
2. Work as a unit to achieve common goals.
3. Respect differences among partners and make appropriate decision based on consensus and resource utilization.
4. Accounting, compliance, clarity, financial policy development and sound accounting systems.
5. Agreement on rules of engagement and relations between members of the same team.
6. Cooperation and integration, continuity of communication and sharing of rights and duties.
7. Awareness of the environment and the community and encourage partnerships.

In addition, researchers can identify the most important foundations and principles of partnership in the field of universities and civil society organizations in particular:

1. The partnership with universities is based on clear and specific principles, principles, rights and duties.
2. That the partnership is part of a strategic plan with specific objectives and a common mechanism for implementation.
3. Changing the concept of partnership with universities from the concept of social support to the concept of development support.
4. The partnership is based on the principle of achieving mutual interests between universities and civil society organizations.
5. The partnership is concerned with maintaining social goals, objectives, requirements and policies.

Third: Application of governance in universities to achieve partnership with civil society:

A. The stages of applying governance in universities to partnership with civil society

Based on previous studies, five stages can be identified for the application of governance in universities:

Phase One: Definition of Governance and Formation of a Supporting Opinion:

It is the most important and most dangerous stage at this stage. It is at this stage to clarify the features and aspects of governance, to define its dimensions and concepts, to clarify its methods, tools and messages, as well as to distinguish between governance as culture, behavior and commitment, and governance as a basis for fair transactions.

Phase 2: Building Governance Infrastructure:

Governance is a strong infrastructure, an ability to absorb its movement and an ability to interact with its variants. It is a complex and extended structure. Infrastructure is absolutely necessary to establish governance, achieve understanding and effective coexistence among different parties, and infrastructure is an important and binding element for establishing governance. It is divided into two parts: an overarching infrastructure for governance and the institutional organizational entity (governing boards), which are the supervisors of its implementation at the

university level, as well as an infrastructure of governance, which includes the basic and ethical basis for the application of governance.

Phase 3: Develop a standard program of governance and identify indicators:

The application of governance requires a time-bound schedule of work, tasks and duties. Through obedience, compliance and compliance systems, all expected and desired goals are met.

Phase 4: Implementing and Implementing Governance:

The stage at which real tests begin and the degree of willingness of all parties to apply governance. Governance, as well as freedoms, also has governing constraints and prudential controls.

Phase 5: Monitoring and Development of Governance:

Monitoring and follow-up is the main tool used by the University for good Governance Implementation. It is a control of an integral and complementary nature, which has two main functions: a remedial function to address any error or failure occurring, and an innovative preventive function based on Tools and means that increase the effectiveness of governance. Thus, the development of an organizational, administrative or supervisory unit of governance within the administrative structure and organizational structure of the university will help to perform the function of oversight in governance, as it needs an internal control body to monitor the implementation of the values of governance and to maintain the ethics and values.

B. Advantages of Partnership between Palestinian Universities and Community Organizations:

The benefits of this partnership can be summarized as follows:

- **Technology transfer:** Technology is an important factor for the development of community organizations, which often rely on technology to deliver their services. However, it costs the organization high amounts. The partnership method is therefore an appropriate way to transfer technology to local organizations in an easy and cost-effective manner.

- **Improve the potential**: By improving the status of CBOs through the transfer of knowledge that allows for improved joint performance as this relationship has a direct and significant impact on increasing its capabilities and allows to reduce problems and bring new potentials and possibilities by creating additional opportunities to participate in new sectors and areas and complementary to the main activity of it.

- **Entering new areas**: This is achieved by selecting the right partner that minimizes the impact of constraints and determinants that impede entry into new and multiple areas by exploiting information about opportunities that help develop their capacity to reach appropriate capacity.

- **Education and training and acquisition of new skills**: The friction between the partners for a long time is somewhat allows to learn and acquire some new skills, through changes in the curricula and technical methods to learn and transfer these skills because of the reliance on new and advanced programs for the preparation and training of employees.

9. FIELD STUDY

First- Methodology of the study

Based on the nature of the study and the objectives that it seeks to achieve, the analytical descriptive approach was used, which is based on the study of the phenomenon as it is in fact and is concerned as a precise description and expressed in qualitative and quantitative terms. This approach does not suffice to gather information about the phenomenon in order to investigate its manifestations and its different relations, but rather to analysis, linkage and interpretation.

Second- Society and sample of the study

The research community consists of university staff in the Gaza Strip. The research has been applied to the following universities: (Palestine University, Gaza University). A random sample of employees (57) was selected and (52) responses were obtained (91.2%). The distribution of the sample of the study according to the personal data of the individuals in it is as follows:

Table 1: Distribution of Study Sample Individuals

Personal data		The Number
Qualification	Ph.D.	12
	M.A.	14
	BA	19

	Diploma	7
Number of years of service	Less than 5 years	11
	From 5 - less than 10 years	21
	From 10 - under 15 years	8
	15 years and over	12
Total		52

Thirdly- the study instrument is valid

The instrument of study means that the tool measures what has been set for its measurement. The veracity of the questionnaire has been verified by the following methods:

1. Validity from the point of view of the arbitrators

The questionnaire was presented to a number of specialized arbitrators in order to ascertain the accuracy of the linguistic language of the questionnaire, the clarity of the instructions of the questionnaire, the affiliation of the paragraphs to the dimensions of the questionnaire and the validity of this tool to measure the objectives associated with this study. Thus, the validity of the questionnaire was ascertained from the point of view of the arbitrators.

2. True internal consistency

The reliability of internal consistency was calculated by finding correlation coefficients for the identification, as shown in the following table:

Table 2: Confirm the internal consistency of the identification fields

The Hub	Coefficient of correlation	"Sig." value	Level of significance
Governance fields	0.962	0.000	**Sig** at 0.01
Partnership fields	0.808	0.000	**Sig** at 0.01
Field of the obstacles of partnership	0.641	0.000	**Sig** at 0.01

The above table shows that the fields of the questionnaire have statistically significant correlation coefficients. This indicates that the fields of the questionnaire have high reliability coefficients.

Fourthly- Stability of the study instrument:

The tool of the study means that the tool yields the same results if applied again to the same group of individuals, ie, the results do not change. The questionnaire is confirmed by the following methods:

1. Stability using the formula Alpha Cronbach:

The stability of the study instrument was determined by calculating the correlation coefficients of the fields of the questionnaire by using the Alpha Cronbach formula, as shown in the following table:

Table 3: Correlation coefficients using the Alpha Cronbach equation for the resolution fields

The Hub	Coefficient of correlation
Governance fields	0.853
Partnership fields	0.755
Field of the obstacles of partnership	0.891
The resolution as a whole	0.958

The above table shows that correlation coefficients for the identification fields are high stability coefficients, and are met for research purposes.

2. Stability in half-split way:

The stability of the study instrument was determined by calculating the correlation coefficients in the half-split way distribution of the identification fields, as shown in the following table:

Table 4: Half-way correlation coefficients for the point of resolution

The Hub	Coefficient of correlation	
	Before the amendment	**After modification**
Governance fields	0.958	0.979

Partnership fields	0.856	0.922
Field of the obstacles of partnership	0.857	0.923
The resolution as a whole	**0.895**	**0.945**

The above table shows that the half-term correlation coefficients of the resolution fields are high stability coefficients and meet the study objectives.

10. ANALYSIS OF THE STUDY FIELDS

As a result of the study question: Is there an impact on the governance of private universities in building partnership with NGOs in the Gaza Strip?
A number of sub-questions arise from this question:
The question is: What is the availability of the principles of governance (laws and regulations, transparency and disclosure, accounting and accountability, the rights of all stakeholders, the responsibilities of the board of directors, and academic freedom) in private Palestinian universities?
This question was answered using the "T" test for one sample, as shown in the following table:

Table 5: Analysis of the pillars of governance

No.	Item	SMA	Standard Deviation	"T" value	"Sig". value	Relative weight	Ranking
Laws and regulations							
1	The University seeks to develop laws and regulations in force.	3.846	0.894	6.824	0.000	76.923	2
2	The applicable laws shall set appropriate penalties for the types of offenses against the beneficiaries.	3.635	0.886	5.164	0.000	72.692	3
3	Check the laws and regulations in place at the University Community Justice.	3.346	0.861	2.901	0.005	66.923	5
4	The laws and regulations in force encourage the effective participation of all the beneficiaries in the university.	3.500	1.076	3.352	0.002	70.000	4
5	The University applies all regulations and instructions of the accreditation body of Palestinian higher education institutions.	3.942	0.873	7.788	0.000	78.846	1
	Fields as a whole	3.654	0.621	7.588	0.000	73.077	
Transparency and disclosure							
1	The University shall take into account the clarity of the application of the regulations and the regulations for all its employees.	3.423	0.893	3.415	0.001	68.462	1
2	The University discloses its policies in granting bonuses and allowances to all its members.	2.942	1.259	-0.330	0.742	58.846	3
3	The University discloses the criteria for holding leadership and administrative positions.	3.192	1.030	1.347	0.184	63.846	2
4	The university is transparently informed of the factors related to the significant risks that threaten the university.	2.923	0.837	-0.663	0.510	58.462	4
5	The University discloses all performance reports.	2.731	1.012	-1.918	0.061	54.615	5
	Fields as a whole	3.042	0.776	0.393	0.696	60.846	

No.	Item	SMA	Standard Deviation	"T" value	"Sig". value	Relative weight	Ranking
Accounting and Accountability							
1	The University provides clear rules and accountability for the performance of its academic and administrative members.	3.558	0.916	4.389	0.000	71.154	2
2	The work of the University is administratively and academically supervised by internal and external bodies.	3.577	1.036	4.017	0.000	71.538	1
3	The University takes corrective action based on accountability reports.	3.404	0.934	3.117	0.003	68.077	4
4	The University identifies key performance indicators for each employee.	3.269	0.843	2.303	0.025	65.385	5
5	University staff clearly understand the rules to be followed and the consequences of their violation.	3.500	1.146	3.146	0.003	70.000	3
	Fields as a whole	3.462	0.753	4.419	0.000	69.231	
The rights of all beneficiaries							
1	The University employee demands his or her rights at any time in accordance with fair rules and regulations.	3.231	1.022	1.629	0.110	64.615	2
2	The functions of the beneficiaries shall be facilitated in accordance with the laws and regulations in force at the University.	3.346	1.027	2.431	0.019	66.923	1
3	The university follows the method of dialogue in reaching decisions through the concerned committees and the beneficiaries.	2.981	0.960	-0.144	0.886	59.615	5
4	The University involves representatives from the local community, academics, administrators and students in developing development plans.	3.000	1.103	0.000	1.000	60.000	4
5	The University provides a system for receiving, complaining and dealing with university employees' proposals.	3.154	0.937	1.184	0.242	63.077	3
	Fields as a whole	3.142	0.723	1.419	0.162	62.846	
Responsibilities of the Board of Directors							
1	Members of the Board of Directors shall be permanently resident.	2.923	1.186	-0.468	0.642	58.462	5
2	All members of the board have skills in financial, technical, marketing and professional specialties.	3.404	0.975	2.986	0.004	68.077	3
3	The structure of the Board of Directors shall take into account the separation between the function of the Presidency of the Council and the Executive Directorate and not to collect them in one person.	3.423	1.289	2.367	0.022	68.462	2
4	The responsibilities of the board are clear.	3.385	1.087	2.551	0.014	67.692	4
5	The board of directors of the university is	3.577	1.073	3.878	0.000	71.538	1

No.	Item	SMA	Standard Deviation	"T" value	"Sig". value	Relative weight	Ranking
	formed democratically.						
	Fields as a whole	3.342	0.786	3.139	0.003	66.846	
**The principle of academic freedom**						
1	Teaching their students in the manner and courses they deem appropriate.	3.827	0.985	6.056	0.000	76.538	1
2	Intellectual meetings between faculty members at the university.	3.519	0.960	3.901	0.000	70.385	4
3	Participation with local community sectors.	3.558	0.916	4.389	0.000	71.154	3
4	Motivation to organize cultural seminars for community members on different occasions.	3.577	1.091	3.814	0.000	71.538	2
5	The University imposes restrictions on faculty members because of their views.	2.769	1.165	-1.428	0.159	55.385	5
	Fields as a whole	3.450	0.539	6.026	0.000	69.000	
	Principles of Governance	3.349	0.527	4.768	0.000	66.974	

The above table shows that:

- The availability of the principles of governance came at a relative weight (66.974), which is (medium). The researchers believe that in general, universities suffer from weak governance due to the multiplicity of regulators, the spread of patronage, temperament and the speed of change. Universities need autonomy to achieve excellence. This finding is consistent with Al-Arini (2014) and Mahrous (2016).
- The availability of laws and regulations came at a relative weight of (73,077), which is (large). This is due to the fact that laws and regulations are the only guarantee for employees' rights and reflect the values of justice and integrity adopted by the university in their transactions. Therefore, they must be reviewed periodically to suit the changes in the environment.
- The availability of transparency and disclosure came in relative weight (60,846), which is (medium). Transparency is a positive factor because it helps to strengthen loyalty and belonging to employees and increase productivity, in addition to strengthening the values of cooperation, reducing ambiguity and fog, eliminating corruption, facilitating the process of evaluating performance and reducing time and costs.
- The availability of accounting and accountability came at a relative weight (69.231), which is at a (large) level. This is because accountability has a significant role to play in promoting transparency and business ethics, as well as fostering confidence among individuals within the university with the outside community.
- The availability of the rights of all the beneficiaries came at a relative weight (62,846), which is (medium). This means that the University is aware of the rights of all interested parties, which are included in the regulations and laws, and also supports and encourages joint cooperation between them and those parties.
- The availability of the responsibilities of the Board of Directors came at a relative weight (66.846), which is (medium). One of the most important requirements for improving the performance of universities is the existence of a management capable of carrying out its responsibilities with expertise, qualifications and skills that enable it to achieve excellence in university education.
- The availability of academic freedom came at a relative weight (69.000), a degree (large). Academic freedom is one of the most important solutions that can be invested to achieve quality in university life and activate participation by stakeholders and beneficiaries of the educational service.

Results of the second question:

The question is: To what extent do private universities support partnership (partnership vision, mission and objectives, partnership organization and management, and partnership implementation) with NGOs?

This question was answered using the "T" test for one sample, as shown in the following table:

Table 6: Analysis of the partnership fields

No.	Item	SMA	Standard Deviation	"T" value	"Sig". value	Relative weight	Ranking

No.	Item	SMA	Standard Deviation	"T" value	"Sig". value	Relative weight	Ranking
	The fields of vision, mission and goals						
1	The University's vision includes its vital relationship with community institutions.	3.942	0.802	8.470	0.000	78.846	2
2	The University's mission supports active interaction with community institutions.	4.096	0.846	9.341	0.000	81.923	1
3	The University sets clear and specific objectives related to the needs of the surrounding community institutions.	3.923	0.788	8.444	0.000	78.462	3
4	The University will involve the parties involved in the development of the strategic objectives of the Partnership.	3.635	0.929	4.924	0.000	72.692	4
5	The University is keen to develop the objectives of the partnership to ensure the strengthening of the link between the University and the surrounding institutions.	3.596	0.799	5.384	0.000	71.923	5
	Fields as a whole	3.838	0.687	8.799	0.000	76.769	
	Fields of partnership organization and management						
1	The University administration determines the actual needs of the beneficiaries of its outputs.	3.481	0.828	4.186	0.000	69.615	5
2	The Department is keen to raise awareness of the culture of partnership between the University and community institutions through holding seminars and conferences.	3.673	0.785	6.182	0.000	73.462	2
3	The department publishes successful experiences of partnership between the university and community institutions.	3.577	0.801	5.196	0.000	71.538	3
4	The University administration holds agreements for various projects between the university and the local community.	4.038	0.593	12.632	0.000	80.769	1
5	The University is interested in measuring the satisfaction of the beneficiaries of the graduates when developing their educational programs.	3.500	0.980	3.678	0.001	70.000	4
	Fields as a whole	3.654	0.571	8.252	0.000	73.077	
	Fields of partnership implementation						
1	The university coordinates with community institutions to determine the criteria for selecting its students to suit the changes in the labor market.	3.788	1.091	5.213	0.000	75.769	2
2	The University sets its programs and decisions in line with the needs of the labor market.	3.769	0.921	6.025	0.000	75.385	3
3	University students receive their practical training while studying in the surrounding community-related	4.154	0.697	11.939	0.000	83.077	1

No.	Item	SMA	Standard Deviation	"T" value	"Sig". value	Relative weight	Ranking
	institutions.						
4	The University has active mechanisms for applying its research to community institutions.	3.365	0.991	2.660	0.010	67.308	4
5	The University embraces start-up partnership projects to provide direct support and assistance in planning workflows.	3.365	1.010	2.608	0.012	67.308	4
	Fields as a whole	3.688	0.710	6.992	0.000	73.769	
	Partnership	3.727	0.572	9.169	0.000	74.538	

The above table shows that:

- The support of the universities came with a relative weight of (74.538), which is (large). The researchers believe that partnership with the private sector should receive adequate attention and cover all areas such as: scientific research, education and continuing training, counseling, knowledge and cultural exchanges, academic exchanges, etc. This result is consistent with the study of Tetevová (2010), Khater (2015), Abdo (2015), Hristova & Klisarovska (2013) and Okwelle & Wordu (2014).
- The extent of the universities' support for the vision, mission and goals of the partnership came at a relative weight of (76.769), which is (large). The foundation of the partnership is to build the community culture to establish partnership between institutions and to adopt it within the strategic plan of the institution. This requires providing information about the partnership parties and considering the partnership as a vital direction of the strategic directions of the organization.
- The extent of university support for the organization and management of the partnership came at a relative weight of (73.077), a degree (large). This phase requires the actual start of the partnership activities, which include identifying the parties that will facilitate the process of communication with the local community, and holding permanent meetings to study the problems and work to solve them in order to activate the partnership and reach to the actual implementation, as we find that many agreements and partnerships are held only on The paper does not extend beyond that scope and may not be known to the staff.
- The extent of university support for the implementation of the partnership came at a relative weight (73.769), which is a (large) degree. This stage is one of the most important stages that require constant attention and evaluation of partnership activities and documentation of all phases to benefit from them, with the need to focus on the dissemination of successful experiences.

Results of the third question:

The question is: To what extent do the principles of governance contribute to strengthening partnership with NGOs? To answer this question, the following hypothesis was formulated:
There is no statistically significant relationship between the application of governance principles and the strengthening of partnerships with NGOs.
This hypothesis has been validated by finding correlation coefficients, as shown in the following table:

Table 7: Relationship between governance principles and partnership

No.	The Hub	Coefficient of correlation	"Sig." value	Level of significance
1	Vision of the partnership and its mission and objectives	0.760	0.000	Sig at 0.01
2	Organization and management of partnership	0.637	0.000	Sig at 0.01
3	Implementation of the partnership	0.550	0.000	Sig at 0.01
	Partnership	0.743	0.000	Sig at 0.01

The correlation between the principles of governance and partnership is statistically significant. This indicates a statistically significant relationship at the level of (α≤0.05) between applying the principles of governance in universities and strengthening partnership with NGOs. This finding is consistent with Abdul Hakim (2010) and Abdul Fattah (2013), Harkavy et al. (2014).
The following sub-assumptions are derived from the former President's assumption:

1. **There is no statistically significant relationship between applying the principle of laws and regulations in universities and strengthening partnership with NGOs.**

Table 8: Relationship between the principle of laws and regulations and partnership

No.	The Hub	Coefficient of correlation	"Sig." value	Level of significance
1	Vision of the partnership and its mission and objectives	0.641	0.000	Sig at 0.01
2	Organization and management of partnership	0.716	0.000	Sig at 0.01
3	Implementation of the partnership	0.597	0.000	Sig at 0.01
	Partnership	0.830	0.000	Sig at 0.01

The correlation between the principle of laws and regulations and the partnership is statistically significant at the level of ($\alpha \leq 0.05$). This indicates that there is a statistically significant relation between the application of the principle of laws and regulations in universities and the strengthening of partnership with civil institutions.

2. **There is no statistically significant relationship between the application of the principle of transparency and disclosure in universities and the strengthening of partnership with NGOs.**

Table 9: The relationship between the principle of transparency and disclosure and partnership

No.	The Hub	Coefficient of correlation	"Sig." value	Level of significance
1	Vision of the partnership and its mission and objectives	0.817	0.000	Sig at 0.01
2	Organization and management of partnership	0.654	0.000	Sig at 0.01
3	Implementation of the partnership	0.861	0.000	Sig at 0.01
	Partnership	0.743	0.000	Sig at 0.01

The correlation between the principle of transparency and disclosure and the partnership is statistically significant at the level of ($\alpha \leq 0.05$), indicating that there is a statistically significant correlation between the application of the principle of transparency and disclosure in universities and the strengthening of partnership with civil institutions.

3. **There is no statistically significant relationship between the application of accounting and accountability in universities and the promotion of partnership with NGOs.**

Table 10: Relationship between Accountability and Accountability and Partnership

No.	The Hub	Coefficient of correlation	"Sig." value	Level of significance
1	Vision of the partnership and its mission and objectives	0.875	0.000	Sig at 0.01
2	Organization and management of partnership	0.651	0.000	Sig at 0.01
3	Implementation of the partnership	0.912	0.000	Sig at 0.01
	Partnership	0.908	0.000	Sig at 0.01

The correlation between accountability and partnership is statistically significant, indicating that there is a statistically significant correlation at the level of ($\alpha \leq 0.05$) between the application of accounting and accountability in universities and the strengthening of partnership with NGOs.

4. **There is no statistically significant relationship between the application of the principle of interest in the rights of all the beneficiaries in the universities and the promotion of partnership with civil institutions.**

Table 11: Relationship between the principle of concern for the rights of all the beneficiaries and partnership

No.	The Hub	Coefficient of correlation	"Sig." value	Level of significance
1	Vision of the partnership and its mission and objectives	0.729	0.000	Sig at 0.01
2	Organization and management of partnership	0.872	0.000	Sig at 0.01
3	Implementation of the partnership	0.781	0.000	Sig at 0.01
	Partnership	**0.839**	**0.000**	Sig at 0.01

The above table shows that correlation coefficients between the principle of interest in the rights of all the beneficiaries and the partnership is statistically significant, indicating that there is a statistically significant relationship at the level of ($\alpha \leq 0.05$) between the application of the principle of interest in the rights of all the beneficiaries in the universities.

5. **There is no statistically significant relationship between the application of the principle of determining the responsibilities of the board of directors in the universities and strengthening the partnership with the civil institutions.**

Table 12: Relationship between the Principle of Determining the Responsibilities of the Board of Directors and the Partnership

No.	The Hub	Coefficient of correlation	"Sig." value	Level of significance
1	Vision of the partnership and its mission and objectives	0.838	0.000	Sig at 0.01
2	Organization and management of partnership	0.757	0.000	Sig at 0.01
3	Implementation of the partnership	0.773	0.000	Sig at 0.01
Partnership		0.849	0.000	Sig at 0.01

The correlation between the principle of determining the responsibilities of the board of directors and the partnership is statistically significant. This indicates that there is a statistically significant relationship at the level of ($\alpha \leq 0.05$) between the application of the principle of determining the responsibilities of the board of directors in the universities and strengthening the partnership with the civil institutions.

6. **There is no statistically significant relationship between applying the principle of academic freedom in universities and strengthening partnership with NGOs.**

Table 13: Relationship between the principle of academic freedom and partnership

No.	The Hub	Coefficient of correlation	"Sig." value	Level of significance
1	Vision of the partnership and its mission and objectives	0.665	0.000	Sig at 0.01
2	Organization and management of partnership	0.768	0.000	Sig at 0.01
3	Implementation of the partnership	0.917	0.000	Sig at 0.01
Partnership		0.846	0.000	Sig at 0.01

The correlation between the principle of academic freedom and the partnership is statistically significant, indicating that there is a statistically significant correlation at the level of ($\alpha \leq 0.05$) between the application of the principle of academic freedom in universities and the strengthening of partnership with civil institutions.

Results of the fourth question:

The question is: What are the obstacles that limit the implementation of partnership with NGOs?

This question was answered using the "T" test for one sample, as shown in the following table:

Table 14: Analysis of the issues of the field of constraints that limit the application of the partnership

No.	Item	SMA	Standard Deviation	"T" value	"Sig". value	Relative weight	Ranking
1	The scarcity of funding for the partnership.	3.635	0.841	5.442	0.000	72.692	2
2	Limited powers granted to universities.	3.654	0.814	5.794	0.000	73.077	1
3	Low prioritization and needs of society.	3.462	0.917	3.628	0.001	69.231	3
4	The priorities of partnership projects are in line with the priorities of the University.	3.365	0.991	2.660	0.010	67.308	4
5	Weak confidence of community institutions in the potential contribution of the university to solve its problems and improve its performance.	3.135	0.971	1.000	0.322	62.692	7
6	The concentration of universities on theoretical aspects is more than applied aspects.	2.808	1.121	-1.237	0.222	56.154	10
7	Weak communication between the university and community institutions.	2.962	1.188	-0.234	0.816	59.231	9
8	Weak knowledge of the institutions of the community to what can be provided by the universities.	3.288	1.035	2.009	0.050	65.769	6

9	Lack of laws governing the partnership processes between universities and community institutions.	3.096	1.241	0.559	0.579	61.923	8
10	The University's interest in teaching function is more than scientific research and community service.	3.346	1.008	2.478	0.017	66.923	5
	Fields as a whole	**3.275**	**0.625**	**3.175**	**0.003**	**65.500**	

The above table shows that the obstacles that hinder the implementation of private universities' partnership came at a relative weight of (65.500), which is (medium). This underscores the existence of constraints to the implementation of partnerships from the perspective of faculty members. It is also clear from the above table that the main obstacles that hinder the implementation of partnerships are (limited powers granted to universities), with a relative weight of (73.077), which is (large). This makes sense for most central universities to take decisions, which impede the implementation of the partnership. While the least of the obstacles were (universities focus on the theoretical aspects rather than the applied aspects), and they came in relative weight (56.154), which is (medium). The researchers believe that this is due to the openness of universities to the community and the availability of means of communication, in addition to the focus of universities on the practical side and support. This finding is consistent with the study (AL-Hariri, 2010).

11. CONCLUSIONS

- The results of the research indicate that the level of availability of the principles of governance in the universities in Gaza Strip from the point of view of employees was high. The relative weight of private universities was 67%. The order of principles is as follows: (laws and regulations, academic freedom, accounting and accountability, board responsibilities, the rights of all stakeholders, transparency and disclosure).
- The results showed that the level of partnership in private universities from the point of view of employees was high. The relative weight of private universities was 74.5%.
- The results showed that there is a statistically significant relationship at the level of ($\alpha 0.0.05$) between governance in all its dimensions and strengthening the partnership between universities and NGOs.
- The partnership between universities and the community hinders a range of constraints and has a relative weight of 65,500. Most notably the limited powers granted to universities and the poor funding for the partnership.

12. RECOMMENDATIONS

- Working on the interest and benefit of the principles of governance available in the universities in Gaza Strip through the preparation of a document on university governance, including the identification of the tasks, processes and responsibilities assigned to each member, specifying the criteria for the selection of each member.
- The need to increase the level of partnership between private universities on the one hand and community organizations on the other, as well as the need to follow up the Ministry of Education to the extent of the commitment of universities in Palestine to the principles and rules of governance. Oblige all institutions to disclose and transparency standards and to present the outcomes of their work to the beneficiaries of these services.
- The creation of a special unit for partnership and community development that will support the positive relationship between the university and the community institutions.
- To eliminate all obstacles that limit the partnership between universities and community organizations, the most important of which are the limited powers granted to universities and the weak funding allocated to partnerships. The Ministry of Education and Higher Education can contribute to supporting partnership projects and the need to link production centers with community needs. During the development of a clear plan and the philosophy and goals and criteria of partnership with the participation of all parties.

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