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Abstract: *The aim of the research is to demonstrate the role of public universities in promoting partnership with non-governmental organizations in Gaza Strip from the point of view of employees in public universities. The researcher used the descriptive analytical method. The research community consisted of the employees of the Islamic University and Al-Azhar University. The study tool was a questionnaire applied to a simple random sample of employees. A questionnaire was obtained by 228 responses with a recovery rate of 94.2%. The study concluded that there is a statistically significant relationship between governance in all its dimensions (laws and regulations, academic freedom, accounting and accountability, the responsibilities of the board of directors, the rights of all the beneficiaries, transparency and disclosure) and strengthening the partnership between universities and civil society organizations. The study reached a number of recommendations, the most important of which is the need to work on applying the principles of governance, especially after the world has recently witnessed environmental, social and economic phenomena that have clearly affected the financial and administrative performance of many international institutions. The need to focus on human resources and their knowledge of the rules and principles of governance in addition to providing them with all the latest developments and scientific information in this area, and that the departments of universities focused on training programs, seminars and seminars specialized in governance, and the integration of some specialized scientific materials of governance in the courses taught by the scientific.*

Keywords: Governance, Public Universities, Universities, Non-Governmental Organizations, Gaza, Palestine.

1. INTRODUCTION

The need for governance emerged in the wake of the financial and economic crisis, especially as the US economy collapsed during 2002, and the importance of governance increased as a result of the world's tendency towards the capitalist system, relying on private companies to achieve growth as property is separated from management to obtain less expensive sources of finance from banking sources which weakens the mechanisms of control over the work of managers, and the poor quality of information leads to the prevention of supervision and control and spread corruption and mistrust. Proper principles of corporate governance create the necessary precautions against corruption and mismanagement, while promoting transparency in economic life and combating institutional resistance to reform.

University education is the cornerstone for building the individual scientifically, culturally, socially and cognitively, and contributes to the development of society through the extension 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 (Al-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 the creation of employment opportunities in the public and private sectors. As a cornerstone of achieving development in all sectors, and providing equal employment opportunities for every person who is able to 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 civil society organizations 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 goals better and increasing their viability, adaptation and growth. In this context, this research deals with the governance of public universities and their role in promoting partnership with non-governmental organizations

2. PROBLEM STATEMENT

Implementing the principles of governance is a tool to improve the environment of transparency and to produce high-quality reports, so that these reports are comprehensive, accurate and provide timely information in order to make good decisions.

The higher education in Palestine in general and the 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.

The main research problem is how to develop and enhance the partnership and benefit from it in the development of academic performance of universities in light of the reliance on university governance standards.

3. RESEARCH QUESTIONS

Q1: What is the role of university governance in strengthening partnership with non-governmental organizations in the Gaza Strip?

A number of sub-questions arise from this question:

Q1-1: 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 and academic freedom) in Palestinian universities?

Q1-2: To what extent do universities support partnerships (partnership vision, mission and objectives, partnership organization and management, and partnership implementation) with non-governmental organizations?

Q1-3: To what extent do the principles of governance contribute to strengthening partnership with non-governmental organizations?

Q1-4: Do respondents differ on the extent to which governance contributes to strengthening the partnership in Palestinian universities according to the degree (qualification, years of service, type of university)?

Q1-5: What are the obstacles that limit the application of partnership with non-governmental organizations?

4. 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 from the point of view of employees in public universities.
2. To reveal the level of interest in the partnership from the point of view of employees in public universities.
3. To determine the nature of the relationship between governance and achieving partnership from the point of view of employees in public universities in the Gaza Strip.
4. To find out how different the opinions of the respondents on the relationship between governance and strengthening the partnership in Palestinian universities vary (qualification, years of service, and type of university).
5. To identify the obstacles that limits the application of partnership with non-governmental organizations.

5. 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.

6. 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 the promotion of partnership with non-governmental organizations from the point of view of employees in public universities in the Gaza Strip.

Ho2: There are no statistically significant differences between respondents' views on the relationship between university governance and the promotion of partnership with non-governmental institutions according to the different qualifications (academic qualification, years of service, type of university) from the point of view of employees in public universities in the Gaza Strip.

7. RESEARCH LIMITS AND SCOPE

1. **Subject Limit (Academic)**: The study was limited in its objective to study the governance of public universities and its role in enhancing partnership with non-governmental institutions
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 in the State of Palestine, and was limited to two universities: (Islamic University, Al-Azhar University).
4. **The spatial limit:** The study was conducted in the State of Palestine - Gaza Strip.

8. TERMINOLOGY OF STUDY

1. **Governance**: The Organization for Economic Co-operation and Development (OECD) defines rules and procedures to 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). 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). The World Bank considers that the behaviors that reflect the exercise of authority and self-control of universities reflect the structure, structure and function of the institutions of university education as a whole, the regulatory and legislative framework for monitoring them, the roles and responsibilities of the university administration and its relationship with the society and its attempt to achieve quality and excellence in university performance). 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. 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. 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.
2. **University Governance:** A set of laws, regulations and instructions that aim to achieve total quality and excellence in performance by selecting appropriate and effective strategies to achieve the goals of the university and its strategic objectives. It also means all organized procedures that govern relations between stakeholders

and have a direct impact on performance. Including the supply of universities by force that is sustainable, responsible and responsible (Khurshid and Yusuf, 2009).

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.

3. **Partnership**: Definition of a partnership as a collaborative relationship between two or more organizations aimed at reducing time and increasing information, knowledge, skills and financial resources (Reed, 2009). It is also 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). Partnership with universities is a series of personal relationships between community members, employees, students and faculty to achieve a stated and mutually beneficial goal (Gerhardt, 2009). All forms of inter-firm cooperation for a certain period aim to strengthen the effectiveness of the dealers in order to achieve the goals identified (Dealtry, 2008). And the interaction and cooperation between economic and social institutions to achieve a better competitive position (Al-Rashid, 2006).

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

9. LITERATURE REVIEW

➤ Study of (AL hila et al., 2017) aimed 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.

➤ 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 great importance and a role for cooperation between universities and the private sector where they can be used to establish and promote an effective partnership between universities and the community.

In terms of the objective of the study: The research trends of previous studies aimed at identifying the theoretical foundations of institutional governance in contemporary universities, as well as the reality of governance. In addition, most studies focused on knowing the role of partnership between universities and the private sector only without focusing on their role with labor organizations The study will deal with the dimensions of governance, especially from the administrative side and specifically the universities, and the view of the employees on the governance of universities as an input to the Aziz partnership with non-governmental organizations through the comparison between the public 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). Current study on previous Arab and foreign studies in terms of field of application, methods of analysis, period of time, and nature of the sample that were addressed.

10. THE THEORETICAL FRAMEWORK OF THE RESEARCH

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.

The concept of the governance of education in terms of universities, colleges and all educational institutions has recently emerged as a concept to try to reform university education in all foreign countries, including Arab countries. Barqan and Al-Qurashi (2012) believe that the concept of education governance is a relatively new concept developed by Clark in 1983 as one of the ways universities, colleges and higher education systems achieve their goals, implement them and monitor their achievements.

The importance of governance for universities:

The importance of governance is to provide the organizational structure of universities, which in turn determines responsibility lines, through which these educational institutions are achieved for their objectives, in addition to what they represent as a control tool, and can be determined in the management of higher education institutions, namely universities (Arini, 2014):

1. Contribute to the creation of independent institutions, their councils and governing bodies which are responsible for determining the strategic direction of these institutions, and to ensure the effectiveness, quality and efficiency of their management.
2. Achieve universities for their goals in the best possible way.
3. Identification of weaknesses and shortcomings in performance, and outputs of their services.
4. Ensure a balance between long-term strategic responsibilities and short-term operational responsibilities.
5. Ensure the rights and interests of employees from the administrative and academic bodies without discrimination.
6. Governance is a system of supervision and self-supervision, which leads to the safety of the legal application of legislation, and thus good management and guarantee the rights of employees, in order to achieve the satisfaction of the performance of the community on the universities.

In addition to what has been presented, the implementation of governance has objectives whose impact on reducing the cost of universities (Khurshid and Yusuf, 2009) is as follows:

▪ The implementation of governance has resulted in the elimination of paper bureaucracy and attention to practical procedures in the application, resulting in cost savings due to the elimination of idle energies.
▪ Facing the weakness of the resources allocated to the education sector, in addition to increasing spending on development in the higher education sector as a percentage of the gross national product.
▪ To develop the sources of technical higher education funding by linking the budgets of these institutions to their performance and adoption of programs, while providing the greatest degree of independence for these institutions.

Objectives of University Governance:

The governance objectives of universities and educational institutions are (Al-Arini, 2014):
1. Enhancing the effectiveness of universities and increasing their internal and external efficiency by creating a suitable working environment.
2. Develop laws and rules that guide the leaders and officials of universities in the practice of administrative work, so as to ensure democracy and justice for all parties concerned.
3. Strengthen the participation of all academic, administrative, leadership, and student members in decision-making processes.
4. Achieving justice and equality among university employees; for high performance.
5. Providing accounting and accountability to all parties benefiting from the presence of universities.
6. Achieving transparency through clear mechanisms and frameworks, enabling employees to fully practice their work and actively participate in all activities within and outside universities.

1. Aadvantages 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 incentives 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.

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 timely and accurate 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 major 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.

Governance rules of higher education institutions:

The theme of education governance stems from the use of concepts, rules and pillars as well as the application of laws, regulations, instructions and accountability, and has been guided by the principles of corporate governance issued by the Organization for Economic Cooperation and Development (OECE), as well as other codes of governance developed at the international and regional levels. Thus, blogs and many research papers may contain rules that address the fundamental aspects of governance and offer:

A. **Disclosure and transparency**: It is the transmission of knowledge or the transfer of information from the source of its production to a stable use or use. Disclosure is an approach aimed at transferring information to those who do not know it (AL-Sabban, 1991).

B. **Participation**: The aim of the participation is to provide opportunities for all groups related to the institution internally and externally, represented by the governing councils of the academic and administrative councils, academics, administrators, students and the community in participating in policy-making and establishing the foundations and principles of work in various fields of university activities. Lung-Sheng Lee, 2010))

C. **Equality**: includes a shift away from discrimination and bias among members of educational institutions, as well between executive departments, leaders and dealing with the principle of justice for all.

D. **Accountability**: The tasks and responsibilities are clearly defined for all employees, resulting in proper management practices consistent with established governance principles and mechanisms. Accountability from Nasser al-Din's point of view (2005): "is the other side of leadership, and without it, leadership is a dictatorship." In addition, accountability as a rule of good governance ensures a healthy environment for all activities so that responsible management can evaluate performance in a systematic and scientific manner, which promotes trust between the university administration and stakeholders and improves performance and a high competitive position among universities internationally or locally. . The researchers believe that accountability is one of the rules of governance and one of its most important pillars. It ensures that all procedures and instructions are applied transparently and credibly, thus contributing to putting everyone involved in the organization in charge of its work, which contributes to accomplishing the tasks smoothly away from administrative disputes or disrupting the work or abuse of others. Respect for laws and regulations. It also avoids conflicts of interest for board members of educational institutions.

E. Organizational Effectiveness Organizational effectiveness has been defined by many researchers. It has been defined as an important indicator in measuring the extent to which organizations achieve their goals so as to adapt and adapt to the environment in which they operate through their utilization of the available resources, mainly related to the ability of the organization to achieve its objectives to varying degrees. (Al-Shamma and Khudair, 2007). The researchers see organizational effectiveness as the ability of organizations to achieve their goals and to reach the desired results from setting these goals through the rules, rules and rules governing the work of organizations.

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 the community, including resources, resources and expertise. Institutional organizations that establish and operate projects of various types after the separate and independent sectorial 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.

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, 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 management knowledge more effectively. In this context, some organizations resort to rapprochement 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 field 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.
   - The business filed 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 reducing 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 (Medicine field – Research centers, 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.

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, 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:
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:

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

It is the most important and most dangerous stage. In this stage the features and aspects of governance are clarified, its dimensions and concepts are defined; its methods, tools and messages are clarified, as well as distinguishing between governance as culture, behavior and commitment, and governance as a basis for fair transactions.

2. 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.

3. Stage 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.

4. Phase 4: Implementing and Implementing Governance:

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

5. 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.

Advantages of partnership between Palestinian universities and non-governmental institutions:
The benefits of this partnership can be summarized as follows:

A. **Technology transfer**: Technology is an important factor for the development of non-governmental organizations, which often rely on technology in the process of providing their services. However, it costs the organization high amounts. Therefore, the partnership method is suitable for transferring technology to local organizations in an easy and cost-effective manner.

B. **Improve the potential**: By improving the status of non-governmental institutions through the transfer of knowledge that allows to improve the joint performance as this relationship has a direct and significant impact on increasing its capabilities and allow to reduce problems and bring new energies and possibilities

by creating additional opportunities to participate in new sectors and areas and complementary to the main activity to her.

C. **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.

D. **Education, 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.

11. 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 Study Sample:
The research community consists of all (1341) employees in the universities in the Gaza Strip. The research has been applied to the following universities (Islamic University, Al-Azhar University). A random sample of the employees of the public universities (Islamic and Al-Azhar) was selected 242 and 228 responses were obtained with a recovery rate of 94.2%. The following is the distribution of the sample of the study according to the personal data of the individuals:

Table 1: Distribution of Study Sample Individuals

Personal data		The Number
Qualification	Ph.D.	62
	M.A.	61
	BA	83
	Diploma	22
Number of years of service	Less than 5 years	55
	From 5 - less than 10 years	65
	From 10 - under 15 years	71
	15 years and over	37
Total		228

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	0.842	0.000	**Sig** at 0.01
Partnership fields	0.894	0.000	**Sig** at 0.01
Field of the obstacles of partnership	0.889	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	0.843
Partnership fields	0.847
Field of the obstacles of partnership	0.804
The resolution as a whole	0.923

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	0.938	0.968
Partnership fields	0.836	0.956
Field of the obstacles of partnership	0.837	0.904
The resolution as a whole	0.762	0.865

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

ANALYSIS OF THE STUDY FIELDS

Results of the first 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, academic freedom) in Palestinian universities from the point of view of university staff?

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.	3.794	0.731	16.397	0.000	75.877	1
2	The applicable laws shall set appropriate penalties for the types of offenses against the beneficiaries.	3.680	0.806	12.729	0.000	73.596	3
3	Check the laws and regulations in place at the University Community Justice.	3.360	0.679	8.004	0.000	67.193	5
4	The laws and regulations in force	3.539	0.770	10.577	0.000	70.789	4

No.	Item	SMA	Standard Deviation	"T" value	"Sig". value	Relative weight	Ranking
	encourage the effective participation of all the beneficiaries in the university.						
5	The University applies all regulations and instructions of the accreditation body of Palestinian higher education institutions.	3.732	0.831	13.312	0.000	74.649	2
	Fields as a whole	**3.621**	**0.508**	**18.467**	**0.000**	**72.421**	
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.	3.513	0.950	8.154	0.000	70.263	1
2	The University discloses its policies in granting bonuses and allowances to all its members.	3.149	1.140	1.975	0.049	62.982	3
3	The University discloses the criteria for holding leadership and administrative positions.	3.263	1.103	3.602	0.000	65.263	2
4	The university is transparently informed of the factors related to the significant risks that threaten the university.	3.096	0.980	1.487	0.138	61.930	4
5	The University discloses all performance reports.	2.952	1.050	-0.694	0.489	59.035	5
	Fields as a whole	**3.195**	**0.877**	**3.355**	**0.001**	**63.895**	
Accounting and Accountability							
1	The University provides clear rules and accountability for the performance of its academic and administrative members.	3.311	1.064	4.420	0.000	66.228	3
2	The work of the University is administratively and academically supervised by internal and external bodies.	3.548	0.994	8.325	0.000	70.965	1
3	The University takes corrective action based on accountability reports.	3.307	1.059	4.378	0.000	66.140	4
4	The University identifies key performance indicators for each employee.	3.158	1.079	2.209	0.028	63.158	5
5	University staff clearly understand the rules to be followed and the consequences of their violation.	3.531	0.959	8.356	0.000	70.614	2
	Fields as a whole	**3.371**	**0.818**	**6.852**	**0.000**	**67.421**	
The rights of all beneficiaries							
1	The University employee demands his or her rights at any time in accordance with fair rules and regulations.	3.368	1.047	5.311	0.000	67.368	2
2	The functions of the beneficiaries shall be facilitated in accordance with the laws and regulations in force at the University.	3.443	0.780	8.571	0.000	68.860	1
3	The university follows the method of dialogue in reaching decisions through the concerned committees and the beneficiaries.	3.189	0.950	2.997	0.003	63.772	4
4	The University involves representatives	3.136	1.051	1.953	0.052	62.719	5

No.	Item	SMA	Standard Deviation	"T" value	"Sig". value	Relative weight	Ranking
	from the local community, academics, administrators and students in developing development plans.						
5	The University provides a system for receiving, complaining and dealing with university employees' proposals.	3.219	1.022	3.240	0.001	64.386	3
	Fields as a whole	3.271	0.749	5.464	0.000	65.421	
Responsibilities of the Board of Directors							
1	Members of the Board of Directors shall be permanently resident.	3.096	1.241	1.174	0.242	61.930	5
2	All members of the board have skills in financial, technical, marketing and professional specialties.	3.364	1.116	4.925	0.000	67.281	2
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.	3.320	1.262	3.830	0.000	66.404	4
4	The responsibilities of the board are clear.	3.351	1.168	4.534	0.000	67.018	3
5	The board of directors of the university is formed democratically.	3.399	1.232	4.891	0.000	67.982	1
	Fields as a whole	3.306	0.988	4.677	0.000	66.123	
The principle of academic freedom							
1	Teaching their students in the manner and courses they deem appropriate.	3.636	1.030	9.324	0.000	72.719	1
2	Intellectual meetings between faculty members at the university.	3.303	0.994	4.599	0.000	66.053	4
3	Participation with local community sectors.	3.588	0.858	10.339	0.000	71.754	2
4	Motivation to organize cultural seminars for community members on different occasions.	3.504	0.893	8.529	0.000	70.088	3
5	The University imposes restrictions on faculty members because of their views.	3.053	1.133	0.701	0.484	61.053	5
	Fields as a whole	3.417	0.629	10.007	0.000	68.333	
	Principles of Governance	3.363	0.578	9.495	0.000	67.269	

The previous table shows the following:

- The availability of the principles of governance in public universities has a relative weight of (67.269), which is (intermediate). The researchers believe that the public universities are concerned with the principles of governance, where they have a higher interest in the rules of governance and the improvement of the educational and administrative system. However, in general, universities suffer from weak governance due to the multiplicity of regulatory bodies, 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 in public universities came at a relative weight of (72.421). 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. And changes in the surrounding environment.
- Transparency and disclosure in public universities has a relative weight of (63.895), which is (medium), as transparency has positive effects because it helps to strengthen loyalty and belonging to employees and

increase their productivity, in addition to strengthening the values of cooperation, reducing ambiguity and blurring and eliminating corruption , Facilitating the process of evaluating performance and reducing time and costs.

- The availability of accounting and accountability in public universities came at a relative weight of (67.421), which is (intermediate). This is because accountability plays a major role in promoting transparency and business ethics, as well as enhancing trust among individuals within the university with the outside community.
- The availability of the rights of all the beneficiaries in the public universities came at a relative weight (65.421), which is (intermediate). 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 in the public universities came at a relative weight (66.123), which is (intermediate). 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 in public universities came at a relative weight (68.333), 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: What is the extent to which universities support partnership (partnership vision, mission and objectives, partnership organization and management, partnership implementation) with non-governmental organizations from the point of view of university staff?

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

Table 6: Analysis of the partnership fields

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.	3.996	0.712	21.122	0.000	79.912	2
2	The University's mission supports active interaction with community institutions.	4.088	0.671	24.472	0.000	81.754	1
3	The University sets clear and specific objectives related to the needs of the surrounding community institutions.	3.873	0.822	16.037	0.000	77.456	3
4	The University will involve the parties involved in the development of the strategic objectives of the Partnership.	3.732	0.917	12.067	0.000	74.649	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.	3.654	0.854	11.552	0.000	73.070	5
	Fields as a whole	3.868	0.635	20.664	0.000	77.368	
	Fields of partnership organization and management						
1	The University administration determines the actual needs of the beneficiaries of its outputs.	3.570	0.855	10.072	0.000	71.404	5
2	The Department is keen to raise awareness of the culture of partnership between the University	3.886	0.706	18.958	0.000	77.719	2

No.	Item	SMA	Standard Deviation	"T" value	"Sig". value	Relative weight	Ranking
	and community institutions through holding seminars and conferences.						
3	The department publishes successful experiences of partnership between the university and community institutions.	3.754	0.728	15.651	0.000	75.088	3
4	The University administration holds agreements for various projects between the university and the local community.	3.969	0.618	23.671	0.000	79.386	1
5	The University is interested in measuring the satisfaction of the beneficiaries of the graduates when developing their educational programs.	3.649	0.855	11.464	0.000	72.982	4
	Fields as a whole	3.766	0.547	21.150	0.000	75.316	
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.	3.404	1.060	5.750	0.000	68.070	5
2	The University sets its programs and decisions in line with the needs of the labor market.	3.798	0.793	15.201	0.000	75.965	2
3	University students receive their practical training while studying in the surrounding community-related institutions.	4.066	0.763	21.103	0.000	81.316	1
4	The University has active mechanisms for applying its research to community institutions.	3.478	0.873	8.272	0.000	69.561	3
5	The University embraces start-up partnership projects to provide direct support and assistance in planning workflows.	3.478	0.959	7.525	0.000	69.561	3
	Fields as a whole	3.645	0.657	14.824	0.000	72.895	
	Partnership	3.760	0.518	22.125	0.000	75.193	

The previous table shows the following:

- The extent of support of public universities for partnership with non-governmental organizations came at a relative weight of (75.193), 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 public universities' support for the vision, mission and goals of the partnership came at a relative weight of (77.368), which is a (large) degree. 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.
- Public universities supported the organization and management of the partnership with a relative weight of (75.316), 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 support of public universities for the implementation of the partnership came at a relative weight (72.895), a degree (large). 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 did the principles of governance in universities contribute to strengthening partnership with non-governmental institutions from the point of view of university employees? To answer this question, the following hypothesis was formulated:

There is no statistically significant relationship between the application of governance principles and the promotion of partnership with non-governmental organizations from the point of view of university staff.

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	0.728	0.000	Sig at 0.01
2	Organization and management of partnership	0.649	0.000	Sig at 0.01
3	Implementation of the partnership	0.841	0.000	Sig at 0.01
	Partnership	0.743	0.717	Sig at 0.01

The correlation between the principles of governance and partnership is statistically significant, indicating that there is a statistically significant correlation at the level (α≤0.05) between the application of the principles of governance in universities and the strengthening of partnership with non-governmental institutions from the point of view of university employees. 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 the application of the principle of laws and regulations in universities and the promotion of partnership with non-governmental institutions from the point of view of university employees.**

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	0.864	0.000	Sig at 0.01
2	Organization and management of partnership	0.507	0.000	Sig at 0.01
3	Implementation of the partnership	0.698	0.000	Sig at 0.01
	Partnership	0.830	0.882	Sig at 0.01

The above table shows that correlation coefficients between the principle of laws and regulations and the partnership is statistically significant. This indicates a statistically significant relationship at the level of (α≤0.05) between applying the principle of laws and regulations in universities and strengthening partnership with non-governmental organizations from the point of view of employees Universities.

2. **There is no statistically significant relationship between the application of the principle of transparency and disclosure in universities and the promotion of partnership with non-governmental institutions from the point of view of university staff.**

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	0.794	0.000	Sig at 0.01
2	Organization and management of partnership	0.900	0.000	Sig at 0.01
3	Implementation of the partnership	0.808	0.000	Sig at 0.01
	Partnership	0.743	0.725	Sig at 0.01

The correlation between the principle of transparency and disclosure and the partnership is statistically significant. This indicates a statistically significant relationship at the level of ($\alpha \leq 0.05$) between the application of the principle of transparency and disclosure in universities and the strengthening of partnership with non-governmental organizations from the point of view of employees Universities.

3. **There is no statistically significant relationship between the application of accounting and accountability in universities and the promotion of partnership with non-governmental institutions from the point of view of university staff.**

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	0.776	0.000	Sig at 0.01
2	Organization and management of partnership	0.638	0.000	Sig at 0.01
3	Implementation of the partnership	0.729	0.000	Sig at 0.01
	Partnership	0.908	0.914	Sig at 0.01

The correlation between accountability and partnership is statistically significant. This indicates a statistically significant relationship at the level of ($\alpha \leq 0.05$) between the application of accounting and accountability in universities and the strengthening of partnership with non-governmental organizations from the point of view of employees Universities.

4. **There is no statistically significant relationship between the application of the principle of interest in the rights of all the beneficiaries in universities and the promotion of partnership with non-governmental institutions from the point of view of university employees.**

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	0.746	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	0.784	0.000	Sig at 0.01
	Partnership	**0.851**	0.851	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. This indicates a statistically significant relationship at ($\alpha \leq 0.05$) between the application of the principle of interest in the rights of all the beneficiaries in the universities and the promotion of partnership with third parties Government from the point of view of university employees.

5. **There is no statistically significant relationship between the application of the principle of determining the responsibilities of the board of directors in universities and strengthening the partnership with non-governmental institutions from the point of view of university employees.**

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	0.761	0.000	Sig at 0.01
2	Organization and management of partnership	0.527	0.000	Sig at 0.01
3	Implementation of the partnership	0.721	0.000	Sig at 0.01
	Partnership	0.929	0.929	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 a statistically significant relationship at ($\alpha \leq 0.05$) between the application of the principle of determining the responsibilities of the board of directors in the universities and strengthening the partnership with non-governmental institutions. The view of university employees.

6. **There is no statistically significant relationship between the application of the principle of academic freedom in universities and the promotion of partnership with non-governmental institutions from the point of view of university employees.**

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	0.668	0.000	Sig at 0.01
2	Organization and management of partnership	0.752	0.000	Sig at 0.01
3	Implementation of the partnership	0.773	0.000	Sig at 0.01
	Partnership	0.869	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 relationship at ($\alpha \leq 0.05$) between the application of the principle of academic freedom in universities and the strengthening of partnership with non-governmental organizations from the point of view of employees Universities.

Results of the fourth question:

Question: Do respondents differ on the contribution of governance to the promotion of partnership in Palestinian universities according to the number of years of service, university, and university level? To answer this question, the following assumptions were formulated:

1. **There were no statistically significant differences between respondents' views on university governance and the promotion of partnership with non-governmental institutions according to the academic qualification from the point of view of university staff.**

This hypothesis has been validated by the One-Way ANOVA test, as shown in the following table:

Table 14: Differences for the variable of the scientific qualification

Scale	Qualification	The Number	SMA	Standard Deviation	"F" value	"Sig". value	Level of significance
Governance	Ph.D.	76	3.334	0.438	1.859	0.137	Not Sig.
	M.A.	80	3.450	0.590			
	BA	113	3.355	0.597			
	Diploma	30	3.173	0.599			
Partnership	Ph.D.	76	3.698	0.471	2.222	0.086	Not Sig.
	M.A.	80	3.790	0.600			
	BA	113	3.809	0.447			
	Diploma	30	3.560	0.654			

* The value of the tabular "F" at the degree of freedom (3.295) and at the level of significance (0.05) = (3.070)

The above table shows that the value of the calculated "F" is less than the tabulated "F" value in the government and partnership scale. This indicates that there are no statistically significant differences at the level of ($\alpha \leq 0.05$) between respondents' opinions on university governance and partnership according to the scientific qualification from the point of view of university employees. This result is different from (Al-Arini, 2014).

2. **There were no statistically significant differences between respondents' views on university governance and the promotion of partnership with non-governmental organizations according to the number of years of service from the point of view of university staff.**

This hypothesis has been validated by the One-Way ANOVA test, as shown in the following table:

Table 15: Variance for the variable number of years of service

Scale	Number of years of service	The Number	SMA	Standard Deviation	"F" value	"Sig". value	Level of significance
Governance	Less than 5 years	70	3.186	0.598	4.943	0.002	Sig.
	From 5 - less than 10 years	93	3.304	0.575			
	From 10 - under 15 years	87	3.501	0.500			
	15 years and over	49	3.445	0.519			
Partnership	Less than 5 years	70	3.742	0.605	0.646	0.586	Not Sig.
	From 5 - less than 10 years	93	3.697	0.483			
	From 10 - under 15 years	87	3.779	0.504			

	15 years and over	49	3.814	0.514			

* The value of the tabular "F" at the degree of freedom (3. 295) and at the level of significance (0.05) = (3.070)

The above table shows that the value of the calculated "F" is greater than the tabulated "F" value in the government scale. This indicates statistically significant differences at the level of (α≤0.05) between respondents' opinions on university governance according to the number of years of service Look at university employees, and for those who have years of service (from 10 - under 15 years). The absence of statistically significant differences at the level of (α≤0.05) between respondents' opinions on strengthening partnership with non-governmental organizations according to the number of years of service from the point of view of university employees. This finding is consistent with Al-Arini (2014).

3. **There were no statistically significant differences between respondents' views on university governance and the promotion of partnership with non-governmental institutions, depending on the university, from the point of view of university staff.**

This hypothesis has been validated by the One-Way ANOVA test, as shown in the following table:

Table 16: Differences for University Variable

Scale	University	The Number	SMA	Standard Deviation	"F" value	"Sig". value	Level of significance
Governance	Islamic University	145	3.389	0.591	0.516	0.671	Not Sig.
	Al –Azhar University	97	3.300	0.548			
Partnership	Islamic University	145	3.838	0.430	4.309	0.005	Sig.
	Al –Azhar University	97	3.620	0.606			

* The value of the tabular "F" at the degree of freedom (3, 295) and at the level of significance (0.05) = (3.070)

The above table shows that the value of the calculated "F" is less than the tabulated "F" value in the government scale. This indicates that there are no statistically significant differences at the level of (α≤0.05) between the opinions of the respondents on university governance, University employees. And that the value of the calculated "F" is greater than the value of the tabulated "F" in the scale of the partnership, and this indicates that there are statistically significant differences at the level of significance (α≤0.05) between respondents' opinions on strengthening the partnership with non-governmental institutions, Universities, and for the benefit of the University of Gaza.

Results of the fifth question:

The question is: What are the obstacles that hinder the application of university partnerships with non-governmental organizations from the point of view of university employees?

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

Table 17: 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.	3.693	0.930	11.246	0.000	73.860	2
2	Limited powers granted to universities.	3.711	0.771	13.918	0.000	74.211	1
3	Low prioritization and needs of society.	3.404	0.753	8.086	0.000	68.070	8
4	The priorities of partnership projects are in line with the priorities of the University.	3.526	0.893	8.904	0.000	70.526	4
5	Weak confidence of community institutions in the potential contribution of the university to solve its problems and improve its performance.	3.421	1.049	6.063	0.000	68.421	7
6	The concentration of universities on theoretical aspects is more than applied aspects.	3.325	0.975	5.024	0.000	66.491	9
7	Weak communication between the university and community institutions.	2.969	1.196	-0.388	0.699	59.386	10
8	Weak knowledge of the institutions of the	3.496	0.908	8.245	0.000	69.912	5

	community to what can be provided by the universities.						
9	Lack of laws governing the partnership processes between universities and community institutions.	3.478	0.968	7.454	0.000	69.561	6
10	The University's interest in teaching function is more than scientific research and community service.	3.614	0.881	10.529	0.000	72.281	3
	Fields as a whole	3.464	0.507	13.795	0.000	69.272	

The above table shows that the obstacles that limit the implementation of the partnership of public universities with non-governmental organizations have a relative weight of (69.272), which is (large), which confirms the existence of obstacles that limit the implementation of partnerships from the point of view of faculty members. It is also clear from the above table that the main obstacles to the implementation of partnerships are (the limited powers granted to universities), and they came in weight (74.211), which is a (large) degree. This makes sense for most central universities to take decisions, which impede the implementation of the partnership. The lowest obstacles are the weakness of communication between the university and community institutions with a relative weight of (59.386). This is due to the openness of the universities to the community and the availability of means of communication, in addition to the concentration of universities on the side Application and support. This finding is consistent with the study (AL-Hariri, 2010).

12. CONCLUSIONS

1. The results of the study indicated that the level of availability of the principles of governance in public universities in the Gaza Strip from the point of view of employees was high. The proportion of public universities was 67.3%. 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).
2. The results showed that the level of partnership in public universities from the point of view of employees was high. The relative weight in public universities was 75.2%
3. The results showed that there is a statistically significant relationship at the level of (α0.05) between governance in all its dimensions and enhancing the partnership between universities and civil society organizations from the point of view of employees in public universities.
4. The results of the study showed that there were no statistically significant differences at the level of (α0.05) between the averages of the employees' degrees on university governance and partnership for the variable of the scientific qualification.
5. The results of the study showed that there were no statistically significant differences at the level of (α0.05) between the averages of the employees' degrees of university governance in relation to the variable number of years of service and the number of years of service (less than 15 years). And the absence of differences about the partnership due to the number of years of service.
6. The results of the study showed that there were no statistically significant differences at the level of (α0.05) between the averages of the employees' grades on university governance according to the university.
7. The partnership between universities and the community hampered a number of obstacles, with a relative weight of (69.272) in public universities, most notably the limited powers granted to universities and the weak funding allocated to the partnership.

13. RECOMMENDATIONS

1. Working on the interest and benefit from the principles of governance available in the public universities in the Gaza Strip through the preparation of a document on university governance, including the identification of the tasks, processes and responsibilities assigned to each member, and specifying the criteria for the selection of each member.
2. The need to increase the level of partnership between public universities on the one hand and non-governmental institutions on the other. As well as the need to follow up the Ministry of Education to the extent of commitment of universities in Palestine to the principles and rules of governance.
3. To oblige all institutions to disclose and transparency standards and to present the outcomes of their work to the beneficiaries of these services.

4. To promote the dissemination of a culture of governance among all parties concerned with the University through seminars and courses, issuing bulletins and instructions regulating the rules and rules of proper application, mechanisms of implementation and follow-up, and disclosure of irregularities, weaknesses and shortcomings.

5. Supporting the communication between the productive institutions of the community and the university, which contributes towards the establishment of a department to develop the university's resources and properties. And interest in providing opportunities for researchers to invest applied research and move scientific efforts from the theoretical framework to the field of work.

6. The creation of a special unit for partnership and community development that works to support the positive relationship between the university and community institutions.

7. The need to delegate the senior management of universities to other departments to open channels of communication with other universities and civil society institutions.

8. To eliminate obstacles that limit the partnership between universities and non-governmental institutions, 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-based 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.

9. It is necessary to apply the principles of governance, especially after the recent global environmental, social and economic manifestations that have clearly affected the financial and administrative performance of many international institutions.

10. The need for the administrations of public universities to disclose the quantity and quality of information on the principles of governance contained in the financial reports when preparing and submitting them to the beneficiaries.

11. The importance of caring for human resources and their knowledge of the rules and principles of governance in addition to providing them with all the latest developments and scientific information in this area, and to focus the departments of universities on training programs, seminars and seminars specialized in governance, and the integration of some specialized scientific materials for governance in the courses taught by the scientific.

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