

The Governance in Al-Balqa University from the Viewpoint of the Academic Leaders

Omer Abd Alrheem Ahmed Rababh

Full professor, Department of Educational Administration, Ajloun University College/ Al Balqa Applied University, Jordan

Abstract

This study aimed to reveal the degree of application of governance in Al-Balqa Applied University from academic leaders' viewpoint. The study community consisted of all the academic leaders of Al-Balqa Applied University, that they were (260) academic leaders 2020/2021. The sample of the study consisted of (130) academic leaders. They were selected by the random stratified method and to achieve the study's objectives. A descriptive survey method was used. A questionnaire was developed for this purpose, consisting of (40) items divided into five domains.

The findings reveal that the degree of application of governance in Al-Balqa Applied University, from the academic leaders' point of view, came to a high degree. The field of implementing laws and regulations came first, and the field of empowerment in the last place.

To the study's findings, the researcher recommends spreading the culture of governance in Jordanian Universities and including it in academic courses.

Keywords: governance, academic leaders, Al-Balqa Applied University, Jordanian university.

1. Introduction

Governance is considered one of the administrative concepts that have emerged recently, and all institutions are focusing on it to demonstrate the extent of transparency and fairness that it enjoys, including educational institutions, such as universities, which is one of the educational institutions to which this concept has been transferred. Governance has become one of the standards by which the effectiveness of universities is measured globally. Al-Balqa University is one of these educational institutions in Jordan, which follows the Ministry of Higher Education, and this study aims to find out the extent of the application of the principles of governance in this University.

Although this concept was initially applied in business sector, after that, it moved to many areas including education. Universities are one of the most important institutions to which this concept has moved, Governance has become the standard by which university quality is measured (**Mohammad, 2011**), Governance is one of the modern concepts that has gained great interest in recent years

through its use in achieving comprehensive quality and discrimination in performance, and it is the source or reference on which the governance of the educational institution is based (**Wang, 2010**).

Universities governance is a key element in focusing on university education reform trends around the world, Clark's newly developed concept of university governance in 1983 addresses how universities and higher education systems achieve and implement their goals, adopting a system of governance requires the presence of pluralism in universities and clear inclusiveness of governance patterns. In addition to the wide participation of stakeholders in strategic decisions, the allocation of resources, and the existence of control mechanisms among them that enable them to deal with the existence of internal control formed by governance boards that report on the extent of compliance with regulations and instructions, And the adequacy and efficiency of the university's internal control system, the style of its institutions, and the monitoring of its achievements (**Word Bank, 2011**).

Establishing the rules of governance in managing university affairs while leaving space for each university to adopt its reputation through its own performance and standards, it would promote the educational and administrative systems in universities to better levels, University governance needs to manage change more than change itself, because many of the requirements do not need to be amended by legal legislation, Rather, to activate what is present and apply it transparently, Universities in general are among the main institutions that should be concerned with implementing governance requirements, Being found for construction, development and the graduation of the righteous generations, Jordanian universities, since their inception in the seventies of the last century, have shown interest in development aspects and progress on all economic, political and social levels, However, it lacks scientific studies in governance that will increase its advancement in the future (**Seraj Al-Deen, 2009**).

Hence, this study came to shed light on the degree of governance implementation in Al-Balqa Applied University from the point of view of its academic leaders.

In light of the careful review of the studies related to the topic of the degree of implementation of governance at Al-Balqa Applied University from the point of view of the academic leaders in it, the researcher has reviewed many previous studies related to the subject of the study, in order to give a thorough background to him, and Utilizing the topics raised by researchers in their studies to form some bases that can be built upon, Among these studies were presented according to their chronology from newest to oldest.

Al Rababah (2017) a study aimed at uncovering the degree of application of administrative governance at Yarmouk University from the point of view of academic leaders and faculty members, And obstacles and proposed solutions. The study population consisted of all faculty members at Yarmouk University, whose number is (754) members and (103) academic leaders 2016/2017, the sample of the study consisted of (390) faculty members, they were selected by random stratified method and (19) academic leaders were chosen by intentional method, To achieve the objectives of the study, a descriptive survey and qualitative approach was used, a questionnaire was developed for this purpose consisting of (47) items distributed into five domains, In addition to using the personal interview method to identify obstacles and solutions proposed by academic leaders, The results of the study showed that the degree of application of administrative government at Yarmouk University from the point of view of faculty members was moderate. The field of laws and regulations came

first with a high degree of appreciation, the field of transparency came in second place with a medium rating, the field of administrative empowerment came in third place with a medium rating, while the field of administrative accountability came in the fourth degree, the field of participation came in the fifth and last place with an average rating. The results also showed that there are no statistically significant differences due to the effect of gender in all areas and in the overall degree except for the field of laws and regulations.

Al-Dahshan (2018) a study aimed at identifying the degree of application of heads of academic departments in private Jordanian universities in the capital, Amman, to the principles of governance, and its relationship to the degree of availability of organizational culture from the viewpoint of faculty members. The study sample consisted of (242) faculty members of both genders, the relational descriptive approach was used, and two questionnaires were developed: The first is to measure the degree of application of governance principles among academic department heads, the second is to measure the degree of availability of organizational culture among the heads of academic departments, and their validity and reliability have been confirmed. The results of the study showed the following:

The degree of application of heads of non-academic departments in Jordanian private universities in the capital Amman to the principles of governance from the viewpoint of faculty members was medium

The degree of availability of organizational culture among heads of academic departments in private Jordanian universities in the capital, Amman, from the viewpoint of faculty members, was high

There is a statistically significant positive correlation relationship at the level of significance ($0.001 \geq \alpha$) between the degree to which the heads of academic departments apply the principles of government and the degree of their availability of organizational culture, as the value of the Pearson Correlation Coefficient (0.70).

Sharaf (2015) a study aimed at identifying the reality of applying governance systems in Palestinian universities in the West Bank and the obstacles to that from the point of view of faculty deans and department heads, And the effect of the role of some study variables such as gender, job title and years of university experience on the reality of implementing governance systems and the obstacles to their application. The researcher used the descriptive method. The sample of the study consisted of (105) deans and heads of departments. The results of the study showed that the reality of implementing governance systems in Palestinian universities in the West Bank came to a large degree, while the axis of obstacles came to a moderate degree. There are no statistically significant differences at the significance level ($0.05 \geq \alpha$) between the averages of the study sample responses due to the variables of gender, years of experience and job title, The existence of differences at the same level of significance in the responses of the deans and heads of departments to the degree of reality of implementing governance systems and their obstacles according to the university variable and in favor of An-Najah National University, Weberzeit.

Al-Shakhshir (2015) a study aimed at identifying the degree of influence of university governance dimensions on the organizational performance of Palestinian public Universities. The researcher used the questionnaire as a tool to achieve the objectives of the study. The sample of the study consisted

of (200) members of administrators and academics. The results of the study showed the existence of the impact of applying the dimensions of university governance on the organizational performance of Palestinian public Universities. The existence of fundamental differences in the degree of implementation of governance in Palestinian public universities depending on the variables (job title, university). There are no fundamental differences in the degree of implementation of governance in Palestinian public universities depending on the variables (gender, academic qualification, years of experience, nature of work, and university), and depending on the variables (gender, educational qualification, years of experience, nature of work).

Al-Zahrani (2010) a study aimed at identifying the reality of the application of governance in private Saudi universities from the point of view of faculty members, knowing the extent of job satisfaction, and organizational loyalty of faculty members in private universities. The researcher used the questionnaire as a study tool to apply it to a random sample of 300 individuals from the academic staff in the universities and selected colleges. The most prominent results of the study are that Saudi private universities and colleges practice governance to a large degree from the point of view of faculty members.

Konstantin, Zeno, and Oona (2010) study which aimed to analyze global trends in the governance and management of higher education in Europe, and the extent of the development of Romanian universities, through the application of these trends, in light of the increasing competitions in the global markets. The researchers conducted analytical studies of global trends in the governance and management of higher education in European universities in general, and Romanian universities in particular. The most prominent results are the implementation of strategies, and concepts of modern vision, while strengthening the practice of good governance and effective management in higher education institutions.

Eurydice (2008) a study aimed at providing a deep understanding of national normative frameworks, and compare it with all European countries' trends of governance practices within educational institutions. The researcher conducted analytical and comparative studies of a number of European higher education institutions. The study concluded that higher education institutions still follow the regulatory and supervisory models of their state, thus, its regimes were bureaucratic. Its sources of financing are based on public sources. All this led to a deficiency in participation, democracy, and financial and administrative independence. Also, giving autonomy to institutions of higher education with the presence of an external supervisory body by the state, it leads to a high level of transparency, clarity of accountability systems, and stimulates competition between these institutions.

Hennered and Maitrell (2008) a study that aims to focus on guidelines, laws, and regulations for the practice of good governance, how to distinguish between governance principles and quality standards. The two researchers conducted analytical studies, and comparative studies by analyzing documents for higher education institutions in 31 countries in cooperation with the Organization for Economic Cooperation and Development. They include ministries of higher education, quality assurance organizations, researchers in governance issues, and experts in education economics. The most prominent results are that governance has become a major pressure tool to improve quality in all aspects of higher education. At the same time, institutions around the world strive for quality with

the aim of striking a balance between corporate governance and accountability, governance principles and quality standards also play similar roles in helping educational institutions. Governance focuses on the institutional structure and administrative procedures, while quality focuses on planning for operations and nurturing a culture of quality.

2. Concluding Remarks

Benefit from literature review and their references, In order to build the study tool and research method, we note that it researched a specific university or country, but this study is what distinguishes it that it will be comprehensive about Al-Balqa Applied University specifically.

3. Statement and Question of the study

Higher education in Jordan enjoys the attention and sponsorship of the state due to its importance in graduating competencies and providing the country with various scientific specializations in various fields.

The Ministry of Higher Education seeks within its plans to upgrade and prepare universities, Conferences were held and studies were conducted, and among its recommendations was the application of governance in universities; it is about transparency, integrity, accountability and rational decision-making. (Al-Farra, 2013) emphasized the importance of governance in higher education institutions to accomplish their tasks efficiently and effectively, and their application became a major pressure tool to improve quality in all aspects of institutions, which in turn led to a balance between the independence granted to universities and accountability. (Burqan, 2012) also emphasized that university governance contributes to achieving efficiency and effectiveness at the organizational level to provide education capable of competition as well as facing contemporary challenges affecting educational institutions. Jordanian universities also seek to implement governance in order to develop, improve, compete, and raise the level of universities in various fields. The statement of the study is to know the degree of implementation of governance at Al-Balqa Applied University from the point of view of its academic leaders, and it answers the following questions:

Question of the study: What is the degree of implementation of governance at Al-Balqa Applied University from the point of view of its academic leaders?

4. The significance of the study:

The significance of the study is evidenced by its quest to know the degree of governance implementation at Al-Balqa Applied University from the point of view of its academic leaders, the significance of the study is evident in the following points:

- 1- The novelty of its topic on the educational scene
- 2- The first study is considered within the limits of the researcher's knowledge that is being conducted at Al-Balqa Applied University on governance
- 3- Enriching the Jordanian and Arab Library with research of this kind
- 4- It deals with the largest sector in Jordan, which is the education sector
- 5- Trying to find out the actual reality of implementing governance

- 6- Contributes to providing university presidents with feedback on the implementation of governance in their universities
- 7- It forms a vision for decision-makers in the Ministry of Higher Education and University Administration about the reality of universities.

5. Objectives of the study:

Firstly: The study aims to define the degree of governance implementation at Al-Balqa Applied University from the point of view of its academic leaders.

Secondly: That the results of the study contribute to improvements in the implementation of governance at the university.

6. Operational terms

Governance: It is a set of rules and procedures that define decision-making, control and monitoring of operations within the organization (**Premi and Abdel Samad 2011**). The researcher defines it as a procedurally: a set of procedures that the university administration takes to achieve the principles of governance.

Al-Balqa University: It is an educational institution of higher education in Jordan concerned with academic and technical education.

Academic leaders: They are individuals who influence a group of individuals and gain their cooperation under their leadership and achieve homogeneity between them to achieve the goals of the institution or university (**Al-Qaryouti 2004**), the researcher knows it procedurally: they, the deans, their deputies, and their assistants.

7. Methodology and procedures

To achieve the objectives of the study, the researcher used the descriptive survey method, due to its relevance to the nature of the study.

8. Population and sample of the study

Population of the study: The study population consists of all the academic leaders of Al-Balqa Applied University (Vice Presidents, Deans, and their deputies and assistants and heads of academic departments) and their number is (260). But, the sample of the study was taken (deans, their deputies and their assistants). Five leaders were taken from each college within twenty-six colleges, with a rate of (130) academic leaders.

Study Administration: To achieve the objectives of the study, the researcher reviewed the theoretical literature and previous studies, whereby a questionnaire was developed in its initial form for all data from the sample members to reveal the degree of implementation of governance in Al-Balqa Applied University from the point of view of academic leaders distributed into five areas of accountability, transparency, participation, regulations, laws and empowerment.

9. The validity of the questionnaire

To verify the indicators of the validity of the study tool (the questionnaire) in preparation for its application to the members of the study sample, the following validity indicators were extracted to verify the apparent validity of the tool and then presented to (10) experienced and specialized in the

educational administration for arbitration in terms of the suitability of its paragraphs for the purposes of the study and the extent of the linguistic formulation of the paragraphs, All the opinions of the arbitrators were taken into account in terms of deleting, adding or amending some paragraphs in achieving the objectives of the study, and the researcher approved the percentage (80%) of the referee's proposals and in light of the proposals of the specialized referees, the study tool in its final form consisted of (40) paragraphs, and it was before the arbitration (43). Paragraph where (3) paragraphs were deleted.

10. Validity of the study

The validity of the study was verified by applying it to an exploratory sample consisting of (15) academic leaders from outside the study sample, and then re-applying it after an interval of two weeks on the same sample by means of news and test restart. The Pearson correlation coefficient was calculated. Their estimates are on the scale as a whole and the domains both, and the internal consistency coefficient was calculated using the Cronbach Alpha equation for the scale and the fields as shown in the table:

Table.1. showing the Cronbach internal consistency coefficient alpha, repetition constancy of fields and overall score

Domains	Internal consistency
Regulations and laws	0.84
Transparency	0.91
Sharing	0.88
Administrative accountability	0.91
Administrative empowerment	0.83
Total marks	0.93

11. Statistical processors:

After completing all the data and unpacking the responses of the sample members, the data was processed statistically using the Statistical Package for Social Sciences, which included the use of statistical treatments according to a question, which is as follows: To answer the study question: Arithmetic averages were extracted to identify the degree of governance implementation in Al-Balqa Applied University from the viewpoint of academic leaders.

12. Finding and discussion:

This study aimed to reveal the degree of implementation of governance in Al-Balqa Applied University from the point of view of its academic leaders and to achieve this under the answer and discussion of the question.

Statement of the stud: What is the degree of implementation of governance at Al-Balqa Applied University from the point of view of its academic leaders?

Table.2. The main score of the paragraphs related to the field of accountability arranged in descending order by the main score

Rank	Number	Items	Main score	Degree of application
2	1	The university works to apply the rules of accountability to everyone fairly	3.75	High
3	2	The university adopts an effective system to hold employees accountable at the individual and collective levels	3.73	High
4	3	The university administration applies accountability to activate quality and obtain accreditation	3.72	High
6	4	The university administration assigns the competent committees to set rules for accountability	3.70	High
7	5	University administration uses accountability to develop employee performance and commitment	3.66	Mean
8	6	The university administration adopts scientific and practical foundations to develop self-control among employees	3.65	Mean
5	7	The university administration rewards distinguished employees with material and moral incentives	3.71	High
1	8	The university continues to use the e-learning system	3.85	High
Accountability			3.72	High

Interpretation of Table.2. reveals that the main scores of the responses of the individuals of the study sample to the degree of application of governance at Al-Balqa University to the area of accountability came to a high degree.

The eighth paragraph (the university continues to use the e-learning system) came first, and this indicates the interest and progress in this field, especially that the study was conducted during the period of the Corona epidemic, and this also indicates that the university is moving towards development to obtain competition and excellence in work.

The sixth paragraph came as the university administration adopts scientific and practical foundations for the development of self-censorship in the last rank in this field and with a medium degree. The university is working on that, but so far it has not reached a high degree of self-censorship development, and if the content of this paragraph is achieved, the university will have to pursue accountability because self-censorship is capable of achieving Workflow with ease and ease.

Table3. The main scores of the paragraphs related to the field of transparency arranged in descending order according to the main scores

Rank	Number	Items	Main score	Degree of application
9	1	The university administration clarifies the university's goals for employees	3.7	High
7	2	The university publishes all information on the tasks of the governance councils' employees	3.8	High
5	3	The university administration clarifies the goals of the governance boards for employees	3.90	High
3	4	The faculty members are informed of the roles assigned to them to achieve governance	3.97	High
1	5	The university administration constantly evaluates its plans for development	4.32	High
2	6	The university administration clearly defines the responsibilities of the academic councils	3.98	High
4	7	The university administration translates the university's vision, mission, and goals with a strategic plan according to a timetable	3.92	High
6	8	The university administration analyzes the internal and external educational environment	3.81	High
10	9	The university has a clear code of professional and ethical behavior	3.64	Mean
8	10	The university administration links all activities (conferences, seminars) with the university's vision and goals	3.75	High
Transparency			3.88	High

Interpretation of Table.3. reveals that the arithmetic averages of the respondents of the study sample to the degree of the application of governance to the field of transparency came with a high degree of implementation, and this indicates that Al-Balqa Applied University has high transparency in dealing with issues of concern to the university's employees, and this leads to creativity and distinction.

Paragraph (5), which stipulates that the university's management continuously evaluates its plans with the aim of developing it is ranked first in this field and with a high degree, and this indicates that the university's transparency in evaluating its plans in front of everyone and this is an acknowledgment that its plans can be deficient and defective and this indicates the extent of progress, development and transparency Enjoyed by the university administration.

Paragraph (9), which stipulates that the university has a clear charter for professional and ethical behavior, ranked last in the field, and with a medium degree, it indicates the existence of this clear charter, but the degree of average application has not risen to a high degree and this indicates the application of laws and regulations is so far stronger than the charter.

Table.4. The main score of the paragraphs related to the field of participation, arranged in descending order, according to the main score

Rank	Number	Items	Main score	Degree of application
3	1	The university administration respects the views of faculty members when making decisions	3.90	High
1	2	The university administration follows the method of dialogue in reaching rational decisions	4.10	High
6	3	The university administration takes decisions with the opinion of the majority	3.72	High
7	4	The university administration works on the participation of employees in developing the strategic plan	3.69	Mean
9	5	The university administration works to involve representatives of the local community in developing development plans	3.51	Mean
8	6	The university administration communicates with all employees through the e-mail service	3.62	Mean
5	7	The university administration encourages the principle of participation in all academic and administrative activities	3.84	High
4	8	University councils allow its employees to participate in the discussion of the decisions issued by them to make appropriate amendments to them	3.85	High
2	9	The university provides scientific research to solve the problems of society	3.91	High
Sharing			3.79	High

Interpretation of Table.4. shows that the arithmetic averages and standard deviations of the study sample responses to the application of governance at Al-Balqa Applied University to the field of participation came to a high degree, and this indicates that the university administration engages workers and the local community in decision-making, and this enhances the process of decision-

making and the success of the decision and the speed of its implementation and speed Achievement at the end.

While paragraph No. (2) came, which stipulates that the university administration follows the method of dialogue in the field of participation in the first place, and this indicates that the university always seeks to follow the method of dialogue with employees, and this reinforces the decision-making process and indicates the correctness of the decision that was taken with participation and dialogue It leads to creativity because the group of minds is better than one mind, while Paragraph (5), which states (The university administration works to involve representatives of the local community in developing development plans) came in last place, and this indicates that the involvement of the local community has not reached a high level. It is still of a medium degree, and the researcher attributes that to the fact that the local community is still not well aware of the importance of participation.

Table.5. The main scores of the paragraphs related to the field of systems and laws arranged in descending order according to the main scores

Rank	Number	Items	Main score	Degree of application
1	1	The university publishes all regulations and laws on its official website	4.20	High
2	2	The rules and regulations applied at the university are clear	4.12	High
3	3	The university is constantly striving to develop regulations and laws according to the requirements of the times	3.95	High
4	4	The university administration determines the laws in force in the penal system that include various transgressions	3.5	Mean
5	5	The laws and regulations in force at the university achieve fairness among its employees	3.88	High
Regulations and laws			3.93	Mean

Interpretation of table.5. reveals that the arithmetic averages of the respondents of the study sample to the degree of application of governance at Al-Balqa University in the field of systems and laws came first among the fields, with an arithmetic average of (3.93) and a high degree of application. Al-Balqa adheres to the laws and regulations in order to achieve all areas of governance, thus excellence, competition and creativity.

The first paragraph came, which states (The university publishes all regulations and laws on its official website) with an average mathematical capacity of (4.2) and with a high degree of implementation. In implementing governance.

While paragraph (4) came, which stipulates that the university administration determines the laws in force in the penal system to include various transgressions, with an average of (3.5) and a medium degree but less than the rest of the paragraphs, and this indicates that it is concerned with all violations, but it may be slightly less than the rest of the paragraphs. The researcher said that there may be new violations that are not mentioned in the laws and regulations.

Table.6. The main scores of the paragraphs related to the field of empowerment, arranged in descending order, according to the main scores

Rank	Number	Items	Main score	Degree of application
6	1	The university administration gives confidence to the employees to perform the tasks assigned to them	3.61	Mean
5	2	The university administration delegates the powers to employees to accomplish their tasks	3.62	Mean
1	3	The university administration holds courses for workers to develop their skills	3.83	High
7	4	The university administration is keen to establish social relations between the employees	3.51	Mean
4	5	University administration promotes professional employee affiliation	3.63	Mean
2	6	The university administration encourages workers to carry out their job duties	3.73	High
3	7	The university feels job security for all employees	3.64	Mean
Empowerment			3.65	Mean

Interpretation of table.6. reveals that the arithmetic averages of the study sample responses to the degree of governance implementation in Al-Balqa Applied University in the field of empowerment came last with an arithmetic average of (3.65) and a moderate degree of application. This can be explained by the fact that empowerment needs a longer period and thus takes more time, even if soon. From the high class now.

Paragraph (3), which states (the university administration holds courses for workers to develop their skills) came first among the paragraphs with an arithmetic average of 3.83. The researcher attributes this to the university's interest in empowerment through developing the skills of workers in their jobs.

Paragraph (4), which states (The university administration is keen to establish social relations between the employees, came last among the paragraphs of the field with an arithmetic average of (3.51). This can be explained by the university administration leaving this matter to the social club, as well as the workers' preoccupation with the completion of their work.

13. Recommendations

- 1- Spreading the culture of governance in universities and including it in the curriculum of teaching courses
- 2- Raising the degree of implementation of governance in universities, especially in the field that was of a moderate degree
- 3- The university administration must maintain a high degree of governance implementation, as this increases the university's effectiveness
- 4- Conducting further studies at another university
- 5- Exercising accountability as it leads to the application of governance

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